SHANGRI-LA GROUP

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Shangri-La Asia Limited
(Incorporated in Bermuda with limited liability)
website: www.ir.shangri-la.com
(Stock code: 00069)

OVERSEAS REGULATORY ANNOUNCEMENT

Shangri-La Hotel Public Company Limited ("**SHPCL**") is a company listed on the Stock Exchange of Thailand ("**SET**") and a 73.61% owned subsidiary of Shangri-La Asia Limited. SHPCL released to SET an announcement ("**Announcement**") today. The following is a reproduction of the Announcement as required by the Note to Rule 13.10B of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

Hong Kong, 9 November 2026

As at the date hereof, the directors of Shangri-La Asia Limited are:

Executive directors
Ms KUOK Hui Kwong
(Chairman and Chief Executive Officer)
Mr TEO Nee Chuan
(Group Chief Financial Officer and Group Head of Investment and Asset Management (China))

Non-executive director
Mr LIM Beng Chee

Independent non-executive directors
Professor LI Kwok Cheung Arthur
Mr YAP Chee Keong
Mr LI Xiaodong Forrest
Mr ZHUANG Chenchao
Ms KHOO Shulamite N K
Mr CHUA Yuan Wen William

Shangri-La Hotel Public Company Limited
and its subsidiaries
Review report and consolidated
and separate financial information
For the three-month and nine-month periods ended
30 September 2026

Independent Auditor's Report on Review of Interim Financial Information
To the Shareholders of Shangri-La Hotel Public Company Limited

I have reviewed the accompanying consolidated financial information of Shangri-La Hotel Public Company Limited and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 September 2026, the related consolidated statements of comprehensive income for the three-month and nine-month periods then ended, and the related consolidated statements of changes in shareholders' equity and cash flows for the nine-month period then ended, as well as the condensed notes to the interim consolidated financial statements. I have also reviewed the separate financial information of Shangri-La Hotel Public Company Limited for the same periods (collectively "the interim financial information"). Management is responsible for the preparation and presentation of this interim financial information in accordance with Thai Accounting Standard 34 *Interim Financial Reporting*. My responsibility is to express a conclusion on this interim financial information based on my review.

Scope of Review

I conducted my review in accordance with Thai Standard on Review Engagements 2410, *Review of Interim Financial Information Performed by the Independent Auditor of the Entity*. A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with the standards as applicable to auditing issued by the Federation of Accounting Professions and consequently does not enable me to obtain assurance that I would become aware of all significant matters that might be identified in an audit. Accordingly, I do not express an audit opinion.

Conclusion

Based on my review, nothing has come to my attention that causes me to believe that the accompanying interim financial information is not prepared, in all material respects, in accordance with Thai Accounting Standard 34 *Interim Financial Reporting*.

Kessirin Pinpuvadol
Certified Public Accountant (Thailand) No. 7325

EY Office Limited
Bangkok: 9 November 2026

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of financial position

As at 30 September 2026

(Unit: Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Unaudited but reviewed)	(Audited)	(Unaudited but reviewed)	(Audited)
Assets					
Current assets					
Cash and cash equivalents		143,550	982,866	100,113	60,198
Short-term investments in financial assets					
- fixed deposits		4,692,906	3,579,991	2,764,000	2,664,000
Trade and other current receivables	*3, 4*	57,250	90,013	36,224	80,760
Inventories		23,758	27,883	23,758	27,883
Other current assets		55,400	34,019	55,392	34,000
Total current assets		4,972,864	4,714,772	2,979,487	2,866,841
Non-current assets					
Other non-current financial assets	*5*	175,659	202,171	-	-
Investments in subsidiaries	*6*	-	-	1,303,000	1,303,000
Investments in associates	*7*	-	-	-	-
Long-term loans to and interest receivables					
from related parties	*3, 7*	303,630	289,611	-	-
Property, plant and equipment	*8*	2,976,788	3,027,315	2,974,935	3,025,462
Intangible assets		1,894	1,105	1,894	1,105
Deferred tax assets		24,032	23,864	24,032	23,864
Other non-current assets		3,176	3,138	3,176	3,138
Total non-current assets		3,485,179	3,547,204	4,307,037	4,356,569
Total assets		8,458,043	8,261,976	7,286,524	7,223,410

The accompanying notes are an integral part of the interim financial statements.

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of financial position (continued)

As at 30 September 2026

(Unit: Thousand Baht)

	Note	Consolidated financial statements		Separate financial statements	
		30 September 2026 (Unaudited but reviewed)	31 December 2025 (Audited)	30 September 2026 (Unaudited but reviewed)	31 December 2025 (Audited)
Liabilities and shareholders' equity					
Current liabilities					
Trade and other current payables	*3*	151,538	259,240	149,206	256,598
Income tax payable		21,288	54,192	21,243	54,016
Advance from customers		188,569	230,930	188,569	230,930
Other current liabilities		28,553	22,423	28,553	22,423
Total current liabilities		389,948	566,785	387,571	563,967
Non-current liabilities					
Non-current provision for employee benefits		116,306	115,201	116,306	115,201
Deferred tax liabilities		72,878	58,934	-	-
Other non-current liabilities		11,417	11,962	11,417	11,962
Total non-current liabilities		200,601	186,097	127,723	127,163
Total liabilities		590,549	752,882	515,294	691,130
Shareholders' equity					
Share capital					
Registered, issued and fully paid-up					
130,000,000 ordinary shares of Baht 10 each		1,300,000	1,300,000	1,300,000	1,300,000
Share premium		1,590,400	1,590,400	1,590,400	1,590,400
Retained earnings					
Appropriated - statutory reserve		130,000	130,000	130,000	130,000
Unappropriated		4,038,531	3,801,414	3,750,830	3,511,880
Other components of shareholders' equity		805,574	684,291	-	-
Equity attributable to owners of the Company		7,864,505	7,506,105	6,771,230	6,532,280
Non-controlling interests of the subsidiary		2,989	2,989	-	-
Total shareholders' equity		7,867,494	7,509,094	6,771,230	6,532,280
Total liabilities and shareholders' equity		8,458,043	8,261,976	7,286,524	7,223,410
		-	-	-	-

The accompanying notes are an integral part of the interim financial statements.

Directors

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of comprehensive income

For the three-month period ended 30 September 2026

(Unit: Thousand Baht except earnings per share expressed in Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2026	2025	2026	2025
Profit or loss:					
Revenue					
Revenue from hotel operations		498,708	427,395	498,708	427,395
Exchange gains		-	36,772	-	3,926
Other income		4,427	2,991	4,378	3,053
Total revenue		503,135	467,158	503,086	434,374
Expenses					
Cost of hotel operations		183,097	166,785	183,097	166,785
Selling expenses		39,489	39,286	39,489	39,285
Administrative expenses		143,272	130,785	143,222	130,463
Depreciation and amortisation expenses		38,480	42,364	38,480	42,364
Exchange losses		24,475	-	-	-
Total expenses		428,813	379,220	404,288	378,897
Operating profit		74,322	87,938	98,798	55,477
Share of losses from investments in associates		(2,133)	(6,479)	-	-
Finance income		20,325	22,440	8,483	12,467
Profit before income tax		92,514	103,899	107,281	67,944
Income tax expenses	*9*	(24,382)	(16,818)	(21,422)	(13,324)
Profit for the period		68,132	87,081	85,859	54,620
Other comprehensive income:					
Other comprehensive income to be reclassified to profit or loss in subsequent periods:					
Exchange differences on translation of financial statements in foreign currency		58,848	(62,369)	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods		58,848	(62,369)	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:					
Gain (Loss) on changes in value of equity investments designated at fair value through other comprehensive income		(5,474)	12,533	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods		(5,474)	12,533	-	-
Other comprehensive income for the period		53,374	(49,836)	-	-
Total comprehensive income for the period		121,506	37,245	85,859	54,620

The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of comprehensive income (continued)

For the three-month period ended 30 September 2026

(Unit: Thousand Baht except earnings per share expressed in Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2026	2025	2026	2025
Profit (loss) attributable to:					
Equity holders of the Company		68,132	87,090	85,859	54,620
Non-controlling interests of the subsidiary		-	(9)		
		68,132	87,081		
Total comprehensive income attributable to:					
Equity holders of the Company		121,506	37,254	85,859	54,620
Non-controlling interests of the subsidiary		-	(9)		
		121,506	37,245		
Earnings per share	*10*				
Basic earnings per share					
Profit attributable to equity holders of the Company		0.52	0.67	0.66	0.42

The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of comprehensive income

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht except earnings per share expressed in Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2026	2025	2026	2025
Profit or loss:					
Revenue					
Revenue from hotel operations		1,544,065	1,476,275	1,544,065	1,476,275
Exchange gains		-	-	-	25,267
Other income		17,260	15,703	12,903	11,245
Total revenue		1,561,325	1,491,978	1,556,968	1,512,787
Expenses					
Cost of hotel operations		515,788	501,331	515,788	501,331
Selling expenses		123,084	122,251	123,084	122,250
Administrative expenses		449,925	439,315	449,329	436,193
Depreciation and amortisation expenses		115,793	126,163	115,793	126,163
Exchange losses		21,984	67,832	-	-
Total expenses		1,226,574	1,256,892	1,203,994	1,185,937
Operating profit		334,751	235,086	352,974	326,850
Share of losses from investments in associates	*3, 7*	(7,976)	(21,355)	-	-
Finance income		61,054	74,701	26,982	40,042
Profit before income tax		387,829	288,432	379,956	366,892
Income tax expenses	*9*	(85,712)	(82,425)	(76,006)	(73,967)
Profit for the period		302,117	206,007	303,950	292,925
Other comprehensive income:					
Other comprehensive income to be reclassified to profit or loss in subsequent periods:					
Exchange differences on translation of financial statements in foreign currency		165,915	17,033	-	-
Other comprehensive income to be reclassified to profit or loss in subsequent periods		165,915	17,033	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:					
Loss on changes in value of equity investments designated at fair value through other comprehensive income	*5*	(44,632)	(26,318)	-	-
Other comprehensive income not to be reclassified to profit or loss in subsequent periods		(44,632)	(26,318)	-	-
Other comprehensive income for the period		121,283	(9,285)	-	-
Total comprehensive income for the period		423,400	196,722	303,950	292,925

The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of comprehensive income (continued)

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht except earnings per share expressed in Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2026	2025	2026	2025
Profit (Loss) attributable to:					
Equity holders of the Company		302,117	206,015	303,950	292,925
Non-controlling interests of the subsidiary		-	(8)		
		302,117	206,007		
Total comprehensive income attributable to:					
Equity holders of the Company		423,400	196,730	303,950	292,925
Non-controlling interests of the subsidiary		-	(8)		
		423,400	196,722		
Earnings per share	*10*				
Basic earnings per share					
Profit attributable to equity holders of the Company		2.32	1.58	2.34	2.25

The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht)

	Consolidated financial statements									
	Equity attributable to owners of the Company									
					Other components of shareholders' equity					
					Other comprehensive income					
	Issued and fully paid-up share capital	Share premium	Retained earnings: Appropriated	Retained earnings: Unappropriated	Exchange differences on translation of financial statement in foreign currency	Fair value reserve - net of income tax	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiary	Total shareholders' equity
Balance as at 1 January 2025	1,300,000	1,590,400	130,000	3,695,978	842,629	(122,778)	719,851	7,436,229	2,998	7,439,227
Profit for the period	-	-	-	206,015	-	-	-	206,015	(8)	206,007
Other comprehensive income for the period	-	-	-	-	17,033	(26,318)	(9,285)	(9,285)	-	(9,285)
Total comprehensive income for the period	-	-	-	206,015	17,033	(26,318)	(9,285)	196,730	(8)	196,722
Dividend paid (Note 11)	-	-	-	(130,000)	-	-	-	(130,000)	-	(130,000)
Balance as at 30 September 2025	1,300,000	1,590,400	130,000	3,771,993	859,662	(149,096)	710,566	7,502,959	2,990	7,505,949
Balance as at 1 January 2026	1,300,000	1,590,400	130,000	3,801,414	822,057	(137,766)	684,291	7,506,105	2,989	7,509,094
Profit for the period	-	-	-	302,117	-	-	-	302,117	-	302,117
Other comprehensive income for the period	-	-	-	-	165,915	(44,632)	121,283	121,283	-	121,283
Total comprehensive income for the period	-	-	-	302,117	165,915	(44,632)	121,283	423,400	-	423,400
Dividend paid (Note 11)	-	-	-	(65,000)	-	-	-	(65,000)	-	(65,000)
Balance as at 30 September 2026	1,300,000	1,590,400	130,000	4,038,531	987,972	(182,398)	805,574	7,864,505	2,989	7,867,494

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The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Statements of changes in shareholders' equity (continued)

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht)

	Separate financial statements				
	Issued and fully paid-up share capital	Share premium	Retained earnings		Total shareholders' equity
			Appropriated	Unappropriated	
Balance as at 1 January 2025	1,300,000	1,590,400	130,000	3,190,337	6,210,737
Total comprehensive income for the period	-	-	-	292,925	292,925
Dividend paid (Note 11)	-	-	-	(130,000)	(130,000)
Balance as at 30 September 2025	1,300,000	1,590,400	130,000	3,353,262	6,373,662
Balance as at 1 January 2026	1,300,000	1,590,400	130,000	3,511,880	6,532,280
Total comprehensive income for the period	-	-	-	303,950	303,950
Dividend paid (Note 11)	-	-	-	(65,000)	(65,000)
Balance as at 30 September 2026	1,300,000	1,590,400	130,000	3,750,830	6,771,230

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The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Cash flow statements

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
Cash flows from operating activities				
Profit before tax	387,829	288,432	379,956	366,892
Adjustments to reconcile profit before tax to				
net cash provided by (paid from) operating activities:				
Depreciation and amortisation expenses	115,793	126,163	115,793	126,163
Bad debts	191	53	191	53
(Reversal) allowance for expected credit loss of trade receivables	(187)	8	(187)	8
Reversal reduction of inventory to net realisable value	(855)	-	(855)	-
Share of losses from investments in associates	7,976	21,355	-	-
Loss on write-off of assets under construction	155	-	155	-
Gain on disposals of equipment	(882)	(73)	(882)	(73)
Long-term employee benefits	9,151	8,272	9,151	8,272
Unrealised gain on exchange	-	-	-	(25,267)
Dividend income	(4,357)	(4,459)	-	-
Finance income	(61,054)	(74,701)	(26,982)	(40,042)
Profit from operating activities before				
changes in operating assets and liabilities	453,760	365,050	476,340	436,006
Operating assets (increase) decrease				
Trade and other current receivables	43,074	17,857	43,074	17,857
Inventories	4,980	2,868	4,980	2,868
Other current assets	(21,383)	(19,834)	(21,392)	(19,819)
Other non-current assets	(38)	696	(38)	696
Operating liabilities increase (decrease)				
Trade and other current payables	(107,702)	(102,768)	(107,392)	(102,535)
Advance from customers	(42,361)	68,781	(42,361)	68,781
Other current liabilities	6,130	(6,705)	6,130	(6,705)
Non-current provision for employee benefits	(8,046)	(4,659)	(8,046)	(4,659)
Other non-current liabilities	(545)	1,956	(545)	1,956
Cash flows from operating activities	327,869	323,242	350,750	394,446
Cash received from refund of corporate income tax	2	1,205	-	-
Cash paid for corporate income tax	(109,215)	(140,732)	(108,947)	(140,303)
Net cash flows from operating activities	218,656	183,715	241,803	254,143

The accompanying notes are an integral part of the interim financial statements.

(Unaudited but reviewed)

Shangri-La Hotel Public Company Limited and its subsidiaries

Cash flow statements (continued)

For the nine-month period ended 30 September 2026

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
Cash flows from investing activities				
Decrease (increase) in short-term investments in financial assets				
- fixed deposits	(1,112,915)	206,766	(100,000)	395,000
Cash received from interest income	46,692	70,680	28,440	43,903
Dividend income	4,357	4,459	-	-
Acquisitions of property, plant and equipment	(64,701)	(35,900)	(64,701)	(35,900)
Increase in intangible assets	(1,653)	(546)	(1,653)	(546)
Proceeds from disposals of equipment	1,026	250	1,026	250
Net cash flows from (used in) investing activities	(1,127,194)	245,709	(136,888)	402,707
Cash flows from financing activities				
Dividend paid of the Company	(65,000)	(130,000)	(65,000)	(130,000)
Net cash flows used in financing activities	(65,000)	(130,000)	(65,000)	(130,000)
Increase in translation adjustments	17,963	60,861	-	-
Net increase (decrease) in cash and cash equivalents	(955,575)	360,285	39,915	526,850
Effects of exchange rate changes on cash and cash equivalents	116,259	(2,428)	-	-
Cash and cash equivalents at beginning of period	982,866	521,560	60,198	105,104
Cash and cash equivalents at end of period	143,550	879,417	100,113	631,954
	-		-	

The accompanying notes are an integral part of the interim financial statements.

Shangri-La Hotel Public Company Limited and its subsidiaries
Condensed notes to interim financial statements
For the three-month and nine-month periods ended 30 September 2026

1. General information

1.1 Basis for the preparation of interim financial statements

These interim financial statements are prepared in accordance with Thai Accounting Standard No. 34 Interim Financial Reporting, with the Company presenting condensed interim financial statements. The Company has presented the statements of financial position, comprehensive income, changes in shareholders' equity, and cash flows in the same format as that used for the annual financial statements and has presented notes to the interim financial statements on a condensed basis.

The interim financial statements are intended to provide information additional to that included in the latest annual financial statements. Accordingly, they focus on new activities, events and circumstances so as not to duplicate information previously reported. These interim financial statements should therefore be read in conjunction with the latest annual financial statements.

The interim financial statements in Thai language are the official statutory financial statements of the Company. The interim financial statements in English language have been translated from the Thai language financial statements.

1.2 Basis of consolidation

The interim consolidated financial statements include the financial statements of Shangri-La Hotel Public Company Limited ("the Company") and its subsidiaries ("the subsidiaries") (collectively as "the Group") and have been prepared on the same basis as that applied for the consolidated financial statements for the year ended 31 December 2025. There have been no changes in the significant composition of the Group during the current period.

2. Accounting policies

The interim financial statements are prepared using the same accounting policies and methods of computation as those applied in the financial statements for the year ended 31 December 2025.

The revised financial reporting standards that became effective for annual reporting periods beginning on or after 1 January 2026 do not have any significant impact on the Group's financial statements.

In addition, the Federation of Accounting Professions has issued new and revised financial reporting standards which will become effective in the future. The standard involving changes to key principles is summarised below:

TFRS 18 Presentation and Disclosure in Financial Statements

TFRS 18 will become effective for annual reporting periods beginning on or after 1 January 2028 and supersedes TAS 1, Presentation of Financial Statements. The standard introduces new requirements for classifying income and expenses into categories and presenting subtotals in profit or loss. It also requires disclosures of management-defined performance measures and includes new requirements for the aggregation and disaggregation of financial information.

The management of the Group is currently evaluating the impact of this standard on the financial statements in the year of initial adoption.

3. Related party transactions

During the periods, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course business. There were no significant changes in the transfer pricing policy of transactions with related parties during the current period.

Summaries significant business transactions with related parties as follows.

(Unit: Million Baht)

	For the three-month periods ended 30 September			
	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
Transactions with associated companies				
Interest income	1	2	-	-
Transactions with related companies				
Revenues from hotel operations	3	4	3	4
Management fees	13	8	13	8
Marketing and promotion fees	5	4	5	4
Advertising and reservation fees	14	13	14	13
Technical service fees	3	4	3	4

(Unit: Million Baht)

	For the nine-month periods ended 30 September			
	Consolidated financial statements		Separate financial statements	
	2026	2025	2026	2025
Transactions with associated companies				
Interest income	4	8	-	-
Transactions with related companies				
Revenues from hotel operations	8	23	8	23
Dividend income	4	4	-	-
Management fees	68	63	68	63
Marketing and promotion fees	16	15	16	15
Advertising and reservation fees	45	43	45	43
Training fees	2	2	2	2
Technical service fees	7	9	7	9

The balances of the accounts between the Company and these related companies as at 30 September 2026 and 31 December 2025 are as follows:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Audited)		(Audited)
Trade receivables - related parties (Note 4)				
Directors				
Directors	-	55	-	55
Related companies				
Others	879	250	879	250
Total trade receivables - related parties	879	305	879	305
Other current receivables - related parties (Note 4)				
Related companies				
Shangri-La International Hotel Management Pte. Ltd.	1,891	4,608	1,891	4,608
Others	446	115	446	115
Total other current receivables - related parties	2,337	4,723	2,337	4,723

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Audited)		(Audited)
Long-term loans to and interest receivables from related parties				
Associated companies				
Non-interest bearing				
Traders Square Company Limited	45,483	42,810	-	-
	45,483	42,810	-	-
Interest bearing				
Traders Yangon Company Limited	663,703	624,707	-	-
Shangri-La Yangon Company Limited	840,674	787,344	-	-
Traders Square Company Limited	854,455	804,251	-	-
	2,358,832	2,216,302	-	-
Total	2,404,315	2,259,112	-	-
Less: Allowance for impairment losses on financial assets (Note 7)	(1,605,965)	(1,511,606)	-	-
Total	798,350	747,506	-	-
Less: Share of losses from investments in associates (Note 7)	(494,720)	(457,895)	-	-
Total long-term loans to and interest receivables from related parties - net	303,630	289,611	-	-

The interest-bearing portions of the loans carry interest at rates of 0.92 to 5.50 percent per annum. The loans are unsecured and repayable on demand. The Group deemed these long-term loans that, in substance, form part of the interests in associates (Note 7 to the interim financial statements).

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Audited)		(Audited)
Other current payables - related parties				
Related companies				
Shangri-La International Hotel Management Pte. Ltd.	23,646	62,949	22,623	62,159
Others	3,272	3,365	2,629	2,619
Total other current payables - related parties	26,918	66,314	25,252	64,778

During the current period, movements of loans to and interest receivables from related parties were as follows:

(Unit: Thousand Baht)

	Consolidated financial statements				
	Balance as at 1 January 2026	Increase during the period	Decrease during the period	Translation adjustment	Balance as at 30 September 2026
Long-term loans to and interest receivables from related parties					
Associated companies					
Non-interest bearing					
Traders Square Company Limited	42,810	-	-	2,673	45,483
Interest bearing					
Traders Yangon Company Limited	624,707	-	-	38,996	663,703
Shangri-La Yangon Company Limited	787,344	4,047	-	49,283	840,674
Traders Square Company Limited	804,251	-	-	50,204	854,455
Total	2,259,112	4,047	-	141,156	2,404,315
Less: Allowance for impairment losses on financial assets (Note 7)	(1,511,606)	-	-	(94,359)	(1,605,965)
Total	747,506	4,047	-	46,797	798,350
Less: Share of losses from investments in associates (Note 7)	(457,895)	(7,976)	-	(28,849)	(494,720)
Total long-term loans to and interest receivables from related parties - net	289,611	(3,929)	-	17,948	303,630

Directors and management's benefits

(Unit: Thousand Baht)

	For the three-month periods ended 30 September	
	Consolidated financial statements/ Separate financial statements	
	2026	2025
Short-term employee benefits	17,465	16,115
Post-employment benefits	598	543
Total	18,063	16,658

(Unit: Thousand Baht)

	For the nine-month periods ended 30 September	
	Consolidated financial statements/ Separate financial statements	
	2026	2025
Short-term employee benefits	49,664	46,254
Post-employment benefits	1,617	1,608
Total	51,281	47,862

4. Trade and other current receivables

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025
		(Audited)		(Audited)
Trade receivables - related parties (Note 3)				
Age on the basis of invoice date				
Less than 120 days	879	305	879	305
Total trade receivables - related parties	879	305	879	305
Trade receivables - unrelated parties				
Age on the basis of invoice date				
Less than 120 days	23,303	64,898	23,303	64,898
120 - 180 days	-	4	-	4
Over 180 days	64	262	64	262
Total	23,367	65,164	23,367	65,164
Less: Allowance for expected credit losses	(64)	(251)	(64)	(251)
Total trade receivables - unrelated parties, net	23,303	64,913	23,303	64,913
Total trade receivables - net	24,182	65,218	24,182	65,218
Other current receivables				
Other current receivables - related parties (Note 3)	2,337	4,723	2,337	4,723
Other current receivables - unrelated parties	3,718	3,374	3,718	3,374
Interest receivables	27,013	16,698	5,987	7,445
Total other current receivables	33,068	24,795	12,042	15,542
Total trade and other current receivables - net	57,250	90,013	36,224	80,760

5. Other non-current financial assets

(Unit: Thousand Baht)

	Consolidated financial statements	
	30 September 2026	31 December 2025
		(Audited)
Equity instruments designated at FVOCI		
Listed equity instruments		
Shangri-La Asia Limited - related party	175,659	202,171
Total equity instruments designated at FVOCI	175,659	202,171

Movements of the equity instruments designated at FVOCI during the nine-month period ended 30 September 2026 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements
Fair value as at 1 January 2026	202,171
Loss recognised into other comprehensive income	(44,632)
Translation adjustment	18,120
Fair value as at 30 September 2026	175,659

Equity instruments were measured at fair value with hierarchy level 1 and there were no transfers within the fair value hierarchy during the current period.

6. Investments in subsidiaries

6.1 Dissolution of the subsidiary

On 15 September 2025, TRR-Kerry Development Co., Ltd., an indirect subsidiary of the Company, registered the dissolution process with the Ministry of Commerce. Currently, it is under the liquidation process.

7. Investments in associates

7.1 Details of associates:

(Unit: Thousand Baht)

Company's name	Nature of business	Country of incorporation	Consolidated financial statements							
			Paid-up capital as at		Shareholding percentage		Cost		Carrying amounts based on equity method	
			30 September 2026	31 December 2025	30 September 2026	31 December 2025	30 September 2026	31 December 2025	30 September 2026	31 December 2025
					(Percent)	(Percent)		(Audited)		(Audited)
Associated companies (held by Zukerman Limited)										
Traders Yangon Company Limited	Hotel	Myanmar	USD 3.6 million	USD 3.6 million	23.53	23.53	30,000	28,237	-	-
Shangri-La Yangon Company Limited	Serviced apartments	Myanmar	USD 2.0 million	USD 2.0 million	22.22	22.22	17,740	16,698	-	-
Traders Square Company Limited	Commercial complex and office for rent	Myanmar	USD 0.1 million	USD 0.1 million	23.56	23.56	708	666	-	-
Total							48,448	45,601	-	-

7.2 Summarised financial information of associates

The financial information of these associated companies for three-month and nine-month periods ended 30 September 2026 and 2025, and as at 31 December 2025, which was included in the consolidated financial statements, was prepared by the associates' management. However, the Company's management believes that there would have been no significant difference to financial information if those financial information had been audited or reviewed by their auditors.

Financial information of the associated companies is summarised below.

(Unit: Thousand Baht)

	Statements of financial position					
	Traders Yangon Company Limited		Shangri-La Yangon Company Limited		Traders Square Company Limited	
	30 September 2026	31 December 2025	30 September 2026	31 December 2025	30 September 2026	31 December 2025
Total assets	943,431	913,960	3,246,503	3,029,208	2,726,021	2,568,514
Total liabilities	(4,609,299)	(4,186,459)	(4,038,499)	(3,739,761)	(4,239,881)	(3,915,604)
Net (liabilities)/assets	(3,665,868)	(3,272,499)	(791,996)	(710,553)	(1,513,860)	(1,347,090)

(Unit: Thousand Baht)

	For the three-month periods ended 30 September					
	Traders Yangon Company Limited		Shangri-La Yangon Company Limited		Traders Square Company Limited	
	2026	2025	2026	2025	2026	2025
Total revenue	3,360	1,388	48,192	45,022	56,143	56,306
Loss	(63,103)	(52,422)	(9,602)	(4,958)	(36,874)	(22,823)

(Unit: Thousand Baht)

	For the nine-month periods ended 30 September					
	Traders Yangon Company Limited		Shangri-La Yangon Company Limited		Traders Square Company Limited	
	2026	2025	2026	2025	2026	2025
Total revenue	7,272	6,291	142,869	146,676	167,492	171,029
Loss	(183,021)	(176,000)	(35,897)	(23,632)	(80,027)	(68,352)

7.3 The reconciliation of interests in associates

Since 2020, the Group's management has decided to change the objective of the long-term loans to these three associated companies. Given the situation with the Coronavirus disease 2019 pandemic, no plans have been set for collection of these long-term loans for the foreseeable future and the long-term loans were, therefore, deemed in substance to form part of the interests in associates.

(Unit: Thousand Baht)

	Consolidated financial statements			
	As at 30 September 2026			
	Traders Yangon Company Limited	Shangri-La Yangon Company Limited	Traders Square Company Limited	Total
Interests in associates				
Net assets/ (liabilities) of associates	(3,665,868)	(791,996)	(1,513,860)	(5,971,724)
Shareholding percentage (Percent)	23.53%	22.22%	23.56%	
The Group's interests in associates	(862,579)	(175,982)	(356,665)	(1,395,226)
Investments in associates				
Ordinary shares, at cost	30,000	17,740	708	48,448
Less: Cumulative share of losses from investments in associates	(30,000)	(17,740)	(708)	(48,448)
Total	-	-	-	-
Long-term loans to and interest receivables from related parties (Note 3)				
Long-term loans to and interest receivables from related parties	663,703	840,674	899,938	2,404,315
Less: Impairment losses on financial assets	(663,703)	(378,803)	(563,459)	(1,605,965)
Total - net	-	461,871	336,479	798,350
Less: Cumulative share of losses from investments in associates	-	(158,241)	(336,479)	(494,720)
Total long-term loans to and interest receivables from related parties - net	-	303,630	-	303,630
Unrecognised cumulative share of losses from investments in associates	(832,579)	-	(19,478)	(852,057)

(Unit: Thousand Baht)

	Consolidated financial statements			
	As at 31 December 2025			
	Traders Yangon Company Limited	Shangri-La Yangon Company Limited	Traders Square Company Limited	Total
Interests in associates				
Net assets/ (liabilities) of associates	(3,272,499)	(710,553)	(1,347,090)	(5,330,142)
Shareholding percentage (Percent)	23.53%	22.22%	23.56%	
The Group's interests in associates	(770,019)	(157,885)	(317,374)	(1,245,278)
Investments in associates				
Ordinary shares, at cost	28,237	16,698	666	45,601
Less: Cumulative share of losses from investments in associates	(28,237)	(16,698)	(666)	(45,601)
Total	-	-	-	-
Long-term loans to and interest receivables from related parties (Note 3)				
Long-term loans to and interest receivables from related parties	624,707	787,344	847,061	2,259,112
Less: Impairment losses on financial assets	(624,707)	(356,546)	(530,353)	(1,511,606)
Total - net	-	430,798	316,708	747,506
Less: Cumulative share of losses from investments in associates	-	(141,187)	(316,708)	(457,895)
Total long-term loans to and interest receivables from related parties - net	-	289,611	-	289,611
Unrecognised cumulative share of losses from investments in associates	(741,782)	-	(36,245)	(778,027)

8. Property, plant and equipment

Movements of the property, plant and equipment account during the nine-month period ended 30 September 2026 are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements	Separate financial statements
Net book value as at 1 January 2026	3,027,315	3,025,462
Acquisitions during the period - at cost	64,701	64,701
Disposals/Write-off during the period - net book value as at disposal/write-off date	(299)	(299)
Depreciation for the period	(114,929)	(114,929)
Net book value as at 30 September 2026	2,976,788	2,974,935

9. Income tax

The Group is within the scope of the Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). The Group operates in several countries where Pillar Two legislation has been enacted and is effective for fiscal years beginning on or after 1 January 2025. Based on management's assessment, the Group expects to benefit from the "Transitional CbCR Safe Harbour" in most of these jurisdictions. As a result, the Group has not recognised any current tax expense related to Pillar Two income taxes in the financial information for the three-month and nine-month periods ended 30 September 2026 and 2025.

10. Earnings per share

Basic earnings per share is calculated by dividing profit for the period attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the period.

11. Dividends

Dividends declared during the nine-month periods ended 30 September 2026 and 2025 consisted of the follows:

Dividends	Approved by	Total dividends	Dividend per share
		(Million Baht)	(Baht)
Final dividends for 2024	Annual General Meeting of the shareholders on 29 April 2025	130.00	1.00
Total for nine-month period ended 30 September 2025		130.00	1.00
Final dividends for 2025	Annual General Meeting of the shareholders on 28 April 2026	65.00	0.50
Total for nine-month period ended 30 September 2026		65.00	0.50

12. Segment information

The Group is organised into business units based on its services. During the current period, the Group have not changed the organisation of their reportable segments.

The following tables present revenue and profit information regarding the Group's operating segments for the three-month and nine-month periods ended 30 September 2026 and 2025.

(Unit: Million Baht)

	For the three-month periods ended 30 September											
	Hotel business											
	Hotel in Bangkok		Hotel in Chiangmai		Holding Investment		Total segments		Adjustments and eliminations		Consolidated	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Revenue												
Revenues from external customers	397	320	102	107	-	-	499	427	-	-	499	427
Total revenue	397	320	102	107	-	-	499	427	-	-	499	427
Operating results												
Segment gross profit	247	190	69	71	-	-	316	261	-	-	316	261
Other income	4	2	-	1	-	-	4	3	-	-	4	3
Depreciation and amortisation expenses	(17)	(22)	(21)	(20)	-	-	(38)	(42)	-	-	(38)	(42)
Exchange gains (losses)	-	4	-	-	(24)	33	(24)	37	-	-	(24)	37
Share of losses from investments in associates	-	-	-	-	(2)	(6)	(2)	(6)	-	-	(2)	(6)
Finance income	9	12	-	-	11	10	20	22	-	-	20	22
Unallocated expenses											(184)	(171)
Income tax expenses											(24)	(17)
Profit for the period											68	87

(Unit: Million Baht)

	For the nine-month periods ended 30 September											
	Hotel business											
	Hotel in Bangkok		Hotel in Chiangmai		Holding Investment		Total segments		Adjustments and eliminations		Consolidated	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Revenue												
Revenues from external customers	1,243	1,190	301	286	-	-	1,544	1,476	-	-	1,544	1,476
Total revenue	1,243	1,190	301	286	-	-	1,544	1,476	-	-	1,544	1,476
Operating results												
Segment gross profit	825	783	203	192	-	-	1,028	975	-	-	1,028	975
Other income	11	9	2	2	4	5	17	16	-	-	17	16
Depreciation and amortisation expenses	(54)	(69)	(62)	(57)	-	-	(116)	(126)	-	-	(116)	(126)
Exchange gains (losses)	-	25	-	-	(22)	(93)	(22)	(68)	-	-	(22)	(68)
Share of losses from investments in associates	-	-	-	-	(8)	(21)	(8)	(21)	-	-	(8)	(21)
Finance income	27	40	-	-	34	35	61	75	-	-	61	75
Unallocated expenses											(572)	(563)
Income tax expenses											(86)	(82)
Profit for the period											302	206

13. Commitments and contingent liabilities

13.1 Capital commitments

As at 30 September 2026, the Company had capital commitments of Baht 108 million (31 December 2025: Baht 79 million), relating to the construction and renovation of the hotel building and acquisition of equipment.

13.2 Long-term service commitments

The Company has entered a long-term service contract. Under the terms of the contract, the Company is required to pay a monthly service fee. During the nine-month period ended 30 September 2026, the Company has the fee amounting to approximately Baht 7 million were recognised as expenses.

13.3 Guarantees

As at 30 September 2026, there were outstanding bank guarantees of approximately Baht 10 million (31 December 2025: Baht 10 million) issued by a bank on behalf of the Company in respect of electricity usage.

14. Financial instruments

14.1 Fair value of financial instruments

Most of the Group's financial instruments are classified as short-term or have interest rates that are close to market rate. Therefore, the carrying amounts of these financial instruments is estimated to approximate their fair value.

14.2 Foreign currency risk

The balances of financial assets and liabilities denominated in foreign currencies of the Group as at 30 September 2026 and 31 December 2025 are summarised below.

	Consolidated financial statements					
Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	As at 30 September 2026	As at 31 December 2025	As at 30 September 2026	As at 31 December 2025	As at 30 September 2026	As at 31 December 2025
	(Million)	(Million) (Audited)	(Million)	(Million) (Audited)	(Baht per 1 foreign currency unit)	
US dollar	28	28	-	-	33.5541	31.5826

15. Approval of interim financial statements

These interim financial statements were authorised for issue by the Company's Board of Directors on 9 November 2026.

SHANGRI-LA
BANGKOK

To : Managing Director
The Stock Exchange of Thailand

Date : November 9, 2026

Re : Management Discussion and Analysis for the period ended September 30, 2026

The Board of Directors is pleased to announce the Company's results of operation for the period ended September 30, 2026 as follows: -

Net profit after corporate income tax for the three-month period ended September 30, 2026 and 2025:

(Baht in million)	2026	2025	Change
The Company	85.86	54.62	57.20%
Consolidated	68.13	87.09	(21.77%)

Overview

The Company:

The Company's profit before corporate income tax for the three-month period ended September 30, 2026 increased by Baht 39.34 million compared to the previous year. The increase was primarily attributable to an increase in revenue from hotel operations at Shangri-La Bangkok ("SLBK") by Baht 76.50 million, partially offset by an decrease in revenue of Shangri-La Hotel, Chiang Mai ("SLCM") by Baht 5.18 million, mainly due to a recovery of the groups business in this period.

Consequently, profit before income tax at SLBK increased by Baht 43.55 million, while profit before income tax at SLCM decreased by Baht 4.21 million.

Revenues from hotel operations of SLBK increased by Baht 76.50 million from Baht 320.15 million to Baht 396.65 million, mainly due to the increase in all types of revenues including room, food & beverages and other revenues. Gross profit before expenses increased by Baht 56.39 million. Selling and administrative expenses increased by Baht 0.42 million and Baht 11.26 million, respectively. Depreciation expenses decreased by Baht 5.56 million against last year. As a result, the profit before corporate income tax increased by Baht 43.55 million from Baht 63.15 million to Baht 106.70 million.

Profit before corporate income tax of SLCM decreased by Baht 4.21 million as compared to 2025, mainly attributed to lower hotel operating revenue by Baht 5.18 million from Baht 107.24 million to Baht 102.06 million driven by decline in catering revenue following the non-recurrence of several major Group and Corporate events held during the corresponding period last year. Gross profit before expenses decreased by Baht 1.39 million. Selling expenses decreased by Baht 0.22 million and administrative expenses increased by Baht 1.50 million. Depreciation expenses increased by Baht 1.68 million against last year. As a result, the profit before corporate income tax decreased by Baht 4.21 million from Baht 4.79 million to Baht 0.58 million.

Consequently, the total profit of SLBK and SLCM before corporate income tax increased by Baht 39.34 million from Baht 67.94 million to Baht 107.28 million. The Company recorded a net profit after tax of Baht 85.86 million for the three-month period ended September 30, 2026 compared to Baht 54.62 million last year (increased by 57.20%).

Consolidated:

The consolidated profit before corporate income tax for the three-month period ended September 30, 2026 decreased by Baht 11.39 million against last year. The decrease in consolidated profit before corporate income tax was mainly due to loss from subsidiaries increased by Baht 50.73 million. The increase in loss from subsidiaries was mainly due to the increase in exchange loss from loan to a related company. As a result, the corporate income tax expenses increased by Baht 7.56 million. Overall, the consolidated net profit after tax attributable to the equity holders of the Company for the three-month period ended September 30, 2026 decreased by Baht 18.96 million against last year (decreased by 21.77%).

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Net profit after corporate income tax for the nine-month period ended September 30, 2026 and 2025:

(Baht in million)	2026	2025	Change
The Company	303.95	292.93	3.76%
Consolidated	302.12	206.02	46.65%

Overview

The Company:

The Company's profit before corporate income tax for the nine-month period ended September 30, 2026 increased by Baht 13.06 million compared to the previous year. The increase was primarily attributable to higher revenue from hotel operations, supported by the strong recovery in the third quarter.

Consequently, profit before income tax at SLBK increased by Baht 4.49 million, and profit at SLCM increased by Baht 8.57 million.

Revenues from hotel operations of SLBK increased by Baht 52.59 million from Baht 1,189.92 million to Baht 1,242.51 million, mainly due to higher room and catering revenue, driven by stronger demand from FIT and group segments and higher occupancy rate. Cost of hotel operations increased by Baht 11.22 million, primarily in line with the increase in hotel operation revenue. Gross profit before expenses increased by Baht 41.37 million. Selling expenses increased by Baht 0.84 million. In addition, administrative expenses increased by Baht 13.99 million, mainly as a result of higher management fees. Depreciation expenses decreased by Baht 15.10 million against last year, impacted by full depreciation of the building. As a result, the profit before corporate income tax increased by Baht 4.49 million from Baht 367.73 million to Baht 372.22 million.

Profit before corporate income tax of SLCM increased by Baht 8.57 million as compared to 2025, mainly attributed to higher hotel operations revenues by Baht 15.20 million from Baht 286.36 million to Baht 301.56 million was driven by increased room and food and beverage revenues due to stronger performance in Meeting and Group segments and a higher occupancy rate. Gross profit before expenses increased by Baht 11.96 million. Selling and administrative expenses decreased by Baht 0.01 million and Baht 0.86 million, respectively. Depreciation expenses increased by Baht 4.73 million against last year. As a result, the profit before corporate income tax increased by Baht 8.57 million from loss of Baht 0.84 million to profit of Baht 7.73 million.

Consequently, the total profit of SLBK and SLCM before corporate income tax increased by Baht 13.06 million from Baht 366.89 million to Baht 379.95 million. The Company recorded a net profit after tax of Baht 303.95 million for the nine-month period ended September 30, 2026 compared to Baht 292.93 million last year (increased by 3.76%).

Consolidated:

The consolidated profit before corporate income tax for the nine-month period ended September 30, 2026 increased by Baht 99.40 million against last year. The increase in consolidated profit before corporate income tax was mainly due to profit from subsidiaries increased by Baht 86.34 million. The increase in profit from subsidiaries was mainly due to the decrease in exchange loss from loan to a related company and decrease in share of loss from investment in associates. As a result, the corporate income tax expenses increased by Baht 3.29 million. Overall, the consolidated net profit after tax attributable to the equity holders of the Company for the nine-month period ended September 30, 2026 increased by Baht 96.10 million against last year (increased by 46.65%).

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SHANGRI-LA
BANGKOK

Financial Position:

As at September 30, 2026, the consolidated balance of cash and cash equivalents to Baht 143.55 million, representing an decrease of Baht 839.32 million, comprising increases of Baht 39.92 million at the Company and decrease of Baht 879.24 million at subsidiaries. Short-term investments in financial assets – fixed deposits increased by Baht 1,112.92 million compared to year ended 2025 primarily due to additional placements of new fixed deposits and the renewal of deposits with longer maturities of the Company in response to declining deposit interest rates. Long-term loans to and interest receivables from related parties amounted to Baht 303.63 million, representing an increased of Baht 14.02 million from previous year attributable to foreign currency translation adjustments.

The consolidated total assets as at September 30, 2026 increased by Baht 196.07 million, or 2.37% from Baht 8,261.98 million at the end of 2025 to Baht 8,458.04 million

Yours faithfully,

_____
(Mrs. Pavinee Meensuk)
Director

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Headline: Financial Performance Quarter 3 (F45) (Reviewed)

Security Symbol: SHANG

Announcement Details

Summary of operating result form (F45)				
Company name	SHANGRI-LA HOTEL PUBLIC COMPANY LIMITED			
Quarter	Quarter 3			

(In thousands)

Financial Statement

	Quarter 3		For 9 Months	
Status	Reviewed		Reviewed	
Ending	30 September		30 September	
Year	2026	2025	2026	2025
Profit (loss) attributable to equity holders of the Company *	68,132	87,090	302,117	206,015
EPS (baht)	0.52	0.67	2.32	1.58

Type of report	Unqualified opinion

*For consolidated financial statements

Please review financial statement (Full Version) before making investment decision

"The company hereby certifies that the information above is correct and complete. In addition, the company has already reported and disseminated its financial statements in full via the SET Electronic Listed Company Information Disclosure (SET Portal)."

Signature _____

(Mrs. Pavinee Meensuk)

Director

Authorized Persons to Disclose Information

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