



56-1 ONE REPORT 2021

แบบแสดงข้อมูลประจำปี 2564

The Erawan Group Public Company Limited
บริษัท ที เอราวัณ กรุ๊ป จำกัด (มหาชน)

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JW Marriott Hotel Bangkok

Message from the Chairman of the Board

The COVID-19 pandemic continued to directly impact the tourism industry and the hotel business worldwide throughout 2021 for another long year. Domestic and international travel remained under strict COVID-19 control measures. Challenges from various factors resulting from this pandemic have widely affected the economy and the society. The Erawan Group, as a hotel investor and developer in Thailand and the Philippines, is inevitably affected by the crisis and ongoing challenges. Under such volatility, the Board of Directors and the management continued to work closely together to strategize plans to handle these challenges.

In 2021, preserving liquidity was remained our first priorities continue from previous year. Fund raising from the capital market was executed to enable us to have an appropriate capital structure and healthy liquidity under such challenging circumstances and support us for business expansion according to our long-term strategic directions. This capital raising was extremely well-received by our shareholders, which showed overwhelming confidence in the Company with a highly favorable response from them.

This year, the Board of Directors and the management have reviewed and approved strategic plans and business direction that suit the global situation and industry trends in long run. We focused on balancing our portfolio through an investment and expansion in budget hotel segment to stabilize and sustain our long-term growth. Our budget hotel segment has shown strong performance and outstanding growth potential. We also focused on our adaptability and resilience to global situation and the changing of business environment. Moreover, the Board of Directors have continuously focused on developing sustainable growth strategy to align with the business direction as aforementioned through the ESG principles, which take into consideration of environment, social and governance. We aim to achieve stable return for our shareholders and investors as well as the benefit to all stakeholders. The Company has established a committee and a working team on sustainability development consisting of executives from all business unit to focus on creating workflow guidelines under sustainable development. In addition, an environmental working team have also established to enhance energy and environment management of all hotels within the Erawan Group.

The Board of Directors continued to concentrate on organization development and strengthen business competitiveness under good corporate governance, transparency and the anti-corruption practices, including taking care for all stakeholders. In 2021, the Erawan Group was recognized the Outstanding Investor Relations Award from the Stock Exchange of Thailand and the IR Magazine which was voted by foreign and local institutional investors. These awards reflected our commitment to timely, accurate and transparent communication whether in normal or crisis situations with our shareholders and investor both Thailand and foreign.

On behalf of the Board of Directors, I would like to express my heartfelt appreciation to management and all staff in Thailand and Overseas for your dedication and commitment throughout the hardest time. I would also like to thank all stakeholders for your continued support to the Erawan Group and for navigating us through the crisis with great tenacity. We commit to continue our business direction under the strategic plan that are ready to adapt to change and disruption and to go forward steadily under the philosophy of “Success With Integrity.”



Mr. Chanin Vongkusolkrit
Chairman of the Board



The Naka Island, a Luxury Collection Resort & Spa, Phuket

Message from the President

Since the establishment of the Erawan Group for almost four decades, the COVID-19 that started since 2020 and have continued to impact in 2021 is the most serious and the longest crisis affecting the tourism industry and our business. This year, our business remained under crisis management based on the Company's risk management plan. We continued to focus on preserving our liquidity and ensuring that cashflow was maintained at an appropriate level. Other measures included effectively managing costs, overseeing and mitigating impacts upon stakeholders and the tourism industry as a whole while underlining the adaptability to evolving situations and pursuing strategies that would yield long-term sustainable growth.

In terms of business growth strategy according to our long-term strategic plan, we continue to focus on the expansion of the budget hotel segment with our own brand "HOP INN". This will increase the contribution of revenue and profit from the domestic customer and reduce reliance on foreign customer which will help the Company to have more stable stream of revenue and profit as well as to reduce the Company's overall risks. The COVID-19 pandemic has proven the strength of this budget hotel segment. Although HOP INN hotel's operation was similarly affected similar to other hotel segments when travel restrictions were in place, however upon the easing measures, it is clearly seen that this segment's operation rebounded fastest among all hotel segments. This supports our confident with the expansion of this segment in Thailand and Asia Pacific. At present, "HOP INN" is also the largest budget hotel network in Thailand.

To ensure that our financial status remained strong with an appropriate capital structure and financial ratios that can accommodate business expansion under our long-term strategic plan and to support financial flexibility of the Company, in 2021, we completed the following:

- In Q2/2021, we raised capital at 2,014 million baht from our existing shareholders through the right offering with a highly favorable response from our shareholders.
- In Q4/2021, we divest 2 hotels, Renaissance Koh Samui Resort and Spa and ibis Samui Bophut, at 925 million baht.

Proceeds from these transactions were supported the strengthening of our financial position and preparing us for the expansion and development of future projects according to our long-term strategy.

The recovery of the tourism industry in Thailand and global remains gradual. This depends on various factors such as the intensity of the pandemic, vaccination rates and the international travel policy. Although external factors are something beyond our control, what we have prioritized throughout the journey is to take care of our valuable asset, which is our employees, especially on health and wellbeing. During the past year, we provided Covid-19 vaccines to all staff and also focused on enhancing capacity of our employees in various areas so that employees would be ready to adapt and respond to changing situations. We believe that learning from the experiences that have been overcome by a variety of situations which affecting the hotel business from the past to the present will support us to move forward strongly and generate sustainable growth returns for all investors and stakeholders.

I wish to thank the Board of Directors, executives, our employees and all stakeholders for continuous cooperation during this difficult time. I also wish to express gratitude to our shareholders and stakeholders for your confidence in us. We believe that tourism will strongly resume as soon as the pandemic subsides and we remain confident in the potential growth of tourism industry for both Thailand and the global level.



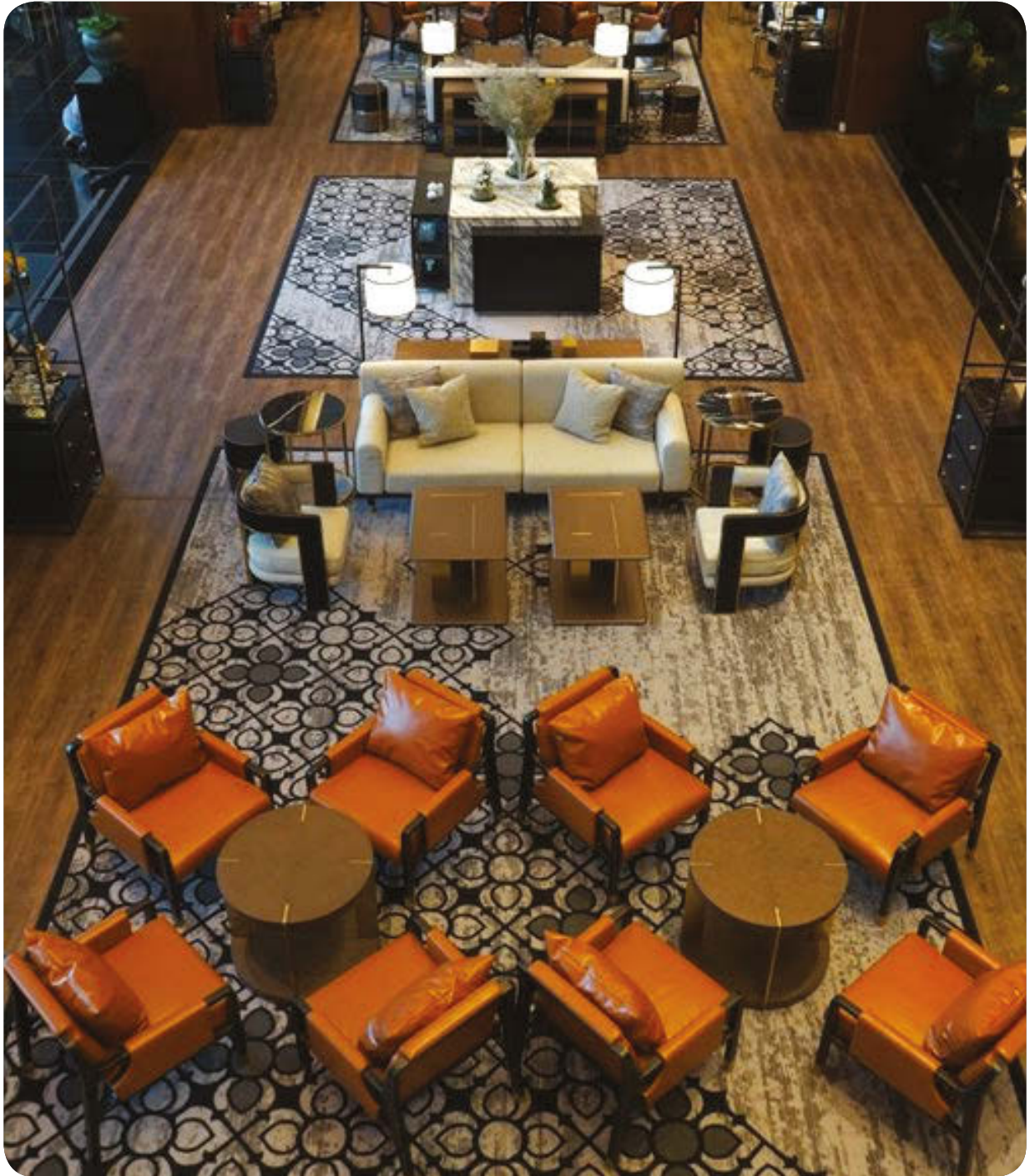
Mr. Petch Krainukul
The President



Grand Hyatt Erawan Bangkok

Part 1

Business Operation and Operating Results



JW Marriott Hotel Bangkok

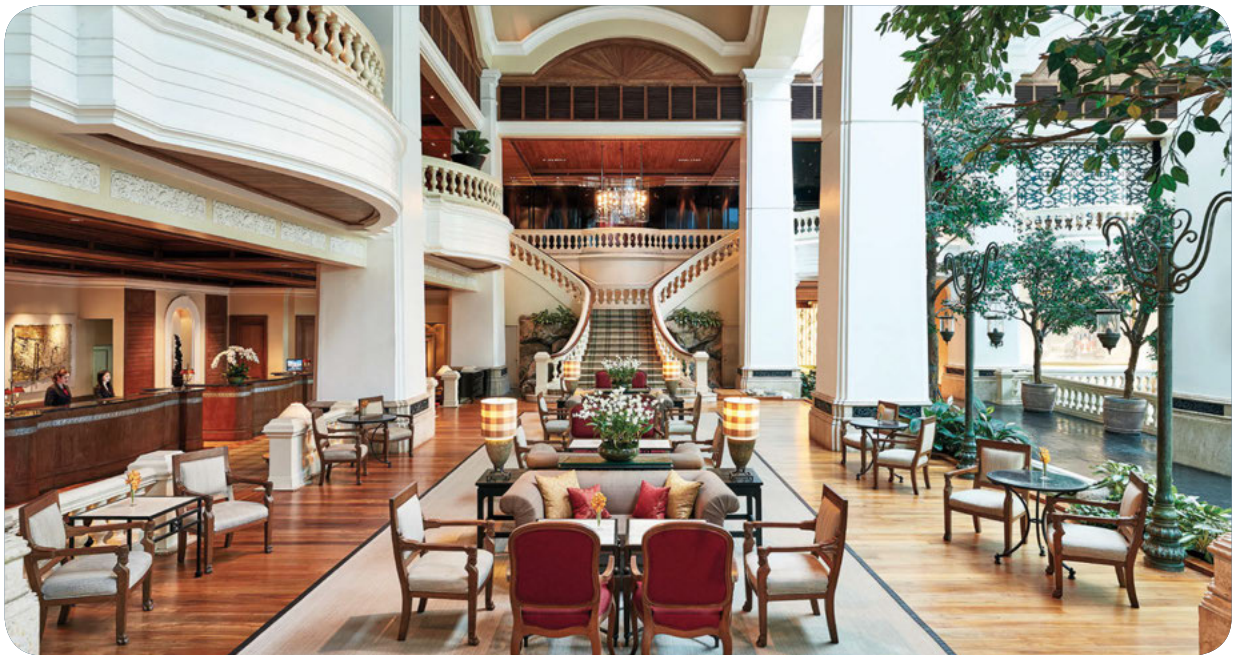
Organizational Structure and Operation

Vision

To be the leading hotel developer and investor in Thailand and Asia Pacific.

Mission

To continue growing quality hotel portfolio in Thailand and Asia Pacific which optimize values to shareholders as well as stakeholders.



Grand Hyatt Erawan Bangkok

CORE VALUE “ERAWAN’S SPICE”

System

Systematic management approach to enhance efficiency as well as to lessen reliance on individuals

People

Competent workforce with dedication to further learning and continual improvement

Information

Accurate, adequate, and up-to-date database for the purpose of management and decision-making

Culture

Sound corporate culture to support sustainable growth

Environment

Being a good and responsible corporate citizen by taking care of all stakeholders including community and environment



The Naka Island, a Luxury Collection Resort & Spa, Phuket

Corporate Culture of Sustainability

C

Commit
to Success

L

Learning
& Improvement

I

Integrity

EN

Enjoy to Serve

T

Team Spirit

Our Business Strategy

Growth Strategy:

Expanding own branded budget hotel “Hop Inn” network coverage in both Thailand and Asia Pacific to achieve stability and resilience from domestic demand.

Value Enhancing Strategy:

To capitalize on the strength of Thailand as a premier global destination by maximizing values and returns of existing hotel assets in the economy, midscale and luxury segments through superior asset management, efficient operation management, optimization of market share, asset improvement, portfolio management and suitable capital structure.

Capability for Sustainable Future Strategy:

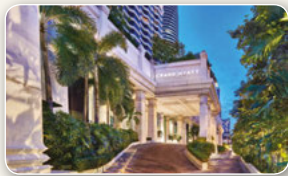
Ensure long term sustainability of the company through continuous enhancement of capability in systematic and effective management, data infrastructure and utilization, networks to share values with stakeholders in all stages of the value chain, building capable citizens, and an agile corporate culture.

Corporate Profile and Developments

The Erawan Group Public Company Limited “ERW”, the former name is Amarin Plaza Public Company Limited, the company was registered since 1982 with the capital amount 1,000,000 THB. It can be divided the ordinary share with 10,000 shares, the value of share 100 THB per share. There are 3 (three) groups of the founders of company, namely the family of Vongkusolkrit by Mr. Isara Vongkusolkrit, the family of Wattanavekin by Mr. Supol Wattanavekin, and the family of Jenwattanawit by Mr. Wit Jenwattanawit. In the first phase, the company operates the business related to development of real estates by having the office buildings and shopping centers for rent.

In 1988, the company has been registered for the Stock Exchange of Thailand, and has been transformed to be public company since 1994 by doing business related on the investment to develop and operating hotel business where is suitable for locations and premises, and the main groups are main targets such as building space rental business and building management business, also it has been changed the name to be “The Erawan Group Public Company Limited” in year 2005, until this present day is 38 years with the authorized capital which has been paid on 31 December, 2021 with the amount 4,531,559,733 THB with the ordinary share of a par value at 1.00 THB per share.

1991



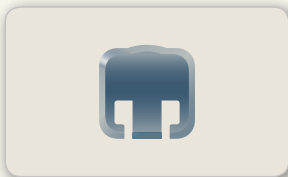
Initiated for doing the hotel business by opening Grand Hyatt Erawan Bangkok where is the first luxury hotel of company.

1997



The second luxury hotel in portfolio was opened; JW Marriott Bangkok.

2005



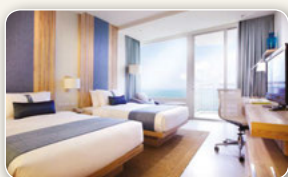
Changed the company name from “Amarin Plaza Public Company Limited” to “The Erawan Group Public Company Limited” and focused on hotel investment and development business in Thailand. Renaissance Koh Samui Resort & Spa was opened, the first luxury resort in portfolio and located outside Bangkok.

2008



Expanded our hotel portfolio to midscale hotel segment by opening Courtyard by Marriott Bangkok and continued to expand to other hotel segments and other tourist destinations in Thailand. We also opened Six Senses Destination Spa Phuket which has been rebranded to The Naka Island, a Luxury Collection Resort & Spa, Phuket, another luxury resort. Economy hotels under “ibis” brand were also launched in Bangkok, Pattaya, Phuket and Samui.

2010



The Company opened Holiday Inn Pattaya, a midscale hotel. Initially, the hotel had inventory of 367 rooms, then the second building was added to support continuous growth of Pattaya tourism which make total number of rooms to 567 in 2014.

2012



Initiated the hotel with the concept of “Combo Hotel” which is two brands and two segments under one building by opening Mercure ibis Siam, the first Combo Hotel in portfolio.

2013



Sold ibis Pattaya and ibis Phuket Patong to “Erawan Hotel Growth Property Fund” (ERWPF) and leased back to operate. As of now, the company hold shares in ERWPF at 20% of the total number of shares.

2014



The Company introduce its own new budget hotel brand called “HOP INN”, which is fully operated by the company. HOP INN mainly focus on domestic customers. As a result, the company has all hotel segments in portfolio, ranging from luxury to budget.

2016



Expanded overseas business for the first time in the Philippines by opening the first hotel in Manila under “HOP INN” brand which fully operated by the company.

2018



Opened Novotel ibis Styles Sukhumvit 4, the second hotel under “Combo Hotel” concept and be the company’s first hotel under “Novotel” brand with franchise management.

2019



Opened Mercure ibis Sukhumvit 24, the third hotel under “Combo Hotel” concept and has the highest room inventory of 500 rooms from all of the Company’s hotels in Bangkok.

2020



The COVID - 19 crisis has a huge impact to the global tourism industry. Under crisis management in various fields, the company continue to focus on our growth strategy through expanding “HOP INN” network in Thailand with 46 hotels and 5 hotels in Philippines and remain committed to the development of the organization in all aspects.

2021



The company sold 2 hotels, Renaissance Koh Samui Resort & Spa and ibis Samui Bophut, with the objective to adhere to our long-term strategy of adjusting the hotel portfolio to focus on investing in the budget hotel segment and increasing the proportion of revenue and profit generated by domestic customers.

Properties in Operation

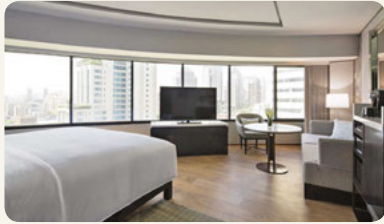


Grand Hyatt Erawan Bangkok
<https://bangkok.grand.hyatt.com>

Category	5-Star Hotel
Location	Rajdamri Road, Bangkok
Number of rooms	380 rooms
Opened	1991
Managed by	Hyatt Hotels Corporation

Restaurant	
Venue	Type of cuisine
The Dining Room	International
Salvia	Italian
Erawan Tea Room	Snack and Tea
Spasso	Wine Bar
Bar@494	Wine and Champagne Bar
You&Mee	Asian Noodle House
Erawan Bakery	Bakery and Pastry
The Garden Lounge	Snack and Refreshment
The Breeze Way	Thai and Western

Meeting & Events	Facilities & Services
The Residence	Swimming Pool
Grand Ballroom	Fitness
The Campus	i.sawan Residential Spa & Club



JW Marriott Bangkok

www.marriott.com/bkkdt

Category	5-Star Hotel
Location	Sukhumvit 2, Bangkok
Number of rooms	441 rooms
Opened	1997
Managed by	Marriott International, Inc.

Restaurant	
Venue	Type of cuisine
New York Steakhouse	Steakhouse
JW Café	International
Tsu	Japanese
Nami	Japanese
Man Ho	Chinese
BBCO	Coffee House
Manhattan Bar	Bar
Lobby Lounge	Snack and Refreshment

Meeting & Events	Facilities & Services
Sukhumvit Grand Ballroom	Swimming Pool
Lumpini I-II	Fitness
Ploenchit I-IV	JW's Health Club & Spa
Manhattan Studio	
Wittayu Room	



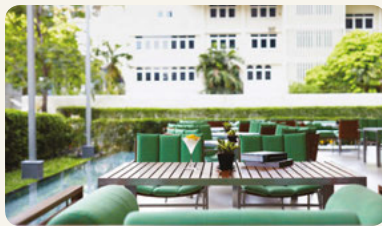
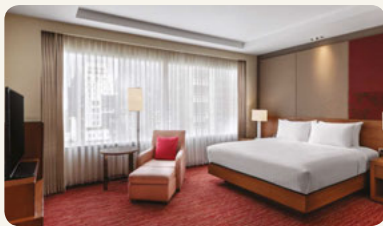
The Naka Island, a Luxury Collection Resort & Spa, Phuket

www.nakaaislandphuket.com

Category	5-Star Resort
Location	Koh Naka Yai, Phuket
Number of rooms	90 rooms
Opened	2011
Managed by	Marriott International, Inc.

Restaurant	
Venue	Type of cuisine
My Grill	Grill
Tonsai	International
Z Bar	Tapas
The Rum Chapel	International

Meeting & Events	Facilities & Services
Royal Horizon Pool Villa	Swimming Pool
The Naka Meeting Room	Fitness
Multi-Purpose Outdoor Sala	Spa Naka
Beach Lawn	



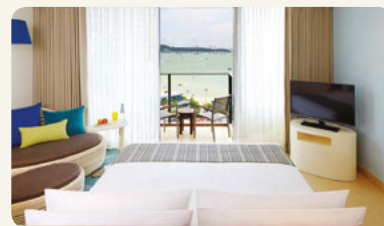
Courtyard by Marriott Bangkok

www.marriott.com/bkkcy

Category	Midscale Hotel
Location	Soi Mahadlekluang 1 Bangkok
Number of rooms	316 rooms
Opened	2007
Managed by	Marriott International, Inc.

Restaurant	
Venue	Type of cuisine
MoMo Café	International
MoMo Bar	Bar

Meeting & Events	Facilities & Services
Erawan I-V	Swimming Pool
	Fitness



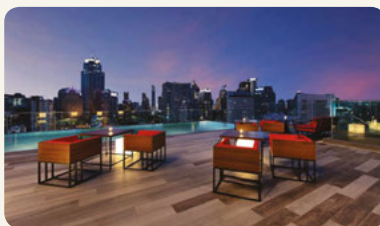
Holiday Inn Pattaya

<https://pattaya.holidayinn.com>

Category	Midscale Hotel
Location	Pattaya Sai 1 Road, Chonburi
Number of rooms	567 rooms
Opened	2009 (Executive Tower opened in 2014)
Managed by	InterContinental Hotels Group

Restaurant	
Venue	Type of cuisine
Café G	International
East Coast Kitchen	International
Flow Café	Snack and Refreshment
Havana Bar	Retro - Cuban Style Bar
Terrazzo	Italian
Splash	Snack and Refreshment

Meeting & Events	Facilities & Services
Ballroom	Swimming Pool
Meeting Room 1-7	Fitness
Auditorium	Kids Club
	Tea Tree Spa



Novotel Bangkok Sukhumvit 4

www.novotel.com

Category	Midscale Hotel
Location	Sukhumvit Soi 4 (Nana), Bangkok
Number of rooms	185 rooms
Opened	2018
Managed by	The Erawan Group Public Company Limited Under Franchise Agreement with Accor Group

Restaurant	
Venue	Type of cuisine
Food Exchange Restaurant	International
RedSquare Rooftop Bar	Bar
Lobby Bar	Snack and Refreshment

Facilities & Services
Swimming Pool
Fitness



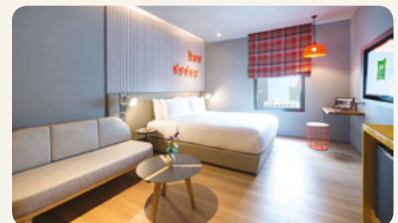
Mercure

www.mercure.com

Category	Midscale Hotel
Location	2 locations in Bangkok and Chonburi
Number of hotels	3 hotels
Number of rooms	600 rooms
Opened	2012
Managed by	The Erawan Group Public Company Limited Under Franchise Agreement with Accor Group

Facilities & Services

Restaurant
Meeting room
Swimming pool
Fitness



ibis Styles

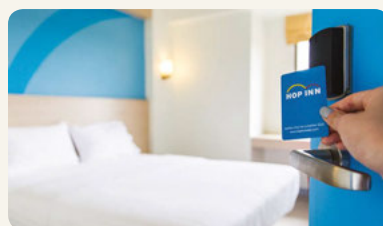
www.ibishotel.com

Category	Economy Hotel
Location	2 locations in Bangkok and Krabi
Number of hotels	2 hotels
Number of rooms	339 rooms
Opened	2014
Managed by	The Erawan Group Public Company Limited Under Franchise Agreement with Accor Group



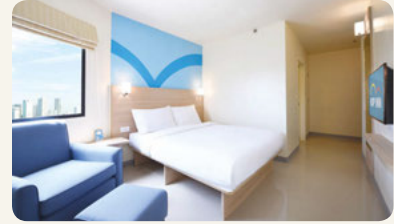
ibis
www.ibishotel.com

Category	Economy Hotel
Location	4 locations in Bangkok, Chonburi, Prachuap Khiri Khan and Phuket
Number of hotels	9 hotels
Number of rooms	2,138 rooms
Opened	2008
Managed by	The Erawan Group Public Company Limited Erawan Growth Management Company Limited Under Franchise Agreement with Accor Group



HOP INN in Thailand
www.hopinnhotel.com

Category	Budget Hotel
Location	33 locations in Bangkok and Vicinity, Krabi, Kanchanaburi, Khon Kean, Chantaburi, Chonburi, Chumphon, Chiang Rai, Chiang Mai, Trang, Tak, Nakhon Pathom, Nakhon Ratchasima, Nakhon Si Thammarat, Nakhon Sawan, Buriram, Prachuap Khiri Khan, Phitsanulok, Phetchabun, Phuket, Mukdahan, Rayong, Roi Et, Lopburi, Lampang, Sakon Nakhon, Sa Kaeo, Surat Thani, Surin, Songkla, Nongkhai, Udon Thani and Ubon Ratchathani
Number of hotels	47 hotels
Number of rooms	3,677 rooms
Opened	2014
Managed by	Erawan Hop Inn Company Limited Taveesapanan Company Limited



HOP INN in Philippines

www.hopinnhotel.com

Category	Economy Hotel
Location	6 locations in Ermita, Makati, Aseana City, Alabang, Quezon City and Pasig City
Number of hotels	6 hotels
Number of rooms	1,074 rooms
Opened	2016
Managed by	Erawan Philippines

Facilities & Services

Meeting Room

Highlight Awards from Properties in Operation during 2020-2021

Hotel	Year	Award
Grand Hyatt Erwan Bangkok	2020	<ul style="list-style-type: none"> • Best Conference Hotel from Smart Travel Asia • Customer Review Awards Score 9.1 from Agoda
	2021	<ul style="list-style-type: none"> • Travelers' Choice Awards at The Dining Room from Tripadvisor
Courtyard by Marriott Bangkok	2021	<ul style="list-style-type: none"> • Tripadvisor Traveler's Choice 2021 • Best Value Hotels from Smart Travel Asia
Holiday Inn Pattaya	2021	<ul style="list-style-type: none"> • Customer Review Awards Score 9.2 from Agoda

Properties under Development

Thailand



HOP INN

Category: Budget Hotel

Location: Bangkok

Number of hotels: 3 hotels

Branch: BTS Krung Thon Buri,
BTS On Nut, Bang Na



HOP INN

Category: Budget Hotel

Location: Chaiphaphum, Nan,
Nakhon Ratchasima, Mahasarakham

Number of hotels: 4 hotels

Philippines



HOLIDAY INN

Category: Midscale

Location: Cebu

Number of hotels: 1 hotel



HOP INN

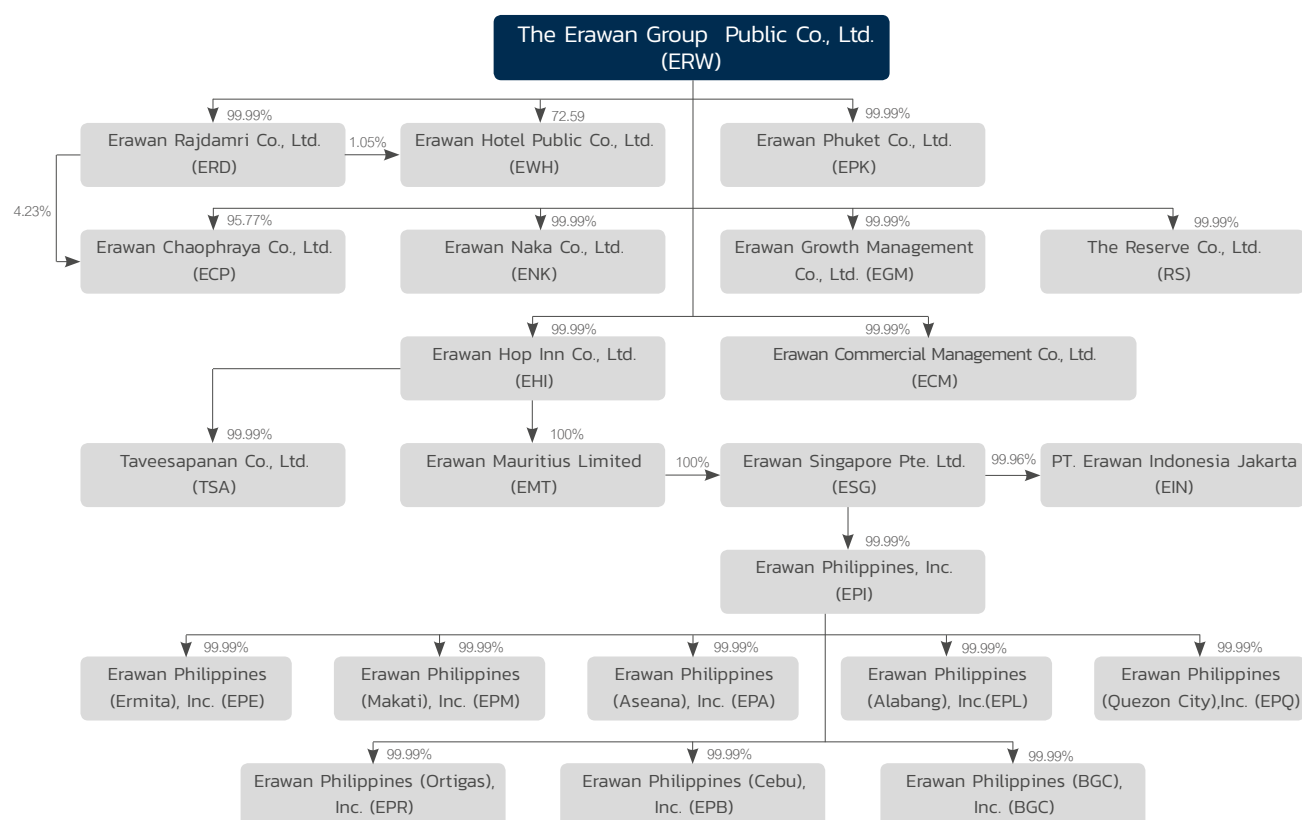
Category: Economy

Location: North Edsa, Cebu

Number of hotels: 2 hotels

Group Shareholding Structure

At December 31, 2021



The Naka Island, a Luxury Collection Resort and Spa, Phuket

Company Name	Business Type	Paid-Up Capital (Million Baht)	Total Number of Shares	Direct and Indirect Shareholding	% of Direct and Indirect Shareholding
Subsidiaries					
Erawan Hotel PCL	Hotel	119.5	79,666,667	57,833,295	73.64 ¹
Erawan Rajdamri Co., Ltd.	Hotel	450.0	4,500,000	4,499,995	99.99
Erawan Phuket Co., Ltd.	Hotel	2,685.0	2,685,000	2,684,996	99.99
Erawan Chaophraya Co., Ltd.	Hotel	71.0	710,000	680,002	99.99
Erawan Naka Co., Ltd.	Supporting the Hotel Business	26.5	265,000	264,995	99.99
The Reserve Co., Ltd.	Property Development	189.30	18,930,000	18,499,997	99.99
Erawan Commercial Management Co., Ltd.	Management Service	2.0	200,000	199,997	99.99
Erawan HOP INN Co., Ltd.	Hotel	2,433.0	243,300,000	243,299,997	99.99
Erawan Growth Management Co., Ltd.	Hotel	185.0	18,500,000	18,499,997	99.99
Taveesapanan Co., Ltd.	Hotel	60.0	6,000,000	5,999,994	99.99
Erawan Mauritius Limited	Holding	48,487 USD	48,487,000	48,487,000	100
Erawan Singapore Pte. Ltd.	Holding	48,282 USD	48,282,000	48,282,000	100
Erawan Philippines, Inc.	Holding	2,378.8 Php	2,378,776,273	2,378,776,267	99.99
Erawan Philippines (Ermita), Inc.	Hotel	161.0 Php	161,000,000	160,999,994	99.99
Erawan Philippines (Makati), Inc.	Hotel	170.0 Php	170,000,000	169,999,994	99.99
Erawan Philippines (Aseana), Inc.	Hotel	160.0 Php	160,000,000	159,999,993	99.99
Erawan Philippines (Alabang), Inc.	Hotel	120.0 Php	120,000,000	119,999,994	99.99
Erawan Philippines (Quezon City), Inc.	Hotel	332 Php	332,000,000	331,999,994	99.99
Erawan Philippines (Ortigas), Inc.	Hotel	180.0 Php	180,000,000	179,999,994	99.99
Erawan Philippines (Cebu), Inc.	Hotel	1,145.0 Php	1,145,000,000	1,144,999,994	99.99
Erawan Philippines (BGC) Inc.	Hotel	17.5 Php	70,000,000	69,999,995	99.99
PT.Erawan Indonesia Jakarta	Hotel	2.3 USD	2,300	2,300	99.96
Associates					
Rajprasong Development Co., Ltd.	Joint Management BTS Sky Walk	1.0	10,000	4,800	48.00
Erawan Hotel Growth Property Fund	Investment in properties	1,680.8	176,100,000	35,220,000	20.00
Related companies					
Rajprasong Square Co., Ltd.	Management the Shopping Street at Rajaprasong Area	1.46	146,000	34,000	23.29
The Asia Recovery 2 Fund	Fund	786.8	78,683,161.1474	99,803.8584	0.13

Remark :

1. The minority shareholder of Erawan Hotel PCL is The Syndicate of Thai Hotels & Tourist Enterprises Limited (the state enterprises with the majority shareholder is the Ministry of Finance) holding its share in the amount of 26.36 percent and owns the land where Grand Hyatt Erawan Bangkok Hotel is located, which is leased to Erawan Hotel PCL.
2. On November 30, 2021, the Company had completed the disposal of total outstanding shares in Erawan Samui Co., Ltd. to Infinity Hospitality Holding Company Limited
3. On November 30, 2021, the Company had completed the disposal of all assets relating to ibis Samui Bophut Hotel to Infinity North Samui Co., Ltd.

Investment Policy, Dividend Policy and Dividend Payment

Investment Policy

According to The Erawan Group Public Company Limited ("Company") has issued and offered to sell newly issued ordinary shares which has been allocated to the existing shareholders of company. Due to the proportion of shares that each of shareholders held (Rights Offering) between 7-11 June 2021 with amount 2,014,026,548 shares at the offering price THB 1.00 per share, also, the company has received net new additional share after deduct of the expenses for offering such additional share, total amount THB 2,013,389,048.

The company would like to report the use of additional share which has been received from offering to sell newly issued ordinary shares to the existing shareholders as follow.

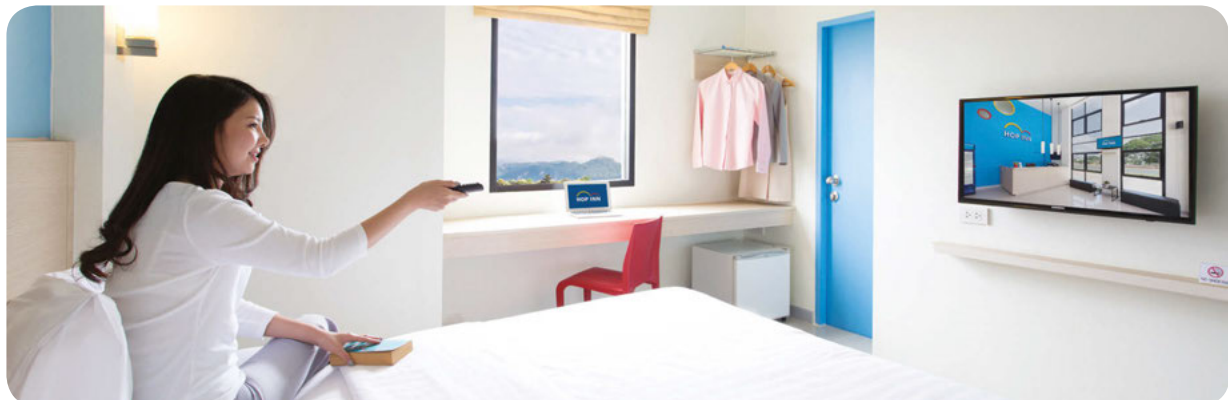
unit: million baht

The purpose of using money	The amount of money which has been spent until 31 December 2021
1. Repayment of the short-term loan which borrowed for circulating fund.	700
2. The investment fund in hotel project.	406
3. Working Capital	670
Total	1,776
The remaining amount is unused	237

Dividend Policy and Dividend Payment

Dividend payment policy of the company is approximately 40 percent of net profit of the consolidated financial statement after deductions of all categories of reserves as specified by law and the Company. However, the dividend payment is also depended on the company and its subsidiaries' cash flow, investment plan and legal and other restrictions.

Dividend payment ratio	2018	2019	2020	2021
Basic earnings per share (Consolidated financial statement)	0.21	0.18	(0.68)	(0.56)
Dividend payment per share	0.09	0.07	No Dividend	No Dividend
Dividend payout ratio (%) (Dividend payment divided by net profit of the consolidated financial statement)	42.08%	39.55%	n.a.	n.a.

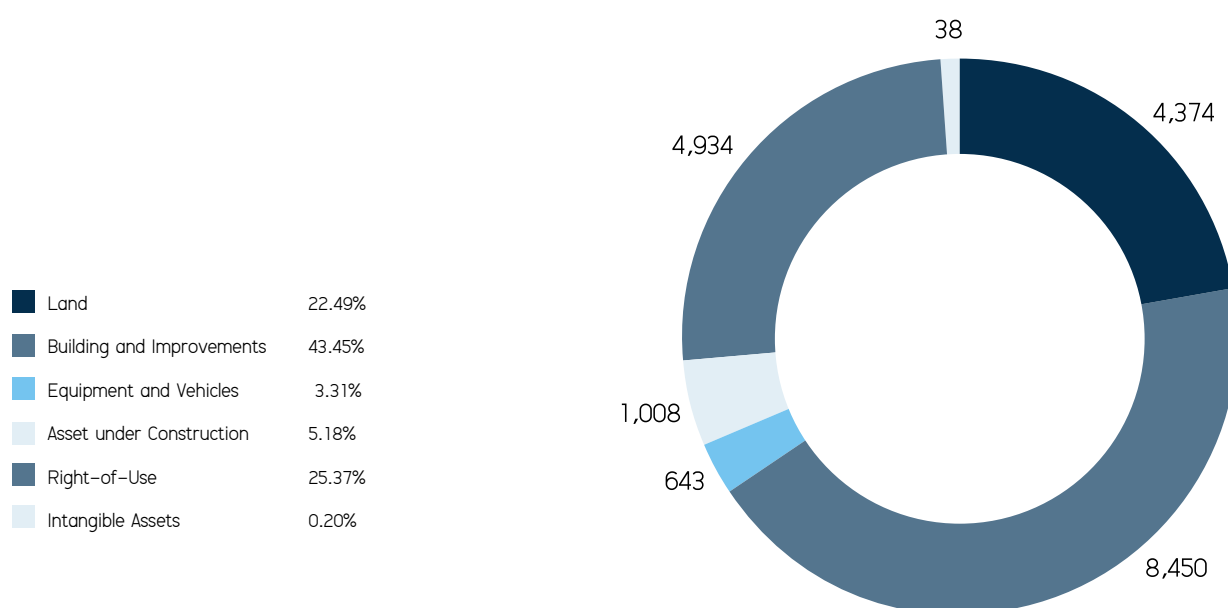


HOP INN Sa Kaeo

Business Assets in Operation and Obligations and Trademarks

Fixed Assets used in the Company's Business and Subsidiaries

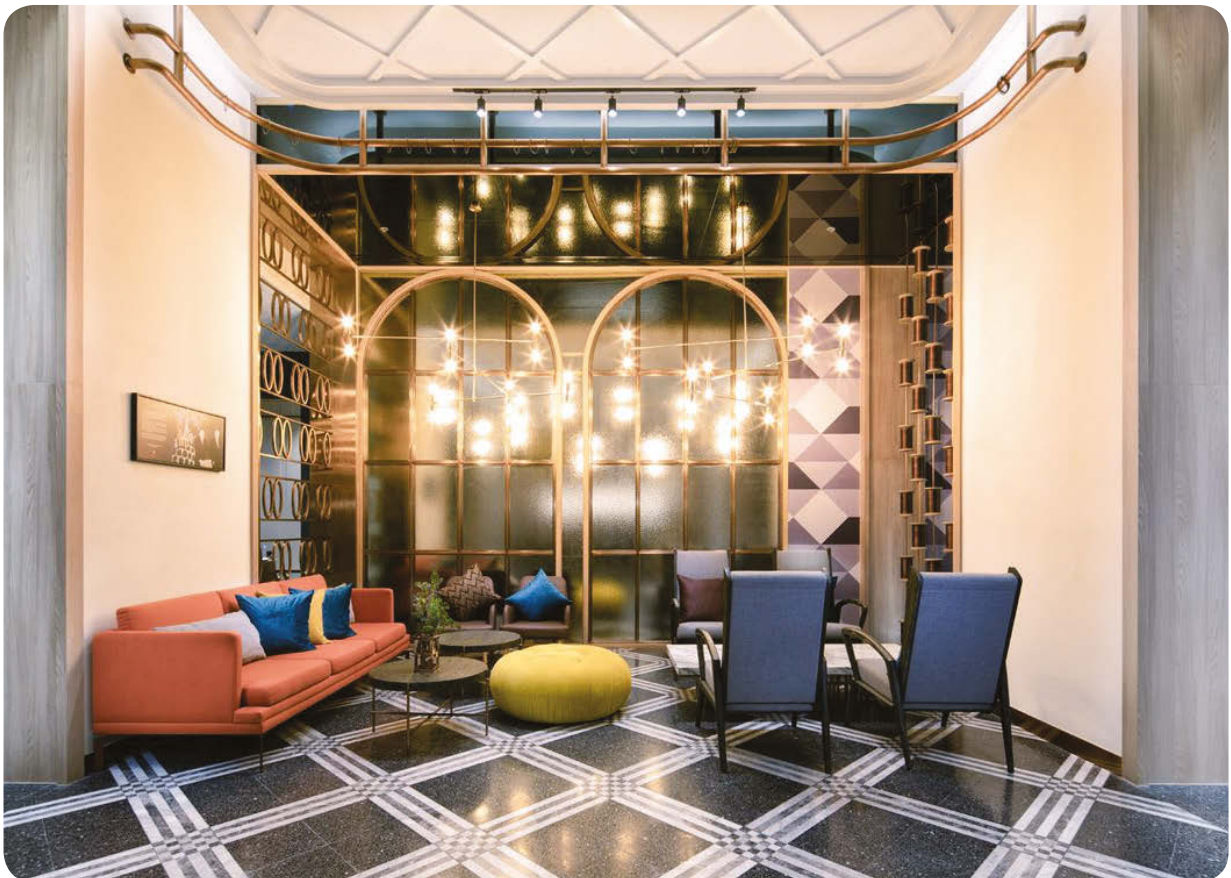
The Company's main assets used in business operations with the book value as of December 31, 2021 in total amount of 19,447 million baht according to the following details:



Remark: Please see the additional information regarding the Obligations in Attachment No. 4 Assets for Business Undertaking.

Trademark

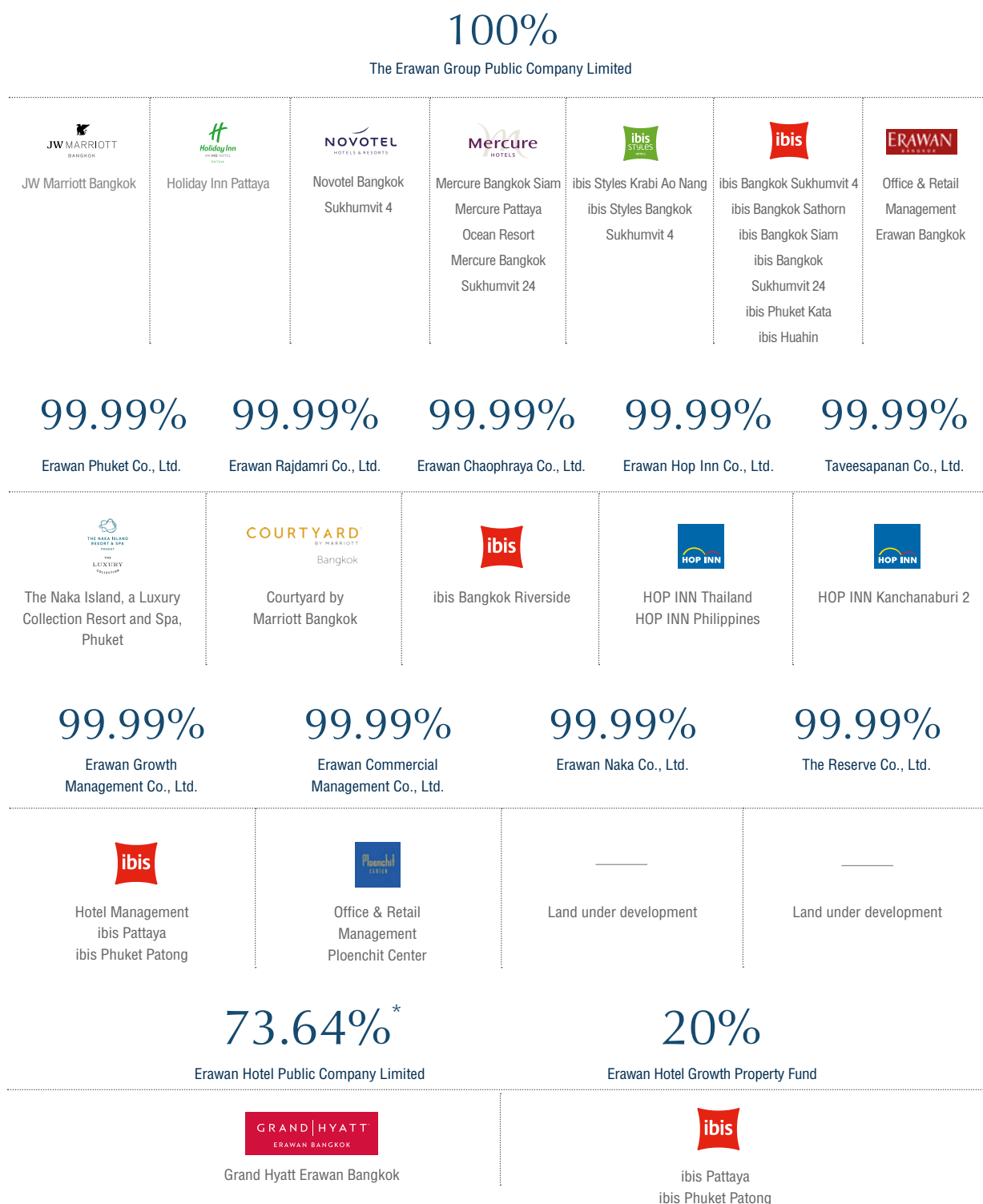
Owner's Name	Number of Trademarks	Country Registered	End of Protection Year (B.E.)
The Erawan Group Plc.	2	Thailand	2567, 2568
Erawan Hotel Plc.	4	Thailand	2568
Erawan Phuket Co., Ltd.	17	Thailand	2574
Erawan Hop Inn Co., Ltd.	5	Thailand	2565, 2565, 2565, 2565, 2567
	5	Philippines	2567
	8	Malaysia	2566
	2	Singapore	2566
	3	Vietnam	2568, 2569, 2569
	9	Indonesia	2566



Mercure Bangkok Sukumvit 24

Business Structure and Operation Structure

The Company and its subsidiaries' core businesses are investment, development and operation of diversified hotel properties in key destinations. Currently, the Company owns 73 hotels and operates other businesses including retail space rental, and management of office building. Our properties in operation are as follow:

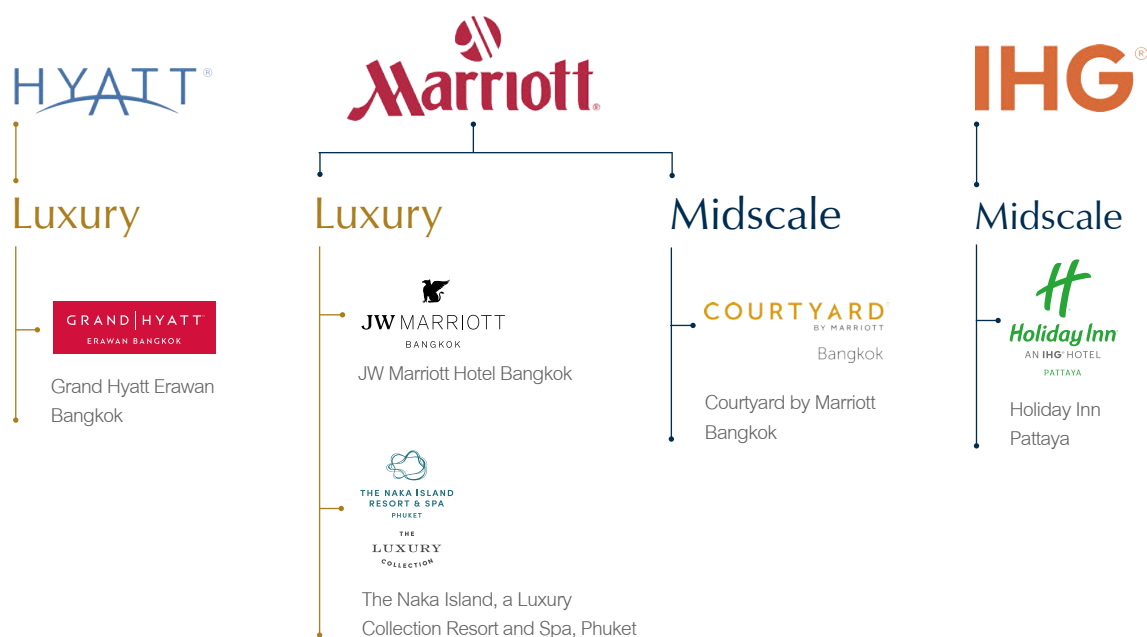


* The Government hold 26.36% of shares via The Syndicate of Thai Hotels Tourist Enterprises Limited who is the land and building owner.

Operation Structure

1. Hotels managed under Hotel Management Agreement

The Erawan Group selected only well-known international hotel management companies to operate our properties. The selection criteria are based on reputation, experience, global network, and operation system of hotel operators as well as the appropriateness to our properties. The company now entered into hotel management agreement with 3 companies which are Hyatt International, Marriott International and IHG under 5 different brands.



Courtyard by Marriott Bangkok

2. Hotels managed by Erawan under the Franchise Agreement

The Erawan Group entered into franchise agreement with AccorHotels who is a multinational hospitality company and has its own brands with broad marketing channels. According to franchise agreement, the company is entitled to use 4 brands from Accor Group which are Novotel, Mercure, ibis styles and ibis.



3. Hotels managed by Erawan with own brand

The Erawan Group has developed its own brand by the name of HOP INN which is a network of budget hotels that built and operated by the company. The company continues to offer consistent quality of product and services on prime locations in business district which serve our main customers who are domestic business travelers in Thailand and Philippines.



Tourism Industry Overview

Thailand

Throughout 2021, the overview of world's tourism industry, including Thailand still has an impact from COVID-19 pandemic which has continued from last year and discourage people from travelling internationally. By having the necessary measurement to control outbreak in Thailand, such as travelling restriction across provinces or dining-in ban in some provinces, are the direct impact of tourism and hotel business. In 2021, domestic market still remains as the main driver of Thai tourism industry as travel restrictions are still in place for international travelers.

The tourism situation in Thailand in 2021 has been affected by the second and third outbreak of COVID-19 in Thailand which cause the tourism industry to slow down continuously since 2020. Throughout the year, Thai government has alternately lifted restrictions and issued several measurements to control the outbreaks by zoning according to risk level to reduce travelling and preventing large gatherings of people. The third wave of COVID-19 outbreak has affected long period covering the second and third quarter of 2021 which has more impact than previous wave. The number of infected people in country is reached to the highest since the outbreak of COVID-19 in 2020 which making domestic tourism business hit lowest level in the second and third quarter of 2021. However, the third wave of outbreak began to recover in September 2021 while the COVID-19 vaccination rate in Thailand has increased continuously. Moreover, Thai government launched project to support domestic travel called "Rao Tiew Duay Kan" on phase 3 which started from October 2021 to January 2022 which is positive factor that helps to accelerate tourism industry in Thailand. Furthermore, Thai government has welcomed foreign tourists since July 2021 to designated destination under "Phuket sandbox" project which covering Phuket, Koh Samui, Koh Tao and Koh Phangan in Suratthani province. Then, from 1 November 2021, Thailand will welcome foreign tourist from 63 countries who have been fully vaccinated without quarantine which is a good sign for the revitalization of the Thai tourism industry in late 2021.

Philippines

In 2021, the situation of COVID-19 pandemic is severe in Philippines which has affected tourism industry in Philippines continued from the previous year same as Thailand circumstance. The Philippines government has issued measurement to control the pandemic with several levels throughout this year. Prior to COVID-19 situation, the tourism industry is an important role in Philippines' economy. Once implementing the measurement of travel restriction on both domestic and international travelling and quarantine policy, the whole value chain of tourism industry is disrupted. However, during October 2021, the COVID-19 pandemic situation starts to improve as the government ease various measures which cause economic activity to start recovering again at the end of the year.



Grand Hyatt Erawan Bangkok

Marketing and Competition

Hotel Business in 2021

In 2021, the Company opened two latest HOP INN hotels, each of which in Thailand and in the Philippines, namely, the HOP INN Petchabun and the HOP INN Ortigas Center Manila. It also sold two hotels, namely, the Renaissance Koh Samui Resort and Spa and the ibis Samui Bophut, in Q4/2021. As of end of 2021, there were 73 hotels under the Erawan Group, which were translated into 9,807 rooms. We are also developing nine hotels, seven of which are HOP INN hotel in Thailand; one HOP INN in the Philippines and one Holiday Inn in Cebu which will be our first midscale hotel in the Philippines. This reflects our long-term growth that focuses on the development and expansion of budget hotels to increase and stabilize the ratios of income and profit from local customers.

In 2021, COVID-19 in Thailand and the Philippines continued to dampen the Erawan Group's operation results from the year before. Incomes from the hotel business totaled 1,415 million baht, or down 35% from the previous year. The occupancy rate in 2021 was 29%, down from 36% the year before. Hotel incomes in Thailand and the Philippines continued to come mainly from local customers since both countries allowed restricted groups of travelers to enter the country only. In 2021, all hotels in Thailand and the Philippines stayed open as usual. Sales of hotel rooms and food & beverages as well as other services were adapted to reflect ongoing situation and evolving customer's behaviors. For example, staycation package was launched and hotel restaurants shifted to offer food on delivery service. All hotels remained vigilant in monitoring the COVID-19 pandemic and kept up with the government's measures while continuing to prioritize hygiene and cleaning standards.

Hotel Business in Thailand

Thailand's hotel business continued to be affected by COVID-19 control measures this year due to travel ban across provinces and dine-in restriction although the measures were relaxed from time to time. Q3/2021 was the lowest point for operation results of all hotels within the Erawan Group as even more restricted measures were put in place for even a longer period. However, after the relaxation of measures by the Thai government, hotels in Hua Hin and Pattaya areas bounced back

more quickly than those in other locations since customers chose destinations to which they could comfortably drive. In July 2021, the government launched the Phuket Sandbox project to allow tourists to travel into the country without being quarantined. The project, piloted at Phuket, was later expanded to Koh Samui, Krabi and Phang-Nga. This resulted in an increase of foreign visitors who were customers of hotels in the tourism areas. In addition, after the government launched We Travel Together Phase 3 project and to reopen the entire country since November 2021, the occupancy rate of every group of hotels in Q4/2021 shot to the highest since early 2021.

For five-star hotels, its 2021 income was 544 million baht, down 38% from the previous year. The occupancy rate was 21% compared to 20% in 2020. The re-emergence of COVID-19 in April 2021 pushed the occupancy rate in Q2/2021 and Q3/2021 to the historically low levels. Five-star resort hotels in Koh Samui and Phuket were harder hit than their peers in Bangkok. Incomes from F&B and hotel restaurants also suffered a blow due to restriction measures of mass gathering and no restaurant dine-in. Five-star hotels in Bangkok re-adjusted themselves by offering food delivery service to adapt to changing environment, which effectively minimized dwindling incomes during the enforcement of the dine-in restriction measure.

Midscale hotels reported a total income of 248 million baht, which fell 44% from the year before, while their occupancy rate slightly fell to 19% compared to 20% in 2020. During the first half of 2021, Courtyard by Marriott Bangkok Hotel operated as the Alternative State Quarantine (ASQ), which was warmly received. After the COVID-19 situation improved, the hotel went back to offer its business-as-usual services and also refurbished part of its rooms to maintain its leadership as a midscale hotel in Bangkok. For hotels in Pattaya, the occupancy rate was healthier than the rest thanks to their ability to rebound much more quickly than those in other locations described above.

Economy hotels reported a total income of 130 million baht, which was down 62% from the previous year, while the occupancy rate tumbled from 25% in 2020 to a mere 15%. Hotels in this group received the hardest blow compared to their peers in other groups since most hotels in this group are located in locations that highly depend on foreign visitors such as Phuket

and Krabi. However, following the launch of the Phuket Sandbox project in July 2021, their occupancy rates were better compared to a period before the sandbox project. Yet the recovery was gradual. In addition, after the launch of We Travel Together Phase 3, during Q4/2021, hotels in the group were well received by Thai customers compared to their peers.

HOP INN Thailand hotels recorded a total of 339 million baht worth of income, which was down 21% from the year before. The occupancy rate was 41%, representing a fall from 57% a year ago. Although this group of hotels was affected the same way their peers suffered, they were able to quickly recover every time restriction measures were relaxed. They managed to register the highest occupancy rate among all groups of hotels thanks largely to their customers, who are Thai and who need to travel all the time such as salespersons. In addition, by maintaining services and hygiene to control COVID-19, the hotels received positive feedbacks from customers, making this group of hotel's performance the most outstanding in Thailand.

Hotel Business in Philippines

In early 2021, the Philippines government issued measures to control the COVID-19 pandemic. To comply with the government's measures, HOP INN Philippines offered services to limited groups of customers who needed to travel such as the shipping industry and the contractor group. Their demands meanwhile have continued to rise since the beginning of the year. As a result, the recovery of its 2021 occupancy rate was outstanding at 49% compared to 30% from the previous year, Q4/2021 also saw relaxation of measures thanks to better situations relating to COVID-19 in the country, prompting each HOP INN Philippines to increasingly welcome tourists. In 2021, incomes from this group of hotel totaled 154 million baht, which was up 71% from the year before.

Nature of Business

The strength of hotels in our umbrella is reputation, hotel management chains, convenient locations to everywhere and international-standard service quality. The Company also nurtures teams of staff especially those involving in sales and marketing to maintain existing clients while capturing more new customers. Sales strength of each hotel can be summarized as follows.

5-Star Hotels

Grand Hyatt Erawan Bangkok	
Products and services	Grand Hyatt Erawan Bangkok is a 5-star hotel located in the center of a business and shopping district. The hotel is reputable for its restaurants and meeting rooms designed to accommodate various functions ranging from residence to campus meeting rooms. The hotel itself offers a diverse tapestry of rooms from standard to garden-view villa types in the heart of the city with a recognized Hyatt Group standard of service.
Marketing strategy and policy	<p>Significant strategies include monitoring and analyzing information and consumer's trends before adapting them to existing services and products.</p> <ul style="list-style-type: none"> • Attention given to standards and the creation of Hyatt signature experiences, which reflect highly recognized and reputable service criteria. The hotel is keen to continue enhancing its potential to offer these services. • Online advertisement through Google, Facebook and food delivery platforms using contents exclusively designed for specific products to penetrate specific groups of customers. • Collaborating and cultivating relationship with corporate clients, online travel agents and wholesalers and businesses offering special booking offers to their customers.

Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Sales through Hyatt's main website and via https://www.hyatterawanshop.com, which was launched in 2021 and has been extremely popular among customers. • Sales through online travel agents and wholesalers worldwide. • Sales through the third-party platforms such as food delivery platform, as spa voucher and marketplace platforms selling hotel room vouchers. <p>To enhance the hotel image and to inform the brand's targeted customers, the hotel continues to publicize its services through various channels ranging from print to media, internet, the hotel itself and via other business partners.</p> <p>Main customers:</p> <p>Businesspersons and foreign visitors including Thai businessmen with high incomes and high purchasing power.</p>
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Ratio of domestic vs. foreign visitors	54% : 46%
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JW Marriott Hotel Bangkok	
Products and services	A 5-star hotel, JW Marriott Hotel Bangkok is popular among businesspersons and tourists especially those from the Middle East. New York Steakhouse, its Michelin-mentioned restaurant, has been recognized by magazines and ranking websites as the country's leading diner. During 2017-2019, the hotel renovated its entire guest rooms as well as JW Café, Bangkok Baking Company, Man Ho Chinese Restaurant, Tsu & Nami Japanese Restaurant to maintain its competitiveness.
Marketing strategy and policy	<ul style="list-style-type: none"> • Delivering excellent experience and impression to customers; offering special services filled with Marriott Bonvoy membership benefits, which is one of the hotel's unique strategies. • Diverse sales channels where marketing information and in-depth tourist information are exchanged with business partners ranging from online travel agents to wholesalers.
Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Direct sales from the hotel website and its social media • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms and penetration to specific groups of customers with unique interest such as food delivery platforms, as spa voucher and marketplace platforms selling hotel room vouchers. <p>Main customers:</p> <p>Foreign businesspersons and foreign tourists.</p>
Ratio of domestic vs. foreign visitors	43% : 57%

The Naka Island, a Luxury Collection Resort & Spa, Phuket

Products and services	<p>A 5-star luxurious resort hotel, the hotel is managed by Marriott. Originally offering pool villas only, in 2017, the hotel added 13 deluxe rooms to its portfolio before opening Rum Chapel, the newest restaurant, and another 10 deluxe rooms in 2019. The hotel's outstanding feature is its location on Naka Yai Island, making the hotel highly exclusive. It focuses on personalized services with recreational activities such as Naka culture walk, cooking classes, island tour and outdoor sports. The hotel also offers spa services that combine local culture with natural elements for unique spa treatment experiences.</p>
Marketing strategy and policy	<ul style="list-style-type: none"> • The Luxury Collection is Marriott's high-end brand reflected through various types of guest rooms being offered from standard to deluxe and pool villa. Larger rooms equipped with amenities are catered for relaxation and rest. Its services, restaurants, outdoor activities and locations are the hotel's unique and outstanding sales advantages. • Accessing in-depth customer's information resulting from regular updating and monitoring the latest trends to deliver special offers that meet customer's desire through all possible sales channels.
Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Direct sales from the hotel website and its social media • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms, which sell hotel room vouchers. <p>Main customers:</p> <p>Thai tourists on recreational trips, foreign visitors with high purchasing power and customers looking for banquet services such as wedding and personal party among friends or small families.</p>
Ratio of domestic vs foreign visitors	66% : 34%

Midscale Hotels

Courtyard by Marriott Bangkok	
Products and services	This is a 4-star hotel located next to the BTS Rajdamri skytrain station and within a walking distance to business and shopping districts including Central World. The hotel focuses on its comfort and relaxed services for customers looking for flexibility. The hotel, which opened its door for the first time in 2007, was the first Courtyard hotel in Thailand. It offers deluxe, premier and suite-typed rooms plus facilities ranging from restaurants to swimming pool, function rooms and meeting rooms.
Marketing strategy and policy	<ul style="list-style-type: none"> The hotel's outstanding feature is its price, which is right for customers looking for savings. The hotel itself offers facilities such as swimming pool, fitness and restaurant at an affordable price. The hotel's location is car accessible to and from nearby expressway. It is also within reach of the BTS skytrain public transportation and within the proximity of both Sukhumvit and Silom business districts.
Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> Direct sales from the hotel, its website and its social media. Sales through online travel agencies (OTA) worldwide and online room reservation platforms. Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms which sell room vouchers. <p>Main customers:</p> <p>Thai tourists, both Thai and foreign businesspersons.</p>
Ratio of domestic vs foreign visitors	23% : 77%

Holiday Inn Pattaya	
Products and services	A 4-star hotel, Holiday Inn Pattaya is located at North Pattaya Beach with every hotel room designed for guests to enjoy sea view. The hotel started its business in 2009 before opening a new wing called Executive Tower, which consisted of 200 new rooms, in 2014. The Executive Club was also opened to better cater the needs of business customers. The hotel offers full-range facilities to tourists and businesspersons, namely, restaurants, function rooms, business center, meeting rooms, Tea Tree Spa, Kids Club and swimming pool.
Marketing strategy and policy	<ul style="list-style-type: none"> Competitiveness in pricing, services and benefits to customers. As the hotel's location is next to Pattaya beach, most rooms offer ocean view. The hotel pays much attention to reasonable and accessible pricing. Sales of guest rooms and restaurants are based on thematic subjects depending on check-in purposes, festivities and unique interests of customers. For example, family-themed packages and Workcation packages are highly popular among family and working guests. The hotel also accommodates business customers who may check-in all year round with special-offered packages and work-related facilities for short- and long-term stay.

Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Direct sales from the hotel, its website and its social media. • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms, which sell room vouchers. <p>Main customers: Foreign and Thai businesspersons</p>
Ratio of domestic vs foreign visitors	48% : 52%

Novotel Bangkok Sukhumvit 4	
Products and services	A 4-star hotel, the Novotel Bangkok Sukhumvit 4 is managed by AccorHotels and opened for the first time in 2018. The 185-room hotel is outstanding for its proximity to the BTS Nana skytrain station and therefore is very convenient for travelling around. The hotel offers Food Exchange Restaurant on its 1 st floor, RedSquare Rooftop Bar on its 25 th floor, and a swimming pool designed for guests to enjoy Bangkok's highly sophisticated skyline.
Marketing strategy and policy	<ul style="list-style-type: none"> • The hotel adjusts itself to suit the current situation by recently transforming its service into an Alternative State Quarantine (ASQ) accommodation through collaboration with leading hospitals to check-in customers from overseas and those having COVID-19 symptoms but not requiring hospitalization. Realizing the welfare of its staff, the hotel's employees were given both theoretical and practical training and protective equipment. • The hotel enhances its sales through the brand's website which features a huge pool of Accor members. It also conducts promotional sales to penetrate domestic guests through social media and collaboration with online travel agents and wholesalers.
Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Direct sales from the hotel, its website and its social media. • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms, which sell room vouchers. <p>Main customers: COVID-19 sends spiral impacts to international travel, forcing the hotel's main group of customers to shift from businesspersons and foreign visitors to Thai travelers who look for standard services and guest rooms and assurance in hotel hygiene.</p>
Ratio of domestic vs foreign visitors	30% : 70%

Mercure Hotel

Currently, the Erawan Group is operating three four-star Mercure hotels as follows:

- Mercure Bangkok Siam
- Mercure Pattaya Ocean Resort
- Mercure Bangkok Sukhumvit 24

Products and services

Mercure Bangkok Siam is a 4-star hotel managed by the AccorHotels Group, which started its operation in 2012. The 189-room hotel is next door to the BTS National Stadium station and within a walking distance to nearby shopping malls such as MBK Center, Siam Center, Siam Discovery and Siam Paragon. The hotel also features facilities such as Executive Lounge, function rooms, swimming pool and fitness center.

A 4-star hotel, **Mercure Pattaya Ocean Resort** is managed under the AccorHotels standards. Launched in 2014, the 210-room hotel is located in North Pattaya area and ideal for business travelers. The hotel features a water park within its premise and therefore is also suitable for family visit.

Mercure Bangkok Sukhumvit 24, a 4-star hotel, is also managed by the AccorHotels Group. The 201-room hotel started operating in 2019 with an outstanding proximity to the BTS Prompong station, the EmQuartier and the Emporium.

Marketing strategy and policy

The hotel focuses on keeping existing clients while penetrating new ones in line with rapid-changing behaviors of today's travelers.

- Keeping and enhancing benefits for Accor members through promotions offered by Accor such as advertisement on the brand's webpage and sending promotion emails.
- Collaborating with large, mid-sized and small-size corporate clients; advertising to specific groups of customers on online travel agent (OTA) platforms.

Distribution channels and targets customers	<p>Main distributions channels</p> <ul style="list-style-type: none"> • Direct sales from the hotel, its website and its social media. • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms which sell room vouchers. <p>Main customers:</p> <p>At present, Thai tourists are main customers of the three Mercure hotels. Prior to COVID-19, guests of the three hotels were different in their nature. Details are as follows.</p> <p>Mercure Bangkok Siam and Mercure Bangkok Sukhumvit 24</p> <p>Prior to COVID-19, main guests of these two hotels were medium-end foreign visitors especially those wishing to shop at nearby shopping malls such as MBK Center, Siam Center, Siam Discovery, Siam Paragon, the EmQuartier and the Emporium.</p> <p>Mercure Pattaya Ocean Resort</p> <p>The hotel's main guests prior to COVID-19 were Thai travelers and foreign visitors who wanted to relax with families. Others included travelers on a business trip.</p>
Ratio of domestic vs foreign visitors	75% : 25%

Economy Hotels

ibis Styles Hotel and ibis Hotel

The Erawan Group currently operates eleven 3-star ibis Styles hotels and ibis hotels in Thailand's major tourist destinations nationwide, namely, Bangkok, Phuket, Pattaya, Hua Hin and Krabi, which feature a large number of tourists and which witness a strong increase of inbound visitors. The hotel's strength is its standard, clean room with safety and comfort guaranteed when check-in.

Products and services	<p>The hotel features standard rooms, restaurants, swimming pools and professional services from the AccorHotels Group. Other outstanding features are its location. In Bangkok, the hotel is at the heart of the city and close to business districts, embassies and department stores. At Thailand's other major tourist destinations such as Pattaya, Hua Hin, Krabi, Koh Samui and Phuket, the hotel offers family rooms for family travelers.</p>
Marketing strategy and policy	<p>One of the hotel's main strategies is its standard rooms and services from Accor, the world's renowned hotel chain, with affordable prices to all types of customers.</p> <ul style="list-style-type: none"> • Special-price promotion through online and offline sales channels to stimulate advanced room purchase. • Support from Accor for advertisement and marketing promotions on Google; exclusive offers to Accor's members • Collaboration and maintaining relationship with corporate clients and online travel agents and wholesalers through promotions and access to their clientele base.

Distribution channels and targeted customers	<p>Main distribution channels:</p> <ul style="list-style-type: none"> • Direct sales from the hotel, its website and its social media. • Sales through online travel agencies (OTA) worldwide and online room reservation platforms. • Sales through the third-party platforms that penetrate specific groups of customers with specific interest such as food delivery platforms, spa voucher and marketplace platforms, which sell room vouchers. <p>Main customers:</p> <p>Currently, the hotel's main clients are Thai customers with a mix of business travelers. The purpose of their check-in is more to relax rather than to organize a seminar or attend a meeting. Prior to COVID-19, ibis's hotel guests were mid-range customers or those looking for excellent services at an affordable price. The hotel's targeted customers include domestic guests wishing to relax or to attend a meeting/seminar, as the hotel also features a mid-sized seminar room that can host 40-50 persons. Other targeted customers are foreign visitors on recreational trips. The ibis Styles hotels and the ibis hotels are well-known for their standardized services. Amid the current economic condition, ibis Styles hotels and ibis hotels continue to satisfactorily cater for the needs of their customers.</p>
Ratio of domestic vs foreign visitors	76% : 24%

Budget Hotel House Brand Developed by The Erawan Group

HOP INN is developed to respond to the needs of travelers, who eye for safe and comfortable room with the same standards of service regardless of location. HOP INN offers service in major and secondary provinces around Thailand and the Philippines with facilities ranging from free internet to spacious parking space and excellent security systems for customers.



HOP INN Thailand

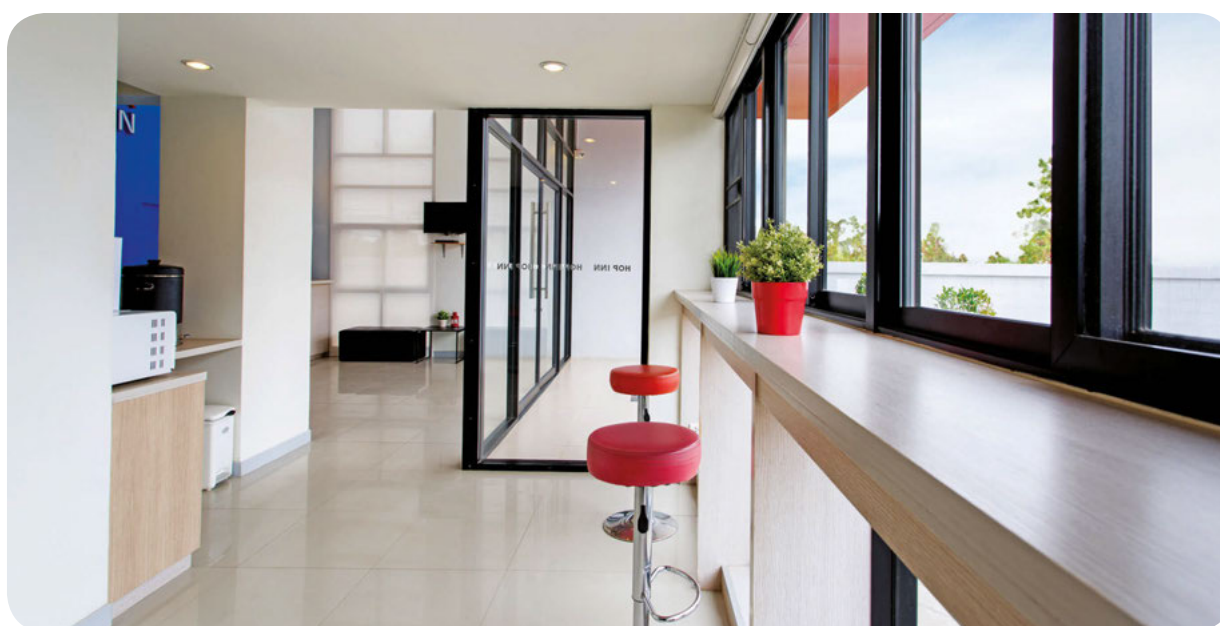
Products and services

HOP INN is a network of a house-brand budget hotel created and managed by the Erawan Group with a purpose to offer quality hotel service and universal standards of cleanliness, comfort and safety.

- **HOP INN in Thailand** started offering its service in 2014. As of 2021, the hotel operates in 47 business districts around Thailand, namely, Bangkok and its vicinity, Krabi, Kanchanaburi, Khon Kaen, Chanthaburi, Chonburi, Chumpom, Chiang Rai, Chiang Mai, Trang, Tak, Nakhon Pathom, Nakhon Ratchasima, Nakhon Sawan, Buriram, Prachuab Kiri Khan, Phitsanulok, Petchabun, Phuket, Mukdahan, Rayong, Roi Et, Lop Buri, Lampang, Sakhon Nakhon, Sa Kaeo, Surat Thani, Surin, Songkhla, Nongkhai, Udon Thani and Ubon Ratchathani. HOP INN in the province usually features 61-79 rooms while HOP INN in Bangkok and vicinity offers 79-108 rooms.
- **HOP INN in Philippines:** As of end of 2021, 6 HOP INN hotels were operating in Manila, the Philippines, namely, in Ermita, Makati, Aseana, Alabang, Quezon City and Ortigas. Each premise features 144-231 rooms. Its difference from HOP INN Thailand is that the Philippines' HOP INN are more diverse, some of which also offer meeting room functions.

Marketing strategy and policy

- The location is in community areas within the proximity of major economic centers with convenient access.
- Affordable room with convenient and safe parking space and internet to accommodate corporate clients and tourists, leading one customer to directly share satisfying experience to another.
- Collaborating and maintaining relationship with various types of corporate clients whose workers need to make business trips to secondary provinces.
- Having professional teams trained to handle online customer contacts; offering customers an official account, phone number, corporate portal and email as the customer's call center from the hotel.



HOP INN Sa Kaeo

Distribution channels and targeted customers

Main distribution channels:

- Direct sales from the hotel's website, Line Official and Facebook where Chatbot is implemented to help making reservations, answering questions and informing customers.
- Online advertisement through Google and getting advertisement support from online travel agents.
- Sales through the third-party platforms and penetrating specific groups of customers with unique interests through Megatix and Social Giver where the hotel and the website made donations to assist disaster victims.
- Implementing the Corporate Portal to help employees make a direct room reservation in a much easier way. The portal offers room reservation authorization, reports employee's hotel check-in registration as well as verifies hotel invoices.

Main customers:

HOP INN in Thailand

The hotel's main customers are business travelers, corporate clients and Thai tourists. COVID-19 does not change much of its clientele landscape since most hotels are located in secondary provinces that attract fewer foreign visitors.

HOP INN in Philippines

The hotel's main guests are Filipino tourists and business travelers attending a meeting or organizing a meeting at the hotel as well as foreign visitors. Likewise, COVID-19 hardly changes the hotel's core visitors to the hotel.

Ratio of domestic vs foreign visitors

HOP INN in Thailand

98% : 2%

HOP INN in Philippines

89% : 11%



HOP INN Ermita

Market Condition and Competition in the Office and Shopping Mall Business

The overview of Bangkok's retail market between 2020-2021 shows that Thailand's retail business was seriously impacted by COVID-19. The government announced an emergency situation and thereby temporarily shut down shopping centers in Bangkok's Central Business District (CBD). The retail business was to confront with a dramatic decline of incoming shoppers. Consumers avoided being in a crowded place. Small and big shopping malls had to adapt themselves to retain lessees. In the CBD, lessees of large retail space started negotiating to rent smaller areas. Demands of anchor tenants clearly changed. For example, banks gradually move their services to online platforms. Others such as fashion stores and others are following suit.

The food and beverage (F&B) industry was affected by the government's measure of prohibiting eat-in to control the spreading of COVID-19. Yet, online food order was permissible. Food delivery to customer's places dramatically proliferated.

Following the COVID-19 pandemic and the government's measures to control the disease ranging from social distancing to lock-down, the retail business's landscape is being disrupted. Customers are getting used to online order and delivery to their doorsteps. All kinds of retail businesses have to re-adjust themselves to suit the New Normal to respond to changing consumer's demands while remaining flexible enough to speedily adapt their management procedures to reach their targeted customers.

Differentiation is an important strategy for the retail business. Landlords need to review their investment and development plans of new costly projects not yet constructed to safeguard their financial stability. They tend to be more flexibility with tenants by balancing their profitability with the number of visiting customers through a more flexible lease agreement. For example, a long-term lease agreement is now replaced with a temporary lease agreement with a shorter term of lease. Tenants also adjust themselves by opening up a store of smaller space in the form of a pop-up store, a kiosk or a food truck. Not only the leased space is smaller but leasing expenses are also cheaper, leading them to maintain profit at the time of uncertainty. The result is that demands and rental rates continue to fall.

Whether or not consumer's confidence and activity in the retail market can rebound in the last quarter of the year depends on various relaxation measures and also future economic-stimulating measures introduced by the government, which will be an important factor to revitalize the retail market. Yet, domestic demands alone cannot revive the Thai retail market. Opening up the country to foreign visitors is extremely important to throw a lifeline for Thailand's retail business to survive.



Ploenchit Center

Product Supply and Services

Assets for project development and investment

Significant criteria when it comes to asset acquisition that will guarantee the project's success are:

- The project has potential to generate a proper return based on the Company's investment rate of return criteria.
- The project and its markets must align with the Company's strategic plan.
- The location must attract strong accommodation demands now and in the future. It should be located in a proximity of demand drivers such as a business district, shopping malls, government offices and tourist attractions. The location should be attractive for targeted customers and is accessible to convenient transportation.
- Title deed documents must be legitimate, free from obligation and in line with relevant laws governing project development.
- The asset's physical characters must be suitable for project development and is equipped with proper utilities.
- The asset is having potential to create values to communities and stakeholders.
- Risk and the ability to manage risk resulted from natural disasters and climate change

Hotel Design and Construction

The Company can properly and effectively control the hotel's design, construction and refurbishment processes. Hotel utility should respond to demands of guests targeted for that type of hotel. Since the Company is having experiences developing and managing a variety of hotels at all levels for a long time, it therefore has practices and database to support the planning, analysis and screening processes. It is also able to accurately manage design operation and properly choose construction techniques and select material contractors and wages.

During the project development process, the Company will select reliable designers, project management consultants, contractors, manufacturers and distributors of tools and equipment with experiences that match each project with specialized expertise in structural, architectural, M&E and

interior decoration work as well as in hotel supply procurement.

At least three persons already qualified thanks to their technical qualifications and quality of their work or distributors of equipment mentioned above will be selected in each type of work to participate in a bidding process to maximize the best interest concerning cost and quality control.

Environmental Impact

The Company continues to take into consideration environmental impacts throughout during the hotel development stage and following the completion of hotel construction and when the hotel starts its operation. Hotels developed by us include those subjected and exempted from the environmental impact assessment reporting based on the notification of the Ministry of Natural Resources and Environment, depending on the project's size. What we do can be summarized as follows.

• Impact at the development stage and the hotel operation stage

The Company will design a hotel by taking into consideration how it impacts the environment in several dimensions starting from transportation to the use and treatment of wastewater and water drainage; fire prevention and warning; waste collection, management and separation; and the use of energy-saving electrical appliances for energy saving purpose to reduce environmental impact and to manage hotel costs.

During the construction stage, the Company requires and ensures that contractors strictly comply with environmental impact reduction measures, especially with regard to noise, vibration, air quality and water drainage. Examination and reporting of compliance is regularly conducted.

As soon as the construction is completed and the hotel enters its operation stage, the Company requires waste separation in order to recycle it. A campaign to reduce the amount of waste or a program to request hotel guests to use towels more than once to reduce water used in the laundry is launched.

Control of wastewater from the hotel operation:

The Company installs a system to collect and treat wastewater where quality of the discharge is tested at the hotel before being subject to an examination from the authorities whose duty is to supervise wastewater to ensure that the discharge meets required criteria throughout its operation period.

Fire prevention and mitigation:

Every hotel is equipped with a fire protection and warning system. A fire drill and fire evacuation training is regularly conducted.

• Supervision by the Authorities

The Company and its subsidiaries strictly comply with relevant laws governing project development and hotel services and subject to supervision of various government agencies. For example, it submits an environmental impact assessment report to a central or local environmental supervision agency. It also applies for a construction permit from a civil work agency; and a hotel license and other permits from a local administrative organization.



Mercure & ibis Bangkok Sukhumvit 24

Risk Management

Realizing the significance of various risks that affect our business based on the Corporate Governance Code, the Board of Directors requires the Risk Management Committee, whose mandate is to systematically review risk management plans, to monitor and establish risk management directions and measures to handle impacts and promote assessable and effective risk responses in order to mitigate impacts that could possibly impact the entire organization.

Business Risks

1. Asset Concentration Risk

The Company is exposed to the fact that our hotels are concentrated in Thailand and the Philippines and therefore could be exposed to financial, economic, social, household and even political impacts, or major events that may materially affect regional tourism landscape.

Responses

The Company's strategies to diversify its asset investment are as follows.

1. Focusing on investments into multiple destinations in Thailand and the Philippines in key cities and prime locations, which allows to access business opportunities where possible. The Company have planned to expand and develop the hotel network in the Asia-Pacific region.
2. Expanding the hotel portfolio to cover all types of hotels ranging from luxury to budget hotels to reach out to a diverse client base. The development of the "HOP INN" budget hotel that targets local tourists also lessens our dependence on overseas visitors.
3. Selecting and hiring leading hotel management chains such as Hyatt International, Marriott International and Inter-Continental Hotels Group to create a brand and asset diversity to reduce income volatility.

2. Competitive Risk

The hotel business is one of the highly competitive businesses as new players continue to enter the market and therefore may impact the Company's financial performance and growth.

Responses

1. Having confidence that our hotels will be competitive in terms of marketing operation where the Company will specifically focus on sales, marketing, loyalty, revenues and channels to remain at strategically important locations. As a result, service and operation excellence is our first priority to deliver the best experience to our customers.
2. The Company diversifies its business risk by developing a budget hotel business in a less competitive market segment while selecting locations and strong hotel brands for other segments to increase competitive advantage.

3. Financial and Liquidity Risk

The COVID-19 pandemic has inevitably contracted our liquidity and cashflow.

Responses

Managing liquidity and cashflow is our first priority in this unusual situation. We have pursued various measures since the beginning of the pandemic up to now, including negotiating payments with stakeholders in all sectors, discussing with banks to delay principal payments, receiving additional loans from financial institutions, amending loan payment conditions through creditor's support and temporarily suspending all investment plans. In addition, we continue to implement strict cost control measures and reduce unnecessary expenses.

In 2021, we mobilized fund through the right offering from existing shareholders as well as disposed two assets, namely, the Renaissance Koh Samui Resort and Spa and ibis Samui Bophut, to strengthen our financial status for future project expansion and investment. The Company also oversees budgeting to keep monitoring the financial status.

4. Supply Chain Management Risk

Reasons that subject several companies to the supply chain risk range from having to work with so many parties, to stocking too many raw materials that jeopardize costs, increase of the minimum wage to the shortage of contractors and labor, contractor's financial problems, rising costs of materials and failure to deliver construction materials on time.

Responses

The group has addressed the methodology or approach to response key risks by, for example, prioritizing contractors and suppliers, constantly updating information with suppliers and contractors, stocking appropriate amounts of raw materials to reasonably reflect the current situation and ongoing projects, specifying wages in labor contracts, recruiting labor through new channels, getting access to a diverse pool of suppliers and contractors and verifying financial reliability before starting a project.

5. Pandemic Risk

COVID-19 does inflict vast, expansive and unpredictable effects not only to the Company's revenues but also to construction delay and structural changes in the tourism industry.

Responses

All our hotels are fully open for business operations along with uplifting hygiene and cleanliness standard and safety in order create a Covid Free Setting. We also encourage as many staff as possible to get vaccinated to reassure customers. Measures such as cost control, setting aside liquidity reserves and cash management are still in place to respond to the current uncertainty.

6. International Investing Risk

The Company plans to expand its hotel business to overseas and therefore is exposed to foreign exchange volatility, changes of investment values and laws and regulations governing the hotel operation as well as applying process of relevant permits.

Responses

We put in place measures to closely oversee investment projects in foreign countries. This includes conducting due diligence and making detailed investment planning. In addition, we also conduct natural currency hedging, hiring consultants and those having expertise in countries where we invest to minimize risk from overseas operation.

7. Digital Disruption and New Technology Risk

Artificial Intelligence (AI), Predictive Analytic, Internet of Things and robotics, which represent rapid technological progress, have rapidly become part of the hotel business scene. The Company may be exposed to a risk of being a late newcomer to adopt this technology.

Responses

The Company has established an ad-hoc working team consisting of employees from various departments to initiate projects relating to technology and innovations. Studies were conducted to introduce new techniques such as contact-less check-in and check-out, the use of smart phone to replace a key card or mobile key, e-payment, hybrid conference and robots for room services and hotel cleaning. These initiatives enable us to deliver the best experience to customers while reducing long-term costs.

8. Macroeconomic and Geopolitical Uncertainty Risk

8.1 Macroeconomic Risk - Economic uncertainty, which directly affects the hotel business at all levels, also impacts the Company's operation results due to downturn in the tourism industry. Factors affecting the Thailand's recession that may affect the hotel business are:

- Lower-than-expected governing spending
- Rising unemployment
- Lower wage or income
- Falling consumer's confidence
- Rising interest rate
- Thai Baht appreciation
- Oil price hike

8.2 Geopolitical Uncertainty Risk – The Company may not be able to avoid a geopolitical risk that may involve a world war, terrorism and international conflicts that may affect domestic political situation or even international relations, all of this could cause a chain reaction and send a direct negative impact to the local economy, the Company's financial environment and its operation results and growth.

Responses

Since the macroeconomic risk and geopolitical uncertainty risk are beyond our control, we assess uncertainty and closely monitor the situation while taking into consideration risks from every perspective that could impact the hotel business so that we have the most updated information to come up with an appropriate plan to adapt and manage our finance that reflects our strategy.

9. Consumer Behavior Changes Risk

Changing demographics to polarize tourist preferences and impact on travel habits and demand patterns. The Company is exposed to a risk of losing its market share due to failure to adapt to the need of targeted groups of customers or its inability to understand their needs.

Responses

1. Customer's satisfaction survey is carried out at every step of service on a regular basis to make sure that customer are happy.
2. Continued improvement of our services is also our priority, which is done through opinions solicited from customers before being analyzed to better respond to their needs.
3. Close monitoring of consumer's trends and consumption changes is carried out for a timely response.

10. Cyber Security and Data Security Risk

Cyber security and data security risk is a major threat in today's business since our operation involves the collection of huge amounts of customer information which must be protected under high security standards in order to avoid hacking and leakage that may result in business disruption or financial damage.

Responses

The Company focuses on strengthening cyber security and data security by integrating this topic into our business strategy. We continue to invest in the upgrading of our security system and procedures to protect our business with a focus on customers and stakeholders. We set budget for investment in the IT security. The Company's Data Protection Committee supervises personal information safety to ensure confidence and compliance with the Personal Data Protection Act.

11. Climate Change and Environmental Risk

Climate change inevitably affects the Company's business in a form of rising costs, higher consumption of electricity due to higher temperature, declining number of tourists willing to travel long distance and ecological degradation, all of which are climate change risks.

Responses

The Company establishes the Environmental Committee, which consists of representatives from various hotels within the group, to incorporate environmental policies in work procedures, set targets and plans for proper implementation and adaptation and improve current operation procedures to better respond to climate change and environmental impacts. To reduce negative environmental impacts, we have designed hotel buildings to minimize internal heat, selected energy-saving appliances, managed electricity consumption and used water-saving and environmental-friendly products.

12. Human Resources Risk

Employees are pivotal for driving our organization to success. Inadequate number of employees and risk to retain talents may reduce the efficiency and effectiveness of an operation or may lead to a business interruption. During COVID-19, the Company had trouble of not able to recruit staff on an ongoing basis.

Responses

The Company manages this risk by strengthening employee engagement and by providing ongoing capacity-building and skill enhancing opportunities to retain talents and induce new staff to work with us. We establish the Individual Development Plan (IDP), set up the online ERW Learning Center for learning from anywhere, encourage job transfer to advance a career path, focus on wellbeing and fair wages, introduce diversity at workplace to enhance HR management, introduce a bottom-up management strategy to incentivize a new way of work as well as support and recognize diversity and inclusion among staff through a non-discriminatory practice regardless of race, color, gender, age and faith as an equal opportunity employee and also to retain long-term employees.

13. Compliance and Regulatory Risk

1. The compliance and regulatory risk may result in financial damages and penalties due to failure to comply with regulatory requirements.
2. The Company is to comply with lots of national rules, regulations and laws governing tourism. When it conducts a business overseas, it must also comply with the laws in relevant countries. Under the environment where laws are amended or new laws are enforced periodically, it's possible that the Company may not be able to fully comply with them.

Responses

1. The Company minimizes its regulatory risk by establishing an anti-corruption policy, the Code of Conduct for business partners and employees and the Corporate Governance Policy to reassure accurate responses to the supervisory and regulatory risk. In 2021, it required everyone to attend a mandatory training on the anti-corruption policy as part of an attempt to establish a tangible supervision practice.
2. The Company keeps monitoring new rules, regulations and laws governing the hotel business. It also hires a law firm to minimize its non-compliance risk.

14. Hazard Risk

External factors that may affect the Company's assets and operation, most of which are uncontrollable and unpredictable, are, among a few, natural disaster (flood and earthquake), terrorism, local and international political unrest.

Responses

All hotel properties of the company are covered under all risk, business interruption and political violence insurance policies to cover the aforementioned impacts. The company also issues measures to help lessen the impact from these circumstances in a cascade manner based on the nature of the situation upon international standards.

These external factors do affect the number of inbound visitors, which directly impact our short-term and long-term revenues and profits, depending on the intensity and length of the situation. However, our hotels being operated by international hotel operators, are well equipped to respond to these risks as they have experiences in unusual situations around the world as well as ready business continuity plans.

Business Sustainability Development

Sustainability Policy

The Erawan Group Plc, a leading hotel investor and operator in Thailand and Philippines, realizes the importance of its role in the tourism industry that hotel developers may cause both positive and negative effects to all stakeholders. That's why we are implementing the sustainable development principle to cover economic, social and environmental (ESG) dimensions under the CG Code with a goal to render benefits while being able to grow sustainably in tandem with all stakeholders.

The Company has declared the following for the purpose of sustainable development:

1. Compliance with relevant laws and requirements including acting against all forms of corruption in Thailand and countries where we have a business unit.
2. Adherence to the CG Code, transparency and business ethics by mainly taking into consideration stakeholders.
3. Focusing on responsible management throughout the entire supply chain and promoting responsible procurement.
4. Respecting human rights based on the principles of international criteria, equality, fairness and non-discrimination.
5. Focusing on enhancing quality of life and potential of employees; promoting volunteering spirit to cultivate social and environmental responsibility.
6. Supporting and participating in community and social development both at where we have a business and within the society at large.
7. Operate the business with a focus on efficient and balanced use of resources while taking into account the minimal negative impact of greenhouse effect, biodiversity and ecosystems.

The Sustainable Development Policy is the accountability of our Board of Directors and Management to drive it in a constructive manner. It is also the duty of all employees in our organization to comply with the policy and integrated it as part of our day-to-day business process to achieve concrete outcomes



Mr. Petch Krainukul

President

Framework to Sustainability

	Partnership	People	Planet
Target	Establish shared value network to strengthen a sustainable and unique value for customer	Escalate dynamic capability – building for sustainable growth.	Enhance eco-efficiency in construction and operation.
Commitment	Creating shared values to enhance stakeholder efficiency for mutual growth.	Enhancing staff capacity and upgrading work procedures and process to improve quality of life.	Elevating the efficiency of the economic ecosystem by improving work processes and utilizing efficient use of resources

Managing impacts to stakeholders in the value chain

For a business to remain sustainable, the Company must carefully consider both positive and negative impacts in three dimensions, economic, social and environmental (ESG). As a result, we thoroughly analyzed our internal operation from upstream to downstream in order to identify stakeholders and linkages of the entire value chain. The communication and the appropriate responses to stakeholder expectations are essential to create shared values that lead to mutual sustainable growth.

Value Chain



Analysis of stakeholders in the value chain

The Company emphasizes on continuing share value with all stakeholders and identified them into eight groups as follows: (1) employees; (2) customers; (3) business partners; (4) suppliers; (5) shareholders/creditors; (6) government agencies; (7) communities; and (8) the environment. Communication channels are established to receive opinions and respond to their expectations. All data received will be analyzed and incorporated in work process to enhance business efficiency.

Stakeholders	Expectation/Interest	Responses
Employees	<ul style="list-style-type: none"> • Equal treatment • Reasonable remunerations and welfare • Learning opportunity, capacity-building and career growth • Occupation, health and safety (OHS) • Clear communication of the Company's situation and operation results 	<ul style="list-style-type: none"> • All nationalities are welcomed to apply through a recruitment and employment process • Remunerations are paid based on performance that reflects the Company's policy and in line with peers in the same industry. • An Individual Development Plan is developed for employees. • Setting up the ERW Digital Learning Center to enable Learning from Anywhere. • Establishing the HOP INN Learning Club to develop HOP INN personnel nationwide. • Promoting career growth through job rotation, job transfer and promotion. • Cultivating corporate culture and values through trainings, activities and learning exchange projects • Overseeing health and wellbeing, safety, workplace environment during the COVID-19 pandemic by procuring COVID-19 vaccines, implementing the Work from Home policy and other measures recommended by the public sector. • Organizing a monthly Townhall meeting to update employees of the latest situation and operation results to keep everyone abreast.

Stakeholders	Expectation/Interest	Responses
Customers	<ul style="list-style-type: none"> • Occupation, health and safety (OHS) measures • Valuable goods and services that precisely meet customer's desire. • Disclosing accurate promotion information in time. • Understanding customer's behavior and able to offer services beyond customer's expectation with no prior request from customer. • Actively resolving problems and complaints on a timely basis with enthusiasm. • Safeguarding customer's information and privacy • Up-to-date technology and facilities that respond best to customers' needs. 	<ul style="list-style-type: none"> • Compliance with the health and hygiene policy issued by Ministry of Health and hotels within the network; implementing SHA Plus measures to reassure customers of the hygiene. • Developing technology and innovation to keep services updated and reaching targeted customers. • Constantly improving or creating new services by using customer's complaints or recommendations as a basis • Constantly upskilling and reskilling employees at all levels to better customer services. • Designing hotels and services that meet standards to accommodate all types of customers. • Constantly updating promotional packages to respond to customers' needs. • Communicating with customers through online media and updating hotel information on a regular basis.
Suppliers	<ul style="list-style-type: none"> • Providing sufficient information and treating suppliers with fairness • Focusing on fair and transparent procurement process. • Creating mutual business shared values. • Prompt support as soon as being notified by suppliers of impacts from connected transactions. 	<ul style="list-style-type: none"> • Having a transparent, fair and accountable procurement process. • Practicing ethics and the Code of Conduct • Collaborating to develop products and services that minimize social and environmental impacts. • Collaborating to reject all forms of corruption • Classifying suppliers to manage various risks along the supply chain.
Business partners	<ul style="list-style-type: none"> • Being a reliable and sustainable partner in a collaboration • Building a network of long-term alliance 	<ul style="list-style-type: none"> • Establishing ethics and the Code of Conduct • Collaborating to develop quality raw materials and products • Cooperating to protest all forms of corruption
Shareholders/ Creditors	<ul style="list-style-type: none"> • Establishing a sound and appropriate organization structure based on the CG Code • Generating reasonable and sustainable rates of return • Having a transparent and clear process of information disclosure • Establishing transparent CG practices that adhere to the Code of Conduct encompassing directors to the management and employees • Compliance with agreed terms and conditions 	<ul style="list-style-type: none"> • Conducting the business under the CG Code with transparency and ethics. • Declaring operation results, business goals and plans and risk management. • Listening to opinions and recommendations from shareholders on an equal basis. • Regularly interacting with investors, shareholders and financial institutions • Enabling shareholders and investors to express opinions, providing them with convenient channels to inquire about the business.

Stakeholders	Expectation/Interest	Responses
Government agencies	<ul style="list-style-type: none"> • No illegal business operation and compliance with the government's rules, regulations and/or policies. • Cooperating and supporting the government and supervisory agencies by sharing beneficial information • Participating and supporting the public sector's policies and projects 	<ul style="list-style-type: none"> • No illegal business operation: ready for whistleblowing in case it witnesses an unusual activity; supporting all forms of anti-corruption activities. • Conducting the business with transparency on the basis of the CG Code and the Code of Conduct. • Cooperating and supporting the government's business-related policies.
Community	<ul style="list-style-type: none"> • Mutual existence with zero conflict. • Employment and growth of the community's economy. • Receiving complaints and resolving problems on a timely basis. • Long-term collaboration • Conservation of local culture 	<ul style="list-style-type: none"> • Cultivating relationship for amicable co-existence. • Supporting participation in community activities • Supporting children's education of neighboring communities and communities in general. • Promoting knowledge-sharing activities for the benefit of the communities. • Employing local people and supporting community products • Supporting the safeguarding of local identity • Listening to problems and taking part in finding joint solutions.
Environment	<ul style="list-style-type: none"> • Reducing environmental impacts caused by the business 	<ul style="list-style-type: none"> • Collecting information for analysis purpose in order to find ways to minimize environmental impacts and particularly impacts from greenhouse gas (GHG) emission. • Planning, verifying and improving energy consumption on a regular basis to curb negative environmental impacts. • Effective use of resources • Effective waste management • Organizing internal activities with awareness in minimizing environmental impacts.

Managing impacts affecting suppliers in the supply chain

The Company underlines the importance of a transparent and fair procurement process and is against all forms of corruption. As a result, we provide channels for suppliers to file a complaint while a satisfaction survey of suppliers is regularly conducted to gather information and classify suppliers under the supply chain for effective management. Suppliers are classified into two groups as follows.

1. Suppliers in the Project Development
2. Suppliers in the Operation & Assessment

For hotels managed by different brands, quality of goods and services especially food from suppliers is subject to regular examination for the purpose of safety and wellbeing. We strive to grow with our suppliers, to jointly develop products and services for customers through transparent supervision and management to reduce economic, social and environmental impacts. We also issue the Code of Ethics for business partners and solicit compliance from suppliers.

Customer Care

To reassure customers seeking our services at any time, we upgrade safety and wellbeing practices through strict preventive cleaning measures to minimize touch at all levels. Leading hygiene and wellbeing products are selected. Cleaning takes place at every process at check-in to check-out. We adopt touchless payment, put up screens at reception and set up sterilization desk at entry/exit points, regularly sterilize key cards, introduce paperless check-out and intensify cleaning process for often-touched surface. We also implement social distancing and minimize room furniture or other often-touched objects. All hotels are getting a hygiene standard of SHA Plus and our staff are 100% vaccinated while employees interacting closely with customers are having a regular ATK test.

Sustainability management in social dimension

Employees are the most important asset to the Company's business. This is translated into a policy to nurture our human resources as a "capable" and "good" person who takes part in helping the society and driving the Erawan Group to become a sustainable organization ready to adapt to changes in all situations.

HR Management

Care for Employees

Amidst challenges arising from the COVID-19 pandemic, we relentlessly commit to take care of our staff in a comprehensive manner to enable them to work happily and to be inspired to adapt to changes for collaboration that will drive the organization forward while delivering sustainable values to stakeholders. In addition, we commit to treat every employee equally through the international principles of human rights.

Executives & Employees by gender

	Male	Female
Employees in the group	44.1%	55.9%
Senior executives	53%	47%

Talent Acquisition

We actively recruit people based on the human rights principle where everyone is treated equally without discrimination in race, color, gender, age, religion and faith. Everyone of any race and nationality can apply to work with us. Employees are selected based on qualifications. All new staff will attend an orientation and onboarding program. Internal staff can rotate their job through job transfer or promotion to another position based on what's appropriate for upskilling and advancement in career path.

Core Values and Corporate Culture ERAWAN'S SPICE & CLIENT

The Company raises awareness and understanding and promotes its DNA through Erawan's SPICE values & CLIENT corporate culture. This is carried out through regular communication, projects and events such as a Townhall Meeting, the Friday Talk, Ex-Sharing, Digital Showcase, Idea Board and Erawan Virtual Run Together to encourage employee engagement as anticipated by the Company.

Employee Engagement Survey

An Employee Engagement Survey is conducted annually to allow the Company to listen to opinions and recommendations from employees. Information from the survey is analyzed and implemented to design and develop a program to provide comprehensive care to employees in order to improve their living conditions and strengthen the relationship. In 2021, the survey showed the level of employee engagement at 80%.

Lifelong Learning

The Company actively promotes ongoing staff capacity-building. In 2021, the ERW Digital Learning Center, which is an online training platform, was upgraded to underline the ReSkill and Up skill training courses during COVID-19 for staff to learn from anywhere through a variety of channels ranging from virtual, to website, Share Point, Podcast and learning platforms developed by local and international leading education institutions. When the pandemic became less intense, we introduced a hybrid learning program where staff may access training courses either virtually or through an in-person classroom. In 2021, 88,371 training hours were delivered, which accounted for an average of 33 training hours/person/year. The training was delivered via 5 major programs in a form of more than 200 courses. Details are as follows.

1. "ERW Core Program (ECP)"
2. "Leadership Development Program (LDP)"
3. "Functional Development Program (FDP)"
4. "Digital Development Program (DDP)"
5. "English Development Program (EDP)"

The Occupation, Health and Safety (OHS) Policy

The Company commits to oversee the OHS elements for staff especially during the COVID-19 pandemic when training on self protection was organized for employees to take care of themselves through online doctor consultation, telemedicine, Work from Home (WFH) measure and requirements that different teams may alternately work at the office to reduce exposure to one another. The Company also procures COVID-19 vaccines for staff, provides an annual health check-up, regularly conducts office space sterilization and performs an annual fire drill and fire prevention event.

Participation in community development

The Company underlines the importance of joint community development and therefore establishes a policy to upskill community members through our hotel management knowledge and expertise so that communities learn to sharpen their skills while we create jobs for local workers and safeguard local traditions. We encourage employees to volunteer in social projects. We also collaborate with business partners, networks and government agencies to strengthen communities to cultivate a sustainable society. From our hotel management expertise, we have foreseen an opportunity to expand community tourism and therefore have created the Happy Home Happy Stay project to improve homestay quality by sharing our hotel management expertise to communities for their adaptation. However, due to COVID-19, in 2021, the project was transformed into an online training via a project called Beautiful Home through Your Identity. With the collaboration from Department of Tourism and Local Alike Co Ltd. the result was outstanding and the project reached out to a wider audience within a short period of time, as about 20 communities participated in the program. The Company aims to implement the training for 40 communities in 2022.

In addition, together with the Pleonchit Center, we offered more than 3,000 square meters of building space to set up a vaccination service center for insured persons under Section 33 of Social Security Office as part of the Together

Helping Thai Fighting COVID-19 project from June 7 to July 2 totaling 20 days. The one-time center was a collaboration between Ministry of Public Health, Ministry of Labor, Office of Social Security, Kluang Nam Thai Hospital, Klongtoey District Office and Wattana District Office, which successfully reached out to 30,000 people. In addition, we also organized activities to raise fund to help people suffering from COVID-19 through various channels. More details can be found in <https://www.theerawan.com/en/sustainability-projects/231/collective-relief-in-the-covid-19-crisis>

Sustainability development in the environmental dimension

The Company establishes the Environmental Committee, which consists of representatives from various hotels within the group, with a main objective to incorporate environmental policies in work process. The focus is on how to use resources in the most effective way. Employees are encouraged to recognize impacts from climate change and understand why work process needs to change to minimize negative environmental impacts resulting from the Company's business.

Minimizing environmental impacts from construction

- Reducing energy consumption by designing buildings that can reduce internal heat through the OTTV principle where Low E glass window is used to minimize heat coming from exterior façade into the building. The RTTV design principle aims to reduce external heat entering into the building from ceiling at the top floor, which enables us to use smaller chiller and therefore consume less energy. This principle is applied to buildings of Mercure Bangkok Sukhumvit 24, Holiday Inn Pattaya, Novotel Sukhumvit 4 and Mercure Pattaya Ocean Resort.
- Selecting air-conditioner and water pump with the Inverter technology for lower energy consumption

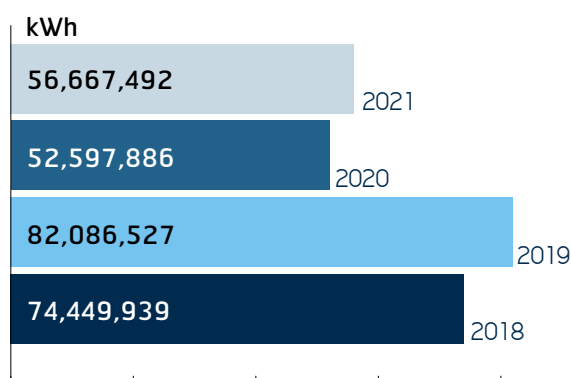
Minimizing negative impacts from the operation

As a result of various hotel brands with different management policies to reduce environmental impacts, it's therefore important to align these different practices and policies to curb operation impacts to the environment so that every hotel is heading towards the same direction. At present, we are gathering information of every hotel for further analysis to establish a common goal to minimize environmental impacts from the operation of each hotel group.

Management of electricity consumption

Electricity is a major resource for hotel operation. 2021 witnessed the Company's studying, verifying and gathering data to reduce electricity consumption and to enhance its efficiency in all types of building. The Company also focuses on designing a new energy-saving building while continuing to take into consideration customer's comfort. The Grand Hyatt Erawan Bangkok and the JW Marriott Hotel Bangkok are two pilot hotels where electricity consumption data is closely scrutinized to maximize the efficiency of their consumption patterns. This same project will be implemented to other hotels at a later stage.

Internal Consumption of Energy



Note:

2018: Excluding HOP INN hotels

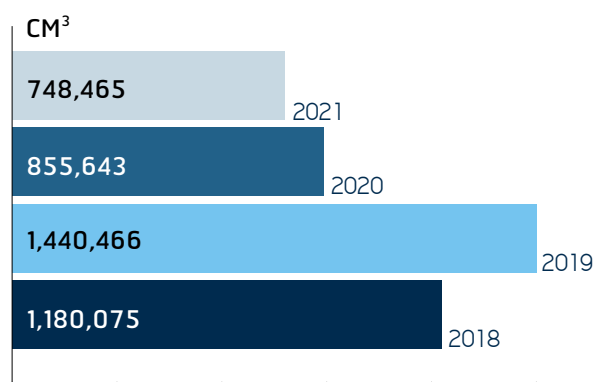
2019-2020: Excluding HOP INN hotels in Philippines.

2021: Excluding Renaissance Koh Samui Resort and Spa and ibis Samui

Water resource management

Aside from using water-saving products, we have launched campaigns to encourage staff and customers to save water. We also use environmental-friendly chemical products. Every hotel has its own wastewater treatment system before the discharge is released to public waterways where wastewater is treated through a closed system to be kept within a criterion. In this regard, the aviator is used to fill oxygen so that no methane, which generates the greenhouse gas (GHG), is produced. In addition, recycled water is used for watering trees at Holiday Inn Pattaya, ibis Hua Hin, The Naka Island, a Luxury Resort and Spa Phuket, and ibis Styles Krabi. ibis Phuket Patong and ibis Pattaya also have own rainwater tanks to keep rainwater for use.

Internal Consumption of Water



Note:

2018: Excluding HOP INN hotels

2019-2020: Excluding HOP INN hotels in Philippines

2021: Excluding Renaissance Koh Samui Resort and Spa and ibis Samui

Waste management

Realizing that we are a producer of garbage as a result of our business, we implement waste management at various stages by separating organic waste, recycled waste, toxic waste and electronic waste to reduce the amount of waste sent to landfill. We also underline the importance of biohazard waste management.

- Waste from guestrooms and common areas are properly separated while biohazard waste is clearly separated for proper management.
- 2021 Food waste:
 - JW Marriott Hotel Bangkok and Courtyard by Marriott Bangkok Hotel have taken part in the Light-blue Project, which manages food waste. In 2021, the two hotels managed to reduce 107.6 tons of food waste where hotel food leftovers were given to the less privileged totaling 219,070 meals and organic waste was treated for the best interest to reduce waste going to landfill. This accounted for the reduction of 205.14 tons CO2 of the GHG, which is equivalent to 540 days of household electricity consumption.
 - Holiday Inn Pattaya turned organic waste accounting for 21,023 kilograms of waste into EM for various uses.
 - Accor Group hotels turned leftovers into animal feeds totaling 23,117 kilograms.

Plastic waste:

Hotels within the group have established a policy to reduce the use of one-time plastic products. In case of necessity, we opt for recycled products by taking into consideration customer's health and wellbeing. However, COVID-19 results in higher use of one-time plastic packaging and utilities due to hygienic reasons.

Paper waste:

The Company has separated paper for recycling purpose since 2008 to support the most effective use of resources through the recycling economy. In 2021, due to the Work from Home (WFH) measures, the amount of recycled paper was down to 790 kilograms, which was equivalent to the reduction of 13 trees being cut, 537 kg of CO2 being less emitted and 20,540 liters of water, 1,106 of fuel and 3,160 kilowatts of energy being less consumed, respectively.

Management of the Greenhouse Gas (GHG)

We aim to enhance understanding among executives and staff of impacts from the GHG emission to climate change. The understanding helps increasing the efficiency of the hotel's operation, which in turn minimizes negative impacts from our operation through effective consumption of resources, energy saving, waste management, the use of environmental-friendly products and the organizing of low-carbon events. We start to gather information about our GHG emission for further analysis as a basis to improve the GHG emission reduction.

Conservation of biodiversity

We operate our business with an attitude to minimize the negative impacts to biodiversity through responsible resource management and care given to landscape interference. Our practices include using local plant species, promoting responsible tourism and supporting biodiversity conservation for instance Underwater Reforestation, one of which is a project we have collaborated with a local fishing group and the local government office of Ban Na Klua, Banglamung District, Chonburi Province, to cultivate food resources for aquatic animals.



Holiday Inn Pattaya

Management Discussion and Analysis

Consolidated Profit & Loss Statement, period ending 31st December

THB Millions	2020	2021	% Ch.
Hotels' Operating Income	2,180	1,415	-35%
Rental and Service Income	126	70	-44%
Total Operating Income	2,306	1,485	-36%
Other Income	42	62	+44%
Total Income	2,348	1,547	-34%
Operating Expenses	(2,507)	(2,199)	-12%
EBITDA	(159)	(652)	-311%
Depreciation & Amortization	(1,012)	(936)	-8%
Operating Profit/(Loss)	(1,171)	(1,588)	-36%
Finance Costs	(536)	(521)	-3%
Pre-tax Profit / (Loss)	(1,707)	(2,109)	-24%
Taxes	39	(46)	N/A
Minority Interest	63	105	+66%
Normalized Net Profit / (Loss)	(1,605)	(2,050)	-28%
Extraordinary Items			
Share of Profit/ (Loss) from ERWPF	(18)	9	N/A
Loss on impairment of non-financial assets	(92)	(104)	+14%
Gain on Sale of Investment and Assets	-	95	N/A
Net Profit / (Loss)	(1,715)	(2,050)	-20%
E.P.S. (Baht)	(0.6813)	(0.5628)	+17%

Group Performance

In 2021, tourism industry in Thailand still affected by the COVID-19 outbreaks with the situation in this year was more severe compared to 2020. As a result, the government has implemented stricter COVID-19 control measures which mainly focused on limit local transmission and social distancing. In 3Q21, the number of COVID-19 cases reached the highest-level as such the longest tightening control measures to COVID-19 were enforced during this quarter. However, the outbreak situation began to recover with some measures were eased since September 2021 leading to the recovery of domestic travelling at the beginning of 4Q21. The government also supported by the stimulus package "We Travel Together"

3rd phase which started in mid of October 2021 also another factor to support the recovery of domestic travel in 4Q21. The number of domestic trips in 2021 recorded at 53.0 million, a 41 percent decrease from 2020. On the other hand, global international tourism situation in 2021 remained affect from the outbreak of COVID-19 new wave leading to many countries continued to implement tightened COVID-19 restrictions. However, Thai government has started the country reopening program since July 2021 under "Phuket Sandbox" program and followed by "TEST & GO" in November 2021 which is the good starting point for the recovery of Thai tourism. Nevertheless, the number of international tourist arrivals in 2021 was recorded at 427,869 arrivals, decreased 93 percent from 2020.

Company Highlight in 2021

Long-term growth strategy

We continued to develop and expand our budget hotel segment as set forth in our long-term strategic plan. In 2021, we opened “HOP INN Phetchabun” in Thailand in February 2021 and “HOP INN Ortigas Center Manila” in Philippines in December 2021, leading to 73 hotels with 9,807 rooms in our portfolio at the end of 2021. We also have 9 hotels under development which target to open in 2022-2023.

Balance sheet strengthening

In 2021, we continued to focus on strengthen our financial position with the appropriate capital structure to enable the company to expand its business investments in accordance with our long-term investment strategy at an appropriate financial ratio. The following actions have been done.

- We succeeded our capital increase plan through the right offering to the existing shareholders in June 2021 with total proceed at 2,014 million baht which shareholders showed a highly favorable response. In addition, we issued warrants for the right to purchase ordinary shares to existing with the expected proceed at 1,000 million baht and an exercise term of 3 years in June 2024. These proceed will help the company in having an appropriate capital structure for business expansion.
- We changed the accounting policy regarding measurement after initial recognition of land from cost method to fair value method using prospective adjustment. As a result, we recognized gain on revaluation of land after taxes deduction at 2,185 million baht in our equity in 2Q21.
- We completed the asset divestment program of our 2 hotels “with the objective to adhere to our long-term strategy of adjusting the hotel portfolio to focus on investing in the budget hotel segment and increasing the proportion of revenue and profit generated by domestic customers. Total selling price was at 925 million baht and recorded gain from this transaction at 95 million baht.

Proceeds from these transactions were used to repay loan from financial institutions, to support the liquidity of the company and to support the development of future projects as planned.

Our Business Performance

COVID-19 situation has continued to affect tourism industry and hotel business. However, all our hotels in Thailand and the Philippines have fully opened as usual and offer various packages for both room and F&B outlets including other hotel services to rapidly respond to changing environment and customer behaviors. Our business operation has remained under crisis management plan in accordance with the business risk management continuously from the previous year. We give first priorities to closely monitor COVID-19 outbreak situation and government measures. We are also determined to focus on highest health and safety in all hotels.

We have continued to strictly implement cost control measurements, cut unnecessary expense, and preserve the liquidity. At the end of 2021, we recorded our cash on hand at 1,242 million baht and had unutilized credit facilities at 5,545 million baht to support our liquidity. Our interest-bearing debt-to-equity ratio recorded at 1.9 times.

For 2021, we recorded total operating income at 1,485 million baht, a 36 percent decrease from 2020. We recorded negative EBITDA at 652 million baht. In addition, we recorded an extraordinary profit of 95 million baht from divestment of 2 hotels in Samui as aforementioned and recorded loss on impairment of non-financial assets of 104 million baht. In summary, we recorded net loss in 2021 at 2,050 million baht compared to net loss at 1,715 million baht in 2020.

Performance by Business Unit

1. Hotel Business

In 2021, the COVID-19 outbreak has continued to impact tourism industry and affected our hotel performance as aforementioned. Our hotel in Thailand showed recovery sign since the end of 3Q21 and continue to 4Q21 after restrictions easing. While our Philippines hotels performance was better than year 2020. In 2021, total hotel revenue for both Thailand and Philippines still contributed from domestic customers as both countries continue to have conditional measures to allow foreign tourists to enter the country.

Hotels in Thailand

Our hotels in Thailand were affected from the COVID-19 outbreak situation as aforementioned. As a result, we recorded occupancy of total Thailand hotels at 27 percent, compared with 37 percent in 2020 and RevPAR dropped 41 percent from 2020.

Our HOP INN hotels in Thailand, main customer are domestic travelers for both corporate and leisure, remain generated the best performance among all segment and showed the shorter recovery periods. HOP INN hotels performance in 2021 were affected by inter-provincial travel restrictions during high level of infections period leading to business customers who are the main customers reduced their travel. Occupancy was recorded at 41 percent, the highest occupancy among all segments in 2021 and ARR increased 1 percent from same period last year. As such HOP INN in Thailand generated operating income at 339 million baht, a 21 percent decrease from 2020 and generated EBITDA at 101 million baht, a 47 percent decrease from same period last year.

Luxury, Midscale and Economy segments recorded total occupancy at 17 percent in 2021, a 7 percent drop from 2020 and RevPAR also decreased 48 percent from 2020. These segments were still affected by the slowdown of Thai tourism from the COVID-19 situation as aforementioned and the recovery of international customers remained limited due to the travel measures for foreign tourists still adjusted accordingly to the domestic situation and affected foreign tourists travel decisions. Destination wise, hotel in Hua-Hin recorded the highest occupancy among all destinations and followed by Pattaya, Bangkok and Phuket.

Food and beverage revenues dropped 39 percent from year 2020 as a result of direct impact from the control measures such as ban dine-in service, shorter operating hours, alcohol ban in restaurant and determining the number of people at the gathering during high level of infections period.

In 2021, total hotel in Thailand (ex. HOP INN) generated operating income at 1,415 million baht, a 35 percent decrease from 2020 and negative EBITDA at 612 million baht.

Hotels in Philippines

In 2021, HOP INN hotel performance in Philippines has continued to improve from previous year. Our main customers were the essential purpose domestic tourists who allowed to stay in our hotels such as seafarers and BPO while the demand of these customer groups continued to increase since the beginning of the year. As a result, Philippine's hotels recorded occupancy at 49 percent, increased from 30 percent in 2020 and RevPAR grew by 48 percent from last year. HOP INN Philippines generated operating income at 154 million baht, a 71 percent increase from 2020 and recorded EBITDA at 56 million baht, a 176 percent increase from 2021.

We generated income from hotel operations at 1,415 million baht in 2021, a 35 percent decrease from 2020. Room revenue recorded at 956 million baht and F&B revenue recorded at 400 million baht. We recorded negative EBITDA at 612 million baht.

Statistics for hotel room operations for the 2020 periods are as follows:

12-month period (Jan-Dec)	No. of rooms		Occupancy			ARR (THB/Night)			RevPAR (THB/Night)		
	2020	2021	2020	2021	+/-	2020	2021	+/-	2020	2021	+/-
Thailand	8,959	8,733	37%	27%	10%▼	1,163	924	21%▼	429	251	41%▼
Luxury Hotels	989	911	20%	21%	1%▲	4,483	2,674	40%▼	916	562	39%▼
Midscale Hotels	1,668	1,668	24%	19%	5%▼	2,263	1,507	33%▼	550	289	48%▼
Economy Hotels	2,686	2,477	25%	15%	10%▼	1,119	730	35%▼	285	110	61%▼
Total Group (ex. HOP INN)	5,343	5,056	24%	17%	7%▼	2,004	1,429	29%▼	485	250	48%▼
HOP INN Hotels	3,616	3,677	57%	41%	15%▼	607	615	1%▲	344	254	26%▼
Philippines	843	1,074	30%	49%	19%▲	938	845	10%▼	278	411	48%▲

2. Rental Properties

We own and operate Erawan Bangkok, a luxury retail property adjacent to Grand Hyatt Erawan Hotel, and manage Ploenchit Center as a property manager. For 2021, income from rental and service recorded at 70 million baht, a 44 percent decrease from 2020, mainly driven by COVID-19 situation and the supporting provide to tenant.

Other Items in Profit and Loss Statement

- **Depreciation & Amortization:** We recorded this item at 936 million baht in 2021, a 76 million baht decreased from 2020. The main decrease came from some hotels that have been fully depreciated.
- **Finance Costs:** We recorded finance costs at 521 million baht in 2021, a 15 million baht decrease from 2020 as result of the decreasing of interest-bearing debt and lower cost of debt.
- **Extraordinary Items:**
 - **Investment in ERWPF:** We recorded share of profit from 20 percent investment in ERWPF at 9 million baht in 2021.
 - **Loss on Impairment of Non-Financial Assets:** We recorded this item at 104 million baht due to the impact from COVID-19 situation.
 - **Gain on Sale of Investment and Assets:** We recorded gain from divestment of 2 hotels; "Renaissance Koh Samui Resort and Spa" and "ibis Samui Bophut" at 95 million baht in 2021.

Financial Status

Financial Ratio (times)	FY 2020	FY 2021
Interest Bearing Debt to Equity*	3.2	1.9

Remark: *Exclude TFRS16 impact

At the end of 2021, we recorded negative operating cash flow before change in operating asset and liabilities at 667 million baht due to net loss recorded in 2021. However, we continued to focus on preserving liquidity and managing cash flow as our priority under this current circumstances. Our cash on hand at the end of 2021 was recorded at 1,242 million baht and have unutilized credit facilities approx. 5,545 million baht.

We recorded total assets at 22,450 million baht compared with 21,215 million baht at the end of 2020, this is mainly due to the increase of property, plant, and equipment from the change in accounting policy from book value to fair value in 2Q21. Our total liabilities recorded at 16,427 million baht decreased from 17,286 million baht at the end of 2020 mainly from the decreasing of interest-bearing debt from 12,687 million baht to 11,151 million baht as we utilized the proceeds from capital increase and assets divestment to repay loans from financial institutions. Our total equity recorded at 6,023 million baht increased from 3,929 million baht at the end of 2020 mainly driven from the capital increase and gain on revaluation of land in 2Q21. The decrease in interest bearing debt and the increase of total equity leading to our interest-bearing debt-to-equity ratio to recorded at 1.9 times compared to 3.2 times at the end of 2020.

General Information and Other Material Facts

Type of Business	: Invest and develop hotel properties strategically located to match travelers' different demand including property management and retail shops.
Registration No:	: 0107537001943
Home page	: www.TheErawan.com
Company's Capital as at 31st December 2021	
Registered Capital	: 4,891,207,330 Baht 4,891,207,330 ordinary shares at par value 1 Baht/share.
Paid-Up Capital	: 4,531,559,733 Baht 4,531,559,733 ordinary shares at par value 1 Baht/share.
Other References	
1. Registrar of Ordinary Shares	Thailand Securities Depository Co., Ltd. 93 Rachadapisek Road, Dindaeng, Bangkok 10400 Thailand Telephone 66 (0) 2009 9000 Fax 66 (0) 2009 9991
2. Auditor	1. Ms. Chanarat Chanwa, Certified Public Accountant (Thailand) No. 9052 and/or 2. Ms. Vilaivan Pholprasert, Certified Public Accountant (Thailand) No. 8420 and/or 3. Ms. Vipavan Pattavanvivek, Certified Public Accountant (Thailand) No. 4795 KPMG Phoomchai Audit Ltd. 48 th Floor, Empire Tower 195 South Sathorn Road, Bangkok 10120, Thailand Telephone 66 (0) 2677 2000 Fax 66 (0) 2677 2222



ibis Styles Bangkok Sukhumvit 4

Head Office and Branches

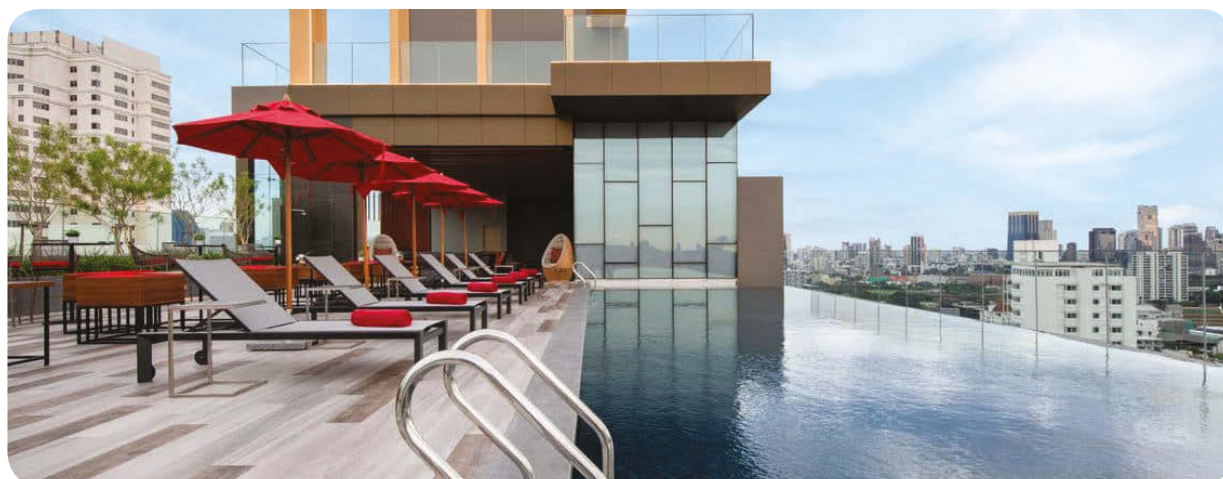
Head Office	Ploenchit Center 6 th Floor 2 Sukhumvit Road, Kwang Klongtoey, Khet Klongtoey, Bangkok 10110 Thailand Telephone 66 (0) 2257 4588 Fax 66 (0) 2257 4577
Branch 1	Erawan Bangkok 494 Ploenchit Road, Kwang Lumpini, Khet Pathumwan, Bangkok 10330 Thailand Telephone 66 (0) 2250 7777 Fax 66 (0) 2250 7788
Branch 2	JW Marriott Bangkok 4 Sukhumvit Road, Kwang Klongtoey, Khet Klongtoey, Bangkok 10110 Thailand Telephone 66 (0) 2656 7700 Fax 66 (0) 2656 9831
Branch 3	ibis Patong Phuket 10 Chalermphrakiat Road, Patong Sub-district, Kathu District, Phuket 83150 Thailand Telephone 66 (0) 7630 3888 Fax 66 (0) 7630 3889
Branch 4	ibis Pattaya 463/79 Pattaya Sai 2 Road, Nongprue Sub-district, Bang Lamung District, Chonburi 20150 Thailand Telephone 66 (0) 3841 8188 Fax 66 (0) 3841 8189
Branch 5	ibis Samui (Cancellation Process)
Branch 6	ibis Sathorn 29/9 Soi Ngam Duphli, Rama IV Road, Kwang Thung Mahamek, Khet Sathorn, Bangkok 10120 Thailand Telephone 66 (0) 2610 5188 Fax 66 (0) 2610 5189
Branch 7	ibis Bangkok Sukhumvit 4 41 Soi Sukhumvit 4, Sukhumvit Road, Kwang Klong Toey, Khet KlongToey, Bangkok 10110 Thailand Telephone 66 (0) 2667 5888 Fax 66 (0) 2667 5889
Branch 8	Holiday Inn Pattaya and Holiday Inn Executive Pattaya 463/68, 463/99 Pattaya Sai 1 Road, Nongprue Sub-district, Bang Lamung District, Chonburi 20150 Thailand Telephone 66 (0) 3872 5555 Fax 66 (0) 3872 5556
Branch 9	ibis Kata 88/8 Kata Road, Karon Sub-district, Mueang Phuket District, Phuket 83100 Thailand Telephone 66 (0) 7636 3488 Fax 66 (0) 7636 3489
Branch 10	ibis Hua Hin 73/15 Soi Moobaan Nongkae, Nongkae Sub-district, Hua-Hin District, Prachuapkhirikhan 77110 Thailand Telephone 66 (0) 3261 0388 Fax 66 (0) 3261 0389

Branch 11	Mercure ibis Bangkok Siam 927 Rama 1 Road, Kwang Wangmai, Khet Pathumwan, Bangkok 10330 Thailand Telephone 66 (0) 2874 7222 Fax 66 (0) 2874 7229
Branch 12	ibis Styles Krabi Ao Nang 725 Moo 2, Ao Nang Sub-district, Mueang Krabi District, Krabi 81000 Thailand Telephone 66 (0) 7562-6388 Fax 66 (0) 7562 6389
Branch 13	Mercure Pattaya Ocean Resort 463/100 Moo 9, Nongprue Sub-district, Bang Lamung District, Chonburi 20150 Thailand Telephone 66 (0) 3876 9688 Fax 66 (0) 3876 9689
Branch 14	Novotel ibis Styles Bangkok Sukhumvit 4 27 Soi Sukhumvit 4, Sukhumvit Road, Kwang Klong Toey, Khet KlongToey, Bangkok 10110 Thailand Telephone 66 (0) 2080 5388 Fax 66 (0) 2080 5389
Branch 15	Mercure ibis Bangkok Sukhumvit 24 5/1 Soi Sukhumvit 24, Sukhumvit Road, Kwang Klong Tan, Khet KlongToey, Bangkok 10110 Thailand Telephone 66 (0) 2080 6588 Fax 66 (0) 2080 6589

Legal Disputes

The Company and subsidiaries are engaging in legal cases resulted from a normal course of its business only; for example, lawsuits filed against tenants who have failed to pay rent, service fees or equipment rental of the Company and its subsidiaries.

As of December 31, 2021, neither the Company nor subsidiaries had a significant legal action or dispute that may pose a negative impact to assets of the Company and subsidiaries that accounted for more than 5% of shareholders' equity. There was no legal action that would materially affect the Company's business operation, either.



Novotel Bangkok Sukhumvit 4

Part 2

Corporate Governance

"The Erawan Group commits to fight against corruption and to build good people with transparent organization for better society with sustainability."



Governance Awards Highlight



Certified as The Member of CAC on 30 June 2020

"Very Good" Corporate Governance Rating 2006-2021



"Excellent" AGM Checklist 2008-2021

"Best" IR Awards 2013-2014 and "Outstanding" IR Awards 2010, 2015-2021



Governance Awards 2005 – 2021

- Board of the Year for Distinctive Practices 2006/2007
- Full Member of the CAC (Certified that the company to declaration on anti-corruption by putting in place, good business principles and control against briber) on 4 October 2013
- Level 4 "Certified" Anti-Corruption Progress Indicator Completed. Project Sustainable Development by Thai-pat Institute and The Securities and Exchange Commission (SEC) in 2014.
- "ESG100 Companies" Certified of Environmental Social Governance Company of the year 2015, 2017-2019, by Thai-pat Institute and The Securities and Exchange Commission (SEC)
- "Most Improved" CSRI Recognition 2013, SET Awards 2013
- "Thailand's Top Corporate Brand Value 2019-2020 in Tourism and Hospitality" by Faculty of Commerce and Accountancy of Chulalongkorn University
- "Overall Management Excellence for Market Capitalization 10,000 million baht/year, Thailand Corporate Excellence Awards 2016 by Thailand Management Association (TMA) and SASIN.

Corporate Governance Policy

The Board of Directors has announced a corporate governance (CG) policy with commitment to pursue our business on the CG principle on the basis of legal compliance, integrity and the Code of Conduct where information is disclosed with transparency and where an internal control system and mechanism is put in place to reassure confidence among shareholders, financial institutions, business partners and all stakeholders.

In 2021, the Company embarked on a pivotal journey on the CG policy and practices by launching the Code of Ethics for Business Partners not only to manage our relationship with partners but also to strengthen work processes that will ultimately add values to all stakeholders. As we believe in the supply chain management that takes into consideration the principle of sustainable development, we commit to

use it as a guideline when conducting business to cover Environmental, Social and Governance (ESG) dimensions. We hope that this, which is translated into a supporting document annexed to the contract, will generate long-term values with our suppliers and enhance our competitive edge. (Please see Attachment No.5: Code of Ethics for Business Partners for more information).

Directors, executives and all staff have recognized the CG policy, code of conduct and the anti-corruption policy. A department is entrusted to monitor and survey customer's satisfactions and to prevent all forms of corruption. The Company actively raises awareness in this issue by communicating with employees through our website and organizing internal training to share corruption knowledge.



Code of Conduct

The Erawan Group have announced a policy to conduct our business based on the principles of good corporate governance. We combined the best practices and the Code of Conduct, which not only were in line with our corporate strategy, but were also practicable, into our Code of Conduct manual. The manual was updated in 2014, which was indeed a significant move based on our motto of “**Success with Integrity**”. The updated Code of Conduct has been distributed to executive officers and staff for implementation to ensure our success with integrity and also to promote our corporate culture and ethical performances. Our Code of Conduct is now posted in our website at www.theerawan.com, a mechanism to ensure that our directors, management and staffs commit to their responsibilities to all stakeholders.

Duties and Responsibilities of the Board to Shareholder

The Board of Directors takes into consideration shareholders' rights without limiting only to their fundamental rights as stipulated by laws. This refers to their rights to trade or transfer shares, to share the company's profits, to adequately receive the company's information, to attend meetings to vote at shareholders' meeting in order to either appoint or remove directors and to appoint or remove auditors and discuss important matters affecting the company. In this regards, important matters can range from allocating dividends to formulating or amending rules and regulations and the Memorandum of Association, increasing or reducing capital and approving special transactions. The Board of Directors also supervises to ensure that meeting's time, date, place and meeting agendas are given to shareholders, that relevant documents and information required for making decisions at a meeting are available to shareholders, that shareholders are notified of applicable rules at the meeting, that voting procedures are not too complicated and that a meeting location is convenient and not expensive for shareholders to attend the meeting.

The Board of Directors has allowed shareholders to propose agendas of the Annual General Meeting of Shareholders in advance prior to the meeting date. Clear rules and regulations in doing so have been posted in the company's website to facilitate shareholders. Shareholders may submit a document to propose potential meeting agendas every year. The Board encourages shareholders to use Proxy Form B so that shareholders can

determine a voting direction as there are names and information of four Independent Directors who can be alternative proxy for shareholders. In addition, the information must be posted in the Company's website at least 30 days prior to the meeting. Documents must also be sent to shareholders in advance enough for them to study prior to the meeting. During the Meeting, the Company treats every procedure equally. No agendas are shortened, added or alternated. This is especially the case of an agenda to appoint directors where shareholders are entitled to vote for directors individually upon enough information. All ballots featuring yes, no and abstention votes are duly kept as evidence. At the Annual General Meeting of Shareholders for the year 2021, no voided ballot.

At every shareholder meeting, Chairman of the Board, Chairman of the Sub-Committees, Directors and the President attend the meeting to allow shareholders to express their views and ask questions about relevant matters to the meeting. During the past, the Chairman, Chairman of Sub-committee and Management attended the meeting to allow shareholders to ask questions in an adequate fashion, which however did not delay the meeting. In addition, Q&A sessions, resolutions adopted at the meeting and votes received at each agenda were properly recorded in writing in the Company's minutes of meeting and posted at the Company's website along with the VDO of the meeting within 14 days from the shareholders' meeting date.

Aside from the Board's responsibilities to shareholders as mentioned above, the Board also formulates a Corporate Social Responsibility policy, which includes responsibilities to shareholders as follows.

Responsibilities to Shareholders

1. To manage the Company in a way that will turn it into a quality corporation committed to integrity while creating sustainable strength and growth for shareholders in the long run.
2. To perform our job with thorough care and competency as a business may do under the same situation.
3. To perform our duty with integrity and to fairly treat both major and minor shareholders for the benefit of all relevant parties.
4. To manage the Company's properties in a manner that avoids their depreciation.

5. To report the Company's status and operation results regularly, accurately and completely based on existing facts.
6. To prevent the Company's confidential information from being improperly disclosed to the third party.
7. To avoid doing anything that may lead to a conflict of interest against the Company without any advanced notice.
8. To respect the rights and to equally treat all shareholders, whether they are executive or non-executive shareholders, and foreign shareholders.
3. To ensure staff's Understanding about their professional roles and responsibilities as well as their career goals, to provide an opportunity for staff to grow professionally and to acknowledge and recognize staff's work.
4. To award and punish on the basis of righteousness and integrity.
5. To ensure workplace safety, health and sanitation.
6. To have a clear and efficient working system that allows staff to exercise their knowledge and competency while supporting their knowledge enhancement and recognizing their participation role.

Responsibilities to Investor Relations

We set up the Investor Relations Survey (IR Survey) Department as a center to provide complete company information to retail and institutional investors, shareholders, analysts and the public sector. Contacts can be made directly at the Company's office or visit us at www.TheErawan.com. Inquiries can also be made through IR@TheErawan.com.

Responsibilities of the Right to Access Information of Stakeholders

We give all stakeholders an access to information. We also determine guidelines and practices for our executive officers and staff to encourage their fair and equal interactions with all stakeholders. We also allow stakeholders to directly contact the Board, the Audit Committee and the Nominating and Corporate Governance Committee for their valuable suggestions that will not only benefit but also add more values to our management at our office, No. 2, Ploenchit Center Building, 6th Floor, Sukhumvit Road, Klongtoey District, Bangkok; or at the Office of Company Secretary and Good Corporate Governance Center, email: GCG@TheErawan.com. All information is treated confidential and will be directly forwarded to the Board.

Responsibilities to Employees and Families

1. To determine an appropriate structure of remunerations in line with market rates, staff's competency and responsibilities and their work performances through three levels of strategic assessments: namely, corporate strategy, department strategy and division strategy. The Competency Skill Behavior Assessment will be carried out in a 360-degree manner where supervisor will assess supervisees and vice versa and where everyone will have a self-evaluation at all levels.
2. To provide appropriate welfare and other benefits such as accident insurance to staff and executives working out of the office, health insurance and allowances for healthcare services as an out-patient, annual health check-up and coffee corner for staff.

7. To promote the Code of Conduct to staff to help them duly understand and fully comply with the practices.
8. To comply with all the rules and regulations relating to labor laws and staff welfare.
9. To avoid action considered unfair and illegitimate that may affect staff's advancement and job security while respecting an individual's rights.

Responsibilities to Customers

1. To set up a fair and appropriate pricing policy
2. To treat all business deals equally without treating anyone more favorably where every deal is considered conducted on an arm's length basis.
3. To procure and improve the procurement process considered appropriate and meeting business conditions.
4. To execute a fair contract with customers and without depriving a customer of his benefits.
5. To disclose related and beneficial information accurately, completely and in time without any distortion.
6. To keep customer's confidential information as if it is the Company's own information and not using it for the Company's own benefit.
7. To refrain from demanding, receiving or offering any benefit that is dishonest or over the standard of business conduct and ethics that may motivate an unrighteous decision making.

Responsibilities to Suppliers and Creditors

1. To offer a fair competition environment where the procurement and hiring process of goods and services is carried out properly, transparently and efficiently. This will include finalizing price negotiations, making quotations, bidding methods, special methods and procurement methods for government agencies and state enterprises. Questionnaire will be regularly issued to ask for opinions about the Company's bid participation in order to regularly improve its procurement and hiring process of goods and services.

2. To avoid specify a particular product or choosing a particular product intentionally unless otherwise there is an enough reason to do so. In case of change of products or specifications of the product, suppliers must be informed. If necessary, a new price quotation must be submitted. An original supplier must be given an opportunity to equally offer his quotation.
3. To choose a quality supplier who is really interested in doing the job. Avoid inviting suppliers just to have enough participating suppliers as stated in a regulation. All bidders are to receive the same written details, information and conditions. If notified verbally, they shall receive a written confirmation later.
4. Executives or staff involving in the procurement or hiring process must disclose information and/or their personal relationship as well as that of their spouses or closed relatives or a personal relationship with a particular bidder that may directly result in an opaqueness of their job. They shall also exercise their responsibility by not attending a decision-making process when a particular supplier is chosen.
5. To avoid accepting or giving of items, gifts or other benefits including service, facilitation or entertainment with creditors/ partners who exceeded the general business practices that may influence or motivate an unfair decision making and treatment.
6. To prepare a fair contract and to comply with an agreement executed with suppliers and creditors. In case the Company is unable to comply with its contract, negotiate with suppliers/ creditors without delay to find a solution and to prevent further damage.
7. To refrain from doing anything that will prevent suppliers from paying tax to the state.
8. To disclose related and beneficial information accurately, completely and in time without distortion.

Responsibilities to Competitors

1. To act within the framework of decent competitions
2. To avoid dishonest seeking of competitor's confidential information or doing on inappropriately manner
3. To refrain from trying to ruin competitors' reputation by accusing them under the false information.
4. To cooperate and reinforce business potentials for a sustainable growth, collaborate to ensure safety and public order of public areas in the neighborhood and join in the problem's solving action in order to lessen an impact on business.

Responsibilities to the Public Sector

1. To abide by the government's policies, relevant laws and regulations.
2. To promote the constitutional democracy with the King as Head of state.
3. To conduct the business with an accountability, support the activities held by public sector and other organizations for social and community benefits.
4. To refrain from doing anything that may damage the community, the society and the country.

Responsibilities to the Communities, the Society and the Environment

1. To refrain from doing anything that will damage natural resources and the environment.
2. To support activities initiated by both private and public sectors that will render social benefits regularly.
3. To create and promote the awareness among staff of all levels in our responsibilities to the communities, society and environment.

Compliance with Corporate Governance and the Business Code of Conduct

The Nominating and Corporate Governance Committee has duty to have directors, executives and employees at all levels comply with the corporate governance best practices and the Business Code of Conduct. The secretary will help coordinating, following up with results and reporting the practices so that information can be disclosed to shareholders through both internal and external channels.

Executives Ethical Standards

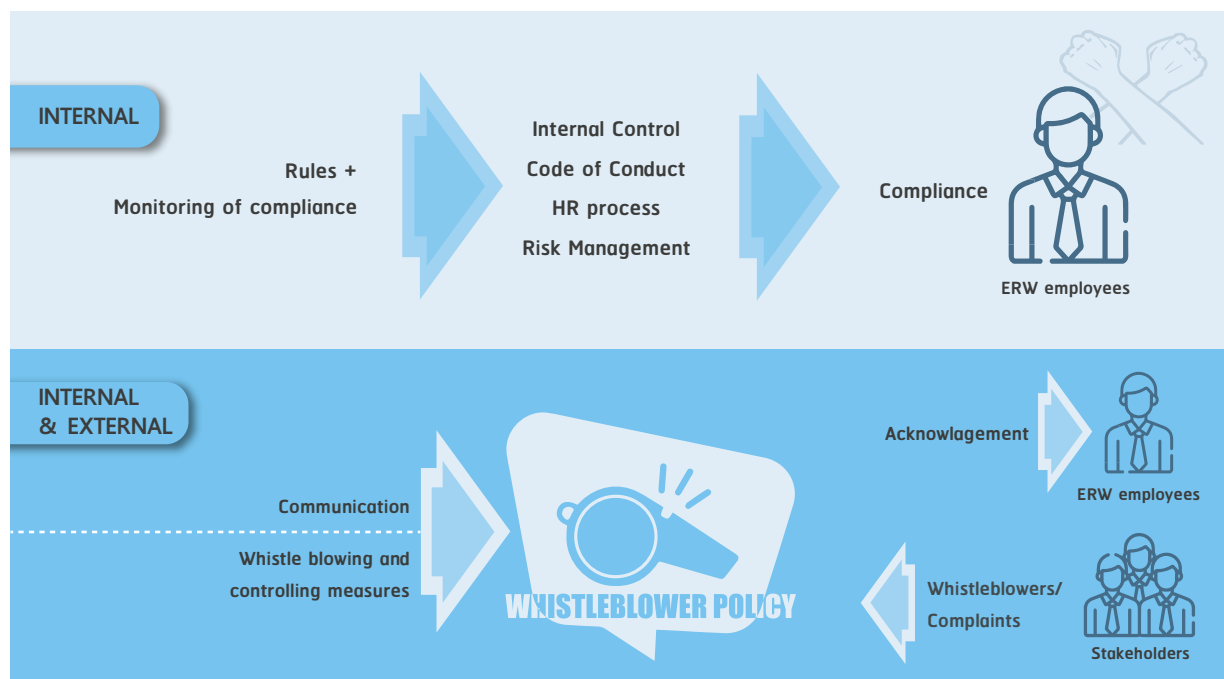
1. Keep confidential information secret and refrain from disclosing any information considered confidential to the third party without proper authorization.
2. Those directly involved with financial information and/or other information which may affect the Company's securities price are prohibited to trade the Company's securities during a 30-day period prior to the disclosing date of the Company's operation or the reporting date of its business to the Stock Exchange of Thailand and the Securities and Exchange Commission.
3. The first four executives succeeding the President and the Head of Accounting Department shall submit the changes in securities and derivatives holding report within 3 working days in accordance with the SEC's requirements.

4. Refrain or avoid expressing any opinion to the third party or the press in any matter related to the Company without proper authorization.
5. Avoid using one's position and/or information acquired as a result of duty to seek interests for oneself or others.
6. Refrain from doing anything or participating in any action or covering anything that might lead to a conflict of interest or that prevents one from performing his duty with fairness or refrain from participating in any illegal cover-up operation.
7. Not demanding and accepting gifts, favors or any benefits from business partners, vendors or any third parties who related to the company business unless on appropriate occasions and the gift with a monetary value not exceeding 3,000 baht. In the event that refusal to accept gifts or other benefits is not appropriate, the disclosure of acceptance should be done, and the gifts must be delivered to Company Secretary and Good Corporate Governance Center.
8. Those involving in negotiating a business deal worth more than One Hundred Thousand Baht are required to reveal his personal relationship and a couple and closed relatives according to the personal relationship disclosure form before submitting it to the Company Secretary and Good Corporate Governance Center as an expression of opinion to the President and avoided using mobile phone and at least one employee should be presented in such negotiation.
9. Any negotiation relating to the bidding shall be discussed at the Company's premise only unless it is necessary where the Company Secretary and Good Corporate Governance Center shall be notified in advance and at least one representative from the Bidding Committee shall attend such negotiation.
10. Avoid using or giving any information or indicating any detail about the operation which may prompt any one or several bidders or bidding party to be more advantageous when submitting the tender.
3. Use the Company's properties for its full benefit; take care to ensure that they are not depreciated or lost; do not use the Company's properties in any useless meaning to the firm; do not use them for the interest of one's own or of others.
4. Employees are prohibited to participate in any action, or to conceal any action that may possibly lead to a conflict of interest with the Company, or that may prevent employees from fairly performing their duties, or that may lead them to participate in covering any illegal action.
5. Encourage a teamwork spirit by providing cooperation and assistance to each other for the benefit of the Company's business.
6. Supervisor must perform his duties to the respect of his supervisees whereby he shall become their role model.
7. Treat supervisor with respect; treat colleagues with care and respect of other people's integrity.
8. Pay attention and do everything to ensure that the workplace remains safe and has a good environment.
9. Employees are prohibited to unduly use the Company's information acquired during their performances for their interest or for the interest of others.
10. Keep the Company's confidential information; ensure that no secret document or information is leaked or fell into non-relevant parties which may damage the Company.
11. Refrain or avoid expressing opinions to the third party or the press in any matter relating to the Company if one has no authority to do so; this shall include any matter that may affect the Company's reputation and operation.
12. Not demanding and accepting gifts, favors or any benefits from business partners, vendors or any third parties who related to the company business unless on appropriate occasions and the gift with a monetary value not exceeding 3,000 baht. In the event that refusal to accept gifts or other benefits is not appropriate, the disclosure of acceptance should be done, and the gifts must be delivered to Company Secretary and Good Corporate Governance Center.
13. Do not claim others' work as one's own.
14. Do not use one's title or position to seek the interest for one's own or for others.
15. Do not do anything that may damage the Company's image and reputation.
16. Notify relevant agencies and the Company's executives should one find that there is an unusual operation or illegal action going on within the Company.

Best Practices for Employees

1. Perform one's duty with honesty, fairness, responsibility, commitment and enthusiasm by taking into consideration the Company's interests.
2. Perform one's duty conscientiously; seeking ways and means to improve one's performance for higher efficiency.

Anti-Corruption Policy



The Board of Directors conducts our business based on the Corporate Governance Principle. We have formulated an anti-corruption policy against all forms of corruption likely to emerge from our operations and contacts with stakeholders which directors, the management and employees of the Company, our subsidiaries and associated firms are required to strictly comply with.

Corruption means bribery, using of title, responsibility and/or information derived from work performed for the company to render the benefit to oneself, his/her alliance and/or other parties in order to directly and indirectly acquire an improper assets or benefits in business transaction or any illegitimate interest for oneself including any action found conflicting with the Company's Code of Conduct. Exception shall be applied in case of laws, regulation, statement, custom, or business traditions enable to do so.

Corruption is possibly expressed through the following 4 course of actions

1. Political Contribution - a contribution made in form of money or items for the political purpose or an encouragement of the company to have its staff participating in any political activities under the name of the company, in order to seek a business advantage. This, however, excludes the case where the staff is willing to participate in such political campaigns or activities

on the basis of democratic right.

Erawan has adopted a policy of political neutrality in conducting the business. We will neither align or attach to the politics or professional politician of any party nor donate our funds or other forms of assistance for political purpose as defined in paragraph one for the benefit of our business.

2. Charity Donation - a financial contribution made for religious, educational and public interest purposes and etc. that may lead to the risk of corruption since the activity relates to a payment without any tangible returns. Such the activity can become an excuse or a means of corruption. To avoid the hidden purpose on any charitable contribution, Erawan has established a policy, criteria, review process and control details on a charitable contribution as follows.

- 2.1 Must be proven that the project actually exists and the action has been taken to support the achievement of the project's objectives and bring about genuine social benefits.
- 2.2 Must be proven that the contribution is irrelevant to reciprocal return with anyone or any organization, however, such return will not include an action of honor announcement as normal business practice such as displaying the logo, mentioning the name at the event or on PR media etc.

3. **Sponsorships** - a financial contribution made for the promotional purposes on company business, logo or reputation that may lead to the risk of bribery since such money is paid for service or benefits which are difficult to measure and monitor. The sponsorships could be related to the bribery, hence, Erawan has established a policy, review process, control details and assessment methods on sponsorships as follows.

3.1 Must be proven that the requestor for sponsorship has actually run the project and the actions have been taken to support the achievement of the project's objectives and bring about genuine social benefits.

3.2 Must be proven that the sponsorship or any form of benefits which have monetary value, such as the offering of accommodation and food, are irrelevant to reciprocal return with anyone or any organization, however, such return will not include an action of honor announcement as normal business practice.

4. **Gift, Hospitality and Expense** - the expense that occurred and related to the special occasion, tradition or business manners which may lead to the risk of fraud or corruption, hence, The Erawan Group has established a policy and criteria on giving or accepting gifts to ensure that the company strictly complied with the tradition and normal business manners.



Whistleblowing and controlling measures

Should anyone come across or doubt over the violation of the Code of Conduct or relevant rules, laws and regulations, the Company has set up an independent unit to review details informed by such whistleblower who may either be an internal employee or an external party through the following process for the purpose of fact-finding:

1. **Fact-finding process:** The Erawan Group has set up a grievance-filing channel on its website, through the annual report under the topic of corporate governance statement and also through Code of Conduct. Our fast and systematic fact-finding process refers to the following:

- 1.1 Sufficiency and clarity-details of what is revealed or filed must be true and/or enough to conduct an investigation.
- 1.2 Materiality-as for tips or grievance found to contain materiality, the person receiving the grievance will submit the matter to the Disciplinary Action Committee whose members consist of the Compliance Unit, the HR Unit, the department in which the person being the subject of such grievance is working and the unit in which the whistleblower or the person filing the grievance (in case of an employee) is attached to in order to conduct a further investigation for fact-finding purpose.

1.3 The whistleblower or the person filing the grievance will be equally protected whether he is an employee or the third party.

1.4 The whistleblower or the person filing the grievance may choose not to reveal his name, address or contact number unless he feels that such a disclosure will enable The Erawan Group to inform him a progress, to inquire him additional information that could be beneficial to the case, to notify him the facts or to relieve him from damage in a quicker and more convenient manner.

2. **Fair treatment process:** the Disciplinary Action Committee will review the case on a fair basis and will protect the whistleblower or the person filing the grievance, the person handling the grievance, the person subject to such grievance and parties involving in the fact-finding and reporting process. Information will be kept confidential and only be revealed when necessary while we will take into consideration safety and damage of the whistleblower or the person filing the grievance, the person subject to such grievance or those cooperating in the fact-finding process, source of information or other related persons where everyone will sign a pledge together.

3. Reporting process: The Disciplinary Action Committee has a duty to directly report the facts of the matter to the President and/or the Audit Committee and/or the Board of Directors, depending however on what has happened where it will be upon the Committee's discretion to decide to what extent it is appropriate to present the report to a responsible person where The Erawan Group has stipulated the following as a framework:

3.1 To the President if it's about general management and the matter is under the President's supervision.

3.2 To the Audit Committee if it's related to the corporate governance policy and/or if it's an intended violation of one's duty and responsibility with serious effect.

3.3 To the Board of Directors after the Audit Committee's decision that it's appropriate that the matter be reported thereto for its acknowledgement and/or for action relating to the supervision policy; and/or if the matter is having an effect to senior executives.

4. Disciplinary action and reporting:

4.1 Disciplinary action shall be in line with the Employee's Disciplinary Action Regulations issued by the Company and/or relevant laws.

4.2 In case the Company can contact the whistleblower or the person filing the grievance, it will report the person in writing.

4.3 Related supervisors are required to monitor improvement actions, if any, and report their line supervisors.



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Anti-Money Laundering and Countering the Financing of Terrorism Policy

To ensure that the Erawan Group Public Company Limited and its subsidiaries (the Company) comply with the laws on anti-money laundering (AML) and international criteria on Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT), the Board of Directors has established the AML/CFT Policy, the Know Your Customer (KYC) Policy and the Risk Management Policy against Customer's Money Laundering practices. This also include supervise employees to effectively comply the with the AML/CFT policy.

The Company has a duty and business ethics to establish the AML/CFT policy and practice guidelines while committing to prevent itself from being a money-laundering and terrorist financing haven. This can be done by strictly complying with the laws on AML as well as other related legislations and practices stipulated by the Anti-Money Laundering Office (AMLO).

The Company will also establish secondary policies and supporting measures to accommodate the aforementioned policy which shall include the Know Your Customer (KYC) policy, the Risk Management Policy against Customer's Money Laundering practices, Ongoing Customer Due Diligence (CDD) practice as well as supervision for effective AML/CFT compliance among employees. Details are as follows.

The Know Your Customers (KYC) Policy

The Company has a duty to ask customers to identify themselves and to verify customer's identity before accepting them as customers under the provisions of the anti-money laundering laws.

The Risk Management Policy against Customer's Money Laundering Practices

The Company is liable to manage risks involving customer's money-laundering practices before approving customers under the laws on AML.

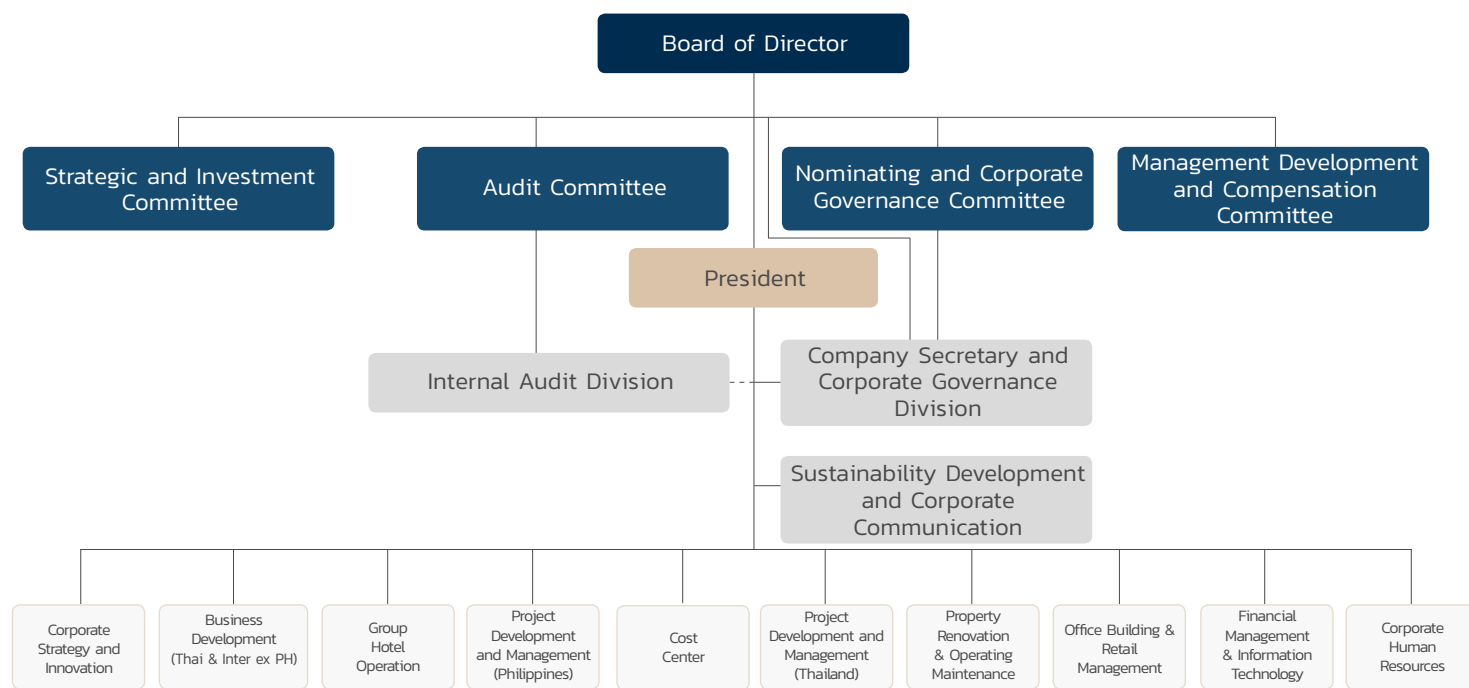
Ongoing Customer Due Diligence (CDD) Practices

The Company has a duty to constantly and continuously monitor customer information until its relationship with customers comes to an end in accordance with the laws on AML.

Supervision for AML/CFT compliance among employees

1. The Company requires executives at every level, employees and business partner (hotel operator) to strictly comply with the AML/CFT policy and practice regulations.
2. The Company requires authorized executives to supervise compliance with the laws on AML and to coordinate with the Anti-Money Laundering Office (AMLO).
3. The Company determine measurement to control AML/CFT risks possibly occurred from customers using its services from the Company.
4. The Company communicates the AML/CFT policy with the Board of Directors, executives, employees and business partner (hotel operator) to promote genuine understanding toward this policy and compliance with it.
5. The Company set up procedure, guideline and operation manuals that comply with the AML/CFT policy.
6. All levels of executives, employees and business partners (hotel operator) must comply with the AML/CFT policy and regulations.

Corporate Governance Structure



The Board has set up the following committees to support CG commitment. They are:

1. The Risk Management Committee - Chaired by Mr. Petch Krainukul, Director and President, the Committee is set up to systematically review risk management plans as well as to monitor and establish risk management directions and to introduce mitigation measures. Top executives along the chain of command are identified as risk owners and therefore are dutybound to conduct risk analysis and seek possible remedies. (For more details, please go to Risk Management)
2. The Data Protection Committee - The Committee supports and promotes compliance with the Personal Data Protection Act and is set up in a way that allows the Company to have a working group to supervise such compliance. It oversees the Company's activities as a party who controls, safeguards, gathers, uses or discloses personal information.

The committee is Chaired by Ms. Woramon Inkatanuvat, Executive Vice President and Chief Financial Officer. Ms. Suwimol Rojkangsadan has been appointed as a Data Protection Officer (DPO). (For more details, please go to www.theerawan.com)

3. The Sustainability Development Committee and Working Team - This is set up to put in place an effective supervision of the Company's sustainability policy, having Mr. Petch Krainukul, Director and President, being its chair, and top executives of all units being its members. The goal is to achieve tangible sustainable development targets. (For more details, please go to Business Sustainability Development).

Shareholder Structure

As of December 31, 2021, the company's paid-up capital is THB 4,531,559,733 divided into 4,531,559,733 ordinary shares at par value 1 Baht per share. Top ten shareholders holding the highest number of shares are as follows:

Shareholder's name	Number of shares	% of
1 Chodthanawat Company Limited	756,711,179	16.70
2 Mid-Siam Capital Company Limited	638,444,038	14.09
3 Mitr Phol Sugar Corporation Limited	257,011,218	5.67
4 K Master Pool Fund	179,813,060	3.97
5 Mr. Teerachai Kiratitaechakorn	167,087,500	3.69
6 Pan Asia Assets Limited	131,400,000	2.90
7 Mr. Supol Wattanavekin	119,223,903	2.63
8 Credit Suisse AG, Singapore Branch	108,000,000	2.38
9 Mr. Sukakarn Wattanavekin	99,532,380	2.20
10 KFLRMF	99,239,140	2.19
Total top ten shareholders holding	2,556,462,418	56.41

Groups of Major Shareholders	Number of shares	% of
Vongkusolkit Group	1,386,598,436	30.60
Wattanavekin Group	1,319,045,544	29.11
Thai Institution Investor and Foreign Institution Investor	904,136,199	19.95
Directors who are not in the group of major shareholders, executives and employees of the Company	22,139,786	0.49
Minor Shareholders	899,639,768	19.85
Total	4,531,559,733	100.00

Investor will be able to see the updated shareholders list from the Company's website at www.TheErawan.com before the Annual General Meeting of Shareholders.

Major shareholders whose behaviors materially influence the management policy making or the Company's operation are as follows:

Director's name	Groups of Major Shareholders
1. Mr. Chanin Vongkusolkit	Vongkusolkit Group
2. Mrs. Arada Vongkusolkit	
3. Mr. Gavin Vongkusolkit	
4. Mr. Supol Wattanavekin	Wattanavekin Group
5. Mrs. Panida Thepkanjana	

Shareholding of the Board of Directors and Management

Name	Title	Ordinary Share (Units)		
		Dec 31 2021	Dec 31 2020	+ (-)
1. Mr. Chanin Vongkusolkrit	Chairman of the Board	185,229	102,905	82,324
2. Dr. Kulpatra Sirodom	Independent Director, Chairman of Audit Committee	-	-	-
3. Mr. Ekasith Jotikasthira	Independent Director, Member of Audit Committee	-	-	-
4. Assoc. Prof. Dr. Somprawin Manprasert	Independent Director, Member of Audit Committee	-	-	-
5. Mr. Banyong Pongpanich	Independent Director	5,400,000	3,000,000	2,400,000
6. Mr. Supol Wattanavekin	Director	119,223,903	66,235,502	52,988,401
7. Mrs. Panida Thepkanjana ¹	Director	6,791,486	3,768,948	3,022,538
8. Mr. Gavin Vongkusolkrit	Director	67,213	67,213	-
9. Mrs. Arada Vongkusolkrit	Director	107,568	59,760	47,808
10. Mr. Kasama Punyagupta	Director	179,998	99,999	79,999
11. Mr. Petch Krainukul	President and Director	6,010,347	3,339,082	2,671,265
12. Mrs. Vansamorn Wannamethee ²	Member of the sub-committee	69,570,947	149,705,304	(80,134,357)
13. Mr. Nattapong Vongkusolkrit	Member of the sub-committee	806,202	439,640	366,562
14. Ms. Woramon Inkatanuvat	Executive Vice President	288,000	160,000	128,000
15. Mr. Apichan Mapaisansin	Executive Vice President	2,567,288	1,845,000	722,288
16. Mr. Navarat Tamsuwan	Executive Vice President	825,200	750,000	75,200
17. Mr. Youssef El Khomri	Executive Vice President	-	-	-
18. Ms. Jetiya Kitiyodom	Assistant Executive Vice President, Accounting Department	366,755	200,000	166,755
Grand Total		212,390,136	229,773,353	(17,383,217)

Note:

1. Include spouse of 3,681,180 shares

2. Include spouse of 8,340 shares

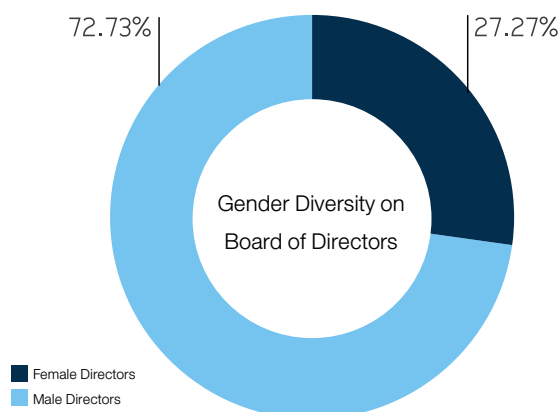
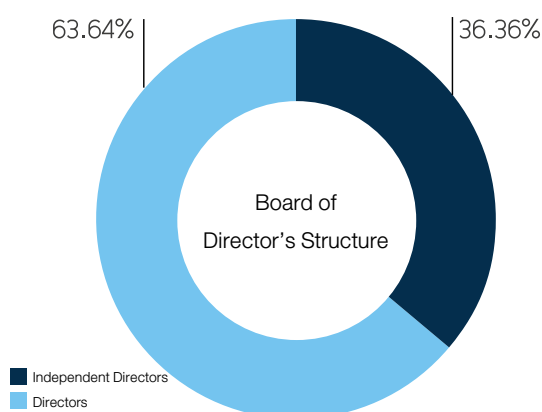
Board of Directors, Sub-Committees, Executives and Employee Information

The Board of Directors is comprised of eleven members that were appointed in the Shareholders' Meeting. The Board has appointed four committees as follows: 1) The Audit Committee (AC) 2) The Strategic and Investment Committee (SIC) 3) The Nominating and Corporate Governance Committee (NCG) 4) The Management Development and Compensation Committee (MDC) to oversight the management in every aspect and set forth the director's qualification to be eclectic in term of gender, age, knowledges and experience in various fields as this will allow the Board to support and ensure an inclusive supervision of all operational aspects under Corporate Governance principles.

Information of the Board of Directors

Board of Directors' Structure

As of 31st December 2021, The Board of Directors is comprised of eleven members and has appointed four sub-committees which the term of office is 3 years from the appointment at the Annual General Meeting of Shareholders. At the AGM of Shareholders, one-third of all directors shall resign by rotation. The resigning directors may be re-elected.



Board of Directors

Chairman

Independent Director

Non-executive Director

Executive Director (President)

Company Secretary

Mr. Chanin Vongkusolkrit

Dr. Kulpatra Sirodom

Mr. Ekasith Jotikasthira

Assoc. Prof. Dr. Somprawin Manprasert

Mr. Banyong Pongpanich

Mr. Supol Wattanavekin

Mrs. Panida Thepkanjana

Mr. Kasama Punyagupta

Mrs. Arada Vongkusolkrit

Mr. Gavin Vongkusolkrit

Mr. Petch Krainukul

Ms. Kanokwan Thongsirarugs

Sub-committees

The Audit Committee

Chairman	Dr. Kulpatra Sirodom
Member of the Committee	Mr. Ekasith Jotikasthira Assoc. Prof. Dr. Somprawin Manprasert
Secretary of the Committee and Vice President - Internal Audit Division	Ms. Kanokwan Thongsiwarugs

The Knowledge and Skill's Escalation on Accounting through Thai Institute of Directors Training Program

Dr. Kulpatra Sirodom	ACP: Audit Committee Program 29/2009
Mr. Ekasith Jotikasthira	AACP: Advanced Audit Committee Program 20/2018

The Strategic and Investment Committee

Chairman	Mr. Kasama Punyagupta
Member of the Committee	Mrs. Arada Vongkusolkrit Mr. Gavin Vongkusolkrit Mr. Petch Krainukul
Member of the Committee - Outside Director	Mrs. Vansamorn Wannamethee Mr. Nattapong Vongkusolkrit Mr. Supatchara Wattanavekin Ms. Punnaporn Thepkanjana* Ms. Piriya Thepkanjana**
Secretary of the Committee	Ms. Woramon Inkatanuvat

The Nominating and Corporate Governance Committee

Chairman	Mr. Supol Wattanavekin
Member of the Committee	Mr. Ekasith Jotikasthira Mr. Gavin Vongkusolkrit
Secretary of the Committee	Ms. Kanokwan Thongsiwarugs

The Management Development and Compensation Committee

Chairman	Mrs. Panida Thepkanjana
Member of the Committee	Mr. Banyong Pongpanich Mrs. Arada Vongkusolkrit
Secretary of the Committee	Ms. Sangjun Oranrittinun

Note: * Ms. Punnaporn Thepkanjana resigned on September 1, 2021.

** Ms. Piriya Thepkanjana was appointed to be the Member of The Strategic and Investment Committee on November 1, 2021

Directors representing major shareholders

Member of The Strategic and Investment Committee (according to business succession plans)	Mrs. Vansamorn Wannamethee Mr. Supatchara Wattanavekin Mr. Nattapong Vongkusolkrit Ms. Piriya Thepkanjana
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Company's Executives

Name-Last name	Position
1. Mr. Petch Krainukul	Director and President
2. Ms. Woramon Inkatanuvat	Executive Vice President and Chief Financial Officer
3. Mr. Apichan Mapaisansin	Executive Vice President, Project Development & Management in Philippines Division
4. Mr. Navarat Tamsuwan	Executive Vice President, Property Renovation & Operating Maintenance Division
5. Mr. Youssef El KHOMRI	Executive Vice President, Group Hotel Operation Division
6. Ms. Jetiya Kitiyodom	Assistant Executive Vice President, Accounting Department

Please see more detail in Attachment No. 1 Details of Directors, Executive, Controlling Person, Chief Financial Officer, Executive Vice President of Accounting Department and Company Secretary

Duties and Authorities

Board of Directors

- To manage the company according to the laws, the Objectives in Detail, the Articles of Association and the Resolutions of the Shareholders' Meeting with integrity and prudence for the Company's interests.
- To determine the company's visions, obligations and business policy.
- To review the business development plans, improve its competency and assess the company performance.
- To consider budgets to maximum the business's economic values and for better returns to shareholders.
- To formulate the development policy and a succession plan of executives.
- To supervise and develop risk assessment.
- To supervise and develop the Company's corporate governance compliance.
- To supervise and set up an internal control and an internal audit system.
- To take care of interests of both major and minor shareholders so that they can equally exercise and maintain their interests while accessing accurate and complete information with transparency and accountability
- To appoint the sub-committees, determine scopes of work and monitor their performances.
- To conduct the executive performance's evaluation and consider the HR development policy.

The Audit Committee

- The Composition of the Audit Committee
 - Audit Committee members must be independent directors.
 - The Audit Committee must consist of at least 3 members, and at least 1 of whom must possess sufficient knowledge on finance and accounting.

2. The Qualifications of Audit Committee

- Must be appointed by the Board of Directors.
- Shall not hold shares exceeding 0.5% of the total number of voting shares of the Company, its parent company, subsidiary companies, associated companies, or any juristic persons with potential conflict, including the shares held by related persons of such independent director.
- Must not be nor have ever been a director with management authority, employee, advisor who receives a salary, or is a controlling person of the Company, its parent company, subsidiary companies, associated companies, or juristic persons with potential conflict, unless the foregoing status has ended not less than 2 years prior to the date of appointment as an independent director.
- Must not be a person related by blood or by legal registration as father, mother, spouse, sibling, and offspring, including spouse of offspring of an executive or major shareholder, controlling person, or person to be nominated as executive or controlling person of the Company or its subsidiary.
- Must not have nor have ever had any business relationship with the Company, subsidiary companies, associated companies, or juristic persons with potential conflicts to the extent that may obstruct the using of his/her independent discretion, and is not nor ever been a major shareholder, a non-independent director or an executive of those with business relationship with the Company, subsidiary companies, associated companies, or juristic persons with potential conflicts, unless the foregoing status has ended not less than 2 years prior to the date of filing an application with the Office of the Securities and Exchange Commission.

2.6 Must not be nor have ever been an auditor of the Company, subsidiary companies, associated companies, or juristic persons with potential conflicts, and is not a major shareholder, a non-independent director, an executive, or a managing partner of the audit firm where the auditors of the Company, subsidiary companies, associated companies, or juristic persons with potential conflicts are working for, unless the foregoing status has ended not less than 2 years prior to the date of appointment as an independent director.

2.7 Must not be nor have ever been a provider of any professional service, including a legal advisor or financial advisor who receives service fees exceeding 2 million baht per year, from the Company, subsidiary companies, associated companies, or juristic persons with potential conflicts. Where the provider of professional service is a juristic person, it shall include the major shareholders, non-independent directors, executives, or managing partners of such professional service provider, unless the foregoing status has ended not less than 2 years prior to the date of appointment as an independent director.

2.8 Must not be a director appointed as the representative of the Company directors, major shareholders, or any shareholders who is related to a major shareholder of the Company.

2.9 Must not possess any other characteristics that will prevent the independent expression of opinions regarding the Company's operations.

The Independent Director who are qualified according to items 2.1- 2.9 may be assigned by the Board of Directors to make decision relating to the business operation of the Company, subsidiaries, associated companies or juristic persons with potential conflict. The decision could be made in the form of panel.

3. Term of Office

3.1 The Audit Committee shall hold the position for 3 years term. Nevertheless, a retiring member is eligible for re-appointment.

3.2 In case of a vacancy in the Audit Committee for reason other than the expiration of the term, the Board of Directors shall appoint a director who is fully qualified according to the requirement of the Securities and Exchange Commission Thailand and / or the Stock Exchange of Thailand to fill in such vacancy to serve the remaining term of the position.

3.3 If any member of the Audit Committee wishes to resign before the end of the term, the Company shall be notified in advance, not less than 30 days, in order for the Board of Directors to appoint a replacement. The Board of Directors shall appoint a substitute member immediately or at least within 3 months from the resigning date of such Audit Committee member. The Company shall immediately inform the Stock Exchange of Thailand about the resignation with a copy of the resignation letter.

4. Meetings and Quorum

4.1 To constitute a quorum, not less than one-half of the total members of the Audit Committee must attend the meeting each time.

4.2 If the Chairman is not present at the meeting, or unable to perform his duties, the Audit Committee members attending the meeting must select a member to perform as the Chairman of the meeting.

4.3 Meetings of the Audit Committee shall be at least 4 times per year, the Chairman of the Audit Committee may call for a special meeting to consider the urgent issue as deemed fit.

4.4 Resolution of the Audit Committee may be made by a majority vote of the attending members. Each member of the Audit Committee is entitled to one vote. In the event of tie vote, the Chairman of the meeting shall have a casting vote.

4.5 The Audit Committee Member who has a conflict of interest in any matters shall not be taken up the discussion or entitled to vote on such matter.

4.6 The Secretary of the Audit Committee and / or participants other than members has no voting right in the meetings of the Audit Committee.

5. Scope of Duties and Responsibilities

5.1 To review the accuracy and sufficient disclosure of the Company's reports on both financial and non-financial performance while offering opinions and management guidelines to ensure the appropriateness and transparency of the Company's operations.

5.2 To review the appropriateness and sufficient of Company's Internal Control System and the effectiveness and efficiency of Internal Audit Function. To consider the independence of internal audit department, as well as to approve the appointment, transfer or dismissal of the head of internal audit department or any other departments responsible for internal audit work.

- 5.3 To review the Company's Compliance Procedure in accordance with the Securities and Exchange Acts, requirements of the Stock Exchange of Thailand or any laws relevant to the Company's business.
- 5.4 To review the effectiveness and suitability of the Company's Risk Management while providing the recommendations and the systematically monitoring on the issues with significant progress.
- 5.5 To review the existence of Company's Internal Control Measures including the supervision, implementation on anti-corruption measures and risk assessment as well as provide the recommendations and report the audit result with regard to the Anti-Corruption Measure to the Board of Directors regularly.
- 5.6 To select and propose the appointment an independent person to perform the duties of the Company's auditor, also propose the remuneration for such person, as well as to attend meeting with the auditor at least once a year without a presence of the management.
- 5.7 To consider connected transactions or transactions with potential conflict to ensure compliance with all pertinent laws and requirement of the Stock Exchange of Thailand and to be certain that such transactions are reasonable and for maximum benefit of the Company.
- 5.8 To prepare the Audit Committee's report to be disclosed in the Company's Annual Report. The report must be duly signed by the Chairman of the Audit Committee and comprise at minimum the following information:
 - 5.8.1 Opinion in respect of the accuracy, completeness, reliability of the Company's financial reports and non-financial reports.
 - 5.8.2 Opinion toward the Risk Management.
 - 5.8.3 Opinion regarding the adequacy of the Company's Internal Control System.
 - 5.8.4 Opinion toward the compliance with the Securities and Exchange Acts, requirements of the Stock Exchange of Thailand or laws relevant to the Company's business.
 - 5.8.5 Opinion about the connected transactions or transactions with potential conflict of interest.
 - 5.8.6 Opinion about the Implementation of Counter-corruption Measures.
 - 5.8.7 Opinion about Internal Audit.
 - 5.8.8 Opinion about the suitability of the Auditor.
 - 5.8.9 Numbers of the meetings of the Audit Committee and attendance by each committee member.

5.8.10 Opinions or remarks in whole of the Audit Committee obtained from performing duties under the charter.

5.8.11 Other items that should be known by its shareholders and general investors under the scope of duties and responsibilities assigned by the Board of Directors.

5.9 The Audit Committee has the right to attend trainings or to participate in activities in order to increase knowledge on concerning work by using the Company's resources.

5.10 To review and amend the Audit Committee Charter and propose to the Board of Director for approval.

6. Any Other Operations Assigned by the Board of Directors with the Audit Committee's Approval

In performing duties, the Audit Committee is responsible directly to the Board of Directors. The Board of Directors is responsible for the Company's operations and is directly accountable to the third party.

In performing duties, if the Audit Committee has found or suspected that there are items or acts relating to

- 1) Transaction which may cause conflict of interest
- 2) Fraud or irregular event or material flaws in the internal control system.
- 3) Violations of laws pertaining to Securities and Exchange Act, requirements of the Stock Exchange of Thailand or the laws relating to the Company's business which may have a significant impact on the financial position and operational results of the Company.

The Audit Committee shall report to the Board of Directors for rectification and improvement within the time deemed appropriate by the Audit Committee. Should the Board of Directors or the executives fail to remedy the issues within the timeline specified by the Audit Committee, a member of the Audit Committee may report the issue to the Office of the Securities and Exchange Commission or the Stock Exchange of Thailand.

7. Reporting

After each meeting of the Audit Committee, the Secretary of the meeting shall summarize the opinions and comments of the meeting then submit to the Company's Board of Directors for acknowledgment and/or for consideration.

8. Miscellaneous

- 8.1 The Audit Committee is authorized to call for or invite the executives, related persons or auditors to attend a meeting to provide additional explanation and information.
- 8.2 The Audit Committee may seek independent opinion from any other professional advisors as deemed necessary with the Company's expense.
- 8.3 The Audit Committee are in charge of making a consideration and providing opinions on the appointment, transfer, considering of merit or dismissal of the internal audit staff, head of division or any other department responsible for internal audit work.
- 8.4 The Audit Committee may propose the Board of Director to outsource the internal audit function as deemed necessary with the Company's expense.

The Strategic and Investment Committee's Role & Responsibility

1. To consider and formulate the business plan and long-term strategy of the Company with the President and management and propose to the Board of Director for final approval.
2. To supervise and approve investment projects and divestment transactions as set out in the Company's master plan. The Committee's responsibilities shall include preliminary approvals of project feasibility, financial returns, and review of risks associated with the project, financial structure and source of financing.
3. To provide recommendation to management in relation to business opportunity.

The Nominating and Corporate Governance Committee's Role and Responsibility

1. To determine the Board of Directors' composition and qualification of its members as well as members of the committees.
2. To nominate candidates for the Board of Directors and member of the committees.
3. To determine the Remuneration of Directors and the directors of the committees.
4. To propose corporate governance policies and guidelines to the Board of Directors and to review and update such policies and guidelines on ongoing basis.
5. To evaluate the Board of Directors and each committee's performance and to ensure that the Board of Directors and management's operations conformed to the corporate governance policies and guidelines.
6. To promote knowledge acquisition for the Company's nature of business, regulations, and strategy.

The Management Development and Compensation Committee's Role and Responsibility

1. To evaluate the performance and determine the annual remunerations and the compensation structure of President while offering him/her some advice regarding remunerations of senior executives.
2. To consider a succession plan of President as well as a Skills and Competency Development Plan of the potential candidates for President Position and to give some advice to the President on the Executive Succession Plan Development.
3. To acknowledge the report on the succession plan of Executive Vice President level.
4. To determine the significant HR policies and the structure of staff's remunerations' policy: the Annual Remunerations policy and Budgeting, Rewards (bonus), etc.
5. To consider an allocation of the Employees Share Options Program (ESOP) in case such allocation exceeds 5 percent of the program's shares.

President's Role and Responsibility

1. To formulate the business plan and long-term strategy of the Company with the Strategic and Investment Committee and propose to the Board of Director for final approval.
2. To formulate the Company's business plan and strategy in accordance with the Company's Vision and Mission.
3. To formulate the Company's annual budget and allocate required resources to achieve annual goal.
4. To manage human resources including recruiting, setting compensations, welfare and benefits, setting evaluation methods, appointing, removing and transferring staff and issuing rules, regulations and announcements as deemed appropriate.
5. To set forth management structure, determine roles, duties and approval authorities.
6. To develop various systems to ensure effective and efficient operations.
7. To build and nurture corporate cultures to achieve long term sustainable growth.
8. To develop skills, knowledge and competency of employee in accordance with the Company's business plan.
9. To develop valid and sufficient databases, its storage and application system to support decision making.
10. To represent and promote corporate image and profile to public.
11. To develop good corporate governance and ensure good practice throughout both at company and employee's level.

Meeting attendance, Quorum and Resolution

The Company has established a number of Board meetings and committee meetings where directors and relevant parties are notified in advance throughout the year. There are also agendas where independent directors may meet each other and independently exchange opinions without the presence of the President and the executive management team.

At every board meeting, no fewer than seven directors out of 11 directors must attend the meeting to form a quorum. To adopt a resolution, no fewer than two-thirds of the entire 11 directors must be present at the meeting. For an approval resolution to be adopted, directors accounting for no fewer than half of the quorum shall vote for the agenda. In case of tie, Chairman of the Board shall have a casting vote. All committee meetings must be attended by no fewer than two-thirds of all committee members to form a quorum. Any adopted resolution shall come from no fewer than half of the attending committee members.

In 2021, the Company convened 12 Board of Directors' meetings; 6 Audit Committee's meetings; 12 Strategic and Investment Committee's meetings; 2 Nominating and Corporate Governance Committee's meetings; and 3 Management Development and Compensation Committee's meetings. On every occasion, the minutes of the meeting was kept in writing at the Company Secretary and Corporate Governance Division and on a data server for an easy access by internal stakeholders.



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Times of Director's Attendance to the Meeting in 2021

Name	Title	Term	Times of attendance/Number of total attendances				
			Board of Director	Audit Committee	Strategic and Investment Committee	Nominating and Corporate Governance Committee	Management Development and Compensation Committee
1. Mr. Chanin Vongkusolkit	Chairman of the Board, Director	27 Apr 2018 - Present Apr. 2019 - 2022*	11/12				
2. Dr. Kulpatra Sirodom	Chairman of the Audit Committee	Apr. 2020 - 2023	12/12	6/6			
3. Mr. Ekasith Jotikasthira	Member of Audit Committee	Apr. 2020 - 2023	12/12	6/6		2/2	
4. Assoc. Prof. Somprawin Manprasert	Member of Audit Committee	Apr. 2021 - 2024	12/12	6/6			
5. Mr. Banyong Pongpanich	Independent Director	Apr. 2019 - 2022*	10/12				2/3
6. Mr. Supol Wattanavekin	Director	Apr. 2021 - 2024	12/12			2/2	
7. Mrs. Panida Thepkanjana	Director	Apr. 2020 - 2023	12/12				3/3
8. Mrs. Arada Vongkusolkit	Director	Apr. 2020 - 2023	12/12		12/12		3/3
9. Mr. Gavin Vongkusolkit	Director	Apr. 2019 - 2022*	12/12		9/12	2/2	
10. Mr. Kasama Punyagupta	Director	Apr. 2021 - 2024	12/12		12/12		
11. Mr. Petch Krainukul	Director	Apr. 2021 - 2024	12/12		12/12		
	President	Jan 1, 2018 - Present					
12. Mrs. Vansamorn Wannamethee	Member of Sub-Committee	Jun 2021 - 2024			12/12		
13. Mr. Nattapong Vongkusolkit	Member of Sub-Committee	Jun 2021 - 2024			12/12		
14. Mr. Supatchara Wattanavekin	Member of Sub-Committee	Jan 2021 - 2024			11/12		
15. Ms. Punnapom Thepkanjana	Member of Sub-Committee	Jul 2020 - Aug. 2021			6/8		
16. Ms. Priya Thepkanjana	Member of Sub-Committee	Nov 2021 - Present			2/2		
Percent of Directors attended			97.73%	100%	93.62%	100%	88.88%

Note * the reappointment of all three directors to act as the directors for another term is proposed to the Shareholder's Meeting on April 26, 2022

Evaluation of the Board's Performances

Our Board of Directors is subject to an annual performance evaluation. To comply with the principle of good corporate governance for listed companies, the Board of Directors and sub-committees are having a self-evaluation at least once a year so that they could review and improve their own conduct. The evaluation is based on the latest forms developed by the Corporate Governance for Capital Market Department of the Stock Exchange of Thailand (SET) released in February 2015, which is applied to suit our business nature and to cover performances of one Board of Directors and four Sub-committees. The forms we have used consist of the following:

1. Evaluation form of the Board of Directors' performance to evaluate the entire Board.
2. Evaluation form of four Sub-committees
3. Evaluation form of Self- assessment

As for the Board of Directors' evaluation performance in 2021, 100% of the board members agreed with the structure of the board and its components that they were appropriate and that members were independent enough to create a right check and balance. The opinion that directors did understand their roles and responsibilities that they were independent when making a decision without being dominated by anyone. They performed their duties with responsibilities to maximize the interest of shareholders. They did have a good relationship with the management and could frankly communicate with executives. They were properly exposed to both self-development and executive development processes that allowed them to adequately understand the nature of the business.

The Board of Directors has formulated several business strategies and also has a strong determination to develop a sustainable business by developing processes to create and develop the concept of responsible business practices for all stakeholders: namely, shareholders, employees and families, customers, suppliers, creditors, competitors, public sector, the communities, the society and the environment.

Nomination of Directors and Executives

The Nomination of Directors

The Board entrusts the Nominating and Corporate Governance Committee to review the structure of its Board of Directors, identify qualifications of each position, nominate qualified persons as a director, raise awareness among directors, executives and staff of the importance of CG principles and, finally, comply with the CG principle in a tangible manner that effectively reflects its corporate culture.

The Nominating and Corporate Governance Committee's member shall refrain from expressing an opinion to certify one's own qualifications for self-appointment. Nominated directors shall have to the least all qualifications stated in The Erawan Group's Director Qualifications. They must be knowledgeable and have relevant experiences proven beneficial to the Company's operation. They shall never be expelled or removed due to corruption. Nor shall they be imprisoned in an offence relating to corrupted acquisitions. Nominated directors shall not conduct a business in other juristic persons having the same business as and competing with the Company's business in accordance with the nomination criteria and procedures prior to being proposed to the Board's meeting. The Board will then seek approval from the Annual General Meeting of Shareholders (AGM) to appoint such directors.

Initial verification of qualifications of a nominated person is carried out to ensure that he/she is qualified according to the Company's Director Qualifications, of which requirements are above the SEC's minimum qualifications. Verification is also carried out whenever a director resigns on rotation and is subject to re-election so that the nominated person can be proposed for appointment from the AGM. Performance evaluation of a relevant director while being in office will be independently reviewed on a person-by-personal basis without intervention from a particular person.

At the 2021 AGM, directors about to retire as per the Company's Articles of Association was closed to one-third of the Board's entire members. To elect a director, shareholders may vote on an individual basis through a ballot where shareholders shall exercise the entire votes they currently have to elect a nominated candidate on a one-by-one basis. After the appointment, the management organizes a briefing session to introduce the Company's business directions and corporate strategies to new directors.

Qualifications of Directors

Principles

The Board of Directors should consist of members of eclectic qualifications in terms of gender, age, knowledge and experiences in various fields such as finance, economy, management, business administration, marketing, service, tourism, law and property development as this will allow the Board to formulate business policies and goals, approve strategic plans and operations, supervise and audit the management's performances and make sure the management is carried out under the principles of Good Corporate Governance.

Board of Directors Composition

1. Non-executive Directors
2. Independent directors, whose number will be not less than one-third of all company directors where one must be knowledgeable in accounting and finance that must be sufficient for appointing as members of the Audit Committee.
3. Executive Directors

General Qualifications:

1. Not exceeding 75 years old
2. Being knowledgeable with well-versed experience; being professional and ethical
3. Understanding one's roles and responsibilities; able to completely conduct one's practices on behalf of others with good faith and with ongoing commitment to maximize long-term interest of the business and shareholders
4. Having sufficient time to effectively perform one's duty
5. Able to conduct a self-assessment and notify the Board upon change or incident that may jeopardize one's effective performance.

Term of office and Retirement

1. Directors and executive directors will remain in office for three years each term in accordance with the Articles of Association. The Board may nominate directors for re-election to shareholders when their term becomes due by evaluating their directorship's performance on annual basis. Meanwhile, members of the sub-committee will also be in the office for three years each term. If their term becomes due and there is no new appointment yet, the exiting sub-committees will continue performing duties until a new sub-committee is appointed.

2. Independent directors will remain in office for three years each term but their term will not exceed nine consecutive years unless the Nominating and Corporate Governance Committee requests the Board to consider it on a special case where a relevant independent director is found being independent enough to continue performing his duty in a critical role of corporate governance to oversee the interests of both the company and its shareholders while also remaining independent from the management. In such a case, the Board of Directors shall duly grant its approval.
3. Directors may retire from office in accordance with the Articles of Association and when he/she is older than 75 years old as per director's qualifications mentioned above. Directors however may remain in office to the day the Annual General Meeting (AGM) is held but will leave the office as soon as the meeting is completed.

Specific Qualifications:

Chairman of the Board of Directors

Aside from roles and responsibilities described in the principles and set for other directors, Chairman shall have the following duties: (1) presiding over the meeting of the Board of Directors; (2) making a casting vote at the Board's meeting when votes are tied; (3) calling the meeting of the Board of Directors; and (4) presiding over the Shareholders' Meeting. Chairman shall not be involved in the management or shall not being an employee, staff or advisory who is on the payroll, external auditor or professional service provider in the associated companies and audit firms.

Executive Director

An Executive Director who is Chief Executive Officer and/or President is advised to dedicate time to actively manage the business. He/she should not hold a position in other firms except in a subsidiary or an associated company. His/her wish to become a director in other firms shall be first subject to the Board of Directors' consideration.

Independent Director

1. Independent Director shall hold less than 1 percent of the total shares with voting rights in a company, its associated company, juristic persons with possibility of having a conflict of interest including shares held by related persons.

2. Independent Director must not be involved in the management and not being an employee, staff, advisor who is on the payroll or authorized person of the company, its affiliated company, associated company and juristic persons with possibility of having a conflict of interest at the present and within 2 years before being appointed.
3. Independent Director shall have neither blood nor registered relationship as a father, mother, spouse, sibling and offspring including offspring's spouse of the executive officers, major shareholders, authorized persons or anyone to be nominated as an executive officer or an authorized person of the company or its subsidiaries.
4. Independent Director shall have no business relationship with the company, its associated company or major shareholders during the 2 years before. Details are as follows:
 - 4.1 No relationship as a professional service provider: an external auditor (in any case), other professions such as a legal consultant, financial advisor or asset appraiser with an annual transaction value exceeding Baht 2 million.
 - 4.2 No business and trade relationship including normal transactions, renting or leasing of property, transactions relating to assets and services and giving or getting financial assistance with a transaction value from Baht 20 million or 3 percent of the Company's NTA, whichever is lower. This however shall include values of all retroactive transactions during at least the six months prior to the latest transaction.
 - 4.3 Shall not possess any characteristics that prevents him/her from expressing the opinion independently.
5. Independent Director must attend at least one of the following courses held by the Thai Institute of Directors (IOD); namely, Director Certification Program (DCP); or Director Accreditation Program (DAP); or Audit Committee Program (ACP)

Member of the Audit Committee

1. Shall be an Independent Director appointed by the Board of Director or Shareholders.
2. Shall not be a director entrusted by the Board to make any decision with regard to a business of the company, its associated company, subsidiary and affiliate, subsidiary of the same level or other entities that may have a conflict of interest.
3. His/her duties must not be fewer than what is stipulated by the SET.

Transactions with Possible Effects to Independence

1. Being authorized person to approve business transactions or to bind the Company, except performing on the collective decision.
2. Attending a meeting or voting in a matter he has an interest or a conflict of interest therein.

Prohibited Characteristics

Directors and executive officers must possess no qualifications that are conflicting with the company's requirements and announcements made by the SEC and the SET.

The Nomination of Executives

The Board entrusts the Management Development and Compensation Committee to nominate and prepare a succession plan for its President, which is another individual separating from Chairman of the Board to prevent any disruption of performance that could affect its business. For other management positions, it's the duty of executives along the chain of command to oversee HR development and mentoring to establish a succession. Consideration is made to executives up to three levels down from executive vice president, i.e. to the level of department head, to decentralize a decision-making process, incentivize participation and retain qualified talents.



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Remuneration of the Directors, Executives and Employees

The Remuneration of the Directors

The Nominating and Corporate Governance Committee is tasked to establish a director's remuneration policy. Remunerations are reviewed whether or not they are sound enough on the basis of scopes of work, roles and responsibilities, financial status and the Company's operation results before they are benchmarked with peers in the same industry enjoying similar revenues. The remunerations are paid in three forms: retainer fees, meeting attendance fees and bonuses. However, a committee member will receive an additional remuneration based on his/her increasing responsibility. The remunerations will be proposed for the AGM's approval annually.

In 2020 and 2021, the Nominating and Corporate Governance Committee has reviewed the remunerations of the company's directors by considering the significantly impact from the COVID-19 pandemic to the company business and proposed to the Board of Director to endorse the director's remuneration at 60% of the previously approved rate.

The Board of Director had a consensus to receive the remuneration at 60% of the approved rate in 2020 Annual General Meeting of Shareholders and was effective since April 2020 without any other benefits and this will remain effective until resolved otherwise by the Annual General Meeting of Shareholders. Remunerations in cash for the year ending 31st December 2021 totaled THB 36,657,291.46 consist of:

1. Remunerations of directors of the Company's Board of Directors and the Committees totaled THB 4,161,000.
2. Remunerations of directors of the Company's subsidiary totaled THB 2,235,000.
3. Remunerations, which were total wages of the 7 executives paid by the Company and its subsidiaries, totaled THB 30,261,291.46.

The remuneration of the Company's directors within last 3 years

The Retainer Fee	2021	2020*	2019
- Chairman	THB27,000/month	THB45,000/month	THB45,000/month
- Director	THB18,000/month	THB30,000/month	THB30,000/month
The Attendance Fee			
1. Audit Committee			
- Chairman	THB23,400/meeting	THB39,000/meeting	THB39,000/meeting
- Member	THB18,000/meeting	THB30,000/meeting	THB30,000/meeting
2. The Strategic and Investment Committee			
- Chairman	THB19,500/meeting	THB32,500/meeting	THB32,500/meeting
- Member	THB15,000/meeting	THB25,000/meeting	THB25,000/meeting
- Executive Director	-0-	-0-	-0-
3. The Nominating and Corporate Governance Committee			
- Chairman	THB15,600/meeting	THB26,000/meeting	THB26,000/meeting
- Member	THB12,000/meeting	THB20,000/meeting	THB20,000/meeting
4. The Management Development and Compensation Committee			
- Chairman	THB15,600/meeting	THB26,000/meeting	THB26,000/meeting
- Member	THB12,000/meeting	THB20,000/meeting	THB20,000/meeting

Note:

* According to the significantly impact from the COVID-19 pandemic to the company business, the Board of Directors agreed to reduce the directors' remuneration for 40% of the approved directors' remuneration by the 2020 AGM.

Remunerations for the Board of Directors and the Sub-committees in 2021

Name	Position	Remunerations in cash for member of the Committee					Total (THB/Year)
		Board of Directors	Audit Committee	Strategic and Investment Committee	Nominating and Corporate Governance Committee	Management Development and Compensation Committee	
1. Mr. Chanin Vongkusolkit	Chairman of the Board	324,000	-	-	-	-	324,000
2. Dr. Kulpatra Sirodom	Independent Director	216,000	117,000	-	-	-	333,000
3. Mr. Ekasith Jotikasthira	Independent Director	216,000	90,000	-	24,000	-	330,000
4. Assoc. Prof. Somprawin Manprasert	Independent Director	216,000	90,000	-	-	-	306,000
5. Mr. Banyong Pongpanich	Independent Director	216,000	-	-	-	24,000	240,000
6. Mr. Supol Wattanavekin	Director	216,000	-	-	31,200	-	247,200
7. Mrs. Panida Thepkanjana	Director	216,000	-	-	-	46,800	262,800
8. Mrs. Arada Vongkusolkit	Director	216,000	-	180,000	-	36,000	432,000
9. Mr. Gavin Vongkusolkit	Director	216,000	-	135,000	24,000	-	375,000
10. Mr. Kasama Punyagupta	Director	216,000	-	234,000	-	-	450,000
11. Mr. Petch Krainukul	Director and President	216,000	-	-	-	-	216,000
12. Mrs. Vansamorn Wannamethee	Member of Sub-Committee	-	-	180,000	-	-	180,000
13. Mr. Nattapong Vongkusolkit	Member of Sub-Committee	-	-	180,000	-	-	180,000
14. Mr. Supatchara Wattanavekin	Member of Sub-Committee	-	-	165,000	-	-	165,000
15. Ms. Punnaporn Thepkanjana*	Member of Sub-Committee	-	-	90,000	-	-	90,000
16. Ms. Priya Thepkanjana**	Member of Sub-Committee	-	-	30,000	-	-	30,000
Total (THB/Year)		2,484,000	297,000	1,194,000	79,200	106,800	4,161,000

Note: * Ms. Punnaporn Thepkanjana resigned from the position on September 1, 2021.

** Ms. Priya Thepkanjana was appointed to be the Member of The Strategic and Investment Committee on November 1, 2021.

The Remuneration of Executives and Employee

The Management Development and Compensation Committee is tasked to evaluate the President's performances in four areas: finance, customer's satisfaction, internal process and HR and corporate development, as part of the remuneration structure and annual payment review for executives and employees.

President reviews executives' remunerations through the following two evaluation processes.

1. BSC (Balance Score Card): Strategic priorities of a particular department is evaluated against the organization's overall strategies through a process that links three levels of strategies, namely, corporate strategy, department strategy and unit strategy with one another.

2. CSB (Competency Skill Behavior): A supervisor evaluates an individual using thematic evaluation based on the Company's policy and therefore may be different for each staff depending on his/her qualification requirements. To ensure that the evaluation is effective and that inputs from colleagues at various levels are also received as part of the evaluation, the assessment is done in 360 degrees where a supervisor evaluates a supervisee and vice versa. A self-evaluation is carried out at all levels. Results of the two evaluations are implemented to establish the sharing of the Company's overall returns among staff at the department, section and unit levels.

Employee Information

The Erawan Group Public Company Limited and its affiliated companies recorded a total of 3,048 employees at the end of the 2021 fiscal year. Remunerations consisting of salary and bonus totaled THB 948,484,390.65. Details are as follows.

Company and Subsidiaries	Number of Employee (December 2021)	Benefits	The Employer's contribution
The Erawan Group Public Company Limited	1,388	487,913,074.94	-
Erawan Hotel Public Company Limited	466	172,236,348.54	-
Erawan Rajchadamri Co., Ltd.	145	47,983,509.09	-
Erawan Phuket Co., Ltd.	201	61,249,297.47	-
Erawan Samui Co., Ltd.	115	28,366,003.22	-
Erawan Chaophraya Co., Ltd.	57	12,957,305.94	-
Erawan Hop Inn Co., Ltd.	558	108,808,390.10	-
Erawan Commercial Management Co., Ltd.	17	7,981,607.60	-
Erawan Growth Management Co., Ltd.	92	19,785,879.41	-
Taveesapanan Co., Ltd.	9	1,202,974.34	-
Total	3,048	948,484,390.65	-

Note: The employer temporarily suspended its contributions in compliance with Notification of Ministry of Finance No. 2 dated January 5, 2021, between January-June 2021; and Notification of Ministry of Finance No. 3 dated July 12, 2021, between July-December 2021.

Employee's Welfare

The Company provides welfare as required by the laws plus additional benefits such as health and accident insurance, provident fund and compensation fund as well as other allowances.

HR Management

Care for Employees

Amidst challenges arising from the Covid-19 pandemic, we relentlessly commit to take care of our staff in a comprehensive manner to enable them to work happily and to be inspired to adapt to changes for collaboration that will drive the organization forward while delivering sustainable values to stakeholders. In addition, we commit to treat every employee equally through the international principles of human rights.

Talent Acquisition

We actively recruit people based on the human rights principle where everyone is treated equally without discrimination in race, color, gender, age, religion and belief. Everyone of any race and nationality can apply to work with us. Employees are selected based on their qualifications. All new staff will attend an orientation and onboarding program. Internal staff can rotate their job through a transfer or promotion to another position based on what's appropriate to enhance their skills and advance in their career path.

HR Training in 2021

ERAWAN'S SPICE & CLIENT

The Company raises awareness and understanding and promotes its DNA through Erawan's SPICE values & CLIENT corporate culture to encourage employee engagement as anticipated by the Company.

Lifelong Learning

The Company actively promotes ongoing staff capacity-building. In 2021, the ERW Digital Learning Center, which is an online training platform, was upgraded to underline the Re/Up skill training courses during COVID-19 for staff to Learn from Anywhere through a variety of channels ranging from virtual, to website, Share Point, Podcast and learning platforms developed by local and international leading education institutions.

The Occupation, Health and Safety (OHS) Policy

The Company commits to oversee the OHS elements for staff especially during the COVID-19 pandemic when training on self protection was organized for employees to take care of themselves through online doctor consultation, telemedicine, Work from Home (WFH) and requirements that different teams may alternately work at the office to reduce exposure to one another. The Company also procures COVID-19 vaccines for staff, provides an annual health check-up, regularly conducts office space sterilization and performs an annual fire drill and fire prevention event.

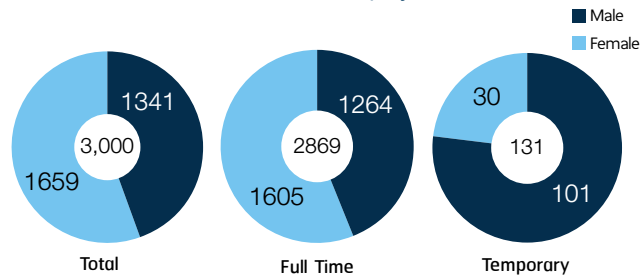
Labor disputes during the past three years

During 2019-2021, there was no labor dispute that accounted for a significant ratio.

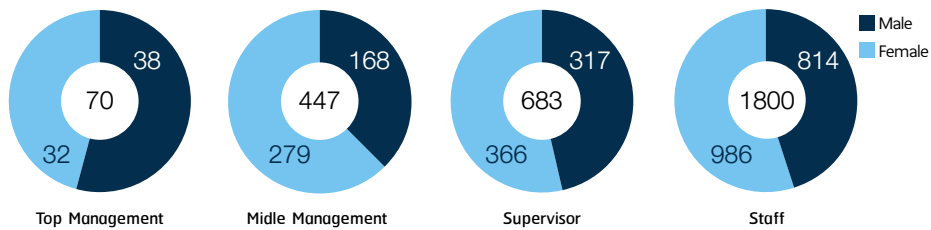


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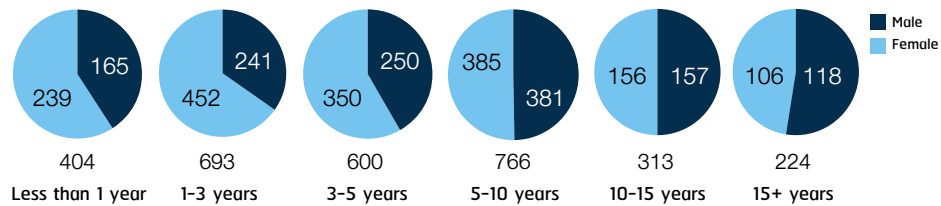
Employee Information Number of Employee



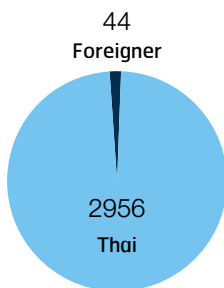
Number of Employees Classified by Position



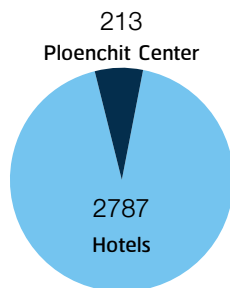
Number of Employees Classified by Working Period



Number of Employees Classified by Nationality



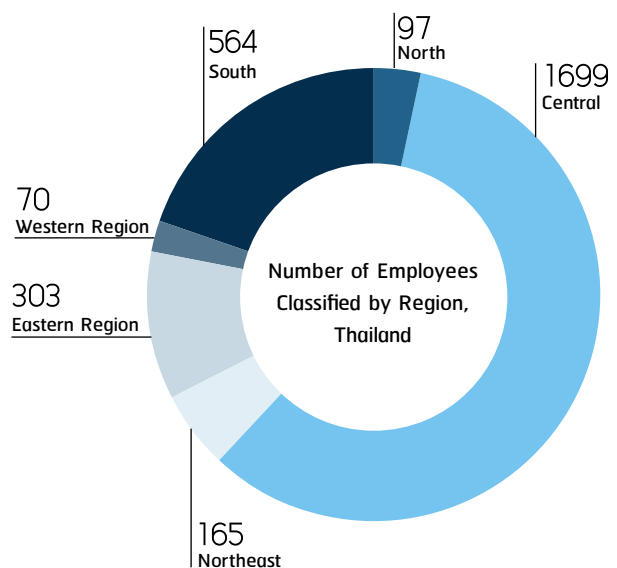
Number of Employees Classified by Workplace



Number of Employees Classified by Country



Number of Employees Classified by Region, Thailand



Other Significant Information and Contact Information

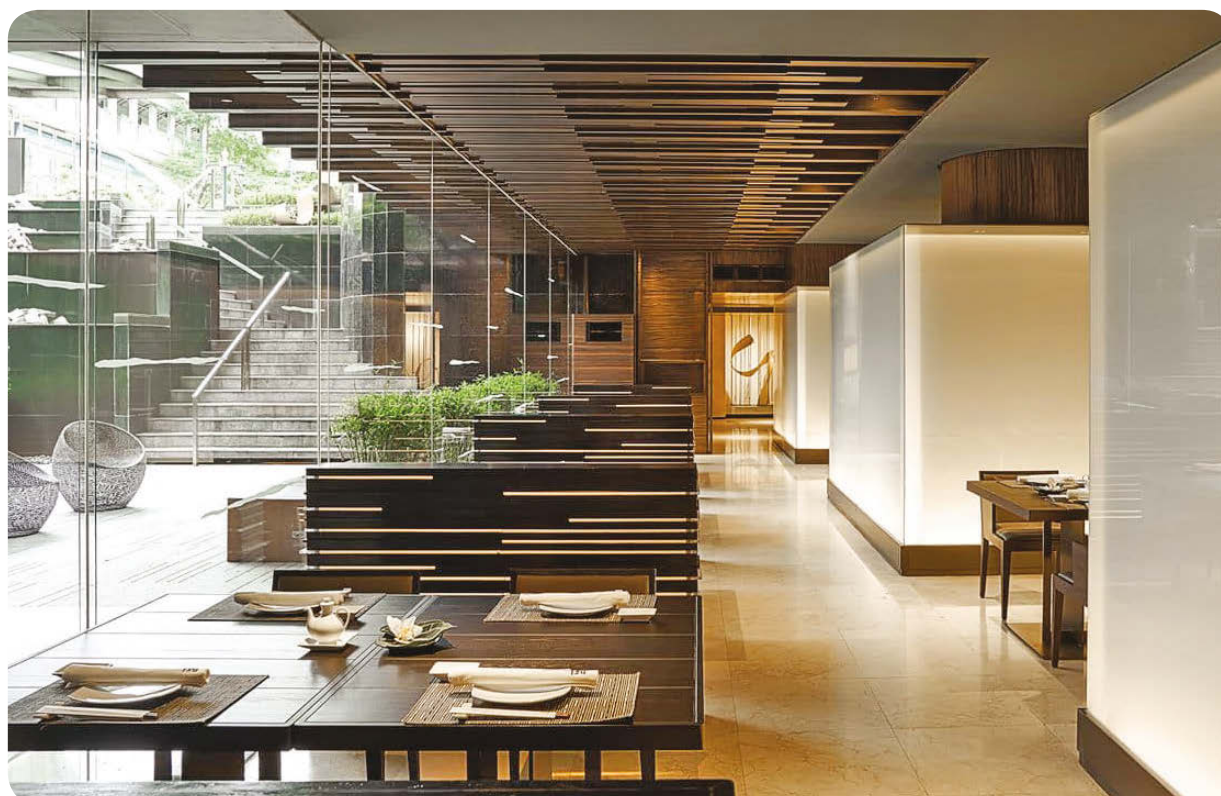
1. Ms. Woramon Inkatanuvat, Executive Vice President and Chief Financial Officer, takes highest responsibility for supervising the Accounting and Finance Division and Investor Relations Division.
2. Ms. Jetiya Kitiyodom, Assistant Executive Vice President, Accounting Department has been assigned to take direct responsibility for accounting oversight.
3. Ms. Kanokwan Thongsiwarugs, Company Secretary, Vice President of Internal Audit Division and Vice President of Company Secretary and Corporate Governance Division, takes responsibility for supervising on company's compliance issues.

Contact Information

Investor Relations	ir@theerawan.com
Company Secretary	companysecretary@theerawan.com
Corporate Governance	gcg@theerawan.com
Internal Audit Division	kanokwan@theerawan.com
Telephone	66 (0) 2257 4588
Fax	66 (0) 2257 4577

Audit Fee

Please see more details in Part 3 Financial Statements, Audit Fees.



JW Marriott Hotel Bangkok

Report on Key Operating Results related to Corporate Governance

Corporate Governance Goals

1. Road to Re-Certify as a coalition partner of the Thai private sector Coalition against Corruption (CAC).
2. Requiring directors and executives subject to equity-holding reports under the SEC's criteria to report their securities trading to the Board of Director and to refrain from trading the Company's securities 30 days prior to the disclosure date of both quarterly and annual financial statements.
3. Adding a list of executives involving in the management who are subject to report their equity holding according to the SEC criteria to also refrain from trading the Company's securities 30 days prior to the disclosure date of both quarterly and annual financial statements. The list is as follows.

Name-Lastname	Position
Mr. Supatchara Wattanavekin	Member of the Strategic and Investment Committee
Ms. Piriya Thepkanjana	Member of the Strategic and Investment Committee
Ms. Kamonnat Chaturaphat	Assistant Executive Vice President, Business Development (Thai and International) Division and Corporate Strategy and Innovation Division
Ms. Kanokwan Thongsirarugs	Company Secretary, Vice President of Internal Audit Division and Vice President of Company Secretary and Corporate Governance Division

4. Adding criteria that will enable shareholders to nominate a director. Please go to www.theerawan.com: Criteria for the rights of shareholder to propose agenda in the Annual General Meeting and nominate a qualified candidates for directorship in advance for more details.

Director Training Program in 2020/21

Name-Lastname	Training Program
Mr. Supol Wattanavekin	Cyber Resilience Leadership: Herd Immunity 2021, Bank of Thailand
Ms. Panida Thepkanjana	BMD: Boards that Make a Difference 10/2020

Corporate Governance in Practice

Summary of the evaluation result on the compliance with principles of good governance of the company according to the Corporate Governance Report of Thai Listed Companies (CGR Report) 2021 and 6 past years.

CGR Report Assessment Result

Year of Assessment	2016	2017	2018	2019	2020	2021
Average Score	85%	85%	86%	85%	86%	87%
Rights of Shareholders	98%	95%	98%	98%	100%	100%
Equitable Treatment of Shareholders	90%	90%	90%	90%	90%	90%
Role of Stakeholders	87%	87%	87%	87%	87%	89%
Disclosure and Transparency	90%	90%	90%	88%	88%	88%
Board Responsibilities	77%	77%	79%	78%	78%	79%

Overall Average score

Listed Company in overall	SET 100 Index	SET 50 Index	ERW
84%	92%	93%	87%

Internal Control and Related Party Transactions

In 2021, the Board of Directors convened twelve times at which the Audit Committee attended every time to give opinions about an adequacy and soundness of the internal control system. The Audit Committee summarized and reported internal audit activities to the Board of Directors on February 22, 2022 and the Board of Directors expressed the same opinions as the Audit Committee in this matter, which can be summarized as follows:

Internal Control System

The Audit Committee has direct responsibilities to supervise the company's internal control system in every aspect, whether on finance, accounting, legal compliance and compliance to relevant rules and regulations. The Audit Committee formulates auditing mechanisms to ensure effective balance of power. There is also the Internal Audit Division to audit performances of all divisions based on a risk-based auditing plan and to offer advice on how to set up a good internal control system.

The Audit Committee has duties to review auditing plans; to control and supervise the Internal Auditing Division's independence; to approve appointment, transfer and termination of the Internal Auditing Division's supervisor and to ensure that the Internal Auditing Division remains independent. The Committee must also make sure that the division can perform its auditing functions and balance the existing power according to the prevailing standards. The division is to directly report its auditing work to the Audit Committee at least once each quarter to ensure that the company's internal control and internal auditing work is conducted in a thorough manner and no damage occurs to the company.

Protection of Internal Information

The company has given priority to focus on using of our internal information and the prevention of our directors and executives from using internal information for their benefits or the so-called abusing self-dealing. This applies specifically to internal information not yet disclosed to the public or information that may affect our corporate strategy, business, trade negotiations and share prices, which, if abused, not only means that our shareholders are taken advantage of, but it can damage shareholders in general. That's why we have set our Executives Ethical Standards as a practice with heavy penalties in case of violations or intended violation of the 10 practices stated in the Code of Conduct under the topic of "Executives Ethical Standards"

We also allow different levels of staff to get access to different types of internal information based mainly on their responsibilities and duties. Disciplinary actions are stated in our Work Regulations under the topic of "Disciplinary Actions and Penalties". For example, Clause 3.2 Re: Disciplines regarding confidentiality and corporate profits prohibits employees to "seek inappropriate benefit from the company or others relating to the company. Employees are prohibited to conduct personal business or to work for others in an identical or similar business as the company's although the work may be performed outside the company's office hours". With regard to disciplinary actions and punishment, the company will normally appoint the Disciplinary Action Committee to conduct an investigation and to ensure fairness to accused staff.



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Related Party Transactions

The Erawan Group requires an approval from either the Audit Committee or the Board of Directors, as the case may be, when conducting a transaction that may cause a possible conflict of interest. In addition, details of transactions with possible conflict of interest during the past year and their values are disclosed while explanations and reasons for the transactions are clearly stated in the Annual Report. The Erawan Group requires its directors and executives involving in the transaction to disclose the information and/or types of relationship not only of his own, but also of his spouse, closed relatives as well as personal relationship with any bidder for transparency purpose to the Office of the Company Secretary and Good Corporate Governance Division. In addition, director shall abstain from voting and/or not be part of the decision-making process.

Related party transactions are shown in the Notes to Financial Statements and Related Party Transactions table. All transactions were reasonable and were considered normal transactions. They were conducted for the company's ultimate benefit. Related party transactions had already been reviewed by the Audit Committee and/or the Board of Directors on an arm's length basis that they were in compliance with our requirements and rules and regulations of the SEC and the SET and that they were not against the accounting standards

Re: Disclosure of information in relation to connected persons or transactions.

Related Party Transactions between businesses with the following relationships were executed.

Person/entity	Description	Transaction value (THB)	
		2021	2020

1. Sushi Ichi (Thailand) Co., Ltd.

Type of business: Restaurant's activities, import the raw material of food, Food & Beverage Distributor	Agreement to lease office space and the service agreement with Erawan Hotel Public Company Limited		
Nature of relationship:			
• Mr. Gavin Vongkusolkrit, Director and Authorized Director of Sushi Ichi (Thailand) Co.,Ltd.	• Rental and services income	1,350,662.67	1,793,065.51
• Vongkusolkrit Group holds 30.60 percent of the Company's shares.	• Receivables at end of period	20,287.65	190,391.71
	• Deposit from Lessee	646,207.76	646,207.76

2. Kiatnakin Bank Plc.

Type of business: Commercial Bank	The Short - term loan agreement of 500 million bath with an interest rate at MMR (Money Market Rate), for using as the working capital to support the business. As at 31 st December 2021, there is no draw down to loan.
• Wattanavekin Group holds 29.11 percent of the Company's shares.	

3. Loan guarantee agreement at full amount of 1,500 MB between Erawan Hotel Plc. and Krunghthai Bank

The company has guaranteed the loan agreement at 1,500 MB and agreed to register the collateral right on bank account claims of 120 MB to guarantee all loan amount of Erawan Hotel Plc. The guarantee can be cancelled once the process of collateral registration is completed which is anticipated to be done within 1 year. It also to reserve cash for paying to the government agency according to Land Lease Agreement Renewal term and to ensure the business can run smoothly.

The Audit Committee's opinions

The agreed price was a market price and not lower than the price offered to other tenants or service providers based on the business standards.

Necessity and Soundness of Related Party Transactions

In case the Erawan Group signs an agreement or conducts a related party transaction with a subsidiary company, affiliate, related company and/or the third party, the Erawan Group will consider the necessity and soundness of such contract based mainly on the company interests.

Approval Measures or Procedures of Related Party Transactions

If the Erawan Group is to execute a contract or if there is any related party transaction between itself and its subsidiary, affiliate, related company, the third party and/or anyone with possible conflicts of interest, the Board of Directors requires the company, for the purpose of its benefits, to comply with the rules stated in the Stock Exchange of Thailand's (SET) Announcement Re: Information disclosure and practices of listed companies in related party transactions. Meanwhile, prices and other conditions shall be as if the transaction is at an arm's length where directors or staff having an interest in such transaction must not participate in any approval process.

Policy or Outlook for Future Related Party Transactions

-None-



Courtyard by Marriott Bangkok

Part 3

Financial Statements



Mercure Bangkok Sukhumvit 24

Financial Highlights

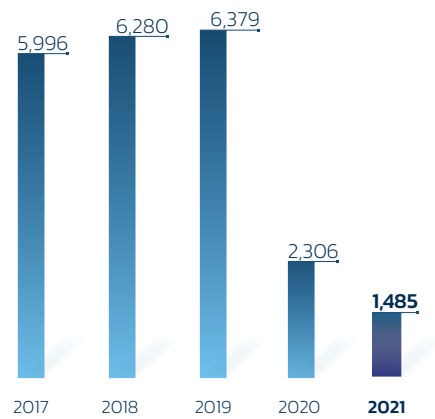
The Erawan Group Public Company Limited

Unit: Thousand Baht

Description	2019	2020	2021
Operating results			
Operating Income	6,379,074	2,306,010	1,485,486
Total Revenues	6,439,073	2,348,462	1,641,257
Gross Profit	3,479,257	841,402	201,326
Earnings (loss) before interest, tax, depreciation, and Loss on impairment	1,888,505	(139,467)	(548,156)
Net Profit (loss)	445,568	(1,715,256)	(2,050,217)
Financial Position			
Total Assets	17,834,262	21,214,716	22,450,213
Total Liabilities	11,892,968	17,286,157	16,427,494
Total Shareholders' Equity	5,941,294	3,928,559	6,022,719
Equity Attributable to Company's Shareholders	5,762,155	3,812,745	6,012,061
Paid-Up Share Capital	2,517,533	2,517,533	4,531,560
Number of Paid-Up shares (Thousand shares)	2,517,533	2,517,533	4,531,560
Par Value Per Share (Baht)	1	1	1
Earnings Per Share (Baht)	0.18	(0.68)	(0.56)
Dividend Per Share (Baht)	0.07	-	-
Book Value Per Share (Baht)	2.29	1.51	1.33
Significant Financial Ratio			
Current Ratio	(times) 0.43	0.70	1.78
Quick Ratio	(times) 0.34	0.60	0.90
Liquidity Ratio (Cash Flow Basis)	(times) 0.52	(0.17)	(0.29)
Gross Profit Ratio	54.54%	36.49%	13.55%
Net Profit Margin	6.92%	(73.04%)	(124.92%)
Return on Total Assets	2.56%	(8.79%)	(9.39%)
Return on Equity	7.88%	(35.83%)	(41.74%)
Debt to Equity Ratio	(times) 2.00	4.40	2.73
Interest Bearing Debts to Equity Ratio	(times) 1.71	3.23	1.85
Interest Coverage Ratio	(times) 5.59	n.a.	n.a.

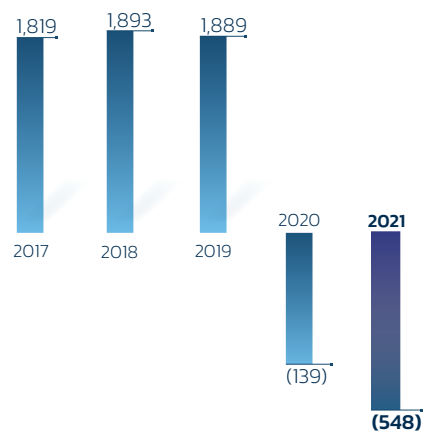
Operating Income

Unit: Million Baht



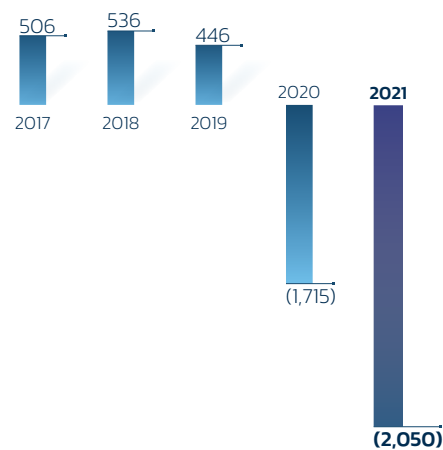
Earnings (loss) before interest, tax, depreciation, and loss on impairment

Unit: Million Baht



Net Profit (loss)

Unit: Million Baht



Report of the Audit Committee to Shareholder

To Shareholders,

The Audit Committee of The Erawan Group Public Company Limited (The Erawan Group) has been appointed by the Board of Directors and consists of 3 independent directors who are experts and have experienced on finance and management. The Audit Committee has performed duties independently within the scope of responsibility to support the Board of Directors in accordance with the Audit Committee Charter and the announcement made by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

In 2021, the Audit Committee held six meetings. Executives, Head of Internal Audit Division and auditors have attended the meetings when there were the relevant agendas that need their input. The Audit Committee's performance can be summarized as follows:

1. Financial Statement Review:

The Audit Committee reviewed the quarterly financial statements and annual financial statements of the year 2021 of the Erawan Group and found that they were completely correct with the sufficient disclosure of information and was certified by the auditors without conditions. The meetings with the auditors without management presence were held to independently discuss on the auditors' independence, opinions, observations and improvement guidelines that would be of benefit to the Company.

2. Internal Control System:

The Audit Committee reviewed the internal control system of The Erawan Group and its subsidiaries with respect to accounting and finance, safeguarding of assets, operations, evaluation as well as legal and regulatory compliance. Check and balance mechanisms were implemented and monitoring was performed by Internal Audit Division whose independent and efficient to protect the interest of shareholders and relevant parties. The Company has transparent whistleblowing and complaint-handling procedures in place.

3. Business Law Compliance:

The Audit Committee determined that the Company duly complied with laws and regulations as required by the SET, The SEC and other governing bodies relating to the Company's business.

4. Connected Transactions of Transactions with Potential Conflict of Interest:

The Audit Committee reviewed the connected transactions and found that they were genuine transactions carried out as a normal course of business, and with reasonable cause. The Company has operated its business on the good corporate governance principle without any conflict of interest and has strictly followed SEC and SET's rules and regulations by taking into account the interest of all Stakeholders.

5. Risk Management:

The Audit Committee reviewed the annual plan and monitored the progress of the risk management on a quarterly basis. The Audit Committee was confident that the Company has appropriate and efficient risk management policy and procedures. Risk assessment criteria of investment projects were standardized in response to changing business environment, with the objective of discovering new business opportunities and creating value for the Company.

6. Internal Audit:

The Audit Committee advised and approved the annual auditing plan, acknowledged and presented the internal audit results to the Board of Directors, reviewed an annual budget, supervised and evaluated the Head of Internal Audit Division's performance.

7. Anti-Corruption:

The Erawan Group has been the member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and was certified the status on June 30, 2020 with a certified period of 3 years in response to Thailand's policy to support transparency and sustainability in business practices. In 2014, the Erawan Group also received "Certified", the level 4 of certification, on Anti-Corruption Progress Indicator under the Sustainable Development

Assessment of the Listed Company Program conducted by the Securities and Exchange Commission (SEC). With the endorsement of the two regulators, we believed that the Company should strive for clearer action and provide the flawless operation process.

The Audit Committee expressed its opinion, stating that the Erawan Group was actively committed to its good corporate governance policy and its risk management is in line with the Company's policy which resulted in the existing of the effective and sufficient internal control system that is capable of corresponding with both internal and external changes. Connected transactions that may lead to conflict of interest were deemed to be genuine transactions carried out based on a normal course of business for the Company's maximum benefit. All related laws and regulations were fully complied. The financial statements for the accounting period ending on 31st December 2021 were duly prepared, while adequate and reliable information was properly disclosed.

Appointment of auditors in 2022:

The Audit Committee considered the selection, appointment and annual fee of the external auditor for 2022 based on their knowledge, capability, experience, independence, performance in the past year and the reasonability of the audit fee. The committee proposed its resolution to the Board of Directors for presenting further in the shareholders' meeting for approval on the appointment of the followings:

1. Ms. Chanarat Chanwa, Certified Public Accountant (Thailand) No. 9052 and/or
2. Ms. Vilaivan Pholprasert, Certified Public Accountant (Thailand) No. 8420 and/or
3. Ms. Vipavan Pattavanvivek, Certified Public Accountant (Thailand) No. 4795

of KPMG Phoomchai Audit Ltd. as The Erawan Group and its subsidiaries' auditor in 2022.



Dr. Kulpatra Sirodom

Chairman of the Audit Committee

21 February 2022



Novotel & ibis Styles Bangkok Sukhumvit 4

Report of the Board's Responsibility in the Financial Statements

The main priority of the Board of Directors is to supervise the Company's operation, making sure they are in line with good corporate governance policy and that the financial statements and financial information appearing in the Company's 56-1 One Report are accurate, complete and adequate. Its duty is also to make sure that the financial statements are in line with Thai Financial Reporting Standards and that an appropriate accounting policy has been chosen and is being carefully pursued on a regular basis. In addition, the Board of Directors must also ensure that the Company has an effective internal control system to assure the credibility of its financial statements. The Board also ensures protection over potential conflicts of interest through systems which are place to prevent unusual transactions. Connected transactions which might lead to possible conflicts of interest are closely monitored to ensure they are genuine transactions and are reasonably carried out, based on the normal course of business and for the Company's maximum benefits, and that the Company is in compliance with relevant laws and regulations. The Audit Committee has already reported the result of its action to the Board of Directors and also reported its opinions in report of the Audit Committee to Shareholder as seen in the 56-1 One Report.

The Board of Directors is of the opinion that the Company's internal control system has been proven to be satisfactory. The Board was able to obtain reasonable assurance on the credibility of the Company's financial statements as at 31st December 2021 which the Company's auditor has conducted in accordance with Thai Standards on Auditing. The auditor is of the opinion that the financial statements present fairly the Company's financial position, the financial performance and cash flows in accordance with Thai Financial Reporting Standards.



Mr. Chanin Vongkusolkrit
Chairman of The Board of Directors



Mr. Petch Krainukul
President

Audit Fees

The auditors' remuneration for the fiscal year ended December 31, 2021 of KPMG Phomchai Audit Limited as follow

- 1) The total audit fee is Baht 7,391,600 consisting of:
 - a. The audit fee of The Erawan Group Plc. is totaling Baht 2,597,600 (excluding transportation out of Bangkok and relevant miscellaneous expenses).
 - b. The audit fee of The Company's subsidiaries in Thailand is totaling Baht 2,474,000
 - c. The audit fee of The Company's subsidiaries in overseas is totaling Baht 2,320,000
- 2) Other service fee.
-none-



JW Marriott Hotel Bangkok

Independent Auditor's Report

To the Shareholders of The Erawan Group Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of The Erawan Group Public Company Limited and its subsidiaries (the "Group") and of The Erawan Group Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2021, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2021 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section of my report. I am independent of the Group and the Company in accordance with the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of Property, plant and equipment, investments in associates and investments in subsidiaries

Refer to Notes 4(I), 11, 12 and 15

The key audit matter

To respond to the Group and the Company's growth strategy, the Group and the Company have expanded their activities through hotel development by investing in property plant and equipment, investments in associates and investments in subsidiaries which operated hotel business. Certain hotels have not operated in line with initial expectations. These factors are considered as impairment indicator of hotels.

The Group and the Company hold a number of hotels. The recoverable amount for each hotel has been determined by discounted future cash flows for which require management to make judgements on key assumptions. Overall, due to the involvement of high level of judgement, this is key judgmental areas that my audit is concentrated on.

How the matter was addressed in the audit.

My audit procedures included:

- Assessing management's procedures for identifying potential impairment and understanding the processes of impairment testing and determining the recoverable amount;

- In respect of each hotel for which an impairment indicator exists, I obtained the discounted future cash flows. In the case that the Group and the Company engaged independent property valuers to assist in the recoverable amount of assets, I evaluated the independence and qualification of the valuer. I also inquired management, tested calculation and evaluated the appropriateness of key assumptions by comparing them against historical data, budget plan of the Group and the Company and external data in the same industry.
- I have also considered the adequacy of disclosures according to Thai Financial Reporting Standards.

Emphasis of Matters

I draw attention to note 3 to the financial statements which describes the effect of the Company's and its subsidiaries' change in accounting policy regarding the subsequent measurement of land from cost model to revaluation model prospectively from 1 June 2021. My opinion is not modified in respect to this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Chanarat Chanwa
Certified Public Accountant
Registration No. 9052

KPMG Phoomchai Audit Ltd.
Bangkok
22 February 2022

Statement of financial position

The Erawan Group Public Company Limited and its Subsidiaries

Assets	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2021	2020	2021	2020

(in Baht)

Current assets

Cash and cash equivalents	7	1,242,086,880	1,622,576,156	641,875,853	809,562,343
Trade accounts receivable	6, 8	99,854,134	76,587,027	45,497,094	33,782,246
Inventories	9	39,306,434	46,206,847	6,987,285	7,983,180
Value added tax refundable		199,333,006	169,280,764	-	-
Non-current assets held for sale	15, 37	996,934,141	-	995,934,141	-
Other current assets	6, 10	77,940,671	47,552,898	50,000,973	37,908,867
Total current assets		2,655,455,266	1,962,203,692	1,740,295,346	889,236,636

Non-current assets

Investments in associates	11	47,772,082	48,027,252	254,282,419	264,013,705
Investments in subsidiaries	12	-	-	5,064,402,083	5,192,859,716
Other non-current financial assets	13	495,413	476,089	422,640	408,179
Long-term loans to related parties	6	-	-	749,202,068	1,042,874,776
Property, plant and equipment	3, 15	19,408,631,841	18,825,630,771	9,599,076,134	9,687,738,251
Intangible assets	16	38,122,918	43,427,703	23,309,975	25,386,660
Deposits for lease of land, building and equipment		163,942,873	158,876,145	96,013,985	96,061,215
Deferred tax assets	30	29,500,911	61,498,986	-	32,698,867
Other non-current assets	17	106,291,486	114,575,780	9,477,488	4,659,209
Total non-current assets		19,794,757,524	19,252,512,726	15,796,186,792	16,346,700,578
Total assets		22,450,212,790	21,214,716,418	17,536,482,138	17,235,937,214

The accompanying notes from an integral part of the financial statements.

Statement of financial position (continued)

The Erawan Group Public Company Limited and its Subsidiaries

Liabilities and equity	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2021	2020	2021	2020

(in Baht)

Current liabilities

Short-term borrowings from

financial institutions 18 690,000,000 1,410,000,000 450,000,000 1,400,000,000

Trade accounts payable 6, 19 142,675,898 144,665,333 71,077,744 70,083,684

Current portion of long-term borrowings

from financial institutions 18 105,488,003 725,889,912 - 269,518,103

Current portion of lease liabilities 18 72,673,223 73,523,380 414,428 1,093,272

Income tax payable 229,394 523,854 - -

Other current liabilities 6,20 477,931,854 457,741,178 211,587,552 203,425,880

Total current liabilities 1,488,998,372 2,812,343,657 733,079,724 1,944,120,939

Non-current liabilities

Long-term loans from related parties 6, 18 - - 42,833,663 174,114,538

Long-term borrowings from financial

institutions 18 10,355,920,457 10,551,032,535 7,200,837,859 7,676,837,859

Lease liabilities 18 3,703,007,105 3,704,774,674 1,804,691,376 1,785,215,349

Deposits from lessees 27,091,845 29,447,276 3,100,569 3,100,569

Deferred income 21 4,216,867 6,240,963 4,216,867 6,240,963

Deferred tax liabilities 30 606,823,165 52,292,319 293,219,541 -

Non-current provisions

for employee benefits 22 134,556,500 130,026,412 76,663,986 69,815,605

Other non-current liabilities 106,879,369 - 87,278,820 -

Total non-current liabilities 14,938,495,308 14,473,814,179 9,512,842,681 9,715,324,883

Total liabilities 16,427,493,680 17,286,157,836 10,245,922,405 11,659,445,822

The accompanying notes from an integral part of the financial statements.

Statement of financial position (continued)

The Erawan Group Public Company Limited and its Subsidiaries

Liabilities and equity	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2021	2020	2021	2020

(in Baht)

Equity

Share capital	23				
Authorised share capital		4,891,207,330	2,788,664,866	4,891,207,330	2,788,664,866
Issued and paid-up share capital		4,531,559,733	2,517,533,185	4,531,559,733	2,517,533,185
Shares premium on ordinary shares	23	909,993,447	909,993,447	909,993,447	909,993,447
Retained earnings					
Appropriated					
Legal reserve	24	271,330,000	271,330,000	271,330,000	271,330,000
Unappropriated (deficit)		(1,758,931,131)	247,336,137	155,122,397	1,877,621,505
Other components of equity		2,058,108,048	(133,448,042)	1,422,554,156	13,255
Equity attributable to owners					
of the parent		6,012,060,097	3,812,744,727	7,290,559,733	5,576,491,392
Non-controlling interests	14	10,659,013	115,813,855	-	-
Total equity		6,022,719,110	3,928,558,582	7,290,559,733	5,576,491,392
 Total liabilities and equity		 22,450,212,790	 21,214,716,418	 17,536,482,138	 17,235,937,214

The accompanying notes from an integral part of the financial statements.

Statement of comprehensive income

The Erawan Group Public Company Limited and its Subsidiaries

	Note	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		2021	2020	2021	2020

(in Baht)

Revenues

Revenues from hotel operations	6	1,414,711,758	2,179,942,521	538,781,250	984,861,046
Rental of units in buildings and service income	6	70,774,481	126,067,063	9,771,906	71,762,801
Interest income	6	3,071,325	10,328,407	42,975,855	40,685,015
Gain on sale of investment in a subsidiary	12	75,581,763	-	-	-
Other income	6, 15, 26	77,118,178	32,123,575	61,791,983	33,804,099
Total revenues		1,641,257,505	2,348,461,566	653,320,994	1,131,112,961

Expenses

Cost of hotel operations	6	1,241,420,037	1,409,589,576	539,591,945	674,588,440
Cost of rental of units in buildings and services	6	42,739,780	55,018,737	-	32,424,792
Depreciation and amortisation		935,660,610	1,012,017,602	469,928,730	496,274,843
Selling expenses		161,693,959	192,788,778	84,786,517	94,807,075
Administrative expenses	6	753,035,442	812,156,878	398,514,483	420,177,650
Loss on impairment of non-financial assets	11, 12, 15	104,671,885	92,500,000	455,552,183	278,449,969
Total expenses		3,239,221,713	3,574,071,571	1,948,373,858	1,996,722,769

Loss from operating activities		(1,597,964,208)	(1,225,610,005)	(1,295,052,864)	(865,609,808)
Loss on impairment of financial assets	6, 8	(162,593)	(37,609,965)	(114,819,875)	(145,628,454)
Finance costs	6, 29	(521,065,473)	(536,117,916)	(345,149,677)	(359,135,601)
Share of profit (loss) of associates accounted for using equity method	11	9,476,116	(18,375,985)	-	-
Loss before income tax expense		(2,109,716,158)	(1,817,713,871)	(1,755,022,416)	(1,370,373,863)
Tax income (expense)	30	(45,655,797)	39,131,352	29,653,062	17,591,141
Loss for the year		(2,155,371,955)	(1,778,582,519)	(1,725,369,354)	(1,352,782,722)

The accompanying notes from an integral part of the financial statements.

Statement of comprehensive income (continued)

The Erawan Group Public Company Limited and its Subsidiaries

	Note	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		2021	2020	2021	2020

(in Baht)

Other comprehensive income					
<i>Items that will be reclassified subsequently to profit or loss</i>					
Exchange differences on					
translating financial statements		49,622,696	42,910,914	-	-
Total items that will be reclassified subsequently to profit or loss		49,622,696	42,910,914	-	-
<i>Items that will not be reclassified to profit or loss</i>					
<i>Gain (loss) on investments in equity instruments</i>					
designated at fair value through other					
comprehensive income		19,324	(395,376)	14,461	(295,888)
Loss on remeasurements of defined benefit plans	22	(38,879)	(2,321,194)	-	(4,108,723)
Gain from land revaluation	3	2,749,119,753	-	1,780,968,156	-
Income tax relating to items that will not be reclassified to profit or loss	30	(563,839,121)	464,239	(356,193,632)	821,745
Total items that will not be reclassified to profit or loss		2,185,261,077	(2,252,331)	1,424,788,985	(3,582,866)
Other comprehensive income (expense) for the year, net of tax		2,234,883,773	40,658,583	1,424,788,985	(3,582,866)
Total comprehensive income (expense) for the year		79,511,818	(1,737,923,936)	(300,580,369)	(1,356,365,588)
Loss attributable to:					
Owners of Company		(2,050,217,113)	(1,715,256,349)	(1,725,369,354)	(1,352,782,722)
Non-controlling interests	14	(105,154,842)	(63,326,170)	-	-
		(2,155,371,955)	(1,778,582,519)	(1,725,369,354)	(1,352,782,722)
Total comprehensive income (expense) attributable to:					
Owners of Company		184,666,660	(1,674,598,580)	(300,580,369)	(1,356,365,588)
Non-controlling interests	14	(105,154,842)	(63,325,356)	-	-
		79,511,818	(1,737,923,936)	(300,580,369)	(1,356,365,588)
Loss per share (in Baht)	31				
Basic loss per share		(0.5628)	(0.6813)	(0.4736)	(0.5373)
Diluted loss per share		(0.5628)	(0.6813)	(0.4736)	(0.5373)

The accompanying notes from an integral part of the financial statements.

Statement of changes in equity

The Erawan Group Public Company Limited and its Subsidiaries

	Note	Consolidated financial statements											
		Issued and paid-up share capital	Share premium on ordinary shares	Employee stock options	Retained earnings		Other components of equity				Equity attributable to owners of the parent	Non-controlling interests	Total equity
					Legal reserve	Unappropriated	Translation reserve	Fair value reserve	Land revaluation reserve	Total other components of equity			
(in Baht)													
Year ended 31 December 2020													
Balance at 1 January 2020		2,517,533,185	909,993,447	11,505,895	271,330,000	2,125,756,256	(176,447,759)	484,179	-	(175,963,580)	5,660,155,203	179,139,211	5,839,294,414
Transactions with owners, recorded directly in equity													
Contributions by and distributions to owners of the parent													
Employee stock options		-	-	(11,505,895)	-	14,921,161	-	-	-	-	3,415,266	-	3,415,266
Dividends to owners of the Company	32	-	-	-	-	(176,227,162)	-	-	-	-	(176,227,162)	-	(176,227,162)
Total contribution by and distributions to owners of the parent		-	-	(11,505,895)	-	(161,306,001)	-	-	-	-	(172,811,896)	-	(172,811,896)
Comprehensive income (expense) for the year													
Loss		-	-	-	-	(1,715,256,349)	-	-	-	-	(1,715,256,349)	(63,326,170)	(1,778,582,519)
Other comprehensive income (expense)		-	-	-	-	(1,857,769)	42,910,914	(395,376)	-	42,515,538	40,657,769	814	40,658,583
Total comprehensive income (expense) for the year		-	-	-	-	(1,717,114,118)	42,910,914	(395,376)	-	42,515,538	(1,674,598,580)	(63,325,356)	(1,737,923,936)
Balance at 31 December 2020		2,517,533,185	909,993,447	-	271,330,000	247,336,137	(133,536,845)	88,803	-	(133,448,042)	3,812,744,727	115,813,855	3,928,558,582

The accompanying notes from an integral part of the financial statements.

Statement of changes in equity (continued)

The Erawan Group Public Company Limited and its Subsidiaries

		Consolidated financial statements											
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Employee stock options	Retained earnings		Other components of equity				Equity attributable to owners of the parent	Non-controlling interests	Total equity
					Legal reserve	Unappropriated	Translation reserve	Fair value reserve	Land revaluation reserve	Total other components of equity			
(in Baht)													
Year ended 31 December 2021													
Balance at 1 January 2021		2,517,533,185	909,993,447	-	271,330,000	247,336,137	(133,536,845)	88,803	-	(133,448,042)	3,812,744,727	115,813,855	3,928,558,582
Transactions with owners, recorded directly in equity													
Contributions by and distributions to owners of the parent													
Issue of ordinary shares	23	2,014,026,548	-	-	-	-	-	-	-	-	2,014,026,548	-	2,014,026,548
Total contribution by and distributions to owners of the parent		2,014,026,548	-	-	-	-	-	-	-	-	2,014,026,548	-	2,014,026,548
Changes in ownership interests in subsidiaries													
Sale of interest in a subsidiary with a change in control		-	-	-	-	41,108,759	-	-	(41,108,759)	(41,108,759)	-	-	-
Total changes in ownership interests in subsidiaries		-	-	-	-	41,108,759	-	-	(41,108,759)	(41,108,759)	-	-	-
Total transactions with owners, recorded directly in equity		2,014,026,548	-	-	-	41,108,759	-	-	(41,108,759)	(41,108,759)	2,014,026,548	-	2,014,026,548
Comprehensive income (expense) for the year													
Loss		-	-	-	-	(2,050,217,113)	-	-	-	-	(2,050,217,113)	(105,154,842)	(2,155,371,955)
Other comprehensive income (expense)	3, 15	-	-	-	-	(29,160)	49,622,696	19,324	2,185,270,913	2,234,912,933	2,234,883,773	-	2,234,883,773
Total comprehensive income (expense) for the year		-	-	-	-	(2,050,246,273)	49,622,696	19,324	2,185,270,913	2,234,912,933	184,666,660	(105,154,842)	79,511,818
Transfer to retained earnings (deficit)		-	-	-	-	2,870,246	-	-	(2,248,084)	(2,248,084)	622,162	-	622,162
Balance at 31 December 2021		4,531,559,733	909,993,447	-	271,330,000	(1,758,931,131)	(83,914,149)	108,127	2,141,914,070	2,058,108,048	6,012,060,097	10,659,013	6,022,719,110

The accompanying notes form an integral part of the financial statements.

The Erawan Group Public Company Limited and its Subsidiaries

The accompanying notes form an integral part of the financial statements.

Statement of changes in equity (continued)
The Erawan Group Public Company Limited and its Subsidiaries

	Separate financial statements							
	Issued and paid-up share capital	Share premium on ordinary shares	Employee stock options	Retained earnings		Other components of equity		
				Legal reserve	Unappropriated	Fair value reserve	Land revaluation reserve	Total other components of equity
Year ended 31 December 2021								
Balance at 1 January 2021	2,517,533,185	909,993,447	-	271,330,000	1,877,621,505	13,255	-	13,255
								5,576,491,392
Transactions with owners, recorded directly in equity								
Contributions by and distributions to owners of the parent								
Issue of ordinary shares	23 2,014,026,548	-	-	-	-	-	-	-
								2,014,026,548
Total contribution by and distributions to owners of the parent	2,014,026,548	-	-	-	-	-	-	-
Comprehensive income (expense) for the year								
Loss	-	-	-	-	(1,725,369,354)	-	-	-
Other comprehensive income	3,15 -	-	-	-	-	14,461	1,424,774,524	1,424,788,985
								1,424,788,985
Total comprehensive income (expense) for the year	-	-	-	-	(1,725,369,354)	14,461	1,424,774,524	1,424,788,985
								(300,580,369)
Transfer to retained earnings (deficit)	-	-	-	-	2,870,246	-	(2,248,084)	(2,248,084)
								622,162
Balance at 31 December 2021	4,531,559,733	909,993,447	-	271,330,000	155,122,397	27,716	1,422,526,440	1,422,554,156
								7,290,559,733

(in Baht)

The accompanying notes from an integral part of the financial statements.

Statement of cash flows

The Erawan Group Public Company Limited and its Subsidiaries

	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	2021	2020	2021	2020
<i>(in Baht)</i>				
Cash flows from operating activities				
Loss for the year	(2,155,371,955)	(1,778,582,519)	(1,725,369,354)	(1,352,782,722)
<i>Adjustments to reconcile loss to cash receipts (payments)</i>				
Income tax	45,655,797	(39,131,352)	(29,653,062)	(17,591,141)
Finance costs	521,065,473	536,117,916	345,149,677	359,135,601
Depreciation and amortisation	935,660,610	1,012,017,602	469,928,730	496,274,843
Difference from reduction of lease payment	(21,602,583)	15,483,404	(11,795,541)	12,564,115
Provisions for employee benefits	14,056,441	14,248,539	8,842,440	8,194,384
Share-based payment	-	3,415,266	-	3,415,266
Share of (profit) loss of associates accounted for using equity method	(9,476,116)	18,375,985	-	-
Loss on impairment of financial assets and non-financial assets	104,834,478	130,109,965	570,372,058	424,078,423
Gain from sale of investment in a subsidiary	(75,581,763)	-	-	-
Gain on disposal of property, plant and equipment	(22,379,539)	(1,054,005)	(18,567,668)	(1,678,615)
Loss on non-refundable withholding tax deducted at source	1,685,733	318,193	-	-
Recognised rental deposits and deferred income to income	(2,044,261)	(2,369,052)	(2,024,096)	(2,309,613)
Interest income	(3,071,325)	(10,328,407)	(42,975,855)	(40,685,015)
	(666,569,010)	(101,378,465)	(436,092,671)	(111,384,474)
Changes in operating assets and liabilities				
Trade accounts receivable	(24,055,086)	70,456,141	(12,942,416)	25,251,985
Inventories	6,239,719	6,161,213	995,895	387,752
Value added tax refundable	(24,884,486)	(15,922,268)	-	-
Other current assets	23,336,839	27,462,071	(12,126,352)	(5,162,301)
Deposits for lease of land, building and equipment	(2,758,906)	5,841,691	47,230	5,593,958
Other non current assets	22,349,645	4,519,033	678,716	(1,067,056)
Trade accounts payable	180,474	(89,160,103)	994,060	(46,433,909)
Employee benefits paid	(9,596,489)	(10,577,624)	(1,994,059)	(9,254,028)
Other current liabilities	56,176,230	(335,837,149)	53,324,662	(252,258,751)
Deposits from lessees	(2,293,867)	(13,868,566)	-	(36,746,403)
Net cash generated used in operating	(621,874,937)	(452,304,026)	(407,114,935)	(431,073,227)
Income tax paid	(11,844,024)	(83,483,475)	(5,496,995)	(28,084,254)
Net cash used in operating activities	(633,718,961)	(535,787,501)	(412,611,930)	(459,157,481)

The accompanying notes from an integral part of the financial statements.

Statement of cash flows (continued)

The Erawan Group Public Company Limited and its Subsidiaries

		Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		Note	2021	2020	2021
(in Baht)					
<i>Cash flows from investing activities</i>					
Investments in associates	11	9,731,286	13,059,576	9,731,286	13,059,576
Payment for investments in subsidiaries	12	-	-	(800,000,000)	-
Proceed from sale of investment in a subsidiary	12	530,998,000	-	548,187,583	-
Long-term loans to related parties		-	-	(602,788,098)	(663,124,234)
Proceeds from repayment of long-term loans to related parties		-	-	783,584,645	133,042,573
Acquisition of property, plant and equipment		(595,000,936)	(614,221,729)	(39,515,436)	(116,273,553)
Acquisition of intangible assets		(7,856,552)	(14,922,473)	(5,794,393)	(12,049,339)
Proceeds from sales property, plant and equipment		405,355,815	3,126,920	394,318,687	3,059,548
Interest received		3,214,493	10,769,864	42,293,955	39,587,335
Net cash from (used in) investing activities		346,442,106	(602,187,842)	330,018,229	(602,698,094)
<i>Cash flows from financing activities</i>					
Proceeds from short-term borrowings from financial institutions		1,080,000,000	2,350,000,000	850,000,000	2,340,000,000
Repayment of short-term borrowings from financial institutions		(1,800,000,000)	(1,800,000,000)	(1,800,000,000)	(1,800,000,000)
Proceeds from long-term loans from related parties		-	-	3,727,171	30,936,438
Repayment of long-term loans from related parties		-	-	(134,558,684)	(87,831,837)
Proceeds from long-term borrowings from financial institutions		472,082,500	2,080,683,500	-	1,698,250,000
Repayment of long-term borrowings from financial institutions		(1,328,722,000)	(129,656,026)	(748,000,000)	(65,188,750)
Payment of lease liabilities		(240,353,176)	(196,035,976)	(52,240,264)	(52,291,714)
Proceeds from exercises of share options		2,014,026,548	-	2,014,026,548	-
Dividends paid to owners of the Company		-	(176,227,162)	-	(176,227,162)
Finance costs		(318,716,103)	(343,350,811)	(218,047,560)	(244,244,968)
Net cash from (used in) financing activities		(121,682,231)	1,785,413,525	(85,092,789)	1,643,402,007

The accompanying notes from an integral part of the financial statements.

Statement of cash flows (continued)

The Erawan Group Public Company Limited and its Subsidiaries

	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	2021	2020	2021	2020

(in Baht)

Net increase (decrease) in cash and cash equivalents

before effect of exchange rates (408,959,086) 647,438,182 (167,686,490) 581,546,432

Effect of exchange rate changes on cash and

cash equivalents 28,469,810 6,249,122 - -

Net increase (decrease) in cash and cash equivalent

(380,489,276) 653,687,304 (167,686,490) 581,546,432

Cash and cash equivalents at 1 January

1,622,576,156 968,888,852 809,562,343 228,015,911

Cash and cash equivalents at 31 December

1,242,086,880 1,622,576,156 641,875,853 809,562,343

Non-cash transactions

Acquisition of building and equipment, and intangible

assets for which payment had not yet been made 28,088,865 11,416,257 3,924,200 4,044,964

The accompanying notes from an integral part of the financial statements.

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Notes to the financial statements

The Erawan Group Public Company Limited and its Subsidiaries

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 22 February 2022.

1 General information

The Erawan Group Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in June 1994. The Company’s registered office at 2 Sukhumvit Road, Klong Toey Subdistrict, Klong Toey District, Bangkok. The Company has 15 branches in Bangkok, Chonburi, Phuket, Suratthani, Prachuap Khiri Khan and Krabi.

The principal businesses of the Company are engaged as a holding company with investments in various companies, engaged in hotel business, and in building rental business. Details of the Company’s associates and subsidiaries as at 31 December 2021 and 2020 are given in note 11 and 12.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

The Group has applied practical expedients on COVID-19 related rent concessions on TFRS 16 Leases which is effective for reporting period beginning on or after 1 June 2020 (*31 December 2020: the Group applied accounting guidance on temporary accounting relief measures for additional accounting options in response to impact from the situation of COVID-19 related to the lease modifications*).

The Group has changed its accounting policy regarding the subsequent measurement of land from cost model to revaluation model which the impact from the change in accounting policy is disclosed in note 3.

3 Change in accounting policy

From 1 June 2021, the Group has changed the accounting policy regarding the subsequent measurement of land from cost model to fair value model prospectively. The Management considered that the fair value method is more appropriate to present value of its land.

The fair value of land of the Group and the Company as at 1 June 2021 amounting to Baht 5,147.42 million and Baht 2,737.34 million, respectively, was appraised by an independent valuer, at open market values on an existing use basis, and was categorised as Level 3 fair value. As a result, the Group and the Company recognised an increase in land presented as

part of property, plant and equipment in the consolidated and separate statement of financial position of Baht 2,749.12 million and Baht 1,780.97 million, respectively. Gain on revaluation of land is recognised in the consolidated and separate statement of comprehensive income for the year ended 31 December 2021 at the same amount. Land revaluation reserve is presented as part of other components of equity in the statement of financial position.

4 Significant accounting policies

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates.

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

The Group recognised investments in associates using the equity method in the initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the include the Group’s dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence ceases.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with associates are eliminated against the investment to the extent of the Group’s interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investments in subsidiaries and associates

Investments in subsidiaries and associates in the separate financial statements of the Company are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group’s right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the weighted average method. Gains and losses on disposal of the investments are recognised in profit or loss.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of Group entities at exchange rates at the dates of transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transaction.

Foreign exchange differences are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment.

When a foreign operation is disposed of in its entirety or partially such that control, is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the translation reserve in equity until disposal of the investment.

(d) Financial instruments

(d.1) Classification and measurement

Other financial assets and financial liabilities (except trade accounts receivables (see note 4(f)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value, taking into account for transaction costs that are directly attributable to its acquisition or issue of the securities, except for financial assets and financial liabilities measured at FVTPL, which are initially and subsequently measured at fair value, and any transaction costs that are directly attributable to its acquisition or issue of the securities are recognised in profit or loss.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Debt investments measured at FVOCI are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and expected credit loss are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividends income are recognised as income in profit or loss on the date on which the Group's right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, debt investments measured at FVOCI, lease receivables, and loan commitments issued which are not measured at FVTPL.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(d.4) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.5) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(e) Cash and cash equivalents

Cash and cash equivalents in the statements of cash flows comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition.

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost principle, and comprises all costs of purchase or other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Non-current assets classified as held for sale

Non-current assets are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than through continuing use. Such assets are measured at the lower of their carrying amount and fair value less cost to sell. Impairment losses on initial classification as held for sale and subsequent gains and losses on remeasurement are recognised in profit or loss.

Once classified as held for sale, plant and equipment are no longer amortised or depreciated.

(i) Property, plant and equipment

Plant and equipment are measured at cost less accumulated depreciation and impairment losses except for land which are measured at their revalued amounts. The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation less any subsequent impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss. When there is a disposal of revalued assets, the amount recognised in revaluation reserve is reclassified to retained earnings.

Revalued assets

Revaluations of assets are performed by independent professional valuers with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date. Any increase in value, on revaluation, is recognised in other comprehensive income and presented in the "revaluation reserve" in other components of equity. A decrease in value is recognised in profit or loss to the extent it exceeds the revaluation reserve previously recognised in other comprehensive income in respect of the same asset. Upon disposal of a revalued asset, any remaining related revaluation reserve is transferred directly to retained earnings and is not taken into account in calculating the gain or loss on disposal.

Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Building and improvements	5 - 40	years
Furniture, fixtures and equipment	5 - 10	years
Vehicles	5	years

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

Hotel operating equipment consists of linen, crockery, glass, silver and kitchen utensils purchased to meet the normal requirements of the hotel operations have been regarded as a base stock and subsequent purchases are expended when incurred.

(j) Intangible assets

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	5 - 10	years
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Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(k) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero. However, for leases of land and building that received COVID-19 related rent concessions and the Group elected not to assess that the rent concessions are lease modification.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of rental income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as rental income in the accounting period in which they are earned.

(I) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(m) Employee benefits

Defined contribution plans

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed regularly by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(n) Share-based payments

The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

(o) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(p) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(q) Revenue

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts.

Revenue for rendering of services is recognised over time as the services are provided. The related costs are recognised in profit or loss when they are incurred.

Revenue from hotel operations

Hotel revenues from room, food and beverages and other services are recognised when the rooms are occupied, food and beverages are sold and the services are rendered.

Customer loyalty programme

The consideration received are allocated based on the relative stand-alone selling price of the products and the loyalty points. The amount allocated to the loyalty points is recognised as contract liabilities and revenue is recognised when loyalty points are redeemed or the likelihood of the customer redeeming the loyalty points becomes remote. The stand-alone selling prices of the points is estimated based on discount provided to customers and the likelihood that the customers will redeem the points, and the estimate shall be reviewed at the end of the reporting period.

(r) Other income

Other income comprises dividend and interest income from investments and bank deposits. Dividend income is recognised in profit or loss on the date the Group's right to receive payments is established. Interest income is recognised in profit or loss as it accrues.

(s) Deferred income

The Company recognised deferred rental income as income on a straight-line basis over the term of the lease.

(t) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(u) Losses per share

Basic losses per share is calculated by dividing the loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held. Diluted losses per share is determined by adjusting the loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprise convertible notes and share options granted to employees.

(v) Segment reporting

Segment results that are reported to the Group's the chief operating decision maker include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly assets of the Company's headquarters, head office expenses, and tax assets and liabilities.

5 Impact of COVID-19 pandemic

Due to uncertainty of the situation in 2020, the Group and the Company applied accounting guidance on temporary accounting relief measures for additional accounting options in response to impact from the situation of COVID-19 in preparing the financial statements for the year ended 31 December 2020 by excluding COVID-19 situation in related with impairment of assets, lease modifications and deferred tax assets. As the accounting guidance already expired on 31 December 2020, the Group and the Company has adjusted the value of related assets in 2021 in accordance with the financial reporting standards.

In 2021, COVID-19 pandemic is still on going. Travel restrictions and implementation of measures to reduce the spread of the pandemic affect the Group's total revenue and operating results. The Group has implemented policies and procedures to manage liquidity risk, for example, rescheduling the repayment of loan principal and interest with financial institutions. On 31 December 2021, there has been an increase in domestic vaccination rate. The government has relaxed COVID-19 pandemic measures including opening the country to admit international tourists. The Group's management has closely monitored the situation and continually planned action to minimise the impact of the situation to the operations of the Group.

6 Related parties

A related party is a person or entity that has direct or indirect control has significant influence over the financial and managerial decision-making of the Group; a person or entity that are under common control or under the same significant influence as the Group or the Group has direct or indirect control or has significant influence over the financial and managerial decision-making of a person or entity.

Relationships with subsidiaries and associates and joint ventures are described in notes 11 and 12. Other related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationships
Rajprasong Square Co., Ltd.	Thailand	Related company, 23.29% direct shareholding
Chai Talay Hotel Co., Ltd.	Thailand	Related company, director is closed relative to the Company's director
Mitr Phol Sugar Co., Ltd.	Thailand	Related company, some common directors
Banpu Public Company Limited	Thailand	Related company, some common directors
The Syndicate of Thai Hotels & Tourists Enterprises Ltd.	Thailand	Related company, some common directors and 26.36% shareholding in a subsidiary of the Company
Kiatnakin Bank Public Company Limited	Thailand	Related company, some common directors
Sushi Ichi (Thailand) Co., Ltd.	Thailand	Related company, some common directors
Kuppadeli Co., Ltd	Thailand	Related company, some common directors
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group

Significant transactions for the years ended 31 December with related parties were as follows:

Significant transactions with related parties Year ended 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Subsidiaries				
Interest income	-	-	41,897	39,934
Utility income	-	-	-	846
Other service income	-	-	18,807	18,772
Expenses relating to short-term leases	-	-	-	8,437
Service expenses	-	-	-	6,113
Interest expenses	-	-	3,761	7,136
Associates				
Lease payment	72,500	72,500	-	-
Interest on lease liabilities	18,430	20,651	-	-
Management fee	740	740	740	740
Other related parties				
Revenue from hotel operations	2,713	3,854	1,641	1,952
Rental of units in buildings and services income	1,158	2,547	-	1,970
Utility income	905	1,102	685	1,102
Lease payment under rental agreement and memorandum	56,247	14,120	-	-
Interest on lease liabilities	8,913	9,204	-	-
Key management personnel				
Short-term employee benefits	40,302	48,057	34,422	39,662
Post-employment benefits	1,014	1,087	1,014	1,087
Total key management personnel compensation	41,316	49,144	35,436	40,749

Balances as at 31 December with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Trade accounts receivable				
Other related parties	332	773	119	219
Other receivables				
Subsidiaries	-	-	31,552	20,336
Other current asset				
Other related parties	28,124	-	-	-

Movements during the years period ended 31 December of loans to related parties were as follows:

Loans to	Interest rate At 31 December	Separate financial statements			
		At 1 January	Increase	Decrease	At 31 December
	(% per annum)	(in thousand Baht)			
2021					
Subsidiaries	2.91	1,161,114	603,504	(783,585)	981,033
Less allowance for expected credit loss		(118,239)			(231,831)
Net		1,042,875			749,202
2020					
Subsidiaries	3.32	629,968	664,188	(133,042)	1,161,114
Less allowance for expected credit loss		-			(118,239)
Net		629,968			1,042,875

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Expected credit losses of loans to related parties for the year	-	-	113,592	118,239
<i>Trade accounts payable</i>				
Subsidiaries	-	-	484	257
<i>Other payables</i>				
Subsidiaries	-	-	2,593	1,555
<i>Lease liabilities</i>				
Associate	426,103	480,173	-	-
Other related party	185,602	176,689	-	-
	611,705	656,862	-	-
<i>Deposits</i>				
Other related party	1,316	1,637	669	1,316

Movement during the years ended 31 December of loans from related parties were as follows:

Loans from	Interest rate	Separate financial statements			
	At 31 December	At 1 January	Increase	Decrease	At 31 December
	(% per annum)	(in thousand Baht)			
2021					
Long-term loans					
Subsidiaries	1.35, 2.75	174,115	3,727	(135,008)	42,834
2020					
Long-term loans					
Subsidiaries	3.32, 3.38	231,252	30,883	(88,020)	174,115

Significant agreements with related parties

Long-term asset lease agreements

Erawan Hotel Public Company Limited

On 9 November 1987, Erawan Hotel Public Company Limited, a subsidiary, entered into an agreement with a related company to lease land for a term of 30 years up to the 1 July 2021, could be extended for further period subject to certain conditions in the agreement.

On 12 October 2015, the subsidiary submitted a proposal to renew the lease agreement in accordance with the process for renewal as required. On 1 July 2019, the subsidiary was approved by the related party to renew the land and building lease agreement for another period of 20 years. On 1 August 2021, according to the conditions in the original lease agreement, the subsidiary transferred the ownership of buildings, building improvements as well as equipment, furniture and tools necessary for hotel operations to the related party.

As at 31 December 2021, the subsidiary is still in the process of negotiation and preparation of a draft of a new agreement with the related party and other agencies involved in the process. Due to the COVID-19 pandemic, government agencies and private entities are facing difficulties during the renewal process which required a longer period of time than expected to consider terms and conditions of a new lease agreement. On 28 June 2021, the subsidiary and the related party agreed under the Memorandum of Agreement ("the MOA") to grant the right to the subsidiary to operate and manage hotel. The subsidiary committed to fulfill responsibilities under the original lease agreement. During the lease renewal process, the subsidiary agreed to pay compensation for assets utilisation for a period of 1 year from 2 July 2021 to 1 July 2022 at the rate specified in the MOA and deposited the payment to the Deposit of Property Office. The MOA will be effective from 2 July 2021 and will be expired upon signing a new lease agreement. Once the new agreement is signed, the subsidiary and the related party agreed that the lease term will be 20 years from 2 July 2021 to 1 July 2041.

Erawan Growth Management Company Limited

On 27 March 2013, Erawan Growth Management Company Limited, a subsidiary, entered into a lease agreement with Erawan Hotel Growth Property Fund, an associate, to lease the land, buildings, infrastructures, furniture, equipment and facilities of IBIS Hotels at Patong and Pattaya, for a period of three years. The counter parties have a right to extend the agreements for five times by notice in advance at least 60 days before expiration. The lease agreements can be extended for further periods of three years each time for the first to the fourth extension and can be extended not more than four months for the fifth time with a fixed rental fee and variable rental fee in accordance with the conditions stipulated in the agreement. Furthermore, the mentioned subsidiary agreed to guarantee the minimum rental income that the Fund shall be received from the subsidiary over the period of 4 years from the lease agreement date. The guaranteed income is Baht 111.5 million per year, totaling Baht 446 million. If the subsidiary cannot pay any shortfall in the guaranteed income, the Company shall provide financial support to the subsidiary to the extent of such shortfall. The lessee does not have an option to repurchase the leased assets under the agreement.

On 31 March 2016, Erawan Growth Management Company Limited, a subsidiary, entered into a new lease agreement with Erawan Hotel Growth Property Fund to lease the land, buildings, infrastructures, furniture, equipment and facilities of IBIS Hotels at Patong and Pattaya, for a period of three years. The counter parties have a right to extend the agreements for fourth times by notice in advance at least 60 days before expiration. The lease agreements can be extended for further periods of three years each time for the first to the third extension and can be extended not more than four months for the fourth time with a fixed rental fee and variable rental fee in accordance with the conditions stipulated in the agreement. After the counter party exercise its option to renew the agreement for three times, the counter party has a right to negotiate for extending the right to renew the agreement additional to the aforesaid terms within 31 March 2027 subject to the condition stipulated in the agreement.

Loan to and loan from related parties agreements

The Company entered into loan to agreements with 4 subsidiaries and loan from agreements with 4 subsidiaries in forms of promissory notes which bore interest as stated in the promissory notes. These loans are repayable at call. At 31 December 2021, the Company and subsidiaries has agreed not to call loans within one year. Therefore, loan to subsidiaries and loan from subsidiaries are classified as non-current assets and non-current liabilities, respectively.

Management has considered impairment and assessed the allowance for of expected credit loss of loan to a subsidiary. As a result, the Company recognised expected credit loss of loan of Baht 113.6 million in the separate statement of comprehensive income for the year ended 31 December 2021.

7 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Cash on hand	8,577	8,883	2,998	3,099
Cash at banks	668,248	915,494	177,941	456,331
Highly liquid short-term investments	565,262	698,199	460,937	350,132
Total	1,242,087	1,622,576	641,876	809,562

8 Trade accounts receivable

At 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
With credit terms				
Overdue:				
Less than 3 months	92,062	62,413	44,837	22,507
3 - 6 months	2,799	8,781	8	8,078
6 - 12 months	1,389	43,231	623	31,226
More than 12 months	43,018	1,413	29,313	28
Total	139,268	115,838	74,781	61,839
Less allowance for expected credit loss	(39,414)	(39,251)	(29,284)	(28,057)
Net	99,854	76,587	45,497	33,782

Allowance for expected credit loss	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
At 1 January	(39,251)	(1,641)	(28,057)	(667)
Additions	(163)	(37,610)	(1,227)	(27,390)
At 31 December	(39,414)	(39,251)	(29,284)	(28,057)

Information of credit risk is disclosed in note 33 (b.1).

9 Inventories

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Food and beverage	26,131	32,771	6,742	7,563
Operating supplies	9,402	9,637	82	81
Others	3,773	3,799	163	339
Total	39,306	46,207	6,987	7,983

10 Other current assets

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Prepaid expenses	56,615	32,377	10,700	14,136
Other receivables	3,087	3,912	31,566	20,336
Others	18,239	11,264	7,735	3,437
Total	77,941	47,553	50,001	37,909

11 Investments in associates

Type of business	Consolidated financial statements										
	Ownership interest		Paid-up capital		Cost		Equity		Fair value of listed security		Dividend income for the year
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	
	(%)		(in million Baht)						(in thousand Baht)		
Associates											
Rajprasong Development Co., Ltd.	48.00	48.00	1.00	1.00	338	338	338	338	-	-	-
Erawan Hotel Growth Property Fund	20.00	20.00	1,500.97	1,549.63	300,194	309,926	47,434	47,689	152,855	149,333	-
Total			300,532	310,264	47,772	48,027			-	-	-

Separate financial statements														
Ownership interest			Paid-up capital		Cost		Impairment		At cost - net		Fair value of listed security		Dividend income for the year	
2021	2020		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
		(%)	(in million Baht)				(in thousand Baht)							
Associates														
48.00	48.00		1.00	1.00	338	338	-	-	338	338	-	-	-	-
20.00	20.00		1,500.97	1,549.63	300,194	309,926	(46,250)	(46,250)	253,944	263,676	152,855	149,333	-	-
Total			300,532	310,264	(46,250)	(46,250)	254,282	264,014						

All associates were incorporated and operate in Thailand.

Fair value of investment in associate has been disclosed by using closing price of listed security. The fair value measurement is determined to be level 2 of the fair value hierarchy identified in TFRS 13 Fair Value Measurement.

During the year ended 31 December 2021 there was no acquisition and disposal of investments in associates.

On 3 February 2021, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 3.50 million on 5 March 2021.

On 30 April 2021, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 3.33 million on 4 June 2021.

On 1 November 2021, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 2.90 million on 3 December 2021.

On 30 January 2020, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 4.59 million on 3 March 2020.

On 30 April 2020, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 5.57 million on 1 June 2020.

On 30 October 2020, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 2.90 million on 1 December 2020.

Associate

The following table summarises the financial information of the associate as included in its own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarised financial information to the carrying amount of the Group's interest in this entity.

	Erawan Hotel Growth Property Fund	
	2021	2020
	<i>(in thousand Baht)</i>	
Income	72,573	72,539
Expenses	(5,236)	(5,569)
Net investments income	67,337	66,970
Net loss from investments	(19,956)	(158,850)
Increase (decrease) in net assets from operations	47,381	(91,880)
Attributable to Group	9,476	(18,376)
Assets	1,317,954	1,319,060
Liabilities	(679)	(509)
Net assets	1,317,275	1,318,551
Group's interest in net assets of investee at 1 January before adjustments	263,710	295,146
Elimination	(216,021)	(216,021)
Group's interest in net assets of investee at 1 January after adjustments	47,689	79,125
Increase (decrease) in net assets from operations		
Attribute to the Group	9,476	(18,376)
Capital reduction	(9,731)	(13,060)
Carrying amount of interest in investee at 31 December	47,434	47,689

12 Investments in subsidiaries

Investments in subsidiaries as at 31 December 2021 and 2020, and dividend income from those investments for the year then ended, were as follows:

Type of business	Separate financial statements											
	Ownership interest		Paid-up capital		Cost		Impairment		At cost - net		Dividend income for the year	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
(%)												
(in thousand Baht)												
Direct subsidiaries												
Erawan Hotel Public Company Limited	73.64	73.64	119.50	119.50	819,710	819,710	-	-	819,710	819,710	-	-
Erawan Chaophraya Company Limited	99.99	99.99	71.00	71.00	68,000	68,000	-	-	68,000	68,000	-	-
Erawan Rajdamri Company Limited	99.99	99.99	450.00	450.00	451,291	451,291	-	-	451,291	451,291	-	-
Erawan Phuket Company Limited	99.99	99.99	2,685.00	2,250.00	2,717,001	2,282,001	(1,635,200)	(1,448,600)	1,081,801	833,401	-	-
Erawan Samui Company Limited	-	99.99	-	330.00	-	376,858	-	-	-	376,858	-	-
Erawan Naka Company Limited	99.99	99.99	26.50	26.50	19,300	19,300	-	-	19,300	19,300	-	-
Property development	99.99	99.99	189.30	189.30	189,300	189,300	-	-	189,300	189,300	-	-
Management service	99.99	99.99	2.00	2.00	2,000	2,000	-	-	2,000	2,000	-	-
Erawan Hop Inn Company Limited	99.99	99.99	2,433.00	2,433.00	2,433,000	2,433,000	-	-	2,433,000	2,433,000	-	-
Erawan Growth Management												
Company Limited	99.99	99.99	185.00	185.00	185,000	185,000	(185,000)	(185,000)	-	-	-	-
Total					6,884,602	6,826,460	(1,820,200)	(1,633,600)	5,064,402	5,192,860	-	-

Type of business	Separate financial statements												
	Country of operation	Ownership Interest		Paid-up capital		Cost		Impairment		At cost - net		Dividend income for the year	
		2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
(%)													
(in thousand Baht)													
Indirect subsidiaries													
Taveesapanan Company Limited	Hotel	Thailand	99.99	99.99	60.00	60.00	-	-	-	-	-	-	-
Erawan Mauritius Limited	Holding company	Mauritius	100.00	100.00	1,582.19	1,510.11	-	-	-	-	-	-	-
Erawan Singapore Pte. Ltd.	Holding company	Singapore	100.00	100.00	1,576.47	1,506.32	-	-	-	-	-	-	-
Erawan Philippines, INC.	Holding company	Philippines	99.99	99.99	1,532.98	1,410.19	-	-	-	-	-	-	-
Erawan Philippines (Ermita), INC.	Hotel	Philippines	99.99	99.99	112.24	112.24	-	-	-	-	-	-	-
Erawan Philippines (Makati), INC.	Hotel	Philippines	99.99	99.99	116.08	116.08	-	-	-	-	-	-	-
Erawan Philippines (Aseana), INC.	Hotel	Philippines	99.99	99.99	110.37	110.37	-	-	-	-	-	-	-
Erawan Philippines (Alabang), INC.	Hotel	Philippines	99.99	99.99	81.28	81.28	-	-	-	-	-	-	-
Erawan Philippines (Quezon City), INC.	Hotel	Philippines	99.99	99.99	205.10	169.82	-	-	-	-	-	-	-
Erawan Philippines (Ortigas), INC.	Hotel	Philippines	99.99	99.99	115.24	115.24	-	-	-	-	-	-	-
Erawan Philippines (Cebu), INC.	Hotel	Philippines	99.99	99.99	720.54	534.58	-	-	-	-	-	-	-
Erawan Philippines (BGC), INC.	Hotel	Philippines	99.99	99.99	10.81	10.81	-	-	-	-	-	-	-
PT. Erawan Indonesia Jakarta	Hotel	Indonesia	99.96	99.96	7.03	7.03	-	-	-	-	-	-	-
							-	-	-	-	-	-	-

Direct Subsidiaries

All direct subsidiaries were incorporated and operate in Thailand.

The increase share of the investment in Subsidiary

On 22 November 2021, Erawan Phuket Company Limited registered the increase of the authorised share capital by issuing 435,000 ordinary shares at a par value of Baht 1,000, totaling Baht 435,000,000 which have been wholly acquired and fully paid by the Company on 18 November 2021.

On 18 November 2021, Erawan Samui Company Limited registered the increase of the authorised share capital by issuing 36,500,000 ordinary shares at a par value of Baht 10, totaling Baht 365,000,000 which have been wholly acquired and fully paid by the Company on 16 November 2021.

Impairment of investments in subsidiaries

Management reviewed and tested impairment of investments in certain subsidiaries in which impairment indicator existed by determining recoverable amount of investments from the value in use of the hotel which is cash-generating unit. The discounted cash flow projections ("DCF") have been prepared using key assumptions with reference to forecasted performance results considering historical data adjusted with projected revenue growth at 9% discount rate.

The recoverable amounts of investments in Erawan Phuket Company Limited and Erawan Samui Company Limited was less than carrying amount. As a result, the Company recognised impairment losses of Baht 186.6 million and Baht 193.7 million, respectively in the separate statement of comprehensive income for the year ended 31 December 2021. (31 December 2020: Impairment loss in Erawan Phuket Company Limited and Erawan Growth Management Company Limited of Baht 211.8 million and Baht 48.2 million, respectively).

The disposal of the investment in a direct subsidiary

At the Company's Board of Directors' meeting held on 26 October 2021, the Board of Directors approved to a disposal of all investment in Erawan Samui Company Limited to a private company. The objectives of such disposals are adhered to the Company's long-term strategy of adjusting the hotel portfolio to focus on investing in the budget hotel segment and increasing the proportion of revenue and profit generated mainly by domestic customers. On 27 October 2021, the Company executed the sale agreement of shares in Erawan Samui Company Limited as approved by the Board. The Company has received all compensation for a total price of Baht 548.2 million and transferred the shares and assets to the buyer on 30 November 2021. Erawan Samui Company Limited is no longer a subsidiary of the Company. The net book value of Erawan Samui Company Limited at disposal date in the consolidated financial statements amount to Baht 472.6 million. The Group recognised land revaluation reserve decrease of Baht 41.1 million and gain on sale of investment of Baht 75.6 million. The Company recognised a reversal of impairment loss in investment of Baht 10.8 million.

Indirect subsidiaries

Taveesapanan Company Limited

As at 31 December 2021, Taveesapanan Company Limited, an indirect subsidiary, has authorised share capital of 6,000,000 ordinary shares at a par value of Baht 10, totaling Baht 60,000,000 and paid-up share capital of Baht 60,000,000 which is 99.99% holding and paid by Erawan Hop Inn Company Limited of Baht 59,999,970.

Erawan Mauritius Limited

As at 31 December 2021, Erawan Mauritius Limited, an indirect subsidiary, has authorised share capital of 48,487,000 ordinary shares at a par value of USD 1, totaling USD 48,487,000 which have been wholly acquired and fully paid of USD 48,487,000 by Erawan Hop Inn Company Limited. During 2021, there was a change in investment in Erawan Mauritius Limited as follow:

On 14 June 2021, Erawan Mauritius Limited registered the increase of the authorised share capital by issuing 2,260,000 ordinary shares at a par value of USD 1, totaling USD 2,260,000 which have been wholly acquired and fully paid by Erawan Hop Inn Company Limited on 23 June 2021.

Erawan Singapore Pte. Ltd.

As at 31 December 2021, Erawan Singapore Pte. Ltd., an indirect subsidiary, has authorised share capital of 48,282,000 ordinary shares at a par value of USD 1, totaling USD 48,282,000 which have been wholly acquired and fully paid of USD 48,282,000 by Erawan Mauritius Limited. During 2021, there was a change in investment in Erawan Singapore Pte. Ltd. as follow:

On 30 June 2021, Erawan Singapore Pte. Ltd., registered the increase of the authorised share capital by issuing 2,200,000 ordinary shares at a par value of USD 1, totaling USD 2,200,000 which have been wholly acquired and fully paid by Erawan Mauritius Limited on 30 June 2021.

Erawan Philippines, INC.

As at 31 December 2021, Erawan Philippines, INC., an indirect subsidiary, has authorised share capital of 2,400,000,000 ordinary shares at a par value of PHP 1, totaling PHP 2,400,000,000 and paid-up share capital of PHP 2,378,776,273 which is 99.99% holding and paid by Erawan Singapore Pte. Ltd. of PHP 2,378,776,267. During 2021, there were changes in investment in Erawan Philippines, INC. as follows:

On 5 February 2021, Erawan Singapore Pte. Ltd., additionally paid for the share capital of Erawan Philippines, INC., totaling PHP 81,685,000.

On 19 July 2021, Erawan Singapore Pte. Ltd., additionally paid for the share capital of Erawan Philippines, INC., totaling PHP 108,900,000.

Erawan Philippines (Ermita), INC.

As at 31 December 2021, Erawan Philippines (Ermita), INC., an indirect subsidiary, has authorised share capital of 161,000,000 ordinary shares at a par value of PHP 1, totaling PHP 161,000,000 and paid-up share capital of PHP 161,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 160,999,994.

Erawan Philippines (Makati), INC.

As at 31 December 2021, Erawan Philippines (Makati), INC., an indirect subsidiary, has authorised share capital of 170,000,000 ordinary shares at a par value of PHP 1, totaling PHP 170,000,000 and paid-up share capital of PHP 170,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 169,999,994.

Erawan Philippines (Aseana), INC.

As at 31 December 2021, Erawan Philippines (Aseana), INC., an indirect subsidiary, has authorised share capital of 160,000,000 ordinary shares at a par value of PHP 1, totaling PHP 160,000,000 and paid-up share capital of PHP 160,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 159,999,993.

Erawan Philippines (Alabang), INC.

As at 31 December 2021, Erawan Philippines (Alabang), INC., an indirect subsidiary, has authorised share capital of 120,000,000 ordinary shares at a par value of PHP 1, totaling PHP 120,000,000 and paid-up share capital of PHP 120,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 119,999,994.

Erawan Philippines (Quezon City), INC.

As at 31 December 2021, Erawan Philippines (Quezon City), INC., an indirect subsidiary, has authorised share capital of 332,000,000 ordinary shares at a par value of PHP 1, totaling PHP 332,000,000 and paid-up share capital of PHP 332,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 331,999,994. During 2021, there was a changes in investment in Erawan Philippines (Quezon City), INC. as follow:

On 25 November 2021, Erawan Philippines, INC. additionally paid for the share capital of Erawan Philippines (Quezon City), INC., totaling PH 54,500,000.

Erawan Philippines (Ortigas), INC.

As at 31 December 2021, Erawan Philippines (Ortigas), INC., an indirect subsidiary, has authorised share capital of 180,000,000 ordinary shares at a par value of PHP 1, totaling PHP 180,000,000 and paid-up share capital of PHP 180,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 179,999,994.

Erawan Philippines (Cebu), INC.

As at 31 December 2021, Erawan Philippines (Cebu), INC., an indirect subsidiary, has authorised share capital of 1,145,000,000 ordinary shares at a par value of PHP 1, totaling PHP 1,145,000,000 and paid-up share capital of PHP 1,145,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 1,144,999,994. During 2021, there was a change in investment in Erawan Philippines (Cebu) INC. as follow:

On 7 October 2021, Erawan Philippines (Cebu) INC. registered the increase of the authorised share capital by issuing 285,000,000 ordinary shares at a par value of PHP 1, totaling PHP 285,000,000 which have been wholly acquired and fully paid by Erawan Philippines INC on 7 October 2021.

Erawan Philippines (BGC), INC.

As at 31 December 2021, Erawan Philippine (BCG), INC., an indirect subsidiary, has authorised share capital of 280,000,000 ordinary shares at a par value of PHP 1, totaling PHP 280,000,000 and paid-up share capital of PHP 17,500,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 17,499,995.

PT. Erawan Indonesia Jakarta

As at 31 December 2021, PT. Erawan Indonesia Jakarta., an indirect subsidiary, has authorised share capital of 4,000 ordinary shares at a par value of USD 95, totaling USD 380,000 and paid-up share capital of USD 218,500 which is 99.96% holding and paid by Erawan Singapore Pte. Ltd. of USD 218,045. This subsidiary is in the process of liquidation according to the approval to dissolve the company from the Board of Directors' meeting on 25 August 2020.

13 Other non-current financial assets

	Equity interest		Consolidated financial statements	
	2021	2020	2021	2020
	(%)		(in thousand Baht)	
<i>Related parties</i>				
Rajprasong Square Co., Ltd.	23.29	23.29	206	206
The Asia Recovery 2 Fund	0.17	0.17	289	270
Total			495	476

	Equity interest		Separate financial statements	
	2021	2020	2021	2020
	(%)		(in thousand Baht)	
<i>Related parties</i>				
Rajprasong Square Co., Ltd.	23.29	23.29	206	206
The Asia Recovery 2 Fund	0.13	0.13	217	202
Total			423	408

14 Non-controlling interests

The following table summarises the information relating to the Group's subsidiary that has a material non-controlling interest.

Erawan Hotel Public Company Limited 31 December		
	2021	2020
	<i>(in thousand Baht)</i>	
Non-controlling interest percentage	26.36%	26.36%
Current assets	234,436	220,017
Non-current assets	928,473	1,033,446
Current liabilities	(370,939)	(528,154)
Non-current liabilities	(751,538)	(285,959)
Net assets	40,432	439,350
Carrying amount of non-controlling interest	10,659	115,814
Revenue	232,321	389,118
Loss	(398,918)	(240,236)
Other comprehensive income	-	3
Total comprehensive income	(398,918)	(240,233)
Loss allocated to non-controlling interest	(105,155)	(63,326)
Other comprehensive income allocated to non-controlling interest	-	1
Cash flows used in operating activities	(165,467)	(106,626)
Cash flows used in investing activities	(8,504)	(19,031)
Cash flows from (used in) financing activities		
<i>((Dividend paid to non-controlling interest: nil (31 December 2020: nil))</i>	155,481	(13,876)
Net decrease in cash and cash equivalents	(18,490)	(139,533)

15 Property, plant and equipment

	Consolidated financial statements								
	Land	Building and improvements	Furniture, fixtures and equipment	Vehicles	Hotel operating equipment	Assets under construction	Right-of-Use land and buildings	Right-of-Use furniture, fixtures and equipment	Total
Cost / revaluation									
At 1 January 2020	2,429,176	16,076,335	2,674,986	49,941	333,391	370,700	-	-	21,934,529
Recognition of right-of-use asset on initial application of TFRS 16	-	-	-	-	-	-	4,807,922	46,239	4,854,161
At 1 January 2020 - as adjusted	2,429,176	16,076,335	2,674,986	49,941	333,391	370,700	4,807,922	46,239	26,788,690
Additions	29,136	312	40,731	462	6,839	505,139	626	-	583,245
Transfers	-	158,463	5,446	(4,089)	-	(163,909)	-	4,089	-
Disposals	-	(86,241)	(74,075)	(6,988)	(2)	-	(11,241)	-	(178,547)
Exchange differences on translating financial statements	-	39,540	2,216	-	378	6,869	26,329	-	75,332
Adjustments from lease assessment	-	-	-	-	-	-	2,483	-	2,483
At 31 December 2020 and 1 January 2021	2,458,312	16,188,409	2,649,304	39,326	340,606	718,799	4,826,119	50,328	27,271,203
Additions	-	4,871	58,060	46	4,615	589,706	24,336	-	681,634
Surplus on revaluation	2,749,120	-	-	-	-	-	-	-	2,749,120
Transfers	-	(1,805,799)	(314,837)	(1,750)	(50,442)	(326,347)	726,473	-	(1,772,702)
Transfer to non-current assets classified as held for sale	(412,410)	(753,739)	(126,966)	(3,894)	(19,265)	-	-	-	(1,316,274)
Disposals	(369,013)	(1,398,449)	(200,852)	(6,680)	(14,339)	-	(22,195)	-	(2,011,528)
Exchange differences on translating financial statements	-	32,368	1,910	-	322	25,626	23,471	-	83,697
Adjustments from lease reassessment	-	-	-	-	-	-	(2,773)	-	(2,773)
At 31 December 2021	4,426,009	12,267,661	2,066,619	27,048	261,497	1,007,784	5,575,431	50,328	25,682,377

(in thousand Baht)

Consolidated financial statements									
	Land	Building and improvements	Furniture, fixtures and equipment	Vehicles	Hotel operating equipment	Assets under construction	Right-of-Use land and buildings	Right-of-Use furniture, fixtures and equipment	Total
<i>(in thousand Baht)</i>									
<i>Accumulated depreciation and impairment losses</i>									
At 1 January 2020	-	5,391,580	1,954,344	42,181	-	-	-	-	7,388,105
Recognition of depreciation of right-of-use asset on initial application of TFRS 16	-	-	-	-	-	-	102,000	-	102,000
At 1 January 2020 - as adjusted	-	5,391,580	1,954,344	42,181	-	-	102,000	-	7,490,105
Depreciation charge for the year	-	570,508	213,527	1,486	-	-	201,827	11,752	999,100
Transfer to assets under construction	-	-	-	-	-	-	20,706	3,532	24,238
Impairment losses	-	-	-	-	-	-	92,500	-	92,500
Disposals	-	(85,677)	(72,261)	(8,923)	-	-	(11,241)	-	(178,102)
Exchange differences on translating financial statements	-	2,285	414	-	-	-	(509)	-	2,190
Depreciation reduced in proportion of rental reduction	-	-	-	-	-	-	15,541	-	15,541
At 31 December 2020 and 1 January 2021	-	5,878,696	2,096,024	34,744	-	-	420,824	15,284	8,445,572
Depreciation charge for the year	-	507,913	190,601	1,514	-	-	206,462	15,498	921,988
Transfer to assets under construction	-	-	-	-	-	-	19,539	-	19,539
Impairment losses	53,396	57,776	-	-	-	-	19,500	-	130,672
Reversal of impairment losses	(1,000)	(25,000)	-	-	-	-	-	-	(26,000)
Transfers	-	(1,476,837)	(294,115)	(1,750)	-	-	-	-	(1,772,702)
Transfer to Non-current assets classified as held for sale	-	(194,081)	(121,861)	(3,398)	-	-	-	-	(319,340)
Disposals	-	(934,405)	(183,902)	(6,672)	-	-	(6,143)	-	(1,131,122)
Exchange differences on translating financial statements	-	3,786	742	-	-	-	610	-	5,138
At 31 December 2021	52,396	3,817,848	1,687,489	24,438	-	-	660,792	30,782	6,273,745

Consolidated financial statements									
	Land	Building and improvements	Furniture, fixtures and equipment	Vehicles	Hotel operating equipment	Assets under construction	Right-of-Use land and buildings	Right-of-Use furniture, fixtures and equipment	Total
(in thousand Baht)									
Net book value									
At 31 December 2020									
Owned assets	2,458,312	10,309,713	553,280	4,582	340,606	718,799	-	-	14,385,292
Right-of-use assets	-	-	-	-	-	-	4,405,295	35,044	4,440,339
	<u>2,458,312</u>	<u>10,309,713</u>	<u>553,280</u>	<u>4,582</u>	<u>340,606</u>	<u>718,799</u>	<u>4,405,295</u>	<u>35,044</u>	<u>18,825,631</u>
At 31 December 2021									
Owned assets	4,373,613	8,449,813	379,130	2,610	261,497	1,007,784	-	-	14,474,447
Right-of-use assets	-	-	-	-	-	-	4,914,639	19,546	4,934,185
	<u>4,373,613</u>	<u>8,449,813</u>	<u>379,130</u>	<u>2,610</u>	<u>261,497</u>	<u>1,007,784</u>	<u>4,914,639</u>	<u>19,546</u>	<u>19,408,632</u>

The gross amount of the Group's fully depreciated plant and equipment that was still in use as at 31 December 2021 amounted to Baht 1,649.6 million (2020: Baht 2,045.0 million).

Capitalised borrowing costs and interest from leases relating to the hotel under construction for the Group are amount to Baht 43.8 million (2020: Baht 45.3 million) with interest rate of RRP+2.25% per annum (2020: MLR-2.15% per annum, RRP+2.25% per annum and BVAL +0.45% per annum).

Separate financial statements									
	Land	Building and improvements	Furniture, fixtures and equipment	Vehicles	Hotel operating equipment	Assets under construction	Right-of-Use land and buildings	Right-of-Use furniture, fixtures and equipment	Total
Cost									
At 1 January 2020	1,006,544	8,784,701	1,525,272	25,712	174,386	6,094	-	-	11,522,709
Recognition of right-of-use asset on initial application of TFRS 16	-	-	-	-	-	-	2,170,811	27,062	2,197,873
At 1 January 2020 - as adjusted	1,006,544	8,784,701	1,525,272	25,712	174,386	6,094	2,170,811	27,062	13,720,582
Additions	-	312	11,755	-	3,209	19,288	-	-	34,564
Transfers	-	18,599	-	(4,089)	-	(18,599)	-	4,089	-
Disposals	-	(78,752)	(20,100)	(6,258)	-	-	(18,569)	-	(123,679)
At 31 December 2020 and 1 January 2021	1,006,544	8,724,860	1,516,927	15,365	177,595	6,783	2,152,242	31,151	13,631,467
Additions	-	2,997	19,404	-	-	16,995	-	-	39,396
Surplus on revaluation	1,780,968	-	-	-	-	-	-	-	1,780,968
Transfers	-	15,621	-	-	-	(15,621)	-	-	-
Transfer to non-current assets classified as held for sale	(411,410)	(753,739)	(126,966)	(3,894)	(19,265)	-	-	-	(1,315,274)
Disposals	(163,020)	(303,070)	(91,735)	(1,090)	(6,892)	-	-	-	(565,807)
At 31 December 2021	2,213,082	7,686,669	1,317,630	10,381	151,438	8,157	2,152,242	31,151	13,570,750

(in thousand Baht)

Separate financial statements									
	Land	Building and improvements	Furniture, fixtures and equipment	Vehicles	Hotel operating equipment	Assets under construction	Right-of-Use land and buildings	Right-of-Use furniture, fixtures and equipment	Total
(in thousand Baht)									
Accumulated depreciation and impairment losses									
At 1 January 2020	-	2,445,627	1,103,470	18,904	-	-	-	-	3,568,001
Depreciation charge for the year	-	283,614	111,176	1,066	-	-	86,045	7,908	489,809
Disposals	-	(78,790)	(18,933)	(8,195)	-	-	(18,569)	-	(124,487)
Depreciation reduced in proportion of rental reduction	-	-	-	-	-	-	10,406	-	10,406
At 31 December 2020 and 1 January 2021	-	2,650,451	1,195,713	11,775	-	-	77,882	7,908	3,943,729
Depreciation charge for the year	-	269,548	105,872	1,104	-	-	75,998	9,596	462,118
Impairment losses	50,172	50,110	-	-	-	-	-	-	100,282
Reversal of impairment losses	-	(25,000)	-	-	-	-	-	-	(25,000)
Transfer to non-current assets classified as held for sale	-	(194,081)	(121,861)	(3,398)	-	-	-	-	(319,340)
Disposals	-	(107,528)	(81,498)	(1,090)	-	-	-	-	(190,116)
At 31 December 2021	50,172	2,643,500	1,098,226	8,391	-	-	153,880	17,504	3,971,673
Net book value									
At 31 December 2020	1,006,544	6,074,409	321,214	3,590	177,595	6,783	-	-	7,590,135
Owned assets	-	-	-	-	-	-	2,074,360	23,243	2,097,603
Assets under finance leases	1,006,544	6,074,409	321,214	3,590	177,595	6,783	2,074,360	23,243	9,687,738
At 31 December 2021	2,162,910	5,043,169	219,404	1,990	151,438	8,157	-	-	7,587,068
Owned assets	-	-	-	-	-	-	1,998,362	13,647	2,012,009
Right-of-use assets	2,162,910	5,043,169	219,404	1,990	151,438	8,157	1,998,362	13,647	9,599,077

The gross amount of the Company's fully depreciated plant and equipment that was still in use as at 31 December 2021 amounted to Baht 1,165.7 million (2020: gross amount of Baht 1,182.3 million).

There were no capitalised borrowing costs relating to the acquisition of the hotel under construction for the Company in 2021 and 2020.

Land revaluation

At 1 June 2021 the Group's and the Company's lands were revalued by independent professional valuers, at open market values on an existing use basis. The fair value has been categorised as a Level 3 fair value. The Group and the Company remeasured and recognised land revaluation reserve amounting to Baht 2,749.12 million and Baht 1,780.97 million, respectively, in other comprehensive income. At 31 December 2021, the net book value of the Group's and the Company's lands would have been amounting to Baht 2,418.93 million and Baht 1,006.54 million, respectively, if they were measured at cost.

Significant unobservable inputs

- The bid price or purchase price for similar land in the market adjusted by other factors such as location, size, condition of the land and development potential
(The market price of similar land is ranging between Baht 968,412 and Baht 16,434 per square wa.)

Inter-relationship between key unobservable inputs and fair value measurement

The estimated fair value will increase (decrease) if

- The bid price or purchase price for similar land in the market adjusted by other factors increase (decrease).

Disposal of owned assets

Assets disposed consisted of property, plant and equipment sold through the sale of investments in a subsidiary (see note 12) and property, plant and equipment sold by the Group during the year.

At the Company's Board of Directors' meeting held on 26 October 2021, the Board of Directors approved to dispose all of assets relating of Ibis Samui Bophut Hotel which was owned by the Company to a private company. On 27 October 2021, the Company has executed the assets sale and purchase agreement of all assets relating to Ibis Samui Bophut Hotel for a total price of Baht 394.0 million as approved by the Board. The Company received all compensation and transferred the related assets to the buyer on 30 November 2021. The Company recognised gain on sale of assets amount of Baht 19.1 million in the financial statement for the year ended 31 December 2021.

Assets used as collateral

The Group and the Company have mortgaged their property, building and improvements, with net book values as at 31 December 2021 of Baht 12,241.5 million and Baht 8,043.0 million, respectively (31 December 2020: the Group and the Company of Baht 10,946.1 million and Baht 7,080.1 million, respectively), as collateral against credit facilities received from financial institutions and transferred the related beneficiary rights under insurance policies to the financial institutions to secure the loans with the conditions stipulated in the agreements (see note 18). In addition, the ownership of buildings and building improvements on the leased land of certain agreements will be transferred to the lessors upon the termination of the agreements.

The Group and the Company have mortgaged their right-of-use assets, with net book values as at 31 December 2021 of Baht 2,380.7 million and Baht 1,952.7 million, respectively (31 December 2020: the Group and the Company of Baht 2,718.5 million and Baht 2,065.4 million, respectively), as collateral against credit facilities received from financial institutions (see note 18).

Impairment of property, plant and equipment

Management reviewed and tested impairment of certain property, plant and equipment in which impairment indicators existed by determining recoverable amount of property, plant and equipment from the value in use of the hotel which is cash-generating unit. The discounted cash flow projections ("DCF") have been prepared using assumptions with reference to forecasted performance results considering historical data adjusted with projected revenue growth at 9% discount rate.

The recoverable amounts of property, plant and equipment including right-of-use of land and building of the Company and subsidiaries were less than carrying amounts. The Company and subsidiaries recognised impairment loss on assets, of Baht 104.7 million and Baht 75.3 million to the consolidated and separate statement of comprehensive income for year ended 31 December 2021 (31 December 2020: the consolidated statement of comprehensive income of Baht 92.5 million).

Leases

The Group entered into agreements to lease the land, buildings, and equipment for hotel operations, detail of leases are disclosed in note 35.

Extension options

Some property leases contain extension options exercisable by the Group up to one year before the end of the non-cancellable contract period. Where practicable, the Group seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Group and not by the lessors. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

For the year ended 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020

(in thousand Baht)

Recognised in profit or loss

COVID-19 related rent concessions	21,603	15,877	11,796	11,771
Depreciation of right-of-use assets	221,960	213,579	85,594	93,953
Interest on lease liabilities	159,698	143,142	82,833	68,402
Expenses relating to short-term leases and leases of low-value assets	9,048	11,300	3,432	4,653

Total cash outflow for leases presented in the consolidated and separate statement of cash flows for year ended 31 December 2021 were Baht 240.4 million and Baht 52.2 million, respectively (31 December 2020: cash outflow for leases presented in the consolidated and separate statement of cash flows of Baht 196.0 million and Baht 52.3 million, respectively).

16 Intangible assets

Software licenses	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
<i>Cost</i>				
At 1 January	212,770	211,650	138,675	138,918
Additions	8,676	13,928	5,795	10,989
Disposals	(9,072)	(13,251)	(5,056)	(11,232)
Exchange differences on translating financial statements	382	443	-	-
At 31 December	<u>212,756</u>	<u>212,770</u>	<u>139,414</u>	<u>138,675</u>
<i>Accumulated amortisation</i>				
At 1 January	169,342	169,571	113,288	118,054
Amortisation charge for the year	13,672	12,918	7,811	6,466
Disposals	(8,492)	(13,214)	(4,995)	(11,232)
Exchange differences on translating foreign operations	111	67	-	-
At 31 December	<u>174,633</u>	<u>169,342</u>	<u>116,104</u>	<u>113,288</u>
<i>Net book value</i>				
At 1 January	<u>43,428</u>	<u>42,079</u>	<u>25,387</u>	<u>20,864</u>
At 31 December	<u>38,123</u>	<u>43,428</u>	<u>23,310</u>	<u>25,387</u>

17 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Withholding tax deducted at source	19,360	10,706	8,849	3,352
Advances	<u>86,931</u>	<u>103,870</u>	<u>628</u>	<u>1,307</u>
Total	<u>106,291</u>	<u>114,576</u>	<u>9,477</u>	<u>4,659</u>

18 Interest-bearing liabilities

Consolidated financial statements						
2021			2020			
Secured	Unsecured	Total	Secured	Unsecured	Total	
<i>(in thousand Baht)</i>						
Short-term borrowings from financial institutions	690,000	-	690,000	910,000	500,000	1,410,000
Current portion of long-term borrowings from financial institutions	105,488	-	105,488	494,468	231,422	725,890
Long-term borrowings from financial institutions	8,769,459	1,586,461	10,355,920	8,896,571	1,654,461	10,551,032
Lease liabilities	-	3,775,680	3,775,680	-	3,778,298	3,778,298
Total interest-bearing liabilities	9,564,947	5,362,141	14,927,088	10,301,039	6,164,181	16,465,220

Separate financial statements						
2021			2020			
Secured	Unsecured	Total	Secured	Unsecured	Total	
<i>(in thousand Baht)</i>						
Short-term borrowings from financial institutions	450,000	-	450,000	900,000	500,000	1,400,000
Current portion of long-term borrowings from financial institutions	-	-	-	38,096	231,422	269,518
Long-term borrowings from financial institutions	5,614,377	1,586,461	7,200,838	6,022,377	1,654,461	7,676,838
Long-term borrowings from related parties	-	42,834	42,834	-	174,115	174,115
Lease liabilities	-	1,805,106	1,805,106	-	1,786,308	1,786,308
Total interest-bearing liabilities	6,064,377	3,434,401	9,498,778	6,960,473	4,346,306	11,306,779

During the year ended 31 December 2021, the Group and the Company received approval letters from financial institutions to amend loan terms in order to suspense debt repayment term with financial institutions which includes suspense debt repayment term, extension of loan and reduce interest rates.

As at 31 December 2021, the Group had short-term and long-term loan agreements with certain local and foreign financial institution as follows:

Loan agreement	Type of secured loan	Approved credit facilities	Interest rate (% p.a.)	Term of payment
1	Secured	Short-term Baht 600 million	MMR	As stated in promissory notes
2	Unsecured	Short-term Baht 600 million	MMR	As stated in promissory notes
3	Unsecured	Short-term Baht 300 million	MMR	As stated in promissory notes
4	Unsecured	Short-term Baht 200 million	MMR	As stated in promissory notes
5	Unsecured	Short-term Baht 500 million	MMR	As stated in promissory notes
6	Unsecured	Short-term Baht 450 million	MMR	As stated in promissory notes
7	Secured	Long-term Baht 2,277.55 million	MLR - fixed rate thereafter	Every 3 months commencing from January 2023
8	Secured	Long-term Baht 500 million	MLR - fixed rate thereafter	Every months commencing from January 2023
9	Secured	Long-term Baht 650 million	FDR 1 year + fixed rate p.a.	Every 6 months commencing from June 2023
	Secured	Short-term Baht 100 million	MMR	As stated in promissory notes
10	Secured	Long-term Baht 241.25 million	FDR 1 year + fixed rate p.a.	Every 6 months commencing from June 2023
11	Unsecured	Long-term Baht 2,500 million	MLR - fixed rate p.a.	Every 12 months commencing from December 2023
12	Secured	Long-term Baht 1,500 million	MLR - fixed rate p.a.	Every 12 months commencing from December 2027
13	Secured	Long-term Baht 660 million	MLR - fixed rate p.a.	Every 3 months commencing from March 2023
	Secured	Short-term Baht 300 million	MMR	As stated in promissory notes
14	Secured	Long-term Baht 950 million	MLR - fixed rate p.a.	Commencing on March 2023
15	Secured	Long-term Baht 1,500 million	MLR - fixed rate p.a.	Commencing on March 2025
	Secured	Short-term Baht 1,000 million	MMR	As stated in promissory notes
16	Secured	Long-term Baht 800 million	MLR - fixed rate p.a.	Every 6 months commencing from December 2022
	Secured	Short-term Baht 500 million	MMR	As stated in promissory notes
17	Secured	Long-term Baht 700 million	FDR 1 year + fixed rate p.a.	Every 3 months commencing from June 2022
	Secured	Short-term Baht 39 million	MMR	As stated in promissory notes
18	Secured	Long-term Baht 100 million	FDR 1 year + fixed rate p.a.	Every 3 months
19	Secured	Long-term Baht 630 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
20	Secured	Long-term Baht 36.22 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
21	Secured	Long-term Baht 32.67 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023

Loan agreement	Type of secured loan	Approved credit facilities	Interest rate (% p.a.)	Term of payment
22	Secured	Long-term Baht 34.56 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
23	Secured	Long-term Baht 39.00 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
24	Secured	Long-term Baht 39.00 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
25	Secured	Long-term Baht 34.06 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
26	Secured	Long-term Baht 38.50 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
27	Secured	Long-term Baht 29.18 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
28	Secured	Long-term Baht 39.00 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
29	Secured	Long-term Baht 37.02 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
30	Secured	Long-term Baht 37.70 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
31	Secured	Long-term Baht 37.17 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
32	Secured	Long-term Baht 33.02 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
33	Secured	Long-term Baht 35.59 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
34	Secured	Long-term Baht 37.50 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
35	Secured	Long-term Baht 38.53 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
36	Secured	Long-term Baht 36.62 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
37	Secured	Long-term Baht 33.89 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
38	Secured	Long-term Baht 31.52 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
39	Secured	Long-term Baht 1,000 million	MLR - fixed rate p.a.	Every months commencing from January 2024
40	Secured	Long-term Baht 400 million	MLR - fixed rate p.a.	Every months after drawdown
41	Secured	Long-term Baht 20 million	Fixed rate p.a.	Commencing on April 2022
42	Secured	Long-term PHP 181 million	RRP + fixed rate p.a.	Every months commencing from January 2022
43	Secured	Long-term PHP 178 million	RRP + fixed rate p.a.	Every months commencing from January 2022

Loan agreement	Type of secured loan	Approved credit facilities	Interest rate (% p.a.)	Term of payment
44	Secured	Long-term PHP 224.6 million	RRP + fixed rate p.a.	Every months commencing from January 2022
45	Secured	Long-term PHP 218 million	RRP + fixed rate p.a.	Every months commencing from January 2022
46	Secured	Long-term PHP 182 million	RRP + fixed rate p.a.	Every months commencing from January 2022
47	Secured	Long-term PHP 354.1 million	RRP + fixed rate p.a.	Every months commencing from January 2024

Under the loan agreements, the Group has to comply with certain covenants and restrictions e.g. the percentage of shareholding of the major shareholders, changes in directors, changes in hotel management companies, guarantees to loans or aval to promissory notes of any persons or any companies, dividend payments, reduction of authorised shares, merger or consolidation with any companies, and maintenance of certain financial ratios. In 2021, the Group has already received the waiver letters to revoke the restriction of maintenance of certain financial ratios for the year 2021 from the financial institutions.

Assets pledged as security for liabilities as at 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020

(in thousand Baht)

Property, plant and improvements - net book values	12,241,519	10,946,073	8,042,963	7,080,082
Right-of-use assets - net book values	2,380,710	2,718,473	1,952,652	2,065,382
Total	14,622,229	13,664,546	9,995,615	9,145,464

In addition, the Group transferred the rights and beneficiary rights under insurance policies to the lenders to secure the loan with the condition stipulated in the agreements. Certain loans are also secured by a guarantee provided by the Company and pledging of 1,599,994 shares of Erawan Rajdamri Company Limited.

As at 31 December 2021, the Group had unutilised credit facilities of totaling Baht 5,499.0 million and PHP 76.4 million (2020: Baht 4,779.0 million and PHP 716.4 million) and the Company had unutilised credit facilities of totaling Baht 4,700.0 million (2020: Baht 3,750.0 million).

19 Trade accounts payable

Note	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020

(in thousand Baht)

Related parties	6	-	-	484	257
Other parties		142,676	144,665	70,594	69,827
Total		142,676	144,665	71,078	70,084

20 Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Accrued expenses	97,637	96,902	52,406	48,592
Advances from customers and deposit received	139,652	130,263	67,378	59,358
Accounts payable - construction	30,055	12,215	4,199	4,328
Accrued management, royalty, marketing and other fees	15,818	13,720	3,517	2,520
Retention	78,332	78,316	5,716	11,990
Value added tax payable	9,258	6,114	5,529	2,483
Others	107,180	120,211	72,843	74,155
Total	477,932	457,741	211,588	203,426

21 Deferred income

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Leasehold rights - building, service and equipment	28,000	28,000	28,000	28,000
Less accumulated amortisation	(21,759)	(19,735)	(21,759)	(19,735)
Net book value	6,241	8,265	6,241	8,265
Amortisation included in profit or loss for the year	2,024	2,025	2,024	2,025
Current portion of leasehold rights				
- building service and equipment	2,024	2,024	2,024	2,024
Leasehold rights - building service and equipment	4,217	6,241	4,217	6,241
Total	6,241	8,265	6,241	8,265

22 Non-current provisions for employee benefits

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Post-employment benefits	134,557	130,026	76,664	69,816
Total	134,557	130,026	76,664	69,816

Defined benefit plan

The Group operates a defined benefit pension plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Present value of the defined benefit obligations	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
At 1 January	130,026	124,018	69,816	66,767
Include in profit or loss:				
Current service cost	12,564	15,963	8,023	9,955
Past service cost	-	92	-	92
Interest on obligation	1,492	1,807	819	998
Curtailment gain	-	(3,613)	-	(2,851)
	<u>14,056</u>	<u>14,249</u>	<u>8,842</u>	<u>8,194</u>
Include in other comprehensive income:				
Actuarial (gain) loss				
- Demographic assumptions	-	(23)	-	-
- Financial assumptions	14	(3,111)	-	(2,672)
- Experience adjustment	25	5,455	-	6,781
Exchange differences on translating financial statement	32	16	-	-
	<u>71</u>	<u>2,337</u>	<u>-</u>	<u>4,109</u>
Benefit paid	<u>(9,596)</u>	<u>(10,578)</u>	<u>(1,994)</u>	<u>(9,254)</u>
Defined benefit obligations at 31 December	<u>134,557</u>	<u>130,026</u>	<u>76,664</u>	<u>69,816</u>

Principal actuarial assumptions	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(%)</i>				
Discount rate	1.5, 5.2	1.5, 5.2	1.5	1.5
Future salary growth	3.0 - 7.0	3.0 - 7.0	4.0 - 7.0	4.0 - 7.0
Employee turnover	5.0 - 35.0	5.0 - 35.0	5.0 - 35.0	5.0 - 35.0

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2021, the weighted-average duration of the defined benefit obligation was 11.5 - 20.0 years (2020: 11.5 - 20.0 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

Effect to the defined benefit obligation At 31 December (decrease)/ increase	Consolidated financial statements			
	1% increase in assumption		1% decrease in assumption	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Discount rate	(10,823)	(10,655)	11,888	11,560
Future salary growth	13,178	11,629	(11,760)	(10,406)
Future mortality	376	336	(416)	(371)

	20% increase in assumption		20% decrease in assumption	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Employee turnover	(18,156)	(16,045)	23,659	20,839

Effect to the defined benefit obligation At 31 December (decrease)/ increase	Separate financial statements			
	1% increase in assumption		1% decrease in assumption	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Discount rate	(6,048)	(5,950)	6,614	6,466
Future salary growth	7,293	6,432	(6,543)	(5,777)
Future mortality	209	186	(230)	(205)

	20% increase in assumption		20% decrease in assumption	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Employee turnover	(10,648)	(9,364)	14,072	12,316

23 Share capital

Par value per share	2021		2020	
	Number	Amount	Number	Amount
	(in Baht)	(thousand shares / in thousand Baht)		
<i>Authorised</i>				
At 1 January				
Ordinary shares	1	2,788,665	2,788,665	2,788,665
Reduction of shares	1	(271,132)	-	-
Increase of new shares	1	2,373,674	-	-
At 31 December				
Ordinary shares	1	4,891,207	2,788,665	2,788,665
<i>Issued and paid-up</i>				
At 1 January				
Ordinary shares	1	2,517,533	2,517,533	2,517,533
Increase of new shares	1	2,014,027	-	-
At 31 December				
Ordinary shares	1	4,531,560	2,517,533	2,517,533

Reduction of authorised share capital

At the annual general meeting of the shareholders of the Company held on 27 April 2021, the shareholders approved the reduction of the Company's authorised share capital from Baht 2,788.7 million to Baht 2,517.5 million by canceling its non-issued share capital. The Company registered the reduction of share capital amounting to Baht 271.1 million on 5 May 2021 with the Department of Business Development, Ministry of Commerce.

Increase of authorised share capital, offering of newly issued ordinary shares, and issuance of warrants to purchase newly issued ordinary shares

At the annual general meeting of the shareholders of the Company held on 27 April 2021, the shareholders approved the increase of the Company's authorised share capital from Baht 2,517.5 million to Baht 4,891.2 million to reserve for the issuance of new ordinary shares to the existing shareholders (Right offering) not exceeding 2,014,026,548 shares and the issuance of new warrants for the right to purchase new ordinary shares to existing shareholders of not exceeding 359,649,597 shares. The Company registered the increasing of share capital amounting to Baht 2,373.7 million on 6 May 2021 with the Department of Business Development, Ministry of Commerce.

In June 2021, the shareholders exercised their rights to purchase the newly issued ordinary shares and received the warrants to purchase the newly issued ordinary shares as follows:

1. Allocated ordinary shares not exceeding 2,014,026,548 shares for the Right Offering

The issuance and offering shares to the existing shareholders in proportion to their respective shareholdings (Rights Offering) at the offering ratio of 1.25 existing ordinary shares to 1 newly issued ordinary share. The offering price is Baht 1 per share, which 2,014,026,548 shares were exercised. The Company received the paid-up capital of Baht 2,014.03 million in June 2021. The Company registered the increase of paid-up share capital on 17 June 2021 with the Department of Business Development, Ministry of Commerce.

2. Allocated ordinary shares not exceeding 359,649,597 shares for the exercise of rights under warrants to purchase ordinary shares

The issuance of warrants to purchase newly issued ordinary shares (ERW-W3) allocated to existing shareholders at no cost in proportion to their respective shareholdings at the ratio of 7 existing ordinary shares to 1 unit of warrant. The ERW-W3 warrants have a term of 3 years from the issuance date. The exercise ratio is 1 unit of warrant to 1 ordinary share at the exercise price of Baht 3 per share. On 15 June 2021, shareholders received 359,631,040 ERW-W3 warrants and the warrants are exercisable on 14 June 2024.

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

24 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 Section 116 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

25 Segment information and disaggregation of revenue

The Group has two reportable segments, as described below, which are the Group's strategic divisions. The strategic divisions offer different services, are managed separately and different marketing strategies. The following summary describes the operations in each of the Group's reportable segments.

- Segment 1 Hotel business
- Segment 2 Rental and management building business

None of other operations meets the quantitative thresholds for determining reportable segments in 2021 or 2020.

Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

Year ended 31 December	Consolidated financial statement						
	Hotel business		Rental and building management business		Eliminations		Total
	2021	2020	2021	2020	2021	2020	
<i>Information about reportable segments</i>							
<i>(in million Baht)</i>							
External revenues	1,414	2,180	71	126	-	-	1,485 2,306
Inter - segment revenue	-	-	3	18	(3)	(18)	-
Total revenue	1,414	2,180	74	144	(3)	(18)	1,485 2,306
Segment profit (loss) before income tax	(2,372)	(1,808)	(2)	23	255	(14)	(2,119) (1,799)
Share of profit (loss) of investments in associates							9 (19)
Tax expense (income)							(45) 39
Loss for the year							(2,155) (1,779)
<i>Disaggregation of revenue</i>							
<i>Primary geographical markets</i>							
Thailand	1,260	2,092	72	142	(3)	(18)	1,329 2,216
Philippines	154	88	2	2	-	-	156 90
Total revenue	1,414	2,180	74	144	(3)	(18)	1,485 2,306
<i>Timing of revenue recognition</i>							
At a point in time	458	708	-	-	-	-	458 708
Over time	956	1,472	74	144	(3)	(18)	1,027 1,598
Total revenue	1,414	2,180	74	144	(3)	(18)	1,485 2,306
Segment assets	22,419	20,345	56	895	(25)	(25)	22,450 21,215
Segment liabilities	16,407	17,244	45	67	(25)	(25)	16,427 17,286

Reconciliations of other material items

Other material items	Consolidated financial statements					
	2021			2020		
	Reportable segment totals	Adjustments	Total	Reportable segment totals	Adjustments	Total

(in million Baht)

Impairment losses of property, plant and equipment	105	-	105	93	-	93
Capital expenditure	20,364	80	20,444	18,698	171	18,869
Depreciation and amortisation	(922)	(14)	(936)	(1,005)	(7)	(1,012)

26 Other income

Consolidated financial statements		Separate financial statements	
2021	2020	2021	2020

(in thousand Baht)

Gain on disposal of equipment	22,380	1,054	18,568	1,679
Other service income	-	-	18,807	18,772
Net foreign exchange gain	4,060	-	-	174
Others	50,678	31,070	24,417	13,179
Total	77,118	32,124	61,792	33,804

27 Employee benefit expenses

Note	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020

(in thousand Baht)

Salaries and other benefits	1,004,242	1,080,398	506,142	561,077
Post-employment benefits	22 14,056	14,249	8,842	8,194
Total	1,018,298	1,094,647	514,984	569,271

Defined contribution plans

The defined contribution plans comprise provident funds established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 2 % to 15 % of their basic salaries and by the Group at rates ranging from 2 % to 10 % of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by a licensed Fund Managers.

28 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Employee benefit expenses	1,018,298	1,094,647	514,984	569,271
Costs of food and beverage	220,312	312,714	125,239	175,684
Management and other fees	81,186	108,229	37,079	46,627
Marketing expenses	90,259	102,006	59,649	55,198
Rental expenses	9,048	11,371	3,432	4,653
Repair and maintenance expenses	145,186	139,849	62,341	52,932

29 Finance costs

	Note	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020

(in thousand Baht)

Interest expense:

Related parties	6	-	-	3,761	7,136
Financial institutions		359,342	395,067	249,593	276,400
Total interest expense		359,342	395,067	253,354	283,536
Amortisation of transaction costs capitalised		3,458	3,545	2,482	2,538
Interest on lease liabilities		193,954	177,547	82,833	68,402
Other finance costs		8,139	5,272	6,481	4,660
		564,893	581,431	345,150	359,136
<i>Less: amounts included in the cost of qualifying assets:</i>					
- Capitalised as cost of assets under construction	15	(43,828)	(45,313)	-	-
Net		521,065	536,118	345,150	359,136

30 Income tax

Income tax recognised in profit or loss	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Current tax expense				
Current year	887	2,416	-	-
Deferred tax expense				
Movements in temporary differences	44,769	(41,547)	(29,653)	(17,591)
Total (income) expense tax	45,656	(39,131)	(29,653)	(17,591)

Consolidated financial statements					
2021			2020		
Before tax	Tax expense	Net of tax	Before tax	Tax expense	Net of tax
<i>(in thousand Baht)</i>					

Recognised in other

comprehensive income

Defined benefit plan actuarial loss	(39)	10	(29)	(2,321)	464	(1,857)
Land revaluation reserve	2,749,120	(563,849)	2,185,271	-	-	-
Total	2,749,081	(563,839)	2,185,242	(2,321)	464	(1,857)

Separate financial statements					
2021			2020		
Before tax	Tax expense	Net of tax	Before tax	Tax expense	Net of tax
<i>(in thousand Baht)</i>					

Recognised in other

comprehensive income

Defined benefit plan actuarial loss	-	-	-	(4,109)	822	(3,287)
Land revaluation reserve	1,780,968	(356,194)	1,424,774	-	-	-
Total	1,780,968	(356,194)	1,424,774	(4,109)	822	(3,287)

Reconciliation of effective tax rate	Consolidated financial statements				Separate financial statements			
	2021		2020		2021		2020	
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Loss before income tax expense		(2,109,716)		(1,817,714)		(1,755,022)		(1,370,374)
Income tax using the Thai corporation tax rate	20.0	(421,943)	20.0	(363,543)	20.0	(351,004)	20.0	(274,074)
Effect of different tax rates in foreign jurisdictions		(3,014)		(9,118)		-		-
Tax difference on expense (revenue)		(42,361)		14,452		59,698		76,492
Recognition of previously unrecognised tax losses		(683)		(540)		-		-
Current year losses for which no deferred tax asset was recognised		513,657		319,618		261,653		179,991
Total	(2.2)	45,656	2.2	(39,131)	1.7	(29,653)	1.3	(17,591)

Deferred tax At 31 December	Consolidated financial statements				Separate financial statements			
	Assets		Liabilities		Assets		Liabilities	
	2021	2020	2021	2020	2021	2020	2021	2020
Total	106,330	70,332	(683,652)	(61,125)	-	32,699	62,412	-
Set of off tax	(76,829)	(8,833)	76,829	8,833	-	-	(355,632)	-
Net deferred tax assets (liabilities)	29,501	61,499	(606,823)	(52,292)	-	32,699	(293,220)	-

The Group and the Company not recognised deferred tax assets arising from the tax loss carry forward of Baht 4,431.3 million (2020: Baht 2,075.0 million) and Baht 2,209.1 million (2020: Baht 900.0 million) respectively, which will be expired in 2022 - 2026 due to the fact that it is not probable that future taxable profit will be available against which the Company and the subsidiaries can utilize the benefits therefrom.

Deferred tax	Consolidated financial statement				
	At 1 January	(Charged) / Credited to		Equity	Exchange differences
		Profit or loss	Other comprehensive income		
(in thousand Baht)					
2021					
Deferred tax assets					
Right-of-use assets	38,280	17,700	-	-	506
Land and building (impairment losses)	-	16,852	-	-	-
Accounts receivable (impairment losses)	6,007	67	-	-	-
Provision for employee benefits	26,045	800	10	60	3
Total	70,332	35,419	10	60	509
					106,330
Deferred tax liabilities					
Property, plant and equipment (depreciation)	(61,125)	(80,188)	-	-	-
Land (revaluation reserve)	-	-	(563,849)	21,510	-
Total	(61,125)	(80,188)	(563,849)	21,510	-
					(683,652)
Net	9,207	(44,769)	(563,839)	21,570	509
					(577,322)
2020					
Deferred tax assets					
Right-of-use assets	-	38,909	-	-	(629)
Accounts receivable (impairment losses)	328	5,679	-	-	-
Provision for employee benefits	24,828	750	464	-	3
Other current assets	425	(425)	-	-	-
Other current liabilities	799	(799)	-	-	-
Total	26,380	44,114	464	-	(626)
					70,332
Deferred tax liabilities					
Property, plant and equipment (depreciation)	(58,558)	(2,567)	-	-	-
Total	(58,558)	(2,567)	-	-	-
					(61,125)
Net	(32,178)	41,547	464	-	(626)
					9,207

Deferred tax	Separate financial statement			
	At 1 January	(Charged) / Credited to		Equity
		Profit or loss	Other comprehensive income	
(in thousand Baht)				
2021				
Deferred tax assets				
Right-of-use assets	13,125	13,201	-	-
Land and building (impairment losses)	-	14,896	-	-
Accounts receivable (impairment losses)	5,611	246	-	-
Provision for employee benefits	13,963	1,310	-	60
Total	32,699	29,653	-	60
Deferred tax liabilities				
Land (revaluation reserve)	-	-	(356,914)	562
Total	-	-	(356,914)	562
Net	32,699	29,653	(356,914)	622
2020				
Deferred tax assets				
Right-of-use assets	-	13,125	-	-
Accounts receivable (impairment losses)	134	5,477	-	-
Provision for employee benefits	13,353	(212)	822	-
Other current liabilities	799	(799)	-	-
Total	14,286	17,591	822	-
Net	32,699	29,653	(356,914)	622
2020				
Deferred tax assets				
Right-of-use assets	-	13,125	-	-
Accounts receivable (impairment losses)	134	5,477	-	-
Provision for employee benefits	13,353	(212)	822	-
Other current liabilities	799	(799)	-	-
Total	14,286	17,591	822	-
Net	32,699	29,653	(356,914)	622

31 Loss per share

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in thousand Baht)</i>				
Loss attributable to ordinary shareholders for the year ended 31 December				
Loss for the year attributable to ordinary shareholders of the Company	<u>(2,050,217)</u>	<u>(1,715,256)</u>	<u>(1,725,369)</u>	<u>(1,352,783)</u>
Loss attributable to ordinary shareholders of the Company (basic)	<u>(2,050,217)</u>	<u>(1,715,256)</u>	<u>(1,725,369)</u>	<u>(1,352,783)</u>
Loss attributable to ordinary shareholders of the Company (diluted)	<u>(2,050,217)</u>	<u>(1,715,256)</u>	<u>(1,725,369)</u>	<u>(1,352,783)</u>
<i>Ordinary shares outstanding</i>				
Number of ordinary shares outstanding at 1 January	2,517,533	2,517,533	2,517,533	2,517,533
Effect of shares issued	<u>1,125,648</u>	<u>-</u>	<u>1,125,648</u>	<u>-</u>
Weighted average number of ordinary shares outstanding (basic) at 31 December	3,643,181	2,517,533	3,643,181	2,517,533
Effect of exercise of share options	<u>1,016</u>	<u>-</u>	<u>1,016</u>	<u>-</u>
Weighted average number of ordinary shares outstanding (diluted) at 31 December	<u>3,644,197</u>	<u>2,517,533</u>	<u>3,644,197</u>	<u>2,517,533</u>
Loss per share (basic) <i>(in Baht)</i>	<u>(0.5628)</u>	<u>(0.6813)</u>	<u>(0.4736)</u>	<u>(0.5373)</u>
Loss per share (dilute) <i>(in Baht)</i>	<u>(0.5628)</u>	<u>(0.6813)</u>	<u>(0.4736)</u>	<u>(0.5373)</u>

During the year ended 31 December 2021, the outstanding warrants to purchase newly issued ordinary shares (ERW-W3), affect to decrease in loss per share. Therefore, the basic loss per share and diluted loss per share is presented at the same rate.

During the year ended 31 December 2020, ESOP caused no dilutive effect to basic earnings per share because the average market price of ordinary shares during the period did not exceed the exercise price.

32 Dividends

The shareholders of the Company have approved dividends as follows:

	Approval date	Payment schedule	Dividend rate	Amount
			per share	
			(Baht)	(in thousand Baht)
2020				
Interim dividend of the Company paid from the profit of 2019	25 March 2020	24 April 2020	0.07	176,227

33 Financial instruments

(a) Carrying amounts and fair values

Most of financial assets and liabilities of the Group were short-term. The fair value of financial assets and liabilities is taken to approximate the carrying value as determined in the statement of financial position.

The fair value of long-term loans is taken to approximate the carrying amount stated in the accounts because of interest on loans approximates to market rates.

(b) Financial risk management policies

Risk management framework

The Group board of directors has overall responsibility for the establishment and oversight of the Group risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group risk management policies. The committee reports regularly to the board of directors on its activities.

The Group risk management policies are established to identify and analyse the risks faced by the Group to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers and investments in debt securities.

(b.1.1) Trade accounts receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 25.

The management has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of two months.

Information relevant to trade accounts receivables are disclosed in note 8.

(b.1.2) Cash and cash equivalents

The Group exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.1.3) Guarantees

The Company's policy is to provide financial guarantees only for direct subsidiaries' and indirect subsidiaries' loan from financial institutions. At 31 December 2021, the Company has issued guarantee letter to 3 financial institutions in respect of credit facilities granted to 2 direct subsidiaries and 7 indirect subsidiaries.

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

At 31 December 2021	Consolidated financial statements					
	Contractual cash flows					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total

(in thousand Baht)

Non-derivative financial liabilities

Accounts payables	142,676	142,676	-	-	-	142,676
Loans from financial institutions	11,151,408	1,050,826	1,812,226	4,511,474	5,643,027	13,017,553
Lease liabilities	3,775,680	223,928	622,000	561,812	6,226,406	7,634,146
	<u>15,069,764</u>	<u>1,417,430</u>	<u>2,434,226</u>	<u>5,073,286</u>	<u>11,869,433</u>	<u>20,794,375</u>

At 31 December 2021	Separate financial statements					
	Contractual cash flows					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total

(in thousand Baht)

Non-derivative financial liabilities

Accounts payables	71,078	71,078	-	-	-	71,078
Loans from financial institutions	7,650,838	595,187	1,439,345	2,813,180	3,883,158	8,730,870
Loans from related parties	42,834	-	42,834	-	-	42,834
Lease liabilities	1,805,106	65,717	296,524	164,631	3,017,063	3,543,935
	<u>9,569,856</u>	<u>731,982</u>	<u>1,778,703</u>	<u>2,977,811</u>	<u>6,900,221</u>	<u>12,388,717</u>

At 31 December 2020	Consolidated financial statements					
	Contractual cash flows					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total

(in thousand Baht)

Non-derivative financial liabilities

Accounts payables	144,665	144,665	-	-	-	144,665
Loans from financial institutions	12,686,922	2,595,572	2,760,691	5,578,331	3,855,089	14,789,683
Lease liabilities	3,778,298	222,541	406,815	687,958	6,466,212	7,783,526
	<u>16,609,885</u>	<u>2,962,778</u>	<u>3,167,506</u>	<u>6,266,289</u>	<u>10,321,301</u>	<u>22,717,874</u>

At 31 December 2020	Separate financial statements					
	Contractual cash flows					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total
<i>(in thousand Baht)</i>						
<i>Non-derivative financial liabilities</i>						
Accounts payables	70,084	70,084	-	-	-	70,084
Loans from financial institutions	9,346,356	2,019,815	2,296,793	3,834,451	2,504,827	10,655,886
Loans from related parties	174,115	-	174,115	-	-	174,115
Lease liabilities	1,786,309	64,027	124,708	319,684	3,099,524	3,607,943
	<u>11,376,864</u>	<u>2,153,926</u>	<u>2,595,616</u>	<u>4,154,145</u>	<u>5,604,351</u>	<u>14,508,028</u>

(b.3) Market risk

The Group is exposed to normal business risks from changes in market interest rates and currency exchange rates and from non-performance of contractual obligations by counterparties. The Group does not hold or issue derivatives for speculative or trading purposes.

(b.3.1) Foreign currency risk

The Group operates mainly in Thailand and Philippines. The Thai Baht is the functional currency for businesses operating in Thailand whereas the Philippine Peso is the functional currency for businesses operating in Philippines. Accordingly, the Group does not have material foreign currency risk

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan interest rates are mainly floating. The Group is primarily exposed to interest rate risk from its borrowings (See note 18). The Group mitigates this risk by ensuring that the majority of its borrowings interest rates are close to the market rate.

Exposure to interest rate risk at 31 December	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020

(in million Baht)

Financial instruments with fixed interest rates

Financial assets	-	-	-	-
Financial liabilities	(20)	(20)	-	-
	<u>(20)</u>	<u>(20)</u>	<u>-</u>	<u>-</u>

Financial instruments with variable interest rates

Financial assets	-	-	777	1,042
Financial liabilities	(11,131)	(12,667)	(7,694)	(9,520)
	<u>(11,131)</u>	<u>(12,667)</u>	<u>(6,917)</u>	<u>(8,478)</u>

Fair value sensitivity analysis for fixed-rate instruments.

The Group does not account for any fixed-rate financial assets or financial liabilities, at FVTPL, and the Group does not designate derivatives (interest rate swaps) as hedging instruments under a fair value hedge accounting model. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1% in interest rates at the reporting date would have increased (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant

At 31 December 2021	Consolidated financial statements			
	Profit or loss		Equity, net of tax	
	1% increase in interest rate	1% decrease in interest rate	1% increase in interest rate	1% decrease in interest rate

(in million Baht)

Financial instruments with variable interest rate	111	(111)	-	-
Cash flow sensitivity	<u>111</u>	<u>(111)</u>	<u>-</u>	<u>-</u>

At 31 December 2021	Separate financial statements			
	Profit or loss		Equity, net of tax	
	1% increase in interest rate	1% decrease in interest rate	1% increase in interest rate	1% decrease in interest rate

(in million Baht)

Financial instruments with variable interest rate	69	(69)	-	-
Cash flow sensitivity	<u>69</u>	<u>(69)</u>	<u>-</u>	<u>-</u>

34 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

35 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<i>(in million Baht)</i>				
<i>Capital commitments</i>				
Contracted but not provided	502.1	646.9	6.7	25.9
<i>Future minimum lease payments under short-term or low value leases</i>				
Within 1 year	2.9	4.2	1.7	2.7
1 - 5 years	3.6	4.3	2.2	3.1
Total	6.5	8.5	3.9	5.8
<i>Commitments under service agreements</i>				
Within 1 year	25.5	23.5	4.6	2.5
1 - 5 years	7.5	3.1	4.8	2.7
Total	33.0	26.6	9.4	5.2
<i>Other commitments</i>				
Guarantee for bank credit facilities	3,314.5	2,805.3	3,314.5	2,805.3
Bank guarantees	159.2	159.0	17.5	17.5
Total	3,473.7	2,964.3	3,332.0	2,822.8

Long-term agreements

The Company and its subsidiaries have entered into several long-term asset lease agreements and several service agreements with third parties, local companies, overseas companies, and Government organisations as follows:

Long-term asset lease agreements

The Company has land lease agreement on which its hotel building is situated from the lessor. The term of the lease is a period of 30 years up to the year 2025, could be extended for further period subject to certain conditions in the agreement. Under the terms of this agreement, the Company shall pay lease remuneration of Baht 180.0 million which will be paid within the 30th year of the lease and is recorded as part of "Accounts payable for land leasehold rights". The Company has also paid the deposit for rental amounting to Baht 90.0 million which shall be refunded in the 30th year and is presented as part of "Deposits for lease of land, building and equipment" in the statement of financial position.

In addition, the Company has another land lease agreement to extend the term of aforementioned agreement for 20 years up to the year 2045. The Company agreed to pay the lease remuneration of Baht 216.1 million. The Company has already paid this remuneration. In addition, the Company shall pay rental per annum as mentioned in the agreement. Upon termination of the agreements, the ownership of buildings and building improvements on the leased, including equipment, furniture and tools necessary for hotel operations, shall be transferred to the lessor.

On 31 October 2002, Erawan Chaophraya Company Limited, a subsidiary, entered into an agreement to lease land from a foundation for the purpose of land development and building construction. The term of the lease is a period of 30 years up to the year 2034, to be extended for further period, subject to certain conditions in the agreement. Under the terms of this agreement, the subsidiary agreed to pay a monthly rate as mentioned in the agreement. Upon termination of the agreement, the ownership of buildings and all structures constructed on the leased land shall be transferred to the lessor.

On 9 January 2006, Erawan Rajdamri Company Limited, a subsidiary, entered into the Building Renovation and Land and Renovated Building Lease Agreement with a Government organization covering a term of 30 years up to the year 2037. Under the term of this agreement, the subsidiary shall pay remuneration of Baht 70.0 million, which had already been paid. In addition, the subsidiary shall pay monthly rental as mentioned in the agreement.

On 9 June 2006, the Company entered into a land lease agreement with a third party for a period of 30 years up to the year 2038. Under the terms of this agreement, the Company shall pay lease remuneration of Baht 25.0 million. The Company had already paid this remuneration. In addition, the Company shall pay a land rental of Baht 1.2 million per annum for the first three years, and such rental shall be adjusted every three years. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 15 May 2007, the Company entered into a land lease agreement with a third party for a period of 30 years up to the year 2039. Under the terms of this agreement, the Company shall pay lease remuneration of Baht 53.0 million. The Company had already paid this remuneration. In addition, the Company shall pay a land rental of Baht 0.4 million per annum for the first three years, and such rental shall be adjusted every three years. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 19 March 2010, the Company entered into a land lease agreement with two local companies for a period of 30 years up to the year 2043. Under the terms of this agreement, the Company shall pay lease remuneration of Baht 150.0 million. The Company had already paid this remuneration. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 19 January 2011, The Company entered into land lease agreement with a third party for a period of 30 years up to the year 2043, to be extended for further period, subject to certain conditions in the agreement. Under the terms of this agreement, the Company shall pay lease remuneration of Baht 3.0 million. The Company has already paid this remuneration. In addition, the Company shall pay a land rental of Baht 0.3 million per annum for the first three years, and such rental shall be adjusted every three years. Upon the termination of the agreement, the Company shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 13 November 2014, Erawan Philippines (Ermita), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 25 years ending in 2039, to be extended for a further period of 5 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year, according to the agreement. Upon the termination of the agreement; the indirect subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor. Then, on 5 October 2015, the indirect subsidiary entered into a supplemental agreement to extend the term of the lease to 27 years ending in 2041. The indirect subsidiary has the right to renew for another 5 years whereas other conditions in the agreement remains the same.

On 13 March 2015, Erawan Hop Inn Company Limited entered into land lease agreement with a third party for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 2.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 2 July 2015, Erawan Hop Inn Company Limited entered into land lease agreement with a third party for a period of 30 years up to the year 2046, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 5.3 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 2 July 2015, The Company entered into land lease agreement with a third party for a period of 30 years up to the year 2048, to be extended for further period, subject to certain conditions in the agreement. The Company shall pay lease remuneration of Baht 53.5 million. The Company has already paid this remuneration. In addition, the Company shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 2 July 2015, Erawan Philippines (Makati), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 30 years ending in 2045, to be extended for a further period of 20 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 9 July 2015, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a foundation for a period of 30 years up to the year 2046, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 4.7 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 7 August 2015, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 13.6 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in the agreement. Upon the termination of the agreement, the subsidiary shall demolish the building and structures on such land to the lessor.

On 26 January 2016, Erawan Philippines (Aseana), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 30 years ending in 2046, to be extended for a further period of 20 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 26 May 2016, Erawan Samui Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2046, to be extended for further period, subject to certain conditions in the agreement. In addition, the subsidiary shall pay a land rental at the period and rate as mentioned in the agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 30 May 2016, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 4.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 1 June 2016, The Company entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The Company shall pay lease remuneration of Baht 87.0 million. The Company has already paid this remuneration. In addition, the Company shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 1 June 2016, The Company entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The Company shall pay lease remuneration of Baht 10.0 million. The Company has already paid this remuneration. In addition, the Company shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 6 July 2016, Erawan Philippines (Alabang), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 30 years ending in 2046, to be extended for a further period of 20 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 20 July 2016, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 8.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in the agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 7 October 2016, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 4.2 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in the agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 1 April 2017, Erawan Philippines (Quezon City), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 30 years ending in 2047, to be extended for a further period of 20 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 5 July 2017, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2047, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 16.0 million. The Company has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 1 September 2017, Erawan Philippines (Cebu), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 30 years ending in 2047, to be extended for a further period of 20 years, subject to certain conditions in the agreement. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 20 October 2017, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2048, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 3.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the ownership of all constructs erected on the leased land, together with equipment which are unremovable, shall be transferred to the lessor.

On 26 June 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 8.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures, including equipment and furniture on such land to the lessor, depending upon the purpose of the lessor.

On 29 June 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 10.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 23 August 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 1.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 31 August 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 1.8 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 7 September 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 6.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building and structures on such land to the lessor.

On 8 November 2018, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2049, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 4.0 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 18 December 2018, Erawan Philippines (Ortigas), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 35 years ending in 2052. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 1 March 2019, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2051, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 47.7 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures, furniture, fixtures and equipment on such land to the lessor, depending upon the purpose of the lessor.

On 6 March 2019, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2051, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 13.4 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 19 April 2019, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with local company for a period of 30 years up to the year 2051, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 28.8 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 3 May 2019, Erawan Hop Inn Company Limited, a subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2050, to be extended for further period, subject to certain conditions in the agreement. The subsidiary shall pay lease remuneration of Baht 3.3 million. The subsidiary has already paid this remuneration. In addition, the subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the subsidiary shall demolish the building or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 7 November 2019, Erawan Philippines (Cebu), INC., an indirect subsidiary, entered into lease agreement to lease land in Philippines for hotel construction. The rental period is 35 years ending in 2053. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the lessor, depending upon the purpose of the lessor.

On 8 November 2019, Erawan Philippines (Cebu), INC., an indirect subsidiary, entered into sub-lease agreement to lease land in Philippines for hotel construction. The rental period is 25 years ending in 2044. The indirect subsidiary agreed to pay a monthly rental rate in each year as mentioned in the agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the buildings or deliver all buildings and structures on such land to the sub-lessor, depending upon the purpose of the sub-lessor.

Hotel management agreements

On 24 February 1988, Erawan Hotel Public Company Limited, a subsidiary, entered into agreements with various companies in the Hyatt International Corporation Limited Group ("HYATT") whereby HYATT will provide necessary hotel construction and management services to the subsidiary. Under the terms of the agreements, the subsidiary is committed to pay a management fee, license fee, and a share of marketing and promotion expenses to HYATT, at the rates indicated in the agreements. The terms of the management agreement is for 20 years, counting from commencement of hotel operations, to be extended for at least 10 years, dependent upon certain conditions as specified in the agreement.

On 29 October 2010, Erawan Hotel Public Company Limited, a subsidiary, entered into amendment agreement with Hyatt to amend certain conditions in the agreement. The subsidiary agreed to extend the terms of the management agreement for another 9.5 years and automatically extended for 10 years under the terms of the agreement except the counter parties have notification letter at least 6 months before 30 June 2021 and extended for at least 10 years since the extending of second agreement by making notification letter for the counter parties before 29 June 2029, dependent upon certain conditions as specified in the agreement.

On 3 February 1994, Erawan Ploenchit Company Limited entered into an agreement with Marriott Worldwide Corporation Group ("Marriott") to appoint the Marriott as management of the subsidiary's hotel. The subsidiary also made agreements with Marriott relating to the hotel operations. Under the terms of the agreements, the subsidiary is committed to pay remuneration to Marriott at the rates, terms and basis specified in the agreements. The hotel management agreement will be terminated on 31 December 2032. On 1 January 2008, the subsidiary transferred all commitments under these agreements to the Company.

On 4 July 2005, Erawan Rajdamri Company Limited and Erawan Samui Company Limited entered into management agreements with Marriott Group ("Marriott"), to appoint the Marriott to manage the subsidiaries' hotel as a standardised Courtyard by Marriott and Renaissance hotel. Under the terms of the agreements, the subsidiaries are committed to pay remuneration to Marriott in accordance with the rates, terms and basis specified in the agreements. The terms of the hotel management agreements are for 30 years from commencement of hotel operations, and are extendible for a further period of at least 10 years, depend on the fulfillment of certain conditions specified in the agreements.

On 30 November 2021, the Company has transferred all shares of Erawan Samui Company Limited (see note 12), as well as the rights and obligations under the management agreement with "Marriott" to the buyer.

In December 2005, the Company entered into agreements with InterContinental Hotels Group to manage a hotel located at Pattaya under the brand Holiday Inn. Under the terms of the agreements, the Company is committed to pay remuneration in accordance with the rates, terms and basis specified in the agreements. The terms of the hotel management agreements are 15 years from commencement of hotel operations, and are extendible for a further period of at least five years, dependent upon the fulfillment of certain conditions specified in the agreements.

On 18 February 2013, the Company entered into amendment agreement with InterContinental Hotel Group. Under the term of the agreements, the Company is committed to pay remuneration in accordance with the rates, terms and basis specifies in the new amendment agreements. The term of the hotel management agreement is for 15 years from commencement of the additional building operations under the brand Holiday Inn, extendible for a further period of at least five years twice, dependent upon the fulfillment of certain conditions specified in the agreements.

In July 2011, Erawan Phuket Company Limited, a subsidiary, terminated management services agreements with Six Senses Company Group and entered into management services agreements with Starwood Group, which consequently merged with Marriott. In December 2017, all management services agreements with Starwood Group were assigned to Marriott Group. All terms and conditions under the management services agreements remain unchanged of which Marriott Group will provide resort management services to the subsidiary and the subsidiary is committed to pay management fees at the rates indicated in the agreements. The agreements will expire in December 2031 with an option to extend for further period which depends on certain conditions as specified in the agreements.

During June 2006 to December 2012, the Company and Erawan Chaopraya Company Limited, a subsidiary, entered into agreements with Accor Group to manage 12 hotels located in Thailand of the Company and a subsidiary under the brand Ibis and Mercure. Under the terms of the agreements, the Company and a subsidiary are committed to pay remuneration in accordance with the rates, terms and basis specified in the agreements. The terms of the hotel management agreements are 15 years from commencement of hotel operations, extendible for a further period of at least 5 years, dependent upon the fulfillment of certain conditions specified in the agreements. On 1 July 2009, the contract was extended from 15 to 20 years.

On 1 July 2013, the Company and its subsidiaries agreed with the Accor Group to terminate the hotel management agreements for 12 hotels and enter into franchise agreements with the Accor Group under the Ibis and Mercure brand to replace the hotel management agreements. Under the terms of these agreements, the Company and its subsidiaries are committed to pay fees to Accor Group at the rates, terms and basis specified in the agreements. The periods of the franchise agreements are the same as the previous hotel management agreements.

On 30 November 2021, the Company sold the related assets of Ibis Samui Bophut Hotel (see note 15) and transferred the rights and obligations under the franchise agreement with Accor Group for such hotel to buyer.

On 30 December 2015, the Company entered into franchise agreements with the Accor Group to operate hotels under the Ibis Styles and Novotel brands. Under the terms of these agreements, the Company is committed to pay fees to Accor Group at the rates, terms and basis specified in the agreements. The term of the franchise agreement is for 20 years from commencement of hotel operations.

On 29 December 2016, the Company entered into franchise agreements with the Accor Group to operate hotels under the Ibis Styles and Mercure brands. Under the terms of these agreements, the Company is committed to pay fees to Accor Group at the rates, terms and basis specified in the agreements. The term of the franchise agreement is for 20 years from commencement of hotel operations.

On 5 December 2017, Erawan Philippines (Cebu), INC., an indirect subsidiary, entered into an agreement with InterContinental Hotels Group to franchise the brand Holiday Inn. Under the terms of the agreement, the subsidiary is committed to pay remuneration in accordance with the rates, terms and basis specified in the agreement. The terms of the franchise agreement is for 20 years from the commencement of hotel operation, and is extendible for a further period of at least five years, dependent upon fulfillment of certain conditions specified in the agreement.

36 Reclassification of accounts

Certain accounts in the statement of financial position as at 31 December 2020, included in the financial statements for the year ended 31 December 2021, were reclassified to be consistent with accounts in the financial statements for the year ended 31 December 2021 as follows:

For the year ended 31 December 2021	Consolidated financial statements		
	Before reclassification	Reclassification	After reclassification
<i>(in million Baht)</i>			
<i>Statement of financial position</i>			
Property, plant and equipment	18,722	104	18,826
Land held for development	104	(104)	-
		<u>-</u>	

The reclassifications have been made because, in the opinion of management, the new classification is more appropriate to the Group's business.

37 Events after the reporting period

The disposal of the Company's assets

At the Company's Board of Directors' meeting held on 25 November 2021, the Board of Directors approve a disposal of all assets related to operation of certain hotels which are under the Company's operation to a private company. The objectives of such disposals are adhered to the Company's long-term strategy of adjusting the hotel portfolio to focus on investing in the budget hotel segment and increasing the proportion of revenue and profit generated mainly by domestic customers. On 28 January 2022, the Company has executed the sale and purchase agreement of such assets and received deposit of Baht 105,000,000. Such assets have been classified to non-current assets classified as held for sale as at 31 December 2021.

Investments in subsidiaries

At the Company's Board of Directors' meeting held on 24 January 2022, the Board of Directors approved the restructuring of the Company's shareholding in subsidiaries to support the expansion of budget hotels in Thailand and overseas. The Company registered the incorporation of Erawan Budget Hotel Company Limited which the Company holds 99.99% of shares on 18 February 2022.

Investments in associates

On 31 January 2022, the associate declared the capital reduction amounting to Baht 29.5 million, which will be paid back to the Company of Baht 5.9 million, according to numbers of units holding, on 4 March 2022.

Dividend omission

On 22 February 2022, at the Company's Board of Directors' meeting, the board of directors passed a resolution to propose to the 2022 annual general meeting of the shareholders of the Company for the omission of dividend payment for the year 2021 operating results.

Attachments



Holiday Inn Pattaya

Attachment No. 1

Details of Directors, Executives, Controlling persons, Chief Financial Officer, Executive Vice President of Accounting Department and Company Secretary

The Board of Directors

Mr. Chanin Vongkusolkrit

Age: 69 years

Position: Chairman of the Board of Director, date appointed 27 April 2018

Date of being a director: 4 November 2004 (17 years)

Number of Company's Shares as of 31 December 2021: 185,229 shares equal to 0.0041% of total shares

Educational Degree:

Master of Business Administration (Finance), St. Louis University, Missouri, USA

IOD Training Program:

1. DCP: Refresher Course 3/2006
2. DCP: Director Certification Program 20/2002

Training Program:

LDP: Leadership Development Program 2012, Thai Listed Companies Association

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2016 - Present	Chairman of the Board of Director (appointed date 28 April 2016)	Banpu Plc.	Energy provider and investor
2015 - Present	Director	Banpu Power Plc.	Power company
1983 - Present	Director	Banpu Plc.	Energy provider and investor
1983 - Present	Director	Mitr Phol Sugar Corp., Ltd.	Manufacture and distributor of Sugar
Present	Director	Mid Siam Sugar Co., Ltd	Manufacture and distributor of Sugar
Present	Director	Plam Springs Place Co., Ltd	Real Estate Development
Present	Director	TME Capital Co., Ltd	Holding Company
Present	Director	City Holdings Co., Ltd	Holding Company
Present	Director	UFINVES Corp. Ltd.	Holding Company
2015 - 2016	Senior Executive Officer	Banpu Plc.	Energy provider and Investor
1983 - 2015	Chief Executive Officer	Banpu Plc.	Energy Provider and Investor

Dr. Kulpatra Sirodom

Age: 65 years

Position:

Independent Director

Chairman of the Audit Committee, date appointed 27 April 2018

Date of being a director: 26 April 2017 (4 years)

Number of Company's Shares as of 31 December 2021: -None-

Educational Degree:

- Ph.D. (Finance) University of Pittsburgh, USA
- Master of Business Administration (Finance) West Virginia University, USA
- BBA (First Class Honors-Finance), Thammasat University

IOD Training Program:

1. DCP: Director Certification Program - Train the Trainer 2000
2. ACP: Audit Committee Program 29/2009

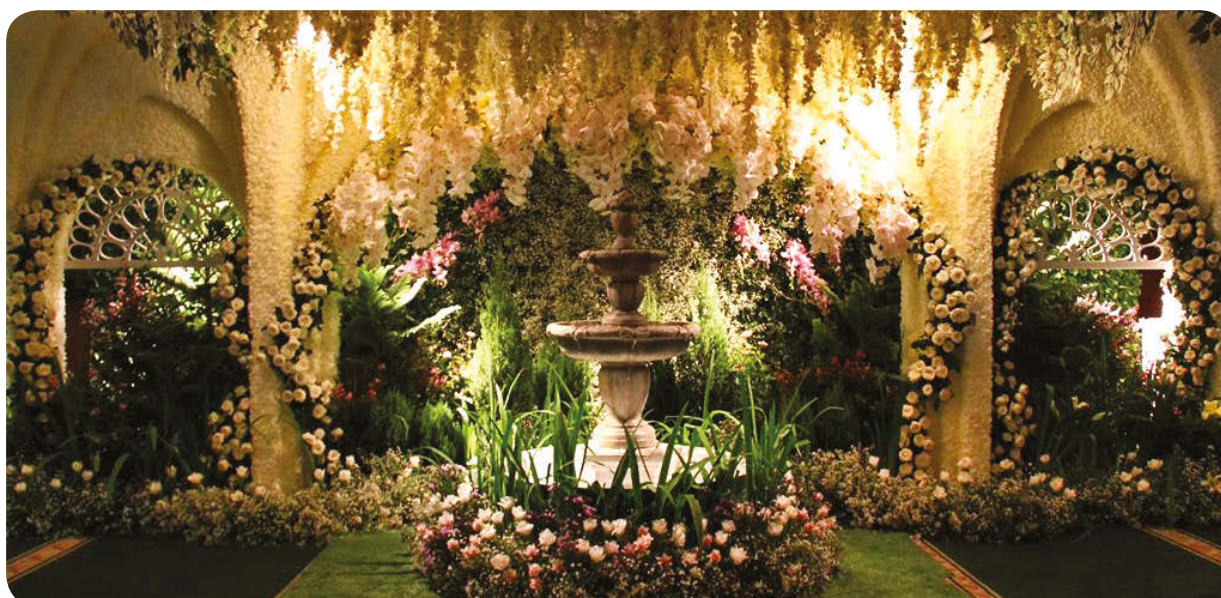
Training Program:

1. Capital Market Academy No.2, The Stock Exchange of Thailand
2. Global Association of Risk Professionals (GARP)
3. Global Institute of Women Corporate Directors (Invited as speaker at the annual event in New York, USA)

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2019 - Present	Independent Director and Member of the Audit Committee and Member of Nomination and Compensation Committee	TISCO Financial Group Plc.	Bank/Financial Corporations
2019 - Present	Independent Director and Chairman of the Audit Committee and Member of the Corporate Governance Committee	Thai Group holding Plc.	Insurance/ Life Insurance
2018 - Present	Director and Treasurer	Social Enterprise Thailand Association	Association
2017 - Present	Independent Director and Chairman of the Audit Committee	Thai President Foods Plc.	Manufacture and distributor of instant noodle products
2017 - Present	Member for the Public Sector Auditing and Evaluation Directorate	Office of the Public Sector Development Commission	Government Agency
2016 - 2020	Independent Director and Chairman of the Risk Management Sub-committee	Thailand Clearing House Co., Ltd	Accounting
2016 - 2020	Independent Director	Thailand Securities Depository Co., Ltd.	Securities registration services
2016 - Present	Director	The Siam Commercial Foundation	Foundation
2015 - Present	Vice Chairman of Center for Building Competitive Enterprises	Thai Listed Company Association	Association
2015 - Present	Director and Advisory to Chairman of the Board of Director	The Mae Fah Luang Foundation under Royal Patronage	Foundation to carry on the royal- initiative projects

2015 - Present	Director and Advisory to Chairman of the Board of Director	The Institute for Promotion and Development of Pid Thong Lang Phra Activities Inherit the royal initiative	Institute to promote the educational sector to develop the royal-initiative projects.
2015 - Present	Director and Advisory to Chairman of the Board of Director	Rakkaew Foundation	Foundation to carry on the royal- initiative projects
2014 - Present	Independent Director	Total Industrial Services Co., Ltd	Property and Industrial Estate Development
2014 - Present	Expert Member on Risk Management Sub-Committee	Social Security Fund	Social Security Fund
2013 - Present	Chairman of the Corporate Governance Committee	Thai Wacoal Plc.	Manufacturer of readymade garment
2013 - Present	Expert Member, Commission Policy on Private Participation in State Affairs	Ministry of Finance	Government agency
2013 - Present	Expert Member, Sripatum University Council	Sripatum University	Educational Institution at undergraduate level
2013 - Present	Director of Southeast Bangkok College Council	Southeast Bangkok College	Educational Institution at undergraduate level
2012 - Present	Chairman of the Audit Committee	Thai Wacoal Plc.	Manufacturer of readymade garment
2010 - Present	Independent Director	Thai Wacoal Plc.	Manufacturer of readymade garment
2002 - Present	Member of Operation Committee	The Professor Sangvian Indaravijaya Foundation	Foundation
2010 - 2012	Chairman of the Risk Management Committee	Thai Wacoal Plc.	Manufacturer of readymade garment
2009 - Apr. 2018	Independent Director, Member of the Audit Committee and Member of the Corporate Social Responsibilities Committee	Siam Commercial Bank Plc.	Bank
2002 - Sep. 2017	Independent Director and Member of the Audit Committee	President Bakery Plc.	Manufacturer and distributor of Bakery Products



Grand Hyatt Erawan Bangkok

Mr. Ekasith Jotikasthira

Age: 51 years

Position:

Independent Director

Member of the Audit Committee

Member of the Nominating and Corporate Governance Committee

Date of being a director: 29 April 2009 (12 years)

Number of Company's Shares as of 31 December 2021: -None-

Educational Degree:

Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University

IOD Training Program:

1. AACP: Advanced Audit Committee Program 28/2018
2. DAP: Director Accreditation Program 79/2009

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
9 Sep. 2020 - Present	Authorized Director	511 Property Management Co.,Ltd	Property Rental & Service
2010 - 2018	Regional Director - Thailand and Indochina	Hotelbeds (Thailand) Co., Ltd	Tourism



Mercure Pattaya Ocean Resort

Assoc. Prof. Dr. Somprawin Manprasert

Age: 46 years

Position:

Independent Director

Member of the Audit Committee

Date of being a director: 28 April 2018 (3 years)

Number of Company's Shares as of 31 December 2021: -None-

Educational Degree:

- Ph.D. Economics, University of Maryland at college Park, United states
- M. A. Economics, University of Maryland at college Park, United states
- M. Sc. Economics and Finance, University of Warwick, United Kingdom
- Bachelor of Economics, Faculty of Economics, Chulalongkorn University

IOD Training Program:

DAP: Director Accreditation Program 151/2018

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2019 - Present	Member of the Sub-Committee on Commerce	The Committee on Commerce and Industry, Senate	Government agency
2019 - Present	Member of the Sub-Committee for the Mobilization and Advice on Economic Measures	The Office of the National Economic and Social Development Council	Government agency
2019 - Present	Advisor to Committee on Monetary Affairs, Finance, Financial Institutions, and Financial Market	The House of Representatives	Government agency
2017 - Present	Executive Vice President, Head of Research Division	Bank of Ayudhya Plc.	Bank
2017 - 2019	Member of the Sub-committee to consider, amend or repeal the law that hinders the occupation and business operation of the people	The Office of Law Reform Commission of Thailand, Office of the Prime Minister	Government agency
2016 - 2017	Advisory and Head of Research	Bank of Ayudhya Plc.	Bank
2012 - 2016	Associate Dean, Faculty of Economics	Chulalongkorn University	Educational Institution

Mr. Banyong Pongpanich

Age: 67 years

Position:

Independent Director

Member of the Management Development and Compensation Committee

Date of being a director: 16 November 2004 (17 years)

Number of Company's Shares as of 31 December 2021: 5,400,000 shares equal to 0.1192% of total shares.

Educational Degree:

- Honorary Doctorate in Philosophy (Development Administration), National Institute of Development Administration
- Honorary Doctorate in Economics, Chulalongkorn University
- Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Economics, Chulalongkorn University

IOD Training Program:

1. CGI: Corporate Governance for Capital Market Intermediaries 15/2016
2. ACEP: Anti-Corruption for Executive Program 2/2012
3. DAP: Director Accreditation Program 36/2005
4. RCP: Role of the Chairman Program 5/2001

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
May 2019 - Present	Advisory of the Risk Oversight Committee	Kiatnakin Phatra Bank Plc.	Bank
2012 - Present	Director and Chairman of the Executive Committee	Kiatnakin Phatra Bank Plc.	Bank
2010 - Present	Chairman of the Board of Director	KKP Capital Plc.	Holding Company
2007 - Feb 2021	Independent Director and Chairman of the Nomination and Remuneration Committee	Don Muang Tollway Plc.	Service Provider to the tollway user
2005 - Present	Chairman of the Board of Director	Kiatnakin Phatra Securities Plc.	Securities Brokerage
2012 - May 2019	Member of the Risk Management Committee	Kiatnakin Phatra Bank Plc.	Bank
2012 - 2015	Chief Executive Officer	Kiatnakin Phatra Bank Plc.	Bank
2012 - May 2019	Chairman of the Nomination and Remuneration Committee	Muang Thai Insurance Plc.	Non-Life insurance
2008 - Apr. 2017	Independent Director	Muang Thai Insurance Plc.	Non-Life insurance

Mr. Supol Wattanavekin

Age: 66 years

Position:

Director

Chairman of the Nominating and Corporate Governance Committee

Date of being a director: 4 November 2004 (17 years)

Number of Company's Shares as of 31 December 2021: 119,223,903 shares equal to 2.631% of total shares.

Educational Degree:

- Master of Business Administration (Executive) (EMBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor of Laws, Ramkhamhaeng University

IOD Training Program:

1. BMD: Boards that make a Difference 9/2019
2. RCL: Risk Management Program for Corporate Leader 3/2016
3. DCPU: Director Certification Program Update 1/2014
4. FGP: Financial Institution Governance Program 2/2011
5. DCP: Director Certification Program 76/2006
6. DAP: Director Accreditation Program 56/2006
7. Board & CEO Assessment 2003
8. RCP: The Role of the Chairman Program 1/2000

Training Program:

1. Cyber Resilience Leadership Workshop: Herd Immunity 2021, Bank of Thailand
2. Cyber Resilience Leadership Workshop: Mission in Action 2019, Bank of Thailand
3. Bangkok FinTech Fair 2019, Bank of Thailand
4. Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call, Bank of Thailand
5. Chairman Dinner 2018 "Social Responsibilities in Action", Thai Institute of Directors Association
6. Chairman Dinner 2017, Thai Institute of Directors Association
7. Family Business Club Event 3/2017, Thai Institute of Directors Association
8. SET 100 Civil and State Cooperation 2016, The Stock Exchange of Thailand
9. CG Forum 4/2015 - Thailand CG Forum "Governance as a Driving Force for Business Sustainability", The Stock Exchange of Thailand
10. CG Forum 2/2014 Corporate Governance in the Perspective of Investors, The Stock Exchange of Thailand
11. Chairman Forum 1/2013 Meeting the AEC Challenge: Role of the Chairman, Thai Institute of Directors Association
12. CG Forum 3/2013 Conflict of Interest: Fighting Abusive RPT, The Securities and Exchange Commission
13. Chairman Forum 2/2013 Role of the Chairman's business code of conduct, Thai Institute of Directors Association
14. Financial Sector Restructuring in Thailand: From present to the future (Special Seminar 1/2010), Thai Institute of Directors Association
15. The 5th SEACEN / ABAC / ABA / PECC Public Private Dialogue for the Asia Pacific Region (2009), The Southeast Asia Central Bank Research and Training Center, Malaysia
16. Corporate Governance Report of Thai Listed Companies 2007, Thai Listed Companies Association
17. Leadership, Strategic Growth and Change 2006, Sasin Graduate Institute of Business Administration of Chulalongkorn University
18. Organizing and Managing Strategic Alliances for Success and Profit 2006, Sasin Graduate Institute of Business Administration of Chulalongkorn University
19. Orchestrating Winning Performance 2005, IMD International, Switzerland

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
Apr 2019 - Present	Director	WeEat Co., Ltd.	Manufacture of other food products and Restaurant Activities
May 2019 - Present	Chairman of the Risk Oversight Committee	Kiatnakin Phatra Bank Plc.	Bank
2017 - Present	Director	Eastern Sugar Co., Ltd.	Manufacturer and distributor of Sugar
2015 - Present	Director	Ruam Wattana Co., Ltd.	Property Rental & Service
2012 - Present	Advisory to the Executive Committee	Kiatnakin Phatra Bank Plc.	Bank
2011 - Present	Chairman of the Board of Director	Kiatnakin Phatra Bank Plc.	Bank
1990 - Present	Chairman of the Board of Director	BOT Lease (Thailand) Co., Ltd	Rental Service under long term leasing agreement, (Finance) loan service, investment
2003 - 2019	Chairman of the Risk Management Committee	Kiatnakin Phatra Bank Plc.	Bank



ibis Bangkok Sathorn

Mrs. Panida Thepkanjana

Age: 62 years

Position:

Director

Chairman of the Management Development and Compensation Committee

Date of being a director: 1991 (30 years)

Number of Company's Shares as of 31 December 2021: (including spouse) 6,791,486 shares equal to 0.1499% of total shares.

Educational Degree:

- Master of Business Administration (Executive) (EMBA), Sasn Graduate Institute of Business Administration of Chulalongkorn University
- Master of Law, Chulalongkorn University
- Barrister-at-Law, The Institute of Thai Bar Association

IOD Training Program:

1. BMD: Boards that Make a Difference 10/2020
2. RNG: Role of the Nomination and Governance Committee 6/2014
3. DCP: Refresher Course 1/2005
4. DCP: Director Certification Program 18/2002

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
1992 - Present	Authorized Director	Erawan Hotel Plc.	Hotel



ibis Bangkok Sathorn

Mrs. Arada Vongkusolkrit

Age: 46 years

Position:

Director

Member of the Strategic and Investment Committee

Member of Management Development and Compensation Committee

Date of being a director: 26 April 2017 (4 years)

Number of Company's Shares as of 31 December 2021: 107,568 shares equal to 0.0024% of total shares

Educational Degree:

- Executive Master of Business Administration (EMBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Master of Engineering, Operations Research & Industrial Engineering, Cornell University Graduate School, Ithaca, New York
- Bachelor of Science in Manufacturing Engineering, Boston University School of Engineering, Boston Massachusetts

IOD Training Program:

1. RCL: Risk Management Program for Corporate Leader 12/2018
2. BMT: Board Matters and Trends 3/2017
3. DCP: Director Certification Program 162/2012
4. FSD: Financial Statement for Director 17/2012

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2018 - Present	Authorized Director	Taveesapanan Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Growth Management Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Hop Inn Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Rajdamri Co.,Ltd	Hotel
2018 - 2021	Authorized Director	Erawan Samui Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Commercial Management Co.,Ltd	Combined office administrative service activities
2018 - Present	Authorized Director	The Reserve Co., Ltd	Property Development
2018 - Present	Authorized Director	Erawan Phuket Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Naka Co., Ltd	Hotel business support
2018 - Present	Director	TME Capital Co., Ltd	Holding Company
2018 - Present	Director	UFINVES Corp., Ltd	Holding Company
2005 - Present	Managing Director	City Holding Co., Ltd	Holding Company
2004 - Present	Authorized Director	City Holding Co., Ltd	Holding Company
2003 - Present	Director	Thai Chemical & Engineering Co., Ltd	Wholesale of industrial chemicals

Mr. Gavin Vongkusolkrit

Age: 39 years

Position:

Director

Member of the Strategic and Investment Committee

Member of the Nominating and Corporate Governance Committee

Date of being a director: 1 December 2011 (10 years)

Number of Company's Shares as of 31 December 2021: 67,213 shares equal to 0.0015% of total shares

Educational Degree:

Master of Business Administration (Finance), The University of Sydney, Australia

IOD Training Program:

1. RCC: Role of the Compensation Committee 17/2013
2. RNG: Role of the Nomination and Governance Committee 4/2013
3. DCP: Director Certification Program 156/2012

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2021 - Present	Director	Mitr Phol Sugar Co., Ltd.	Sugar and bio-energy producer
2018 - Present	Authorized Director	Odtomato Co., Ltd	Food & Beverage Distributor
2014 - Present	Authorized Director	Kuppadeli Co., Ltd	Food & Beverage Distributor
2010 - Present	Authorized Director	Kuppa Asoke Co., Ltd	Food & Beverage Distributor
2008 - Present	Authorized Director	Heritage Estates Co., Ltd	Real Estate Development



Grand Hyatt Erawan Bangkok

Mr. Kasama Punyagupta

Age: 59 years

Position:

Director

Chairman of the Strategic and Investment Committee

Date of being a director: 28 April 2018 (3 years)

Number of Company's Shares as of 31 December 2021: 179,998 shares equal to 0.004% of total shares

Educational Degree:

- Master of Business Administration (International Business), University of Bridgeport, Connecticut, USA
- Bachelor of Business Administration (Banking and Finance), Chulalongkorn University

IOD Training Program:

1. CSR: Corporate Governance and Social Responsibility 1/2007
2. DCP: Director Certification Program 49/2004

Other Current Positions and Working Experience

Period	Position	Company / Organization	Type of Business
2018 - Present	Authorized Director	Taveesapanan Co.,Ltd	Hotel
2018 - Present	Authorized Director	Erawan Growth Management Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Rajdamri Co., Ltd	Hotel
2018 - 2021	Authorized Director	Erawan Samui Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2018 - Present	Authorized Director	The Reserve Co., Ltd	Property Development
2018 - Present	Authorized Director	Erawan Phuket Co., Ltd	Hotel
2018 - Present	Authorized Director	Erawan Naka Co., Ltd	Hotel Business support
July 2019 - Present	Independent Director and Chairman of the Audit Committee	MBK Plc.	Real Estate & Construction, Property Development
Apr. 2018 - June 2019	Independent Director and Member of the Audit Committee	MBK Plc.	Real Estate & Construction, Property Development
2014 - 2017	Director, Restructuring Plan Screening Sub-Committee of State Enterprise Policy Commission	Ministry of Finance	Government Agency
2014 - 2017	Independent Director, Executive Committee and Investment Committee of Vayupak Fund and Vayupak Fund ¹	Vayupak Fund Agency	Mutual Fund for Investment Development
2014 - 2017	Advisory to the Strategic and Investment Committee	The Erawan Group Plc.	Hotel/Resort
2014 - 2016	Member of the Strategy and Reform Committee	Thai Airways International Plc.	Commercial Aviation Business
2014 - 2016	Director and Chairman of the Risk Management Committee	Zen Corporation Group plc.	Food & Beverage Business
2011 - 2014	Chief Executive Officer	The Erawan Group Plc.	Hotel/Resort
2004 - 2010	Chief Executive Officer and President	The Erawan Group Plc.	Hotel/Resort

Mr. Petch Krainukul

Age: 50 years

Position:

Director

Member of the Strategic and Investment Committee

President, date appointed 1 January 2018

Date of being a director: 1 June 2014 (7 years)

Number of Company's Shares as of 31 December 2021: 6,010,347 shares equal to 0.1326% of total shares

Educational Degree:

Master of Business Administration (Finance), University of South Alabama, Alabama, USA

IOD Training Program:

DCP: Director Certification Program 101/2008

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2020-Present	President and Authorized Director	Erawan Philippines (BGC), Inc.	Hotel
2018-Present	Director and President	The Erawan Group Plc.	Hotel/ Resort
2015 - 2018	Director and Executive Vice President	The Erawan Group Plc.	Hotel/ Resort
2013 - 2015	Senior Executive Vice President, Hotel Investment Division	The Erawan Group Plc.	Hotel/ Resort
2008 - 2015	Executive Vice President, Hotel Asset Management	The Erawan Group Plc.	Hotel/ Resort
2006 - 2008	Assistant Executive Vice President, Hotel Asset Management	The Erawan Group Plc.	Hotel/ Resort
2005 - 2006	Vice President, Hotel and Resort Asset Management	The Erawan Group Plc.	Hotel/ Resort
2004 - 2005	Assistant Vice President, Hotel and Resort Asset Management	The Erawan Group Plc.	Hotel/ Resort
2017-Present	President and Authorized Director	Taveesapanan Co.,Ltd	Hotel
2016-Present	President and Authorized Director	Erawan Philippines (Cebu), Inc.	Hotel
2016-Present	President and Authorized Director	Erawan Philippines (Ortigas), Inc.	Hotel
2016-Present	President and Authorized Director	Erawan Philippines (Quezon City), Inc.	Hotel
2016-Present	President and Authorized Director	Erawan Philippines (Alabang), Inc.	Hotel
2015-Present	President and Authorized Director	Erawan Philippines (Makati), Inc.	Hotel
2015-Present	President and Authorized Director	Erawan Philippines (Aseana), Inc.	Hotel
2014-Present	President and Authorized Director	Erawan Mauritius Limited	Business investor
2014-Present	President and Authorized Director	Erawan Singapore Pte. Ltd.	Business investor
2014-Present	President and Authorized Director	Erawan Philippines, Inc.	Business investor
2014-Present	President and Authorized Director	Erawan Philippines (Ermita), Inc.	Hotel
2014-Present	President and Authorized Director	PT. Erawan Indonesia Jakarta	Hotel
2014-Present	President and Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2013-Present	President and Authorized Director	Erawan Growth Management Co., Ltd	Hotel
2013-Present	President and Authorized Director	Erawan Hop Inn Co., Ltd	Hotel
2009-Present	President and Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2008-Present	President and Authorized Director	The Reserve Co., Ltd	Property Development
2006 - 2021	President and Authorized Director	Erawan Samui Co., Ltd	Hotel
2006-Present	President and Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
2006-Present	President and Authorized Director	Erawan Phuket Co., Ltd	Hotel
2006-Present	President and Authorized Director	Erawan Rajdamri Co., Ltd	Hotel
2006-Present	President and Authorized Director	Erawan Hotel Plc.	Hotel

The Executives and Controlling Persons

Ms. Woramon Inkatanuvat

Age: 46 years

Position:

Executive Vice President and Chief Financial Officer, date appointed 1 November 2019

Number of Company's Shares as of 31 December 2021: 288,000 shares equal to 0.0064% of total shares

Educational Degree:

- Master of Business Administration (M.B.A.), Monash University, Australia
- Bachelor of Business Administration (B.B.A.), Chulalongkorn University

IOD Training Program:

DCP: Director Certification Program 101/2008

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2019 - Present	Authorized Director	PT. Erawan Indonesia Jakarta	Hotel
2019 - Present	Authorized Director	Taveesapanan Co.,Ltd	Hotel
2019 - Present	Authorized Director	Erawan Hotel Plc.	Hotel
2019 - Present	Authorized Director	Erawan Growth Management Co., Ltd	Hotel
2019 - Present	Authorized Director	Erawan Hop Inn Co., Ltd	Hotel
2019 - Present	Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2019 - Present	Authorized Director	The Reserve Co., Ltd	Property Development
2019 - Present	Authorized Director	Erawan Rajdamri Co., Ltd	Hotel
2019 - Present	Authorized Director	Erawan Phuket Co., Ltd	Hotel
2019 - Present	Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
2019 - 2021	Authorized Director	Erawan Samui Co., Ltd	Hotel
2019 - Present	Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2019 - Present	Authorized Director	Erawan Mauritius Limited	Business investor
Nov 2019 - Present	Executive Vice President, and Chief Financial Officer	The Erawan Group Plc.	Hotel/Resort
Mar - Oct 2019	Senior Vice President, Financial Management and Information Technology Department	The Erawan Group Plc.	Hotel/Resort
Jan 2014 - 2019	Vice President, Financial Management and Information Technology Department	The Erawan Group Plc.	Hotel/Resort
Oct 2009 - 2013	Assistant Vice President, Financial Management and Information Technology Department	The Erawan Group Plc.	Hotel/Resort

Ms. Jetiya Kitiyodom

Age: 42 years

Position:

Assistant Executive Vice President of Accounting Department, Financial Management and Information Technology Division

Number of Company's Shares as of 31 December 2021: 366,755 shares equal to 0.0081% of total shares

Educational Degree:

- Master of Commerce in Accounting and Finance, Macquarie University, Australia
- Bachelor of Accounting, Thammasat University

Training Program:

1. Accounting and Auditing Programs, Federation of Accounting Professions Under the Royal Patronage of His Majesty the King
2. Tax Controller in General Business (Certificate), School of Tax

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
Nov 2021 - Present	Assistant Executive Vice President of Accounting Department	The Erawan Group Plc.	Hotel/Resort
Apr 2019 - Oct, 2021	Senior Vice President of Accounting Department	The Erawan Group Plc.	Hotel/Resort
Feb 2016 - Mar 2019	Vice President of Accounting Department	The Erawan Group Plc.	Hotel/Resort
2013 - 2016	Director of Accounting Department	Dusit Thani Plc.	Hotel
2010 - 2012	Assistant Director of Accounting Department	Dusit Thani Plc	Hotel



JW Cafe', JW Marriott Hotel Bangkok

Mr. Apichan Mapaisansin

Age: 53 years

Position:

Executive Vice President, Project Development and Management in Philippines

Number of Company's Shares as of 31 December 2021: 2,567,288 shares equal to 0.0567% of total shares

Educational Degree:

Master of Business Administration, Duquesne University, Pittsburgh, Pennsylvania, USA

IOD Training Program:

DCP: Director Certification Program 101/2008

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2020 - Present	Authorized Director	Erawan Philippines (BGC), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Cebu), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Ortigas), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Quezon City), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Alabang), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Makati), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Philippines (Aseana), Inc.	Hotel
2018 - Present	Authorized Director	Erawan Mauritius Limited	Business investor
2018 - Present	Authorized Director	Erawan Singapore Pte.Ltd.	Business investor
2018 - Present	Authorized Director	Erawan Philippines, Inc.	Business investor
2018 - Present	Authorized Director	Erawan Philippines (Ermita), Inc.	Hotel
2017 - Present	Authorized Director	Taveesapanan Co.,Ltd	Hotel
2017 - Present	Authorized Director	Erawan Growth Management Co., Ltd	Hotel
2017 - Present	Authorized Director	Erawan Hop Inn Co., Ltd	Hotel
2017 - Present	Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2017 - Present	Authorized Director	Erawan Rajdamri Co., Ltd	Hotel
2014 - 2021	Authorized Director	Erawan Samui Co., Ltd	Hotel
2017 - Present	Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2014 - Present	Authorized Director	PT. Erawan Indonesia Jakarta	Hotel
2008 - Present	Authorized Director	The Reserve Co., Ltd	Property Development
2006 - Present	Authorized Director	Erawan Phuket Co., Ltd	Hotel
2006 - Present	Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
26 Mar 2019 - Present	Executive Vice President, Business and Project Development in Philippines	The Erawan Group Plc.	Hotel/Resort
July 2018 - Mar 2019	Executive Vice President, Project Development and Management	The Erawan Group Plc.	Hotel/Resort
Jan 2013 - June 2018	Executive Vice President, Project Development and Management 1	The Erawan Group Plc.	Hotel/Resort
Feb 2008 - Dec 2012	Vice President, Project Development and Management 1	The Erawan Group Plc.	Hotel/Resort

Mr. Navarat Tamsuwan

Age: 56 years

Position:

Executive Vice President, Property Renovation and Operating Maintenance

Number of Company's Shares as of 31 December 2021: 825,200 shares equal to 0.0182% of total shares

Educational Degree:

High Vocational Certificate (Electricity), Kulsiri Institute of Technology

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
July 2018 - Present	Executive Vice President, Property Renovation and Operating Maintenance	The Erawan Group Plc.	Hotel/Resort
Jan 2014 - June 2018	Executive Vice President, Business and Project Development 2	The Erawan Group Plc.	Hotel/Resort
2012 - 2013	Assistant Executive Vice President, Business and Project Development 2	The Erawan Group Plc.	Hotel/Resort
2011	Vice President, Business and Project Development 2	The Erawan Group Plc.	Hotel/Resort

Mr. Youssef El KHOMRI

Age: 53 years

Position:

Executive Vice President/Chief Operation Officer, Group Hotel Operations Division

Number of Company's Shares as of 31 December 2021: -None-

Educational Degree:

Bachelor's Degree in Hospitality Management, Vatel Hospitality Business School Nîmes, France

Training Program:

IMD's TLCA, Leadership Development Program

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
Feb 2021 - Present	Executive Vice President/Chief Operation Officer, Group Hotel Operation Division	The Erawan Group Plc.	Hotel/Resort
Nov 2019 - Jan 2021	Assistant Executive Vice President, Hotel Operations Department & Hotel Asset Management Department	The Erawan Group Plc.	Hotel/Resort
Mar - Nov 2019	Assistant Executive Vice President, Hotel Operations Department	The Erawan Group Plc.	Hotel/Resort
Jan 2013 - Feb 2019	Senior Vice President, Hotel Operations	The Erawan Group Plc.	Hotel/Resort
July 2010 - Dec 2012	Cluster General Manager at ibis Bangkok	Accor Hotels	Hotel Business
Nov 2008 - June 2010	General Manager at ibis Bangkok Sukhumvit 4	Accor Hotels	Hotel Business
Feb - Oct 2008	Operations Manager at ibis Phuket Patong	Accor Hotels	Hotel Business
Sep 2006 - Jan 2008	Food & Beverage Director at Mercure Hotel Pattaya	Accor Hotels	Hotel Business

Company Secretary

Ms. Kanokwan Thongsiwarugs

Age: 55 years

Position:

Company Secretary

Vice President, Internal Audit Division and Secretary to the Audit Committee

Vice President, Company Secretary and Corporate Governance Division

Secretary to the Nominating and Corporate Governance Committee

Number of Company's Shares as of 31 December 2021: 210,884 shares equal to 0.0047% of total shares

Educational Degree:

Master of Business Administration (MBA), Kasetsart University

IOD Training Program:

1. CSP: Company Secretary Program 28/2008
2. RCC: Role of the Compensation Committee Program 3/2007
3. IOD Company Secretary Forum 2013, topic "Equipping Your Board for AGM"
4. Lecturer: Company Secretary Program 2014

2021 Online Training Program

1. Workshop S01-S05 Corporate Sustainability Strategy 2/2021
2. Personal Data Protection Guideline for Tourism, TDRI
3. Sustainability, ESG and a Company's Reporting (56-1 One Report), SEC
4. Cyber Crime, Cyber Crime Investigation Bureau
5. Policy to support low-carbon business operations: to promote the Climate change and Carbon Neutrality Policy Online Seminar, SEC
6. Examine Your Readiness for PDPA Semina, SEC
7. Preparation to Sustainability with One Report, SEC
8. Investor Rights Guideline: Shareholder's right on Public Limited Companies Act and the Securities and Exchange Act, Thai Investors Association
9. 2023 CGR Criteria, IOD and SET
10. Vision, Challenge and Next Step of Female Director, SEC
11. Modern Slavery: Tackling the greatest human rights challenge for our time by sustainable Education & Promotion Dept. SET

Training Program

1. IAASB's work plan and value of the audit to the users of financial statements, SET
2. PDPA Readiness, SEC
3. Open House for Company Secretary, IOD
4. Business and Human Rights, SEC
5. Cybersecurity and Personal Data Protection "Get Ready for New Business Standards", Faculty of Law, Chulalongkorn University and SET
6. Professional Development: Risk Management and Internal Audit, Thai Union Group Plc.
7. The progress of SETLink system development and the seminar on the topic of "Company Secretary's Qualification and Importance of Contact Person, SET
8. Audit Committee of the Future-Driving Through the era of disruption, IOD
9. Strategic Audit Committee: Beyond Figure and compliance, IOD and SEC

10. Sustainability Reporting 1/2018, SET & SEC
11. Seminar: Data Protection for Business: Road to GDPR Standard
12. Rehearsing of investor warning measures, SEC
13. Lecture on the topic of "Key Success Factors for Hotel Business, RE-CU Hotel in Songkhla Vol. 1, The Real Estate Executive Association, Chulalongkorn University
14. CG Forum 1/2016 "Ethic: Corporate Governance Conscious", SET
15. CG Forum 2/2016 "Integrity, Carefulness: Director's Armor", SET
16. RE-CU Hotel Investment and Marketing 8/2016
17. Auditing Information System, the Institute of Internal Auditors of Thailand (IIAT)
18. Corporate Secretary Development Program 11/2005, Chulalongkorn University

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2018 - Present	Vice President, Internal Audit Division Vice President, Company Secretary and Corporate Governance Division	The Erawan Group Plc.	Hotel/Resort
2008 - Present	Company Secretary	The Erawan Group Plc.	Hotel/Resort
2005 - Present	Secretary to the Audit Committee	The Erawan Group Plc.	Hotel/Resort
2005 - Present	Secretary to the Nominating and Corporate Governance Committee	The Erawan Group Plc.	Hotel/Resort
2015 - 2018	Assistant Vice President, Internal Audit Department and Good Corporate Governance Center	The Erawan Group Plc.	Hotel/Resort
2015 - 2017	Director of Risk Management and Internal control Club	Thai Listed Company Association	Listed Company's Regulatory Authority
2007 - 2015	Senior Manager, Internal Audit Department and Good Corporate Governance Center	The Erawan Group Plc.	Hotel/Resort
2001 - 2007	Manager, Internal Audit Department	The Erawan Group Plc.	Hotel/Resort

Duties and Responsibilities of Company Secretary

The Company Secretary's duties and responsibilities are not less than stipulated in the Securities and Exchange Act B.E. 2535, an amendment of the Securities and Exchange Act (No.4) B.E. 2551 and/or other related laws, rules and regulations have stipulated. This includes:

1. To support the Board to perform its fiduciary duties with integrity and care as a normal person may do in the same situation; to offer advice to directors, the management, and staff to ensure compliances to the laws, rules and regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and other relevant legislations.
2. To supervise the internal auditing, the internal control system, compliance to the principle of good corporate governance.
3. To coordinate matters relating to directors such as changes of qualifications, changes of roles and duties, terms of offices of committees, resignation on rotation, resignation prior to a due term and appointment of new directors.
4. To specify and inform a place where important documents of the firm are kept and to disclose related information based on duties and responsibilities to the SEC.
5. To monitor the Management's performances to ensure good practices.
6. To prepare enough annual reports or 56-1 One Report for distribution to shareholders and related persons.
7. To review invitation letters to the Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders, adequacy of documents, supporting documents and information disclosure to the meeting and to record the minutes of meeting.
8. To disclose related information under the Secretary's duties and responsibilities to the SET.
9. To perform other relevant duties as assigned by the Board of Director and/or stipulated by SEC.



Grand Hyatt Erawan Bangkok

Attachment No. 2

Details of the Directors of the Company and Subsidiaries

Information on Directorships of the Company and Subsidiaries in Thailand on December 31, 2021

List of Directors and Executives	Company	Subsidiaries									
	ERW	EWH	ERD	ENK	EPK	ECP	RS	ECM	EHl	EGM	TSA
1. Mr. Chanin Vongkusolkrit	X	/	-	-	-	-	-	-	-	-	-
2. Dr. Kulpatra Sirodom	/	-	-	-	-	-	-	-	-	-	-
3. Mr. Ekasith Jotikasthira	/	-	-	-	-	-	-	-	-	-	-
4. Assoc. Prof. Dr. Somprawin Manprasert	/	-	-	-	-	-	-	-	-	-	-
5. Mr. Banyong Pongpanich	/	-	-	-	-	-	-	-	-	-	-
6. Mr. Supol Wattanavekin	/	-	-	-	-	-	-	-	-	-	-
7. Mrs. Panida Thepkanjana	/	/	-	-	-	-	-	-	-	-	-
8. Mr. Gavin Vongkusolkrit	/	-	-	-	-	-	-	-	-	-	-
9. Mrs. Arada Vongkusolkrit	/	/	/	/	/	/	/	/	/	/	/
10. Mr. Kasama Punyagupta	/	-	/	/	/	/	/	/	-	/	/
11. Mr. Petch Krainukul	//	/	/	/	/	/	/	/	/	/	/
12. Ms. Woramon Inkatanuvat	-	/	/	/	/	/	/	/	/	/	/
13. Mr. Apichan Mapaisansin	-	-	/	/	/	/	/	/	/	/	/
14. Mr. Navarat Tamsuwan	-	-	/	/	/	/	/	/	/	/	/

Symbol	Company	Note
ERW	The Erawan Group Public Company Limited	X Chairman
EWH	Erawan Hotel Public Company Limited	/ Director
ERD	Erawan Rajdamri Company Limited	// President
ENK	Erawan Naka Company Limited	
EPK	Erawan Phuket Company Limited	
ECP	Erawan Chaophraya Company Limited	
RS	The Reserve Company Limited	
ECM	Erawan Commercial Management Company Limited	
EHl	Erawan Hop Inn Company Limited	
EGM	Erawan Growth Management Company Limited	
TSA	Taveesapanan Company Limited	

Information on Directorships of Subsidiaries in Oversea on December 31, 2021

List of Directors and Executives	Subsidiaries											
	EMT	ESG	EPI	EPE	EPM	EPA	EPL	EPQ	EPR	EPB	EIN	BGC
1. Mr. Petch Krainukul	//	//	//	//	//	//	//	//	//	//	//	//
2. Ms. Woramon Inkatanuvat	/	-	-	-	-	-	-	-	-	-	/	-
3. Mr. Apichan Mapaisansin	/	/	/	/	/	/	/	/	/	/	/	/

Symbol	Company	Note
EMT	Erawan Mauritius Limited	/ Director
ESG	Erawan Singapore Pte.Ltd	// President
EPI	Erawan Philippines Inc.	
EPE	Erawan Philippines (Ermita), Inc.	
EPM	Erawan Philippines (Makati), Inc.	
EPA	Erawan Philippines (Aseana), Inc.	
EPL	Erawan Philippines (Alabang), Inc.	
EPQ	Erawan Philippines (Quezon City), Inc.	
EPR	Erawan Philippines (Ortigas), Inc.	
EPB	Erawan Philippines (Cebu), Inc.	
EIN	PT.Erawan Indonesia Jakarta	
BGC	Erawan Philippines (BGC), Inc.	

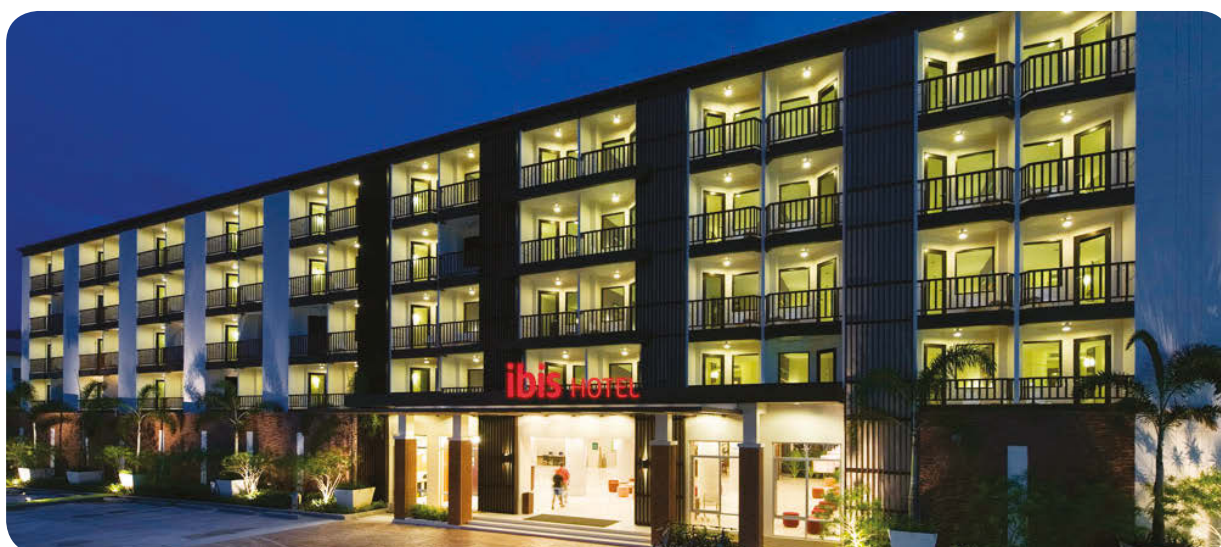


ibis Bangkok Nana

List of Directors of Subsidiaries in Thailand on December 31, 2021

List of Directors	Subsidiaries									
	EWH	ERD	ENK	EPK	ECP	RS	ECM	EHl	EGM	TSA
1. Mrs. Woranuch Phu-lm	X	-	-	-	-	-	-	-	-	-
2. Mrs. Sommai Siriudomset	/	-	-	-	-	-	-	-	-	-
3. Mrs. Piyawan Vana-Ukrit	/	-	-	-	-	-	-	-	-	-
4. Khunying Natthika Wattanavekin	/	-	-	-	-	-	-	-	-	-
5. Ms. Piyawan Lamkitcha	/	-	-	-	-	-	-	-	-	-
6. Mrs. Aunchalee Sriumpai	/	-	-	-	-	-	-	-	-	-
7. Mrs. Panida Thepkanjana	/	-	-	-	-	-	-	-	-	-
8. Mr. Chanin Vongkusolkit	/	-	-	-	-	-	-	-	-	-
9. Mrs. Arada Vongkusolkit	/	/	/	/	/	/	/	-	/	/
10. Mr. Kasama Punyagupta	-	/	/	/	/	/	/	-	/	/
11. Ms. Woramon Inkatanuvat	/	/	/	/	/	/	/	/	/	/
12. Mr. Petch Krainukul	//	//	//	//	//	//	//	//	//	//
13. Mr. Apichan Mapaisansin	-	/	/	/	/	/	/	/	/	/
14. Mr. Navarat Tamsuwan	-	/	/	/	/	/	/	/	/	/

Symbol	Company	Note
EWH	Erawan Hotel Public Company Limited	X Chairman
ERD	Erawan Rajdamri Company Limited	/ Director
ENK	Erawan Naka Company Limited	// President
EPK	Erawan Phuket Company Limited	
ECP	Erawan Chaophraya Company Limited	
RS	The Reserve Company Limited	
ECM	Erawan Commercial Management Company Limited	
EHl	Erawan Hop Inn Company Limited	
EGM	Erawan Growth Management Company Limited	
TSA	Taveesapanan Company Limited	



ibis Phuket Patong

List of Directors of Subsidiaries in Oversea on December 31, 2021

List of Directors and Executives	Subsidiaries											
	EMT	ESG	EPI	EPE	EPM	EPA	EPL	EPQ	EPR	EPB	EIN	BGC
1. Mr. Petch Krainukul	//	//	//	//	//	//	//	//	//	//	//	//
2. Mr. Apichan Mapaisansin	/	/	/	/	/	/	/	/	/	/	/	/
3. Ms. Woramon Inkatanuvat	/	-	-	-	-	-	-	-	-	-	/	-
4. Poonam Keenoo-Seegoolam	/	-	-	-	-	-	-	-	-	-	-	-
5. Kamini Pariadhaven	/	-	-	-	-	-	-	-	-	-	-	-
6. Lim Chia Wei Roy	-	/	-	-	-	-	-	-	-	-	-	-
7. Jude Ocampo	-	-	/	/	/	/	/	/	/	/	-	/
8. Karen Ocampo	-	-	/	/	/	/	/	/	/	/	-	/
9. Maria Cristina Suralvo	-	-	/	/	/	/	/	/	/	/	-	/

Symbol	Company	Note
EMT	Erawan Mauritius Limited	/ Director
ESG	Erawan Singapore Pte.Ltd	// President
EPI	Erawan Philippines Inc.	
EPE	Erawan Philippines (Ermita), Inc.	
EPM	Erawan Philippines (Makati), Inc.	
EPA	Erawan Philippines (Aseana), Inc.	
EPL	Erawan Philippines (Alabang), Inc.	
EPQ	Erawan Philippines (Quezon City), Inc.	
EPR	Erawan Philippines (Ortigas), Inc.	
EPB	Erawan Philippines (Cebu), Inc.	
EIN	PT.Erawan Indonesia Jakarta	
BGC	Erawan Philippines (BGC), Inc.	



Holiday Inn Pattaya

Attachment No. 3

Details of Head of Internal Audit Division

The Audit Committee has appointed Ms. Kanokwan Thongsiwarugs to be the Vice President of Internal Audit Division and the Secretary to the Audit Committee to support the performance of the Audit Committee and directly report to the Audit Committee.

Educational Degree

Master of Business Administration (MBA), Kasetsart University

Training Program

Please see more information in Attachment No. 1 Details of Directors, Executives, Controlling persons, Chief Financial Officer, Executive Vice President of Accounting Department and Company Secretary.

Role and Responsibility

To supervise and safeguard of stakeholders' benefits and being the significant tools and mechanism to oversight efficiency of the internal control system and set the check and balance measure for the Board of Directors, Audit Committee and Management to encourage the confidence of all stakeholders.

Mission: Evaluating the efficiency and sufficiency of Internal Control System, providing the auditing on working operation throughout company and subsidiaries.

Duties and Responsibilities: Conducting the audit plan, providing the audit engagement and reporting the audit result by covering the issue of the compliance with laws and regulation and internal control system with independent as follows:

1. Review the compliance to policy and good governance practice
2. Review the compliance to regulation, requirements and related laws
3. Provide the advice to audited units and follow up the improvement on recommendation to ensure the internal control system is efficient
4. Provide the audit report and report to the Audit Committee and Management.



HOP INN Aseana City

Attachment No. 4
Assets for Business Undertaking

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
1	The Erawan Group Public Company Limited The Erawan Group Public Company Limited	JW Marriott Hotel Bangkok Klongtoey Bangkok	Land Leasehold Ownership to hotel building	4-2-44.3	The Land has been a long term leased from third party The remaining lease term is 24 years.	Land Leasehold and hotel used as collateral to the loan for 2,500 million baht mortgage limit
2	The Erawan Group Public Company Limited	ibis Sathorn Sathorn Bangkok	Land Leasehold Ownership to hotel building	1-2-9	The Land has been a long term leased from third party The remaining lease term is 17 years.	Land Leasehold and hotel used as collateral to the loan for 1,500 million baht mortgage limit
3	The Erawan Group Public Company Limited	ibis Bangkok Sukhumvit 4 Klongtoey Bangkok	Land Leasehold Ownership to hotel building	1-2-2	The Land has been a long term leased from third party The remaining lease term is 18 years.	-None-
4	The Erawan Group Public Company Limited	Holiday Inn Pattaya Banglamung Chonburi	Ownership to land and hotel building	6-3-80	-	Land and hotel used as collateral to the loan for 1,500 million baht mortgage
5	The Erawan Group Public Company Limited	Holiday Inn Executive Pattaya Banglamung Chonburi	Ownership to land and hotel building	3-1-21.2	-	limit (1st mortgage) 2,277.55 million baht (2nd mortgage) ("Transaction (B)") and 500 million baht (3rd mortgage)
6	The Erawan Group Public Company Limited	Mercure Pattaya Ocean Resort Banglamung Chonburi	Ownership to land and hotel building	3-0-74.4	-	
7	The Erawan Group Public Company Limited	Land for Investment Banglamung Chonburi	Ownership to land and building	4-2-50.7	-	
8	The Erawan Group Public Company Limited	ibis Kata Muang Phuket , Phuket	Ownership to land and hotel building	3-3-37.2	-	Land and hotel used as collateral to the loan (B)
9	The Erawan Group Public Company Limited	ibis Huahin Huahin Prachuabkhirikhan	Ownership to land and hotel building	2-0-60.5	-	Land and hotel used as collateral to the loan (B)
10	The Erawan Group Public Company Limited	Land opposite to ibis Huahin Huahin Prachuabkhirikhan	Land Leasehold	1-3-44.1	The Land has been a long term leased from third party The remaining lease term is 22 years.	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
11	The Erawan Group Public Company Limited	Mercure & ibis Bangkok Siam Patumwan, Bangkok	Land Leasehold Ownership to hotel building	1-2-92	The Land has been a long term leased from third party The remaining lease term is 22 years.	Land Leasehold and hotel used as collateral to the loan for 755 million baht mortgage limit (1st mortgage) and 241.5million baht mortgage limit (2nd mortgage)
12	The Erawan Group Public Company Limited	ibis Styles Krabi Ao-Nang Amphur Mueng, Krabi	Ownership to land and hotel building	4-0-48.7	-	Land and hotel used as collateral to the loan (B)
13	The Erawan Group Public Company Limited	Novotel & ibis Styles Bangkok Sukhumvit 4 Klongtoey Bangkok	Land Leasehold Ownership to hotel building	1-2-80.2	The Land has been a long term leased from third party The remaining lease term is 27 years.	Land Leasehold and hotel used as collateral to the loan for 765 million baht mortgage limit (1st mortgage) and 200 million baht mortgage limit (2nd mortgage)
14	The Erawan Group Public Company Limited	Mercure & ibis Bangkok Sukumvit 24 Klongtoey Bangkok	Land Leasehold Ownership to hotel building	2-1-19	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land Leasehold and hotel used as collateral to the loan for 950 million baht mortgage limit
Subsidiaries in Thailand						
15	Erawan Hotel Public Company Limited	Grand Hyatt Erawan Bangkok Patumwan , Bangkok	Land Leasehold Hotel Building Leasehold	9-3-98.5	Entered into a land lease agreement with a related company for 30 years ending on July 1, 2021 with the right to renew the contract.	-None-
16	Erawan Rajdamri Co.,Ltd.	Courtyard by Marriott Bangkok Klongtoey Bangkok	Land Leasehold Hotel Building Leasehold	3-0-60	The Land and hotel has been a long term leased from a government agency The remaining lease term is 16 years.	-None-
17	Erawan Phuket Co.,Ltd.	Land and Building Located in Phuket Thalang Phuket	Possessory right to land and building	4-3-5	-	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
18	Erawan Phuket Co.,Ltd.	The Naka Island, a Luxury Collection Resort & Spa, Phuket Thalang Phuket Land and plant nursery The Naka Island, a Luxury Collection Resort & Spa, Phuket Thalang Phuket	Possessory right to land and building Possessory right to land and building	57-2-54 5-0-84	- -	Land and hotel used as collateral to the loan for 655 million baht mortgage limit (transaction ("A")) -None-
19	Erawan Phuket Co.,Ltd.	Land for Investment Thalang Phuket	Possessory right to land	3-3-95	Entered into a land lease agreement with a related company	Partial and used as collateral to the loan (A)
20	Erawan Growth management Co.,Ltd.	ibis Patong Muang Phuket ,Phuket	Land Leasehold Hotel Building Leasehold	3-3-28.6	The Land has been leased from from ERWPF. The remaining lease term is 3 months ending on March 31, 2022 with the right to renew the contract for 3 more periods.the 3rd time has a period of 3 years , the 4th time has a period of 3 years and the 5th time has a period of 4 months	-None-
21	Erawan Growth management Co.,Ltd.	ibis Pattaya Banglamung, Chonburi	Land Leasehold Hotel Building Leasehold	2-2-34.3	The Land has been leased from from ERWPF. The remaining lease term is 3 months ending on March 31, 2022 with the right to renew the contract for 3 more periods.the 3rd time has a period of 3 years , the 4th time has a period of 3 years and the 5th time has a period of 4 months	-None-
22	Erawan Chaophraya Co.,Ltd.	ibis Bangkok Riverside Klongsan, Bangkok	Land Leasehold Ownership to hotel building	6-1-27	The Land and hotel has been a long term leased from a foundation The remaining lease term is 13 years.	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
23	Erawan Chaophraya Co., Ltd.	2 Commercial Building Klongsan, Bangkok	Ownership to the land and commercial building	0-0-28	-	-None-
24	The Reserve Co., Ltd.	Land for Investment Thalang, Phuket	Possessory right to land	26-3-98	-	Partial land used as collateral to the loan (A)
25	Erawan Naka Co., Ltd.	Land for Investment Muang Phuket, Phuket	Ownership to the land allow servitude to pass through for Ibis Kata and commercial building	0-0-31.3	-	Land used as collateral to the loan (B)
26	Erawan Hop Inn Co., Ltd.	Hop Inn Ubonratchathani Muang Ubonratchathani, Ubonratchathani	Ownership to the land and Hotel building	1-3-23.5	-	Land and hotel used as collateral to the loan (C)
27	Erawan Hop Inn Co., Ltd.	Land for Investment Muang Ubonratchathani, Ubonratchathani	Ownership to the land	1-0-63.8	-	-None-
28	Erawan Hop Inn Co., Ltd.	Hop Inn Mukdaham Muang Mukdaham, Mukdaham	Ownership to the land and Hotel building	1-1-58	-	Land and hotel used as collateral to the loan for 380 million baht mortgage limit (transaction ("C"))
29	Erawan Hop Inn Co., Ltd.	Land for Investment Muang Mukdaham, Mukdaham	Ownership to the land	2-0-98	-	-None-
30	Erawan Hop Inn Co., Ltd.	Hop Inn Kanchanaburi Muang Kanchanabur, Kanchanaburi	Ownership to the land and Hotel building	1-0-79.6	-	Land and hotel used as collateral to the loan (C)
31	Taveesapanat Co., Ltd.	Hop Inn Kanchanaburi building 2 Muang Kanchanabur, Kanchanaburi	Ownership to the land and Hotel building	1-1-9.1	-	-None-
32	Erawan Hop Inn Co., Ltd.	Hop Inn Nongkhai Muang Nongkhai, Nongkhai	Ownership to the land and Hotel building	2-2-73.1	-	Land and hotel used as collateral to the loan (C)
33	Erawan Hop Inn Co., Ltd.	Land for Investment Muang Nongkhai, Nongkhai	Ownership to the land and Hotel building	1-0-67.4	-	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
34	Erawan Hop Inn Co., Ltd.	Hop Inn Udonthani Muang Udonthani, Udonthani	Ownership to the land and Hotel building	1-1-66.3	-	Land and hotel used as collateral to the loan (C)
35	Erawan Hop Inn Co., Ltd.	Hop Inn Mae Sod Maesod, Tak	Ownership to the land and Hotel building	1-1-44.1	-	Land and hotel used as collateral to the loan (C)
36	Erawan Hop Inn Co., Ltd.	Hop Inn Mae Sod building 2 Maesod, Tak	Ownership to the land and Hotel building	1-2-25	-	Land and hotel used as collateral to the loan (F)
37	Erawan Hop Inn Co., Ltd.	Land for Investment Maesod, Tak	Ownership to the land	3-0-25.3	-	-None-
38	Erawan Hop Inn Co., Ltd.	Hop Inn Nakhonratchasima Muang Nakhonratchasima, Nakhonratchasima	Ownership to the land and Hotel building	1-1-90.2	-	Land and hotel used as collateral to the loan (C)
39	Erawan Hop Inn Co., Ltd.	Land for Investment Muang Nakhonratchasima, Nakhonratchasima	Ownership to the land	2-1-22.5	-	-None-
40	Erawan Hop Inn Co., Ltd.	Hop Inn Lampang Muang Lampang, Lampang	Ownership to the land and Hotel building	1-1-79	-	Land and hotel used as collateral to the loan (C)
41	Erawan Hop Inn Co., Ltd.	Hop Inn Sakaew Muang Sakaew, Sakaew	Ownership to the land and Hotel building	1-2-22	-	Land and hotel used as collateral to the loan (C)
42	Erawan Hop Inn Co., Ltd.	Land for Investment (3) (4) Muang Sakaew, Sakaew	Ownership to the land	1-0-92	-	-None-
43	Erawan Hop Inn Co., Ltd.	Hop Inn Khonkaen Muang Khonkaen, Khonkaen	Ownership to the land and Hotel building	1-1-81.6	-	Land and hotel used as collateral to the loan (C)
44	Erawan Hop Inn Co., Ltd.	Hop Inn Khonkaen Building 2 Muang Khonkaen, Khonkaen	Ownership to the land and Hotel building	1-2-02.8	-	Land and hotel used as collateral to the loan (E)
45	Erawan Hop Inn Co., Ltd.	Hop Inn Phitsanulok Muang Phitsanulok , Phitsanulok	Ownership to the land and Hotel building	1-1-80	-	Land and hotel used as collateral to the loan for 999.5 million baht mortgage limit (transaction ("D"))
46	Erawan Hop Inn Co., Ltd.	Hop Inn Surat Thani Muang Surat Thani, Surat Thani	Ownership to the land and Hotel building	2-1-22.4	-	Land and hotel used as collateral to the loan (D)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
47	Erawan Hop Inn Co., Ltd.	Hop Inn Trang Muang Trang, Trang	Ownership to the land and Hotel building	1-1-89.5	-	Land and hotel used as collateral to the loan (D)
48	Erawan Hop Inn Co., Ltd.	Hop Inn Nakhon Si Thammarat Muang Nakhon Si Thammarat, Nakhon Si Thammarat	Ownership to the land and Hotel building	1-3-02.6	-	Land and hotel used as collateral to the loan (D)
49	Erawan Hop Inn Co., Ltd.	Hop Inn Krabi Muang Krabi, Krabi	Ownership to the land and Hotel building	1-2-16	-	Land and hotel used as collateral to the loan (D)
50	Erawan Hop Inn Co., Ltd.	Hop Inn Krabi Building 2 Muang Krabi, Krabi	Ownership to the land and Hotel building	1-1-30.7	-	-None-
51	Erawan Hop Inn Co., Ltd.	Hop Inn Roi Et Muang Roi Et, Roi Et	Ownership to the land and Hotel building	2-0-0	-	Land and hotel used as collateral to the loan (D)
52	Erawan Hop Inn Co., Ltd.	Hop Inn Chumphon Muang Chumphon, Chumphon	Ownership to the land and Hotel building	1-1-25.8	-	Land and hotel used as collateral to the loan (D)
53	Erawan Hop Inn Co., Ltd.	Hop Inn Chantaburi Muang Chantaburi, Chantaburi	Ownership to the land and Hotel building	1-2-74.7	-	Land and hotel used as collateral to the loan (D)
54	Erawan Hop Inn Co., Ltd.	Land for Investment Muang Chantaburi, Chantaburi	Ownership to the land	0-1-26.2	-	-None-
55	Erawan Hop Inn Co., Ltd.	Hop Inn Sakon Nakhon Muang Sakon Nakhon, Sakon Nakhon	Ownership to the land and Hotel building	2-0-62	-	Land and hotel used as collateral to the loan (D)
56	Erawan Hop Inn Co., Ltd.	Hop Inn Phuket Muang Phuket, Phuket	Land Leasehold Ownership to hotel building	2-2-55	The Land has been a long term leased from third party The remaining lease term is 26 years.	Land leasehold and hotel building used as collateral to the loan (E)
57	Erawan Hop Inn Co., Ltd.	Hop Inn Hat Yai Hatyai, Songkhla	Land Leasehold Ownership to hotel building	1-3-85.9	The Land has been a long term leased from third party The remaining lease term is 25 years.	Land leasehold and hotel building used as collateral to the loan (E)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
58	Erawan Hop Inn Co.,Ltd.	Hop Inn Chiang Mai Muang Chiangmai, Chiangmai	Land Leasehold Ownership to hotel building	1-3-25.3	The Land has been a long term leased from third party The remaining lease term is 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
59	Erawan Hop Inn Co.,Ltd.	Hop Inn Hua Hin Huahin Prachuabkhirkhan	Land Leasehold Ownership to hotel building	3-3-31.1	The Land has been a long term leased from third party The remaining lease term is 26 years.	Land leasehold and hotel building used as collateral to the loan (E)
60	Erawan Hop Inn Co.,Ltd.	Hop Inn Buriram Muang Buriram , Buriram	Ownership to the land and Hotel building	1-1-55	-	Land leasehold and hotel building used as collateral to the loan (E)
61	Erawan Hop Inn Co.,Ltd.	Hop Inn Lampang City Center Muang Lampang, Lampang	Ownership to the land and Hotel building	2-0-1.3	-	Land and hotel used as collateral to the loan for 1,000 million baht mortgage limit (transaction "E")
62	Erawan Hop Inn Co.,Ltd.	Hop Inn Lobburi Muang Lobburi, Lobburi	Ownership and possessory right to the land and Hotel building	2-1-65	-	Land and hotel building used as collateral to the loan (E)
63	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Lobburi, Lobburi	Ownership to the land	2-1-79	-	-None-
64	Erawan Hop Inn Co.,Ltd.	Hop Inn Rayong Muang Rayong, Rayong	Land Leasehold Ownership to hotel building	1-2-50	The Land has been a long term leased from third party The remaining lease term is 26 years.	-None-
65	Erawan Hop Inn Co.,Ltd.	Hop Inn Chiang Rai Muang Chiang Rai, Chiang Rai	Land Leasehold Ownership to hotel building	1-2-33.5	The Land has been a long term leased from third party The remaining lease term is 26 years.	Land leasehold and hotel building used as collateral to the loan (E)
66	Erawan Hop Inn Co.,Ltd.	Hop Inn Nakhon Sawan Muang Nakhon Sawan, Nakhon Sawan	Land Leasehold Ownership to hotel building	1-2-80	The Land has been a long term leased from third party The remaining lease term is 26 years.	Land leasehold and hotel building used as collateral to the loan (E)
67	Erawan Hop Inn Co.,Ltd.	Hop Inn Surin Muang Surin , Surin	Ownership to the land and Hotel building	1-2-15.7	-	Land and hotel building used as collateral to the loan (E)
68	Erawan Hop Inn Co.,Ltd.	Hop Inn Chaengwattana Pakkred, Nonthaburi	Ownership to the land and Hotel building	1-0-11.5	-	Land and hotel building used as collateral to the loan (E)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
69	Erawan Hop Inn Co.,Ltd.	Hop Inn Chonburi Muang Chonburi, Chonburi	Land Leasehold Ownership to hotel building	1-2-82.1	The Land has been a long term leased from third party The remaining lease term is 26 years.	Land leasehold and hotel building used as collateral to the loan (E)
70	Erawan Hop Inn Co.,Ltd.	Hop Inn Chiang Mai Superhighway Muang Chiang Mai, Chiang Mai	Land Leasehold Ownership to hotel building	1-1-19	The Land has been a long term leased from a foundation The remaining lease term is 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
71	Erawan Hop Inn Co.,Ltd.	Hop Inn Phuket Old Town Muang Phuket, Phuket	Land Leasehold Ownership to hotel building	1-2-85.9	-	Land and hotel building used as collateral to the loan (E)
72	Erawan Hop Inn Co.,Ltd.	Hop Inn Rayong Sukhumvit Rd. Muang Rayong, Rayong	Land Leasehold Ownership to hotel building	2-1-78.4	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
73	Erawan Hop Inn Co.,Ltd.	Hop Inn Khon Kaen Mitparp Rd. Muang Khonkaen, Khonkaen	Land Leasehold Ownership to hotel building	1-3-0	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
74	Erawan Hop Inn Co.,Ltd.	Hop Inn Chiangrai Clock Tower Muang Chiang Rai, Chiang Rai	Land Leasehold Ownership to hotel building	1-1-50	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
75	Erawan Hop Inn Co.,Ltd.	Hop Inn Hatyai Downtown Hatyai, Songkhla	Land Leasehold Ownership to hotel building	1-2-32	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
76	Erawan Hop Inn Co.,Ltd.	Hop Inn Rangsit Thanyaburi, Patumthani	Land Leasehold Ownership to hotel building	1-0-87	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
77	Erawan Hop Inn Co.,Ltd.	Hop Inn Nakhonpathom Muang Nakhonpathom, Nakhonpathom	Land Leasehold Ownership to hotel building	1-2-94	The Land has been a long term leased from third party The remaining lease term is 28 years.	Land leasehold and hotel building used as collateral to the loan (E)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
78	Erawan Hop Inn Co.,Ltd.	Hop Inn Chiangmai Airport Muang Chiang Mai, Chiang Mai	Land Leasehold Ownership to hotel building	1-2-27.9	The Land has been a long term leased from third party The remaining lease term is 29 years.	Land leasehold and hotel building used as collateral to the loan (E)
79	Erawan Hop Inn Co.,Ltd.	Hop Inn Phitsanulok Mittraphap Road Muang Phitsanulok, Phitsanulok	Ownership to the land and Hotel building	1-2-36	-	Land and hotel building used as collateral to the loan (E)
80	Erawan Hop Inn Co.,Ltd.	Hop Inn Phetchabun Muang Phetchabun , Phetchabun	Ownership to the land and Hotel building	1-0-97.1	-	Land and hotel building used as collateral to the loan (E)
81	Erawan Hop Inn Co.,Ltd.	Land and buildings are under constuction to be Hop Inn Nan Hotel Muang Nan, Nan	Ownership to the land	1-0-90.3	-	-None-
82	Erawan Hop Inn Co.,Ltd.	Land and buildings are under constuction to be Hop Inn Mahasarakam Hotel Muang Mahasarakam, Mahasarakam	Ownership to the land	1-0-56.9	-	Land and hotel used as collateral to the loan for 400 million baht mortgage limit (transaction ("F"))
83	Erawan Hop Inn Co.,Ltd.	Land and buildings are under constuction to be Hop Inn Chaiyapoom Hotel Muang Mahasarakam, Mahasarakam	Ownership to the land	1-1-15.3	-	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
84	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Nakhonratchasima Hotel Building 2 Muang Nakhonratchasima, Nakhonratchasima	Ownership to the land	1-1-23	-	-None-
85	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn On-nut Station Hotel Phranong, Bangkok	Land Leasehold	1-1-83.5	The Land has been a long term leased from third party The remaining lease term is 30 years.	-None-
86	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Bangna Hotel Phranong, Bangkok	Land Leasehold	2-0-57	The Land has been a long term leased from third party The remaining lease term is 30 years.	-None-
87	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Thonburi Hotel Klongsan, Bangkok	Land Leasehold	1-0-19.3	The Land has been a long term leased from third party The remaining lease term is 30 years.	-None-
Subsidiaries in Oversea						
88	Erawan Philippines (Ermita), Inc. (doing business under the name & style of Hop Inn)	HOP INN Ermita Manila Manila , Philippines	Land Leasehold Ownership to hotel building	0-2-66.15	The Land has been a long term leased from third party The remaining lease term is 20 years.	-None-
89	Erawan Philippines (Makati), Inc. (doing business under the name & style of Hop Inn)	HOP INN Makati Avenue Manila Manila, Philippines	Land Leasehold Ownership to hotel building	0-1-82.25	The Land has been a long term leased from third party The remaining lease term is 23 years.	-None-
90	Erawan Philippines (Aseana), Inc. (doing business under the name & style of Hop Inn)	HOP INN Aseana City Manila Manila, Philippines	Land Leasehold Ownership to hotel building	0-2-96.25	The Land has been a long term leased from third party The remaining lease term is 24 years.	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
91	Erawan Philippines (Alabang), Inc. (doing business under the name & style of Hop Inn)	HOP INN Alabang Manila Manila, Philippines	Land Leasehold Ownership to hotel building	0-3-1	The Land has been a long term leased from third party The remaining lease term is 25 years.	-None-
92	Erawan Philippines (Quezon City), Inc. (doing business under the name & style of Hop Inn)	HOP INN Tomas Morato Quezon City Quezon, Philippines	Land Leasehold Ownership to hotel building	0-2-26.5	The Land has been a long term leased from third party The remaining lease term is 25 years.	-None-
93	Erawan Philippines (Ortigas), Inc. (doing business under the name & style of Hop Inn)	HOP INN Ortigas Center Manila Manila, Philippines	Land Leasehold Ownership to hotel building	0-2-15	The Land has been a long term leased from third party The remaining lease term is 32 years.	-None-
94	Erawan Philippines (Cebu), Inc.	Land and buildings are under construction to be Hop Inn and Holiday Inn Cebu city Cebu, Philippines	Land Leasehold Ownership to hotel building	1-0-84.5	The Land has been a long term leased from third party The remaining lease term is 26 years.	-None-
95	Erawan Philippines (Quezon City), Inc. (doing business under the name & style of Hop Inn)	Land and buildings are under construction to be Hop Inn North Edsa Quezon, Philippines	Land Leasehold Ownership to hotel building	0-1-78.5	The Land has been a long term leased from third party The remaining lease term is 33 years.	-None-
96	Erawan Philippines (Cebu), Inc.	Land and buildings are under construction to be Hop Inn Iloilo city Iloilo, Philippines	Land Leasehold Ownership to hotel building	0-3-77.75	The Land has been a long term leased from third party The remaining lease term is 38 years.	-None-
97	Erawan Philippines (Cebu), Inc.	Land and buildings are under construction to be Hop Inn Davao city Davao, Philippines	Land Leasehold Ownership to hotel building	1-0-98.30	The Land has been a long term leased from third party The remaining lease term is 22 years.	-None-

Attachment No. 5

Code of Ethics for Business Partners of The Erawan Group Plc.

The Erawan Group commits to strengthen our relationship with suppliers and enhance our work in order to create values for all stakeholders. We believe in the supply chain management that takes into consideration the principle of sustainable development and we are using it as a guideline for our operation to cover the Environmental, Social and Governance (ESG) dimensions. We strive to make our business beneficial and growing in a sustainable way together with all stakeholders where the fruit of it is to realize long-term values with suppliers and enhance competitive edge.

As a result, we have come up with the Code of Ethics for Business Partners of the Erawan Group Plc. to set a firm direction towards sustainable development with our suppliers. The Code of Ethics also lays down standards and practices for suppliers to comply with during the collaboration and within the supply chain. This applies to all suppliers. The Code of Ethics aims to enhance practices in business ethics, human rights and labor standards, quality management, occupation, health and safety (OHS) and environment. The goal is to ensure that business criteria of both the Erawan Group and our suppliers are in the same level and mutually recognized. We hope to see the Code of Ethics elevate work efficiency between us and all suppliers, which enables to turn our collaboration into a place where everyone has confident and where long-term values will emerge for every stakeholder.

The Code of Ethics of Business Partners of the Erawan Group Anti-Corruption

We underline the importance of ethics, integrity, legal and regulatory compliance during the collaboration. Corruption, intimidation and embezzlement is strictly prohibited. Suppliers must not pay bribe or take part in any incentive scheme such as paying tea money, giving gift or offering a reception or donating or offering money that helps connecting its business with the Erawan Group.

Fair Competition

The Erawan Group has an open and fair process for potential new suppliers to do business with us. Everyone has an equal opportunity to offer goods and services to us regardless of what nationality they are, how big their business is or what experience they have. We select suppliers on the basis of economic factors such as quality, pricing, volume, production capacity and production period vs planning period. In addition, we review other relevant elements such as safety, environmental concern, the business's stability and its innovation.

Quality of Products and Services

Suppliers are required to familiarize themselves and recognize the quality management process from the Erawan Group's work manual and project managers/unit chiefs and to comply with the required procedures and criteria.

Delivery of products and services: Suppliers are to deliver quality, safe and environmental-friendly products and services to the Company on time and in accordance with the Term of Reference (TOR).

Communication, record and reporting: Suppliers are to communicate, record and report accurate quality information. They must keep important documents such as contract, agreement, plan or financial information for examination during the product delivery. All of this shall be examinable.

Practices in case of error: If a goods or a service provided by a supplier is found after the delivery to be faulty, the supplier must fully collaborate in the examination and remedy process of such error.

Confidentiality

Information that the Company or its staff may access to can be copyrighted or confidential. The Company considers this confidential and personal right information very valuable. To ensure an equal treatment, staff are to respect and protect confidential information belonged to a supplier or a contracting party by not disclosing or violating any right that will lead to a disclosure of it. If the disclosure is necessary, the Company and a supplier must affirm by signing a non-disclosure agreement (NDA) where the information will be restrictively disclosed to those required by the laws only.

Human Rights and Labor

Suppliers shall treat their employees in a fair manner according to the laws, work regulations and labor and employment laws in the locality. This covers wage payment, working hours, work conditions and no child-labor employment. The Erawan Group has a right to immediately terminate a contract with a supplier in case of a dispute with regard to human rights and labor as follows:

Employment: Employment shall be based on fair and reasonable wages, rights and benefits and working hours in a relevant local labor market. It shall not be conflicting with relevant labor laws or other laws.

Child labor: Suppliers shall comply with the laws and requirements governing a minimum age of employed workers. If such the law does not exist, suppliers must not hire children of less than 18 years old in countries where the law may permit it to do so.

Non-discrimination: Employees shall be fairly and equally treated with no discrimination against place of birth, race, gender, age, skin color, religion, disability and deprivation of privileges whether it's about social status or otherwise.

Environmental Management

Environment: Suppliers are to strictly comply with the laws and government regulations as well as criteria and requirements governing environmental, energy and natural resource management. This is to minimize negative impacts to communities and the environment and/or to help lessen such impact as much as we can. Suppliers are to avoid using toxic chemicals. However, if it's necessary to do so, protective and thorough measures must be put in place.

Effective use of resources: Suppliers are to promote efficient and cost-effective use of resources, support recycling or other means that do not affect work quality and the environment.

System development: Suppliers are to regularly conduct the environmental management with criteria above the government's minimum requirements. They are:

- Physical parameter: managing environmental resources
- Chemical parameter: prevention or reduction of pollution resulting from the production process.
- Biological parameter: managing impacts affecting the ecology and biodiversity
- Safety and Occupational Health
- Social Responsibility
- Environment

Whistleblower Channel

Suppliers are entitled to inquire information, notify or file a complaint considered violating the Code of Ethics or the Code of Conduct of the Erawan Group's employees such as violation of work regulations, demanding bribe or refraining from performing one's duty.

Complaint can be sent to:

Email: gcg@theerawan.com
companysecretary@theerawan.com

Post: Chairman of the Audit Committee
The Erawan Group Plc
2, 6th Floor, Ploenchit Center
Sukhumvit Road,
Kwang Klongtoey, Khet Klongtoey
Bangkok 10110



Grand Hyatt Erawan Bangkok

Acknowledgement of the Code of Ethics for Business Partners

Name/Family Name _____, an authorized representative who acts

on behalf of _____ hereby certifies that:

1. I have read, studied and make myself familiar with the entire Code of Ethics for Business Partners and have no objection nor opposition against it.
2. I will strictly comply with the Code of Ethics for Business Partner.
3. If I or anyone directly or indirectly relating to me violates this Code of Ethics for Business Partners, I agree to let the Erawan Group Plc and/or the Erawan Group, who is a contractual party, immediately terminate the agreement with no objection and with the right to demand for damages or responsibility from me.

This shall come into effect from: _____ Authorized Representative

To the expiry of the contract: _____ (_____)

Date: _____



Grand Hyatt Erawan Bangkok

Attachment No. 6
Report of the Audit Committee

Ref. ERW014/IA002/2565

February 21, 2022

Subject: Internal Control Sufficiency Evaluation

Dear Secretary General, Securities and Exchange Commission, Thailand

I, hereby, Dr. Kulpatra Sirodom, Chairman of the Audit Committee of the Erawan Group Public Company Limited and 2 Audit Committee Members - Mr. Ekasith Jotikasthira and Assoc. Prof. Dr. Somprawin Manprasert has assessed the efficiency and sufficiency of internal control system by considering on the management structure and the established operational procedure which embedded the check and balance measure within the related working process, approving the internal audit annual plan, providing the advice to the Secretary of the Audit Committee, verifying and reporting the audit result to the Board of Director as the SEC's guidelines. To exchange the opinion among the Board of Director, Management and External Auditor to create the right understanding and collaborate on establishing the appropriated practice guideline which suitable for the company and subsidiaries to ensure that the internal control system of the company was sufficient, concise and effective.

In the opinion of the Audit Committee, the company's internal control system was good, sufficient, concise without any significant flaws.



Dr. Kulpatra Sirodom
Chairman of the Audit Committee



Mr. Ekasith Jotikasthira
Member of the Audit Committee



Assoc. Prof. Dr. Somprawin Manprasert
Member of the Audit Committee

Internal Control Sufficiency Evaluation Form

The Erawan Group Public Company Limited
February 22, 2022

This evaluation form was conducted by the Board of Directors to present their opinion
on the adequacy of internal control system and was verified by The Audit Committee

Control Environment

1. The organization demonstrates a commitment to integrity and ethical values¹.

Questions	Yes	No
1.1 The board of directors and the management set up principles and guidelines based on integrity and codes of conduct in the following areas:		
1.1.1 Daily routine operation and decision making.	✓	
1.1.2 Treatment of trade partners, clients and other parties.	✓	
1.2 Following written rules are provided to ensure that executives and employees perform the duties with integrity and ethics:		
1.2.1 Appropriate code of conduct for executives and employees;	✓	
1.2.2 Prohibitions on any actions by the executives and employees that could cause conflicts of interest with the business; and prohibitions on corruptions which will cause damages to the organization .	✓	
1.2.3 Appropriate penalties in the case of violation of the aforementioned rules	✓	
1.2.4 Communication of the aforementioned rules and penalties to the executives and the employees. For example: they are included in the orientation session for new employees; employees annually sign for acknowledgment of the rules and penalties; the code of conduct is publicized for employees and outsiders.	✓	
1.3 There are procedures to monitor and assess whether the code of conduct is complied:		
1.3.1 Monitoring and assessment by an internal audit unit or a compliance unit;	✓	
1.3.2 Self -assessment by executives and employees;	✓	
1.3.3 Assessment by independent professionals ,outsiders of the organization.		✓
1.4 There is timely management upon a detection of non-compliance with rules on integrity and code of conduct.		
1.4.1 There are procedures for timely detection of the violations;	✓	
1.4.2 There are procedures for suitable and timely punishment or management of the violations;	✓	
1.4.3 There are timely and suitable corrections for the violations of rules for integrity and code of conduct.	✓	

¹ Click <https://www.theerawan.com/en/corporate-governance/anti-corruption-policy>

2. The board of directors demonstrates independence from the management and exercises oversight of the development and performance of internal control.

Questions	Yes	No
2.1 The roles and duties of the board of directors are set separately from those of the management. The authorities of the board of directors are clearly defined.	✓	
2.2 The board of directors oversees whether the company goals are clear and measurable to be used as guidelines for executives' and employees' operation.	✓	
2.3 The board of directors oversees that the company follows the laws and charters in specifying roles and duties of the board of directors, the executives, the audit committee, auditors, internal auditors, and the personnel who is responsible for financial statements.	✓	
2.4 The board of directors are knowledgeable for the company business and have expertise beneficial to the company or can seek advice from experts in a particular area.	✓	
2.5 The board of directors comprises of independent directors who are knowledgeable, reliable and truly independent in performing the duties. For example, the independent directors should have no business relationship with the company or any relationship that could influence their judgement and independent performance.	✓	
2.6 The board of directors oversees the development and implementation of the internal control in the organization, including creating control environment, risk assessment, control activities, information and communication, and monitoring activities.	✓	

3. Management establishes, with board oversight, structures, reporting line, and appropriate authorities, and responsibilities in the pursuit of objectives.

Questions	Yes	No
3.1 Top management set up the organizational structure which supports the pursuit of the company's objectives by considering appropriateness of business functions and legal requirement. There is, also effective internal control function. For example, there is a separation of duties in important business units which would result in check and balance; there is an internal audit unit which reports directly to the audit committee; there is a clear line of report.	✓	
3.2 Top management establishes reporting line by considering appropriateness of authorities, responsibilities and communication.	✓	
3.3 Authorities and responsibilities among the board of directors, top management and employees are appropriately defined and assigned.	✓	

4. The organization demonstrates its commitment to attract, develop and retain competent individuals in alignment with objectives.

Questions	Yes	No
4.1 The company has policies and practices to recruit, develop and retain competent employees and regularly reviews such policies and practices.	✓	
4.2 The company has evaluation process, incentives or rewards to employees with good performance, and management measures for employees who do not achieve the targets. Such processes are well informed to executives and employees.	✓	
4.3 The company has process of timely solutions and preparation when lacking competent employees.	✓	
4.4 The company has process of recruitment, development and retention for executives and employees such as providing mentoring system and trainings.	✓	
4.5 The company has a succession plan for important positions.	✓	

5. The organization hold personnel accountable for their internal control responsibilities in the pursuit of objectives.

Questions	Yes	No
5.1 The board of directors and executives have procedures and communication tools to enforce all employees to take responsibilities in internal control and to provide corrective measure for such procedure, if necessary.	✓	
5.2 The board of directors and executives set suitable indicators for performance appraisal, incentives and rewards with regard to code of conduct, and the company's short-term and long-term objectives.	✓	
5.3 The board of directors and executives continuously assess the incentives and rewards by focusing on the connection between success of the performance and the compliance with the internal control .	✓	
5.4 The board of directors and executives do not put excessive pressures on each personnel duties.	✓	

Risk Assessment

6. The organization specifies the objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.

Questions	Yes	No
6.1 The company is able to comply with the generally accepted accounting principles which is suitable to the business at that time by presenting that transaction in financial statements exist, complete, correctly show the rights or obligations of the company, have the right value as well as properly disclosed.	✓	
6.2 The company determines materiality of the financial statement by considering key factors including financial report users, transaction sizes, and business trends.	✓	
6.3 Financial statements reflect true business operation activities of the company.	✓	
6.4 The board of directors or the risk management committee approves and communicate risk management policy to executives and all employees. The policy is acknowledged and accepted for practices as a part of the organization's culture.	✓	

7. The organization identifies risks to the achievement of the objectives across the entity and analyses risks as basis for determining how the risk should be managed.

Questions	Yes	No
7.1 The company identifies all risks which may affect business operation at levels of organization, business unit, departments, and working functions.	✓	
7.2 The company analyzes all risks that could come from both internal and external factors, including risks from business strategies, operations, reporting, compliance with law and regulation, and information technology.	✓	
7.3 Executives at all levels participate in risk management.	✓	
7.4 The company assesses the significance of risks by considering the likelihood and the possible effects.	✓	
7.5 The company has measures and operational plans to handle risk by either accepting, reducing, avoiding or sharing risks.	✓	

8. The organization considers the potential for fraud in assessing risks to the achievement of the organization's objectives.

Questions	Yes	No
8.1 The company assesses the potential for fraud covering all types of fraud including fraudulent financial reporting, losses of assets, corruptions, management override of internal controls, manipulations on important financial information, unauthorized acquisition or disposition of assets etc.	✓	
8.2 The company carefully reviews the operational objectives, considering possibility of achieving the goals. Also, incentives and rewards granted to the employees should be reasonable and would not instigate wrongdoing. For example, the company does not set expected sales much higher than its capabilities so that it will lead to sales manipulation.	✓	
8.3 The audit committee considers and inquires executives in accordance with the potential for fraud and measures that the company establishes to prevent or correct the frauds.	✓	
8.4 The company communicates to all employees to understand and comply with the policies and guidelines.	✓	

9. The organization can identify and assess changes that could have impacts on the system of internal control.

Questions	Yes	No
9.1 The company assesses changes of external factors which could affect the business operations, internal control, and financial reporting. Moreover, the company launches measures to deal with the changes sufficiently.	✓	
9.2 The company assesses changes in business models which could affect business operations, internal control, and financial reporting. Moreover, the company launches measures to deal with the changes sufficiently.	✓	
9.3 The company assesses changes of the organizational leaders which could affect the business operation, internal control, and financial reporting. Moreover, the company launches measures to deal with the changes sufficiently.	✓	

Control Activities

10. The organization selects and develops control activities that contribute to the mitigation of risks to the achievement of the objectives to the acceptable levels.

Questions	Yes	No
10.1 The company's control measures are suitable to the risks and specific characteristics of the organization such as the environment; the work complexity, the characteristics of work, the scope of the operations, and other specific condition	✓	
10.2 The company has written internal control measures covering all procedures appropriately. For example, the company has policies and procedures in regard to financial transactions, procurement, and general administration. The company also gives clear scope of authorities and approval hierarchy of each management level to prevent fraudulence. For example, the company establishes: chart of authority approval to each management level to limit amounts of expenditures; project/investment approval manual; procurement and vendors selection manual; decision making on procurement process manual; or equipment/tools disbursement manual. Therefore, following procedures are provided:	✓	
10.2.1 Collection on information of major shareholders, directors, executives and related persons, as well as connected persons benefits for monitoring and reviewing on related transactions or transactions with conflict of interests. The collection will be consistently up-to-date.	✓	
10.2.2 In case that the company has already approved transactions or entered into the contracts with long term obligations such as purchasing and selling contracts, lending, guaranteeing, the company monitors whether the conditions of the agreements are followed through the contracts periods. For example, monitoring compliance with loans repayment agreement or the contracts are regularly reviewed for appropriateness.	✓	
10.3 The company sets up suitable varieties of internal control such as manual and automated controls or preventing and monitoring controls.	✓	
10.4 The company builds internal control throughout all level of the organization such as the group of companies, business unit, function, department, division or process.	✓	
10.5 The company conducts segregation of duties to the 3 parts as followed for check and balance purposes: (1) Authorization; (2) Recording accounting entries and information and; (3) Custody of assets.	✓	

11. The organization selects and develops general control activities over technology to support the achievement of objectives.

Questions	Yes	No
11.1 The company should define relationship between uses of information technology in the operation process and the general control of the information technology system.	✓	
11.2 The company should define suitable control measures for infrastructure of technology system.	✓	
11.3 The company should define suitable security control for the technology system.	✓	
11.4 The company should define suitable control measures on process of procurement, development, and maintenance of the technology system.	✓	

12. The organization deploys control activities through policies which establish what is expected and procedures that put the policies into action.

Questions	Yes	No
12.1 The company has strict policies to monitor that transactions made by major shareholders, directors, executives, or the related persons must be passed through approval procedures as defined in , for example, by the articles of corporation, the regulation of the Stock Exchange of Thailand and SEC etc. This is to prevent exploitation of company benefit against the use for personal gains.	✓	
12.2 The company has a policy that a transaction must be approved by the person who has no personal interests in such transaction.	✓	
12.3 The company has a policy to approve transactions by considering the company's best interests, and consider the transactions as at arm's length basis.	✓	
12.4 The company has monitoring process for operations of subsidiaries or associated companies including setting guidelines to the person who is appointed as a director or an executive in the subsidiaries or associated companies. (Answer this question is not required if the company does not invested in the subsidiary or associated companies)	✓	
12.5 The company assigns roles and responsibilities that executives and employees are to implement the policies and procedures in their operation.	✓	
12.6 The company's policies and procedures are timely implemented by competent personnel including the process of operation correction.	✓	
12.7 The company regularly reviews its policy and procedures.	✓	

Information & Communication

13. The organization obtains or generates and uses relevant and quality information to support the functioning of internal control as intended.

Questions	Yes	No
13.1 The company specifies information required for business operations. The information should be from both internal and external sources, which are quality and related to the company business.	✓	
13.2 The company reviewed cost and benefit to gain the information, including quality and accuracy of such information.	✓	
13.3 The company provides the board of directors with essential and sufficient information for their decision-making. Examples of essential information include details of the proposed agenda, reasons and impacts on the company, and alternatives available.	✓	

Questions	Yes	No
13.4 The company provides the board of directors with the invitations to the board of directors' meetings and documentation for the meetings which contain necessary and sufficient information for consideration. The documents should be delivered before the meeting date at least as minimum requirement period by the regulations.	✓	
13.5 The company provides minutes of board of directors meeting with sufficient details in order to be used for subsequent audit on appropriateness of each director's responsibilities, such as records of directors' questions; directors' views and remarks of the issues; their opposing views and reasons against the proposed agenda etc.	✓	
13.6 The company has the following procedures: 13.6.1 Filling and Classification with completeness on important documents. 13.6.2 In case of report of deficiency found by the external auditor or internal auditor on deficiencies in internal control, the company fix the deficiency thoroughly.	✓	

14. The organization internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

Questions	Yes	No
14.1 The company has effective process of internal communication and appropriate channels of communication to support internal control.	✓	
14.2 The company regularly reports important information to the board of directors. The board of directors has access to information sources that are vital to the operations or to review any transactions as required. For example, the company assigned contact personnel for providing other information except those received from management; requesting information from external auditor and internal auditor; arranging meetings between the board of directors and executives as requested by the board of directors; conducting other meetings for the board of directors and executives except the regular board of directors' meetings etc.	✓	
14.3 The company establishes whistle-blower hotline in order that personnel could safely inform information or traces of frauds or corruptions to the company.	✓	

15. The organization communicates with external parties about matters affecting the functioning of internal control.

Questions	Yes	No
15.1 The company has effective procedures of communication with external stakeholders and appropriate channels of communication to support internal control. For example, the company sets up an investor relations officers/center or compliant center etc.	✓	
15.2 The company establishes whistle-blower hotline in order that external stakeholders could safely inform information or traces of frauds or corruptions to the company.	✓	

Monitoring Activities

16. The organization monitors and evaluates to ascertain whether the components of internal control are completely present and suitably functioning.

Questions	Yes	No
16.1 The company has a process to monitor the compliance with code of conduct and prohibit the executives and employees from conducting themselves in a manner is likely to cause conflicts of interest. The company, for example, assigns each individual unit to monitor operation and report to the respective supervisors. Alternatively, the company assigns the internal auditor to monitor operation and report to the audit committee etc.	✓	
16.2 The company provides inspection on compliance with internal control procedures by self-assessment and /or by independent assessment of internal auditors.	✓	
16.3 Frequency of monitoring and assessment activities is suitable to the company's change.	✓	
16.4 The monitoring and assessment activities on the internal control are carried out by knowledgeable and competent personnel.	✓	
16.5 The company specifies that the internal control evaluation is directly reported to the audit committee.	✓	
16.6 The company encourages the internal auditors comply with International Standards for the Professional Practice of Internal Auditing (IIA).	✓	



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17. The organization evaluates and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including senior management and the board of directors, as appropriate.

Questions	Yes	No
17.1 The company evaluates and communicates internal control deficiencies and monitors for correcting immediately, in case that results of the performance significantly deviates from the target.	✓	
17.2 The company has a reporting policy as follows :		
17.2.1 Management must report to the board of directors immediately if there is an incident or a suspicion of serious fraudulence, law violation, or other unusual actions that could significantly affect the reputation and financial position of the company.	✓	
17.2.2 Significant internal control deficiencies including solutions (although the problems may have already been managed) are timely reported to the board of directors/the audit committee for consideration.	✓	
17.2.3 The progress on remedies of the significant internal control deficiencies is reported to the board of directors/the audit committee.	✓	

**** Anti-Corruption Policy**

The policy was embraced in the topic of "Reporting Process" which the Disciplinary Action Committee has a duty to directly report the facts of the matter to the President and/or the Audit Committee and/or the Board of Directors, depending however on what has happened where it will be upon the Committee's discretion to decide to what extent it is appropriate to present the report to a responsible person where Erawan has stipulated the following as a framework :

1. To the President if it's about general management and the matter is under the President's supervision.
2. To the Audit Committee if it's related to the corporate governance policy and/or if it's an intended violation of one's duty and responsibility with serious effect.
3. To the Board of Directors after the Audit Committee's decision that it's appropriate that the matter be reported thereto for its acknowledgement and/or for action relating to the supervision policy; and/or if the matter is having an effect to senior executives.

Download the policy at <https://www.theerawan.com/en/corporate-governance/anti-corruption-policy>



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