

ENVIRONMENT

SOCIAL

GOVERNANCE

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Note: Reference to the information disclosed on the Company's website will be considered as a part of 56-1 One Report. Board of Directors will be responsible for the accuracy and completeness of the reference information as well as the disclosed information in this report.

Message from the Chairman of the Board

While 2022 remained another challenging year for our business due to the ongoing Covid-19 pandemic but the situation was getting better. The tourism industry continued to recover especially during the second half of 2022 when Thailand fully reopened its door for visitors while, several countries started to relax their travel restrictions. The leading to a strong increase of inbound visitors, making total international visitors to Thailand in 2022 to reach over 11 million, exceeding the target previously set by the Tourism Authority of Thailand (TAT). This indeed shows a healthy recovery trend of Thailand's tourism industry.

Thanks to our strategy which focuses on agility and adaptation to business environment that continues to change, The Erawan Group Plc's readiness to welcome international visitors who start to return as well as the quality of our assets as all are located in great locations help supporting a strong recovery of the company's overall operating performance.

The Erawan Group Plc continues to underline sustainable development of our business based on the Environment, Social and Governance (ESG) framework. We also adhere to the anti-corruption policy and practices actively implemented both by the management and staff in collaboration with all stakeholders to ensure our sustainable and stable growth. This endeavor is reflected through various awards bestowed to us in 2022 ranging from the Outstanding "Investor Relations Award 2022" from SET Awards 2022 hosted by the Stock Exchange of Thailand (SET) and the Very Good Corporate Governance Scores from the IOD. In addition, The Erawan Group Plc was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) in 2020.

To support our long-term sustainable growth strategy, the Board of Directors considered the restructuring of management to create clarity, agility as well as ensure readiness for competition in the fast-moving business environment. The Erawan Group Plc intends to strengthen our 3 to 5-star hotels portfolio to enhance our competitiveness and financial returns as well as developing new investment. While Erawan HOP INN Company Ltd, our subsidiary, will focus on develop and expand its HOP INN hotels in Asia Pacific to be the leading in budget hotel segment.

On behalf of the Board of Directors, I wish to express my sincere thanks to the management and all the staff for their heartfelt collaboration during the past year. I also wish to thank all stakeholders whose trust and support has enabled us to overcome the tough time. We remain committed to operate our business based on our strategic plans in order to expedite sustainable growth while being ready to adapt and change to welcome new competitive opportunities as well as to manage our business under the philosophy of "Success with Integrity".



Mr. Chanin Vongkusolkrit
Chairman of the Board

Message from the President

It has been 3 challenging years for the tourism industry worldwide including Thailand's as we were forced to confront with the Covid-19 pandemic. However, the tide is turning in 2022 with the situation is evidently better this year. A fully reopening of the country in July 2022 resulted in a steady rise of foreign visitors coming to Thailand whose number for the entire year rose to more than 11 million leading to an outstanding performance of our company in 2022 compared to a year before.

In 2022, we continued to focus on expanding budget hotels under the "HOP INN" brand both in Thailand and the Philippines. This is in line with our long-term strategy to be the leading in budget hotel segment as well as to strengthen financial stability of the group. In 2022, we opened 7 HOP INN hotels in Thailand and 1 hotel in the Philippines. We also opened our first "Combo Hotel" in the Philippines combining Holiday Inn and HOP INN Cebu City hotel, operating under the same building.

The Erawan Group Plc remains committed to expand budget hotels in Thailand and Asia Pacific and also enhance competitiveness in the 3 to 5-star hotels segment to accommodate the recovery of the Thai tourism industry. In Q1/2022, we divested 3 hotels, namely ibis Styles Krabi, ibis Phuket Kata and ibis Huahin, for a total of 1.05 million baht to strengthen our financial position and to support the company for future project development. Cash proceeds from the transaction were used for the expansion and development projects to generate future growth for our business according to our long-term strategy.

The Erawan Group Plc continues to operate our business with social responsibility and commitment to sustainable development. This is implemented through the 3P conceptual framework as follows.

- P-Partnership** – Creating a network of parties sharing the same values to strengthen the sustainability value when delivering unique identity to customers.
- P-People** – Enhancing dynamic capability for the sustainable growth.
- P-Planet** – Optimizing resource utilization in both construction and operation.

This 3P conceptual framework has been implemented in diverse projects such as the EV Stations project in which we collaborated with HAUP and Evolt at ibis Pattaya and Holiday Inn Pattaya and plan to expand the project to several other hotels. We also collaborate with SCGP and SCGC in the Waste Journey project for effective waste management. The Erawan Green Office project promotes effective waste separation prior to waste management. The Internship Program sees us collaborating with several vocational colleges and universities to produce future hotel human resources as well as to enhance their existing capacity. In addition, we continue to build corporate culture of EPIC (EPICIE), which is an acronym for Empathy, Passion, Innovation, Collaboration, Integrity and Efficiency to our workforce.

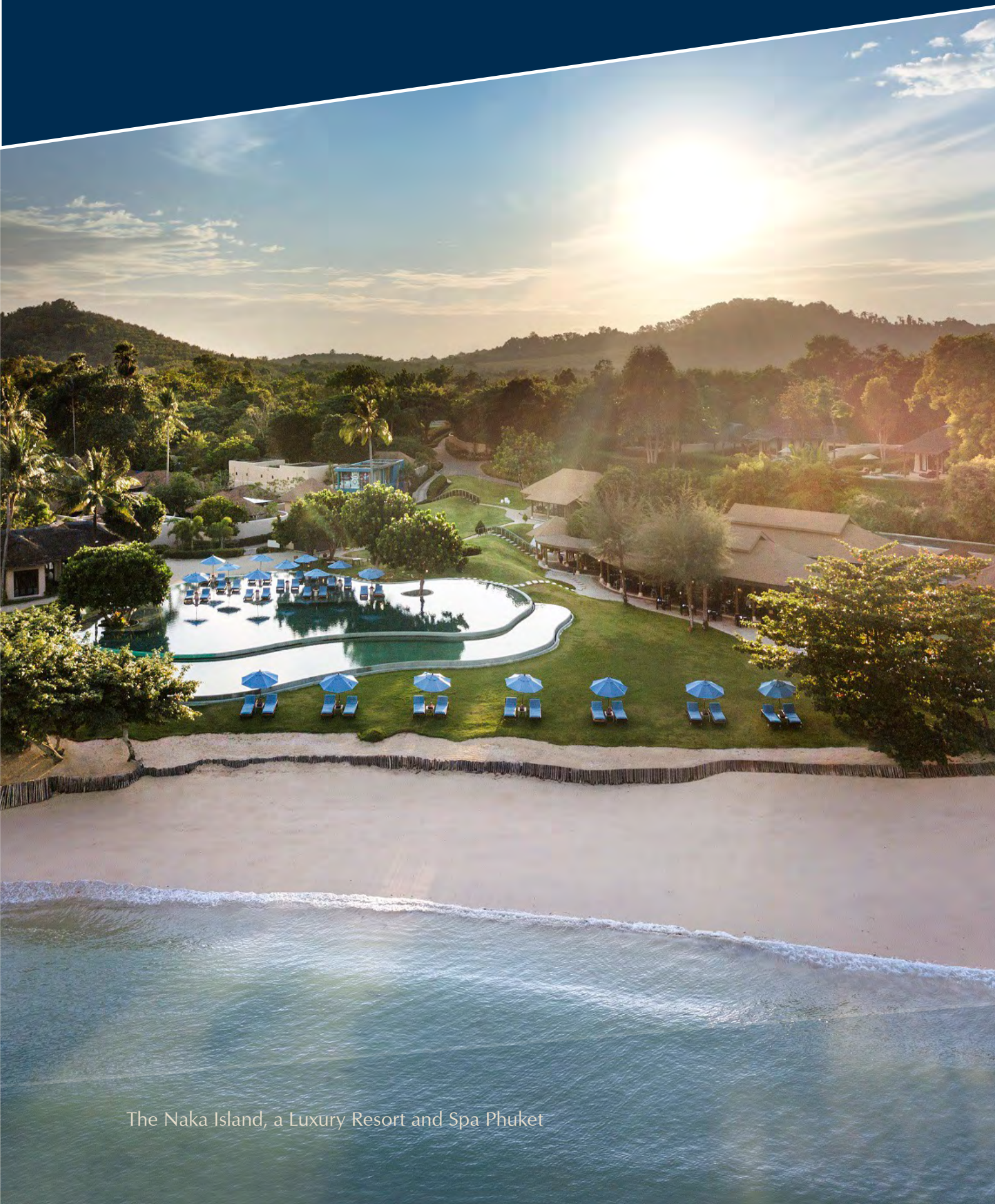
To sustain through the pandemic time that last for more than 2 years until we started to recover strongly in mid-2022 would not have been possible without collaboration from the Board of Directors, the management, all staff and all stakeholder who came together to overcome this immense difficulty. We truly believe in the potential of Thailand's tourism industry and we are committed to create strong sustainable returns to shareholders and all stakeholders as intended.




Mr. Petch Krainukul
President

Part 1

Business Operation and Operating Results



The Naka Island, a Luxury Resort and Spa Phuket

Vision Mission and Core Values

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.

Core Value “ERAWAN’s SPICE”

S

System

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

P

People

Competent workforce with dedication to further learning and continual improvement

I

Information

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

C

Culture

Sound corporate culture to support sustainable growth

E

Environment

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



Business Strategy and Corporate Culture of Sustainability

Business Strategy

Growth Strategy

1

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

2

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

3

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 Culture of Sustainability



Empathy	Innovation	Passion	Collaboration	Integrity	Efficiency
Listening, caring, and understanding the needs and problems of others for use it to create new things or innovations for the organization.	Think differently to create new challenges and lead to better innovations, processes, and outcomes.	Work with passion and determination to achieve goals with resilient agility.	Teamwork and build a network of partners to achieve common goals.	Work with integrity by being honest, having morals and codes of conduct.	Work to the fullest potential and use resources efficiently to deliver quality work and continuous improvement.

Corporate Profile and Developments

Company Milestone

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 baht. It can be divided into the ordinary share with 10,000 shares, the value of share 100 baht per share. There are 3 (three) groups of the founders of the 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 estate 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, premises, and main target groups. The company also does other businesses namely building space rental business and building management business. It has been changed the name to be “The Erawan Group Public Company Limited” in year 2005, until this present day is 40 years with the authorized capital which has been paid on 31 December 2022 with the amount 4,531,559,733 baht with the ordinary share of a par value at 1.00 baht 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.

Holiday Inn Pattaya



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.	2019	Opened Mercure ibis Sukhumvit 24, the third hotel under “Combo Hotel” concept and has the highest room inventory of 500 rooms from all the Company's hotels in Bangkok.
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.	2020	The COVID-19 crisis has a huge impact on global tourism. 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.
2013	Sold ibis Pattaya and ibis Phuket Patong to "Erawan Hotel Growth Property Fund" (ERWPF) and leased back to operation. As of now, the company hold shares in ERWPF at 20% of the total number of shares.	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.
2014	The Company introduced its own new budget hotel brand called “HOP INN”, which is fully operated by the company. HOP INN mainly focuses on domestic customers. As a result, the company has all hotel segments in portfolio, ranging from luxury to budget.	2022	<ul style="list-style-type: none"> • The company sold 3 hotels, ibis Hua Hin, ibis Phuket Kata and ibis Styles Krabi Ao Nang with the objective to focus on our growth strategy through expanding budget hotel segment and increasing the proportion of revenue and profit generated by domestic customers. • Opened 7 “HOP INN” network in Thailand and 1 “HOP INN” in Philippines. • Opened “Holiday Inn Cebu City” the first midscale hotel in Philippines.
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.		



Properties in Operation

Hotels and Resort



Grand Hyatt Erawan Bangkok

<https://bangkok.grand.hyatt.com>

Category: 5-Star Hotel

Location: Rajdamri Road, Bangkok

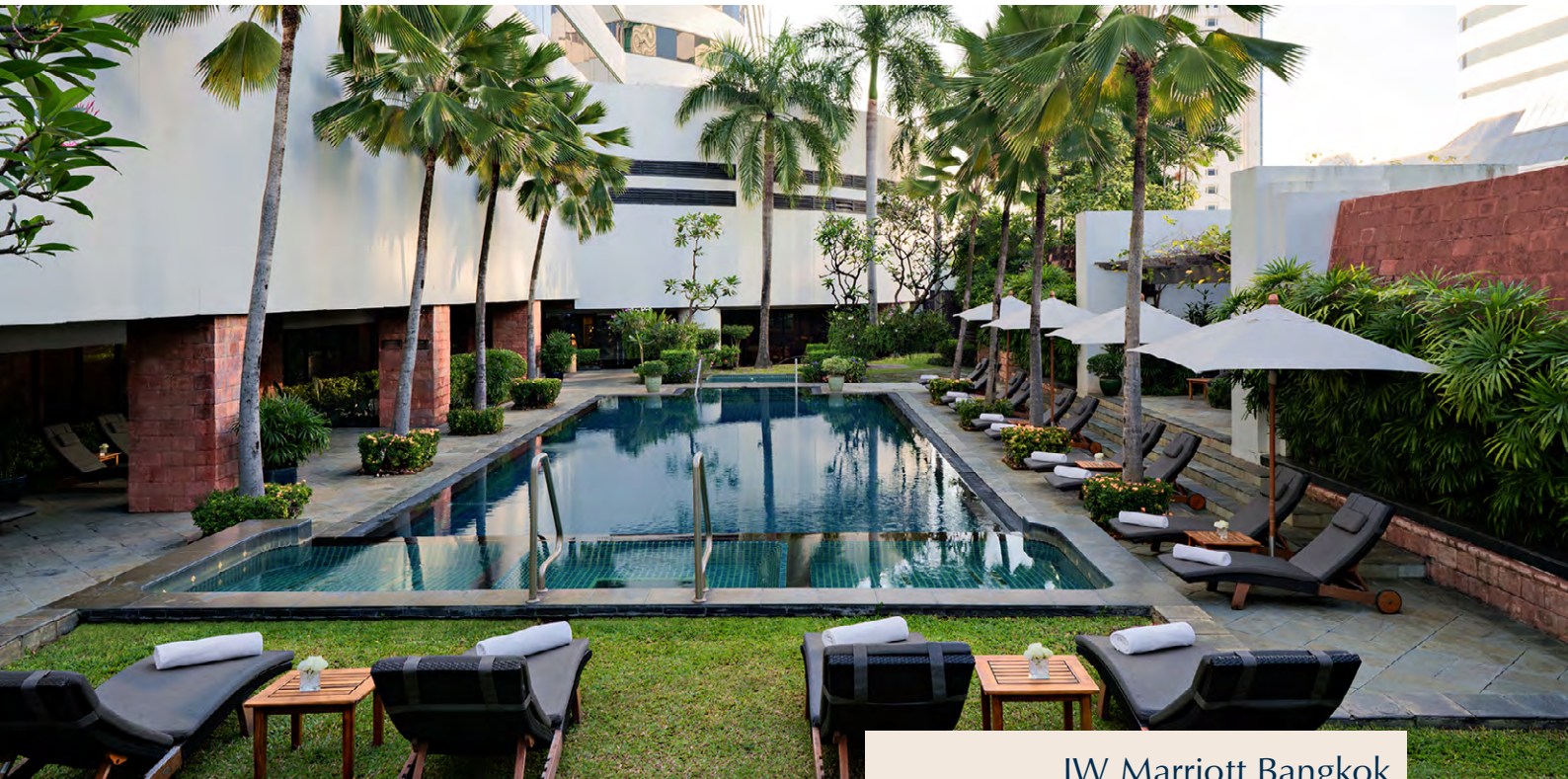
Number of rooms: 380 rooms

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 Bistro	French
Bar@494	Wine and Champagne Bar
You&Mee	Asian Noodle House
Erawan Bakery	Bakery and Pastry
The Garden Lounge	Snack and Refreshment
The Breezeway	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 Soi 2 Road, 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 Restaurant	Japanese
Nami Teppanyaki Steakhouse	Japanese
Man Ho Chinese Restaurant	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.nakaislandphuket.com

Category: 5-Star Luxury Resort

Location: Koh Naka Yai, Phuket

Number of rooms: 90 rooms

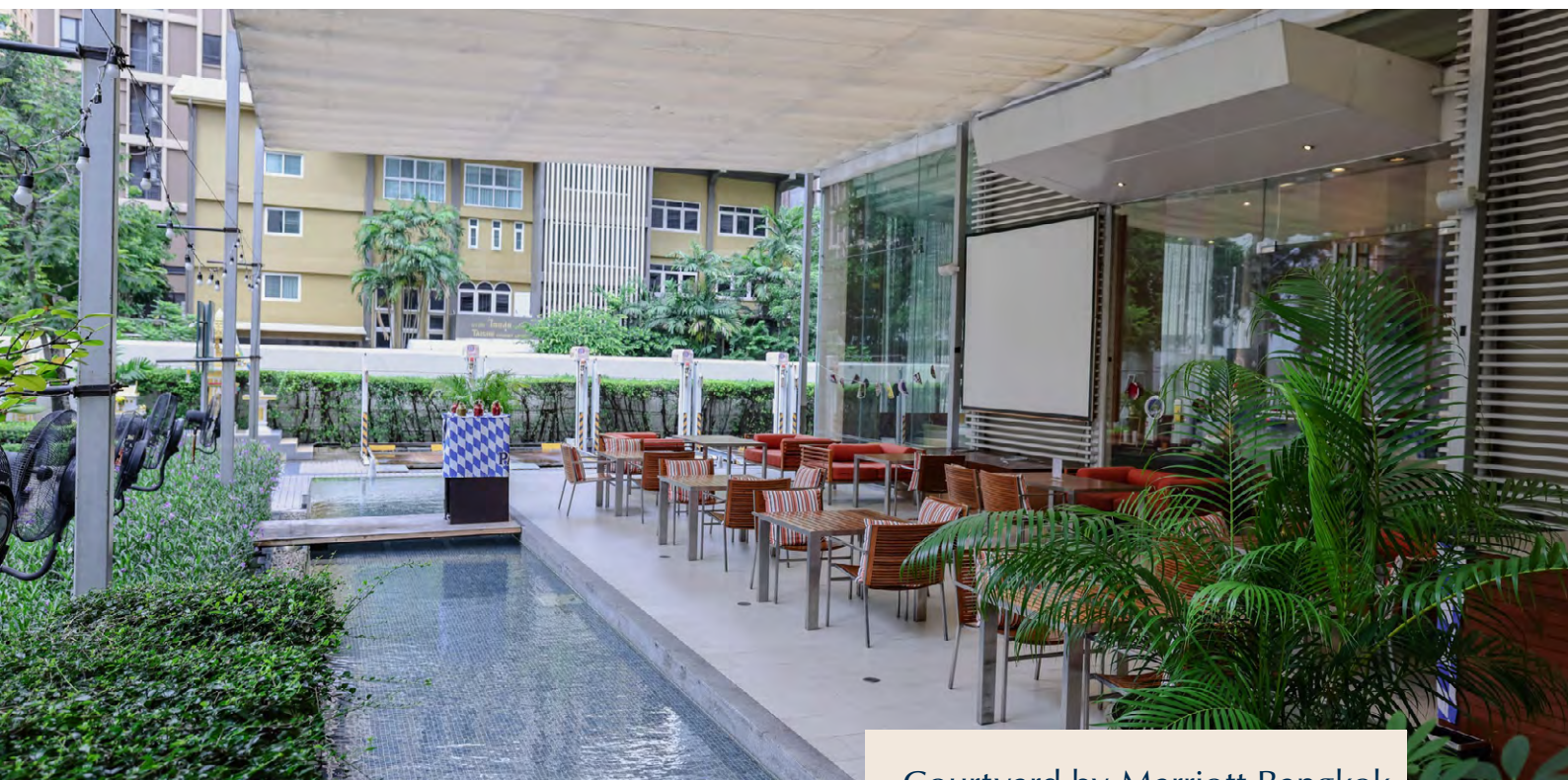
Opened: 2011

Managed by: Marriott International, Inc.

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

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
Sky Lounge	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 & Restaurant	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





Holiday Inn Cebu City, Philippines

<https://www.ihg.com/holidayinn/hotels/us/en/cebu/cebcc/hoteldetail>

Category: Midscale Hotel

Location: Cebu, Philippines

Number of rooms: 180 rooms

Opened: 2022

Managed by: Erawan Philippines (Cebu) Co., Ltd
Under Franchise Agreement
with IHG Group

Restaurant	
Venue	Type of cuisine
Sevii Dining & Drinks	International
In-Room Dining	International
Meeting & Events	Facilities & Services
Cebu Meeting & Event Venue	Swimming Pool
	Fitness
	Business Center Service





Novotel Bangkok Sukhumvit 4

<https://novotelbangkoksukhumvit4.com/>

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

Facilities & Services

Swimming Pool

Fitness

Category: Midscale Hotel

Location: Soi Sukhumvit 4 (Nana), Bangkok

Number of rooms: 185 rooms

Opened: 2018

Managed by: The Erawan Group Public Company Limited

Under Franchise Agreement with

Accor Group





Mercure
www.mercure.com

Facilities & Services

Restaurant

Meeting room

Swimming pool

Fitness

Category: Midscale Hotel

Location: 2 locations in Bangkok and Chonburi

Number of hotels: 3 hotels

Mercure Bangkok Siam

Mercure Bangkok Sukhumvit 24

Mercure Pattaya Ocean Resort

Number of rooms: 600 rooms

Opened: 2012

Managed by: The Erawan Group Public Company Limited

Under Franchise Agreement with

Accor Group





ibis

www.ibishotel.com

Category:Economy Hotel

Location:3 locations in Thailand
(Bangkok, Chonburi and Phuket)

Number of hotels: 7 hotels

- ibis Bangkok Riverside
- ibis Bangkok Sathorn
- ibis Bangkok Siam
- ibis Bangkok Sukhumvit 24
- ibis Bangkok Sukhumvit 4
- ibis Pattaya
- ibis Phuket Patong

Number of rooms: 1,613 rooms

Opened: 2008

Managed by: The Erawan Group Public Company Limited
Erawan Growth Management Company Limited
Under Franchise Agreement with Accor Group

Facilities & Services

Restaurant

Swimming pool



ibis Styles

www.ibishotel.com

Category: Economy Hotel

Location: Bangkok

Number of hotels:1 hotel

ibis Styles Bangkok Sukhumvit 4

Number of rooms: 200 rooms

Opened: 2018

Managed by: The Erawan Group Public Company Limited
Under Franchise Agreement with Accor Group

Facilities & Services

Restaurant

Swimming pool





HOP INN Thailand

www.hopinnhotel.com

Category:Budget Hotel

Location: 37 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, Nan, 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: 51 hotels

Number of rooms: 4,325 rooms

Opened: 2014

Managed by: Erawan Hop Inn Company Limited
Taveesapanan Company Limited



HOP INN Philippines

www.hopinnhotel.com

Category: Economy Hotel

Location:

6 locations in Manila City – Ermita, Makati, Aseana City, Alabang, Quezon City and Pasig City

1 location in Cebu City

Number of hotels: 7 hotels

Number of rooms: 1,291 rooms

Opened: 2016

Managed by: Erawan Philippines

Facilities & Services

Meeting Room



Properties under Development



Thailand



HOP INN

Location: Pattaya Chonburi, Sriracha Chonburi, Pranakorn Sri Ayutthaya, Suphanburi, Ratchaburi, Nakhonphanom
Number of hotels: 6 hotels
Category: Budget Hotel

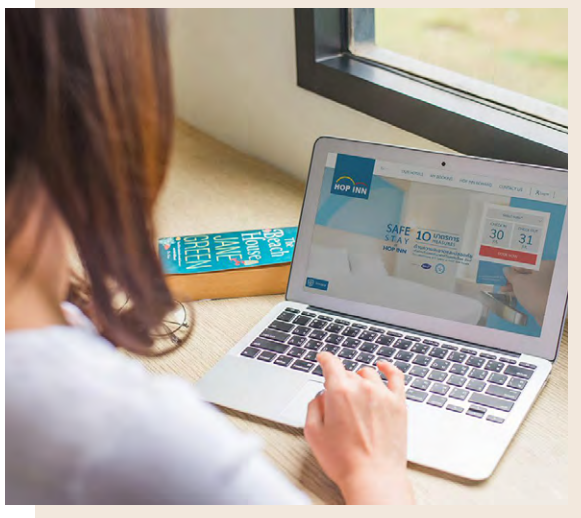


Philippines



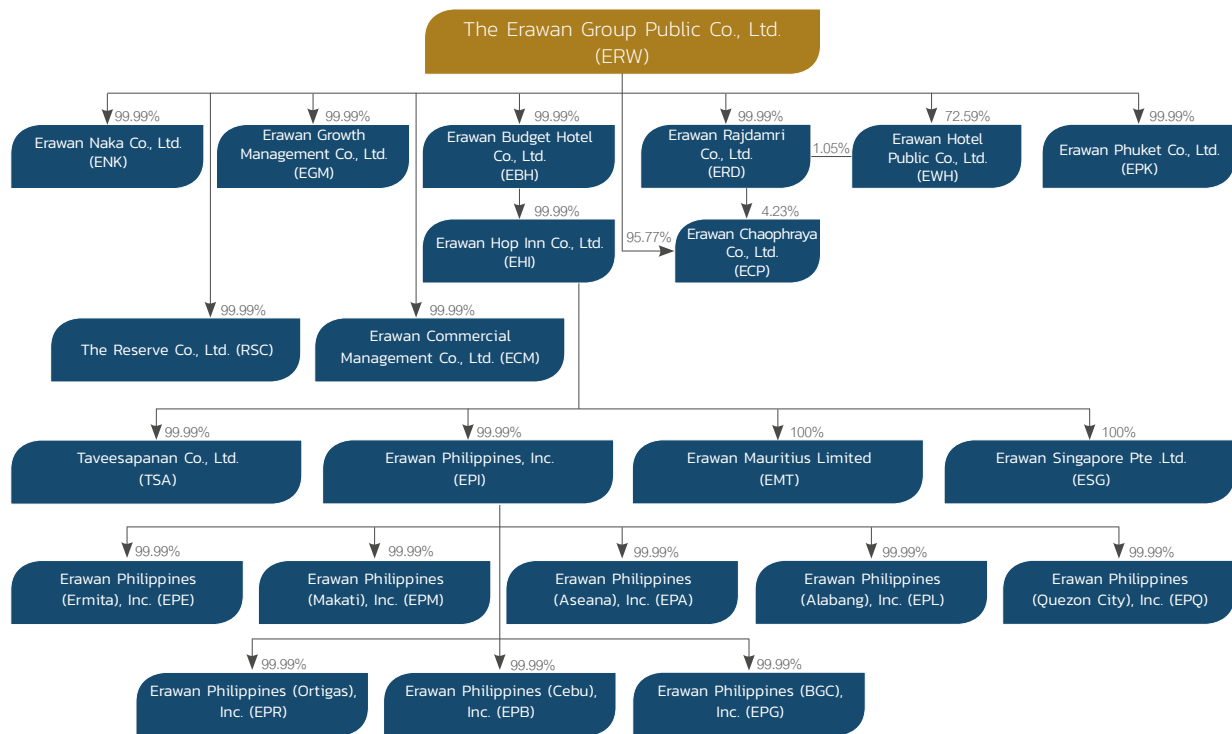
HOP INN

Location: North Edsa, Davao, and Iloilo
Number of hotels: 3 hotels
Category: Economy Hotel



Group Shareholding Structure

As of December 31, 2022



Grand Hyatt Erawan Bangkok

Company Name	Business Type	Paid-Up Capital (Million Baht)	Total Number of Issued Shares	Number of Direct and Indirect Shareholding	
				Total Number	% of total number
Subsidiaries					
(1) Erawan Hotel Plc.	Hotel	119.5	79,666,667	57,833,295	73.64 ¹
(2) Erawan Rajdamri Co., Ltd.	Hotel	450.0	4,500,000	4,499,995	99.99
(3) Erawan Phuket Co., Ltd.	Hotel	2,685.0	2,685,000	2,684,996	99.99
(4) Erawan Chaophraya Co., Ltd.	Hotel	71.0	710,000	680,002	99.99
(5) Erawan Naka Co., Ltd.	Supporting the Hotel Business	26.5	265,000	264,995	99.99 ²
(6) The Reserve Co., Ltd.	Property Development	189.30	18,930,000	18,499,997	99.99
(7) Erawan Commercial Management Co., Ltd.	Management Service	2.0	200,000	199,997	99.99
(8) Erawan Hop Inn Co., Ltd.	Hotel	3,000	300,000,000	299,999,997	99.99
(9) Erawan Growth Management Co., Ltd.	Hotel	185.0	18,500,000	18,499,997	99.99
(10) Taveesapanan Co., Ltd.	Hotel	60.0	6,000,000	5,999,994	99.99
(11) Erawan Budget Hotel Co., Ltd	Hotel	3,000	300,000,000	299,999,997	99.99
(12) Erawan Mauritius Limited	Holding	79,142 USD	79,142	79,142	100 ³
(13) Erawan Singapore Pte.Ltd.	Holding	1 USD	1	1	100 ⁴
(14) Erawan Philippines, Inc.	Holding	2,378.8 Php	2,378,776,273	2,378,776,268	99.99
(15) Erawan Philippines (Ermita), Inc.	Hotel	161.0 Php	161,000,000	160,999,994	99.99
(16) Erawan Philippines (Makati), Inc.	Hotel	170.0 Php	170,000,000	169,999,994	99.99
(17) Erawan Philippines (Aseana), Inc.	Hotel	160.0 Php	160,000,000	159,999,993	99.99
(18) Erawan Philippines (Alabang), Inc.	Hotel	120.0 Php	120,000,000	119,999,994	99.99
(19) Erawan Philippines (Quezon City), Inc.	Hotel	357 Php	357,000,000	356,999,994	99.99
(20) Erawan Philippines (Ortigas), Inc.	Hotel	180.0 Php	180,000,000	179,999,994	99.99
(21) Erawan Philippines (Cebu), Inc.	Hotel	1,145.0 Php	1,145,000,000	1,144,999,994	99.99
(22) Erawan Philippines (BGC), Inc.	Hotel	17.5 Php	70,000,000	69,999,995	99.99
Associates					
(1) Rajprasong Development Co., Ltd.	Joint Management BTS Sky Walk	1.0	10,000	4,800	48.00
(2) Erawan Hotel Growth Property Fund	Investment in properties	1,680.8	176,100,000	35,220,000	20.00
Related companies					
(1) Rajprasong Square Co., Ltd.	Management the Shopping Street at Rajaprasong Area	1.46	146,000	34,000	23.29
(2) The Asia Recovery 2 Fund	Fund	786.8	78,683,161.1474	99,803.8584	0.13

Note:

1. The minority shareholder of Erawan Hotel Plc. 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 Plc.

2. 5th October 2022, the Company had dissolved and is in the process of liquidation.

3. 18th October 2022, the Company had reduced its capital due to its restructuring.

4. 18th October 2022, the Company had reduced its capital due to its restructuring.

*. 15th June 2022, the Company had registered to cancel its subsidiary company, PT. Erawan Indonesia Jakarta which is located in Indonesia and completed its liquidation.

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 have been allocated to the existing shareholders of the 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 deducting of the expenses for offering such additional share, total amount THB 2,013,389,048.

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

unit: million baht

The purpose of using money	The amount of money which has been spent	
	31 st December 2021	31 st December 2022
1. Repayment of the short-term loan which borrowed for circulating fund of company	700	-
2. The investment fund in hotel project of company	406	50
3. Working Capital of company	670	187
Total	1,776	237
The remaining amount is unused	237	-

Dividend Policy and Dividend Payment

The 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 also depended on the company and its subsidiaries' cash flow, investment plan and legal and other restrictions.

Dividend payment ratio	2019	2020	2021
Basic earnings per share (Consolidated financial statement)	0.18	(0.68)	(0.56)
Dividend payment per share	0.07	No Dividend	No Dividend
Dividend payout ratio (%)	39.55%	n.a.	n.a.

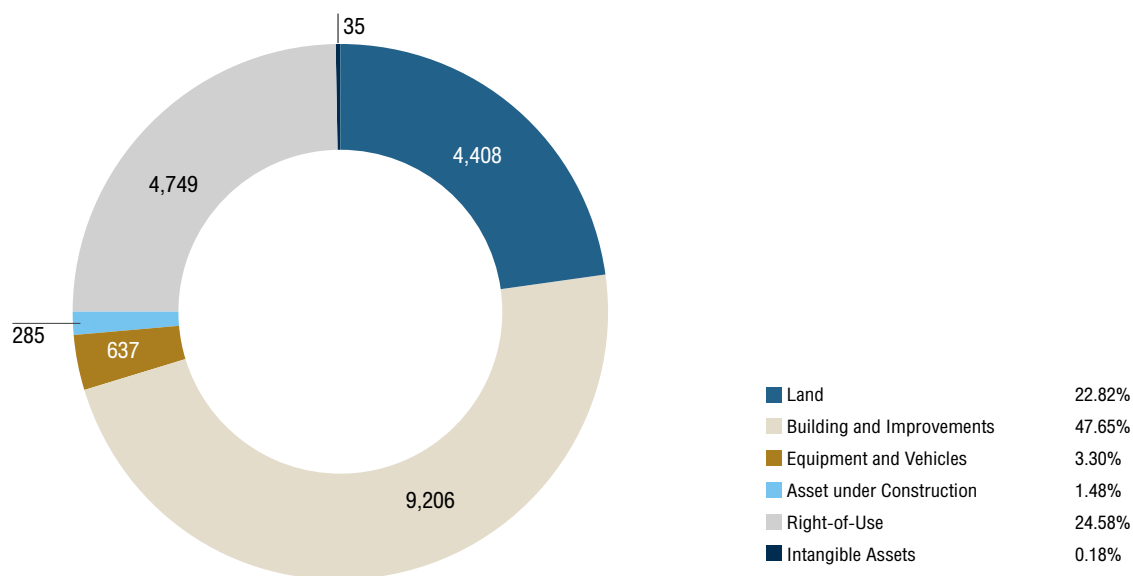


The Naka Island, a luxury Resort and Spa, Phuket

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, 2022 in total amount of 19,320 million baht according to the following details:



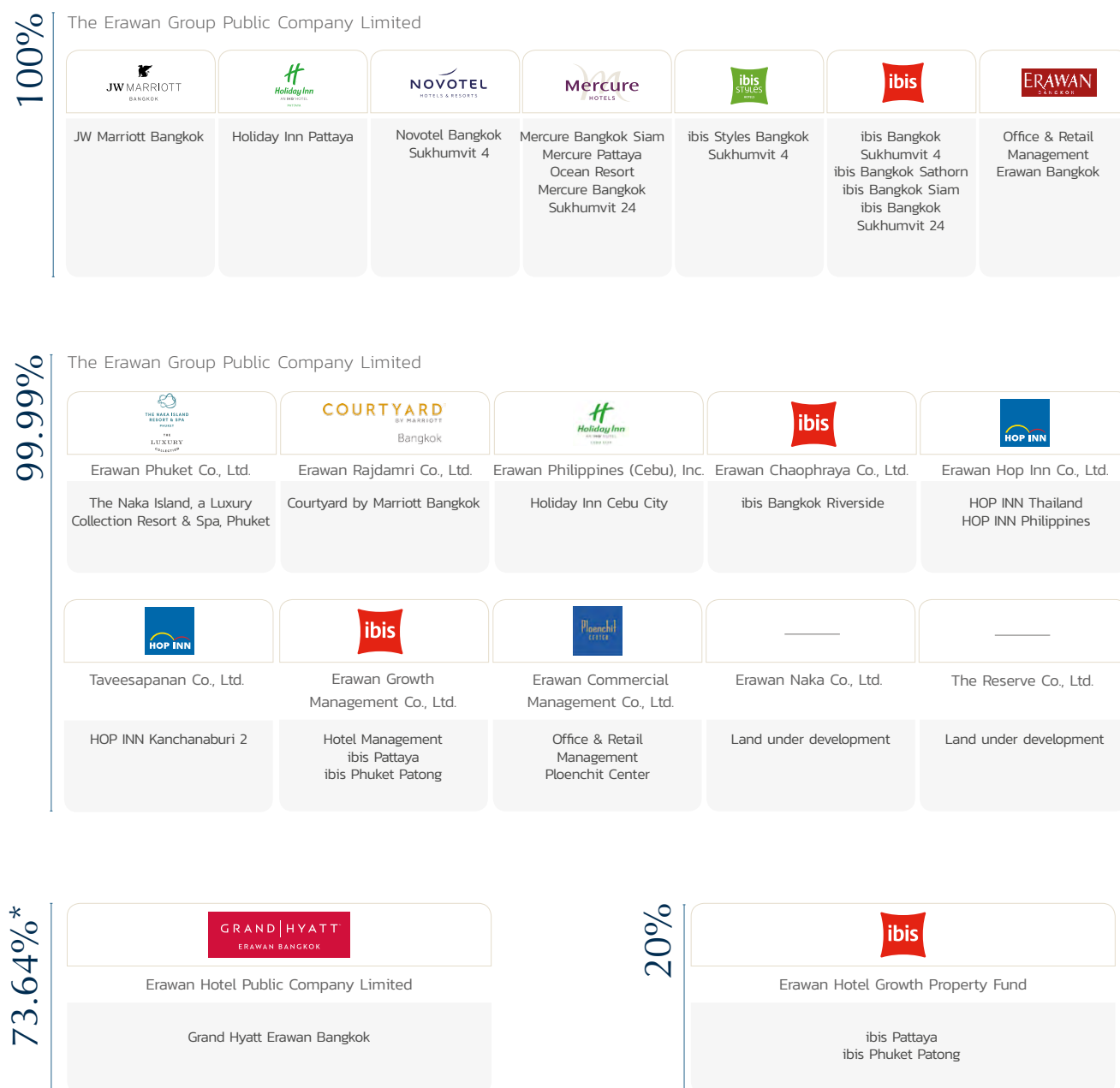
Remark: Please see the additional information regarding the Obligations in Attachment No. 4 Assets for Business Undertaking.

Trademark

Owner's Name	Number of Trademarks	Country Registered	End of Protection Year (B.E.)
The Erawan Group Plc.	3	Thailand	2567, 2568, 2571
Erawan Hotel Plc.	5	Thailand	2568, 2568, 2568, 2568, 2573
Erawan Phuket Co., Ltd.	17	Thailand	2574
Erawan Hop Inn Co., Ltd.	5	Thailand	2567, 2575, 2575, 2575, 2575
	5	Philippines	2567
	8	Malaysia	2566
	2	Singapore	2566
	3	Vietnam	2566
	9	Indonesia	2566

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 76 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 the reputation, experience, global network, and operation system of hotel operators as well as the appropriateness to our properties and target customers. The company has now entered into hotel management agreement with 3 companies which are (1) Hyatt International (2) Marriott International and (3) IHG under 5 different brands.



JW Marriott Bangkok



Luxury



JW Marriott Bangkok



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

Midscale



Courtyard by Marriott Bangkok



Luxury



Grand Hyatt Erawan Bangkok



Midscale



Holiday Inn Pattaya

2. Hotels managed by Erawan under the Franchise Agreement

The Erawan Group selected the hotel brands under the franchise agreement from the world-leading hotel owner with the systematic operation. The selection criteria are based on reputation, broad marketing channels and the appropriateness to our properties and target customers. The company entered to franchise agreement with (1) AccorHotels Group namely Novotel, Mercure, ibis Styles and ibis (2) IHG - Holiday Inn.



Mercure Bangkok Sukhumvit 24



Midscale

Economy

Midscale



- Novotel Bangkok Sukhumvit 4



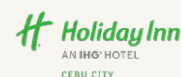
- Mercure Bangkok Sukhumvit 24
- Mercure Bangkok Siam
- Mercure Pattaya Ocean Resort



- ibis Styles Bangkok Sukhumvit 4



- ibis Bangkok Riverside
- ibis Bangkok Sathorn
- ibis Bangkok Siam
- ibis Bangkok Sukhumvit 24
- ibis Bangkok Sukhumvit 4
- ibis Pattaya
- ibis Phuket Patong



- Holiday Inn Cebu City



Budget

Economy

HOP INN
Thailand

51

branches

HOP INN
Philippines

7

branches

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 was 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

In 2022, still saw the overall tourism industry worldwide including that of Thailand very much affected by the Covid-19 pandemic especially in the early part of the year where a number of infected cases in Thailand remained high. Yet this number started to decline, resulting in the relaxation of various measures such as the re-opening of entertainment venues in the blue and green zones where infected cases were low as well as the revocation of maximum and strict control zones while alcohol consumptions remained restricted in June 2022. Yet all the measures were entirely lifted and Covid-19 was downgraded from a high-consequence infectious disease to a common infectious disease in October 2022.

As for entry measures into Thailand, the Thai government has proceeded to revoke the Thailand Pass requirement, health insurance requirement as well as the required RT-PCR test prior to entering the country since July 2022, which much facilitated the return of foreign visitors to Thailand. The purpose was to revitalize Thailand's tourism industry, which indeed boosted the overall occupancy rates of hotels in Thailand especially those in Bangkok area.

In 2022, the tourism landscape of Thailand especially that related to foreign visitors was showing a positive sign. The number of foreign visitors, based on the statistics gathered by the Tourism and Sports Division of Ministry of Tourism and Sports, stood at 11,153,026 persons for the entire year of 2022, which accounted for 28% of the number of foreign visitors to Thailand in 2019.

The same division also reported that the first top five nationalities of visitors to Thailand were from Asia, namely, Malaysia, India, Singapore, Lao PDR and South Korea. While The ratio of Russian tourists was down due largely to the Russian-Ukraine war.

For domestic tourism, as of October 2022, Thais travelled Thailand by as much as 200 million persons/trips as compared to 222 million Thais/trips in 2019. The Tourism Authority of Thailand (TAT) expects revenues from domestic tourism to exceed 800 billion baht target from the previous estimate of 656 billion baht by increasing demands from Thais to travel domestically following the government's stimulus packages under the We Travel Together Campaign. Most Thais travel as a family and corporate meeting.



JW Marriott Bangkok

The tourism direction for next year expects to be brighter as more and more countries start relaxing their travel restriction measures. Asia is also a target destination of several countries. The TAT expects Thailand to welcome at least 18 million tourists in 2023 and this number may go up to as high as 30 million. In the latest development, China announced that it would re-open the country after its closure for three years through its strict zero Covid policy, which means Chinese citizens can travel outside starting from January 8, 2023 with no quarantine. While inbound visitors to China are still required to conduct an RT-PCR test 48 hours prior to their departure.

The Thai government has also increased personnel to provide services to meet an increasing number of foreign visitors to Thailand in 2023. This concerns especially officers examining travel documents of both departing and arriving travelers at various airports.

In 2023, the TAT sets a goal to recover the Thai tourism industry through its High Value & Sustainable Tourism strategy, which mainly consists of four strategies, namely, driving demands, creating meaningful travel, shaping supply, which should result in the fourth strategy of rendering high value and sustainability to the Thai tourism industry.

Philippines

In 2022, the Philippines government decided to re-open its country in a full form after shutting down its border for almost two years. It lifted quarantine measures in February 2022 to stimulate the domestic tourism after its tourism economy was badly hit by a dwindling number of visiting tourists and domestic travel restrictions. The Asian Development Bank (ADB) foresees the Philippines' economy to grow faster in 2022 by strong domestic demands and its recovering tourism.

The Philippine Tourism Satellite Accounts (PTSA) indicated that 80% of the country's tourism activity came from domestic travelers while other 20% was from foreign visitors, which means a number of visitors to the Philippines exceeding the target set by the Philippine government at 1.7 million. However, the closure of China and a slower-than-expected recovery of South Korean means the Philippines' foreign visitors number continue to fall by 72% as of October 2022 compared to the same period in 2019. However Top five foreign visitors of the Philippines were from the United State, South Korea, Australia, Canada and the United Kingdom, respectively.

In 2023, the Philippine government sees that the tourism industry remains one of the country's important economic pillars for the country's post-Covid 19 recovery. Its tourism division has planned to boost travel and tourism activities through improving the country's infrastructure and by adding more flights.



Grand Hyatt Erawan Bangkok

Marketing and Competition

The Hotel Business in 2022

In 2022, the company opened seven HOP INN hotels in Thailand, namely, at Nan, Chaiyaphum, Maha Sarakham, Nakhon Ratchasima, Bang Na, On Nut and Krung Thon Buri Station. In the Philippines, the company opened one HOP INN called HOP INN Cebu City, and another midscale hotel called Holiday Inn Cebu City. Besides, the company sold three hotels, namely, ibis Hua Hin, ibis Phuket Kata and ibis Styles Krabi Ao Nang. At the end of 2022, there were 76 hotels under the Erawan Group, which were translated into 10,188 rooms. This reflects our long-term strategy to focus on the development and expansion of budget hotels to increase our incomes and profits resulting from local and international customers which should increasingly stabilize our financial position.

In 2022, the Covid-19 pandemic in Thailand and the Philippines continued to be felt from the previous year. This became a main factor affecting the Erawan Group Plc's hotel operation. Total income from the hotel business was 4,591 million baht or increased 220% from the previous year. The occupancy rate in 2022 was 65%, increased from 29% compared to the previous year. Incomes from hotels both in Thailand and the Philippines were mainly from domestic clients. After Thailand and the Philippines started relaxing their Covid-19 control measures, we began to enjoy increasing incomes from foreign clients starting in early Q3/2022. This year, all hotels in Thailand and the Philippines open for business as usual. Room and dining packages as well as other hotel services are adjusted to reflect changing situations and consumer behaviors, one of which is our launch of the Staycation package. Simultaneously, all our hotels remain vigilant for any development concerning Covid-19 as well as continue to underline high sanitation and safety standards.

The Hotel Business in Thailand

This year, the Thai government started relaxing its Covid-19 control measures that had previously restricted cross-provincial travel and hotel dine-in. In July 2022, the Thai government decided to open its border by revoking all quarantines as well as the Test & Go Covid-19 test requirement. The result was a gradual return of foreign visitors to our hotels in Bangkok and other provinces. Besides, since July 2022 when

the government launched the "We Travel Together Phase 4" tourism stimulus package, the occupancy rates of all hotel groups rose to the highest since early 2022 and was particularly prominent in Q4/2022. This indeed signaled the recovery of performance of all hotels under the Erawan Group especially those in Bangkok area.

In 2022, total incomes of our five-star hotels were 2,026 million baht, which was increase by 269% from the previous year. The occupancy rates were 69% compared to 21% in 2021. Following the relaxation of Covid-19 measures to return to Thailand where registration through Thailand Pass was revoked, the occupancy rates in Q3/2022 and Q4/2022 were outstanding compared to other segment of hotels. Most of the hotel clientele meanwhile remained Thais while there was an increasing number of foreign clients. This was an evident after Thailand had begun to relax its entry measures in early 2022 when this five-star group of hotels started seeing foreign clients commanding more than 50% of their clientele portfolio. Most of them were Asians, the Middle East and western Europeans. In addition, restaurants and banquets for hotels in Bangkok also saw a remarkable recovery.

Incomes from our midscale hotels totaled 1,075 million baht, which was increase by 330% from the previous year while the occupancy rate was 58% compared to 19% in 2021. During the first half of 2022, Courtyard by Marriott Bangkok continued renovating its rooms to maintain its leadership as a midscale hotel in Ratchaprasong District. Meanwhile, Mercure Sukhumvit 24 still commanded an outstanding occupancy rate in the Sukhumvit area. Midscale hotels in Pattaya, a resort town, boasted the second-best occupancy rates from those in Bangkok as mentioned earlier.

Incomes from our budget hotels totaled 509 million baht, which was increase by 269% from 2021 and their occupancy rates was to 53% from 15%. This group of hotel was most affected compared to other peer groups. Yet its recovery was gradual. Besides, following the launch of the Thai government's tourism stimulus package of "We Travel Together Phase 4" in Q3/2022, this group of hotels was warmly welcomed by Thai guests compared to other hotel cohorts.

Thailand's HOP INN budget hotels commanded 654-million-baht worth of incomes in 2022, which was increase 91% from the previous year. Its occupancy rate also increases to 73% compared with 41% a year earlier. Although this group of hotels was inevitably affected the same way others did, it showed a remarkably fast recovery every time government measures were eased and therefore was able to command the highest occupancy rate. This was mainly a result of its main patrons being Thai visitors such as salespersons who had travel always demands. In addition, our attention to maintain both service and sanitation standards at the time of the pandemic was well received by our customers. The result is that this group of budget hotels shows the most outstanding performance outcome in Thailand.

The Hotel Business in the Philippines

In 2022, following travel measure relaxation, the Philippines's tourism industry gradually recovered. This was especially true for domestic travel where Filipino tourists usually travelled to nearby destinations for recreation.

The re-opening of the country as well as those operating in the tourism industry ranging from hotels and resorts to casinos, entertainment venues and other special events helps driving the Philippines's domestic travel scene to recover with stability. The result was an outstanding occupancy rate in 2022, which stood at 61% compared to 49% a year ago. In Q4/2022, each HOP INN Philippines was able to welcome returning customers and therefore generated a total of 283 million baht, or a jump of 84% from the year before. After the opening of the latest Holiday Inn Cebu City, this occupancy rate is likely to increase where a major group of patrons will remain domestic travelers. This year, Holiday Inn Cebu City is expected to generate a total of 40-million-baht worth of income.

Nature of the Hotel Business

The selling attractions of hotels within the Erawan Group are mainly hotel reputations, our management, hotel locations known for convenient access and the quality of our services renowned for their international standards. In addition, we have gradually built-up competent teams especially in sales and marketing to retain our existing clientele while capturing new clients. Sales attractions of each hotel can be summarized as follows.



Grand Hyatt Erawan Bangkok

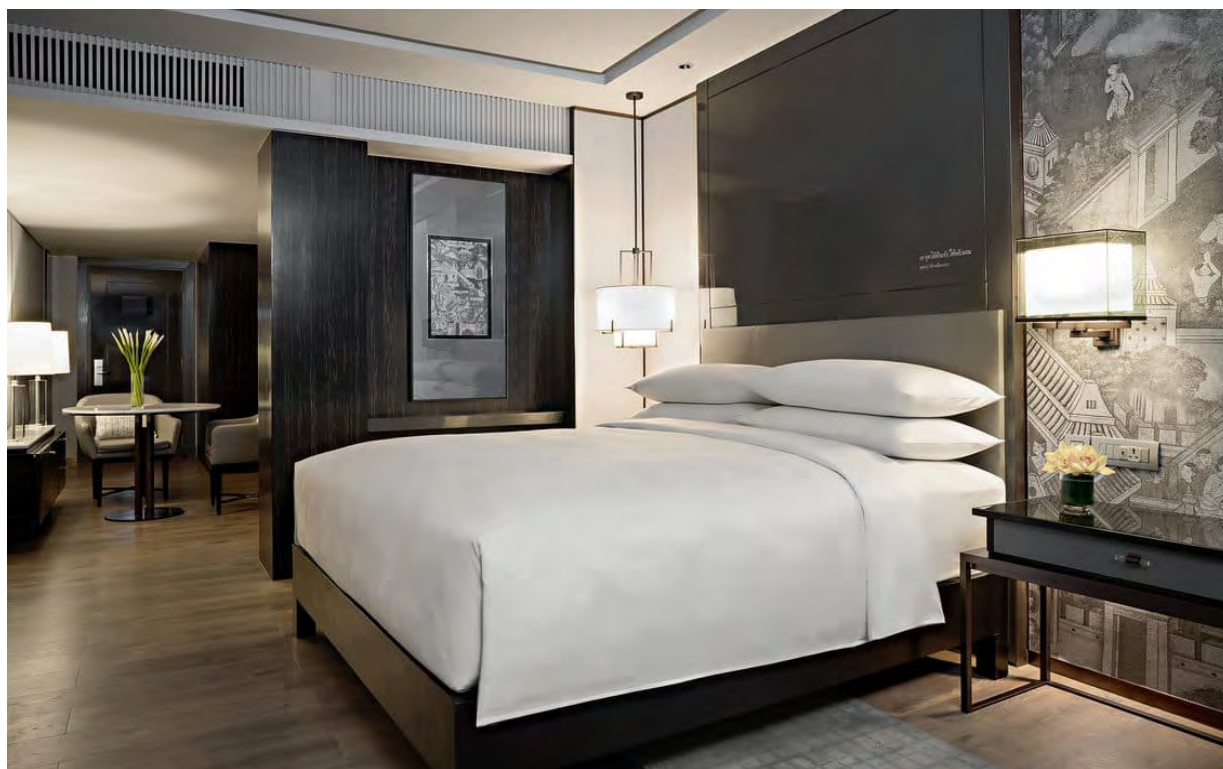
5-Star Hotel Group

Grand Hyatt Erawan Bangkok	
• Product and Service	A 5-star hotel where prominent point has in the location as business center and shopping place. The hotel is also well known for its restaurant and conference rooms which have been designed in a variety of styles such as Residence and Campus. Also, the hotel offers various guest room types beginning from standard room to villa with garden view guarantee with standard of Hyatt group
• Marketing strategy and policy	<p>The key strategy is data tracking, analyst trend of customer behavior and apply to the products and service such as,</p> <ul style="list-style-type: none"> • Attention for standard and creating experience that comply with reputation and Hyatt brand. The hotel also focuses on improving the quality of service. • Content in online advertisement has been designed to fit customer group who have access to online media such as Google, Facebook and Food delivery platform. • Building business alliance and creating good relationship with agency for both online and offline channel (Online Travel Agent and Wholesaler) and with business group that has customer base
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Selling through the Hyatt website brand and https://www.hyatterawanshop.com/ • Selling through agency which is distributed around the world via online and offline (Online Travel Agent and Wholesaler) • Selling through new platforms such as spa voucher and marketplace platform which is an agent selling room voucher. <p>Furthermore, in order to create good reputation and make the target customer to acknowledge the brand, the hotel is continuously active on press, internet, hotel's direct channel and its alliance.</p> <p>The main customer group of the hotel</p> <p>Foreign businessman and tourist, including Thai businessman who has high income and high capacity to purchase.</p>
• Proportion of domestic/foreign customer	13%: 87%



Grand Hyatt Erawan Bangkok

JW Marriott Bangkok	
• Product and Service	A 5-star hotel. Hotels are very popular from the business group and tourist, especially from Middle East. Hotel restaurants have been recognized by magazines and various websites as the country's leading restaurants. New York Steakhouse, a steak restaurant recommended by the MICHELIN guide between 2017 and 2019. The hotel is completely renovated its rooms, including JW Café, Bangkok Baking Company, Man Ho Chinese Restaurant and Tsu & Nami Japanese Restaurant to maintain competitiveness.
• Marketing strategy and policy	<ul style="list-style-type: none"> • Providing service and impressive experience to customers including having special privilege to Marriott Bonvoy membership, which is one of the hotel's key strengths and strategies. • The hotel has many distribution channels and constantly updates marketing data and insight with business partners such as agency for online and offline (Online Travel Agent and Wholesaler).
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel websites and social media. • Agency which is located around the world and online reservation systems. • New platforms such as food delivery, spa voucher and marketplace platform which is for room voucher. <p>The main customer group of the hotel</p> <p>Foreign businessmen and foreign tourists.</p>
• Proportion of domestic/foreign customer	10%: 90%



JW Marriott Bangkok

The Naka Island, a Luxury Collection Resort & Spa, Phuket	
<ul style="list-style-type: none"> • Product and Service 	<p>A 5-star luxury resort managed by Marriott International. Originally, the hotel had only a Pool Villa room. Then in 2017, the hotel added 13 Deluxe rooms which is very well accepted and decided to add more 10 Deluxe rooms including new restaurant called Rum Chapel in year 2019.</p> <p>The highlight is that the resort located on Naka Yai Island which has private beach providing high privacy and personalized service, including recreational activities such as Naka Culture walk, cooking classes, island tours and outdoor sports. Also, the hotel provides spa services by blending indigenous cultures with natural elements for unique treatments.</p>
<ul style="list-style-type: none"> • Marketing strategy and policy 	<ul style="list-style-type: none"> • The Luxury Collection is classified as Marriott's high-end brand in terms of a wide range of room types, including standard deluxe rooms and pool villa rooms which are spacious and suitable for relaxation. The location, customer services and hotel facilities such as restaurants and outdoor activities are the main selling points of the resort. • Updating insights into customer's behavior and following trends in order to create special offers to meet the customer's needs across all sales channels.
<ul style="list-style-type: none"> • Distribution Channel and Target Market 	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel website and social media. • Agency which located around the world and online reservation systems. • New platforms such as food delivery, spa voucher and marketplace platform which is for room voucher. <p>The main customer group of the hotel</p> <p>Thai tourist who travels for relaxation and foreign tourists with high levels of income and power for purchasing including customers who come to use catering services such as weddings and private gatherings for a group of friends, small family.</p>
<ul style="list-style-type: none"> • Proportion of domestic/foreign customer 	<p>28%: 72%</p>



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

Midscale Hotel Group

Courtyard by Marriott Bangkok	
• Product and Service	A 4-star hotel located close to BTS Ratchadamri station with walking distance to business and shopping areas such as Central World shopping center. The hotel offers convenience and relaxation for customer groups with high flexibility. The hotel opened in 2007 which is the first Courtyard by Marriott Hotel in Thailand and offer various room types including Deluxe, Premier and Suite and other facilities such as restaurants, swimming pool, banquet room, and meeting room.
• Marketing strategy and policy	<ul style="list-style-type: none"> The highlight of the hotel is not only the room price which is appropriate for customer who would like to save their budget but also hotel facilities such as swimming pool, fitness, and restaurant at affordable prices. The hotel's location is convenient for travelling by car via expressway and for using public transportation by BTS. Its location is also near business areas both of Sukhumvit and Silom.
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> Direct channels such as hotel website and social media. Agency which is located around the world and online reservation systems. New platforms such as marketplace platform which is for room voucher. <p>The main customer group of the hotels</p> <p>Business Group from Thai and Foreigner.</p>
• Proportion of domestic/foreign customer	16%: 84%



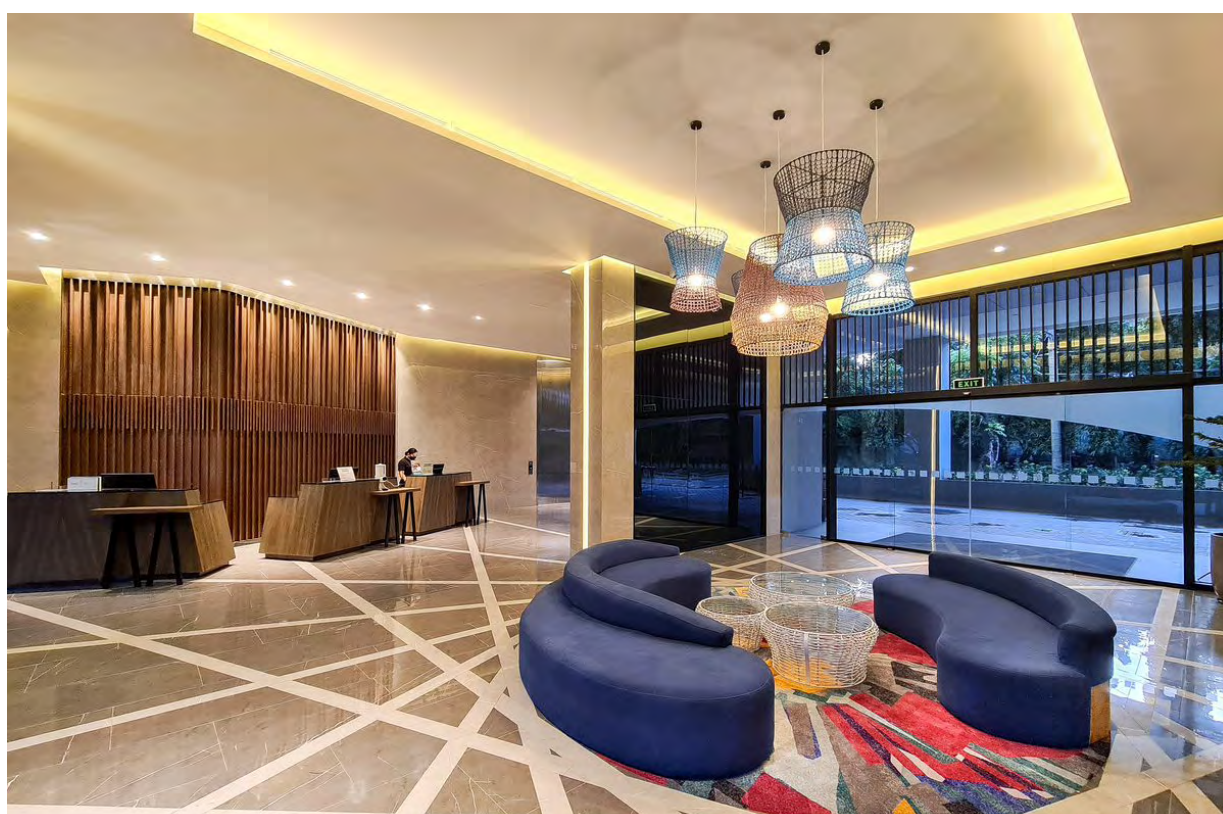
Courtyard by Marriott Bangkok

Holiday Inn Pattaya	
• Product and Service	A 4-star hotel located at North Pattaya beach. The hotel rooms have been well designed so that guests can see a view of Pattaya bay in every room. The hotel first opened in 2009 and in 2014, another building is added namely Executive Tower consisting of 200 rooms and opened Executive Club for serving the business customers. Also, hotel has convenient facilities for both tourist and businessman such as banquet room, meeting room, Business Centre, Tea Tree Spa, Kids Club, and swimming pool.
• Marketing strategy and policy	<ul style="list-style-type: none"> • Providing competitive prices, service and benefits to customers. The hotel location is in front of Pattaya Beach and every room type has a beach view. It also focuses on offering appropriate price. • Applying specific theme to sell rooms and restaurants according to the purpose of stay or festival such as room package for family group, work action which is popular among business customer for staying throughout the year with special price. The hotel facilities are available ready for working to stay both of short term and long term.
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel website and social media. • Agency which is located around the world and online reservation systems. • New platforms such as spa voucher and marketplace platform which is for room voucher. <p>The main customer group of the hotel</p> <p>Thai tourist and having customers both of business group from Thai and Foreigner.</p>
• Proportion of domestic/foreign customer	28%: 72%



Holiday Inn Pattaya

Holiday Inn Cebu City	
• Product and Service	A 4-star hotel is operating under the IHG hotel management standards. Opened in 2022, the hotel boasts 180 rooms in the business district of Cebu City and therefore is ideal for businesspersons and visitors wishing to explore the old town of Queen to the south of Cebu. The hotel is in close proximity to several prominent locations such as the Alaya Center Cebu shopping mall and Cebu IT Park. Its room is equipped with current amenities and the hotel itself is offering an outdoor swimming pool, a lounge and a 24/7 fitness center.
• Marketing strategy and policy	<ul style="list-style-type: none"> • Promotion of the hotel is made through various social media platforms ranging from Facebook to Instagram, Twitter and YouTube. • The hotel offers discounts and awards as part of its marketing strategies when a reservation is directly made with the hotel. • Advanced booking is offered with additional discounts plus other tie-in promotional packages ranging from room packages, F&B packages and the Family Stay packages to accommodate the needs of all groups of customers.
• Distribution Channel and Target Market	<p>Main sales and distribution channels</p> <ul style="list-style-type: none"> • Through the hotel website under the IHG hotel brand, a call center and an award program. • Through agents all over the world and the internet-based hotel reservation program. • Through discounts offered to leading local and international corporate customers. <p>The hotel's main clientele</p> <ul style="list-style-type: none"> • Filipino and foreign businesspersons; local and international tourists and visitors
• Proportion of domestic/foreign customer	60% : 40%



Holiday Inn Cebu City

Novotel Bangkok Sukhumvit 4	
• Product and Service	A 4-star hotel and operates under framework of Accor Group. It opened for service in 2018 with total rooms of 185. The main highlight is hotel located near BTS Nana station which is easily for tourists to access. Also, hotel facilities include Food Exchange restaurant on 1st floor, Red Square Rooftop Bar on 25th floor and swimming pool which has been well designed so that guests can see view of Bangkok.
• Marketing strategy and policy	The hotel focuses on adding efficiency on online channel via brand website which has customer base from Accor membership. The hotel also sells promotions targeting domestic customer through social media and partner with agents both of online and offline (Online Travel Agent and Wholesaler)
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel website and social media. • Agency which is located around the world and online reservation systems. • New platforms such as marketplace platform which is for room voucher. <p>The main customer group of the hotel</p> <p>Thai tourist and having customers both of business group from Thai and Foreigner.</p>
• Proportion of domestic/foreign customer	10%: 90%



Novotel Bangkok Sukhumvit 4

Mercure	
• Product and Service	<p>Mercure Bangkok Siam Hotel is a 4-star hotel and operates under the framework of Accor Group. It opened for service in year 2012 with inventory of 189 rooms. The highlight of this hotel is that it is located next to BTS National Stadium Station and walking distance to shopping area such as MBK, Siam Center, Siam Discovery, and Siam Paragon. It also provides full facilities such as an Executive Lounge restaurant, bouquet room, swimming pool, fitness room.</p> <p>Mercure Pattaya Ocean Resort is a 4-star hotel and operates under the framework of Accor Group. It opened for service in year 2014 with inventory of 210 rooms and located in North Pattaya where is convenient to businessman group. Also, the hotel has its own water park which is suitable for family vacations.</p> <p>Mercure Bangkok Sukhumvit 24 is a 4-star hotel and operates under the framework of Accor Group. It opened for service in 2019 with a total inventory of 201 rooms. The highlight of the hotel is that it is located near BTS Phrom Phong Station, next to Emquartier and Emporium shopping malls.</p>
• Marketing strategy and policy	<p>The strategy is to remain competitive in pricing and marketing while maintaining a customer base and capturing new customers whose behaviors changed rapidly.</p> <ul style="list-style-type: none"> • Maintaining customer base and increasing new customer from Accor membership which has been supported by Accor Group by promoting on brand website and sending e-mail informing special offer. • Building partnership with organizations in large, medium, and small scales. Also, promotions are offered to capture online customers through an agency (Online Travel Agent).
• Distribution Channel and Target Market	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel website and social media. • Agency which is located around the world and online reservation systems. • New platforms such as marketplace platform which is for room voucher. <p>The main customer group of the hotels</p> <p>In the present day, the main customer of all 3 Mercure hotels are Thai tourists but before the COVID-19 outbreak, each hotel has different main customer group as follows.</p> <p>Mercure Bangkok Siam and Mercure Bangkok Sukhumvit 24</p> <p>The main customer of hotel before COVID-19 pandemic is foreign tourists who has moderate purchasing power, especially those who prefer to have shopping center nearby such as MBK center shopping mall, Siam Center, Siam Discovery, Siam Paragon, Emporium and Emquartier.</p> <p>Mercure Pattaya Ocean Resort</p> <p>Main customer group of Mercure Pattaya Ocean Resort Hotel is Thai tourists and foreigner who aimed to travel with family, and businessman who travel to work for such area.</p>
• Proportion of domestic/foreign customer	35%: 65%

Economy Hotel Group

ibis Styles and ibis	
<ul style="list-style-type: none"> • Product and Service 	<p>There are 8 of 3-star hotels which operated under brand of ibis Styles and ibis and located in major tourist destinations in Thailand such as Bangkok, Phuket and Pattaya. The key highlights are standard room, cleanliness, safety, and comfortable to stay.</p> <p>Standard room, restaurant, swimming pool and standard service are provided under the framework of Accor Group. The highlight of ibis Styles and ibis in Bangkok is that it located at the middle of city, business center, embassy, and shopping mall while other ibis hotels that are in tourist destination such as Pattaya and Phuket offer family room as another choice for family travelers and pet friendly hotels.</p>
<ul style="list-style-type: none"> • Marketing strategy and policy 	<p>The key strategy is room and service standard according to Accor Group as well as affordable pricing for all customer groups.</p> <ul style="list-style-type: none"> • Providing special promotion for all distributed channels, both online and offline to motivate booking in advance. • Supporting from Accor group for advertisement and marketing on Google as well as leveraging customer base of Accor membership • Building partnership with organizations. Also, promotions are offered to capture online customers through agencies (Online Travel Agent and Wholesaler).
<ul style="list-style-type: none"> • Distribution Channel and Target Market 	<p>The main distribution channels.</p> <ul style="list-style-type: none"> • Direct channels such as hotel website and social media. • Agency which is located around the world and online reservation systems. • New platforms such as marketplace platform which is for room voucher. <p>The main customer group of the hotels</p> <p>In the present day, the main customer group is Thai tourists and corporate group. The purpose of staying is for leisure more than business. Before the COVID-19 outbreak, the main customer of ibis Style and ibis hotels is middle-class people or those who concern standard service with an economical price. The target group focuses on both domestic and international customers and as the hotels offer seminar rooms with medium size which can be accommodated 40-50 seats, business customers are also welcomed. Moreover, ibis Style and ibis hotels are well known to foreigners for service standard. Due to this current economic crisis, both ibis Style and ibis hotels can response well to the customer requirement.</p>
<ul style="list-style-type: none"> • Proportion of domestic/foreign customer 	<p>40%: 60%</p>

Budget Hotels Group by Developing Brand of The Erawan Group

HOP INN hotel has been developed to serve traveler's needs for staying at safe place, convenience and receiving the same standard of service in every hotel; HOP INN hotel also provides convenient facilities such as free internet for all rooms, large space of car parking, and excellent security system for customers and hotels are located in economic province both of main and second cities of Thailand and Philippines.

HOP INN	
<ul style="list-style-type: none"> • Product and Service 	<p>It is a budget hotel under brand that company developed and managed with the aim to provide quality and standard hotels in terms of cleanliness, convenience, comfort, and safety.</p> <ul style="list-style-type: none"> • HOP INN Thailand opened for service since 2014 and by the end of 2021, there are HOP INN hotels in 51 locations throughout Thailand which are Bangkok and its vicinity, Krabi, Kanchanaburi, Khon Kaen, Chanthaburi, Chonburi, Chaiyaphum, Chiang Rai, Chiang Mai, Trang, Tak, Nakorn Pathom, Nakorn Ratchasima, Nakorn Si Thammarat, Nakorn Sawan, Nan, Buriram, Prachuabkirkhan, Pitsanulok, Petchabun, Phuket, Mukdahan, Maha Sarakham, Rayong, Roi Et, Lopburi, Lampang, Sakon Nakhon, Sa Kaeo, Suratthani, Surin, Songkhla, Nong Khai, Udonthani, Ubonratchathani. Also, HOP INN hotel in up-country has 61-79 rooms while HOP INN hotel in Bangkok and its vicinity has 79-108 rooms. • HOP INN Philippines as the end 2021, there are 6 hotels in operation in Manila city, the capital city in Philippines which are Ermita, Makati, Asiana, Alabang, Quezon City, and Ortigas and 1 hotel in Cebu City. For each hotel, there are 144-231 rooms. The difference of HOP INN hotel Philippines is that there are various types of room and meeting rooms in some hotels.
<ul style="list-style-type: none"> • Marketing strategy and policy 	<ul style="list-style-type: none"> • The location is in a community area, near major economic place of such area as well as convenient to access. • Room rates are economical price which include convenient car parking, safe, internet to support organizational customer group and tourist customer group. The good feedback has been shared widely from the customer group. • Building partnership and maintaining relationships with multi levels of organizational customer group who are required to travel for business in secondary cities. • HOP INN team has been well trained to support customers from online, phone, portal organization (Corporate Portal) and email via Call Center which provide confidence to customers that their inquiries are handled by professional team.



HOP INN Chaiyaphum

HOP INN	
<ul style="list-style-type: none"> • Distribution Channel and Target Market 	<p>The main distributed channels</p> <ul style="list-style-type: none"> • Distributed channels are direct channels via website and official accounts of LINE application, Facebook channel which Chatbot program is introduced to support for assisting to reserve rooms, answering the question, and providing information to customers. • Promoting advertisement on online media such as Google and with online agent (Online Travel Agent) • Joining new platforms such as Socialgiver to capture new specific customer group and joining donation website to donate cash for Disaster Victims Recovery Fund. • Introducing Corporate Portal to assist room reservation for organization so that employees in organization can access the booking channel with more convenient and faster than before. The portal includes an approval system, showing the report of staying for all employees, and invoice report. <p>The main customer group of HOP INN Thailand</p> <p>The corporate group and Thai tourist are the main customer group. During COVID-19 outbreak, hotels were not heavily affected as they do not rely on international tourists.</p> <p>The main customer group of HOP INN Philippines.</p> <p>The main customers of the hotel in 2022 are cabin crew and other travelers who must be quarantined. Covid-19 restrictions ease, domestic tourists remain the key market for hotel chains. Due to the recovery, foreign markets increased in a small proportion. Guests are the main goal of their vacation and business.</p>
<ul style="list-style-type: none"> • Proportion of domestic/foreign customer 	<p>HOP INN Thailand 98%: 2%</p> <p>HOP INN Philippines 87%: 13%</p>



HOP INN Ermita, Philippines

Market Conditions and Competitions in the Office Building and Shopping Mall Business

The retail market in 2022 was recovering due to consumer's increasing confidence to resume their normal lifestyle. The Thai economy is likely to grow according to the opening of the country to all visitors on June 1, 2022, which results in an increasing number of inbound tourists. In addition, the government continues to launch economic-stimulating measures to encourage domestic spending and tourism. The retail business sees the need to re-adjust its strategy to attract consumers to visit its retail space. This is done either by revitalizing shopping areas or distinguishing one's shopping destination from others. In addition, shopping space is reconfigured to accommodate new functions where indoor and outdoor space is simultaneously offered. Recreational space is also added to respond to the needs of families, pets or those with environmental mind. The bottom line is to provide diverse retail experiences. Marketing of the retail business meanwhile is carried out through various channels to meet customers who increasingly shop through diverse shopping platforms.

Some shopping malls operators offer the Gross Profit Sharing with Minimum Guarantee rather than fixed rate. Some others offer more flexibility lease conditions. Nevertheless, several shopping mall operators continue to expand their retail space to accommodate demands expected to rise soon. Meanwhile, several luxury brands continue to add more space to their retail outlets already open at Thailand's leading

shopping malls, most of which however are in mixed-use projects or megaprojects in the heart of the city or along the Chao Phraya River. Yet some retail projects have to delay their construction schedules due to labor shortage, forcing their opening dates to be moved further to 2023-2024.

Tenants, too, are adjusting by minimizing their sales space, resulting in the flourishing of pop-up stores, kiosks, food trucks and the likes. E-commerce businesses and banks are increasingly moving into the virtual world, which naturally reduces demands for physical space. At the other end, standalone retail stores ferociously open new branches in high-end housing community areas as well as inside retail projects popping up inside gas station rest areas in line with the proliferation of suburban communities. Tenants who once rented large areas now negotiate to rent smaller space instead. Demands for space by anchor tenants have evidently changed.

Demands for retail space should increase as a result of an expansion of the private sector's consumption driven by the growth of the Thai economy, which is expected to rise by 3-4% annually. Progress of the government's investment in infrastructure projects will also stimulate flow within the economy while tourist spendings are expected to strongly recover thanks to an increasing number of foreign visitors heading to Thailand. All these factors will make consumers more confident and therefore stimulate spending, which should enable the retail business to expand by 2-3% and therefore trigger a snowball effect to boost demand for retail space.



Erawan Bangkok

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 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 such as the site planning by preserving existing trees in development area and planting trees to increase green area, the design of M&E system, wastewater treatment and drainage by considering on energy saving and efficiency in order to reduce the cost of hotel operation, the selection of eco-friendly water-saving device and electrical appliance can reduce environmental impact. The waste collection and separation was designed to allow the waste elimination and reuse.

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 to manage waste by eliminating, selling as recycle waste for reusing process upon

the management design. 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. At this present, the Company starts installing the Solar power generation system to reduce the electricity usage in order to save energy and promote the alternative power usage.

To 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.

With regard to fire prevention and mitigation, every hotel is equipped with a fire protection and warning system. Fire drills 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.



JW Marriott Bangkok

Risk Management

The company has established a Risk Management Policy as a guideline for all Directors, Executive Management, and employees to realize the importance of risk management and has appointed a Risk Management Committee to define the risk management framework by requiring the Board of Directors, Executive Management, and employees to follow.

The Risk Management Committee consists of President as the Chairman and top management from Finance, Operation, and Governance, which holds quarterly meeting. In addition, the committee regularly reports to the Audit Committee at least twice a year and to the Board of Directors yearly.

The Risk Management Department, which directly reports to the Risk Management Committee, has performed the risk management plan such as objective setting, risk identification, risk assessment, risk management, risk control, risk monitoring, and risk evaluation and has implemented tools for integrated risk management such as KRIs dashboard. Furthermore, the risk management culture has been addressed continuously through training for all employees, a risk management plan workshop, newsletter issuing, etc.

Business Risks

1. Strategic Risk

1.1 Risk from asset concentration

The Company operates in 2 geo-locations only (Thailand and the Philippines) and therefore could be exposed to financial, economic, social 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 that result in diversification and cover both primary and secondary cities in Thailand and the Philippines. The Company also plans to invest in a hotel chain in the Asia-Pacific region for more asset diversification.

2. Expanding the hotel portfolio to cover all types of hotels ranging from five-star 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, Marriot International and Inter-Continental Hotels Group to create brand and asset diversity as well as a wide distribution and customers reach.

1.2 Competition risk

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

Responses

1. The Company has restructured the organization of management which will enable the Company to strengthen its position for success in a fast-evolving industry. The new organization will empower two entities, each with its own expertise and mission. The Erawan Group Public Company Limited will focus on strengthening its 3-5-star hotels portfolio to enhance its competitiveness and financial returns as well as developing new selective assets. While Erawan HOP INN Company Limited, ("Subsidiary") will expand HOP INN hotels in APAC and maintain its competitive advantage and leading position as the most consistent budget hotel brand.
2. The company ensures that its hotels are competitive within their marketplace with a special focus on sales, marketing, revenues and distribution channels. Moreover, customer experience is also an area of focus and therefore, service and operation excellence are our first priority as well as product improvement.
3. The Company diversifies its business risk by developing a budget hotel business in a less crowded market segment while selecting locations and strong hotel brands for other types of hotels to increase competitive advantage. Besides, the company has also adjusted the service model to meet the needs of customers at present, such

as HOP Plus, which is a room of HOP INN that can accommodate 3 guests per room, which is suitable for customers staying with friends or family without having to stay in separate rooms.

4. The Company regularly monitors market competition. such as the analysis of key competitive indicators including conducting market surveys, satisfaction assessments and inspection of quality and service to ensure that the Company has the ability to compete continuously.

1.3 Risk from investment expansion to overseas

The Company plans to expand its business to overseas and therefore is exposed to foreign exchange volatility, changes of investment values, project delays 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 lands. 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. However, all projects were completed as planned.

1.4 Risk from changes of consumer behavior

Changes of population structure result in changes of travelers, their travel behavior and needs. The Company is exposed to a risk of losing its market share due to failure to adapt to the needs of targeted groups of customers or its inability to understand their needs.

Responses

1. The Company conducts a regular customer satisfaction assessment to assess customer satisfaction with our services.
2. Ongoing service improvement is our priority, first by asking for customers' opinions before analyzing them to respond to their needs.
3. Close monitoring of consumer trends and consumption changes is carried out for a timely response.

2. Operational Risk

2.1 Risk from supply chain management

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 Company establishes directions to respond to these 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.

In addition, the local suppliers have been considered. There are sufficient and proper suppliers and there is a list of suppliers on hand for mitigating its risk.

2.2 Risk from digitalization and new technology

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 or may cause a disadvantage in competition.

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 touchless check-in and check-out, the use of smartphones to replace a key card, e-payment, hybrid conference and robots for hotel cleaning. These initiatives enable us to deliver the best experience to customers while reducing long-term costs. Also, encouraging employees to present new ideas for developing and improving their work.

2.3 Macroeconomic risk and risk from geopolitical uncertainty

2.3.1 Macroeconomic risk - Economic uncertainty, which directly affects the hotel business at all levels, also impacts the Company's operation results due to the downturn in the tourism industry. Factors affecting the Thailand's weakening economy 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

2.3.2 Risk from geopolitical uncertainty – 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

The macroeconomic risk and the risk from geopolitical uncertainty are beyond our control.

As for the macro-economic risk factors, the Company has always prepared to consider changing measures in accordance with the situation by monitoring key economic indicators. In terms of the geopolitical uncertainty that caused supply chain disruptions, investment delay, surging energy prices. All the uncertainty has resulted in increased transportation costs around the world, and it also affects food security. There are also tensions between mighty nations from time to time.

So, we always 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. The Company has diversified its risks by reducing its reliance on customers from any one country.

2.4 Risk from cyber security and information security

Risk from cyber and information security is a major threat in today's business since our operation involves the collection of large 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 damage which may affect the reputation, regulatory, and financial damage

Responses

The Company focuses on strengthening cyber and information 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, customers, and stakeholders. We set a budget for investment in IT security. The Company's Data Protection Committee supervises personal information safety to ensure confidence and compliance with the Personal Data Protection Act. Moreover, there are training sessions, internal newsletter, and Townhall to make ERW's people aware of Data Privacy & Security. The Company has an Annual Phishing Email Testing 2022 and set up Cyber Security Insurance Committee to find a cybersecurity insurance company for the Company to diversify its risk if an incident occurs.

2.5 Human Resources risk

Employees are pivotal in 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.

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, including increasing recruitment channels by signing a memorandum of understanding (MOU) with universities in some positions to reduce the risk of recruitment. We introduce a bottom-up management strategy to incentivize a new way of work as well as support and recognize differences 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.

2.6 Disaster risk

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

Responses

The Company has bought all-risk insurance and insurance against income disruption due to business suspension and against political violence to mitigate damages that may directly impact assets and operation. It establishes measures to minimize impacts upon assets and the operation as a result of such incidents and will intensify them based on international standards to properly reflect the risk.

In addition, a Crisis Management Committee has been set up to monitor incidents, identify key risks, assess the level of severity, prepare appropriate plans to deal with, and communicate with relevant people in a timely manner. And also, the development of standards to prevent risks from crisis events that may occur again.

These external factors weaken the number of inbound foreign visitors and therefore directly impact the business's revenues and profits, which can be short- and long-term depending on intensity and continuity of the situation. However, our hotels, which are managed by international hotel chains, have plans to respond to irregular and unusual situations around the world as well as ongoing risk management plans to accommodate unfortunate events.

3. Financial Risk

3.1 Financial and liquidity risk

The Covid-19 pandemic has inevitably contracted our liquidity and cashflow. However, the situation during the past year has improved due to the relaxing measures.

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,

receiving additional loans from financial institutions, amending loan payment conditions through creditor's support. In addition, we continue to implement strict cost control measures and reduce unnecessary expenses.

In 2022, The Company already completed the divestment of 3 hotels: ibis Krabi Styles Ao Nang, ibis Kata and ibis Hua Hin in April 2022 with total transaction of 1,050 million baht. Cash proceeds from this transaction will strengthen our financial position.

The Company also oversees budgeting to keep monitoring the financial status. In addition, the situation during the past year has improved, which has improved the Company's financial statement and key financial indicators based on the MD&A report.

4. Compliance Risk

4.1 Supervisory and regulatory risk

4.1.1 The supervisory and regulatory risk may result in financial damages and penalties due to failure to comply with regulatory requirements.

4.1.2 The Company is to comply with lots of national rules, regulations and laws governing tourism. When it conducts 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 Corporate Governance Policy, Anti-corruption Policy, the Code of Conduct and the Code of Ethics for Business Partners to reassure accurate responses to the supervisory and regulatory risk. It required everyone to attend mandatory training on the Anti-corruption Policy as part of an attempt to establish a tangible supervision practice. Moreover, The Company has established a Data Protection Committee to oversee its operation in accordance with the Personal Data Protection Act (PDPA).
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.

5. Emerging Risk

5.1 Risk from pandemic

After the world has been inflicted by the COVID-19 epidemic for a long time, however, due to the situation of the COVID-19 epidemic has greatly eased since the middle of 2022, the risk from the aforementioned epidemic affecting business operations therefore continuously decreasing accordingly.

Responses

Our hotels engaged in upgrading hygiene and cleanliness standards while the business was recovering. We also encourage as many staff as possible to get vaccinated to reassure customers and has prepared a plan to deal with the spread of the virus to cope with a new outbreak that may occur in the future. The Company has been closely monitoring the measures to ease the COVID-19 disease in order to respond to businesses that tend to recover rapidly throughout 2022. At the end of September, the Government declared that the level of COVID-19 disease should be the surveillance level. There are no documentation of vaccines and ATK test results requirements. These policies have contributed to making tourism more convenient. And until the last quarter of 2022, people can travel in and out of Thailand normally. In addition, the occupancy of the hotel industry including Company has continuously increased.

Hence, measures such as cost control, setting aside liquidity reserves and cash management are still in place to respond to the current uncertainty.

5.2 Risk from climate change and environmental

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, or changes in relevant regulations, 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 including sustainability training to educate employees and raise awareness throughout the Company.



ibis Bangkok Riverside

Business Sustainability Development

Together for The Better

Innovating Exceptional Experience to Deliver
Happiness for All

Novotel ibis Styles Bangkok Sukhumvit 4

Message from the President

The Erawan Group applies the Environment, Social and Governance (ESG) framework to drive our business in a way that will reflect ongoing changes in the world as well as to nurture sustainable growth for all stakeholders. At present, the world is concerned about environmental impacts and climate changes.

In 2022, The Erawan Group Plc collected information concerning our energy use and impacts from the operation of all hotels under our group in order to increase operation efficiency and to seek better ways for energy management and investment that properly reflects the context of each hotel. We commit to creating awareness in greenhouse gas (GHG) emission among staff and relevant parties that will advocate positive environmental and social impacts.












Yet to continue responding to the needs of our clients and stakeholders, we underline the importance of our staff, which is our valuable asset. We promote staff wellbeing; provide capacity-building for their career advancement; encourage the building of risk culture within the organization and strive to make the company resilient, agile and quick for adaptation to constant changes, and, finally, we implement business continuity management. All are factors that will help us grow with strength and sustainability.



Mr. Petch Krainukul

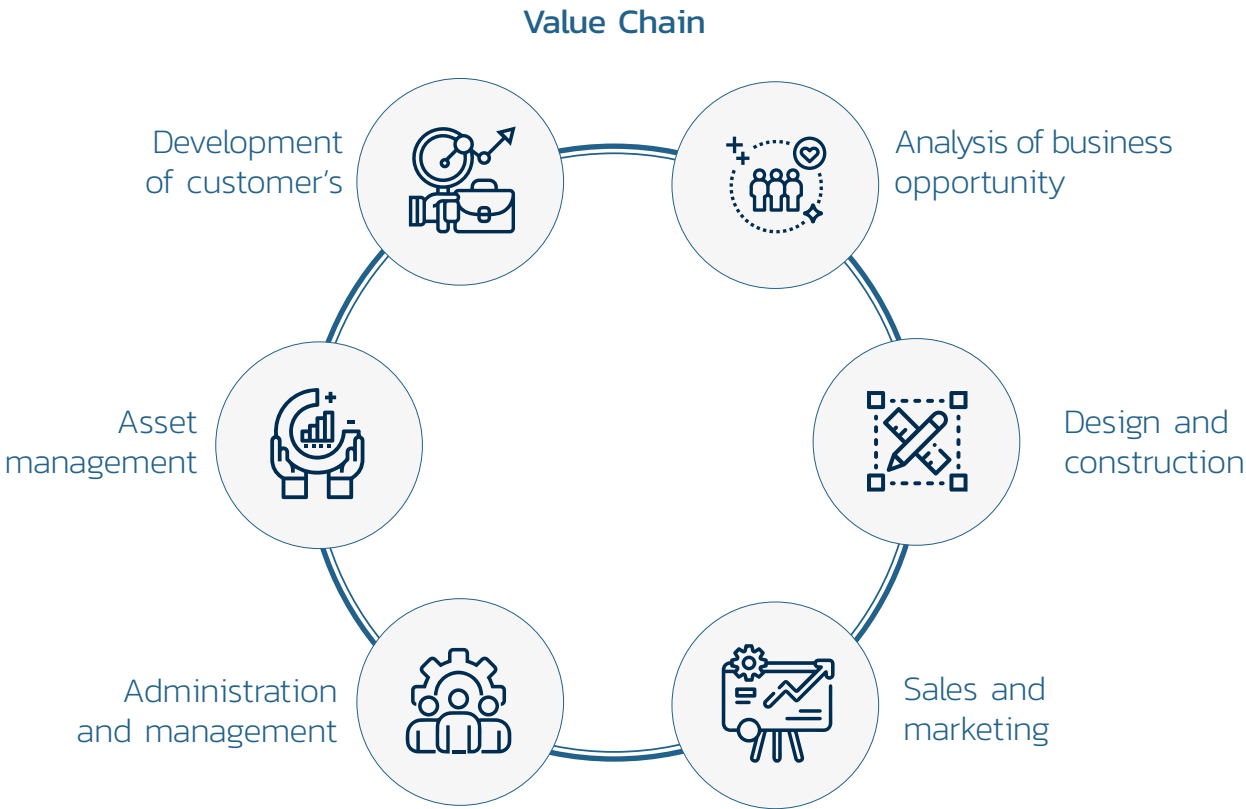
President

Sustainability Policy

Environment	Social	Governance
<ul style="list-style-type: none"> Prioritizing effective and balanced use of resources as well as taking into account the reduction of the impact of greenhouse gas generation, including management of ecosystems and biodiversity. 	<ul style="list-style-type: none"> Respecting human rights based on the principles of international criteria, equality, fairness and non-discrimination. Focusing on enhancing quality of life and potential of employees; promoting volunteering spirit to cultivate social and environmental responsibility. Supporting and participating in community and social development both where we have a business and within society at large. 	<ul style="list-style-type: none"> Compliance with relevant laws and requirements including acting against all forms of corruption in Thailand and countries where we have a business unit. Adherence to the CG Code, transparency and business ethics by mainly taking into consideration stakeholders. Focusing on responsible management throughout the entire supply chain and promoting responsible procurement.
Strategy		
<p>Planet</p> <p>Committed to reduce greenhouse gas emissions by optimizing resource utilization in both construction and operation.</p>	<p>People</p> <p>Enhancing dynamic capability for the sustainable growth.</p>	<p>Partner</p> <p>Creating a network of parties sharing the same values to strengthen the sustainability value when delivering unique identity to customers.</p>
Operational Goals		
<ul style="list-style-type: none"> Reduce greenhouse gas emissions to zero in 2050. Streamline work processes to maximize resource utilization. Waste management to reduce waste to landfill. Increase the proportion of renewable energy use. 	<ul style="list-style-type: none"> Upskilled personnel have the potential to elevate work process. Promoting good quality of life for employees, customers and communities. Support and provide knowledge to enhance careers for local communities. 	<ul style="list-style-type: none"> Build alliances to increase the capacity in responding to economic, social and environmental changes. Promote partners to take into account the responsibility on social, economic and environmental impact from operation.
    	   	   

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 economic, social and environmental (ESG) dimensions. As a result, we thoroughly observe our internal operation from upstream to downstream in order to identify linkages and stakeholders along the Company’s entire value chain. The goal is to communicate with relevant parties to establish mutual understanding and to respond to their expectations in order to come up with shared values for all stakeholders to enjoy common growth.



Analysis of stakeholders in the value chain

Prioritizing values shared by all stakeholders, the Company has identified eight groups of stakeholders 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. Information from all segments is incorporated in work process to enhance business efficiency.

	Stakeholders	Expectation/Interest	Responses
Employees	<ul style="list-style-type: none"> Quarterly Townhall Email from HR department. 	<ul style="list-style-type: none"> Reasonable remunerations and welfare Equal treatment Learning opportunity, capacity-building and career growth Corporate sustainable growth. Occupation, health and safety (OHS) 	<ul style="list-style-type: none"> Open for all nationalities to apply job through the recruitment and hiring process. Consider remuneration based on performance and competency according to the company policy. and compare with the industry peer. Prepare Individual Development Plan (IDP) for employees to develop their potentials accordingly. Established an online learning center, ERW Digital Learning Center, for employees to learn anytime, anywhere. Promote corporate values and culture through training, activities and learning exchange programs. Promote career advancement through job rotation Transfer and promotion. Maintain health, hygiene, safety and workplace environment during the COVID-19 pandemic by providing access to the COVID-19 vaccine, inclusive work-from-home (WFH) policies and other measures as requested by the government.
Customers	<ul style="list-style-type: none"> Website / email Social media Satisfactions survey Customer visit 	<ul style="list-style-type: none"> Occupation, health and safety (OHS) measures. Valuable goods and services that precisely meet the customer's desire. Disclosing accurate promotional 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"> Satisfactions survey Safety and hygiene standards include ESG related inspection. 	<ul style="list-style-type: none"> Providing complete information and treating suppliers with fairness Prioritizing the procurement process. Establish a transparent purchasing method. Creating business share values Ready to offer 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. Cooperating to reject all forms of corruption. Classifying suppliers to manage various risks along the supply chain.

	Stakeholders	Expectation/Interest	Responses
Business partners	<ul style="list-style-type: none"> Quarterly Meeting 	<ul style="list-style-type: none"> Being a reliable and sustainable partner in a strong 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 against all forms of corruption
Creditors/Shareholders	<ul style="list-style-type: none"> Shareholder Meeting Disclosure of the company's information to SET Company Website 56-1 One Report Analyst meetings / Opportunity Day E-mail to: Companysecretary@theerawan.com IR meeting and survey 	<ul style="list-style-type: none"> Enabling shareholders and investors to express opinions about the business. 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. Conducting a clear channel of communication. Compliance with terms and conditions including on-time payments. 	<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.
Government agencies	<ul style="list-style-type: none"> Liaise and Communications Cooperating and supporting the government projects as appropriate 	<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 based on the CG Code and the Code of Conduct. Cooperating and supporting the government's business-related policies.
Community	<ul style="list-style-type: none"> The EIA questionnaire surveys for community opinions in surrounding construction areas. Organize a small group clarification meeting. Build partnerships through joint projects. 	<ul style="list-style-type: none"> Mutual existence with zero conflict. Hearing complaints and resolving problems on a timely basis. Employment and growth of the community's economy. 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
Environment	<ul style="list-style-type: none"> Monitoring trends and forces of the world. Follow up government policies and regulations. 	<ul style="list-style-type: none"> Reducing environmental impacts caused by the business 	<ul style="list-style-type: none"> Collecting information for analyzing purpose in order to find ways to minimize environmental impacts and 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 and waste management Increase the proportion of purchasing environmental friendly products. Organizing internal activities with awareness in minimizing environmental impacts. Raise environmental awareness among stakeholders

Prioritizing and identifying sustainable materiality topics.

Our priority is to fulfil our business philosophy "Success with Integrity". To create business values must take into consideration the interest of every stakeholder. The following are principal issues identified to nurture sustainability.

1. Materiality Identification

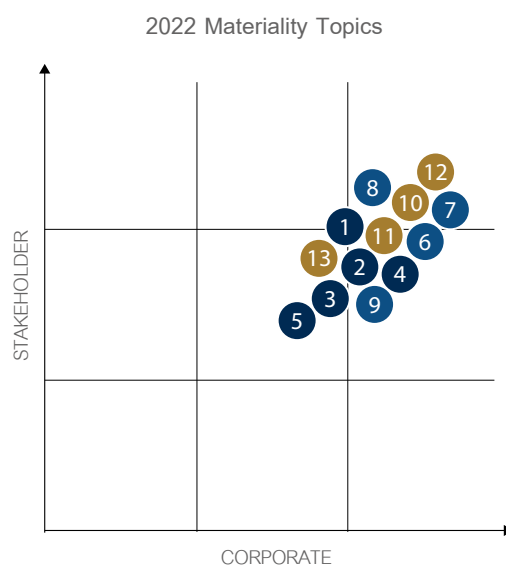
We gather expectations and interests of all stakeholders throughout the value chain that the business has taken part in before analyzing and summarizing them into our sustainability issues.

2. Materiality Prioritization

After the materiality issues were identified, the positive and negative impacts to our business and all stakeholders must be taking into consideration in term of economic, social and environmental dimensions to prioritize the issues with material effects to the company's sustainability. The issues are arranged based on their priorities.

3. Validations

We gather expectations and interests of all stakeholders throughout the value chain that the business has taken part in before analyzing and summarizing them into our sustainability issues.



Environmental Dimension	Social Dimension	Economic Dimension
1. Greenhouse Gas Management	6. Human Rights Management	10. Risk Management
2. Energy Management	7. Human Resources Management and Development	11. Responding to digital transformation and IT security
3. Water Management	8. Occupational, Health and Safety Management	12. Enhancing customer satisfaction
4. Waste Management	9. Community Development and Engagement	13. Supply Chain Management
5. Biodiversity management		

Environmental Dimension

Better Planet : Enhance eco-efficiency in construction and operation

Actions to mitigate the impacts from hotel operations.

The Erawan Group Plc has a diverse structure in managing hotels. While the environmental management policies are different, every hotel brand expressly commits to zero greenhouse gas emission by 2050 through efficient energy, water and waste management as well as environmental-friendly procurement, which are practice guidelines for GHG emission reduction. However, to achieve this goal, investment budgets, efficiency and cost-effectiveness remain important for consideration.

At present, we are conducting a study and gathering information to seek proper investment options that will enable us to achieve a goal of reducing negative impacts from our hotel operation.

In 2022, the Grand Hyatt Erawan Bangkok was a pilot hotel to audit GHG emission by third party based on Thailand Greenhouse Gas Management Organization (TGO)'s standards. Other hotels were in the process of gathering data to come up with more effective means to operate hotels and to audit GHG gas emission in the future.

Environment Principle and Standard 2022

Grand Hyatt Erawan Bangkok



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

Courtyard by Marriott Bangkok

Holiday Inn Pattaya



1.1 Greenhouse Gas Management

We intend to promote understanding and awareness among the management and staff regarding impacts from the GHG emission to recognize the importance of efficient operation processes in order to minimize negative impacts from our business. We aim to improve the efficiency of our use of resources; better manage the energy, water and waste; use environmental-friendly products and organize events with low-carbon footprints. In addition, we conduct a risk assessment of climate change, the result of which will be criteria when investing in and building future hotels. In 2022, The Erawan Group Plc conducted a study and collected carbon footprint data from all hotels. The Grand Hyatt Erawan Bangkok was the first hotel in our group to audit its GHG emission based on Thailand Greenhouse Gas Management

Organization's (TGO) criteria.

Practices for GHG emission reduction

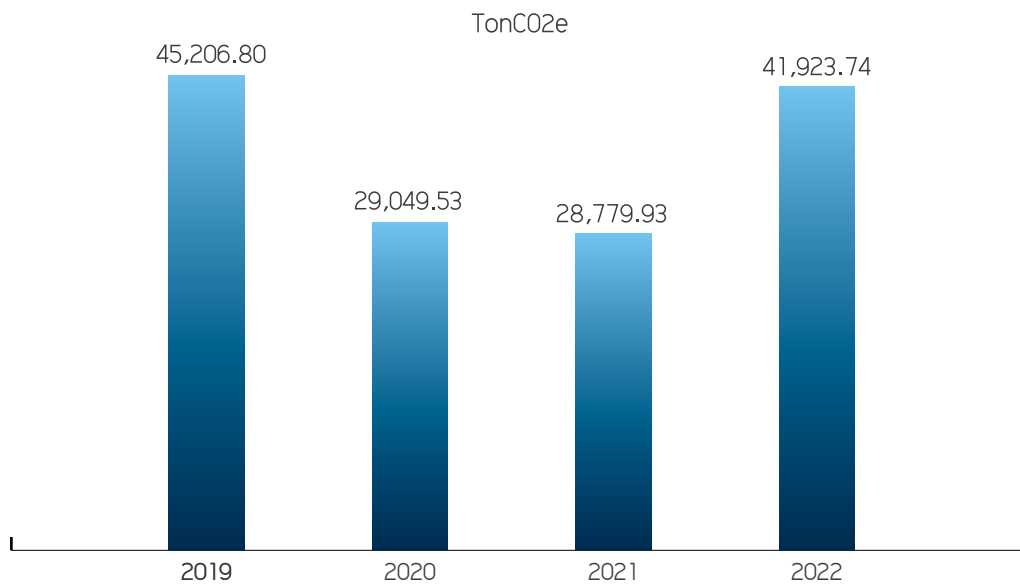
1. Report the corporate's GHG emission data ; establish a goal and write up an operation plan for improving and monitoring purposes.
2. Improve the efficiency of our work processes with a purpose for GHG emission reduction
3. Maximise the use of resources for the best interest of everyone
4. Use renewable energy or technology at an appropriate location.

Operation results in 2022

- Raising awareness and participation of staff through training to help reducing the GHG emission, change their behaviors and educate how to effectively use energy and natural resources.

- Setting awareness in environmental impacts as part of a work process and a KPI (Key Performance Indicator)
- Collaborating with our alliance, namely SCGC, SCGP and CORSAIR, to bring waste into a recycling process. The project was inaugurated in October 2022 and is currently limited to Bangkok area only.
- Increasing the ratio of eco-products in our procurement criteria.
- Currently, we are studying investment and construction opportunities to support our goal to reduce the GHG emission.
- Mandate every corporate event to be low-carbon footprints, which can be done through sharing rides, using recyclable materials at the event, reducing waste by urging everyone to carry their own water bottle and serving fruits during breaks.
- Carbon intensity (scope 1-2) was 0.004 tCO₂e per baht

Scope 1 and 2 Greenhouse Gas Emissions



Remark: Scope of the reporting data is illustrated in the Attachment No. 8

1.2 Energy management

The Erawan Group Plc is conducting a study to seek investment partners to enhance its energy management capacity of its current systems and to increase the ratio of renewable energy in the operation. Yet the introduction of renewable energy may be restricted based on building structures and budgets can be varied.

Short-term energy management plans

- Introducing energy-efficient electrical appliances and equipment. For example, replacing light bulbs with LED bulbs. Every hotel embarked on a replacement project on a zone basis in 2019. We plan to meet the 100% goal in 2025.
- Checking lighting, installing timers for controlling purpose and turning off lights in non-use zones.
- Constantly monitoring the efficiency of all machines and systems indoors.

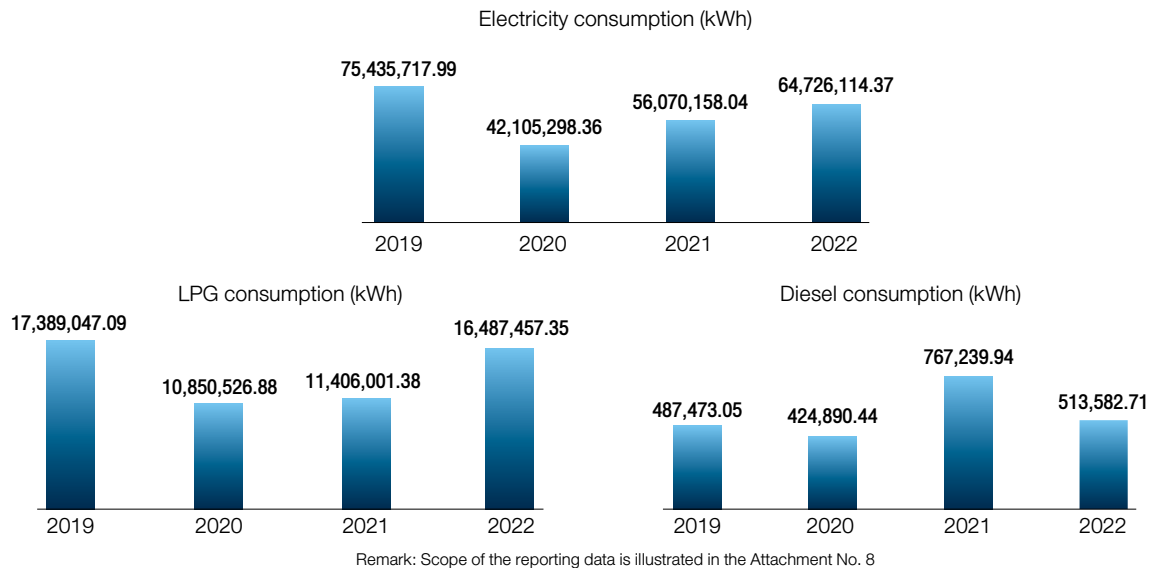
Long-term energy plans

- Seeking alliance for a feasibility study to enhance maximum efficiency of each building.
- Increasing the ratio of renewable energy at the right location for the best interest of everyone.

Operation results in 2022

- We were able to reduce the energy use by 3% in 2022 compared to the 2019 level.
- 80% of our hotels have changed 100% of their light bulbs into LED.
- We collaborated with Banbu NEXT Co.,LTD. to conduct a survey of every hotel under the group to assess a potential to install renewable energy for maximum efficiency.
- The Hop Inn Krabi Hotel was testing the use of solar cells in its operation where energy would be used for its public area. The data was gathered for analysis and implementation within the Hop Inn hotel chain.

- Installed EV charging stations at four hotels: Mercure ibis Sukhumvit 24, Mercure Ocean Resort Pattaya, ibis Pattaya and Holiday Inn Pattaya.
- Energy intensity was 7.65 kWh per baht



1.3 Waste management

The Erawan Group Plc., aims to reduce waste destined for landfill by 50% within 2027 through the 4R principles of Reduce, Reuse, Recycle and Resource. We are collaborating with partners to create a recycling journey for the waste by enhancing waste separation efficiency, reducing the volume of landfill waste and gathering statistics of waste destined for landfill generated by hotels in Bangkok for monitoring the performance.

Management of food leftover and food waste

- The Grand Hyatt Erawan Bangkok, the JW Marriott Bangkok and the Courtyard by Marriott Bangkok Hotel are joining hands with the SOS Foundation to donate food leftovers for the less fortunate.
- The Courtyard by Marriott Bangkok Hotel received All-Star Award for deducting food waste organized by The PLEDGE on Food Waste.
- The Grand Hyatt Erawan Bangkok and the JW Marriott Bangkok join Yindee Application to sell bakery at a special price with the total weight of 5,245.39 kilogramme.
- Hotels under the Accor Group turn food leftovers and food waste into animal feed.
- The Head Office turns food waste into compost.

Plastic waste management

The Erawan Group Plc's head office and hotels under our group together with SCGC and CORSAIR, our partners, separate all kinds of plastic waste for a recycling process. A journey of this plastic waste is clearly determined while collection time is clearly set to efficiently manage energy used for transporting waste and to reduce the GHG emission. Every hotel is replacing one-time plastic materials with other products but still satisfying customers, such as refillable shampoo bottles in hotel bathroom and biodegradable plastic straws.

Paper waste management

Together with our partner, SCGP, our head office and the group's hotels in Bangkok collect paper for recycling and directly delivered to manufacturer. Waste paper collecting routes and time are clearly set to enhance efficiency and reduce the use of energy for transporting the paper.

Landfill waste management

With our partners, The Erawan Group is enhancing waste separation to be efficient and extensive for more waste to reduce the quantity of waste to landfill. Currently, we start collecting data of landfill waste generated by the head office and hotels in Bangkok.

2022 Waste Management

Waste management	kg
Landfill waste	187,191.65
Hazardous waste	4,916.00
Volume of waste that is reused and/or recycled	
Paper	21,675.32
Plastic	15,933.13
Glass	35,660.90
Metal	502.95
Grease oil	12,947.32
Other	94,035.10
Food waste management	
Donate	5,324.39
Animal food	294,099.25
Composting	988.55
Coffee grounds	1,031.50

1.4 Water management

The Erawan Group commits to sustainable water management. This includes the use of water from various water resources and the recycling of water through its water management policy and strategy. We comply with the environmental laws, ISO 14001 Environmental Management System and other environmental rules and regulations.

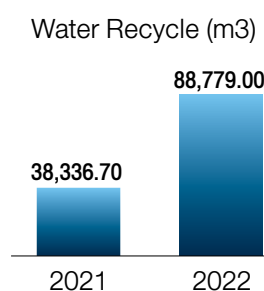
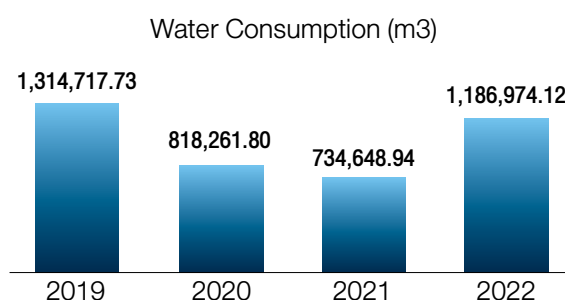
We focus on improving the efficiency of our water usage and how to reduce the use of water in a sustainable way. Aside from using water-saving products, we also campaign guests and staff to help saving water and use environmentally friendly chemical products. Every hotel is equipped with a wastewater management system and septic tanks that treat water before it is released to public waterways. Quality assessment is conducted once to twice each year to ensure that water quality is within the required standards. The septic tank system is also equipped with an air-filling aviator, which will not emit methane that mainly generates GHG.

Practices to reduce the use of water in hotels.

- Campaign guests to re-use towels and linen to reduce water for laundering.
- Raising staff awareness on how to effectively and efficiently use water resources.
- Installing aerators to reduce water flow from faucets.
- Using water-saving sanitaryware models
- Checking piping, accessories and water meters to monitor the use of water; conducting regular maintenance to reduce water leakage.
- Building a rain-filled reservoir at a right location

Operation results in 2022

- The JW Marriot installed valves at its water meters as a trial to effectively control its water usage.
- The Naka Island Hotel built a rain-filled reservoir and improved the efficiency of its RO water system so that water can be used during summer instead of having to solely rely upon groundwater. The project enables the hotel to reduce groundwater use by 23,480 cubic meters a year.
- Percentage of treated wastewater before disposal is 48.12%
- All waste water are treated before discharge (100% water treatment)



1.5 Biodiversity management

Sustainable biodiversity management requires an understanding of the balance between how to safeguard resources and how to use them efficiently. As a result, to cultivate a proper understanding of how one can seek appropriate benefits from the resources as well as how to effectively take care of them will remain an important principle to protect diversity. The Erawan Group Plc's goal is to plant 10,000 trees and reduce landfill waste by 50% by 2027.

In 2022, The Erawan Group Plc and hotels within the group planted 400 trees in Chatuchak Park, Benjakitti Park and Mab Prachan Chonburi Reservoir.

- The Naka Island Hotel, which is located at the Naka Island, Phuket, together with Pak Klok Sub-district Administration Organization, planted 2,500 mangrove seedlings within the island. The hotel also took part in the "Go Green" Project to collect 156.64 kilograms of waste from beaches and village area.



Naka Green Day

Social dimension

Better People: Escalate Dynamic Capability for Sustainable Growth

2.1 Human resources management and development

2.2 Occupational, Health and safety management

For more details of 2.1 and 2.2, please go to Part 2 Corporate Governance topic “HR Management.”

2.3 Human Rights management

For more details, please go to <https://www.theerawan.com/en/sustainability/sustainable-development-policy>

2.4 Community

The Erawan Group Plc has a policy that underlines community and social development while doing our business where we mainly focus on collaborative development and tourism promotion. In this regard, we turn our skills and expertise in hotel management to enhance community learning and to enable self-development among communities. We also generate employment for local residents and promote local culture and identity. We encourage staff to volunteer in our social projects. In addition, we collaborate with business partners and alliance, networks and government offices to strengthen community wellbeing that will eventually contribute to building a sustainable society.

2022 Community and Social Development projects:

- The HOP INN Project aimed to train vocational and university students for hotel work. The purpose is to produce hotel staff that meet market demands within the tourism industry while offering job opportunities for students. We signed a MOU with 10 education institutions in areas where our hotels are operated so that they send their students for internship and training at HOP INN hotels and eventually work with us if meeting required criteria. The project started in March 2022 with 10 students being trainees at the hotels. We hope that this project will support and create jobs for local communities. Project assessment will be conducted in 2023 to see if it meets its objectives and for further improvement.

- The “Visiting My Home” project featured primary school artists inviting everyone to visit their hometowns. Together with the Primary Education Office in areas where our hotels are located, the Erawan Group Plc has organized a drawing contest for primary school students to promote community tourism through painting. The project not only encourages school students to imagine but also cultivates pride and love in their communities. In 2022, 47 schools took part in the project and 156 drawings from four provinces of Chaiyaphum, Nan, Nakhon Ratchasima and Bangkok were selected by HOP INN guests and the public. Local top awards in 2022 went to:

These four drawings will be posted for votes from followers of the HOP INN Facebook during the Best of the Year round to enable customers to take part in the activity while having an opportunity to showcase children's paintings to the larger audiences.



Economic Dimension

Better Partner: Establish Shared Value Network to Strengthen a Sustainable Unique Value for Customers

3.1 Enhancing customer satisfaction

In 2022, all hotels continued to monitor the COVID-19 situation and complied with government measures for confidence and customer satisfaction during the period. However, as our hotels in Thailand and the Philippines begin to welcome foreign visitors once again, hotels therefore are adjusting their sales patterns and services to reflect the needs of new customers.

Every hotel is constantly conducting a customer satisfaction survey to measure customer satisfaction levels. The hotels submit their survey results to senior management at the end of the month for further analysis of opportunities and problems to enhance services and meet customer needs. Scores from the previous year of every hotel is set as a criterion to measure customer satisfaction level for better services.

We measure customer satisfaction levels through the following two channels.

- Customer satisfaction survey – This form assesses customer opinions and satisfaction levels covering hotel sanitation, service quality, location and hotel facilities. Each hotel will email a form to customers after their check-out.
- Social Review Index – This customer satisfaction survey is conducted via online and social media platforms such as OTAs, Google Review or TripAdvisor. Review scores are then compared to competitors' scores. Each hotel can directly access these review scores at a relevant social media platform. Review outcomes during the past three years are as follows.

Average customer satisfaction scores of hotels under The Erawan Group	2020	2021	2022
Target: Exceed 80%	79%	80%	79%

The average customer satisfaction score for 2022 is down 1% from 2021. Due to COVID-19, the company has adjusted its assessment to better reflect the needs and opinions of customers, covering hygiene and safety measures including cleanliness, service and food quality.

We review not only customer satisfaction scores but also customer opinions. Each review is further analyzed to identify whether it's about service or amenities so that the development team and the management can discuss how improvement can be made.

Service innovations

HOP Inn's Chatbot booking system is a service that adds more channels for customers to conveniently make reservations. It also supports branch expansion which is increasing every year. The booking via Chatbot grew 2 times compared to 2021, with the Chatbot efficiency the workload of call center is subside and improving the quality of life of employees.

To further enhance our service quality, every hotel has formats and service standards to comply depending on their brands. These are established by brands that The Erawan Group Plc has signed an agreement or a franchise with. Brand owners usually conduct a quality inspection at least once a year. For Hop Inn hotels, since we own the brand and manage the hotels, we establish a service plan for Hop Inn and conduct training for every Hop Inn staff. We also conduct a quality inspection at least once a year.

Grand Hyatt Erawan Service Certification



The Naka Island, a luxury collection resort & spa, Phuket Service Certification



Business innovation for social and environmental purposes

Together with EV charging station service providers, The Erawan Group Plc has been installing charging stations at our four hotels in Bangkok and Pattaya. We are confident that these charging stations will help enlarging the EV society in Thailand and reducing the use of fossil fuel. Our hotels continue to minimize the use of one-time plastic materials. This year, most hotels of our group replaced bathroom amenities such as shower gel, shampoo and hand sanitizer previously available in travel-size plastic packaging to bulk refillable bottles instead.

3.2 Risk management

(For more details, please go to Risk Management)

3.3 Response to technological Change and IT Security

The company and its affiliates have established policies and guidelines to maintain the security of information systems, data storage including supportive measures in the event of an emergency as follows;

- Prepare to support. The Personal Data Protection Act and the Computer Crime Act, both in terms of training and educating employees and install the software system to protect corporate data and relevant stakeholders
- Study tools and methods for managing, monitoring, and analyzing cybersecurity systems.
- Conduct a phishing email test to make employees aware of email usage.
- Educate employees to be aware of various threats via email, intranet, and social media by giving examples of cybersecurity cases from time to time to prevent potential risks.
- Prepare a 5-year plan on information technology to support the changes and growth of the company.
- Optimize the ERP program to support the use of new browsers instead of the original browsers that manufacturers will stop supporting in 2022, which will cause program vulnerabilities.
- Optimize the Windows operating system to support Active Directory and Security by Azure AD.

ERW Digital and Security Awareness

By Digital Transformation Team



Phishing Email

ภัยใกล้ตัวที่ไม่ควรมองข้าม

Phishing Email คือ การล้วงข้อมูลด้วยวิธีการสังคม (Social Engineering) **โดยการใช้ email ปลอม** เพื่อหลอกลวงโดยการแนบ link หรือ attachment ปลอมเพื่อขโมยข้อมูลที่เป็นความลับ หรือให้ทำธุรกรรมทางการเงิน

ทำอย่างไรไม่ให้ตกเป็นเหยื่อ Phishing Email ?

1.อย่ารีบ click!	2.ตรวจสอบอีเมลผู้ส่ง	3.ตรวจสอบภาษาที่ใช้	4.สังเกต Link หรือ ชื่อไฟล์แนบ
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3.4 Supply Chain Management.

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 Operation & Assessment suppliers
- 2 Project Development suppliers

Suppliers Code of Conduct: For hotels managed by brands, they are subject to comply with the Suppliers Code of Conduct which takes into consideration social and environmental dimensions established by relevant brands. Hop Inn hotels, however, are to comply with the Code of Conduct set by the Erawan Group. (For more details, please go to <https://www.theerawan.com/en/sustainability/sustainable-development-policy>)

Supplier Risk Management: For the post-pandemic, our hotels has conducted product safety and quality assessment with our suppliers, especially on food category in order to maintain food safety and hygiene for customers.

Supplier Analysis 2022	Hotel business	Business development	Office
Total suppliers	2179	124	352
Main suppliers	18	22	45
Main suppliers critical	-	8	-
General supplier	2161	94	307
Percentage of suppliers acknowledging the Supplier Code of Conduct	n/a	77%	n/a



HOP INN Philipines, Tomas Morato

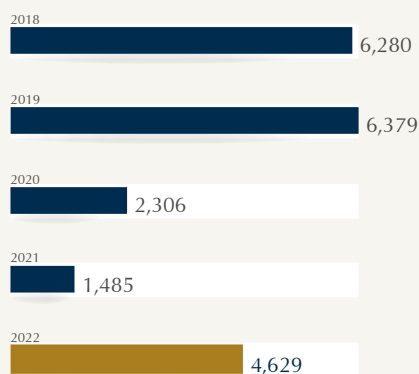
Financial Highlights

Unit: Thousand Baht

Description	2020	2021	2022
Operating results			
Operating Income	2,306,010	1,485,486	4,628,583
Total Revenues	2,348,462	1,641,257	4,717,287
Gross Profit	841,402	201,326	2,346,431
Earnings (loss) before interest, tax, depreciation, and Loss on impairment	(139,467)	(548,156)	1,086,256
Net Profit (loss)	(1,715,256)	(2,050,217)	(224,190)
Financial Position			
Total Assets	21,214,716	22,450,213	21,711,812
Total Liabilities	17,286,157	16,427,494	15,990,185
Total Shareholders' Equity	3,928,559	6,022,719	5,721,627
Equity Attributable to Company's Shareholders	3,812,745	6,012,061	5,698,478
Paid-Up Share Capital	2,517,533	4,531,560	4,531,560
Number of Paid-Up shares (Thousand shares)	2,517,533	4,531,560	4,531,560
Par Value Per Share (Baht)	1	1	1
Earnings Per Share (Baht)	(0.68)	(0.56)	(0.05)
Dividend Per Share (Baht)	-	-	-
Book Value Per Share (Baht)	1.51	1.33	1.26
Significant Financial Ratio			
Current Ratio (times)	0.70	1.78	1.15
Quick Ratio (times)	0.60	0.90	0.96
Liquidity Ratio (Cash Flow Basis) (times)	(0.17)	(0.29)	0.79
Gross Profit Ratio	36.49%	13.55%	50.69%
Net Profit (loss) Margin	(73.04%)	(124.92%)	(4.75%)
Return on Total Assets	(8.79%)	(9.39%)	(1.02%)
Return on Equity	(35.83%)	(41.74%)	(3.83%)
Debt to Equity Ratio (times)	4.40	2.73	2.79
Interest Bearing Debts to Equity Ratio (times)	3.23	1.85	1.83
Interest Coverage Ratio (times)	n.a.	n.a.	6.16

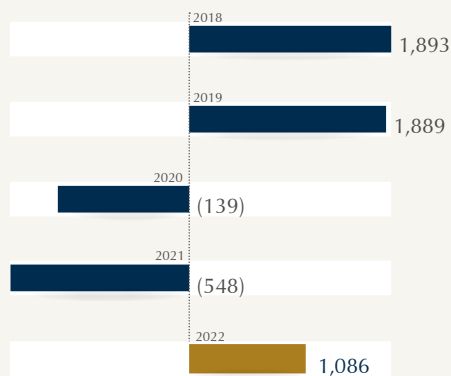
Operating Income

Unit: Million Baht



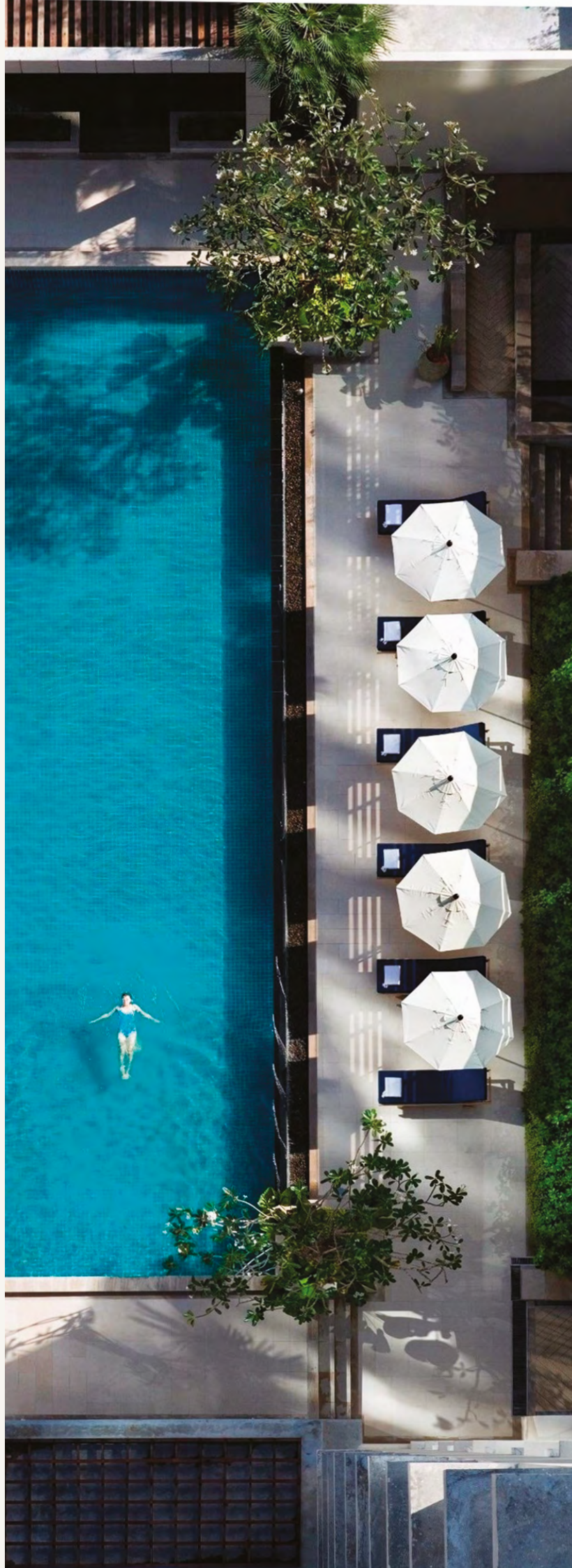
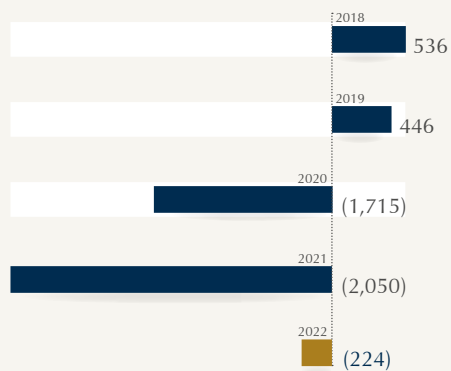
Earnings (loss) before interest, tax, depreciation, and loss on impairment

Unit: Million Baht



Net Profit (loss)

Unit: Million Baht



Management Discussion and Analysis

Consolidated Profit & Loss Statement as of 31 December 2022

Unit: Million Baht	2021	2022	%Chg
Hotel Operating Income	1,415	4,564	223%
Rental and Service Income	70	65	-7%
Total Group Operating Income	1,485	4,629	212%
Other Income	62	81	31%
Total Income	1,547	4,710	204%
Operating Expenses	(2,199)	(3,660)	-66%
EBITDA	(652)	1,050	261%
Depreciation & Amortization	(936)	(872)	7%
Operating Profit/(Loss)	(1,588)	178	111%
Finance Costs	(521)	(458)	12%
Pre-tax Profit / (Loss)	(2,109)	(280)	87%
Taxes (Expense) Income	(46)	26	156%
Minority Interest	105	(11)	-111%
Normalized Net Profit / (Loss)	(2,050)	(265)	87%
Extraordinary Items			
Gain on Sale of Assets	95	20	-79%
Share of Profit/ (Loss) from ERWPF	9	29	202%
Loss on Impairment of Non-Financial Assets	(104)	(8)	93%
Net Profit / (Loss)	(2,050)	(224)	89%
E.P.S. (Baht)	(0.5628)	(0.0495)	91%

Tourism industry and performance

Since the beginning of 2022, the COVID-19 situation in Thailand has improved continuously, leading to the government gradually eased both domestic and international travel restrictions as well as several countries also started to ease their travel restrictions. Thailand's tourism industry continued to recover especially during the second half of 2022, which the number of international tourists traveling to Thailand has continued to dramatically increase month on month. As a result, Thailand welcomed 11.2 million tourists in 2022, increasing by 2,650 percent compared to 2021. The top five nationalities of visitors were Malaysian, Indian, Singaporean, South Korean,

and Laos. The recovery pattern can be seen in the domestic market as well, supported by strong domestic demand and government support campaigns such as the Rao Tiew Duay Kan. This resulted in total domestic trips reached 189 million in 2022, an increase of 13 percent compared to 2019.

The strong recovery of Thailand tourism industry as abovementioned led to an outstanding performance of the Company in 2022, particularly in 4Q22 which the Company recorded the first quarterly net profit since covid19 outbreak in 2020 and the highest net profit during the past 4 year since 2019. In 2022, the Company recorded total operating income of 4,629 million baht, a 212 percent increase YoY. Earnings

before interest, income tax and depreciation (“EBITDA”) was recorded at 1,050 million baht, significantly increased from a negative EBITDA of 652 million baht in 2021 and a net loss of 224 million baht, significantly decreased from net loss of 2,050 million baht in 2021.

Company Highlight

Implementation of Long-Term Growth Strategy and Creation of Good Value and Returns

- The Company continued to implement its long-term growth strategy that focuses on continually developing and expanding its network of budget hotels segment to maintain its competitive advantage and the leading position as the most consistent budget hotel brand. In 2022, the Company opened 7 “HOP INN” hotels in Thailand and 2 hotels in the Philippines which are our first combo hotel in the Philippines, combining Holiday Inn and HOP INN Cebu City hotel and operated under the same building. At the end of 2022, the Company has 51 “HOP INN” hotels in 38 provinces in Thailand and 8 hotels in the Philippines.

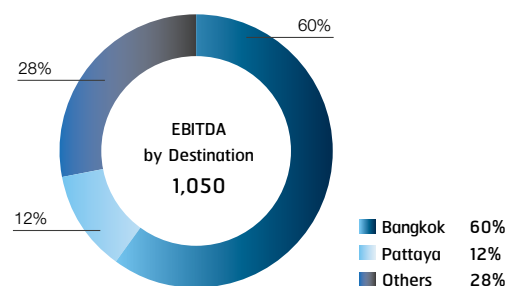
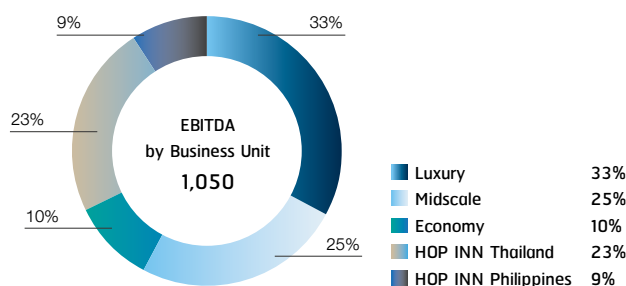
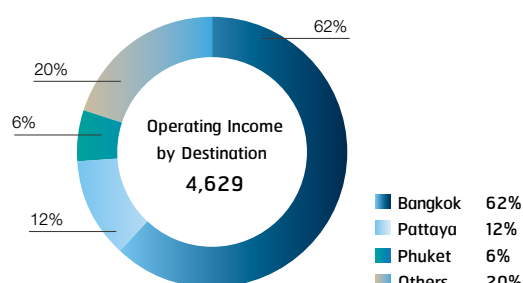
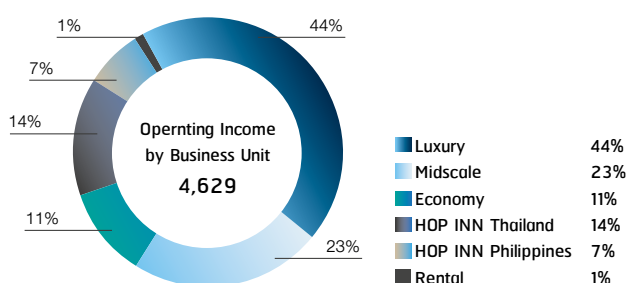
- The Company completed the renovation of “Courtyard by Marriott Bangkok” and “ibis Sukhumvit 4” in June 2022, which align with return enhancing strategy to enhance competitiveness to meet the customer needs and generating higher returns to stakeholders.

Strengthening Financial Position

- The Company already completed the divestment of 3 hotels, namely ibis Krabi Style, ibis Kata and ibis Hua Hin in April 2022 with total transaction of 1,050 million baht. This transaction is part of our long-term strategy to adjust the hotel portfolio to focus on investing in the budget hotel segment and increase the proportion of revenue and profit generated by domestic customers. Cash proceeds from this transaction will strengthen our financial position, which would allow us to be ready for the expansion and development of future projects in accordance with our strategy and operational plans.

Operating income and EBITDA by Business Unit and Destination for the year 2022

Unit: Million Baht



Performance by Business Unit

1. **Hotel** (Note: EBITDA by segment is calculated without taking non-property-specific expenses into account)

Statistics for hotel room operations for the year 2022

12-month period (Jan-Dec)	No. of rooms		Occupancy			ARR (THB/Night)			RevPAR (THB/Night)		
	2021	2022	2021	2022	+/-	2021	2022	+/-	2021	2022	+/-
Thailand	8,733	8,717	27%	65%	38%	924	1,524	65%	251	990	294%
Luxury Hotels	911	911	21%	69%	48%	2,674	4,961	86%	562	3,407	506%
Midscale Hotels	1,668	1,668	19%	58%	39%	1,507	2,418	60%	289	1,395	383%
Economy Hotels	2,477	1,813	15%	53%	38%	730	1,136	56%	110	604	447%
Total Group (ex. HOP INN)	5,056	4,392	17%	58%	40%	1,429	2,496	75%	250	1,444	478%
HOP INN Hotels	3,677	4,325	41%	73%	32%	615	622	1%	254	457	80%
The Philippines	1,074	1,471	49%	61%	13%	845	1,020	21%	411	627	53%

1.1 Thailand hotels

In 2022, the overall Thailand tourism industry continued to recover especially during the second half of 2022 when Thailand fully reopened in October 2022. In 2022, the average occupancy rate of Thailand hotels was at 65 percent, a 38 percent increase YoY and average room rate increased by 65 percent YoY. This resulted in a RevPAR growth of 294 percent YoY. Although, the overall RevPAR in 2022 remained below 2019 levels, the continuing growth has been seen since 2Q22 and was able to surpass 4Q19 levels in 4Q22 for both Economy to Luxury segment and HOP INN segment at 5 percent and 7 percent, compared to 4Q19, respectively.

1.1.1 Luxury, Midscale and Economy hotels

In 2022, the performance recovery of this segment was driven by both occupancy and average room rate, leading to a growth of RevPAR of 478 percent YoY, led by all hotel segments especially for Luxury segment with an increase of 506 percent YoY, followed by Economy segment and Midscale segment of 447 percent and 383 percent YoY, respectively. The key support factors were mainly from strong increasing in international tourist demand since the country's reopening in the beginning of 2022. Destination wise, Bangkok was well performed which was reflected in an increase of RevPAR at 547 percent YoY, especially for Luxury and Midscale segments.

In 2022, the food and beverage revenue increased by 168 percent YoY from an increase in both banquet revenue and F&B outlet revenue. Banquet revenue increased by 431 percent YoY which was driven by more events such as meetings, conferences, and weddings. Meanwhile, F&B outlet revenue grew by 135 percent YoY due to higher occupancy rates and increasing in domestic demand.

Overall, total Thailand hotels (exclude HOP INN) posted total operating income at 3,600 million baht, an increase of 290 percent YoY and EBITDA was 756 million baht. This increased from a negative EBITDA of 755 million baht in 2021.

1.1.2 HOP INN Thailand

HOP INN Thailand continues to deliver strong performance with RevPAR has been consistently higher than 2019 since 2Q22 on the back of increasing demand from domestic travelers. In 2022, occupancy rate was at 73 percent, an increase of 32 percent YoY and an average room rate was at THB 622, increased by 1 percent YoY. This led to a RevPAR posted at THB 457, an increase of 80 percent YoY. For the year 2022, total operating income was 646 million baht, an increase of 91 percent YoY and EBITDA was 263 million baht, an increase of 279 percent YoY.

1.2 The Philippines hotels

Following the relaxation of travel restriction of Philippines since the beginning of 2022 resulted in the improvement of Philippines' tourism. This was especially from the domestic market, while international market was gradually recovered. The overall tourism recovery led to the improvement of the performance of Philippines hotels in 2022, reflected by 53 percent growth of RevPAR YoY from both occupancy growth of 13 percent YoY and an average room rate growth of 21 percent YoY, particularly during 4Q22, the growth of performance was evidently posted driven by occupancy growth. Domestic customers were mainly contributed at 84 percent of total customers in 2022. For the year 2022, total operating income was 318 million baht, an increase of 107 percent YoY and posted EBITDA of 105 million baht, an increase of 156 percent YoY.

In summary, for the year 2022, the operating income was 4,564 million baht, an increase of 223 percent YoY and EBITDA was at 1,050 million baht, increased 261 percent YoY, improving from a net loss of 652 million baht in 2021.

2. Rental Properties

The Company owns and operates Erawan Bangkok, a luxury retail property adjacent to Grand Hyatt Erawan Hotel, and manages Ploenchit Center as a property manager.

Income from rental and service was recorded at 65 million baht in 2022, a 7 percent decrease from 2021 mainly due to the temporary closure of Erawan Bangkok for renovation since 2Q22 and targeted to reopen in 2Q23.

Other Items in P&L

- Depreciation & Amortization: In 2022, the Company recorded depreciation & amortization expense at 872 million baht, dropped by 7 percent YoY due to lower depreciation from the divestment of 5 hotels in 4Q21 and 2Q22.
- Finance Costs: In 2022, the Company recorded finance costs at 458 million baht, a 12 percent decrease YoY due to the utilization partial of the proceeds from assets divestment to repay loans from financial institutions.
- Extraordinary Items:
- Investment in ERWPF: In 2022, the Company recorded a share of profit from 20 percent investment in ERWPF at 29 million baht in 2022, increased by 19 million baht from 2021. This was due to a strong recovery of hotel performance in Pattaya and Phuket under ERWPF in 2022.

- Loss on impairment of non-financial assets: In 2022, the Company recorded a loss on impairment of assets of 8 million baht, a decrease of 93 percent YoY due to the impact of COVID-19 in 2021 which recovered in 2022.
- Gain on sales of investments and assets: In 2022, the Company recorded a gain on the sale of 3 ibis hotels of 20 million baht in 2Q22.

Cash Flow and Financial Status

At the end of 2022, the Company reported operating cash flow before changes in operating assets and liabilities at 1,046 million baht, a significant improvement from loss of 667 million baht in 2021 on the back of strong operating from the recovery of Thailand's tourism industry. In 2022, a cash flows from investing were at 804 million baht, mainly for new hotel development aligning to a long-term growth strategy that focuses on developing and expanding the budget hotel network, and another part is to maintain and improve the existing hotel to increase the competitiveness in the market. This resulted in cash on hand at the end of 2022 of 1,532 million baht and available unutilized credit facilities of approximately 6,142 million baht.

As at 2022, total assets were at 21,712 million baht, decreased from 22,450 million baht at the end of 2021 because of the divestment of 3 hotels. The total liabilities were at 15,990 million baht, a decrease from 16,427 million baht at the end of 2021 because of the utilization partial of the proceeds from assets divestment to repay loans from financial institutions. The total equity was 5,722 million baht, decreased from 6,023 million baht at the end of 2021 due to net loss from operations in 2022.

Key Financial Ratios

Financial Ratio	2021	2022
Current ratio (times)	1.8	1.2
Gross Profit Margin (%)	13.6	50.7
Return on Equity (%)	(41.7)	(3.8)
Interest Baring Debt to Equity (times)	1.9	1.8

*Note : Exclude impact from TFRS16

- **Current ratio** as of 2022 was at 1.2X, decreased from 1.8X in 2021 due to a decrease of non-current assets held for sale in relation to the divestment of 3 hotels in 2Q22 and an increase of current portion of long-term borrowings.

- **Gross Profit Margin** was at 50.7 percent in 2022, increased from 13.6 percent in 2021. This was due to a strong recovery performance in the second half of 2022 together with the efficiency of cost management. Despite facing inflation that affects operating costs, the Company has adjusted its pricing strategy to effectively mitigate the impact of rising costs.
- **Return on Equity** Although in 2022, the Company still recorded a net loss, it was a markedly lower loss from the previous year due to continuous and strong improvement in operating performance. As a result, this ratio has improved from (41.8) percent in 2021 to (3.8) percent in 2022.
- **The interest-bearing debt to equity ratio** was 1.8 times in 2022, down from 1.9 times at the end of 2021, due to a decrease of interest-bearing debt from the utilization of the proceeds from assets divestment to repay loans from financial institutions.

Business Outlook

Thai tourism industry tends to continue growing in 2023 with the government expects total international tourist arrivals continuing growing from 11.2 million in 2022 to 25 million in 2023 or 63 percent of 2019 level. Especially for the growth of Chinese tourists, who are the main tourist arrivals during the pre-COVID-19, as China government has relaxed their traveling restrictions since the beginning of 2023. The government estimates that the number of Chinese tourists will be approximately 5 million in 2023, representing a recovery of more than 45 percent from 2019. In addition, domestic market also aims to grow at 30 percent from government support campaign such as the Rao Tiew Duay Kan Project Phase 5.

Based on the above positive factors, the Company is confident that its business growth will continue in line with the recovery of Thailand's tourism industry. In 2023, the Company expects revenue growth at 45 percent YoY from the support of the average occupancy rate growth and the average room rate growth. The Company will focus on both domestic and international tourists through a variety of strategies including maintain a good balance between increasing the average room rate and diversifying the customer segment.

The Company continues to focus on expanding in the budget hotel segment both in Thailand and the Philippines and looking for new opportunities in the Asia Pacific region as part of our long-term growth strategy. In 2023, the Company plans to develop HOP INN hotels in Thailand and Philippines to be the most consistent budget hotel brand. In addition, for luxury to midscale segment, the Company plans to conduct the renovation of existing assets to adapt to changing customer needs and market trend. This is also aligned with return enhancing strategy to enhance competitiveness to satisfy the customer needs and generating higher returns to stakeholders.

Although the Thai tourism industry in 2023 is highly likely to see a recovery and continuous growth from 2022. There are various factors which may affect the Company's performance as well as the direction of the tourism industry such as the opening of the country of China, world economy especially in terms of energy prices, inflation, and interest rates. These are all factors that the Company will focus on and closely monitor to strengthen our profitability. Due to the uncertainty of the situation, the Company are ready to consider the changing of various measures, taking into consideration of strategies and policies to be align with the changing situation with considering liquidity of the Company as the important factor.

General Information and Other Material Facts

Type of Business :

Hotel investment and development business that strategically located to match travelers' different demand including building space rental and property management business.

Registration No: 0107537001943

Home page : www.TheErawan.com

Company's Capital as of 31st December 2022

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	Ms. Chanarat Chanwa, Certified Public Accountant (Thailand) No. 9052 and/or Ms. Vilaivan Pholprasert, Certified Public Accountant (Thailand) No. 8420 and/or 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

Head office and branches

Head Office	Ploenchit Center 6th 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 Soi 2 Road, Kwang Klongtoey, Khet Klongtoey, Bangkok 10110, Thailand Telephone 66 (0) 2656 7700 Fax 66 (0) 2656 9831
Branch 3	ibis Patong Phuket 10 Chalermpkrakiat Road, Patong Sub-district, Kathu District, Phuket 83150, Thailand Telephone 66 (0) 7630 3888 Fax 66 (0) 7630 3889

Head office and branches	
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 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 Klong Toey, 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 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 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 Klong Toey, 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 Klong Toey, Bangkok 10110, Thailand Telephone 66 (0) 2080 6588 Fax 66 (0) 2080 6589

Note: Branch 5, 9, 10 and 12 were in the cancellation process.

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 31st December 2022, 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.

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 Thai Private Sector Collective Action Against Corruption
on 30 June 2020



“Very Good” Corporate Governance Rating 2006–2008 and 2014–2022
“Excellent” Corporate Governance Rating 2009–2013



“Excellent” AGM Checklist 2007–2022



“Best” IR Awards 2013–2014
“Outstanding” IR Awards 2010 and 2015–2022,

Governance Awards 2005 – 2022

- 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 4th 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 and SMEs Excellent Awards 2016 by Thailand Management Association (TMA) and SASIN.

Corporate Governance Policy


The Board of Directors has announced a Corporate Governance 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.

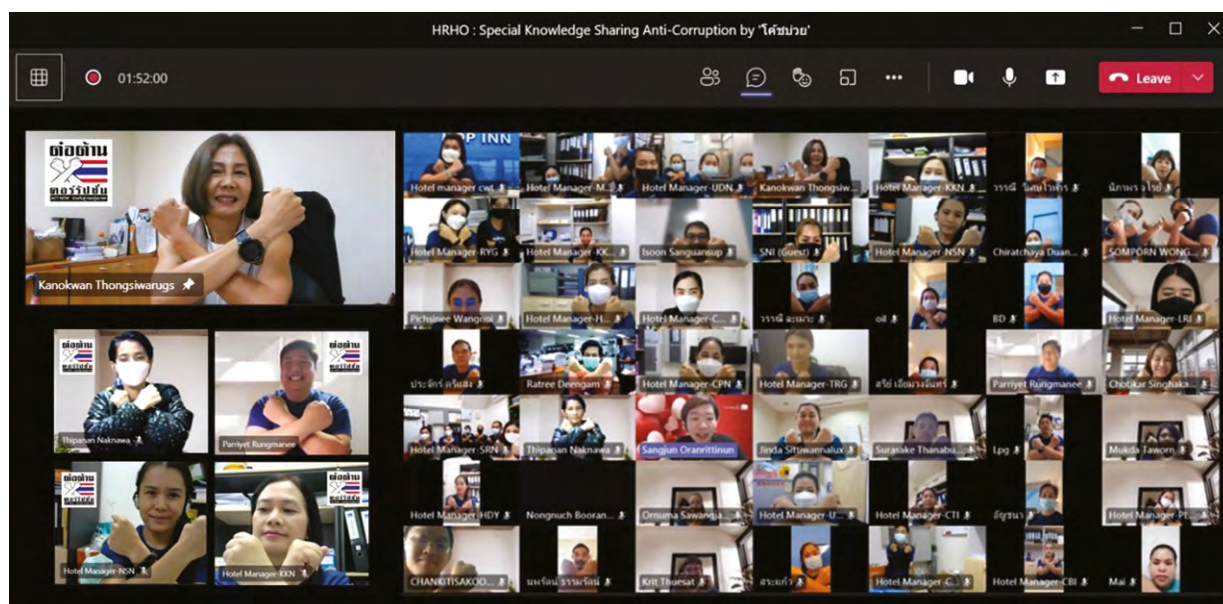
In 2021/2022, the Company embarked on a pivotal journey on the CG policy and practices by launching the Code of Ethics for Business Partners not only to manage our relationship with partners but also to strengthen work processes that will ultimately add values to all stakeholders. As we believe in supply 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 Attachments No.6 : Code of Ethics for Business Partners for more information)

Directors, Executives and all staff have recognized the CG Policy, Code of Conduct and Anti-Corruption Policy. A department is entrusted to monitor and survey customer satisfaction 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. The Company also provides a test to assess the understanding and awareness of fraud of the new staff in the Orientation Program. From the results of the internal audit and good corporate governance process in 2022, the Company did not find intentional fraud of employees both inside and outside.

Certified Companies of Thailand's Private Sector Collective Action Coalition Against Corruption

Symbol ▲	Company ▲	Status ▲	Declaration Since ▲	Declaration Expire ▲	Sector ▲	Certified Date ▲	Expire Date ▲
ERW	The Erawan Group Public Company Limited	 Certified	30 Oct 2019		Tourism & Leisure	30 Jun 2020	29 Jun 2023



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 them 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 regard, 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 for 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 on 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 2022, 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 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 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 10110; or at the Office of Company Secretary and Good Corporate Governance Division, email: GCG@TheErawan.com. All information is considered 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 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 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. Questionnaires 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 in 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 constitutional democracy with the King as Head of state.
3. To conduct the business with 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 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 a 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 to coordinate, follow 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.

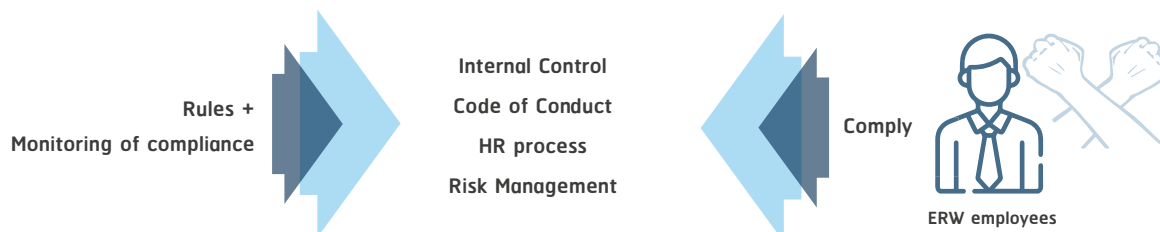
4. Refrain or avoid expressing any opinion to the third party or the press in any matter related to the Company without proper authorization.
5. Avoid using one's position and/or information acquired as a result of duty to seek interests for oneself or others.
6. Refrain from doing anything or participating 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 the Company Secretary and Good Corporate Governance Division.
8. Those involving in negotiating a business deal worth more than 100,000 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 Division 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 Division 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.
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. The 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 Division.
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.
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.

Anti-Corruption Policy

INTERNAL



INTERNAL & EXTERNAL



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 rights.

Erawan has adopted a policy of political neutrality in conducting 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 purposes 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 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.



NO GIFT POLICY

บริษัท ดิ เอราวัณ กรุ๊ป และกลุ่มธุรกิจโรงแรมในเครือ

ของดรับของขวัญ ในทุกโอกาสและทุกเทศกาล

We would like to request your kind cooperation not offering gifts to The Erawan Group personnel on any occasion. We highly appreciate your continued supports.




Whistle blowing 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 the 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 investigate.

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 to their line supervisors.



ERW Townhall 2022

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 includes 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 the 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.

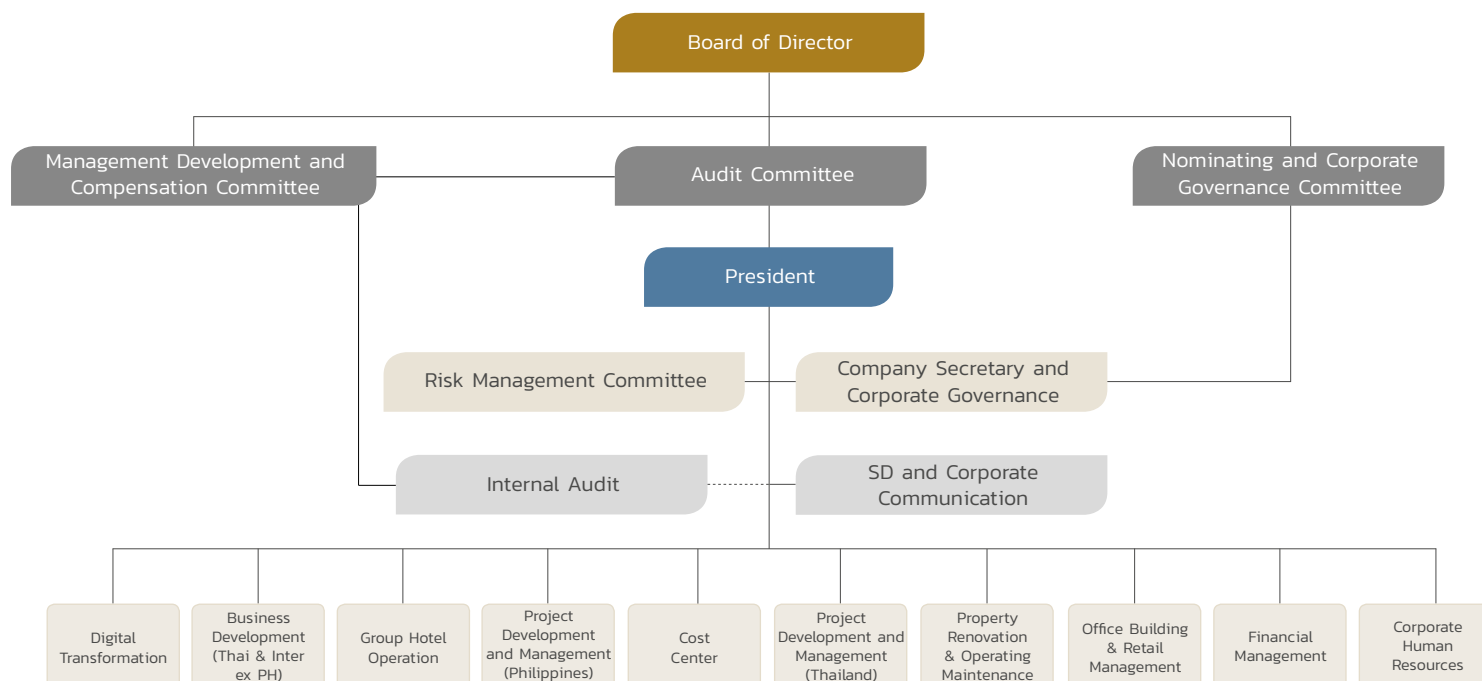
Ongoing Customer Due Diligence (CDD) Practices

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 partners (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 procedures, guidelines 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. Suvimon 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).
4. Environmental Working Team - The working team consists of representatives from various department co-working to drive environmental concerned operation with the following roles and responsibilities:
 - Set up strategies, policies, goals and important points related to the environment that effected business direction and sustainability development of the organization.
 - Monitor progress, provide advice, promote, support and jointly drive environmental operations to achieve the set goals.
 - Raise awareness and promote the participation of employees in environmental responsibility as part of the work throughout the organization and in line with the same direction.
 - Gather, analyze and summarize data to produce an annual corporate sustainability report.

Shareholder Structure

As of December 31, 2022, 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 original shares
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 Mr. Teerachai Kiratitaechakorn	201,112,300	4.44
5 Thai NVDR Company Limited	189,161,095	4.17
6 K Master Pool Fund	155,851,840	3.44
7 Pan Asia Assets Limited	131,400,000	2.90
8 Mr. Supol Wattanavekin	119,223,903	2.63
9 KFLRMF	99,239,140	2.19
10 Mr. Sukakarn Wattanavekin	97,305,380	2.15
Total top ten shareholders holding	2,645,460,093	58.38

Groups of Major Shareholders	Number of shares	% of original shares
Vongkusolkrit Group	1,390,244,492	30.68
Wattanavekin Group	1,315,980,967	29.04
Thai Institution Investor and Foreign Institution Investor	1,084,256,221	23.92
Directors who are not in the group of major shareholders, executives and employees of the Company	19,260,333	0.43
Minor Shareholders	721,817,720	15.93
Total	4,531,559,733	100.00

Investor can 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:

Vongkusolkrit Group
1. Mr. Chanin Vongkusolkrit
2. Mrs. Arada Vongkusolkrit
3. Mr. Gavin Vongkusolkrit
Wattanavekin Group
4. Mr. Supol Wattanavekin
5. Mrs. Panida Thepkanjana

Shareholding of the Board of Directors and Management

Name	Title	Ordinary Share (Units)		
		Dec 31,2022	Dec 31,2021	+ (-)
1. Mr. Chanin Vongkusolkrit	Chairman of the Board	185,229	185,229	-
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	5,400,000	-
6. Mr. Supol Wattanavekin	Director	119,223,903	119,223,903	-
7. Mrs. Panida Thepkanjana ¹	Director	6,791,486	6,791,486	-
8. Mr. Gavin Vongkusolkrit	Director	67,213	67,213	-
9. Mrs. Arada Vongkusolkrit	Director	107,568	107,568	-
10. Mr. Kasama Punyagupta	Director	179,998	179,998	-
11. Mr. Petch Krainukul	Director and President	6,010,347	6,010,347	-
12. Ms. Woramon Inkatanuvat	Executive Vice President	288,000	288,000	-
13. Mr. Apichan Mapaisansin	Executive Vice President	1,467,288	2,567,288	(1,100,000)
14. Mr. Navarat Tamsuwan	Executive Vice President	425,200	825,200	(400,000)
15. Mr. Youssef EL KHOMRI	Executive Vice President	-	-	-
16. Ms. Jetiya Kitiyodom	Assistant Executive Vice President, Accounting Department	366,755	366,755	-
17. Ms. Kanokwan Thongsirarugs	Company Secretary	54,884	210,884	(156,000)
Grand Total		140,567,871	142,223,871	(1,656,000)

Note: ¹Include spouse of 3,681,180 shares



Holiday Inn Pattaya

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 three committees as follows: 1) The Audit Committee (AC) 2) The Nominating and Corporate Governance Committee (NCG) 3) 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 2022, The Board of Directors is comprised of eleven members and has appointed three sub-committees of 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.

The Board of Directors is comprised of eleven members that were appointed by the Shareholders' Meeting who are experts and knowledgeable of the requirements related to the Company's business. The Committee is a diversity of gender, age, knowledge and experience in order to support

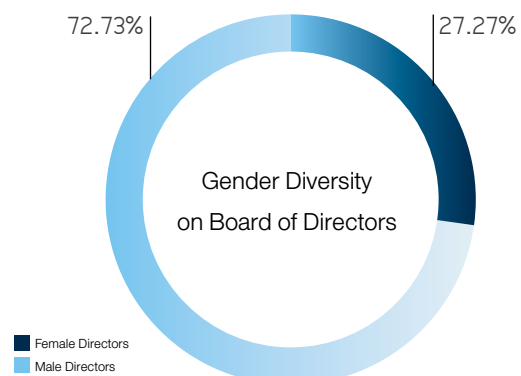
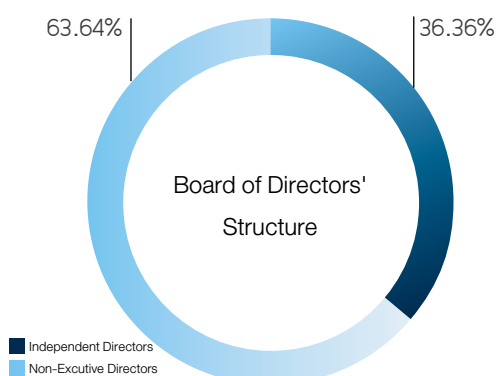
and supervise the administration of the management to comply with the principles of Good Corporate Governance.

The Board of Directors has participated to establish the policy and practice guideline of the executives which must cover to core their duties and responsibilities by allowing the management to independently establish the management strategic plan aligned to objective and mission of the company then propose to the Board of Director's approval.

The Board of Directors has provided the meeting of Independent Directors among themselves and with the members of management one level below the top management.

In 2022 the Boards resolved to approve the restructuring of management will enable the Company to strengthen its position for success in a fast-evolving industry. The new organization will empower two entities, each with its own expertise and mission. The Erawan Group Public Company Limited will focus on strengthening its 3-5-star hotels portfolio to enhance its competitiveness and financial returns as well as developing new selective assets. While Erawan HOP INN Company Limited, ("Subsidiary") will expand HOP INN hotels in APAC and maintain its competitive advantage and leading position as the most consistent budget hotel brand.

Board of Directors' Structure



Board Skill Matrix

Board of Directors	Strategic Management	Organization Management	Change Management	Risk Management	CG Code	Sustainability	Social Responsibility	Tourism and Leisure	Internal Audit	Accounting / Finance	Data Analytics / Statistic	Human Resource Management	Branding/ Marketing/ Digital Marketing	Negotiation	Finance/ Banking	Power and Utilities	Real Estate	Capital and Securities	Law	Engineering
1. Mr. Chanin Vongkusolkrit	•		•	•	•	•	•	•							•	•	•			
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. Kasama Punyagupta	•	•	•	•			•	•	•	•	•	•		•	•		•	•		
9. Mrs. Arada Vongkusolkrit	•			•				•							•					•
10. Mr. Gavin Vongkusolkrit	•			•				•					•		•		•			
11. Mr. Petch Krainukul	•	•	•	•		•	•	•				•		•	•					

Board of Directors	
Chairman	Mr. Chanin Vongkusolkrit
Independent Director	Dr. Kulpatra Sirodom Mr. Ekasith Jotikasthira Assoc. Prof. Dr. Somprawin Manprasert Mr. Banyong Pongpanich
Non-executive Director	Mr. Supol Wattanavekin Mrs. Panida Thepkanjana Mr. Kasama Punyagupta Mrs. Arada Vongkusolkrit Mr. Gavin Vongkusolkrit
Executive Director (President)	Mr. Petch Krainukul
Company Secretary	Ms. Kanokwan Thongsirarugs

Term of Director: 3 years

Authority to sign on behalf of the Company:

Two of the following five directors, namely Mr. Chanin Vongkusolkrit or Mrs. Panida Thepkanjana or Mr. Kasama Punyagupta or Mrs. Arada Vongkusolkrit or Mr. Petch Krainukul, shall jointly sign a document.

Subcommittees

The Audit Committee is consisting of 3 independent directors who must have sufficient knowledge on accounting, finance and nature of company business in order to be responsible for reviewing the company's financial statements and its internal control system and monitoring the company's risk management practices on a regular basis. The Audit Committee's responsibilities are also to review the independence of the company's Internal Audit Division, to approve the appointment, transfer or termination of head of division who works as its secretary, to review the legal compliance, to select, appoint, remove and propose an auditor and auditor's fees and to review and disclose information about connected transactions to meet the criteria in an accurate and transparent manner.

Audit Committee	
Chairman	Dr. Kulpatra Sirodom who has sufficient knowledge of accounting and finance.
Member	Mr. Ekasith Jotikasthira who has sufficient knowledge of accounting and finance. Assoc. Prof. Dr. Somprawin Manprasert
Secretary of the Committee and Vice President and Head of Internal Audit Division	Ms. Kanokwan Thongsiwarugs

Term of Office: 3 years

The Knowledge and Skill's Escalation on Accounting through 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 Nominating and Corporate Governance Committee is consists of 3 non-executive directors and is responsible for reviewing the structure of the Board, setting qualifications of a particular position, reviewing and recruiting experts to become our directors as well as assessing the Board's performances and other committees appointed by the Board. The Nominating and Corporate Governance Committee also oversee that directors, executive officers and staff of all levels will comply with the Good Corporate Governance practices and Code of Conduct.

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

Term of Office: 3 years

The Management Development and Compensation Committee is consisting of 3 non-executive directors and is responsible for proposing development policies, assessing knowledge and skills of compensations to the Executive Management, writing the executive management's succession plan and reviewing the company's HR development policy.

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

Term of Office: 3 years

Executives	
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, 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's performance.
- To consider budgets to maximum the business's economic value 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 performance.
- To conduct the executive performance 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 of finance and accounting.

2. The Qualifications of Audit Committee

2.1 Must be appointed by the Board of Directors.

2.2 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.

2.3 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.

2.4 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.

2.5 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 a 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 matter 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 have no voting right in the meetings of the Audit Committee.

5. Scope of Duties and Responsibilities

The Audit Committee has the duties assigned by the Board of Directors as follows:

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 the 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 recommendations and the systematic 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 Measure 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 and reliability of the Company's financial reports and non-financial reports.
- 5.8.2 Opinion toward 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 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 training courses or to participate in activities in order to increase knowledge 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 events 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 at 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 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 an 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 employees 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 the 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 7 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 2022, the Company convened 13 Board of Directors' meetings; 8 Audit Committee's meetings; 4 Strategic and Investment Committee's meetings; 2 Nomination and Corporate Governance Committee's meetings; and 3 Management Development and Compensation Committee's meetings. On every occasion, the minutes of the meeting were kept in writing at the Company Secretary and Corporate Governance Division and on a data server for easy access by internal stakeholders.

Times of Director's Attendance			Times of attendance/Total attendances				
Name	Title	Term	Board of Director	Audit Committee	Strategic and Investment Committee	Nominating and Corporate Governance Committee	Management Development and Compensation Committee
1. Mr. Chanin Vongkusolkrit	Chairman of the Board, Director	27 Apr 2018-Present Apr.2022-2025	13/13	-	-	-	-
2. Dr. Kulpatra Sirodom	Chairman of the Audit Committee	Apr.2020-2023*	13/13	8/8	-	-	-
3. Mr. Ekasith Jotikasthira	Member of Audit Committee	Apr.2020-2023*	13/13	8/8	-	2/2	-
4. Assoc.Prof.Sompravin Manprasert	Member of Audit Committee	Apr.2021-2024	13/13	8/8	-	-	-
5. Mr. Banyong Pongpanich	Independent Director	Apr.2022-2025	10/13	-	-	-	2/3
6. Mr. Supol Wattanavekin	Director	Apr.2021-2024	13/13	-	-	2/2	-
7. Mrs. Panida Thepkanjana	Director	Apr.2020-2023*	12/13	-	-	-	3/3
8. Mrs. Arada Vongkusolkrit	Director	Apr.2020-2023*	11/13	-	4/4	-	3/3
9. Mr. Gavin Vongkusolkrit	Director	Apr.2022-2025	13/13	-	4/4	2/2	-
10. Mr. Kasama Punyagupta	Director	Apr.2021-2024	12/13	-	4/4	-	-
11. Mr. Petch Krainukul	Director and President	Apr. 2021-2024 Jan.2018-Dec. 2022	13/13	-	4/4	-	-
12. Mrs. Vansamorn Wannamethee	Member of Sub-Committee	Jun 2021-May 2022**	-	-	4/4	-	-
13. Mr. Nattapong Vongkusolkrit	Member of Sub-Committee	Jun 2021- May 2022**	-	-	4/4	-	-
14. Mr. Supatchara Wattanavekin	Member of Sub-Committee	Jan 2021- May 2022**	-	-	4/4	-	-
15. Ms. Piriya Thepkanjana	Member of Sub-Committee	Nov 2021- May 2022**	-	-	4/4	-	-
Percent of Directors attended			95.10%	100%	100%	100%	88.89%

Note *To propose the 2023 AGM to approve the reappointment for another term on 25 April 2023

**The directors retired by the resolution of Board of Director's Meeting No.3/2023 on 29 March 2022 to approve the cancellation of the Strategic and Investment Committee from May 2022 onwards.

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 can 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 three Sub-committees
3. Evaluation form of Self- assessment

2022 Board of Directors' Evaluation Result

As for the Board of Directors' evaluation performance in 2022, 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 the right check and balance. The opinion that directors did understand their roles and responsibilities and that they were independent when making decisions 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 members 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 Plc'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 for an offence relating to corrupt acquisitions. Nominated directors shall not conduct 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 the office will be independently reviewed on a person-by-personal basis without intervention from a particular person.

At the 2022 AGM, directors about to retire as per the Company's Articles of Association were close 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 direction 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 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 an 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 existing 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 Nomination 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 the director's qualifications mentioned above. Directors, however, may remain in the 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 the 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

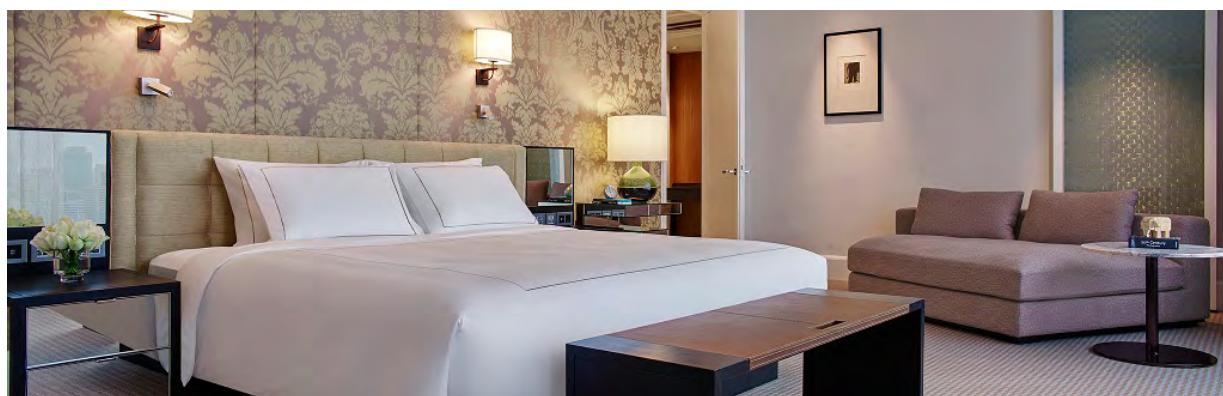
1. Being an authorized person to approve business transactions or to bind the Company, except performing on the collective decision.
2. Attending a meeting or voting in a matter he has an interest or a conflict of interest therein.

Prohibited Characteristics

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

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.



Grand Hyatt Erawan Bangkok

Remuneration of the Directors, Executives and Employees

The Remuneration of the Directors

The Nomination 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 remuneration is 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 remuneration 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 2022 director's remuneration at the same of previous year.

Remunerations in cash without others benefits for the year ending 31st December 2022 totaled THB 48,957,298.02 consist of:

1. Remunerations of the Company's Board of Directors and the Committees totaled THB 3,642,600.
2. Remunerations for the director of the Company's subsidiary totaled THB 9,567,000.
3. Remunerations, which were the total wages of the 6 executives paid by the Company and its subsidiaries, totaled THB 35,747,698.02.

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

The Retainer Fee	2022	2021	2020*
- Chairman	THB 27,000/month	THB 27,000/month	THB 45,000/month
- Director	THB 18,000/month	THB 18,000/month	THB 30,000/month
The Attendance Fee	2022	2021	2020*
1. Audit Committee			
- Chairman	THB 23,400 meeting	THB 23,400/meeting	THB 39,000/meeting
- Member	THB 18,000/meeting	THB 18,000/meeting	THB 30,000/meeting
1. The Strategic and Investment Committee**			
- Chairman	THB 19,500/meeting	THB 19,500/meeting	THB 32,500/meeting
- Member	THB 15,000/meeting	THB 15,000/meeting	THB 25,000/meeting
- Executive Director	-0-	-0-	-0-
2. The Nominating and Corporate Governance Committee			
- Chairman	THB 15,600/meeting	THB 15,600/meeting	THB 26,000/meeting
- Member	THB 12,000/meeting	THB 12,000/meeting	THB 20,000/meeting
3. The Management Development and Compensation Committee			
- Chairman	THB 15,600/meeting	THB 15,600/meeting	THB 26,000/meeting
- Member	THB 12,000/meeting	THB 12,000/meeting	THB 20,000/meeting

Note:

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

**The resolution of the Board of Director Meeting No. 3/2022 on 29 March 2022 to approve the cancellation of the Strategic and Investment Committee from May, 2022 onwards.

Remunerations for the Board of Directors and the Sub-committees in 2022

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	210,600	-	-	-	426,600
3. Mr. Ekasith Jotikasthira	Independent Director	216,000	162,000	-	24,000	-	402,000
4. Assoc. Prof. Sompravin Manprasert	Independent Director	216,000	162,000	-	-	-	378,000
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	-	60,000	-	36,000	312,000
9. Mr. Gavin Vongkusolkit	Director	216,000	-	60,000	24,000	-	300,000
10. Mr. Kasama Punyagupta	Director	216,000	-	78,000	-	-	294,000
11. Mr. Petch Krainukul	Director and President	216,000	-	-	-	-	216,000
12. Mrs. Vansamom Wannamethee	Member of Sub-Committee*	-	-	60,000	-	-	60,000
13. Mr. Nattapong Vongkusolkit	Member of Sub-Committee*	-	-	60,000	-	-	60,000
14. Mr. Supatchara Wattanavekin	Member of Sub-Committee*	-	-	60,000	-	-	60,000
15. Ms. Priya Thepkanjana	Member of Sub-Committee*	-	-	60,000	-	-	60,000
Total (THB/Year)		2,484,000	534,600	438,000	79,200	106,800	3,642,600

Note: *The Board of Directors has resolved to cancel the Strategic and Investment Committee from May 1, 2022 onwards.

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. The 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 3,576 employees at the end of the 2022 fiscal year. Remunerations consisting of salary and bonus totaled THB 1,338,644,184.26 details are as follows.

Company and Subsidiaries	Number of Employee	Total of Benefits	No. of Provident Fund's Member	The Employer's Contribution
The Erawan Group Public Company Limited	1,703	737,298,991.16	379	30,977,074.66
Erawan Hotel Public Company Limited	513	249,957,152.25	255	4,871,791.69
Erawan Rajchadamri Co., Ltd.	183	72,556,264.62	2	1,915,048.78
Erawan Phuket Co., Ltd.	223	88,059,088.57	69	1,071,744.47
Erawan Chaophraya Co., Ltd.	78	21,824,371.74	22	791,214.00
Erawan Hop Inn Co., Ltd.	737	130,542,765.38	24	756,352.88
Erawan Commercial Management Co., Ltd.	17	8,061,632.97	14	2,067,975.33
Erawan Growth Management Co., Ltd.	110	28,960,827.81	27	369,322.00
Taveesapanan Co., Ltd.	12	1,383,089.76	- 0 -	- 0 -
Total	3,576	1,338,644,184.26	792	42,820,523.81

HR Management

Care for Employees

Although the COVID-19 epidemic situation is continuously to improve, we still 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.

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.

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.

Employment for Social Supports		Male	Female
Employment of people with disabilities	persons	14	8
Internship	persons	138	251

HR Training in 2022

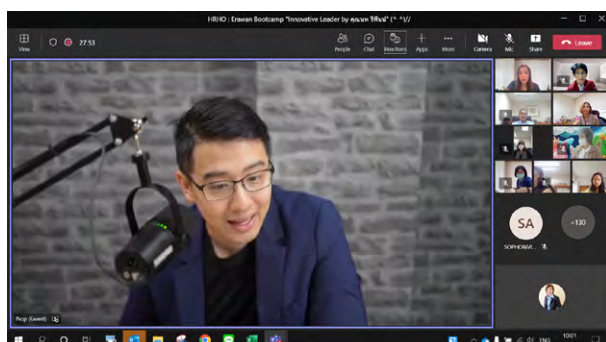
ERAWAN'S SPICE & CLIENT

The Company raises awareness and understanding and promotes its DNA through Erawan's Core Value and Corporate culture (EPIC) by communicating through Corporate Townhall and motivating the employee's behavior through the projects and activities.

Lifelong Learning

The Company actively promotes ongoing staff capacity-building. In 2022, the ERW Hybrid Learning Center both onsite and on line were conducted to maximize the learning efficiency from internal and external lecturers and from the learning platforms developed by local and international leading education institutions.

Training & Development		Male	Female
Total Training Course	course	7741	
Total Employee by Gender	persons	1438	1696
Total Training Hours	total hours/year	101024	
Average Training Hours	hours/person/year	27	
Average Training Cost per employee	cost/head	1142	
Training Satisfaction	%	95%	
IDP : Individual Development Plan			
Head Office	persons	30	77
Hotels	persons	538	536
Employees receiving regular performance and career development reviews			
Performance evaluation and feedback	persons	1147	1093
Promoted	persons	93	151
Job Rotation/ Job Transfer	persons	61	53



ERW boot camp



The Occupation, Health and Safety (OHS) Policy

The Company commits to oversee the OHS elements and provides training on self protection through online doctor consultation, telemedicine for staffs. The Company also provides an annual health check-up, supports immunization booster vaccination, regularly conducts office space sterilization and performs an annual fire drill and fire prevention event to prepare for emergency situation.

Occupational Health and Safety		Male	Female
No.of cases - Recordable work-related injuries	persons	45	28
Total leave days	day	251	61
No.of cases : High-consequence work-related injuries (excluding fatalities)	persons	0	0
Rate per 1,000,000 hours		0.00	0.00
Total leave days	day	0	0
No.of cases : Fatalities	persons	0	0
Rate per 1,000,000 hours		0.00	0.00

Labor disputes during the past three years

During 2019-2022, there was no labor dispute that accounted for a significant ratio.

Labour Complaints about Labor Practices		Male	Female
No.of complaint	cases	0	0
No.of complaint about labor practices	cases	0	0
No.of complaint has been resolved	cases	0	0
No.of complaints pending	cases	0	0

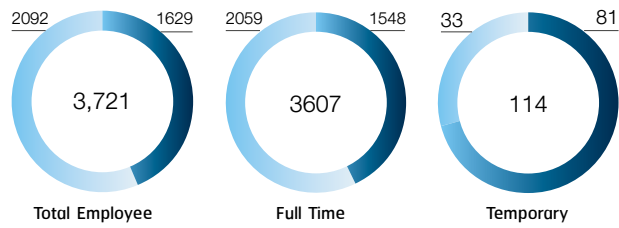


Holiday Inn Pattaya

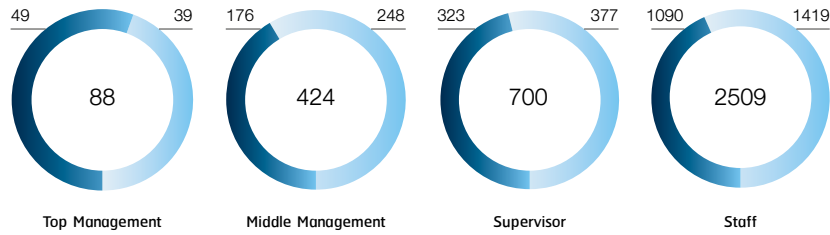
Employee Information

Number of Employee (person)

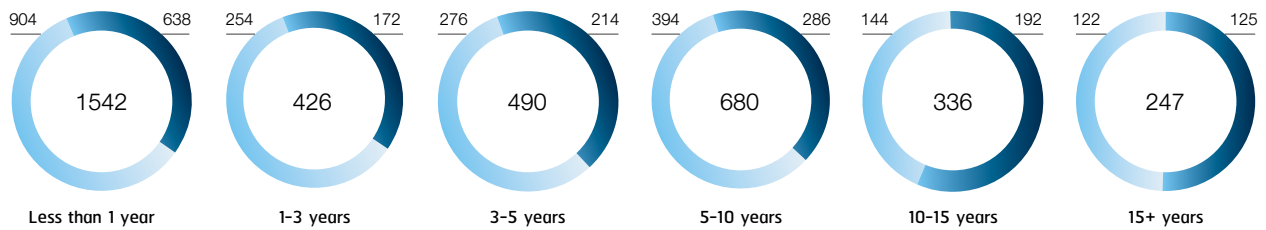
■ Male ■ Female



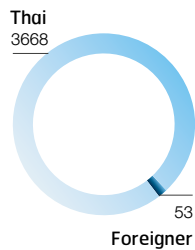
Number of Employees Classified by Position (person)



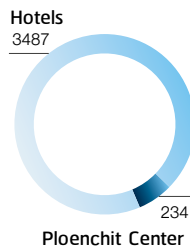
Number of Employees Classified by Working Period (person)



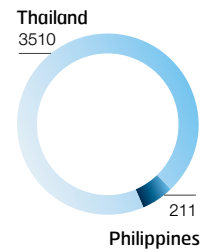
Number of Employees Classified by Nationality (person)



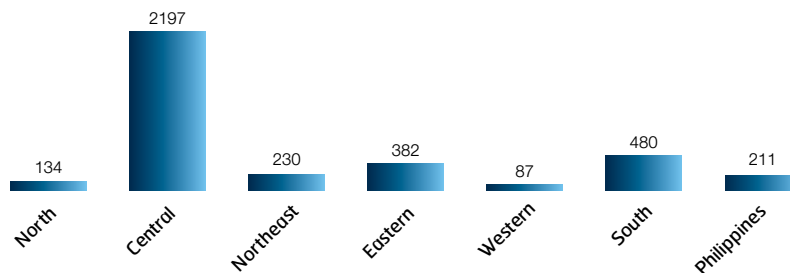
Number of Employees Classified by Workplace (person)



Number of Employees Classified by Country (person)



Number of Employees Classified by Region, Thailand and in Philippines (person)



Other Significant Information and Contact Information

1. Ms. Woramon Inkatanuvat, Executive Vice President and Chief Financial Officer, takes highest responsibility for supervising the Accounting, Finance 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 Fees

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



JW Marriott Bangkok

Report on Key Operating Results related to Corporate Governance

Corporate Governance Goals in 2023.

- Re-Certify as a coalition partner of the Thai Private Sector Coalition against Corruption (CAC).

Corporate Governance Goals achieved in 2022.

1. 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.
2. 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.
3. Adding criteria that will enable shareholders to nominate a director. For more detail, please visit www.theerawan.com at Criteria for Shareholders to propose AGM agenda and Director Nominee in advance.

Director Training Program in 2022

Name-Lastname	Training Program
Mr. Youssef EL KHOMRI	Directors Certification Program No.326/2022 (English Program)

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) 2022

Overall Average score

Listed Company in overall	SET 100 Index	SET 50 Index	ERW
84%	92%	94%	89%

CGR Report Assessment Result: ERW

Year of Assessment	2017	2018	2019	2020	2021	2022
Average Score	85%	86%	85%	86%	87%	89%
Rights of Shareholders	95%	98%	98%	100%	100%	100%
Equitable Treatment of Shareholders	90%	90%	90%	90%	90%	98%
Role of Stakeholders	87%	87%	87%	87%	89%	91%
Disclosure and Transparency	90%	90%	88%	88%	88%	92%
Board Responsibilities	77%	79%	78%	78%	79%	81%

Internal Control and Related Party Transactions

Internal control and Protection of Internal Information

In 2022, the Board of Directors convened thirteen 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 21, 2023 as indicated in the Report of the Audit Committee to Shareholder 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 accounting, finance, 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 performance 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. In 2022, there was no wrongdoing activity, so no disciplinary consideration and punishment was done.

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
1. Sushi Ichi (Thailand) Co., Ltd.	
Type of business: Restaurant	Space Rental Agreement with Erawan Hotel Public Company Limited for 110.07 sqm. at rate THB 1,467.70 /sqm. /Month. The agreement ended in March, 2022.
Nature of relationship:	
<ul style="list-style-type: none"> Mr. Gavin Vongkusolkit is Director and Authorized Director of Sushi Ichi (Thailand) Co.,Ltd. Vongkusolkit Group holds 30.68 percent of the Company's shares. 	
2. Tawanna Property Co.Ltd.	
Type of business: Hotel	Consultancy Service Agreement between Tawanna Property Co., Ltd and The Erawan Group Plc. with the total amount of 6.05 million baht
Nature of relationship:	
<ul style="list-style-type: none"> Mrs. Panida Thepkanjana, Director and Authorized Director of Tawanna Property Co., Ltd Wattanavekin Group holds 29.04 percent of the Company's shares. 	
3. Kiatnakin Phatra Bank Plc.	
Type of business: Commercial Bank	The Short - term loan agreement of 500 million baht with an interest rate at MMR (Money Market Rate), for using as the company's working capital. As of 31 st December 2022, there is no draw down to loan.
Nature of relationship: Wattanavekin Group holds 29.04 percent of the Company's shares	

The Audit Committee's opinions

The agreed price was a market price and not lower than the price offered to other tenants or service users based on 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 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-



Grand Hyatt Erawan Bangkok

Part 3

Financial Statements



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 experience 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 2022, the Audit Committee held 8 meetings to consider the issues with the Executives, Head of Internal Audit Division and auditors. 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 2022 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 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 interests 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 the 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 believe that the Company should strive for clearer action and operating processes.

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 2022 were duly prepared, while adequate and reliable information was properly disclosed.

Appointment of the Auditors in 2023:

The Audit Committee considered the selection, appointment and annual fee of the external auditor for 2023 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 appointment of the followings:

1. Ms. Chanarat Chanwa, Certified Public Accountant (Thailand) No.9052 and/or
2. Ms. Vipavan Pattavanvivek, Certified Public Accountant (Thailand) No. 4795 and/or
3. Ms. Vannaporn Jongperadechanon, Certified Public Accountant (Thailand) No. 4098

of KPMG Phoomchai Audit Ltd. as The Erawan Group and its subsidiaries' auditor in 2023.



Dr. Kulpatra Sirodom

Chairman of the Audit Committee

20 February 2023



Courtyard by Marriott Bangkok

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 annual 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 against 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 the 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 of 31st December 2022 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 31st December 2022 of KPMG Phoomchai Audit Company Limited are as follow.

- 1) The total audit fee is Baht 7,649,600 consisting of:
 - a. The audit fee of The Erawan Group Plc. is totaling Baht 2,461,600 (excluding transportation out of Bangkok and relevant miscellaneous expenses).
 - b. The audit fee of The Company's subsidiaries in Thailand is totaling Baht 2,448,000
 - c. The audit fee of The Company's subsidiaries in overseas is totaling Baht 2,740,000
- 2) Other service fee.
-none-



Grand Hyatt Erawan 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 2022, 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 2022 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 including Independence Standards issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. 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 and long-term loans to subsidiaries

Refer to Notes 3(l), 5, 10, 11 and 14

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. The Company had also provided loans to these subsidiaries. Certain hotels have not operated in line with initial expectations. These factors are considered as impairment indicator of hotels, investments and loans.

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 prepared by management or independent property valuers. 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.

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, actions taken to eliminate threats or safeguards applied.

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
21 February 2023

The Erawan Group Public Company Limited and its Subsidiaries

Statement of financial position

Assets	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2022	2021	2022	2021

(in Baht)

<i>Current assets</i>					
Cash and cash equivalents	6	1,531,836,414	1,242,086,880	673,867,707	641,875,853
Trade accounts receivable	5, 7	159,805,341	99,854,134	71,653,526	45,497,094
Inventories	8	43,466,631	39,306,434	8,714,723	6,987,285
Value added tax refundable		177,576,357	199,333,006	-	-
Non-current assets classified as held for sale	14	-	996,934,141	-	995,934,141
Other current assets	5, 9	113,631,403	77,940,671	38,670,904	50,000,973
Total current assets		2,026,316,146	2,655,455,266	792,906,860	1,740,295,346
<i>Non-current assets</i>					
Investments in associates	10	62,632,269	47,772,082	240,543,097	254,282,419
Investments in subsidiaries	11	-	-	5,612,632,216	5,064,402,083
Other non-current financial assets	12	505,335	495,413	430,066	422,640
Long-term loans to related parties	5	-	-	412,033,113	749,202,068
Property, plant and equipment	14	19,284,913,065	19,408,631,841	9,190,577,211	9,599,076,134
Intangible assets	15	34,867,102	38,122,918	16,274,795	23,309,975
Deposits for lease of land, building and equipment		163,885,908	163,942,873	97,157,128	96,013,985
Deferred tax assets	29	41,069,286	29,500,911	-	-
Other non-current assets	16	97,622,529	106,291,486	17,623,099	9,477,488
Total non-current assets		19,685,495,494	19,794,757,524	15,587,270,725	15,796,186,792
Total assets		21,711,811,640	22,450,212,790	16,380,177,585	17,536,482,138

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2022	2021	2022	2021

(in Baht)

Current liabilities

Short-term borrowings from financial institutions	17	300,000,000	690,000,000	-	450,000,000
Trade accounts payable	5, 18	234,512,909	142,675,898	96,195,987	71,077,744
Current portion of long-term borrowings from financial institutions	17	482,530,445	105,488,003	245,435,603	-
Current portion of lease liabilities	17	70,011,916	72,673,223	379,688	414,428
Income tax payable		71,341	229,394	-	-
Other current liabilities	5, 19	674,483,272	477,931,854	333,906,915	211,587,552
Total current liabilities		1,761,609,883	1,488,998,372	675,918,193	733,079,724

Non-current liabilities

Long-term loans from related parties	5, 17	-	-	37,528,342	42,833,663
Long-term borrowings from financial institutions	17	9,665,056,106	10,355,920,457	6,347,745,403	7,200,837,859
Lease liabilities	17	3,717,100,848	3,703,007,105	1,810,600,960	1,804,691,376
Deposits from lessees		14,490,031	27,091,845	3,078,203	3,100,569
Deferred income	20	2,192,771	4,216,867	2,192,771	4,216,867
Deferred tax liabilities	29	557,337,484	606,823,165	254,703,664	293,219,541
Non-current provisions for employee benefits	21	127,593,872	134,556,500	69,860,823	76,663,986
Other non-current liabilities		144,804,314	106,879,369	112,595,178	87,278,820
Total non-current liabilities		14,228,575,426	14,938,495,308	8,638,305,344	9,512,842,681
Total liabilities		15,990,185,309	16,427,493,680	9,314,223,537	10,245,922,405

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2022	2021	2022	2021

(in Baht)

Equity

Share capital	22				
Authorised share capital		<u>4,891,207,330</u>	<u>4,891,207,330</u>	<u>4,891,207,330</u>	<u>4,891,207,330</u>
Issued and paid-up share capital		4,531,559,733	4,531,559,733	4,531,559,733	4,531,559,733
Shares premium on ordinary shares	22	909,993,447	909,993,447	909,993,447	909,993,447
Retained earnings					
Appropriated					
Legal reserve	23	271,330,000	271,330,000	271,330,000	271,330,000
Unappropriated (deficit)		(1,796,720,064)	(1,758,931,131)	67,435,908	155,122,397
Other components of equity		<u>1,782,313,711</u>	<u>2,058,108,048</u>	<u>1,285,634,960</u>	<u>1,422,554,156</u>
Equity attributable to owners of the parent		5,698,476,827	6,012,060,097	7,065,954,048	7,290,559,733
Non-controlling interests	13	<u>23,149,504</u>	<u>10,659,013</u>	<u>-</u>	<u>-</u>
Total equity		<u>5,721,626,331</u>	<u>6,022,719,110</u>	<u>7,065,954,048</u>	<u>7,290,559,733</u>
 Total liabilities and equity		<u>21,711,811,640</u>	<u>22,450,212,790</u>	<u>16,380,177,585</u>	<u>17,536,482,138</u>

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		2022	2021	2022	2021
(in Baht)					
Revenues					
Revenues from hotel operations	5	4,563,597,529	1,414,711,758	2,107,924,488	538,781,250
Rental of units in buildings and service income	5	64,985,480	70,774,481	13,370,309	9,771,906
Dividend income	11	-	-	16,694,685	-
Interest income	5	2,681,086	3,071,325	28,808,371	42,975,855
Gain on sale of investment in a subsidiary	11	-	75,581,763	-	-
Other income	5, 14, 25	86,023,455	77,118,178	67,268,388	61,791,983
Total revenues		4,717,287,550	1,641,257,505	2,234,066,241	653,320,994
Expenses					
Cost of hotel operations	5	2,243,034,557	1,241,420,037	1,000,554,260	539,591,945
Cost of rental of units in buildings and services	5	39,117,354	42,739,780	-	-
Depreciation and amortisation		871,843,735	935,660,610	439,247,135	469,928,730
Selling expenses		267,439,623	161,693,959	131,615,473	84,786,517
Administrative expenses	5	1,110,039,549	753,035,442	577,075,060	398,514,483
Loss on impairment of non-financial assets	10, 11, 14	7,600,000	104,671,885	-	455,552,183
Total expenses		4,539,074,818	3,239,221,713	2,148,491,928	1,948,373,858
Profit (loss) from operating activities		178,212,732	(1,597,964,208)	85,574,313	(1,295,052,864)
Reversal (loss) on impairment of financial assets	5, 7	12,427,690	(162,593)	(95,718,275)	(114,819,875)
Finance costs	5, 28	(457,854,856)	(521,065,473)	(261,451,193)	(345,149,677)
Share of profit of associates accounted for using equity method	10	28,599,509	9,476,116	-	-
Loss before income tax expense		(238,614,925)	(2,109,716,158)	(271,595,155)	(1,755,022,416)
Tax income (expense)	29	25,552,830	(45,655,797)	5,908,377	29,653,062
Loss for the year		(213,062,095)	(2,155,371,955)	(265,686,778)	(1,725,369,354)

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		2022	2021	2022	2021

(in Baht)

Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Exchange differences on translating financial statements		(135,793,275)	49,622,696	-	-
Total items that will be reclassified subsequently to profit or loss		(135,793,275)	49,622,696	-	-
Items that will not be reclassified to profit or loss					
Gain on investments in equity instruments designated at fair value through other comprehensive income		9,922	19,324	7,426	14,461
Gain (loss) on remeasurements of defined benefit plans	21	15,853,382	(38,879)	8,466,167	-
Gain from land revaluation	14	-	2,749,119,753	-	1,780,968,156
Income tax relating to items that will not be reclassified to profit or loss	29	(3,172,537)	(563,839,121)	(1,693,234)	(356,193,632)
Total items that will not be reclassified to profit or loss		12,690,767	2,185,261,077	6,780,359	1,424,788,985
Other comprehensive income (expense) for the year, net of tax		(123,102,508)	2,234,883,773	6,780,359	1,424,788,985
Total comprehensive income (expense) for the year		(336,164,603)	79,511,818	(258,906,419)	(300,580,369)
Profit (loss) attributable to:					
Owners of parent		(224,190,083)	(2,050,217,113)	(265,686,778)	(1,725,369,354)
Non-controlling interests	13	11,127,988	(105,154,842)	-	-
		(213,062,095)	(2,155,371,955)	(265,686,778)	(1,725,369,354)
Total comprehensive income (expense) attributable to:					
Owners of parent		(348,655,094)	184,666,660	(258,906,419)	(300,580,369)
Non-controlling interests	13	12,490,491	(105,154,842)	-	-
		(336,164,603)	79,511,818	(258,906,419)	(300,580,369)
Loss per share (in Baht)	30				
Basic loss per share		(0.0495)	(0.5628)	(0.0586)	(0.4736)
Diluted loss per share		(0.0495)	(0.5628)	(0.0586)	(0.4736)

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

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

	Note	Consolidated financial statements										
		Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings		Other components of equity				Equity attributable to owners of the parent	Non-controlling interests	Total equity
				Legal reserve	Unappropriated (deficit)	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	22	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)		-	-	-	(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
Statement of changes in equity

		Consolidated financial statements										
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings		Other components of equity				Equity attributable to owners of the parent	Non-controlling interests	Total equity
				Legal reserve	Unappropriated (deficit)	Translation reserve	Fair value reserve	Land revaluation reserve	Total other components of equity			
(in Baht)												
Year ended 31 December 2022												
Balance at 1 January 2022		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
Comprehensive income (expense) for the year												
Profit (loss)		-	-	-	(224,190,083)	-	-	-	-	(224,190,083)	11,127,988	(213,062,095)
Other comprehensive income (expense)		-	-	-	11,318,342	(135,793,275)	9,922	-	(135,783,353)	(124,465,011)	1,362,503	(123,102,508)
Total comprehensive income (expense) for the year		-	-	-	(212,871,741)	(135,793,275)	9,922	-	(135,783,353)	(348,655,094)	12,490,491	(336,164,603)
Transfer to retained earnings (deficit)		-	-	-	175,082,808	-	-	(140,010,984)	(140,010,984)	35,071,824	-	35,071,824
Balance at 31 December 2022		4,531,559,733	909,993,447	271,330,000	(1,796,720,064)	(219,707,424)	118,049	2,001,903,086	1,782,313,711	5,698,476,827	23,149,504	5,721,626,331

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of changes in equity

		Separate financial statements							
	Note	Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings		Other components of equity			Total equity
				Legal reserve	Unappropriated	Fair value reserve	Land revaluation reserve	Total other components of equity	
(in Baht)									
Year ended 31 December 2021		2,517,533,185	909,993,447	271,330,000	1,877,621,505	13,255	-	13,255	5,576,491,392
Balance at 1 January 2021		2,014,026,548	-	-	-	-	-	-	2,014,026,548
Transactions with owners, recorded directly in equity									
Contributions by and distributions to owners of the parent									
Issue of ordinary shares	22	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
Comprehensive income (expense) for the year									
Loss		-	-	-	(1,725,369,354)	-	-	-	(1,725,369,354)
Other comprehensive income		-	-	-	-	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		-	-	-	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
Year ended 31 December 2022									
Balance at 1 January 2022		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
Comprehensive income (expense) for the year									
Loss		-	-	-	(265,686,778)	-	-	-	(265,686,778)
Other comprehensive income		-	-	-	6,772,933	7,426	-	7,426	6,780,359
Total comprehensive income (expense) for the year		-	-	-	(258,913,845)	7,426	-	7,426	(258,906,419)
Transfer to retained earnings		-	-	-	171,227,356	-	(136,926,622)	(136,926,622)	34,300,734
Balance at 31 December 2022		4,531,559,733	909,993,447	271,330,000	67,435,908	35,142	1,285,599,818	1,285,634,960	7,065,954,048

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	2022	2021	2022	2021
<i>(in Baht)</i>				
<i>Cash flows from operating activities</i>				
Loss for the year	(213,062,095)	(2,155,371,955)	(265,686,778)	(1,725,369,354)
<i>Adjustments to reconcile loss to cash receipts (payments)</i>				
Tax (income) expense	(25,552,830)	45,655,797	(5,908,377)	(29,653,062)
Finance costs	457,854,856	521,065,473	261,451,193	345,149,677
Depreciation and amortisation	871,843,735	935,660,610	439,247,135	469,928,730
Difference from reduction of lease payment	(2,743,916)	(21,602,583)	(158,015)	(11,795,541)
Provisions for employee benefits	15,866,800	14,056,441	6,551,671	8,842,440
Share of profit of associates accounted for using equity method	(28,599,509)	(9,476,116)	-	-
(Reversal) loss on impairment of financial assets and non-financial assets	(4,827,690)	104,834,478	95,718,275	570,372,058
Gain from sale of investment in a subsidiary	-	(75,581,763)	-	-
Gain on disposal of property, plant and equipment	(21,296,457)	(22,379,539)	(22,159,945)	(18,567,668)
Loss on write-off non-refundable withholding tax deducted at source	140,369	1,685,733	-	-
Recognised rental deposits and deferred income to income	(681,540)	(2,044,261)	(674,699)	(2,024,096)
Dividend income	-	-	(16,694,685)	-
Interest income	(2,681,086)	(3,071,325)	(28,808,371)	(42,975,855)
	<u>1,046,260,637</u>	<u>(666,569,010)</u>	<u>462,877,404</u>	<u>(436,092,671)</u>
<i>Changes in operating assets and liabilities</i>				
Trade accounts receivable	(48,351,948)	(24,055,086)	(20,134,166)	(12,942,416)
Inventories	(4,197,543)	6,239,719	(1,727,438)	995,895
Value added tax refundable	11,428,998	(24,884,486)	-	-
Other current assets	20,208,438	23,336,839	11,330,069	(12,126,352)
Deposits for lease of land, building and equipment	(3,409,438)	(2,758,906)	(1,143,143)	47,230
Other non-current assets	13,912,302	22,349,645	627,986	678,716
Trade accounts payable	91,279,742	180,474	25,118,243	994,060
Employee benefits paid	(6,927,384)	(9,596,489)	(4,888,667)	(1,994,059)
Other current liabilities	197,089,122	56,176,230	126,497,908	53,324,662
Deposits from lessees	<u>(13,990,228)</u>	<u>(2,293,867)</u>	<u>(1,371,763)</u>	<u>-</u>
Net cash from (used in) operations	1,303,302,698	(621,874,937)	597,186,433	(407,114,935)
Income taxes paid	<u>(16,650,296)</u>	<u>(11,844,024)</u>	<u>(8,773,597)</u>	<u>(5,496,995)</u>
Net cash from (used in) operating activities	<u>1,286,652,402</u>	<u>(633,718,961)</u>	<u>588,412,836</u>	<u>(412,611,930)</u>

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Note	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
		2022	2021	2022	2021

(in Baht)

Cash flows from investing activities					
Investments in associates	10	13,739,322	9,731,286	13,739,322	9,731,286
Payment for investments in subsidiaries	11	-	-	(567,000,000)	(800,000,000)
Proceeds from capital return from a subsidiary		-	-	18,769,867	-
Proceed from sale of investment in a subsidiary	11	-	530,998,000	-	548,187,583
Short-term loans to related party		-	-	(40,234,855)	-
Proceeds from repayment of short-term loans to related party		-	-	40,234,855	-
Long-term loans to related parties		-	-	(381,546,591)	(602,788,098)
Proceeds from repayment of long-term loans to related parties		-	-	616,242,156	783,584,645
Acquisition of property, plant and equipment		(792,012,889)	(595,000,936)	(28,851,219)	(39,515,436)
Acquisition of intangible assets		(11,748,162)	(7,856,552)	(766,600)	(5,794,393)
Proceeds from sales property, plant and equipment		1,018,389,936	405,355,815	1,009,891,289	394,318,687
Dividend received		-	-	16,694,685	-
Interest received		2,516,894	3,214,493	29,541,220	42,293,955
Net cash from investing activities		230,885,101	346,442,106	726,714,129	330,018,229
Cash flows from financing activities					
Proceeds from short-term borrowings from financial institutions		591,000,000	1,080,000,000	489,000,000	850,000,000
Repayments of short-term borrowings from financial institutions		(981,000,000)	(1,800,000,000)	(939,000,000)	(1,800,000,000)
Proceeds from long-term loans from related parties		-	-	13,444,124	3,727,171
Repayments of long-term loans from related parties		-	-	(18,739,897)	(134,558,684)
Proceeds from long-term borrowings from financial institutions		404,197,166	472,082,500	-	-
Repayments of long-term borrowings from financial institutions		(684,735,550)	(1,328,722,000)	(610,000,000)	(748,000,000)
Payments of lease liabilities		(291,628,397)	(240,353,176)	(65,557,757)	(52,240,264)
Proceeds from issuance of ordinary shares		-	2,014,026,548	-	2,014,026,548
Finance costs		(252,470,994)	(318,716,103)	(152,281,581)	(218,047,560)
Net cash used in financing activities		(1,214,637,775)	(121,682,231)	(1,283,135,111)	(85,092,789)

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

The Erawan Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated financial statements Year ended 31 December		Separate financial statements Year ended 31 December	
	2022	2021	2022	2021
<i>(in Baht)</i>				
Net increase (decrease) in cash and cash equivalents				
before effect of exchange rates	302,899,728	(408,959,086)	31,991,854	(167,686,490)
Effect of exchange rate changes on cash and cash equivalents	(13,150,194)	28,469,810	-	-
Net increase (decrease) in cash and cash equivalents	289,749,534	(380,489,276)	31,991,854	(167,686,490)
Cash and cash equivalents at 1 January	1,242,086,880	1,622,576,156	641,875,853	809,562,343
Cash and cash equivalents at 31 December	<u>1,531,836,414</u>	<u>1,242,086,880</u>	<u>673,867,707</u>	<u>641,875,853</u>
<i>Non-cash transactions</i>				
Acquisition of building and equipment, and intangible assets for which payment had not yet been made	16,412,280	28,088,865	1,666,294	3,924,200

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

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The Erawan Group Public Company Limited and its Subsidiaries

Notes to the financial statements

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 21 February 2023.

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 13 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 2022 and 2021 are given in note 10 and 11.

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.

3 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 consolidated financial statements. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements 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 3(f)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or 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 takes action 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 have maturities 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 the ECLs rates. 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 unless it offsets a previous decrease in value recognised in profit or loss in respect of the same asset, the increase is recognized in profit or loss. 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
Right-of-Use land and buildings	Lease terms	
Right-of-Use furniture, fixtures and equipment	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 are recognised as an expenses on a straight-line basis over the respective lease terms.

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, the Group remeasured lease liabilities using the original discount rate and recognised the impact of the change in lease liability in profit or loss.

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.

(l) 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.

An impairment loss of asset 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 it relates 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.

4 Impact of COVID-19 pandemic

In 2020 and 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 principal and interest under loan agreements with financial institutions. As at 31 December 2022, there was an increase in domestic vaccination rate. The government has relaxed COVID-19 pandemic measures including opening the country to admit international tourists. As a result, the situation of tourism and hotel businesses in the country has improved. 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.

5 Related parties

A related party is a person or entity that has direct or indirect control or 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 associates and subsidiaries are described in notes 10 and 11. 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
Chai Talay Hotel Co., Ltd.	Thailand	Related company, a common director with a subsidiary company
Mitr Phol Sugar Co., Ltd.	Thailand	Related company, some common directors
Banpu Public Company Limited	Thailand	Related company, a common director
Tawanna Property Co., Ltd.	Thailand	Related company, a common director
The Syndicate of Thai Hotels & Tourists Enterprises Ltd.	Thailand	Related company, a common director with a subsidiary company and 26.36% shareholding in a subsidiary of the Company
Kiatnakin Phatra Bank Public Company Limited	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	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Subsidiaries				
Interest income	-	-	27,946	41,897
Other service income	-	-	17,490	18,807
Interest expenses	-	-	448	3,761
Associates				
Interest on lease liabilities	16,177	18,430	-	-
Management fee	740	740	740	740
Other related parties				
Revenue from hotel operations	6,152	2,713	3,408	1,641
Rental of units in buildings and services income	525	1,158	-	-
Utility income	883	905	686	685
	5,080	-	5,080	-
Other service income				
Short-term lease payment and related expenses under rental agreement and memorandum	60,697	28,124	-	-
Interest on lease liabilities	8,640	8,913	-	-
Key management personnel				
Short-term employee benefits	50,262	40,302	40,695	34,422
Post-employment benefits	1,041	1,014	1,041	1,014
Total key management personnel compensation	51,303	41,316	41,736	35,436

Balances with related parties At 31 December	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021

(in thousand Baht)

Trade accounts receivable

Other related parties	368	332	244	119
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Other receivables

Subsidiaries	-	-	14,878	31,552
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Other current asset

(prepaid lease payment according to MOA)

Other related parties	29,474	28,124	-	-
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Movements during the years period ended 31 December of loans to related parties were as follows:

Loans to	Interest rate	Separate financial statements			
	At 31 December	At 1 January	Increase	Decrease	At 31 December

(% per annum)

(in thousand Baht)

2022

Short-term loans

Subsidiary	-	-	40,235	(40,235)	-
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Long-term loans

Subsidiaries	2.89	981,033	381,547	(616,975)	745,605
Less allowance for expected credit loss		(231,831)			(333,572)
Net		749,202			412,033

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

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Expected credit losses of loans to related parties for the year	-	-	101,741	113,592
<i>Trade accounts payable</i>				
Subsidiaries	-	-	68	484
<i>Other payables</i>				
Subsidiaries	-	-	2,236	2,593
<i>Lease liabilities</i>				
Associate	369,780	426,103	-	-
Other related party	194,242	185,602	-	-
	<u>564,022</u>	<u>611,705</u>	<u>-</u>	<u>-</u>
<i>Deposits</i>				
Other related party	-	1,316	-	669

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

Loans from	Interest rate At 31 December	Separate financial statements			
		At 1 January	Increase	Decrease	At 31 December
	(% per annum)	(in thousand Baht)			
2022					
Long-term loans					
Subsidiaries	1.35	42,834	13,444	(18,750)	37,528
2021					
Long-term loans					
Subsidiaries	1.35, 2.75	174,115	3,727	(135,008)	42,834

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 a lease agreement with a related party to operate a hotel for a period of 30 years ended 1 July 2021 with an option to renew 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 2022, 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 ("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. Subsequently, on 25 March and 29 April 2022, the subsidiary and the related company signed addendums to the memorandum of agreement, requiring the subsidiary to withdraw such deposit from the Deposit of Property Office and pay it to the related party. On 29 June 2022, the subsidiary and the related party signed addendums and the subsidiary agreed to pay compensation for assets utilization for another 1 year from 2 July 2022 to 1 July 2023. 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 29 March 2022, a subsidiary entered into the third extension of the lease agreement 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 completely, 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 loans from agreements with 2 subsidiaries in forms of promissory notes which bore interest as stated in the promissory notes. These loans are repayable at call. At 31 December 2022, the Company and subsidiaries has agreed not to call loans within one year. Therefore, loan to subsidiaries and loans 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 101.7 million in the separate statement of comprehensive income for the year ended 31 December 2022.

6 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Cash on hand	9,931	8,577	3,538	2,998
Cash at banks	1,118,712	668,248	369,919	177,941
Highly liquid short-term investments	403,193	565,262	300,411	460,937
Total	1,531,836	1,242,087	673,868	641,876

7 Trade accounts receivable

At 31 December	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Outstanding:				
Less than 3 months	159,470	92,062	71,875	44,837
3 - 6 months	1,111	2,799	276	8
6 - 12 months	159	1,389	4	623
More than 12 months	26,051	43,018	22,761	29,313
Total	186,791	139,268	94,916	74,781
Less allowance for expected credit loss	(26,986)	(39,414)	(23,262)	(29,284)
Net	159,805	99,854	71,654	45,497

Allowance for expected credit loss	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
At 1 January	(39,414)	(39,251)	(29,284)	(28,057)
(Additions) reversals	12,428	(163)	6,022	(1,227)
At 31 December	<u>(26,986)</u>	<u>(39,414)</u>	<u>(23,262)</u>	<u>(29,284)</u>

Information of credit risk is disclosed in note 31 (b.1).

8 Inventories

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Food and beverage	27,165	26,131	8,360	6,742
Operating supplies	12,163	9,402	12	82
Others	4,139	3,773	343	163
Total	<u>43,467</u>	<u>39,306</u>	<u>8,715</u>	<u>6,987</u>

9 Other current assets

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Prepaid expenses	67,635	56,615	13,656	10,700
Other receivables	24,657	3,087	18,412	31,566
Others	21,339	18,239	6,603	7,735
Total	<u>113,631</u>	<u>77,941</u>	<u>38,671</u>	<u>50,001</u>

10 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	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	(in thousand Baht)											
Associates	(in million Baht)											
Rajprasong Development Co., Ltd.	48.00	48.00	1.00	1.00	338	338	338	338	-	-	-	-
Erawan Hotel Growth Property Fund												
Investment in properties	20.00	20.00	1,432.27	1,500.97	286,455	300,194	62,294	47,434	145,811	152,855	-	-
Total			286,793	300,532	62,632	47,772					-	-

Separate financial statements													
Ownership interest		Paid-up capital		Cost		Impairment		At cost - net		Fair value of listed security		Dividend income for the year	
2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
(%)		(in million Baht)		(in thousand Baht)									
Associates													
48.00	48.00	1.00	1.00	338	338	-	-	338	338	-	-	-	-
20.00	20.00	1,432.27	1,500.97	286,455	300,194	(46,250)	(46,250)	240,205	253,944	145,811	152,855	-	-
Total				286,793	300,532	(46,250)	(46,250)	240,543	254,282			-	-

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.

On 31 January 2022, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 5.9 million on 4 March 2022.

On 5 May 2022, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 3.3 million on 24 June 2022.

On 1 November 2022, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 4.5 million on 2 December 2022.

On 3 February 2021, the associate declared the capital reduction and paid back for such capital reduction to the Company amounting to Baht 3.5 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 3.3 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 2.9 million on 3 December 2021.

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		
	2022	2021
	<i>(in thousand Baht)</i>	
Income	72,632	72,573
Expenses	(5,691)	(5,236)
Net investments income	66,941	67,337
Net profit (loss) from investments	76,057	(19,956)
Increase in net assets from operations	142,998	47,381
Attributable to Group	28,600	9,476
Assets	1,392,366	1,317,954
Liabilities	(790)	(679)
Net assets	1,391,576	1,317,275
Group's interest in net assets of investee at 1 January before adjustments	263,455	263,710
Elimination	(216,021)	(216,021)
Group's interest in net assets of investee at 1 January after adjustments	47,434	47,689
Increase in net assets from operations		
Attribute to the Group	28,600	9,476
Capital reduction	(13,740)	(9,731)
Carrying amount of interest in investee at 31 December	62,294	47,434

11 Investments in subsidiaries

Investments in subsidiaries as at 31 December 2022 and 2021, 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	
		2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
		(%)		(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	2,685.00	2,717,001	2,717,001	(1,635,200)	(1,635,200)	1,081,801	1,081,801	-	-
	Erawan Naka Company Limited	99.99	99.99	0.53	26.50	530	19,300	-	-	530	19,300	16,695	-
	The Reserve Company Limited												
	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	-	2,433.00	-	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)	-	-	-	-
	Erawan Budget Hotel Company Limited												
	Holding company	99.99	-	3,000.00	-	3,000,000	-	-	-	3,000,000	-	-	-
	Total					7,432,832	6,884,602	(1,820,200)	(1,820,200)	5,612,632	5,064,402	16,695	-

Type of business	Separate financial statements												
	Country of operation	Ownership Interest		Paid-up capital		Cost		Impairment		At cost - net		Dividend income for the year	
		2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
(in thousand Baht)													
(%)													
Indirect subsidiaries													
Erawan Hop Inn Company Limited	Hotel	Thailand	99.99	-	3,000.00	-	-	-	-	-	-	-	
Taveesapanan Company Limited	Hotel	Thailand	99.99	99.99	60.00	60.00	-	-	-	-	-	-	
Erawan Mauritius Limited	Holding company	Mauritius	100.00	100.00	2.58	1,582.19	-	-	-	-	-	-	
Erawan Singapore Pte. Ltd.	Holding company	Singapore	100.00	100.00	-	1,576.47	-	-	-	-	-	-	
Erawan Philippines, INC.	Holding company	Philippines	99.99	99.99	1,532.98	1,532.98	-	-	-	-	-	-	
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	220.90	205.10	-	-	-	-	-	-	
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	720.54	-	-	-	-	-	-	
Erawan Philippines (BGC), INC.	Hotel	Philippines	99.99	99.99	10.81	10.81	-	-	-	-	-	-	
PT. Erawan Indonesia Jakarta	Hotel	Indonesia	-	99.96	-	7.03	-	-	-	-	-	-	

Direct subsidiaries

All direct subsidiaries were incorporated and operate in Thailand.

At the meeting of Board of Directors on 24 January 2022, the Board of Directors approved the restructuring of the Company shareholding in subsidiaries to support the expansion of budget hotels in Thailand and oversea. On 18 February 2022, the Company registered an incorporation of Erawan Budget Hotel Company Limited with registered capital of Baht 2,433 million comprised of 243,300,000 ordinary shares at a par value of Baht 10 per share. The Company holds 99.99% of the authorised share capital.

On the same day, the Company and Erawan Budget Hotel Company Limited entered into the share transfer agreement. The Company agreed to transfer all ordinary shares in Erawan Hop Inn Company Limited, totaling to 243,299,997 shares, to Erawan Budget Hotel Company Limited. As a result, Erawan Hop Inn Company Limited became a direct subsidiary of Erawan Budget Hotel Company Limited and an indirect subsidiary of the Company from 18 February 2022 onwards.

On 21 September 2022, Erawan Budget Hotel Company Limited registered the increase of the authorised share capital by issuing 56,700,000 ordinary shares at a par value of Baht 10, totaling Baht 567,000,000 which have been wholly acquired and fully paid by the Company.

On 4 October 2022, the Extraordinary General Meeting of Shareholders of Erawan Naka Company Limited., a direct subsidiary, has resolved to approve the company liquidation and has registered its dissolution with the Ministry of Commerce on 5 October 2022 in order to restructure the business operation within the group. The subsidiary had paid dividend, totaling Baht 16.70 million and return share capital to shareholders and completed the process of liquidation on 15 February 2023.

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 average revenue growth in the industry using 9% discount rate.

The recoverable amounts of investments in Erawan Phuket Company was less than carrying amount. As a result, the Company recognised impairment losses of Baht 186.6 million in the separate statement of comprehensive income for the year ended 31 December 2021.

Indirect subsidiaries

On 15 June 2022, PT. Erawan Indonesia Jakarta, which is an indirect subsidiary of the Company, had completed the process of liquidation and had been completely closed.

On 25 July 2022, Erawan Hop Inn Company Limited and Erawan Singapore Pte. Ltd. entered into the share sale-purchase agreement. Erawan Singapore Pte. Ltd. agreed to sale all ordinary shares in Erawan Philippines, INC., totaling to 2,378,776,267 shares, to Erawan Hop Inn Company Limited. As a result, Erawan Philippines, INC. became a direct subsidiary of Erawan Hop Inn Company Limited. This restructuring of the shareholding in subsidiaries in order to support the expansion of budget hotels in Thailand and Overseas.

On 21 September 2022, Erawan Hop Inn Company Limited registered the increase of the authorised share capital by issuing 56,700,000 ordinary shares at a par value of Baht 10, totaling Baht 567,000,000 which have been wholly acquired and fully paid by Erawan Budget Hotel Company Limited.

On 17 October 2022, Erawan Singapore Pte. Ltd., an indirect subsidiary, registered for capital reduction by reducing share capital amounting from USD 48,282,000 to USD 1. The liquidation process has been carried accordingly. The restructuring of the Company shareholding in subsidiaries to support the expansion of budget hotels in Thailand and overseas.

On 9 November 2022, Erawan Mauritius Limited, an indirect subsidiary, registered for capital reduction by reducing share capital and buy-back of shares amounting from USD 48,487,000 to USD 79,142. The liquidation process has been carried accordingly. The restructuring of the Company shareholding in subsidiaries to support the expansion of budget hotels in Thailand and overseas.

Erawan Philippines (Quezon City), INC.

As at 31 December 2022, Erawan Philippines (Quezon City), INC., an indirect subsidiary, has authorised share capital of 357,000,000 ordinary shares at a par value of PHP 1, totaling PHP 357,000,000 and paid-up share capital of PHP 357,000,000 which is 99.99% holding and paid by Erawan Philippines, INC. of PHP 356,999,994. During year ended 31 December 2022, there was a change in investment in Erawan Philippines (Quezon City), INC. as follow:

On 27 June 2022, Erawan Philippines (Quezon City), INC., registered the increase of the authorised share capital by issuing 25,000,000 ordinary shares at a par value of PHP 1, totaling PHP 25,000,000 which have been wholly acquired and fully paid by Erawan Philippines, INC. on 27 June 2022.

12 Other non-current financial assets

	Equity interest		Consolidated financial statements	
	2022	2021	2022	2021
	(%)		(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	299	289
Total			505	495

	Equity interest		Separate financial statements	
	2022	2021	2022	2021
	(%)		(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	224	217
Total			430	423

13 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		
	2022	2021
<i>(in thousand Baht)</i>		
Non-controlling interest percentage	26.36%	26.36%
Current assets	343,097	234,436
Non-current assets	1,021,231	928,473
Current liabilities	(542,055)	(370,939)
Non-current liabilities	(734,454)	(751,538)
Net assets	87,819	40,432
Carrying amount of non-controlling interest	23,149	10,659
Revenue	875,964	232,321
Profit (loss)	42,215	(398,918)
Other comprehensive income	5,172	-
Total comprehensive income	47,387	(398,918)
Profit (loss) allocated to non-controlling interest	11,128	(105,155)
Other comprehensive income allocated to non-controlling interest	1,363	-
Cash flows from (used in) operating activities	193,475	(165,467)
Cash flows used in investing activities	(147,118)	(8,504)
Cash flows from financing activities <i>((Dividend paid to non-controlling interest: nil (31 December 2021: nil))</i>	36,430	155,481
Net increase (decrease) in cash and cash equivalents	82,787	(18,490)

14 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	(in thousand Baht)								
At 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 and 1 January 2022	4,426,009	12,267,661	2,066,619	27,048	261,497	1,007,784	5,575,431	50,328	25,682,377
Additions	41,642	807	139,864	59	13,049	604,432	90,321	-	890,174
Transfers	-	1,273,442	22,028	-	-	(1,320,255)	24,785	-	-
Disposals	(18,016)	(2,781)	(28,670)	(880)	-	-	(11,880)	-	(62,227)
Exchange differences on translating financial statements	-	(112,947)	(5,049)	-	(1,193)	(7,005)	(32,946)	-	(159,140)
Adjustments from lease reassessment	-	-	-	-	-	-	22,251	-	22,251
At 31 December 2022	4,449,635	13,426,182	2,194,792	26,227	273,353	284,956	5,667,962	50,328	26,373,435

(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
(in thousand Baht)									
Accumulated depreciation and impairment losses									
At 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 depreciation 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 and 1 January 2022	52,396	3,817,848	1,687,489	24,438	-	-	660,792	30,782	6,273,745
Depreciation charge for the year	-	421,625	175,581	1,226	-	-	244,885	15,275	858,592
Transfer depreciation to assets under construction	-	-	-	-	-	-	15,233	-	15,233
Impairment losses	-	-	-	-	-	-	7,600	-	7,600
Disposals	(10,276)	(8,389)	(28,675)	(945)	-	-	(1,837)	-	(50,122)
Exchange differences on translating financial statements	-	(11,112)	(2,072)	-	-	-	(3,342)	-	(16,526)
At 31 December 2022	42,120	4,219,972	1,832,323	24,719	-	-	923,331	46,057	7,088,522

	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
Net book value									
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>
At 31 December 2022									
Owned assets	4,407,515	9,206,210	362,469	1,508	273,353	284,956	-	-	14,536,011
Right-of-use assets	-	-	-	-	-	-	4,744,631	4,271	4,748,902
	<u>4,407,515</u>	<u>9,206,210</u>	<u>362,469</u>	<u>1,508</u>	<u>273,353</u>	<u>284,956</u>	<u>4,744,631</u>	<u>4,271</u>	<u>19,284,913</u>

(in thousand Baht)

The gross amount of the Group's fully depreciated plant and equipment that was still in use as at 31 December 2022 amounted to Baht 1,697.2 million (2021: Baht 1,649.6 million).

Capitalised borrowing costs and interest from leases relating to the hotel under construction for the Group are amount to Baht 26.9 million (2021: Baht 43.8 million) with interest rate of MLR+2.305% per annum (2021: RRP+2.25% 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
	(in thousand Baht)								
Cost									
At 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 and 1 January 2022	2,213,082	7,686,669	1,317,630	10,381	151,438	8,157	2,152,242	31,151	13,570,750
Additions	-	788	24,711	-	-	1,094	-	-	26,593
Transfers	-	8,826	-	-	-	(8,826)	-	-	-
Disposals	(8,052)	(879)	(17,567)	-	-	-	(10,909)	-	(37,407)
At 31 December 2022	2,205,030	7,695,404	1,324,774	10,381	151,438	425	2,141,333	31,151	13,559,936

	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 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 and 1 January 2022	50,172	2,643,500	1,098,226	8,391	-	-	153,880	17,504	3,971,673
Depreciation charge for the year	-	245,766	99,815	947	-	-	75,675	9,373	431,576
Disposals	(8,052)	(6,653)	(18,014)	(77)	-	-	(1,094)	-	(33,890)
At 31 December 2022	42,120	2,882,613	1,180,027	9,261	-	-	228,461	26,877	4,369,359
Net book value									
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
At 31 December 2022	2,162,910	4,812,791	144,747	1,120	151,438	425	-	-	7,273,431
Owned assets	-	-	-	-	-	-	1,912,872	4,274	1,917,146
Right-of-use assets	2,162,910	4,812,791	144,747	1,120	151,438	425	1,912,872	4,274	9,190,577

The gross amount of the Company's fully depreciated plant and equipment that was still in use as at 31 December 2022 amounted to Baht 1,099.7 million (2021: gross amount of Baht 1,165.7 million).

There were no capitalised borrowing costs relating to the acquisition of the hotel under construction for the Company in 2022 and 2021.

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 2022, the net book value of the Group's and the Company's lands would have been amounting to Baht 1,898.75 million and Baht 598.03 million (2021: the Group's and the Company's lands would have been amounting to Baht 2,154.17 million and Baht 846.33 million, respectively), if they were measured at cost.

Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
<ul style="list-style-type: none">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.)	<p>The estimated fair value will increase (decrease) if</p> <ul style="list-style-type: none">The bid price or purchase price for similar land in the market adjusted by other factors increase (decrease).

Disposal of owned 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 Ibis Phuket Kata Hotel, Ibis Hua Hin Hotel and Ibis Krabi Ao Nang Hotel to a private company for a total price of Bath 1,050 million. 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 Bath 105 million. On 29 April 2022, the Company completed the sale of such assets and received all sale consideration. The Group and the Company recognised gain on sale of assets amount of Bath 20.4 million and Baht 20.3 million, respectively. On 31 December 2021, assets related to the operation of the 3 hotels were classified as non-current assets classified as held for sale in the statement of financial position.

Assets used as collateral

The Group and the Company have mortgaged their property, building and improvements, with net book values as at 31 December 2022 of Baht 10,974.8 million and Baht 6,843.2 million, respectively (31 December 2021: the Group and the Company of Baht 12,241.5 million and Baht 8,043.0 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 17). 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 2022 of Baht 2,518.6 million and Baht 1,879.3 million, respectively (31 December 2021: the Group and the Company of Baht 2,380.7 million and Baht 1,952.7 million, respectively), as collateral against credit facilities received from financial institutions (see note 17).

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 average revenue growth in the industry using 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 recognised impairment loss on assets, of Baht 7.6 million to the consolidated statement of comprehensive income for year ended 31 December 2022 (31 December 2021: the consolidated and separate statement of comprehensive income of Baht 104.7 million and Baht 75.3 million, respectively).

Leases

The Group entered into agreements to lease the land, buildings and equipment for hotel operations, details of the leases are disclosed in note 33 and related lease liabilities are disclosed in note 17.

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	
	2022	2021	2022	2021

(in thousand Baht)

Recognised in profit or loss

COVID-19 related rent concessions	1,686	21,603	158	11,796
Depreciation of right-of-use assets	260,160	221,960	85,048	85,594
Interest on lease liabilities	169,230	159,698	83,440	82,833
Expenses relating to short-term leases and leases of low-value assets	7,716	9,048	3,011	3,432

Total cash outflow for leases presented in the consolidated and separate statement of cash flows for year ended 31 December 2022 were Baht 291.6 million and Baht 65.6 million, respectively (31 December 2021: cash outflow for leases presented in the consolidated and separate statement of cash flows of Baht 240.4 million and Baht 52.2 million).

15 Intangible assets

Software licenses	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
<i>Cost</i>				
At 1 January	212,756	212,770	139,414	138,675
Additions	10,739	8,676	767	5,795
Disposals	(11,181)	(9,072)	(11,151)	(5,056)
Exchange differences on translating financial statements	(912)	382	-	-
At 31 December	211,402	212,756	129,030	139,414
<i>Accumulated amortisation</i>				
At 1 January	174,633	169,342	116,104	113,288
Amortisation charge for the year	13,252	13,672	7,671	7,811
Disposals	(11,050)	(8,492)	(11,020)	(4,995)
Exchange differences on translating financial statements	(300)	111	-	-
At 31 December	176,535	174,633	112,755	116,104
<i>Net book value</i>				
At 1 January	38,123	43,428	23,310	25,387
At 31 December	34,867	38,123	16,275	23,310

16 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Withholding tax deducted at source	31,526	19,360	17,623	8,849
Advances	66,097	86,931	-	628
Total	97,623	106,291	17,623	9,477

17 Interest-bearing liabilities

Consolidated financial statements						
2022			2021			
Secured	Unsecured	Total	Secured	Unsecured	Total	
<i>(in thousand Baht)</i>						
Short-term borrowings from financial institutions	300,000	-	300,000	690,000	-	690,000
Current portion of long-term borrowings from financial institutions	432,630	49,900	482,530	105,488	-	105,488
Long-term borrowings from financial institutions	8,228,056	1,437,000	9,665,056	8,769,459	1,586,461	10,355,920
Lease liabilities	-	3,787,113	3,787,113	-	3,775,680	3,775,680
Total interest-bearing liabilities	8,960,686	5,274,013	14,234,699	9,564,947	5,362,141	14,927,088

Separate financial statements						
2022			2021			
Secured	Unsecured	Total	Secured	Unsecured	Total	
<i>(in thousand Baht)</i>						
Short-term borrowings from financial institutions	-	-	-	450,000	-	450,000
Current portion of long-term borrowings from financial institutions	195,536	49,900	245,436	-	-	-
Long-term borrowings from financial institutions	4,910,745	1,437,000	6,347,745	5,614,377	1,586,461	7,200,838
Long-term borrowings from related parties	-	37,528	37,528	-	42,834	42,834
Lease liabilities	-	1,810,981	1,810,981	-	1,805,106	1,805,106
Total interest-bearing liabilities	5,106,281	3,335,409	8,441,690	6,064,377	3,434,401	9,498,778

During the year ended 31 December 2022, 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 2022, the Group had short-term and long-term loan agreements with certain local and foreign financial institutions 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 June 2023
15	Secured	Long-term Baht 1,500 million	BIBOR 3 months + 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 200 million	MLR - fixed rate p.a.	Every 6 months commencing from June 2024
18	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
19	Secured	Long-term Baht 100 million	FDR 1 year + fixed rate p.a.	Every 3 months commencing from June 2023
20	Secured	Long-term Baht 630 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
21	Secured	Long-term Baht 36.22 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
22	Secured	Long-term Baht 32.67 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
23	Secured	Long-term Baht 34.56 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 39.00 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
26	Secured	Long-term Baht 34.06 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
27	Secured	Long-term Baht 38.50 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
28	Secured	Long-term Baht 29.18 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
29	Secured	Long-term Baht 39.00 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
30	Secured	Long-term Baht 37.02 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
31	Secured	Long-term Baht 37.70 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
32	Secured	Long-term Baht 37.17 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
33	Secured	Long-term Baht 33.02 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
34	Secured	Long-term Baht 35.59 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
35	Secured	Long-term Baht 37.50 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
36	Secured	Long-term Baht 38.53 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
37	Secured	Long-term Baht 36.62 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
38	Secured	Long-term Baht 33.89 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
39	Secured	Long-term Baht 31.52 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2023
40	Secured	Long-term Baht 1,000 million	MLR - fixed rate p.a.	Every 3 months commencing from January 2024
41	Secured	Long-term Baht 400 million	MLR - fixed rate p.a.	Every 3 months commencing from 19th month after drawdown (March 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
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	BVAL 6 months + fixed rate p.a. but not lower than the specified rate	Every months commencing from January 2024

Under the loan agreements, the Group has to comply with certain covenants and restrictions as specified in the agreements 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 2022, the Group has already received the waiver letters to revoke the restriction of maintenance of certain financial ratios for the year 2022 from the financial institutions.

Assets pledged as security for liabilities as at 31 December	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Property, plant and improvements - net book values	10,974,849	12,241,519	6,843,208	8,042,963
Right-of-use assets - net book values	2,518,587	2,380,710	1,879,267	1,952,652
Total	13,493,436	14,622,229	8,722,475	9,995,615

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 4,499,995 shares of Erawan Rajdamri Company Limited.

As at 31 December 2022, the Group had unutilised credit facilities of totaling Baht 6,141.7 million (2021: Baht 5,499.0 million and PHP 76.4 million) and the Company had unutilised credit facilities of totaling Baht 5,150.0 million (2021: Baht 4,700.0 million).

18 Trade accounts payable

	Note	Consolidated financial statements		Separate financial statements	
		2022	2021	2022	2021
		(in thousand Baht)			
Related parties	5	-	-	68	484
Other parties		234,513	142,676	96,128	70,594
Total		234,513	142,676	96,196	71,078

19 Other current liabilities

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Accrued expenses	269,095	97,637	152,313	52,406
Advances from customers and deposit received	135,961	139,652	65,228	67,378
Accounts payable - construction	17,561	30,055	1,783	4,199
Accrued management, royalty, marketing and other fees	61,041	15,818	42,161	3,517
Retention	56,510	78,332	1,547	5,716
Value added tax payable	30,289	9,258	16,267	5,529
Others	104,026	107,180	54,608	72,843
Total	<u>674,483</u>	<u>477,932</u>	<u>333,907</u>	<u>211,588</u>

20 Deferred income

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Leasehold rights - building, service and equipment	28,000	28,000	28,000	28,000
Less accumulated amortisation	(23,783)	(21,759)	(23,783)	(21,759)
Net book value	4,217	6,241	4,217	6,241
Income recognised in profit or loss for the year	2,024	2,024	2,024	2,024
Current portion of leasehold rights - building service and equipment	2,024	2,024	2,024	2,024
Leasehold rights - building service and equipment	2,193	4,217	2,193	4,217
Total	4,217	6,241	4,217	6,241

21 Non-current provisions for employee benefits

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Post-employment benefits	127,594	134,557	69,861	76,664
Total	127,594	134,557	69,861	76,664

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	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
At 1 January	134,557	130,026	76,664	69,816
Include in profit or loss:				
Current service cost	14,214	12,564	5,664	8,023
Interest on obligation	1,653	1,492	888	819
	<u>15,867</u>	<u>14,056</u>	<u>6,552</u>	<u>8,842</u>
Include in other comprehensive income:				
Actuarial (gain) loss				
- Financial assumptions	(19,455)	14	(11,771)	-
- Experience adjustment	3,601	25	3,305	-
Exchange differences on translating financial statements	(49)	32	-	-
	<u>(15,903)</u>	<u>71</u>	<u>(8,466)</u>	<u>-</u>
Benefit paid	<u>(6,927)</u>	<u>(9,596)</u>	<u>(4,889)</u>	<u>(1,994)</u>
at 31 December	<u>127,594</u>	<u>134,557</u>	<u>69,861</u>	<u>76,664</u>

Principal actuarial assumptions	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(%)</i>				
Discount rate	1.5 - 7.2	1.5, 5.2	3.0	1.5
Future salary growth	3.0 - 6.5	3.0 - 7.0	4.0 - 6.5	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 2022, the weighted-average duration of the defined benefit obligation was 10.6 - 20.0 years (2021: 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	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Discount rate	(8,902)	(10,823)	10,031	11,888
Future salary growth	9,764	13,178	(8,841)	(11,760)
Future mortality	318	376	(353)	(416)

	20% increase in assumption		20% decrease in assumption	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Employee turnover	(13,190)	(18,156)	16,380	23,659

Effect to the defined benefit obligation At 31 December (decrease)/ increase	Separate financial statements			
	1% increase in assumption		1% decrease in assumption	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Discount rate	(4,832)	(6,048)	5,416	6,614
Future salary growth	5,241	7,293	(4,774)	(6,543)
Future mortality	175	209	(194)	(230)

	20% increase in assumption		20% decrease in assumption	
	2022	2021	2022	2021
	<i>(in thousand Baht)</i>			
Employee turnover	(7,311)	(10,648)	9,137	14,072

22 Share capital

	Par value per share	2022		2021	
		Number	Amount	Number	Amount
		(in Baht)		(thousand shares / in thousand Baht)	
<i>Authorised</i>					
At 1 January					
Ordinary shares	1	4,891,207	4,891,207	2,788,665	2,788,665
Reduction of shares	1	-	-	(271,132)	(271,132)
Increase of new shares	1	-	-	2,373,674	2,373,674
At 31 December					
Ordinary shares	1	4,891,207	4,891,207	4,891,207	4,891,207
<i>Issued and paid-up</i>					
At 1 January					
Ordinary shares	1	4,531,560	4,531,560	2,517,533	2,517,533
Increase of new shares	1	-	-	2,014,027	2,014,027
At 31 December					
Ordinary shares	1	4,531,560	4,531,560	4,531,560	4,531,560

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 ordinary 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.

23 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.

24 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 2022 or 2021.

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	
	2022	2021	2022	2021	2022	2021	2022	2021

(in million Baht)

Information about

reportable segments

External revenues	4,564	1,414	65	71	-	-	4,629	1,485
Inter - segment revenue	-	-	2	3	(2)	(3)	-	-
Total revenue	<u>4,564</u>	<u>1,414</u>	<u>67</u>	<u>74</u>	<u>(2)</u>	<u>(3)</u>	<u>4,629</u>	<u>1,485</u>

Segment profit (loss)

before income tax	<u>(242)</u>	<u>(2,372)</u>	<u>(7)</u>	<u>(2)</u>	<u>(18)</u>	<u>255</u>	<u>(267)</u>	<u>(2,119)</u>
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Share of profit of

investments in associates							29	9
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Tax income (expense)							<u>25</u>	<u>(45)</u>
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Loss for the year							<u>(213)</u>	<u>(2,155)</u>
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Disaggregation of revenue

Primary geographical markets

Thailand	4,245	1,260	63	72	(2)	(3)	4,306	1,329
Philippines	<u>319</u>	<u>154</u>	<u>4</u>	<u>2</u>	<u>-</u>	<u>-</u>	<u>323</u>	<u>156</u>
Total revenue	<u>4,564</u>	<u>1,414</u>	<u>67</u>	<u>74</u>	<u>(2)</u>	<u>(3)</u>	<u>4,629</u>	<u>1,485</u>

Timing of revenue recognition

At a point in time	1,183	458	-	-	-	-	1,183	458
Over time	<u>3,381</u>	<u>956</u>	<u>67</u>	<u>74</u>	<u>(2)</u>	<u>(3)</u>	<u>3,446</u>	<u>1,027</u>
Total revenue	<u>4,564</u>	<u>1,414</u>	<u>67</u>	<u>74</u>	<u>(2)</u>	<u>(3)</u>	<u>4,629</u>	<u>1,485</u>

Segment assets	21,703	22,419	31	56	(22)	(25)	21,712	22,450
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Segment liabilities	15,980	16,407	32	45	(22)	(25)	15,990	16,427
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Reconciliations of other material items

Other material items	Consolidated financial statements					
	2022			2021		
	Reportable segment totals	Adjustments	Total	Reportable segment totals	Adjustments	Total

(in million Baht)

Impairment losses of property, plant and equipment	8	-	8	105	-	105
Capital expenditure	19,250	70	19,320	20,364	80	20,444
Depreciation and amortisation	(861)	(11)	(872)	(922)	(14)	(936)

25 Other income

Consolidated financial statements		Separate financial statements	
2022	2021	2022	2021

(in thousand Baht)

Gain on disposal of equipment	19,262	22,380	20,126	18,568
Other service income	5,080	-	22,570	18,807
Net foreign exchange gain	29,060	4,060	981	-
Others	32,621	50,678	23,591	24,417
Total	86,023	77,118	67,268	61,792

26 Employee benefit expenses

Note	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021

(in thousand Baht)

Salaries and other benefits	1,356,403	1,004,242	686,213	506,142
Post-employment benefits	21 15,867	14,056	6,552	8,842
Total	1,372,270	1,018,298	692,765	514,984

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.

27 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in thousand Baht)</i>				
Employee benefit expenses	1,372,270	1,018,298	692,765	514,984
Costs of food and beverage	500,804	220,312	263,378	125,239
Management and other fees	226,292	81,186	119,490	37,079
Marketing expenses	167,155	90,259	94,796	59,649
Rental expenses	7,716	9,048	3,011	3,432
Repair and maintenance expenses	184,822	145,186	77,440	62,341

28 Finance costs

Note	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021

(in thousand Baht)

Interest expense:

Related parties	5	-	-	448	3,761
Financial institutions		286,599	359,342	174,120	249,593
Total interest expense		286,599	359,342	174,568	253,354
Amortisation of transaction costs capitalised		2,744	3,458	2,343	2,482
Interest on lease liabilities		194,127	193,954	83,440	82,833
Other finance costs		1,317	8,139	1,100	6,481
		484,787	564,893	261,451	345,150
<i>Less: amounts included in the cost of qualifying assets:</i>					
- Capitalised as cost of assets under construction	14	(26,932)	(43,828)	-	-
Net		457,855	521,065	261,451	345,150

29 Income tax

Income tax recognised in profit or loss	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021

(in thousand Baht)

Current tax expense

Current year	5,839	887	-	-
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Deferred tax expense

Movements in temporary differences	(31,392)	44,769	(5,908)	(29,653)
Total (income) expense tax	(25,553)	45,656	(5,908)	(29,653)

Consolidated financial statements					
2022			2021		
Before tax	Tax expense	Net of tax	Before tax	Tax income (expense)	Net of tax

(in thousand Baht)

Recognised in other

comprehensive income

Defined benefit plan actuarial gain (loss)	15,854	(3,173)	12,681	(39)	10	(29)
Land revaluation reserve	-	-	-	2,749,120	(563,849)	2,185,271
Total	15,854	(3,173)	12,681	2,749,081	(563,839)	2,185,242

Separate financial statements					
2022			2021		
Before tax	Tax expense	Net of tax	Before tax	Tax expense	Net of tax

(in thousand Baht)

Recognised in other

comprehensive income

Defined benefit plan actuarial gain	8,466	(1,693)	6,773	-	-	-
Land revaluation reserve	-	-	-	1,780,968	(356,194)	1,424,774
Total	8,466	(1,693)	6,773	1,780,968	(356,194)	1,424,774

Reconciliation of effective tax rate	Consolidated financial statements				Separate financial statements			
	2022		2021		2022		2021	
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Loss before income tax expense		<u>(238,615)</u>		(2,109,716)		<u>(271,595)</u>		(1,755,022)
Income tax using the Thai corporation tax rate	20.0	(47,723)	20.0	(421,943)	20.0	(54,319)	20.0	(351,004)
Effect of different tax rates in foreign jurisdictions		(6,478)		(3,014)		-		-
Tax difference on expense (income)		(6,935)		(42,361)		22,099		59,698
Recognition of previously recognized tax losses		(36,270)		(683)		-		-
Current year losses for which no deferred tax asset was recognised		<u>71,853</u>		<u>513,657</u>		<u>26,312</u>		<u>261,653</u>
Total	<u>(10.7)</u>	<u>(25,553)</u>	<u>(2.2)</u>	<u>45,656</u>	<u>2.2</u>	<u>(5,908)</u>	<u>1.7</u>	<u>(29,653)</u>

Deferred tax At 31 December	Consolidated financial statements				Separate financial statements			
	Assets		Liabilities		Assets		Liabilities	
	2022	2021	2022	2021	2022	2021	2022	2021
	<i>(in thousand Baht)</i>				<i>(in thousand Baht)</i>			
Total	122,824	106,330	(639,092)	(683,652)	-	-	66,696	62,412
Set off tax	<u>(81,755)</u>	<u>(76,829)</u>	<u>81,755</u>	<u>76,829</u>	<u>-</u>	<u>-</u>	<u>(321,400)</u>	<u>(355,632)</u>
Net deferred tax assets (liabilities)	<u>41,069</u>	<u>29,501</u>	<u>(557,337)</u>	<u>(606,823)</u>	<u>-</u>	<u>-</u>	<u>(254,704)</u>	<u>(293,220)</u>

The Group and the Company not recognized deferred tax assets arising from the tax loss carry forward of Baht 4,450.3 million (2021: Baht 4,431.3 million) and Baht 2,339.1 million (2021: Baht 2,209.1 million) respectively, which will be expired in 2023 – 2027 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 statements					
	At 1 January	(Charged) / Credited to		Equity	Exchange differences	At 31 December
		Profit or loss	Other comprehensive income			

(in thousand Baht)

2022

Deferred tax assets

Right-of-use assets	56,486	28,248	-	-	(2,221)	82,513
Land and building (impairment losses)	16,852	(6,961)	-	-	-	9,891
Accounts receivable (impairment losses)	6,074	(1,215)	-	-	-	4,859
Provision for employee benefits	26,918	1,763	(3,173)	69	(16)	25,561
Total	106,330	21,835	(3,173)	69	(2,237)	122,824

Deferred tax liabilities

Property, plant and equipment (depreciation)	(141,313)	9,557	-	-	-	(131,756)
Land (revaluation reserve)	(542,339)	-	-	35,003	-	(507,336)
Total	(683,652)	9,557	-	35,003	-	(639,092)
Net	(577,322)	31,392	(3,173)	35,072	(2,237)	(516,268)

2021

Deferred tax assets

Right-of-use assets	38,280	17,700	-	-	506	56,486
Land and building (impairment losses)	-	16,852	-	-	-	16,852
Accounts receivable (impairment losses)	6,007	67	-	-	-	6,074
Provision for employee benefits	26,045	800	10	60	3	26,918
Total	70,332	35,419	10	60	509	106,330

Deferred tax liabilities

Property, plant and equipment (depreciation)	(61,125)	(80,188)	-	-	-	(141,313)
Land (revaluation reserve)	-	-	(563,849)	21,510	-	(542,339)
Total	(61,125)	(80,188)	(563,849)	21,510	-	(683,652)
Net	9,207	(44,769)	(563,839)	21,570	509	(577,322)

Deferred tax	Separate financial statements				
	At 1 January	(Charged) / Credited to		Equity	At 31 December
		Profit or loss	Other comprehensive income		

(in thousand Baht)

2022

Deferred tax assets

Right-of-use assets	26,326	13,322	-	-	39,648
Land and building (impairment losses)	14,896	(6,472)	-	-	8,424
Accounts receivable (impairment losses)	5,857	(1,205)	-	-	4,652
Provision for employee benefits	15,333	263	(1,693)	69	13,972
Total	62,412	5,908	(1,693)	69	66,696

Deferred tax liabilities

Land (revaluation reserve)	(355,632)	-	-	34,232	(321,400)
Total	(355,632)	-	-	34,232	(321,400)

Net	(293,220)	5,908	(1,693)	34,301	254,704
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2021

Deferred tax assets

Right-of-use assets	13,125	13,201	-	-	26,326
Land and building (impairment losses)	-	14,896	-	-	14,896
Accounts receivable (impairment losses)	5,611	246	-	-	5,857
Provision for employee benefits	13,963	1,310	-	60	15,333
Total	32,699	29,653	-	60	62,412

Deferred tax liabilities

Land (revaluation reserve)	-	-	(356,194)	562	(355,632)
Total	-	-	(356,194)	562	(355,632)

Net	32,699	29,653	(356,194)	622	(293,220)
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30. Loss per share

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<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	(224,190)	(2,050,217)	(265,687)	(1,725,369)
Loss attributable to ordinary shareholders of the Company (basic)	<u>(224,190)</u>	<u>(2,050,217)</u>	<u>(265,687)</u>	<u>(1,725,369)</u>
Loss attributable to ordinary shareholders of the Company (diluted)	<u>(224,190)</u>	<u>(2,050,217)</u>	<u>(265,687)</u>	<u>(1,725,369)</u>
<i>Ordinary shares outstanding</i>				
Number of ordinary shares outstanding at 1 January	4,531,560	2,517,533	4,531,560	2,517,533
Effect of shares issued	<u>-</u>	<u>1,125,648</u>	<u>-</u>	<u>1,125,648</u>
Weighted average number of ordinary shares outstanding (basic) at 31 December	4,531,560	3,643,181	4,531,560	3,643,181
Effect of exercise of share options	<u>72,811</u>	<u>1,016</u>	<u>72,811</u>	<u>1,016</u>
Weighted average number of ordinary shares outstanding (diluted) at 31 December	<u>4,604,371</u>	<u>3,644,197</u>	<u>4,604,371</u>	<u>3,644,197</u>
Loss per share (basic) <i>(in Baht)</i>	<u>(0.0495)</u>	<u>(0.5628)</u>	<u>(0.0586)</u>	<u>(0.4736)</u>
Loss per share (dilute) <i>(in Baht)</i>	<u>(0.0495)</u>	<u>(0.5628)</u>	<u>(0.0586)</u>	<u>(0.4736)</u>

During the year ended 31 December 2022 and 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.

31. 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 24.

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 7.

(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 2022, 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 2022	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	234,513	234,513	-	-	-	234,513
Loans from financial institutions	10,447,586	1,142,957	1,271,554	5,890,739	4,040,542	12,345,792
Lease liabilities	3,787,113	216,010	399,230	768,011	6,184,056	7,567,307
	<u>14,469,212</u>	<u>1,593,480</u>	<u>1,670,784</u>	<u>6,658,750</u>	<u>10,224,598</u>	<u>20,147,612</u>

At 31 December 2022	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	96,196	96,196	-	-	-	96,196
Loans from financial institutions	6,593,181	469,775	653,812	4,185,363	2,451,346	7,760,296
Loans from related parties	37,528	-	37,528	-	-	37,528
Lease liabilities	1,810,981	58,459	236,636	245,531	2,916,469	3,457,095
	<u>8,537,886</u>	<u>624,430</u>	<u>927,976</u>	<u>4,430,894</u>	<u>5,367,815</u>	<u>11,351,115</u>

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>

(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 17). 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	
	2022	2021	2022	2021
<i>(in million Baht)</i>				
<i>Financial instruments with fixed interest rates</i>				
Financial liabilities	-	(20)	-	-
	<u>-</u>	<u>(20)</u>	<u>-</u>	<u>-</u>
<i>Financial instruments with variable interest rates</i>				
Financial assets	-	-	412	777
Financial liabilities	(10,448)	(11,131)	(6,631)	(7,694)
	<u>(10,448)</u>	<u>(11,131)</u>	<u>(6,219)</u>	<u>(6,917)</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 2022	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
<i>(in million Baht)</i>				
Financial instruments with variable interest rate	104	(104)	-	-
Cash flow sensitivity	104	(104)	-	-

At 31 December 2022	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
<i>(in million Baht)</i>				
Financial instruments with variable interest rate	62	(62)	-	-
Cash flow sensitivity	62	(62)	-	-

32 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 regular 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.

33 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
<i>(in million Baht)</i>				
<i>Capital commitments</i>				
Contracted but not provided	358.1	502.1	8.8	6.7
<i>Future minimum lease payments under short-term or low value leases</i>				
Within 1 year	2.5	2.9	1.3	1.7
1 – 5 years	2.3	3.6	1.3	2.2
Total	4.8	6.5	2.6	3.9
<i>Commitments under service agreements</i>				
Within 1 year	47.8	25.5	9.3	4.6
1 – 5 years	17.5	7.5	4.2	4.8
Total	65.3	33.0	13.5	9.4
<i>Other commitments</i>				
Guarantee for bank credit facilities	-	-	3,364.5	3,314.5
Bank guarantees	154.2	159.2	12.4	17.5
Total	154.2	159.2	3,376.9	3,332.0

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 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 2.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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, an indirect 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. The indirect subsidiary shall pay lease remuneration of Baht 5.3 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 4.7 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 13.6 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in the agreement. Upon the termination of the agreement, the indirect 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 30 May 2016, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 4.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 8.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 7 October 2016, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 4.2 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 16.0 million. The Company has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

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 17 March 2022, the indirect subsidiary entered into a supplemental agreement to extend the term of the lease ending in 2053.

On 20 October 2017, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 3.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 8.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 10.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 23 August 2018, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 1.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 31 August 2018, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 1.8 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 7 September 2018, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 6.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the indirect subsidiary shall demolish the building and structures on such land to the lessor.

On 8 November 2018, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 4.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 47.7 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in agreement. Upon the termination of the agreement, the indirect 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, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 13.4 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 19 April 2019, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 28.8 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 3 May 2019, Erawan Hop Inn Company Limited, an indirect 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 indirect subsidiary shall pay lease remuneration of Baht 3.3 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

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 15 November 2021, the indirect subsidiary entered into a supplemental agreement to extend the term of the lease ending in 2059.

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. On 1 March 2022, the indirect subsidiary entered into a supplemental sub-lease agreement to extend the term of the lease ending in 2046.

On 1 July 2022, Erawan Hop Inn Company Limited, an indirect subsidiary, entered into land lease agreement with a third party for a period of 3 years up to the year 2025, to be extended for further period, subject to certain conditions in the agreement. In addition, the indirect subsidiary shall pay a land rental per month as mentioned in 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.

On 1 August 2022, Erawan Hop Inn Company Limited, an indirect subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2055, to be extended for further period, subject to certain conditions in the agreement. The indirect subsidiary shall pay lease remuneration of Baht 30.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect subsidiary shall pay a land rental per annum as mentioned in 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.

On 19 December 2022, Erawan Hop Inn Company Limited, an indirect subsidiary, entered into land lease agreement with a third party for a period of 30 years up to the year 2054, to be extended for further period, subject to certain conditions in the agreement. The indirect subsidiary shall pay lease remuneration of Baht 6.0 million. The indirect subsidiary has already paid this remuneration. In addition, the indirect 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.

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, 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 and transferred the rights and obligations under the franchise agreement with Accor Group for such hotel to buyer.

On 29 April 2022, the Company sold the related assets of Ibis Phuket Kata Hotel, Ibis Hua Hin Hotel and Ibis Krabi Ao Nang Hotel (see note 14) and transferred the rights and obligations under the franchise agreement with Accor Group for such hotels 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.

34 Events after the reporting period

On 19 January 2023, Erawan Philippines (Alabang), INC., an indirect subsidiary, registered the increase of the authorised share capital by issuing 40,000,000 ordinary shares at a par value of PHP 1, totaling PHP 40 million which have been wholly acquired and partially paid totaling PHP 25.55 million by Erawan Philippines, INC. on 19 January 2023.

On 31 January 2023, the associate declared the capital reduction amounting to Baht 33.46 million, which will be paid back to the Company of Baht 6.69 million, according to numbers of unit holding, on 3 March 2023.

Part 4
Attachments



Attachment No. 1

Details of Directors, Executives, Controlling Persons, Chief Financial Officer, Executive Vice President, Accounting Department and Company Secretary

The Board of Directors

Mr. Chanin Vongkusolkrit

Age: 70 years

Position: Chairman of the Board of Director, date appointed 27 April 2018

Date of being a director: 4 November 2004 (18 years)

Number of Company's Shares as of 31 December 2022: 185,229 shares equal to 0.004% of total shares

Educational Degree:

- Master of Business Administration (Finance), St. Louis University, Missouri, U.S.A.

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
2015-Present	Authorized Director	Erawan Hotel Plc.	Hotel
2016-Present	Chairman	Banpu Plc.	Energy provider and investor
2015-Present	Member of the Corporate Governance and Nomination Committee	Banpu Power Plc.	Power company
1996-Present	Director	Banpu Power Plc.	Power company
1983-Present	Director	Banpu Plc.	Energy provider and investor
2015-2016	Senior Executive Officer	Banpu Plc.	Energy provider and Investor
1983-2015	Chief Executive Officer	Banpu Plc.	Energy Provider and Investor
1983-Present	Director	Mitr Phol Sugar Corp., Ltd.	Manufacture and distributor of Sugar
2021-Present	Chairman	Thai Listed Companies Association	Association
2019-2021	Director	Thai Listed Companies Association	Association
2021-Present	Advisor	Thammasat Economics Association	Association
2012-2021	Chairman	Thammasat Economics Association	Association
2015-Present	Director	Private Sector Collective Action Coalition Against Corruption Council (CAC)	Platform for companies in Thailand to voluntarily participate to fight against corruption.
2008-Present	President	The Foundation of Better Life	Foundation
2012-2021	Director	Faculty of Economics, Thammasat University	Educational Institute
2016-2018	Commissioner	The Securities and Exchange Commission, Thailand	Listed Companies' Regulator
2015-2018	Task force Chairperson	Task Force for Sustainability in Listed Companies, The Office of Securities and Exchange Commission, Thailand	Listed Companies' Regulator

Dr. Kulpatra Sirodom

Age: 66 years

Position:

- Independent Director
- Chairman of the Audit Committee, date appointed 27 April 2018

Date of being a director: 26 April 2017 (6 years)

Number of Company's Shares as of 31 December 2022: -None-

Educational Degree:

- Ph.D. (Finance) University of Pittsburgh, U.S.A.
- Master of Business Administration (Finance) West Virginia University, U.S.A.
- 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, U.S.A.)

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2021-Present	Director	The Stock Exchange of Thailand	Thailand' Stock Exchange
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	The 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

Period	Position	Company / Organization	Type of Business
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: 52 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 (14 years)

Number of Company's Shares as of 31 December 2022: -None-

Educational Degree:

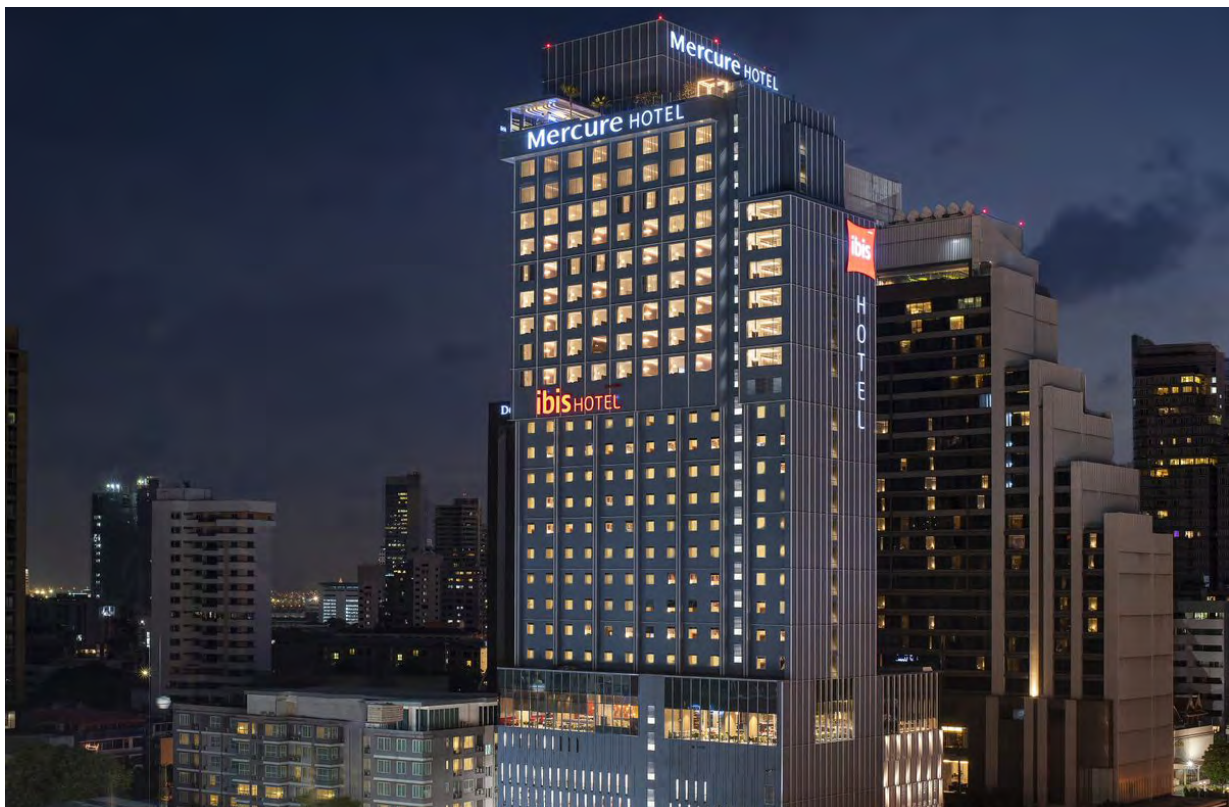
- Master of Business Administration (MBA), Sasin Graduate Institute of Business Administration of Chulalongkorn University

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 Sept 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 & ibis Bangkok Sukhumvit 24

Assoc. Prof. Dr. Somprawin Manprasert

Age: 48 years

Position:

- Independent Director
- Member of the Audit Committee

Date of being a director: 28 April 2018 (5 years)

Number of Company's Shares as of 31 December 2022: -None-

Educational Degree:

- Ph.D. Economics, University of Maryland at college Park, U.S.A.
- M. A. Economics, University of Maryland at college Park, U.S.A.
- 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
Apr. 2022 - Present	First Executive Vice President, Chief Economist and Chief Strategy Officer of the Economic Intelligence Center (EIC)	Siam Commercial Bank Plc.	Bank
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 - March, 2022	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: 68 years

Position:

- Independent Director
- Member of the Management Development and Compensation Committee

Date of being a director: 16 November 2004 (18 years)

Number of Company's Shares as of 31 December 2022: 5,400,000 shares equal to 0.119% 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
2010 - Apr. 2017	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: 67 years

Position:

- Director
- Chairman of the Nominating and Corporate Governance Committee

Date of being a director: 4 November 2004 (18 years)

Number of Company's Shares as of 31 December 2022: 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. Chairman Dinner 2018 "Social Responsibilities in Action"
3. Chairman Dinner 2017
4. Family Business Club Event 3/2017
5. RCL: Risk Management Program for Corporate Leader 3/2016
6. DCPU: Director Certification Program Update 1/2014
7. Chairman Forum 1/2013 Meeting the AEC Challenge: Role of the Chairman
8. Chairman Forum 2/2013 Role of the Chairman's Business Code of Conduct
9. IOD Special Event 2012 "The Four Foundations of a Great Personal Life, Great Leadership, and a Great Company" Speaker : Michael Jensen
10. IOD Breakfast Talk 2012 "Asian Business Models in Transformation" by Mr. Andrew Sheng, President of Fung Global Institute
11. Financial Sector Restructuring in Thailand : From present to the future (Special Seminar 1/2010)
12. FGP: Financial Institution Governance Program 2/2011
13. DCP: Director Certification Program 76/2006
14. DAP: Director Accreditation Program 56/2006
15. Board & CEO Assessment 2003
16. RCP: The Role of the Chairman Program 1/2000

Other Training Program:

1. Cyber Resilience Leadership Workshop: Herd Immunity 2021, Bank of Thailand
2. Bangkok FinTech Fair 2021 (Online) "Shaping Digital Finance for the Next Decade", Bank of Thailand
3. Cyber Resilience Leadership Workshop: Mission in Action 2019, Bank of Thailand
4. Bangkok FinTech Fair 2019, Bank of Thailand
5. Bangkok Sustainable Banking Forum 2019: An Industry Wake-up Call, Bank of Thailand
6. SET 100 Civil and State Cooperation 2016, The Stock Exchange of Thailand
7. CG Forum 4/2015 - Thailand CG Forum "Governance as a Driving Force for Business Sustainability", The Stock Exchange of Thailand

8. CG Forum 2/2014 Corporate Governance in the Perspective of Investors, The Stock Exchange of Thailand
9. CG Forum 3/2013 Conflict of Interest: Fighting Abusive RPT, The Securities and Exchange Commission
10. 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
11. Corporate Governance Report of Thai Listed Companies (2007), Thai Listed Companies Association
12. Leadership, Strategic Growth and Change 2006, Sasin Graduate Institute of Business Administration of Chulalongkorn University
13. Organizing and Managing Strategic Alliances for Success and Profit 2006, Sasin Graduate Institute of Business Administration of Chulalongkorn University
14. Orchestrating Winning Performance 2005, IMD International, Switzerland

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
May 2019 - Present	Chairman of the Risk Oversight Committee	Kiatnakin Phatra Bank Plc.	Commercial Bank
April 2019 - Present	Director	WeEat Co., Ltd.	Manufacture of other food products and Restaurant Activities
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.	Commercial Bank
2011 - Present	Chairman of the Board of Director	Kiatnakin Phatra Bank Plc.	Commercial 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.	Commercial Bank



Holiday Inn Pattaya

Mrs. Panida Thepkanjana

Age: 63 years

Position:

- Director
- Chairman of the Management Development and Compensation Committee

Date of being a director: 1991 (32 years)

Number of Company's Shares as of 31 December 2022: (including spouse) 6,791,486 shares equal to 0.150% of total shares.

Educational Degree:

- Master of Business Administration (Executive) (EMBA), Sasin 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: Board 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
2022 - Present	Authorized Director	Tawanna Property Co.,Ltd	Hotels and resort hotels



JW Marriott Bangkok

Mrs. Arada Vongkusolkiet

Age: 47 years

Position:

- Director
- Member of the Management Development and Compensation Committee
- Member of the Strategic and Investment Committee (2018 – May 2022)

Date of being a director: 26 April 2017 (6 years)

Number of Company's Shares as of 31 December 2022: 107,568 shares equal to 0.002% 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, U.S.A.
- Bachelor of Science in Manufacturing Engineering, Boston University School of Engineering, Boston Massachusetts, U.S.A.

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
2017-Present	Director	Erawan Hotel Plc.	Hotel
2022 -Present	Authorized Director	Erawan Budget Hotel Co.,Ltd	Hotel
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 -2022	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: 40 years

Position:

- Director
- Member of the Nominating and Corporate Governance Committee
- Member of the Strategic and Investment Committee (2018 – May 2022)

Date of being a director: 1 December 2011 (11 years)

Number of Company's Shares as of 31 December 2022: 67,213 shares equal to 0.001% 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
2008 - Present	Authorized Director	Heritage Estates Co., Ltd	Real Estate Development



Holiday Inn Cebu City

Mr. Kasama Punyagupta

Age: 60 years

Position:

- Director
- Chairman of the Strategic and Investment Committee (2018 – May 2022)

Date of being a director: 28 April 2018 (5 years)

Number of Company's Shares as of 31 December 2022: 179,998 shares equal to 0.004% of total shares

Educational Degree:

- Master of Business Administration (International Business), University of Bridgeport, Connecticut, U.S.A.
- 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
2022 – Present	Authorized Director and Chairman of the Board	Erawan Budget Hotel Co.,Ltd	Hotel
Jul 2022- Present	Authorized Director and Chairman of the Board	Erawan Hop Inn Co.,Ltd	Hotel
2018 - Present	Authorized Director and Chairman of the Board	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 - 2022	Authorized Director	Erawan Naka Co., Ltd	Hotel Business support
Jul. 2019 - Present	Independent Director and Chairman of the Audit Committee	MBK Plc.	Real Estate & Construction, Property Development
Apr.2018-Jun.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

Period	Position	Company / Organization	Type of Business
2014 - 2017	Independent Director, Executive Committee and Investment Committee of Vayupak Fund and Vayupak Fund1	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



The Naka Island, a Luxury Resort and Spa Phuket

Mr. Petch Krainukul

Age: 51 years

Position:

- Director
- President, date appointed 1 January 2018
- Member of the Strategic and Investment Committee (2018 – May 2022)

Date of being a director: 1 June 2014 (8 years)

Number of Company's Shares as of 31 December 2022: 6,010,347 shares equal to 0.133% of total shares

Educational Degree:

Master of Business Administration (Finance), University of South Alabama, Alabama, U.S.A.

IOD Training Program:

DCP: Director Certification Program 101/2008

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
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 - 2013	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
2022 - Present	President and Authorized Director	Erawan Budget Hotel Co.,Ltd	Hotel
2020 - Present	President and Authorized Director	Erawan Philippines (BGC), Inc.	Hotel
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

Period	Position	Company / Organization	Type of Business
2014 - Present	President and Authorized Director	Erawan Philippines, Inc.	Business investor
2014 - Present	President and Authorized Director	Erawan Philippines (Ermita), Inc.	Hotel
2014 - Jun2022	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 - 2022	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



ibis Bangkok Riverside

The Executives and Controlling Persons

Ms. Woramon Inkatanuvat

Age: 47 years

Position:

- Executive Vice President and Chief Financial Officer, date appointed 1 November 2019

Number of Company's Shares as of 31 December 2022: 288,000 shares equal to 0.006% 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:

- Orientation Course – CFO Focus on Financial Reporting 8/2019

Other Current Positions and Working Experience:

Period	Position	Company / Organization	Type of Business
2019 - Present	Authorized Director	Erawan Hotel Plc.	Hotel
2022 - Present	Authorized Director	Erawan Budget Hotel Co.,Ltd	Hotel
2019 - Jun 2022	Authorized Director	PT. Erawan Indonesia Jakarta	Hotel
2019 - Present	Authorized Director	Taveesapanan Co.,Ltd	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 - 2022	Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
2019 - Present	Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2019 - 2021	Authorized Director	Erawan Samui Co., Ltd	Hotel
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, Management Information System and Investor Relations Department	The Erawan Group Plc.	Hotel/Resort
Jan 2014-2019	Vice President, Management Information System and Investor Relations Department	The Erawan Group Plc.	Hotel/Resort
Oct 2009-2013	Assistant Vice President, Management Information System and Investor Relations Department	The Erawan Group Plc.	Hotel/Resort

Ms. Jetya Kitiyodom

Age: 43 years

Position: Assistant Executive Vice President of Accounting Department, Financial Management Division (taking direct responsibility to supervise on Accounting)

Number of Company's Shares as of 31 December 2022: 366,755 shares equal to 0.008% 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 Account 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
3. Accredited Investment and Securities Analyst Scholarship for Financial Professional in Capital Market, SET

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	Vice President of Accounting Department	Dusit Thani Plc.	Hotel
2010 - 2012	Assistant Vice President of Accounting Department	Dusit Thani Plc	Hotel



The Naka Island, a Luxury Resort and Spa Phuket

Mr. Apichan Mapaisansin

Age: 54 years

Position: Executive Vice President, Project Development and Management (Philippines)

Number of Company's Shares as of 31 December 2022: 1,467,288 shares equal to 0.032% of total shares

Educational Degree:

- Master of Business Administration, Duquesne University, Pittsburgh, Pennsylvania, U.S.A

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 - Jul 2022	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 - Jun 2022	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 - 2022	Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
Mar 2019 - Present	Executive Vice President, Business and Project Development in Philippines	The Erawan Group Plc.	Hotel/Resort
Jul 2018 - Mar 2019	Executive Vice President, Project Development and Management	The Erawan Group Plc.	Hotel/Resort
Jan 2013 - Jun 2018	Executive Vice President, Project Development and Management 1	The Erawan Group Plc.	Hotel/Resort
Aug 2008 - Dec 2012	Assistant Executive Vice President	The Erawan Group Plc.	Hotel/Resort
Feb - Jul 2008	Vice President, Project Development and Management 1	The Erawan Group Plc.	Hotel/Resort
Jul 2004 - Jan 2008	Vice President, Business Development	The Erawan Group Plc.	Hotel/Resort

Mr. Navarat Tamsuwan

Age: 57 years

Position: Executive Vice President, Property Renovation and Operating Maintenance

Number of Company's Shares as of 31 December 2022: 425,200 shares equal to 0.009% 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
2021 - Present	Authorized Director	Taveesapanan Co.,Ltd	Hotel
2021 - Present	Authorized Director	Erawan Growth Management Co., Ltd	Hotel
Feb 2021 - Jul 2022	Authorized Director	Erawan Hop Inn Co., Ltd	Hotel
2021 - Present	Authorized Director	Erawan Chaophraya Co., Ltd	Hotel
2021 - Present	Authorized Director	Erawan Rajdamri Co., Ltd	Hotel
2021 - Present	Authorized Director	Erawan Commercial Management Co., Ltd	Combined office administrative service activities
2021 - Present	Authorized Director	The Reserve Co., Ltd	Property Development
2021 - Present	Authorized Director	Erawan Phuket Co., Ltd	Hotel
2021 - 2022	Authorized Director	Erawan Naka Co., Ltd	Hotel Business Support
Jan 2014 - Jun 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



The Naka Island, a Luxury Resort and Spa Phuket

Mr. Youssef EL KHOMRI

Age: 40 years

Position: Executive Vice President/Chief Operation Officer, Group Hotel Operations Division

Number of Company's Shares as of 31 December 2022: -None-

Educational Degree:

- Bachelor's Degree in Hospitality Management, Vatel Hospitality Business School Nîmes, France

IOD Training Program:

- Director Certification Program 326/2022 (English Program)

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
Jul 2010 - Dec 2012	Cluster General Manager at ibis Bangkok Hotel	Accor Hotels	Hotel Business
Nov 2008 - Jun 2010	General Manager at ibis Bangkok Sukhumvit 4 Hotel	Accor Hotels	Hotel Business
Feb - Oct 2008	Operations Manager at ibis Phuket Patong Hotel	Accor Hotels	Hotel Business
Sept 2006 - Jan 2008	Food & Beverage Director at Mercure Hotel Pattaya	Accor Hotels	Hotel Business



Grand Hyatt Erawan Bangkok

Company Secretary

Ms. Kanokwan Thongsiwarugs

Age: 56 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 2022: 54,884 shares equal to 0.001% 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. Speaker : IOD Company Secretary Forum 2013, topic "Equipping Your Board for AGM"
4. Lecturer: Company Secretary Program 2014

2022 Training Program

1. PDPA on boarding: Topic "Data Processing Agreement and Data Protection Impact Agreement", SEC
2. Get Ready: PDPA in Practice, Baker & McKenzie
3. Personal Data Protection and Tourism Industry, Tourism Authority of Thailand
4. Easy Listening: Accounting Tip for Audit Committee, SEC
5. Road to join CAC 1/2022, CAC
6. Road to Join CAC 2/2022: Increasing the Internal Control Efficiency to decrease the bribery, CAC
7. Final Call PDPA 2022 Onboarding, SEC
8. PDPA Readiness for Company Secretary, Thai Listed Company Association
9. ESG Webinar Series 3/2022 "Human Right on Value Chain", SET
10. Easy Listening EP 2: Accounting Tip for Audit Committee topic "Value of the Auditor's Report", SEC
11. Net-Zero Targets: Energizing efforts for Action, Thai Listed Company Association
12. Public Hearing "After PDPA Effective date", The Committee on Information Technology Communication and Telecommunication, Senate
13. NIDA Law forum No.18 "GDPR vs. PDPA Interpretation gaps and challenges that lie ahead", NIDA
14. Complex Commercial Litigation Seminar, Tilleke & Gibbins
15. ESG Data Platform, SET
16. TIA Investor Right Guideline: Know the Company via One Report, Thai Investors Association
17. TIA Investor Right Guideline: Investment Risk and Privacy Risk in the investor's perspective, Thai Investors Association
18. CS Seminar 2022 : Director Nomination and Appointment, Thai Listed Companies Association

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
12. IAASB's work plan and value of the audit to the users of financial statements, SET
13. PDPA Readiness, SEC
14. Open House for Company Secretary, IOD
15. Business and Human Rights, SEC
16. Cybersecurity and Personal Data Protection "Get Ready for New Business Standards", Faculty of Law, Chulalongkorn University and SET
17. Professional Development: Risk Management and Internal Audit, Thai Union Group Plc.
18. The progress of SETLink system development and the seminar on the topic of "Company Secretary's Qualification and Importance of Contact Person, SET
19. Audit Committee of the Future-Driving Through the era of disruption, IOD
20. Strategic Audit Committee: Beyond Figure and compliance, IOD and SEC
21. Sustainability Reporting 1/2018, SET & SEC
22. Seminar: Data Protection for Business: Road to GDPR Standard
23. Rehearsing of investor warning measures, SEC
24. 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
25. CG Forum 1/2016 "Ethic: Corporate Governance Conscious", SET
26. CG Forum 2/2016 "Integrity, Carefulness: Director's Armor", SET
27. RE-CU Hotel Investment and Marketing 8/2016
28. Auditing Information System, the Institute of Internal Auditors of Thailand (IIAT)
29. 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, Good Corporate Governance Center and Internal Audit Department	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. 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 performance to ensure good practices.
6. To prepare enough 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.

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, 2022

List of Directors and Executives	Company	Subsidiaries										
	ERW	EWB	ERD	EPK	ECP	ECM	EGM	RS	TSA	EHI	EBH	ENK
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	/	-	/	/	/	/	/	/	X	X	X	/
11. Mr. Petch Krainukul	//	//	//	//	//	//	//	//	//	//	//	//
12. Mrs. Woranuch Phu-Im	-	X	-	-	-	-	-	-	-	-	-	-
13. Mrs. Piyawan Vana-Ukrit	-	/	-	-	-	-	-	-	-	-	-	-
14. Mr. Attapol Attaworadej	-	/	-	-	-	-	-	-	-	-	-	-
15. Khunying Natthika Wattanavekin	-	/	-	-	-	-	-	-	-	-	-	-
16. Ms. Woramon Inkatanuvat	-	/	/	/	/	/	/	/	/	/	/	/
17. Mr. Apichan Mapaisansin	-	-	/	/	/	/	/	/	/	-	-	/
18. Mr. Navarat Tamsuwan	-	-	/	/	/	/	/	/	/	-	-	/
19. Mr. Supatchara Wattanavekin	-	-	-	-	-	-	-	-	-	/	/	-
20. Mr. Panet Mahankanurak	-	-	-	-	-	-	-	-	-	/	/	-

Symbol	Company	Note :
ERW	The Erawan Group Public Company Limited	X Chairman
EWB	Erawan Hotel Public Company Limited	/ Director
ERD	Erawan Rajdamri Company Limited	// President
EPK	Erawan Phuket Company Limited	
ECP	Erawan Chaophraya Company Limited	
ECM	Erawan Commercial Management Company Limited	
EGM	Erawan Growth Management Company Limited	
RS	The Reserve Company Limited	
TSA	Taveesapanan Company Limited	
EHI	Erawan Hop Inn Company Limited	
EBH	Erawan Budget Hotel Company Limited	
ENK	Erawan Naka Company Limited	

Information on Directorships of the Company and Subsidiaries in Oversea on December 31, 2022

List of Directors and Executives	Subsidiaries										
	EMT	ESG	EPI	EPE	EPM	EPA	EPL	EPQ	EPR	EPB	EPG
1. Mr. Petch Krainukul	//	//	//	//	//	//	//	//	//	//	//
2. Mr. Apichan Mapaisansin	/	/	/	/	/	/	/	/	/	/	/
3. Ms. Woramon Inkatanuvat	/	-	-	-	-	-	-	-	-	-	-
4. Poonam Keenoo-Seegoolam	/	-	-	-	-	-	-	-	-	-	-
5. Manjoola Bil Too Chadee	/	-	-	-	-	-	-	-	-	-	-
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.	
EPG	Erawan Philippines (BGC), Inc.	

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), Kasertart University

Training Program

Please see more information in Attachment No. 1 Details of Directors, Executives, Controlling Persons, Chief Financial Officer, Executive Vice President, 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 with regulations, requirements and related laws.
3. Provide 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.

Attachments 4

Assets for Business Undertaking

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
The Erawan Group Public Company Limited						
1	The Erawan Group Public Company Limited	JW Marriott Bangkok Klongtoei 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 23 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 16 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 Klongtoei 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 17 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 limit (1 st mortgage) 2,277.55 million baht (2 nd mortgage) ("Transaction (B)") and 500 million baht (3 rd mortgage)
5	The Erawan Group Public Company Limited	Holiday Inn Executive Pattaya Banglamung Chonburi	Ownership to land and hotel building	3-1-21.2	-	
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	-	

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
8	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 21 years.	Land Leasehold and hotel used as collateral to the loan for 755 million baht mortgage limit (1 st mortgage) and 241.5million baht mortgage limit (2 nd mortgage)
9	The Erawan Group Public Company Limited	Novotel & ibis Styles Bangkok Sukhumvit 4 Klongtoei 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 26 years.	Land Leasehold and hotel used as collateral to the loan for 765 million baht mortgage limit (1 st mortgage) and 200 million baht mortgage limit (2 nd mortgage)
10	The Erawan Group Public Company Limited	Mercure & ibis Bangkok Sukumvit 24 Klongtoei 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 27 years.	Land Leasehold and hotel used as collateral to the loan for 950 million baht mortgage limit
Subsidiaries in Thailand						
11	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 for another 20 years	-None-
12	Erawan Rajdamri Co.,Ltd.	Courtyard by Marriott Bangkok Klongtoei 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 15 years.	-None-
13	Erawan Phuket Co.,Ltd.	Land and Building Located in Phuket Thalang Phuket	possessory right to land and building	4-3-5	-	-None-
14	Erawan Phuket Co.,Ltd.	The Naka Island, a Luxury Collection Resort & Spa, Phuket Thalang Phuket	possessory right to land and building	57-2-54	-	Land and hotel used as collateral to the loan for 655 million baht mortgage limit (transaction ("A"))

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
15	Erawan Phuket Co.,Ltd.	Land and plant nursery The Naka Island, a Luxury Collection Resort & Spa, Phuket Thalang Phuket	possessory right to land and building	5-0-84	-	-None-
16	Erawan Phuket Co.,Ltd.	Land for Investment Thalang Phuket	Ownership to land and building	3-3-95	-	Partial and used as collateral to the loan (A)
17	Erawan Growth management Co.,Ltd.	ibis Phuket Patong Muang Phuket ,Phuket	Land Leasehold Hotel Building Leasehold	3-3-28.6	-	-None-
18	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 2 years 3 months ending on March 31, 2025 with the right to renew the contract for 2 more periods. The 4 th time has a period of 3 years and the 5 th time has a period of 4 months	-None-
19	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 12 years.	-None-
20	Erawan Chaophraya Co.,Ltd.	2 Commercial Building Klongsan ,Bangkok	Ownership to the land and commercial building	0-0-28	-	-None-
21	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)
22	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)
23	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Ubonratchathani, Ubonratchathani	Ownership to the land	1-0-63.8	-	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
24	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"))
25	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Mukdaham, Mukdaham	Ownership to the land	2-0-98	-	-None-
26	Erawan Hop Inn Co.,Ltd.	Hop Inn Kanchanaburi Muang Kanchanaburi, Kanchanaburi	Ownership to the land and Hotel building	1-0-79.6	-	Land and hotel used as collateral to the loan (C)
27	Taveesapanat Co.,Ltd.	Hop Inn Kanchanaburi building 2 Muang Kanchanaburi, Kanchanaburi	Ownership to the land and Hotel building	1-1-9.1	-	-None-
28	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)
29	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Nongkhai, Nongkhai	Ownership to the land and Hotel building	1-0-67.4	-	-None-
30	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)
31	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)
32	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)
33	Erawan Hop Inn Co.,Ltd.	Land for Investment Maesod, Tak	Ownership to the land	3-0-25.3	-	-None-
34	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)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
35	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Nakhonratchasima, Nakhonratchasima	Ownership to the land	2-1-22.5	-	-None-
36	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)
37	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)
38	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)
39	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)
40	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"))
41	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)
42	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)
43	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)
44	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)
45	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-
46	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)
47	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)

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
48	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)
49	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)
50	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 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
51	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 24 years.	Land leasehold and hotel building used as collateral to the loan (E)
52	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 24 years.	Land leasehold and hotel building used as collateral to the loan (E)
53	Erawan Hop Inn Co.,Ltd.	Hop Inn Hua Hin Hua Hin 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 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
54	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)
55	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"))
56	Erawan Hop Inn Co.,Ltd.	Hop Inn Lopburi Muang Lopburi, Lopburi	Ownership and possessory right to the land and Hotel building	2-1-65	-	Land and hotel building used as collateral to the loan (E)
57	Erawan Hop Inn Co.,Ltd.	Land for Investment Muang Lopburi, Lopburi	Ownership to the land	2-1-79	-	-None-

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 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 25 years.	-None-
59	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 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
60	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 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
61	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)
62	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)
63	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 25 years.	Land leasehold and hotel building used as collateral to the loan (E)
64	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)
65	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)
66	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 27 years.	Land leasehold and hotel building used as collateral to the loan (E)
67	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 27 years.	Land leasehold and hotel building used as collateral to the loan (E)
68	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 27 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
69	Erawan Hop Inn Co.,Ltd.	Hop Inn Hatyai Dntown 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 27 years.	Land leasehold and hotel building used as collateral to the loan (E)
70	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 27 years.	Land leasehold and hotel building used as collateral to the loan (E)
71	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 27 years.	Land leasehold and hotel building used as collateral to the loan (E)
72	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 28 years.	Land leasehold and hotel building used as collateral to the loan (E)
73	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)
74	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)
75	Erawan Hop Inn Co.,Ltd.	Hop Inn Nan Hotel Muang Nan, Nan	Ownership to the land and Hotel building	1-0-90.3	-	Land and hotel building used as collateral to the loan (F)
76	Erawan Hop Inn Co.,Ltd.	Hop Inn Mahasarakham Hotel Muang Mahasarakham, Mahasarakham	Ownership to the land and Hotel building	1-0-56.9	-	Land and hotel used as collateral to the loan for 400 million baht mortgage limit (transaction ("F"))
77	Erawan Hop Inn Co.,Ltd.	Hop Inn Chaiyaphum Hotel Muang Chaiyaphum, Chaiyaphum	Ownership to the land and Hotel building	1-1-15.3	-	Land and hotel building used as collateral to the loan (F)

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 Nakhonratchasima Hotel Building 2 Muang Nakhonratchasima, Nakhonratchasima	Ownership to the land and Hotel building	1-1-23	-	Land and hotel building used as collateral to the loan (F)
79	Erawan Hop Inn Co.,Ltd.	Hop Inn On-nut Station Hotel Phrakanong, Bangkok	Land Leasehold	1-1-83.5	The Land has been a long term leased from third party The remaining lease term is 29 years.	-None-
80	Erawan Hop Inn Co.,Ltd.	Hop Inn Bangna Hotel Phrakanong, Bangkok	Land Leasehold	2-0-57	The Land has been a long term leased from third party The remaining lease term is 29 years.	-None-
81	Erawan Hop Inn Co.,Ltd.	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 29 years.	-None-
82	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Pattaya Hotel	Land Leasehold	1-1-17	The Land has been a long term leased from third party The remaining lease term is 33 years.	-None-
83	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Ayutthaya Hotel	Ownership to the land	1-1-50	-	-None-
84	Erawan Hop Inn Co.,Ltd.	Land and buildings are under construction to be Hop Inn Ratchaburi Hotel	Land Leasehold	1-2-0.2	The Land has been a long term leased from third party The remaining lease term is 32 years.	-None-
Subsidiaries in Oversea						
85	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 19 years.	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
86	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 22 years.	-None-
87	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 23 years.	-None-
88	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 24 years.	-None-
89	Erawan Philippines (Quezon City), Inc. (doing business under the name & style of Hop Inn)	HOPINN 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 24 years.	-None-
90	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 31 years.	-None-
91	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 31 years.	-None-
92	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 32 years.	-None-
93	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 37 years.	-None-

No.	Company/Subsidiary	Location	Type of Ownership	Land Size Rai-Ngan-Wa	The essence of lease agreement	Encumbrance
94	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 23 years.	-None-



Grand Hyatt Erawan Bangkok

Attachment No. 5

Procurement Policy

To establish an efficient and effective procurement process of The Erawan Group Plc and its affiliated companies that is aligned, transparent, fair and accountable as well as to make our stakeholders confident in our process which will contribute to our sustainable business development, we hereby issue the following procurement policy to reflect our practices. Details are as follows.

1. The procurement shall be transparent, effective, fair and accountable and carried out through clearly stated procedures of procurement as well as contracting of goods and services.
2. The procurement shall by no means violate relevant laws and regulations and be based on the corporate governance and business Code of Conduct principles.
3. The procurement must allow fair competition where suppliers are not taken advantage of. Equitable treatment of suppliers must be exercised. Any given information must be accurate and consistent in order to acquire quality goods and services that reflect our demands, taking into consideration the Environment, Social and Governance (ESG) risks and impacts.
4. Supply chain management must be taken into serious consideration through the nurturing of a strong relationship, the co-building of supplier's capacity and suppliers' compliance with the Supplier Code of Conduct.

The Erawan Group Plc requires its management and the entire staff to strictly comply with this policy.



Mr. Petch Krainukul

President

Attachment No. 6

Code of Ethics for Business Partners

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

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

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: _____

To the expiry of the contract: _____

_____ Authorized Representative

(_____)

Date: _____

Attachment No. 7

Report of The Audit Committee

February 20, 2023

Subject: Internal Control Sufficiency Evaluation

Dear Secretary General,

The 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 21, 2023

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 Audit Committee

Control Environment

1. The organization demonstrates a commitment to integrity and ethical values.¹

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 . 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/code-of-conduct>

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 holds 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.	✓	



Courtyard by Marriott Bangkok

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.	✓	

Questions	Yes	No
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.	✓	
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).	✓	

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>



The Naka Island, a Luxury Resort and Spa Phuket

Attachment 8

Social and Environmental Disclosures

Scope of Operating Results in 2022

Data Boundary		Social				Environment					Recycle			
	Human capital	Human Rights	Health & Safety	Community	Energy	Renewable Energy	Water	Waste to landfill	GHG scope 1,2	Water	Food	Plastic	Paper	
ข้อมูลทั่วไป	●		●		●		●	●	●	●	●	●	●	
	●		●		●		●		●		●	●	●	
	●		●		●		●		●	●		●	●	
	●		●		●		●	●	●		●	●	●	
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	●		●		●		●	●	●	●	●	●	●	
●		●		●		●	●	●	●	●	●	●		
Hop Inn Thailand														
Hop Inn Philippines														
Head Office														
The Erawan Group Plc. (Head office, floor 6, Ploenchit Center)														
The Erawan Group Plc. (Head office, floor 1, Ploenchit Center)														

Environment Dimension 2022

GRI	E1	Environment Dimension 2022 Environmental Policy and Compliance Standards	Attachments (56-1 One Report 2022)
103	E1.1C	Environmental management policy and guidelines	https://www.theerawan.com/en/sustainability/sustainable-development-policy
	E1.2C	"Number of cases or incidents of legal violations or negative environmental impacts, with explanations of mitigation measures"	No
	E1.3R	"Value of damages or fines received from legal violations or negative environmental impacts"	0 baht
	E1.4R	Compliance with international energy management principles and standards	Page 58
	E1.5R	Compliance with international water management principles and standards	Page 58
	E1.6R	Compliance with international waste management principles and standards	Page 58
	E1.7R	Compliance with international greenhouse gas management or climate change principles and standards	No
GRI	E2	Energy Management	
302-1	E2.1C	Energy management plan	Page 59
	E2.2C	Energy consumption (electricity/fuel)	Page 60
	E2.3C	Renewable energy consumption	Page 59
	E1.4R	Energy management target	on process
	E1.5R	Energy intensity	Page 60
	E3	Water Management	
303	E3.1C	Water Management plan	Page 61
	E3.2C	Volume of water consumption	Page 61
	E3.3R	Volume of water recycle	Page 61
	E3.4R	Water intensity	Page 61
	E3.5R	Percentage of wastewater treated before discharge	Page 61
	E4	Waste management plan	
	E4.1C	Waste management plan	Page 60
	E4.2C	Volume of waste generated	Page 61
	E4.2C	Waste management target	Page 60
	E4.4R	Volume of waste that is reused and/or recycled	Page 61
	E5	Greenhouse Gas Management	
	E5.1C	Greenhouse gas management plan	page 58
	E5.2C	Scope 1 and 2 greenhouse gas emissions	page 59
	E5.3C	External verification of greenhouse gas emissions data	on process
	E5.4R	Greenhouse gas reduction target	page 58
	E5.6R	Carbon Intensity	page 59

Social Dimension 2022

GRI	S1	Human Rights	Attachment (56-1 One Report 2022)
412	S1.1C	Human rights policy and guidelines	https://www.theerawan.com/en/sustainability/sustainable-development-policy-uat
	S1.2R	Human rights due diligence (HRDD) and protection measures	No
	S1.3R	"Number of cases of human rights violations, and explanations of remediation and mitigation measures"	0 baht
	S2	Fair Labor Practices	
		Employment	
401	S2.1C	Number of employees by gender, age group, level, and location	Page 106
405	S2.2C	Number of employees with disabilities and/or elderly employees	Page 104
		Employee Compensation	
405	S2.3C	Total employee compensation	Page 103
		Employee Development	
404	S2.6C	Employee development plans or activities	Page 104
	S2.7C	Average hours of employee training	Page 104
	S2.10R	Employee development spending	Page 104
		Occupational Safety, Health and Environment	
403	S2.12C	Occupational safety, health and environment improvement plans or activities	No
	S2.13C	Number of incidents or injuries leading to lost work time	Page 105
	S2.14R	Occupational safety, health and environment improvement target	Page 105
	S2.15R	Lost Time Injury Frequency Rate (LTIFR)	Page 105
		Promoting Employee Relations and Employee Engagement	
402	S2.18C	Number of significant labor disputes, and remediation measures	0 case



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