

# Balmoral Development

## *Corporate Profile*



*Illustrative concept image*

## **Our ambition to lead**

We are committed to becoming a market leader in real estate innovation and investment, creating integrated destinations that bring exceptional living, hospitality and business together with disciplined capital management.

### **A destination with a shared purpose**

Balmoral Development is advancing a proposed integrated development in Thailand. Balmoral Suites, i1Living and Balmoral Connexions are planned as complementary businesses within one company, serving people who visit, live, work and gather.

### **Our vision and mission**

Our vision is to set a high standard for integrated real estate development. Our mission is to create places that improve how people live, stay and connect, while building lasting value through thoughtful design and accountable execution.

# Places to stay and live

Comfort and convenience sit at the heart of the destination. The hotel and residences are designed to serve different needs while sharing access to the wider development.



*Illustrative concept image*

## Balmoral Suites

A proposed 307-room hotel for leisure visitors, business travellers and guests attending exhibitions, conferences and social events. Its role is to connect accommodation with the experiences and services offered across the destination.

## i1Living

A proposed collection of 305 residences for people seeking a place to live and buyers considering property investment. The residential component brings a continuing community to the development.

## What the connection can create

Hotel guests can attend events within the destination. Residents can benefit from nearby services and amenities. Coordinated planning is intended to make those everyday connections more convenient.

# A place for business and connection

Balmoral Connexions is planned as a venue where businesses meet customers, ideas reach audiences and people gather for memorable occasions.



*Illustrative concept image*

## Balmoral Connexions

Proposed exhibition, convention and event facilities for trade shows, conferences, seminars, weddings and other gatherings. Multimedia capabilities are intended to help organizers engage audiences and adapt spaces to different events.

## Innovation that makes a difference

Our approach starts with coordinated design: access, movement and shared amenities planned around the whole destination. We intend to evaluate digital guest services, multimedia systems and tools that improve operating visibility.

## A practical commercial connection

Event attendance can create opportunities for hotel stays, catering and other services. Linking those activities is intended to broaden business opportunities across the development.

## Responsible development

We seek choices that support efficient resource use, durable buildings and the surrounding community. Specific measures will be defined as design and delivery plans progress.

# Building confidence through delivery

Our investment philosophy is simple: capital should support measurable progress. A clear development purpose, realistic budget and credible delivery plan form the foundation of lasting value.

## Our growth direction

Fundraising is intended to support the whole development, from design and approvals through construction, fit-out and opening. Our strategic ambition is to prepare one consolidated company for a proposed Nasdaq IPO.

A potential listing remains subject to project progress, corporate readiness, applicable requirements, approvals and market conditions.

## Leadership

Songsak Visudharomn — Chairman of the Board and Chief Architect

His stated commitment combines architectural direction with responsible stewardship, clear milestones and preparation for the governance expected of a company seeking public market access.

Jie Lin — Equity Sponsor and Project Principal

His stated vision brings hospitality, residential living and international exhibitions together, aligning commercial ambition with a realistic budget and disciplined delivery.

## Our commitments to investors and partners

We intend to tie capital deployment to development milestones, assign clear responsibility and report progress transparently. Investment decisions should rest on project economics, delivery evidence and an understanding of execution risks.

## Our corporate promise

We aim to earn market leadership through the quality of the places we create, the relevance of the experiences we offer and the discipline with which we manage capital.

We welcome investors, operating partners and professional advisers who share our commitment to quality, accountability and long-term value.

Facilities and quantities are proposed and subject to final design and approvals. Images are illustrative concepts, not final designs or photographs of completed facilities. This corporate profile does not constitute an investment offer.