

PROPERTY PERFECT

PROPERTY PERFECT PUBLIC COMPANY LIMITED

O N E  
REPORT  
2021  
FORM 56-1



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# Message from the Board of Directors



The Board of Directors has decided to resume the normal business mode for the Group and joint ventures with concerns in corporate governance and sustainable development

2021 was another tough year as the COVID-19 pandemic was still raging. Despite a sign of economic recovery when the economic growth expanded 1.6% against the 6.2% contraction in 2020, it was mainly the export sector that gave the economy a boost.

The property development industry continued to face negative impacts in the year. According to Government Housing Bank's Real Estate Information Center, the number of new projects launched during the year dropped by 29.6% from 2020 while the value of newly-launched units plunged by 42.8%. On the demand side, ownership transfers declined by 21.6% from 2020 while the value of transferred units fell by 13.5%. Regarding the hotel business, despite Thailand's reopening for foreign tourists under the "Test and Go" program, the number of tourist arrivals was far from the pre-crisis level.

These factors continued to negatively affect the Company and subsidiaries and the Board of Directors was well aware of them and convinced that to survive the crisis, the Company must maintain liquidity. It was fortunate that the Company's asset liquidation was

successfully executed as planned. The ski resort and hotel business in Japan was sold at the value of Bt4,358 million, allowing the Company to book Bt1,396 million in capital gain. Because of the gain, Property Perfect's shareholders' equity returned to the positive territory, at Bt527 million, compared to the negative shareholders' equity of Bt1,046 million in 2020.

In 2021, the Group reported Bt9,610 million in consolidated revenue, or a 22% decrease on year. Of total, the property development business contributed Bt8,055 million, which dropped by 21% from the previous year. While low-rise projects' revenue contribution eased 14% on year, condominium revenue plunged by 42%. Meanwhile, the hotel business' revenue plummeted 53% on year to Bt696 million. Rental and service revenue was stable at Bt271 million. The Group also booked Bt586 million revenue from land sale. Property Perfect and its subsidiaries decided to postpone new projects following the rapid and horrifying increase in COVID-19 infection rates in July. Modi Villa Bangna was the only project launched in the latter half, with the project value of Bt420 million.



  
Dr. Thanong Bidaya  
Chairman

  
Mr. Sanith Adhyanasakul  
Chief Executive Officer

In 2022, all sectors apparently stage a recovery. Despite the risks from COVID-19, they should be containable and it is expected that the prevention measures will be eased gradually. The Board of Directors has decided to resume the normal business mode for the Group and joint ventures with concerns in corporate governance and sustainable development that covers social, community and environmental dimensions. Thanks to the relatively strong demand for low-rise properties, 15 projects will be launched with the combined value of Bt26,210 million. Of total, 12 projects worth Bt14,775 million will be developed by the Company and subsidiaries to entirely cover our brand portfolio. These projects will share the “PERFECT” development concept that highlights the perfection in 7 aspects: Partnership, Environment, Refinement, Facility, Energy, Community and Technology. The remaining 3 projects with Bt11,435 million in combined value will be developed by our joint ventures. We will start realizing gains from our joint investment this year, expecting to raise our revenue by Bt5,000 million.

Meanwhile, Grande Asset’s hotel business is expected to recover on the expected increase in tourist arrivals under the Test and Go program. We will also start booking revenue from the joint rubber glove manufacturing and export business. To strengthen our financial position, the asset liquidation plan to raise Bt8,500 million was approved. The funds will raise the liquidity and reduce debts.

Lastly, on behalf of the Board of Directors, I would like to thank all shareholders, customers, investors, suppliers, business partners and financial institutions for their continuous supports. My thanks are also extended to all executives and employees for their dedication throughout the past year.

# Board of Directors of the Company



**1 Dr. Thanong Bidaya**  
• Chairman



**2 Mr. Sanith Adhyanasakul\***  
• Chief Executive Officer  
• Chief Executive Director  
• Director  
Mr. Sanith Adhyanasakul (registered change his name from Mr. Chanid Adhyanasakul on 3 February 2021)



**3 Mr. Vidhya Nativivat**  
• Director  
• Chairman of Nomination and Remuneration Committee



**4 Mr. Wongsakorn Prasitvipat**  
• Director  
• Executive Director  
• Managing Director



**5 Ms. Sirirat Wongwattana**  
• Director  
• Executive Director  
• Nomination and Remuneration Committee/Chief Financial Officer



**6 Mr. Wicharn Siriwetwarawut**  
• Director  
• Executive Director  
• Chief Operations Officer<sup>1</sup>



**7 Mr. Pornswat Katechulasriroj**  
• Director  
• Executive Director  
• Chief Operations Officer<sup>2</sup>



**8 Mr. Wason Srirattanapong**

- Director
- Executive Director
- Chief Business Development Officer



**9 Mr. Thongchai Jira-Alongkorn**

- Director



**10 Mrs. Nuanual Swasdikula-Na-Ayudhaya**

- Director
- Independent Director
- Audit Committee



**11 Mr. Ekamol Kiriwat**

- Director
- Independent Director



**12 Mr. Banlue Chantadisai**

- Director
- Independent Director
- Chairman of Audit Committee



**13 Manit Suthaporn**

- Director
- Independent Director
- Audit Committee



**14 Prof. Dr. Suchatvee Suwansawat**

- Director
- Independent Director
- Chairman of Risk Management Committee

(\*Resigned on 13 December 2021)



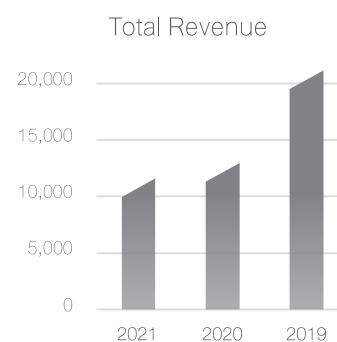
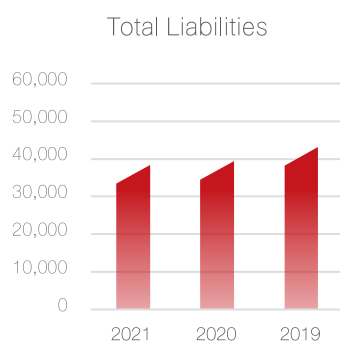
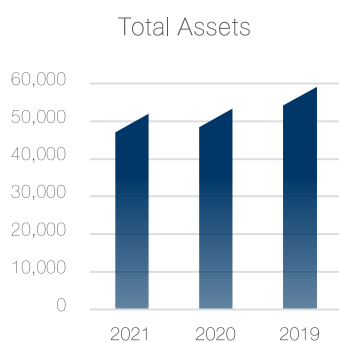
**15 Mr. Pramote Rermyinde**

- Company Secretary

# Financial Information

(Unit: Million Baht)

	2021	2020	2019
<b>Financial Position</b>			
Total Assets	52,023	53,390	59,065
Project Development Cost	22,170	24,441	26,624
Inventories	10	36	37
Total Liabilities	38,448	39,436	43,123
Shareholders' Equity	13,575	13,954	15,942
<b>Operation Results</b>			
Revenue from sale of House and land, Hotel business, Rental and Service	9,610	12,344	20,306
Total Revenue	11,601	12,992	21,165
Gross Margin	2,065	2,849	6,873
Net Income	(197)	(1,757)	1,010
<b>Financial Ratio</b>			
Net Profit (%)	(1.70)	(13.52)	4.77
Return on Equity (%)	4.33	(8.26)	8.69
Return on Total Asset (%)	(0.37)	(3.12)	1.73
Debt to Equity Ratio	2.83	2.83	2.71
Current Ratio	1.85	1.72	2.27
<b>Per Share Data</b>			
Net Income per Share (Baht)	0.1052	0.0578	0.1603
Dividend per Share (Baht)	0.0656	0.02	0.111
Book value per Share (Baht)	1.29	1.26	1.53



# Part 1 Business Operations and Performance



# Property Perfect Group Structure and Operations



## Property Perfect Group Structure and Operations

### Vision, Objectives, Goal or Strategy of the Company/Group

#### Vision

The Company sets sight to be a leading property developer that constantly satisfies customers of all ages, communities, partner, shareholders and employees, and commitment to environmental conservation and the quality of life.

#### Mission

1. Create and develop modern products and services at potential locations and timely and constantly respond to new living concepts.
2. Create and solidify the financial stability in response to sustainable development of the organization and stakeholders'.
3. Create and improve operational excellence through a professional team and the consistent and standardized operating system.
4. Create and enhance satisfaction in products and services with the better environment and quality of life and responses to the need of clients of all ages.
5. Create and grow reputation and pride through responsible and ethical operations, in recognition of the benefits and impacts on the relevant parties.

The Company is primarily involved in developing properties. The range of products cover single detached houses, townhouses and condominiums. The policy is in place in the administration and contractor assignments for the construction of designed products. To control the quality of construction works, The Company's engineers and architects are dispatched to monitor the entire process. A subsidiary was established to provide construction services primarily to The Company and the group. This is on top of the assignments awarded to external construction companies, to help reduce the construction cost. More subsidiaries were also established to support the development of shopping malls, office buildings, commercial areas, investment-purpose retail business, Hotel and overseas property development.

The Company's main business goal is to deliver customers "Happy-Living" home, through ethical and responsible operations which highlight responsibility to the environment, society and shareholders.

The Company puts emphasis on the added value of its project development, to deliver happiness in all aspects and maximum satisfaction to customers. The aspects include project locations, project design, product quality and quality of life. All project and house designs offer maximum space benefits. For the natural ambience, green areas are completed with trees, lakes and gardens. There are central clubs and services for customers, aside from 24-hour security system completed with CCTVs and security guards. During holidays, entertainment activities are hosted to encourage socialization among all dwellers in the projects. The Company's commitment to quality projects and happy living has resulted in positive responses to the Company and Subsidiaries' products.

The Company will further its commitment towards quality projects. On offer quality of life to all groups of customers. The Company's products - duplex houses, single detached houses, townhouses and condominium, - are available at the prices of Bt899,000 million to Bt150 million. They are located in a diverse range of areas, to reach as many as customers as possible.

They are assured of satisfaction when living in any project by Property Perfect Group. The Company and subsidiaries are convinced that the commitment will produce the desirable quality of life and environment, which will yield good society and encourage people to do good deeds to society.

## Significant transitions and development milestones

Property Perfect Public Company Limited was established on 14 August 1985 by the group of Maneeya Estate's operators, with initial registered capital of Bt300,000. On 19 October 1993, the company was registered as a public company and on 1 June in the same year, it was listed on the Stock Exchange of Thailand in the Property Sector.

The Company witnessed severe impacts from the financial crisis and baht devaluation in 1997, leading to financial problems, business rehabilitation and debt restructuring. After completing rehabilitation and debt-restructuring conditions, the Central Bankruptcy Court approved the exit from rehabilitation in 2004. Loans were gradually repaid to creditors in the rehabilitation plan, until they were fully repaid in 2011.

As 31 December 2021, The company is now capitalized at Bt 9,534,609,075 consisting of 9,534,609,075 common shares at Bt1 par value. The paid-up capital is 9,534,584,066 consisting 9,534,584,066 common shares at Bt1 par value.

## Major Events in the Past 3 years

### 2021 :

- Kiroro Resort Holdings Co.,Ltd. (KRH), a 99.70-owned subsidiary of Property Perfect Public Company Limited, was sold and transferred to Godo Kaisha Kiroro Management (GMM) Company Limited and Napier Tokutei Mokuteki Kaisha (Napier TMK), a trust fund established under the Japanese law. The transaction was executed on 22 November 2021 at the price of 15,000,000,000 yen or Bt4,357,590,000 (at the exchange rate of 100 yen to Bt29.0506) . After KRH transferred the ski and hotel business in Japan to GKMM and Napier TMK, it will remain operational in Japan.

### 2020 :

- The shareholders at the 2020 on 14 May 2020 Annual General Meeting endorsed:
  - Capital reduction from Bt10,022,174,312 to Bt 8,667,826,432 or 8,667,826,432 common shares at Bt1 par value, by cancelling 1,354,347,880 unallocated

shares. Of total allocated shares at Bt1 par value, 1,083,478,304 shares were reserved for a right offering at the ratio of 8 existing shares for 1 new share and the remaining 270,869,576 shares were reserved for the exercise of warrants to be issued to existing shareholders subscribing to the new shares, as approved by the 1/2019 extraordinary shareholder meeting dated 27 September 2019.

2. Capital increase from Bt8,667,826,432 to Bt 9,534,609,075, or by Bt866,782,643, through the issuance of 866,782,643 new shares with Bt1 par value. The new shares will be issued as dividends for the 2019 operating year.

#### 2019 :

- The Board of Directors at the 1/2019 meeting on 24 January 2019 approved the buyout of perfect prefab Co., Ltd.'s 1,200,000 shares from Center of Standard Precast Co., Ltd. The 20% stake boosted the Company's equity in Prefab to 100%.
- The Board of Directors at the 1/2019 meeting on 24 January 2019 approved the establishment of the following wholly-owned subsidiaries:
  - 1 PF Forestry Co., Ltd., capitalized at Bt15 million with 150,000 paid-up common shares at Bt100 par value. PF hold 100%.
  - 2 PFS 1 Co., Ltd., capitalized at Bt5 million with 50,000 paid-up common shares at Bt100 par value. PF forestry hold 100%.
  - 3 PFS 2 Co., Ltd., capitalized at Bt5 million with 50,000 paid-up common shares at Bt100 par value. PF Forestry hold 100%.
- The Board of Directors at the 4/2019 meeting on 14 May 2019 resolved to establish another 3 subsidiaries — PF HKL 4 Co., Ltd. (PFHKL 4), PF HKL 5 Co., Ltd. (PFHKL 5), PF HKL 6 Co., Ltd. (PFHKL 6) . Each is capitalized at Bt5 million, having paid-up 50,000 common shares at Bt100 par value. All the 100% shares of PF in PFHKL 4 was sold to HKL Perfect Co., Ltd. (HKL PF) .
- The Board of Directors at the 4/2019 meeting on 14 May 2019 approved the partnership with Sumitomo Forestry Singapore Ltd. (Sumitomo), a unit of Sumitomo Forestry Co., Ltd. PF holds a 51% stake in PF Forestry Co., Ltd. and Sumitomo

holds the remaining 49%. PF Forestry later raised capital from Bt15 million to Bt500 million, consisting of 5 million shares at Bt100 par value. PF will then sell the 49% stake to Sumitomo at an amount of Bt245 million.

- Property Perfect Public Company Limited (PF) transferred the 100% stake in PF HKL 5 Company Limited (PFHKL 5) and PF HKL 6 Company Limited (PFHKL 6) to HKL Perfect Company Limited, which takes direct control on project development.
- The shareholders at the 1/2019 on 27 September 2019 extraordinary meeting reached the following resolutions:
  1. Approve the company's registered capital decrease from Bt9 million to Bt8,667,826,432 or 8,667,826,432 shares at Bt1 par value. Of total, 332,173,568 shares at Bt1 par value were unallocated, including 300,000,000 shares left over from a private placement and 32,173,568 common shares. Shareholders at the 1/2016 meeting made no resolution on the allocation of the leftover shares.
  2. Approve the capital increase from Bt8,667,826,432 to Bt10,022,174,312, by Bt1,354,347,880 through the issuance 1,354,347,880 with at Bt1 par value.
  3. Approve the allocation of 1,354,347,880 new shares at Bt1 per value through the following methods:
    - 3.1 Sell no more than 1,083,478,304 shares at Bt 1 per value in the right offering, offering existing shareholders at the ratio of 8 existing shares to 1 new share at the price of Bt1 apiece or at Bt1 par value.
    - 3.2 In case the allocated shares as described in 3.1 are not fully subscribed or some are left over on whatever causes, the shares will be offered to existing shareholders who subscribe and pay for extra shares above their rights at Bt1 apiece. The company's Executive Committee or authorized directors are empowered to finalize the allotment to those shareholders who subscribe and pay for extra shares above their right.
    - 3.3 The company will reserve no more than 270,869,576 newly-issued shares at Bt1 per value for the exercise of warrants offered to existing shareholders who subscribe for right offering shares. A warrant can be exercised for 1 share, at the exercise price of Bt1.50 which is above at the share per value of Bt1.

- 3.4 In the allocation and offering of common shares as specified above, the Company's Board of Directors and/or Executive committee and/or authorized directors and/or individuals assigned by the Board of Directors or Executive Committee and authorized directors are empowered to make changes to the allocation and offering methods and other actions as they see appropriate, in line with relevant laws and regulations.
- Kiroro Resort Holding Co., Ltd.'s Board of Directors at the 2/2019 meeting on 15 February 2019 endorsed the merger of Kiroro Associate Co., Ltd., Kiroro Hotel Co., Ltd. And Kiroro Resort Development Co., Ltd. For faster and greater operational efficiency.

## Utilization of Raised Funds

Utilization of funds from debentures issued in 2019 (PF200A,PF220A,PF235A,PF229A)

Utilization	Approximate disbursement (Million Baht)	Estimated period of completion	Detail/Progress of utilization/Reason and measures in case utilization is not in accordance with the purposes
To redeem debentures and/or reserve for the Group's working capital	3,943.50	Within 2019	<ul style="list-style-type: none"> <li>Redemption of Property Perfect Public Company Limited's 5/2015 debentures (PF195A) worth Bt3,000 million, maturing on 5 May 2019</li> <li>Redemption of Property Perfect Public Company Limited's 2/2017 #1 debentures (PF197A) worth Bt428.30 million, maturing on 7 July 2019</li> <li>Redemption of Property Perfect Public Company Limited's 3/2016 #1 debentures (PF197A) worth Bt1,200 million, maturing on 22 September 2019</li> </ul>



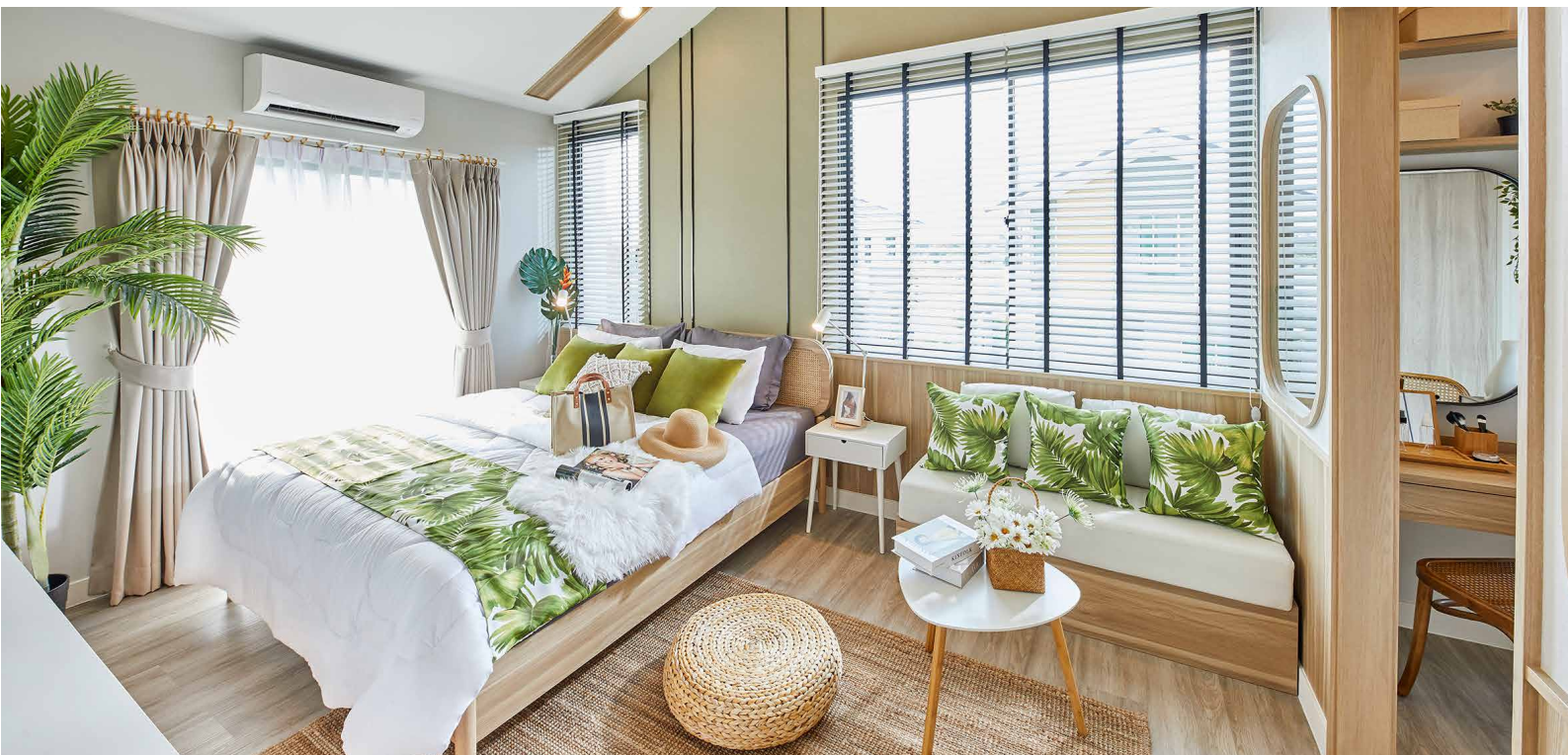
Utilization of funds from debentures issued in 2020 (PF231A,PF226B,PF229B)

Utilization	Approximate disbursement (million baht)	Estimated period of completion	Detail/Progress of utilization/Reason and measures in case utilization is not in accordance with the purposes
To redeem debentures and/or reserve for the Group's working capital	2,358.50	Within 2020	<ul style="list-style-type: none"> <li>Redemption of Property Perfect Public Company Limited's 1/2016 debentures (PF201A) worth Bt3,000 million, maturing on 28 January 2020</li> <li>Redemption of Property Perfect Public Company Limited's 2/2016 debentures (PF206A) worth Bt1,450 million, maturing on 2 June 2020</li> <li>Redemption of Property Perfect Public Company Limited's 3/2016 debentures (PF209A) worth Bt1,200 million, maturing on 22 September 2020</li> <li>Redemption of Property Perfect Public Company Limited's 1/2019 debentures (PF200A) worth Bt435.10 million, maturing on 5 October 2020</li> </ul>

Utilization of funds from debentures issued in 2021 (PF23NA,PF241A,PF244A,PF248A)

Utilization	Approximate disbursement (million baht)	Estimated period of completion	Detail/Progress of utilization/Reason and measures in case utilization is not in accordance with the purposes
To redeem debentures and/or reserve for the Group's working capital	3,279.80	Within 2021	<ul style="list-style-type: none"> <li>Redemption of Property Perfect Public Company Limited's 2/2017 debentures (PF214A) worth Bt724.40 million, maturing on 7 April 2021</li> <li>Redemption of Property Perfect Public Company Limited's 1/2018 debentures (PF214B) worth Bt1,034.50 million, maturing on 27 April 2021</li> <li>Redemption of Property Perfect Public Company Limited's 2/2018 debentures (PF217A) worth Bt2,069.40 million, maturing on 19 July 2021</li> <li>Redemption of Property Perfect Public Company Limited's 3/2017 debentures (PF219A) worth Bt1,509.60 million, maturing on 22 September 2021</li> <li>Redemption of Property Perfect Public Company Limited's 4/2017 debentures (PF21NA) worth Bt1,195.70 million, maturing on 30 November 2021</li> </ul>

# Nature of Business



## Total Sales Revenue Structure Sorted by Product Type

The Company's revenue is generated mainly by the property development business, which largely consists of low-rise development like single detached houses and townhouses. The revenue structure in the past 3 years is as follows :

Consolidated financial statements	Accounting Year Ended					
	2021		2020		2019	
	Baht	%	Baht	%	Baht	%
<b>Revenue</b>						
Revenue from sales of Land and house	6,572.16	68.39	7,656.46	62.03	7,726.41	38.05
Revenue from sales of residential condominium	1,483.46	15.44	2,549.05	20.65	6,140.83	30.24
Revenue from sale of land	586.38	6.10	390.77	3.16	2,499.89	12.31
Revenue from hotel business	696.38	7.25	1,469.82	11.91	3,669.56	18.07
Revenue from rental and service fees	271.20	2.82	277.97	2.25	269.33	1.33
<b>Total revenue</b>	<b>9,609.58</b>	<b>100.00</b>	<b>12,344.06</b>	<b>100.00</b>	<b>20,306.02</b>	<b>100.00</b>

The financial statements showed that land and house sale generated 68.39 %, 62.03 % and 38.05 % of total revenue in 2021, 2020 and 2019, respectively. Condominium business generated 15.44 %, 20.65 % and 30.24 % of revenue, respectively. Proceeds from the sale of land accounted for 6.10 %, 3.16 % and 12.30 %. The hotel business generated 7.25 %, 11.91 % and 18.07 %, respectively. Rental and services generated 2.85 %, 2.25% and 1.33 %, respectively

(More information as of 31 December 2021 appeared in the comprehensive income statement.)

## Land and Houses Sale Revenue Structure by Product Type

Land, House and Condominium sale revenue from various projects are as follows;

Project	Developed by	Type	2021		2020		2019	
			Million Baht	%	Million Baht	%	Million Baht	%
Brand “Perfect Masterpiece”								
Perfect Masterpiece Rattanathibet-Ratchapruerk	PF	SDH	323.63	4.92%	366.50	4.79%	338.30	4.4%
Perfect Masterpiece ( Century) Ramkhamhaeng-Suvarnabhumi	PF	SDH	166.96	2.54%	209.70	2.74%	145.20	1.9%
Perfect Masterpiece Chaengwattana	PF	SDH	73.36	1.12%	156.20	2.04%	168.10	2.2%
Perfect Masterpiece Krungtep Kreetha	PF	SDH	212.14	3.23%	513.50	6.71%	342.30	4.4%
Perfect Masterpiece Sukhumvit 77	EP	SDH	-	-	244.40	3.19%	431.57	5.6%
Perfect Masterpiece Sukhumvit 77 - Suvarnabhumi (4)	PF	SDH	511.07	7.78%	39.80	0.52%	-	-
Bella Del Monte 2 Kao Yai	PF	SDH	283.07	4.31%	-	-	-	-
Brand “Perfect Place”								
Perfect Place Rattanathibet (4)	PF	SDH	-	-	-	-	6.90	0.1%
Perfect Place 2 Ramkhamhaeng-Suvarnabhumi	PF	SDH	-	-	-	-	19.70	0.3%
Perfect Place Ramkhamhaeng-Suvarnabhumi (3)	PF	SDH	166.04	2.53%	203.40	2.66%	189.00	2.4%
Perfect Place Ramintra - Outer Ring (1)	PF	SDH	-	-	-	-	5.60	0.1%
Perfect Place Ramintra - Outer Ring (2)	PF	SDH	66.29	1.01%	88.40	1.15%	150.40	1.9%
Perfect Place Ramintra - Outer Ring (3)	PF	SDH	115.29	1.75%	205.90	2.69%	141.10	1.8%
Perfect Place Outer Ring - Ramkhamhaeng	PF	SDH	12.15	0.18%	13.60	0.18%	13.70	0.2%
Perfect Place Outer Ring - Ramkhamhaeng (2)	PF	SDH	7.61	0.12%	109.80	1.43%	448.20	5.8%
Perfect Place Krungtep Kreetha	PF	SDH	9.81	0.15%	13.10	0.17%	249.80	3.2%
Perfect Place Ratchapruerk (4)	PF	SDH	-	-	-	-	194.20	2.5%
Perfect Place Ratchapruerk (5)	PF	SDH	-	-	-	-	94.20	1.2%
Perfect Place Chaengwattana (2)	PF	SDH	225.50	3.43%	282.60	3.69%	131.10	1.7%
Perfect Place Sukhumvit 77 -Suvarnabhumi	EP	SDH	628.41	9.56%	598.60	7.82%	659.80	8.5%
Perfect Place Maung Chiangmai	RN 9	SDH	19.48	0.30%	9.10	0.12%	29.61	0.4%
Perfect Place Rungsit - Bangpoorn Expressway	PF	SDH	216.24	3.29%	223.50	2.92%	92.49	1.2%
Perfect Place Rattanathibet - Sai Ma St.	PF	SDH	268.86	4.09%	295.50	3.86%	113.63	1.5%
Perfect Place Rama IX - Krungtep Kreetha	PF	SDH	584.02	8.89%	519.80	6.79%	211.27	2.7%
Perfect Place Exclusive Zone (Ramkhamhaeng)	PF	SDH	5.53	0.08%	-	-	-	-
Perfect Place Ramkhamhaeng - Suvarnabhumi (Private Zone)- PF FUND	PF	SDH	1.98	0.03%	-	-	-	-
Perfect Place Phase 1 (Ramkhamhaeng)	PF	SDH	3.50	0.05%	-	-	-	-
Perfect Place Ramkhamhaeng - Suvarnabhumi (Lake Zone 2)	PF	SDH	4.50	0.07%	-	-	-	-
Brand “Maneerin”/“Perfect Park”								
Maneerin Lake & Park Ratchapruerk-Tiwanon	PF	SDH/Land	1.77	0.03%	5.30	0.07%	-	-
Perfect Park Rama V –Bangyai	PF	SDH	182.41	2.78%	173.20	2.26%	54.10	0.7%
Perfect Park Rangsit (2)	PF	SDH	174.93	2.66%	248.10	3.24%	182.70	2.4%
Perfect Park Suvarnabhumi	EP	SDH	229.20	3.49%	182.80	2.39%	341.04	4.4%
Perfect Park Bangbuathong	EP	SDH	-	-	-	-	11.61	0.2%
Perfect Park Bangna	BD	SDH	49.35	0.75%	70.80	0.92%	8.43	0.1%

Project	Developed by	Type	2021		2020		2019	
			Million Baht	%	Million Baht	%	Million Baht	%
Perfect Park Chaipayruek	RN 9	SDH	63.39	0.96%	58.40	0.76%	113.48	1.5%
Perfect Park Chaengwattana	PF	SDH	224.70	3.42%	248.60	3.25%	300.50	3.9%
Perfect Park Krungtep Kreetha - Ramkhamhaeng	PF	SDH	95.44	1.45%	134.80	1.76%	-	-
Perfect Park Westgate	RN 9	SDH	133.13	2.03%	59.80	0.78%	158.71	2.1%
Perfect Park Ratchapruek- Pathum Thani	RN 9	SDH	65.63	1.00%	154.90	2.02%	63.45	0.8%
<b>Brand "The Metro " / "Modi Villa "</b>								
The Metro Rattanathibet	PF	TH	41.52	0.63%	106.40	1.39%	190.80	2.5%
The Metro Rama IX-krungtep Kreetha	PF	TH	-	-	4.60	0.06%	20.80	0.3%
The Metro Ratchapruek- Pathum Thani	PF	TH	31.86	0.48%	34.50	0.45%	55.00	0.7%
Modi Villa Chaipayruek	PF	SDH	71.57	1.09%	75.30	0.98%	90.80	1.2%
Modi Villa (Townhome) Chaipayruek	PF	TH	14.71	0.22%	71.20	0.93%	52.60	0.7%
Modi Villa Rungsit	PF	TH	-	-	3.60	0.05%	7.60	0.1%
Modi Villa Rungsit (2)	PF	TH	68.05	1.04%	114.60	1.50%	154.70	2.0%
Modi Villa Rungsit Klong 7	PF	TH	59.59	0.91%	62.30	0.81%	34.50	0.4%
The Metro Chaengwattana	PF	TH	87.92	1.34%	106.60	1.39%	91.28	1.2%
The Metro Petchkasem 48	PF	TH	80.01	1.22%	165.20	2.16%	23.40	0.3%
The Metro Ngamwongwan	BD	TH	73.21	1.11%	80.80	1.06%	-	-
Modi Villa New Ratchapruek	PF	TH	118.72	1.81%	150.60	1.97%	10.18	0.1%
Modi Villa Rachapruek- Tiwanon	PF	TH	108.78	1.66%	129.60	1.69%	106.48	1.4%
Modi Villa Bangyai	PF	TH	56.03	0.85%	49.50	0.65%	103.20	1.3%
Modi Villa (Townhome) Lakrabang	EP	TH	46.31	0.70%	56.10	0.73%	81.01	1.0%
Modi Villa Pinklao-Outer Ring	EP	TH,SDH	-	-	-	-	3.84	0.0%
Modi Villa Bangna	EP	SDH	11.43	0.17%	125.80	1.64%	122.56	1.6%
Modi Villa (Townhome) Bangna	EP	TH	40.01	0.61%	103.70	1.35%	99.10	1.3%
Modi Villa (Townhome) Petchkasem 69	EP	TH	-	-	67.70	0.88%	221.38	2.9%
Modi Villa (Townhome) Rungsit Klong 7	EP	TH	61.78	0.94%	62.00	0.81%	84.22	1.1%
Modi Villa Pinklao Sai 5	EP	SDH	80.83	1.23%	131.30	1.71%	148.87	1.9%
Modi Villa Rama5- Kanchanapisek	EP	SDH	197.57	3.01%	193.10	2.52%	90.02	1.2%
Modi Villa Lakrabang-Suvarnabhumi	RN 9	SDH	15.50	0.24%	44.40	0.58%	79.52	1.0%
Modi Villa Bangbuathong	RN 9	TH,SDH	-	-	-	-	4.60	0.1%
Modi Villa Bangna 2	BD	SDH	11.41	0.17%	-	-	-	-
<b>Other</b>								
Metro Biztown Bangbuathong	RN 9	Shop	3.73	0.06%	-	-	5.08	0.1%
Metro Biztown Bangna	BD	Shop	15.38	0.23%	5.40	0.07%	4.44	0.1%
Perfect Residence Rama IX - Krungtep Kreetha	PF	SDH	19.81	0.30%	108.00	1.41%	116.80	1.5%
Metro Biztown Chaengwattana (2)	PF	Shop	27.48	0.42%	-	-	100.38	1.3%
Metro Biztown Chaengwattana (3)	PF	Shop	103.51	1.58%	96.40	1.26%	107.23	1.4%
Other	PF/EP/ RN9/	TH, SDH,Shop	-	-	77.70	1.01%	105.82	1.4%
<b>Total Revenue from the Sale of Land and Houses</b>			<b>6,572.15</b>	<b>100%</b>	<b>7,656.50</b>	<b>100%</b>	<b>7,726.39</b>	<b>100%</b>

Remark :

PF = Property Perfect Public Company Limited  
RN 9 = Residence Number Nine Company Limited

EP = Estate Perfect Company Limited  
SDH = Single Detached House

BD = Bright Development Bangkok Company Limited  
TH = Townhouse  
Land = LandShop =Shop House

As shown in the balance sheet, sales revenue of Property Perfect in 2021, 2020 and 2019 are Bt4,826.37 million, Bt5,378.20million and Bt4,930.60million, respectively. In the same period, subsidiaries' revenue are Bt1,745.78 million, Bt2,278.30 million and Bt2,795.80 million, respectively.

### Sales of Condominium Units Revenue Structure by Product type

Project	Developed by	Type	2021		2020		2019	
			Million Baht	%	Million Baht	%	Million Baht	%
Metro Park Sathorn	PF	CONDO	34.75	2.34%	104.70	4.11%	86.20	1.4%
The Sky Sukhumvit	PF	CONDO	28.80	1.94%	70.10	2.75%	203.10	3.3%
Metro Luxe Riverfront	PF	CONDO	42.60	2.87%	100.50	3.94%	92.70	1.5%
Metro Luxe Phaholyothin	PF	CONDO	-	-	-	-	3.40	0.1%
Metro Luxe Phaholyothin (2)	PF	CONDO	11.25	0.76%	147.40	5.78%	240.40	3.9%
Metro Luxe Rama IV	PF	CONDO	-	-	3.40	0.13%	9.50	0.2%
Bella Costa Hau Hin	PF	CONDO	33.13	2.23%	49.40	1.94%	16.90	0.3%
Metro Sky Prachachuen	PF	CONDO	268.50	18.10%	388.80	15.25%	367.60	6.0%
Metro Luxe Ratchada	BD	CONDO	66.00	4.45%	206.90	8.12%	323.72	5.3%
Metro Luxe Kaset	BD	CONDO	6.90	0.47%	128.40	5.04%	134.43	2.2%
Metro Sky Wutthakat	BD	CONDO	223.80	15.09%	-	-	-	-
iCondo Salaya	BD	CONDO	16.96	1.14%	13.40	0.53%	61.14	1.0%
iCondo Salaya (2)	BD	CONDO	213.45	14.39%	143.90	5.65%	86.85	1.4%
iCondo Serithai	BD	CONDO	88.01	5.93%	117.00	4.59%	319.38	5.2%
iCondo Sukhumvit 77	EP	CONDO	-	-	59.60	2.34%	1,858.83	30.3%
Hyde2 Sukhumvit	GRAND	CONDO	60.00	4.04%	170.60	6.69%	413.18	6.7%
Yuruay Condo	BD	CONDO	176.51	11.90%	283.90	11.14%	201.87	3.3%
YU Kiroro	KRH	CONDO	212.79	14.34%	561.10	22.01%	1,721.68	28.0%
<b>Total revenue from the sale of condominium units</b>			<b>1,483.45</b>	<b>100%</b>	<b>2,549.10</b>	<b>100%</b>	<b>6,140.80</b>	<b>100%</b>

Remark :

PF = Property Perfect Public Company Limited

BD = Bright Development Bangkok Company Limited

KRH = Kiroro Resort Holdings Company Limited

EP = Estate Perfect Company Limited

GRAND = Grande Asset Hotels and Property Public Company Limited

CONDO = Condominium

Revenue from sales of condominium units presented in the consolidated financial statements came from total revenue from projects developed by Property Perfect Public Company Limited in 2021, 2020 and 2019 are Bt. 419.03 million, Bt864.30 million and Bt1,019.80 million, respectively. In the same period, subsidiaries' revenue are Bt1,064.42 million, Bt1,684.80 million and Bt5,121.00 million, respectively.

(More information as of 31 December 2021 appeared in the comprehensive income statement.)

## Products and Services

The company and subsidiaries are developing property projects under a variety of brands, to satisfy various needs of different target groups and to offer products at a wide price range. The projects are primarily in prime locations in Bangkok and peripheral provinces, located along mass transit routes and community areas near universities. There are also projects in high-potential provinces like Prachuab Khiri Khan (HuaHin), Nakhon Ratchasima (Khaoyai), Mae Rim and San Phi Suea Chiang Mai. The products are classified as following :

### 1. Single Detached Houses, Duplex Houses and Townhouses

The company and subsidiaries' projects cater for customer demands which vary from location to location. They are priced from Bt 1.9 - Bt 80.0 million under the following brands.

Single Detached Houses and Duplex Houses		
 <p><b>Project Bella Del Monte</b> Price range 25.00 – 80 MB.</p>	<p><b>Existing Projects:</b> Bella Del Monte Khaoyai</p>	
 <p><b>Project Lake Legend</b> Price range 20 – 120 MB.</p>	<p><b>Existing Projects:</b> Lake Legend Chaengwattana</p>	
 <p><b>Project Perfect Masterpiece</b> Price range 20 – 80 MB.</p>	<p><b>Existing Projects:</b> Perfect Masterpiece Rattanathibet (Century) Perfect Masterpiece Changwattana Perfect Masterpiece Century Ramkhamhaeng Perfect Masterpiece Sukhumvit 77 -Suvannabhumi Perfect Masterpiece Rama IX- Kruntpet Kreetha</p>	
 <p><b>Project Perfect Residence</b> Price range 10 – 15 MB</p>	<p><b>Existing Projects:</b> Perfect Residence Kruntpet Kreetha Perfect Residence Sukhumvit77</p>	
 <p><b>Project Perfect place</b> Price range 5 – 12.00 MB</p>	<p><b>Existing Projects:</b> Perfect Place Ransit-Bangpoon Express way Perfect Place Chaengwattana (2) Perfect Place Ramkhamhaeng Suvannabhumi (3) Perfect Place Sukhumvit 77 - Suvannabhumi (8) Perfect Place Ramintra-Outer Ring(3) Perfect Place Muang Chiangmai Perfect Place Kruntpet Kreetha(2) Perfect Place Rattanathibet-Sai Ma St.</p>	

## Single Detached House and Duplex Houses



**Project Perfect Park**  
Price range 4 – 6 MB

### Existing Projects:

Perfect Park Rama V- Bang Yai  
Perfect Park Suvarnabhumi  
Perfect Park Chaipayruek  
Perfect Park Bangna  
Perfect Park Rangsit (2)  
Perfect Park Ratchapruek- Pathum Thani  
Perfect Park Chaengwattana  
Perfect Park Westgate  
Perfect Park Krungtep Kreetha - Ramkhamhaeng



**Project Lake Forest**  
Price range 3.49 – 5 MB

### Existing Projects:

Lake Forest New Ratchapruek



**Project Modi Villa**  
Price range 3 – 4 MB.

### Existing Projects:

Modi Villa Bangna  
Modi Villa Chaipayruek  
Modi Villa Pinklao- Sai 5  
Modi Villa Rangsit – Klong 7  
Modi Villa New Ratchapruek  
Modi Villa Rama V- Kanchanapisek



## Townhouses



**Project The Metro**  
Price range 2.89–5MB.

### Existing Projects:

The Metro Rattanathibet  
The Metro Rachapruek – Pathumthani  
The Metro Chaengwattana  
The Metro Ngamwongwan  
The Metro Petchkasem 48



**Project Modi Villa ( Townhome)**  
Price range 1.9 – 3MB.

### Existing Projects:

Modi villa Ladkrabang-Suvarnabhumi  
Modi Villa Bangna  
Modi villa Rangsit 2  
Modi villa Rangsit Klong 7  
Modi Villa Bangyai  
Modi Villa Rachapruek-Tiwanon  
Modi Villa Rama V-Kanchanapisek  
Modi Villa Chaityapruk



## Townhouses

### Metro BizTown

#### Existing Projects:

IMetro Biz Town Bangna

**Project Metro Biz Town  
(Commercial Building)  
Price Range 3.99-7 MB.**



In 2022, the Company and subsidiaries launched the following projects and new phases of existing projects total 12 projects worth totally Bt13,275 million

1. Perfect Place 1 Ramkhamhaeng- Suvarnabhumi Phase 9	Project Value	1,500	MB.
2. Penton Suthisan	Project Value	500	MB.
3. Perfect Place Rattanaibet- Saima Station	Project Value	85	MB.
4. Bella Del Monte Khao Yai (2)	Project Value	2,000	MB.
5. Metro Biztown Chaengwattana (4)	Project Value	500	MB.
6. Perfect park Phaholyothin-Chatuchot	Project Value	815	MB.
7. 3 Storey House Sukhumvit77-Suvarnabhumi (New Brand)	Project Value	550	MB.
8. Perfect Place Ratchapruek-Pathumthani	Project Value	1,485	MB.
9. Perfect Park Bangyai (2)	Project Value	1,670	MB.
10. The Metro Krungtep Kreettha-Romkhao	Project Value	550	MB.'
11. Luxury Residence Rattanaibet	Project Value	4,240	MB.
12. Modi Villa Bangyai (2)	Project Value	880	MB.













Aside from 12 new projects to be launched by the Company and subsidiaries, joint ventures will launch another 3 projects worth totally Bt10,860 million.

Two of them are developed jointly with Hongkong Land Company Holdings Limited worth totally Bt9,600 million; Lake Legend Bangna worth Bt6,200 million and Lake Legend Chaengwattana (2) worth Bt3,400 million.

The other, jointly developed with Sumitomo Forestry, is Perfect Place Lake Forest worth Bt1,260 million.

## 2. Condominium

The company and subsidiaries have launched condominium projects under various brands. They are both low-rise (with no more than 8 floors) or high-rise (with over 8 floors), in response to target groups' new generation. The prices range from Bt0.89Bt150million. The projects are primarily in prime locations in Bangkok and peripheral provinces, located along mass transit routes and community areas near universities. Details are as follows :

Condominium		
 <p><b>Project Hyde</b> Price range 6.02 – 1 50 MB.</p>	<p><b>Existing Projects:</b> Hyde Sukhumvit 11 Hyde Heritage Thonglor</p>	
 <p><b>Project YU Kiroro</b> Price range 20–145 MB</p>	<p><b>Existing Projects:</b> YU Kiroro Japan</p>	
 <p><b>Project The Sky</b> Price range 2.9 – 9 MB.</p>	<p><b>Existing Projects:</b> The Sky Sukhumvit</p>	
 <p><b>Project Metro Sky</b> Price range 2 – 5 MB.</p>	<p><b>Existing Projects:</b> Metro Sky Prachachuen Metro Sky Wutthakat</p>	
 <p><b>Project Metroluxe</b> Price range 2 – 5.4 MB.</p>	<p><b>Existing Projects:</b> Metroluxe Riverfront Metroluxe Ratchada</p>	
 <p><b>Project The Lake</b> Price range 1.8 – 3 MB.</p>	<p><b>Existing Projects:</b> The Lake Kallprapruk-Wutthakat</p>	

## Condominium



### Existing Projects:

iCondo Salaya The Campus  
iCondo Serithai

Project iCondo  
Price range 1.8 – 2.4 MB.



### Existing Projects:

Bella Costa Hua Hin

Project Bella Costa  
Price range 3.99-12 MB.



### Existing Projects:

Yuruay Condo

Project Yuruay Condo  
Price range 899,000 Baht



The company and subsidiaries base the investment decision on customer preferences survey in each location, to finalize target groups, development types and an appropriate price range. All projects are thoroughly reviewed by relevant business units, also through feasibility studies on the projects which scatter on various potential locations in the Greater Bangkok. The focus is to create quality, well-designed and environmental-friendly projects, aside from favorable pre- and after-sale services.

After the transfer, the company and subsidiaries assure customers with a 1-year house warranty starting from the transfer date. The

Perfect Service unit is established to take care of customers who have been delivered their completed units, within the warranty and off-warranty period. This is to ensure speedy services and guarantee customer satisfaction. Manning the unit are loyal employees, equipped with service mind and knowledge through training.

Moreover, the company and subsidiaries put in place community management practices, to cover the provision of recreation areas, utilities and infrastructure inside the projects until the construction works are finished and transferred to the estate committee or the juristic body.



### 3. Hotel and Resort Business

The Company puts emphasis on the development of hotels with 4-5 stars, which will be managed by professional and international hotel chains. At present, the Company has awarded the management contracts to Starwood Hotels & Resorts Worldwide Inc and Hyatt International Corporation. The Company's focus is to erect hotels in prime locations of Bangkok which boasts travel convenience. The Company has the policy to diversify business risks by investing in provinces which are tourist destinations and targeting a vast range of target customers.

The Company operates a hotel and resort business abroad, owning Kiroro Resort in Akaigawa-mura, Hokkaido, Japan. The ski resort is located on a 292-rai plot, where two four-star hotel buildings are located. There are 422 hotel rooms, from 22sqm standard rooms to 149sqm suites. The business was sold to Godo Kaisha Kiroro Management (GKKM) and Napier Tokutei Mokuteki Kaisha (NAPIER TMK) on 22 November 2021.

#### Hotel

**THE WESTIN**  
GRANDE SUKHUMVIT  
BANGKOK

##### Existing projects :

The Westin Grande Sukhumvit Hotel



  
**SHERATON**  
Royal Orchid Hotel & Towers

##### Existing projects :

Royal Orchid Sheraton Hotels and Towers



  
**SHERATON**  
Hua Hin Resort & Spa

##### Existing projects :

Sheraton Hua Hin Resort and Spa Hotel



  
**SHERATON**  
Hua Hin Pranburi Villas

##### Existing projects :

Sheraton Hua Hin Pranburi Villas



  
**HYATT  
REGENCY™**  
BANGKOK SUKHUMVIT

##### Existing projects :

Hyatt Regency Bangkok Sukhumvit Hotel



## Hotel



### Existing projects :

Kiroro Ski Resort Hotel \*  
Sheraton Hokkaido Kiroro Resort  
The Kiroro, A Tribute Portfolio Hotel, Hokkaido



## 4. Rental office Buildings

The subsidiary operates a rental office business. It is looking for a new office building to review the feasibility in proceeding with the business.

## 5. Retail Business

The Company and subsidiaries draw up a plan to develop shopping malls, office buildings and commercial areas. In the first phase (1-2 years), a community mall will be developed. This will be followed by a closed shopping mall and office for rent. We Retail, a subsidiary, has developed and operated a community mall, Metro Town, on Kallapaphruk Road (Rename from Metro West Town).

## Project information as of 31 December 2021

As of 31 December 2021, the Company and subsidiaries' portfolio covers 69 under-development projects with remaining sales value of Bt38,766 million and completed units worth Bt 1,882 million pending for ownership transfer. Sorted by developers, they are as follows :

### Property Perfect Public Company Limited (The Company)

Developer of single detached houses, townhouses and condominiums : as of 31 December 2021, the Company is developing 40 projects with remaining sales value of Bt 23,757 million and completed units worth Bt 1,414 million pending for ownership transfer.

### Estate Perfect Company Limited

Developer of single detached houses, townhouses and condominiums in potential locations : as of 31 December 2021, the company is developing 9 projects with remaining sales value of Bt 5,716 million and completed units worth Bt89 million pending for ownership transfer.

### Bright Development Bangkok Company Limited

Developer of condominiums : as of 31 December 2021, Bright Development Bangkok is developing 11 projects with remaining sales value of Bt 4,599 million and completed units worth Bt221 million pending for ownership transfer.

### Residence Number Nine Company Limited

Developer of small-scale low-rise residential projects in potential sites : as of 31 December 2021, Residence Number Nine is developing 6 projects with remaining sales value of Bt 3,183 million and completed units worth Bt 128 million pending for ownership transfer.

### Grande Asset Hotels & Property Public Company Limited

Developer of hotels and residential projects : as of 31 December 2021, Grande Asset Hotels & Property is developing 3 projects - the Hyde Sukhumvit 11, the Trendy Condominium and Hua Hin Blue Lagoon Resort - with remaining sales value of Bt 1,511 million and completed units worth Bt30 million pending for ownership transfer.

\*Note : The remaining sales value is not equivalent to inventories but means the total project value minus progress.

## Products of The Company and Subsidiaries sorted by Project as of 31 December 2021

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress			Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
Property Perfect' s Project (PF)																
1.	Perfect Masterpiece Rattanathibet  Location : Saima, Muang District, Nonthaburi	2007-2021	SDH	342	4,925	2,329	100.00	342	4,925	100.00	-	-	340	4,879	2	46
2.	Perfect Place Chaengwattana (2)  Location : Bang Tanai , Pakkret District, Nonthaburi	2013-2023	SDH	372	2,424	775	61.76	143	1,007	38.44	229	1,417	142	1,000	1	7
3.	Perfect Place Ramkhamhaeng-Suvarnabhumi 3  Location : Kwang Minburi, Minburi District, Bangkok	2015-2023	SDH	320	1,990	856	79.07	226	1,404	70.63	94	586	215	1,342	11	62
4.	Bella Del Monte Khao Yai  Location : Musi, Pak Chong, Nakhon Ratchasima	2015-2017	SDH	30	769	350	76.77	11	472	36.67	19	297	6	284	5	188
5.	Perfect Masterpiece Ramkhamhaeng-Suvarnabhumi (Century)  Location : Sapansung, Sapansung, Bangkok	2014- 2021	SDH	97	2,115	886	94.21	69	1,478	71.13	28	637	68	1,448	1	30
6.	Perfect Masterpiece Chaengwattana  Location : Pakkret District, Nonthaburi	2016-2021	SDH	59	966	439	91.45	57	930	96.61	2	36	56	920	1	10
7.	Perfect Place Ramintra-Outer Ring (2)  Location : Samwa Tawan Tok, Khlong Samwa, Bangkok	2017-2020	SDH	130	806	469	100.00	130	806	100.00	-	-	130	806	-	-
8.	Perfect Masterpiece Rama IX - Krungthep Kreetha  Location : Lat Krabang District, Bangkok	2020-2024	SDH	168	4,084	1,148	72.16	93	2,006	55.36	75	2,078	93	2,006	-	-
9.	Perfect Residence Rama IX - Krungthep Kreetha  Location : Lat Krabang District, Bangkok	2017-2022	SDH	39	455	226	96.63	27	330	69.23	12	126	25	307	2	22
10.	Perfect Park Chaengwattana  Location : Bang Tanai , Pakkret District, Nonthaburi	2018-2023	SDH	358	1,728	693	74.95	192	945	53.63	166	783	180	887	12	58
11.	Modi Villa Ratchapruek-Tiwanon  Location : Bangkoowat, Muang District, Nonthaburi	2018-2024	SDH	311	784	308	60.14	170	431	54.66	141	352	167	424	3	8
12.	Perfect Place Rangsit - Bangpoon Expressway  Location : Suan Phrik Thai ,Muang District, Pathum Thani	2018-2024	SDH	199	1,316	416	63.61	79	604	39.70	120	713	76	575	3	28
13.	Perfect Masterpiece Sukhumvit 77-Suvarnabhumi (4)  Location : Racha Thewa, Bang Phi, Samut Prakan	2018-2024	SDH	83	1,842	369	51.29	45	929	54.22	38	953	41	762	4	127

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress		Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
14.	Perfect Place Rama9-Krungthep Kreetha Location : Lat Krabang District, Bangkok	2018-2022	SDH	315	2,972	772	59.57	186	1,779	129	1,192	150	1,432	36	348
15.	The Metro Ratchapruet-Pathumthani Location : Bangduea, Muang, Pathumthani	2019-2024	SDH	425	1,250	283	38.96	47	136	378	1,114	47	136	-	-
16.	Perfect Place Ramintra-Outer Ring (3) Location : Khlong Samwa, Bangkok	2021-2025	SDH	316	1,802	452	56.61	121	650	195	1,152	101	534	20	116
17.	Perfect Park Phaholyothin - Chatuchot Location : : Khlong Samwa, Bangkok	2019-2023	SDH	143	807	67	16.25	-	-	143	807	-	-	-	-
18.	Perfect Krungthep Kreetha- Ramkhamhaeng Location : Lat Krabang District, Bangkok	2021-2026	SDH	220	1,208	288	49.25	46	262	174	946	44	250	2	12
19.	Perfect Park Rama V-Bangyai (2) Location : Baan Mai, Bangyai District, Nonthaburi	2019-2023	SDH	464	1,898	102	8.86	-	-	464	1,898	-	-	-	-
20.	Perfect Place Rattana Thibet-Sai Ma St. Location : Saima, Muang District, Nonthaburi	2019-2021	SDH	138	1,158	432	83.56	101	858	37	301	91	776	10	81
21.	Metro Biztown Prime Phaholyothin-Suthisan Location : Samsen Nai ,Phayathai, Bangkok	2006-2023	SDH	6	27	76	42.37	-	-	6	27	-	-	-	-
22.	Perfect Park Rama V-Bangyai Location : Bang Maenang, Bangyai District, Nonthaburi	2549-2566	SDH, DH	1,869	6,642	3,629	98.15	1,830	6,498	40	148	1,826	6,481	3	13
23.	Modi Villa Rangsit Klomg 7 Location : Thanyaburi District, Pathum Thani	2016-2024	SDH, DH	230	788	265	54.93	78	271	152	517	77	267	1	4
24.	Perfect Park Rangsit (2) Location : Muang District, Pathum Thani	2017-2022	SDH, DH	237	1,155	526	84.89	185	901	52	254	184	895	1	6
25.	The Metro Petchkasem 48 Location : Bang Duan, Phasi Charoen, Bangkok	2019-2022	SDH, DH	128	707	309	81.07	57	318	71	389	52	289	5	29
26.	Modi Villa Chaivapruet Location : Bangbuathong District, Nonthaburi	2015-2021	TH, DH	187	633	341	86.14	168	578	19	55	166	573	2	5

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress			Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
27.	The Metro Rattanahibet Location : Ta-I, Parkkret District, Nonthaburi	2014-2021	TH	270	1,023	594	97.77	252	936	93.33	18	87	252	936	-	-
28.	Modi Villa (Townhome) Chaiyapruet Location : Pimolrach, Bangbuathong District, Nonthaburi	2015-2020	TH	145	390	214	82.41	144	385	99.31	1	5	144	385	-	-
29.	Modi Villa Rangsit (2) Location : Muang District, Pathum Thani	2017-2022	TH	264	883	342	50.60	145	432	54.92	117	451	145	425	2	7
30.	Modi Villa Bangyai Location : Banyai District, Nonthaburi	2018-2020	TH	146	434	229	94.31	82	242	56.16	64	192	82	242	-	-
31.	Modi Villa New Ratchapruet Location : Baan Duea, Muang District, Pathumthani	2019-2024	TH	288	1,137	293	42.48	78	313	27.08	210	823	75	302	3	12
32.	The Metro Chaengwattana Location : Pakkret District, Nonthaburi	2019-2024	TH	289	947	338	66.25	97	332	33.56	192	615	93	317	4	15
33.	Metro Biztown Chaengwattana(2) Location : Pakkret District, Nonthaburi	2017-2018	SHOP	29	176	60	88.83	29	176	100.00	-	-	29	176	-	-
34.	Metro Biztown Chaengwattana (3) Location : Pakkret District, Nonthaburi	2018-2020	SHOP	50	337	129	96.83	50	337	100.00	-	-	50	337	-	-
35.	The Lake Kullaprapuek-Wuthakat Phase 3 Location : Phasi Charoen District, Bangkok	2551-2558	CD	2,150	3,802	2,202	91.70	2,109	3,722	98.09	41	80	2,107	3,719	2	3
36.	The Sky Sukhumvit (Metro Sky Sukhumvit) Location : Bangna, Bangna, Bangkok	2008-2015	CD	900	3,691	2,461	98.59	597	2,095	66.33	304	1,599	587	2,060	9	32
37.	Metro Luxe Riverfront (Metro Riverfront) Location : Saima, Muang District, Nonthaburi	2014-2017	CD	606	1,761	1,092	99.76	393	1,233	64.85	213	528	390	1,226	3	7
38.	Bella Costa Hua Hin Location : Pranburi District, Prachuabkirkhan	2014-2017	CD	323	1,556	882	93.04	141	743	43.65	182	813	141	743	-	-
39.	Metro Sky PrachaChuen Location : Bang Sue, Bang Sue District, Bangkok	2015-2017	CD	1,328	3,793	1,931	99.73	1,035	2,891	77.94	288	890	1,028	2,871	12	32
40.	iCondo Pattanakarn-Srinakarin Location : Suan Luang, Suan Luang, Bangkok	2019-2021	CD	445	1,002	223	37.96	51	106	11.46	394	896	-	-	51	106
<b>Total - PF</b>				<b>14,419</b>	<b>66,183</b>	<b>9,606</b>	<b>42,461</b>	<b>4,808</b>	<b>23,757</b>	<b>9,400</b>	<b>41,012</b>	<b>211</b>	<b>1,414</b>			

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress		Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
Estate Perfect Company Liited ' s Project .(EP-Subsidiary) – (The company holds the 100% ownership)															
41.	Perfect Residence Sukhumvit 77	2007-2021	SDH	108	1,203	352	64.53	45	512	41.67	63	44	498	1	14
	Location : Racha Thewa, Bang Phi, Samut Prakan														
42.	Perfect Place Sukhumvit 77- Suvarnabhumi (9)	2021-2027	SDH	163	1,437	102	13.50	-	-	-	163	-	-	-	-
	Location : Racha Thewa, Bang Phi, Samut Prakan														
43.	Perfect Place Sukhumvit 77- Suvarnabhumi (8)	2007-2021	SDH	214	1,645	735	100.00	210	1,617	98.13	4	28	209	1,611	1
	Location : Racha Thewa, Bang Phi, Samut Prakan														
44.	Perfect Park Suvarnabhumi (5)	2018-2024	SDH	427	2,186	499	38.84	135	731	31.62	292	132	712	3	19
	Location : Minburi, Minburi District, Bangkok														
45.	Modi Villa (Townhome) Lat Krabang	2012-2022	TH	472	1,008	534	74.84	363	749	76.91	109	259	359	739	4
	Location : Klongluangpang, Muang, Chachoengsao														
46.	Modi Villa (Townhome) Bangna	2013-2023	TH	449	1,030	562	78.81	348	804	77.51	101	226	343	792	5
	Location : Bangsaothong, Samut Prakan														
47.	Modi Villa (Townhome) Rangsit Klong 7	2016-2024	TH	489	1,137	384	49.30	163	381	33.33	326	756	163	381	-
	Location : Thanyaburi District, Pathum Thani														
48.	Modi Villa Pinklao-Sai5	2018-2021	SDH, DH	113	475	210	81.77	105	431	92.92	8	44	105	431	-
	Location : Sam Phran district, Nakhon Pathom														
49.	Modi Villa Rama V-Kanchanapisek	2018-2024	SDH, DH, TH	429	1,349	433	52.82	178	529	41.49	251	820	169	501	9
	Location : Bangyai District, Nonthaburi														
Total of Current Project-EP				2,864	11,470	1,547	5,754	1,317	5,716	1,524	5,665	23	89		
Bright Development Bangkok Co., Ltd.' s (BD-Subsidairy) – (The company holds the 100% ownership)															
50.	Perfect Park Bangna	2013-2019	SDH, DH	115	530	248	79.36	56	252	48.70	59	278	51	228	5
	Location : Minburi, Minburi District, Bangkok														
51.	The Metro Ngamwongwan	2013-2019	TH	60	338	144	95.78	31	176	51.67	29	162	31	176	-
	Location : Bang Kaen, Muang, District, Nonthaburi														
52.	Metro Biztown Bangna	2017-2021	SHOP	117	547	142	44.39	23	108	19.66	94	439	23	108	-
	Location : Bangsaothong, Samut Prakan														

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress			Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
53.	Modi Villa Bangna (2)	2021-2026	TH	96	414	98	40.88	6	26	6.25	90	388	4	17	2	9
	Location : Bangsaothong District, Samut Prakarn															
54.	Metro Luxe Kaset (Metro Sky Kaset)	2014-2018	CD	564	1,540	760	97.84	563	1,535	99.82	1	5	563	1,535	-	-
	Location : Sana Ni Korn, Chatuchak, Bangkok															
55.	Metro Luxe Ratchada (Metro Sky Ratchada)	2014-2018	CD	535	1,973	826	94.02	479	1,738	89.53	56	235	474	1,721	5	17
	Location : Dindang, Bangkok															
56.	iCondo Salaya	2014-2016	CD	567	986	546	96.40	565	970	99.65	2	16	565	970	-	-
	Location : Phuthamonthon, Nakorn Pathom															
57.	iCondo Salaya (2)	2014-2016	CD	890	1,580	889	98.50	777	1,357	87.30	113	223	774	1,352	3	5
	Location : Phuthamonthon, Nakorn Pathom															
58.	iCondo Serithai	2017-2019	OD	505	974	509	95.46	442	833	87.52	63	141	440	829	2	4
	Location : Khlong Kum, Bueng Kum, Bangkok															
59.	Metro Sky Wuthakat	2017-2020	OD	527	1,508	957	83.84	133	350	25.24	394	1,159	90	233	43	116
	Location : Kwang Talad, Thonburi District, Bangkok															
60.	Yuray Condo	2018-2019	OD	2,461	2,352	650	69.89	817	799	33.20	1,644	1,553	767	753	50	46
	Location : Nuanchan Rd. Bueng Kum, Bangkok															
Total of Current Project - BD				6,437	12,742	3,892	8,144	2,545	4,599	3,782	7,922	110	221			
Residence Number Nine Co., Ltd' s Project (RN 9-Subsidiary) - (The company holds the 100% ownership)																
61	Perfect Place Chiang Mai	2014-2024	SDH	206	1,005	342	72.06	67	339	32.52	139	666	67	339	-	-
	Location : San Phi Sue, Muang District, Chiang Mai															
62	Perfect Park Chaiyapruet	2016-2022	SDH	154	709	278	63.66	88	401	57.14	66	308	84	384	4	17
	Location : Bangbuaethong District, Nonthaburi															
63	Perfect Park Ratchapruet-Pathumthani	2018-2024	SDH	212	1,292	316	54.72	80	392	37.74	132	900	71	320	9	72
	Location : Bangduea, Muang, Pathumthani															
64	Modi Villa Lat Krabang	2012-2019	SDH, DH	190	627	345	78.08	190	627	100.00	-	-	190	627	-	-
	Location : Muang District, Chachoengsao															
65	Perfect Park Westgate	2018-2024	SDH, DH	399	1,718	359	32.86	90	409	22.56	309	1,309	82	374	8	35
	Location : Baan Mai, Bangyai District, Nonthaburi															

No.	Project	Development Period	Type Unit	Total		Construction Progress		Sales Progress		Remaining		Transfer Ownership		Pending for Ownership Transfer	
				Unit	Value (Mb.)	Value (Mb.)	%	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)	Unit	Value (Mb.)
66	Metro Biztown Bangbua Thong(2)	2017-2019	SHOP	8	34	17	98.40	8	34	-	-	7	30	1	4
Location : Bangbua Thong District, Nonthaburi															
<b>Total of current Project -RN 9</b>				<b>1,169</b>	<b>5,385</b>			<b>523</b>	<b>2,202</b>	<b>646</b>	<b>3,183</b>	<b>501</b>	<b>2,074</b>	<b>22</b>	<b>128</b>
<b>Total of Current Project - All PF</b>				<b>24,889</b>	<b>95,780</b>			<b>15,568</b>	<b>58,561</b>	<b>9,316</b>	<b>37,255</b>	<b>15,207</b>	<b>56,673</b>	<b>366</b>	<b>1,852</b>

### Grande Asset Hotels and Property Public Company Limited

(The company holds direct 9.5% ,indirect 39.29% ownership)

1.	Hyde Sukhy/umvit 11	478	4,513	1,687	100.00	354	3019	66.89	124	1,494	351	2,989	3	30
2.	The Trendy	734	3,014	2,163	100.00	733	3005	100.00	1	9	733	3,005	-	-
3.	Hau Hin Blue Lagoon	145	1,285	1,032	100.00	144	1278	99.42	1	8	144	1,278	-	-
<b>Total of current Project -GRAND</b>		<b>1,357</b>	<b>8,813</b>			<b>1,231</b>	<b>7,302</b>		<b>126</b>	<b>1,511</b>	<b>1,228</b>	<b>7,271</b>	<b>3</b>	<b>30</b>
<b>Total of Current Project - All</b>		<b>26,246</b>	<b>104,593</b>			<b>16,799</b>	<b>65,863</b>		<b>9,442</b>	<b>38,766</b>	<b>16,435</b>	<b>63,944</b>	<b>369</b>	<b>1,882</b>

Note : The remaining sales value is not equivalent to inventories but means the total project value minus progress.

Amount of construction progress means the construction cost excluding land cost

## Marketing and Competition

### Real Estate Business

#### Marketing

#### Product Strategies

##### House and Project Design

- **Single Detached House, Duplex house, Town House**

The Company and subsidiaries' property development business takes into consideration the consumer demand and satisfaction survey as well as market competition, to respond each customer group's preferences and improve the Company's competitiveness. The Company and subsidiaries have developed a variety of products — single detached houses, duplex houses and townhouses — which come up with stunning designs and functions that fit Thais' lifestyles and Thailand's climate. The Company's architectural team is highly experienced and has been working closely with leading architectural firms on new innovations.

In 2020, the Company envisages the offering of new home designs at the following estates that deliver both comfort and good health, with emphasis on air ventilation. Either Active Airflow system or Air Factory system will be deployed (depending on each Brand) .

1. Perfect Masterpiece Project will offer 2 new designs:
  - 1.1 Modern Classic, boasting luxury, elegant and contemporary designs for 300-670 sqm mansions on 150 - 300 square wah land plots.
  - 1.2 Modern Oriental, blending luxury with nature. The luxury designs come with quality construction materials and functions that will satisfy all dwellers regardless of their ages.
2. Perfect Place Project will launch the Modern Oriental concept for a modern yet homey feel. All designs under this concept offer 4 bedrooms (including a lower-floor bedroom that can be turned to a multipurpose room), bigger space for all functions in preparation for new family members, as well as a separate section for Thai kitchen. All functions support New Normal lifestyles.
3. Perfect Park Project will develop modern, high-ceiling and multi-functional designs for new families, coming with 3 or 4 bedrooms.

4. A newly-launched 3-storey house on 50-70 square wah offers 400-500 sqm in usable space. The modern classic design supports the new normal lifestyle of all family members. The house is equipped with a swimming pool and Smart Home system for greater convenience.
5. Penton Sutthisarn is a luxury home office project in the city, with vast usable space for work and living. Residents are offered parking space and can enjoy an indoor swimming pool.
6. Projects developed jointly with other business partners will launch high-end and unique single detached home designs as follows:
  - 6.1 "Clean air innovation" design under partnership with Sekisui Chemical. New European Classic style that boasts greater elegance will be introduced in 2020.
  - 6.2 "Lake Legend Project" under partnership with Hongkong Land, setting to lure buyers with the Modern French luxury and classic designs, complete for all functions.
  - 6.3 Project under partnership with Sumitomo Forestry that perfectly harmonizes Thai and Japanese designs.

- **Condominium**

The Company and subsidiaries' condominiums are both low-rise (with no more than 8 floors) and high-rise (with over 8 floors), offered under various brands in line with project types and target customer segments.

The Company has put emphasis on project layouts, with focus on the usable space of the overall area that encompasses the central area and room space. The projects must portray a modern and lifestyle, reflecting the urban lifestyle.

#### Quality and Service

The Company and subsidiaries construct houses and townhouses through experienced contractors who have worked with the Company or shown credible track records. The contractors are demanded to follow the Company's designs, constructing the units with quality materials. The construction is closely monitored to ensure timely delivery. Contractors are also allowed to propose and comment on construction methods. For example, they can choose whether to use the conventional method or the prefabricated or precast system, in delivering quality products with the specified budgets.

However, several construction-related obstacles are foreseeable, such as labor shortage, the increase in construction material prices and shorter delivery period. The Company and subsidiaries have expanded the number of prefab houses. The Tunnel Formwork (Tunnel Formwork system allows the casting of tunnel molds. On the molds, concrete walls and floors can be built in one operation.) system was adopted to tackle the obstacles. At present, in the projects that adopt the system, the Company ably reduces the construction period from 6-8 months to 4-5 months. The Company also puts emphasis on the quality of construction materials. SCG Building Materials Company Limited is now the major supplier of such materials, to assure buyers of the durability and quality designs. The Company and subsidiaries manage the cost of materials through bulk orders. This increases the Company's bargaining power and allows the Company to determine the development cost more precisely. *(Note: Tunnel Formwork is a construction technique using tunnel fabricated forms that allow room or row casting and simultaneous and continuous wall and floor cementing.)*

The Company and subsidiaries mainly build and offer complete houses to customers. The houses must be completed before putting on the market, which allows customers to view the completed units and immediately move in. The houses can be transferred within a month after the purchase.

Regarding condominium development, the Company and subsidiaries plan to launch more projects. More focus will be placed on every stage of construction, from the selecting of only established and experienced contractors. The Company and subsidiaries have a special team to closely work with the contractors. Consultants with experience in high-rise development are also hired to oversee the construction management, to ensure that the construction works meet engineering standards and requirements on quality and safety. The consultants will also ensure the construction is completed on schedule. In the past few years, the Company and subsidiaries have awarded most construction contracts to Italian-Thai Development Public Company Limited and Sangfah Construction Company Limited which are established and able to deliver standardized services. The construction works will be monitored by the Company's engineering and construction



management teams, to ensure that standards are maintained. There is a central team to monitor construction standards plus engineering advisors for all projects. There are training courses and field trips for the engineering and construction management teams, as well as training for contractors. Construction manuals that contain quality check stage by stage are handed out to the Company's teams and contractors.

#### Environment Impact Assessment

Aside from enticing designs, functions and reasonable prices, the Company pays attention to the project planning, environmental management, infrastructure system, security system and after-sale services for customers' maximum benefits. The Company has also hosted activities for major festivals, where its customers can meet neighbors and nurture their good relationship. With the focus, the company won EIA Monitoring Award from the Natural Resources and Environment Ministry for three consecutive years. The three projects received the awards.

Perfect Place Rangsit was awarded "Outstanding private property project — Single house in 2012". The Company won an award from the energy-saving housing estate contest, hosted by the Department of Alternative Energy Development and Efficiency, the Ministry of Energy, where home designs and housing estates showing concerns in energy conservation through function designs, construction materials, site planning and project management. The Company first won the award in 2008 and continually received more awards until 2018. Some of the awards are as follows:

- In 2016, Verbena (V-Series) home design for Perfect Place 3 Rattana Thibet-Ratchaphruek Project won the outstanding energy-saving award.
- In 2016, Vernorica (V-Series) home design for Perfect Place 3 Rattana Thibet-Ratchaphruek Project won the outstanding energy-saving award.

- In 2017, it won four energy-saving awards for the home designs of Perfect Masterpiece Project: Regist, Repose and Recency for houses with usable space from 200 to 300sqm and Regent for houses with usable space above 300sqm.
- In 2018, it won four energy-saving awards for the home designs of Perfect Masterpiece Project: Regist, Repose and Recency for houses with usable space from 200 to 300sqm and Rediance for houses with usable space above 300sqm.
- In addition, the company provides public gardens, lakes, large and perfect club houses. The company has teamed up with business partners to open their shops in the club house areas such as restaurant, Fitness Center, 7-11 Convenience stores and True coffee - Coffee Shop. These facilities differentiate the company's projects from others', creating the friendly ambience to residents who have warmly welcomed the concept.

#### Pricing Strategy

The company and subsidiaries has policy to set prices based on the economic condition, market demand and competition in all of products such as Single Detached house, Duplex house, Townhouse and condominium. These factors are jointly considered with costs, locations, project types and market conditions when compared with competitors. There are several guidelines for price setting such as setting similar price with rivals but better designs, and environmental and convenient facilities.

The company and subsidiaries have offered various project types and prices to serve different demand as follows:










##### Single Detached Houses, Duplex Houses and Townhouses

Category are priced from Bt1.90million to Bt120.00 million, to meet the purchasing power of various target groups.










##### Condominium

Category are priced from Bt0.89million to Bt150.00million.

Table : Residential prices by brand

Type	Price Range (Unit : Million Baht)					
	3.0-4.0	4.0-5.0	5.0-9.0	9.0-10.0	10.0-15.0	15.0 up
Single Detached House and Duplex House						 25 - 80 Million Baht
						 25 - 120 Million Baht
						 20 - 80 Million Baht
					 10 - 15 Million Baht	
		 4 - 6 Million Baht	 5 - 12 Million Baht			
Townhouse	 3-4 Million Baht					
		 2.89 - 5 Million Baht				
	 1.9 - 3 Million Baht					



Type	Price Range (Unit : Million Baht)					
	1.0-2.0	2.0-3.0	3.0-4.0	4.0-5.0	5.0-9.0	9.0 up
Condominium						 6.02 - 150 Million Baht
						 20 - 145 Million Baht
					 3.99 - 12 Million Baht	
				 2.9 - 9 Million Baht		
			 2 - 5.4 Million Baht			
			 2 - 5 Million Baht			
		 1.8 - 3 Million Baht				
		 1.8 - 2.4 Million Baht				
	 0.89 Million Baht					

## Place Strategies

### Location

The projects of the company and subsidiaries are mostly located in high-potential locations, set along the electric train routes or new roads as.

- **In the North and West of Bangkok,**

The projects will be located on main roads along the Purple Line route (Bang Sue-Bang Yai) which operated on 6 August 2016, Red Line (Bang Sue-Rangsit) and Pink Line (Khae Rai-Min Buri), which include Ratchaphruek, Chaiphaphruek, Rattanathibet, Kanchanapisek, Nonthaburi Bridge -Bang - Buathong road and Rangsit-PathumThani roads. These encompass roads linked with important area as Rama 4 Bridge (crossing the Chao Phraya River) ; roads that link Chaeng Wattana with Ratchaphruek Road and North-South Kanchanapisek Road that was opened on 23 December 2018; and Western Motorway that connects Bangyai, Ban Pong and Kanchanaburi. Ratchaphruek Road is being expanded from 6 lanes to 10. With proximity to the second-stage expressway and the new express way -Sri Rath-Outer Ring which aside from shopping centers like Central West Gate Bang Yai, Central Chaengwattana, Central Rattanathibet, Future Park Rangsit, Zpell Rangsit, Crystal PTT on Ratchaphruek Road and The Crystal Shopping Center Ratchaphruek.

- **In the East,**

New projects will be located on main roads along the Airport Rail Link, the Pink Line (Kharai Min Buri) which will be operated in 2021, and Orange Line (Talingchan-Min Buri) . Near Suvarnabhumi Airport, the main roads include Ramkhamhaeng road, Sukhumvit 77 road and Romklao road, promising linkages to the Motor Way towards Chon Buri and Pattaya in the East and the Eastern outer ring road towards North and South of Bangkok. They will also be connected with Srinakarin-Romklao Road (New Krungthep Kreetha Road) that runs in parallel with the Motorway. Officially opened in October 2019, the new road allows a 20-minute travel from Romklao to new CBD area (Rama IX-Ratchada), to help ease the Motorway's traffic.

- **Urban and Center of Business District**

City projects are in business areas like near Motor way, Airport Rail Link, BTS and MRT subway as well as the routes which running and to be opened soon. They are mostly up-scale housing units (Perfect Masterpiece), 3-storey townhouses (The Metro) and condominium (Hyde, Metro sky, Metro Luxe, iCondo)

- **Provinces**

The Company and subsidiaries had 2 projects, focusing on the provinces that offer high growth potential for residential development. Perfect Place Muang Chiang Mai was launched in the province, to offer single detached houses near the city area. A beachfront condominium project, Bella Costa Huahin, was launched near the scenic Khao Tao mountain in Prachuap Khiri Khan. and Bella Del Monte, Residence Resort in Khao Yai.

## Promotion Strategies

### Advertising &Public Relations

The single detached house and condominium projects of the company and subsidiaries have applied the integrated marketing communication both online and offline like newspaper, TV Scoop, radio spot, Billboard, Direct mail etc, in selling the products. Complementing the strategy is the direct marketing, whereby a specific media is chosen for a particular target group and achieve the objective of Public relation, marketing events and customer relationship management (CRM) to take care of existing customers. The Perfect Friend Club is launched to thank existing customers who introduce the projects to their friends, as a means to effectively reach out to target customers at a low cost. The ratio of units sold under the scheme has been significantly rising, thanks to clients' recommendations to their friends and relatives.

As online media can reach all target customer and tend to gain increasing popularity, the Company and subsidiaries outline an offensive online marketing strategy. A higher budget is set aside for online marketing, on top of the website which presents corporate information for good corporate image. Social media channels like Facebook, LINE, Twitter and Instagram are entailed to reach out to specific groups of target customers. A budget is set for better results through search engines, aside from advertising banners on websites and electronic mails to reach a particular group of customers.

The mobile media and applications have been adopted to facilitate access to the company's information on top of content marketing to reach target groups through various tools and contents in the forms of photos, video clips and infographics. The company and subsidiaries also host special marketing activities for customers who accessed information through the websites. These customers are asked to register online for site visits and reservation of special units. Registered customers are awarded a special privilege. This is to promote the interactive communication channel and it has been warmly welcomed. This also allows effective data collection and follow-ups.

The company and subsidiaries have devised unique promotions for particular groups of target customers with realization of their different preferences, to speed up their buying decision process. The strategies take into account economic environment at a certain period. For example, for customers seeking a complete house, with help from leading financial institutions, they are offered with low-interest loans, an extended borrowing period, and the step installment program. Through cooperation with leading furniture makers, the company offers customers a chance to buy a house with furniture at special prices, to help them save shopping time and reduce the need for an interior design. Special furniture prices also save their money, as loans for furniture purchase often carry higher interest rate than mortgage loans.

### Brand Building Strategies

The brand building of the company' and subsidiaries has been differentiated from competitors'. The Brand DNA is created under the "Happy Living" concept, to underline the company's focus in creating the new living standards for all residing in the Property Perfect projects.

- **Quality Residing** in high-quality houses, which are well-designed for maximized functions and pleasant look as well as for energy saving and environmental friendly purposes. Focus is also on standard materials and the thorough quality control of the construction process. The construction works are closely and thoroughly monitored and applied modern technology like the prefabrication which ensures short construction period but standard quarter. A final check before transfers is required.

In 2013, the company and subsidiaries also adopted the ISO9001: 2008 standards, dealing with quality management. The quality management system will be adopted for the low-rise development projects of the company and subsidiaries, to warrant customer satisfaction.

- **Security Deriving** from maximum security. Through cooperation with Thai Secom Pitakkij Co., Ltd. (SECOM), a leader security system provider in Japan, the trustworthy Home Security system is designed for all projects to cover from the entrance, guard booths and the overall projects' space to customers' home.
- **Living** in the environment and society that supports one's lifestyle is true happiness. The Company promotes activities in housing and condominium projects. The central areas are spacious and fully equipped with facilities. For example, large fitness clubs are available at housing estates, where dwellers can enjoy a swimming pool, aerobic classes, shops and other services. The central areas are also designed for recreational family activities, reducing the need to venture outside the projects.
- **Green Environment** Near-nature environment is provided, with the larger central space which offers floral trees and large lakes for cool living amid fresh air. Focus is also on energy-saving and environmental-friendly materials, reflective green glass and heat-insulating gypsum boards. Artificial materials have also been introduced to help save the environment, including the laminate floor that looks like real wood and is equally durable; and aluminum window sills which are both durable and beautiful.

The company and subsidiaries believe that a successful brand is built upon customers' good experiences, which will lead to the company' and subsidiaries have sustainable image. The construction works, design and project planning are thus properly designed, along with emphasis on environment management, infrastructure and security inside the projects. Activities are also hosted for better relationships among residents, to create a warm community and happy environment to all residents. Favorable communities spark words of mouths among residents of the company's projects, which is a sustainable way to build brand.

## Customer Characteristic and Target customers

Single Detached Houses, Duplex House.

Brand	Target customers	Unit Price <sup>1</sup>
	Target: Owners of large-sized businesses, high-level corporate executives of public company.	Bt 25 – Bt80million.
	Target: Owners of medium- and large-sized businesses, high-level corporate executives, high-ranking government official, professionals like medical specialists Age group: 40 – 55 years Education: Master degree or higher Monthly income: Bt 200,000 or higher Household income: Bt 300,000 or higher No. of family members: 4 – 6	Bt 25 – Bt120million.
	Target: Owners of medium- and large-sized businesses, high-level corporate executives, professionals like medical specialists and pilots Age group: 40 – 55 years Education: Master degree or higher Monthly income: Bt 200,000 or higher Household income: Bt 300,000 or higher No. of family members: 4 – 6	Bt 20 – Bt80million.
	Target: High-level corporate executives, Business owner, professionals like medical specialists and pilots Age group: 35 – 50 years Education: Master degree or higher Monthly income: Bt 150,000 or higher Household income: Bt 250,000 or higher No. of family members: 4-6	Bt 10 – 15million.
	Target: SME business owners, middle-level corporate executives, professionals like doctors, engineers and architects Age group: 35 – 45 years Education: Bachelor degree or higher Monthly income: Bt 50,000 – Bt 100,000 Household income: Bt 100,000 – Bt 200,000 or higher No. of family members: 3 – 4	Bt 5 – Bt12million.
	Target: Corporate managers, middle-level corporate executives, engineers and architects Age group: 30 – 40 years Education: Bachelor degree or higher Monthly income: Bt 30,000 – Bt 50,000 Household income: Bt 60,000 – Bt 100,000 No. of family members: 3 – 4	Bt 4 – Bt6million.
	Target: Corporate managers, small-sized business owners Age group: 30 – 40 years Education: Bachelor degree or higher Monthly income: Bt 25,000 – Bt 50,000 Household income: Bt 50,000 – Bt 100,000 No. of family members: 2 – 4	Bt 3 – Bt4million.

## Town House

Brand	Target customers	Unit Price <sup>1</sup>
	Target: Corporate managers, SME business owners Age group: 30 – 40 years Education: Bachelor degree or higher Monthly income: Bt 50,000 – Bt 100,000 Household income: Bt 80,000 – Bt 150,000 No. of family members: 3 – 4	Bt 2.89 – Bt 5 million.
	Target: Corporate assistant managers, civil servants, state enterprise employees Age group: 30 – 35 years Education: Bachelor degree Monthly income: Bt 20,000 – Bt 40,000 Household income: Bt 40,000 – Bt 80,000 No. of family members: 2 – 3	Bt 1.9 – Bt 3 million.

## Condominiums

Brand	Target customers	Price per Square Meter <sup>1</sup>
	Super luxury city condominium Target: High-level executives, business owners, foreign businessmen, and others whose monthly income is Bt200,000 or higher	Bt 200,000 – Bt 310,000
	High-end condominium in suburban business area Target: High-level executives, business owners, foreign businessmen and others whose monthly income is Bt 100,000 or higher	Bt 100,000 – Bt 150,000
	Medium-priced condominium in suburban business area Target: High – level executives, business owners or others whose monthly income is Bt 70,000 or higher	Bt 78,000 – Bt 109,000
	Target: High-level executives, business owners or others whose monthly income is Bt 1,000,000 or higher Who can pay for their purchases in cash and have no wish to obtain loans.	Bt 360,000 – Bt 420,000
	Target: Middle-and high-level executives, business owners and others whose monthly income is Bt 50,000 or higher	Bt 75,000 – Bt 140,000
	Target; Employees and others whose monthly income is between Bt 25,000 – Bt 50,000	Bt 50,000 – Bt 65,000
	Target: High-level executives, business owners, foreign businessmen and others whose monthly income is Bt150,000 or higher	Bt 80,000 – Bt 140,000
	Target: Corporate employees and others whose monthly income is between Bt 25,000 – Bt 55,000	Bt 53,000 – Bt 60,000
	Target: Junior employees whose monthly income is between Bt 12,000 – Bt 20,000	Bt 39,000 – Bt 42,000

Note: <sup>1</sup> Average selling prices

Expanding the portfolio of single detached houses, townhouses and condominiums allows the Company to reach out to a wider range of customers, hence increasing marketing opportunities. This also helps the Company offer products to new target groups, to increase the market shares and reduce reliance on a particular target group.

### Marketing Distribution and Marketing Channels

The Company and subsidiaries handle the marketing distribution of single detached houses, duplex house, townhouses and condominium units through sale offices located at each project venue. Exhibition booths are set up at downtown shopping malls, to present condominium products to target customers. Consistent training on products is consistently held for the marketing team, ensuring that they can offer recommendations, answer questions, highlight outstanding points and give assurance to target customers.

The Company's website, <http://www.pf.co.th>, and Facebook are beautifully designed, allowing easy access and information search. Full details of all projects are presented to promote the products. The website is also a channel to communicate with target customers.

## Trend of real estate industry

The residential market shows a sign of recovery in 2022 thanks to the extension in discounted transaction fees to the end of this year. The ownership transfer fee and mortgage registration fee, at 0.01%, are valid for properties priced not more than Bt3 million. It is another good news for the industry, following the Bank of Thailand's relaxation in the LTV measure in October 2021. The marketing activities are hence expected to show an improvement from 2021.

However, the activities should remain below the pre-COVID level. The improvement will depend largely on the economic recovery amid high inflation rates globally which will spur an increase in policy rates in several countries. Meanwhile, Thailand's household debt remains high while commercial banks impose strict lending measures. The COVID-19 infections will be another concern: a new variant and a long period of preventive measures will dampen the economic recovery and purchasing power. This will put pressure on the purchasing and investing activities of residential units, aside from other risks and volatilities.

### Real Estate Business

**Marketing:** Developers have so far adjusted to changes in consumers' behaviors and perceptions following the COVID-19

pandemic. As more people work from home, they yearn for more usable space and supporting functions for their home-based activities. In 2022, products, marketing plans and points of sale will be designed to address the demands of this segment.

**Competition:** Competition remained high due to high inventories. Though less affected compared to high-rise segment, low-rise development also suffered as more developers shifted their attention to the upper market following increasing loan rejections for low-priced housing. Regarding condominium development, supplies stayed high. The factors will further spike up competition amid high household debts at around 80% of GDP which put pressure on purchasing power.

### Hotel Business

The hotel business is expecting a recovery in 2022 as the tourism industry heads up following the reopening under the Test and Go program, a higher vaccination rate and adjustments among hotel developers and travelers amid the pandemic. However, the pandemic still poses risks on the hotel business. Another wave of infections will lead to lockdown measures including curfew and travel restrictions. As people will cancel their trips and recreational activities, hotels will be inevitably affected.

### Retail Business

**Marketing:** The retail business' marketing strategy adapted to the New Normal. Meanwhile, tenants were eager to downsize their shops to cut expenses and reformat shop designs for more flexibility. Smaller shops like popup stores became more popular, to maintain revenue stream in times of crisis. Banks were shifting to online platforms and reduced the number of branches. Food and beverage sellers depended more on delivery service, while various distribution channels were introduced for fashion items.

**Competition:** The competition tends to intensify. By 2025, several large-scale mixed-use projects are scheduled for completion, with combined space of more than 1 million square meters. Aside from more space, the burgeoning growth of the E-commerce business will put pressure on demand for retail space. Shopping mall operators may then be forced to lower rents and experience lower occupancy rates and profitability.

## Product and Service Procurement

The Company and subsidiaries spend around 12-18 months to develop a single detached house or a townhouse project and 22-36 months to develop a condominium project, starting from the day when the feasibility study is kicked off until the delivery of completed units. The construction of a condominium project with a height of no more than 8 floors will take about 12-14 months and 18-14 months for projects with height above 8 floors. The Company adopts 2 development approaches as follows:

1. The Company develops projects on its own land plots that present development potential. Market surveys are conducted to get insights on target groups' preferences. The type of projects and layout are proposed for the development team's consideration, prior to the preparation of detailed proposals for submission to the Management.
2. When spotting the development potential of a particular area, the Company will conduct the feasibility study that involves the market condition, supply and demand of customers in the area. Then, the Company will start negotiations to buy land directly from owners or agents.

Given an increase in land prices, the Company and subsidiaries have developed projects on their own land which results in a lower land cost. The Business Development Group is responsible for project development under the aforementioned approaches. The group will carry out a market survey and feasibility study before presenting the development plans to the Management for its approval. The development plans may be approved or rejected, depending on the preset criteria that includes gross profit margins and returns. The group handles the following responsibilities:

- **Project planning and development:** To survey market demands based on internal information/information acquired by external experts; coordinate with construction management teams in the feasibility study; prepare the overall budgeting; and plot marketing and production plans.
- **Designing:** To work out the concepts and designs of the approved single detached house, townhouse and condominium projects; and coordinate with outsourced interior design companies for the interior designs of new projects.
- **Advertising, public relations and sale administration:** To plot the marketing theme; prepare marketing media; and manage sales budget, the marketing and public relations activities of the Company and development projects.

The construction management will be under the care of the Operating Group which oversees:

- **Construction management (Central) :** acting as the center in the inspection of construction material supplies; construction cost calculation; selection of specialized contractors; procurement of primary construction materials; and filing for construction licenses.
- **Project management (Zone) :** monitoring and ensuring the construction meet the construction plan and approved budgets; selecting small contractors; and controlling and inspecting project quality.
- **Legal transactions and ownership transfer:** supporting the construction management in terms of the delivery and ownership transfers of completed single houses, townhouses and condominiums; and coordinating with relevant government offices.



## Acquisition of Land and Construction Materials

### Land

Project locations are among the primary factors that influence buyers' decision and land accounts for a sizeable operating cost. The Company thus gives importance to land acquisition. Potential land plots must be in the areas with proper infrastructure. The Company sets a process and guidelines in accumulating land for development purposes. The process starts with the Board of Directors' approval for the annual acquisition budget. Upon receiving the approval, the Company will start buying land plots under the supervision of the Chief Executive Officer and a working committee (consisting of the representatives of functional units that involve with the design, construction, marketing and budgeting). They will chiefly consider the location and development potential of the land which will be bought directly from owners or through brokers. The brokers are either external parties or the Company's employees/executives, as each broker has unique knowledge in his/her own area and the Company is seeking land across Bangkok, neighboring provinces and other provinces. Having a diverse range of brokers allows the Company to acquire land with development potential at a reasonable price. It also efficiently reduces the search period.

The real estate industry is now controlled by large-sized developers who enjoy few financial limitations. As such, it is a norm that land sale and purchase agreements are signed by brokers and land owners, under the condition that the land is transferrable to other persons/juristic persons. The purchased land will be transferred to the Company when it is fully paid for. The Company has placed trust on the brokers who have served the Company for a long period of time. To prevent damage possibly caused by the brokers, the Company and subsidiaries demand the brokers to sign contracts before making advance payments for the purchases. The contracts legally allow the Company to claim for the advance payments, if the particular broker does not fulfill the contracts. If the transaction is completed, the brokers will be paid a 3% fee which is a normal business transaction.

### Construction Materials

Contractors usually deal with the procurement of construction materials, except when the Company requires a large amount of some items or when the particular items are expensive. In that case, the Company will handle the procurement, to ensure the

items meet the specifications and the operating cost is efficiently controlled. These items include piles, aluminum doors and windows, water pumps, tiles, sanitaryware and reinforced concrete. Taking over the procurement, the Company helps reduce contractors' burden thanks to its relatively higher bargaining power. Most of the procured items are for the construction stages separated from the stages handled by contractors. The process thus helps the Company control contractors' work.

To reduce risks on price volatility, the Company has closely monitored the market and procured reinforced concrete, prefabs, condominium equipment, etc, under short and long-term procurement contracts, from 1 month to 1 year. The approach helps control prices and reduce volatility risk. Meanwhile, as the procurement is for a large volume, the Company controls a bargaining power and ably brings down the construction cost.

## Construction and Construction Technology Management

The Company chooses the construction method accordingly to project concepts, to ensure speedy construction and production competitiveness. Details are as follows:

### Townhouses, Duplex Houses and Single Detached Houses:

The Company has limitless options for the construction of single detached houses, which is done by contractors. Most of them are of medium and large sizes and the volume of work matches their sizes and capital. To ensure that the products meet the Company's specifications, the Company's contractor selection process takes into account expertise, experience and investment readiness. A single price is applied for a home design, regardless of contractors. Quality and delivery date are monitored to support the Company's periodic upgrade of contractors and the volume of work.

To reduce construction time and a possible increase in labor cost in the previous year, the Company had Perfect Prefab Company Limited (Perfect Prefab) increase the manufacturing and installation capacity of prefabricated parts. The prefabs are for the construction of single detached houses, townhouses, fences and condominiums. Siam Cement Public Company Limited and C Panel Company Limited were contracted to produce and install prefab parts.

### Condominiums:

The Company gives importance to every development stage. It starts with the selection of experienced contractors that have financial strengths and an efficient team. A team is appointed to coordinate with contractors and construction consultants are hired. They will work with project managers and engineers, to ensure the construction works meet engineering standards, safety standards and construction schedules. In this regard, Italian-Thai Development Public Company Limited, JWS Construction Company Limited and Sangfah Construction Company Limited have been primary contractors thanks to their reputation and construction standards. The engineering team and foremen will ensure the works meet the requirements at all steps. Monitoring the construction works will be a central standard control team and engineering consultants. The Company has received the ISO 9001-2008 international standard, assuring buyers that our products meet quality standards.

### Construction Technology:

The property development business has shown rapid growth and intensifying competition in the past few years led to the shortage of skilled labor. As the shortage tends to further intensify, the Company has embraced modern construction technology to ease the demand for labor.

### Precast Concrete System:

The system is the process to manufacture construction products by casting concrete in a reusable mold at a factory. The products, precast concrete panels, are then transported to construction sites. The system allows speedy construction works and reduce activities at construction sites. As the products are manufactured at factories, quality control is assured.

The Group's precast structure offers strength with the replacement of columns with load bearing walls. Comparatively, the wall's cross-sectional area is many times larger than columns'. Nearly all the walls serve as the structure that transmits weight to the foundation, thus assuring strength. The voids between panels are filled with mortar and waterproofing material to tie each of such wall panels, to interlock the panels and bar water to go through them.

The structure also offers quality and beauty, thanks to the strong, smooth and straight molds and efficient quality control. All precast panels are straight and precise, offering low deviation compared to construction methods in general.

The precast system's other benefits include fewer activities at construction sites, a decrease in material loss and cleanliness without piles of materials. It also helps reduce labor and control construction period and cost. High investment cost is a disadvantage of this system which demands a factory and machinery.

In late 2016, Perfect Prefab Company Limited increased the production lines from 3 to 4. The latest production line was operational in 2017. The factory was relocated in late 2020 and the new factory was ready in early 2021. It is in the process to increase production capacity to 1,700-1,800 housing units per annum. The Company plans to expand the factory in 2022 and a semi-automated factory will be erected in the east of Bangkok. New molds will be introduced in line with new designs to satisfy customer demands.

### Tunnel Form:

The tunnel-like forms allow the casting of wall and floor panels in upside down U shape. Through the forms, concrete is poured to concurrently form the walls and floor. Hidden in the walls are electric wire and tapwater pipes. The technique promises high efficiency for the construction structures with high degree of repetition like housing units and hotels. The structures can also withstand earthquake.

## Operating assets

### Major categories of operating assets

Assets for sale: Details of subsidiaries' assets for sale as of 31 December 2021 are as follows:

No.	Project	Type/Location	Remaining Area (Rai)	Net Book Value (Million Baht)	Mortgage Amount	Debt/Outstanding Debentures	Note
1.	Perfect Masterpiece Rattanaibet	Single House and Land, Muang District, Nonthaburi	0.50	2.70	-	-	-
2.	Bella Del Monte Khao Yai	Single House, Pak Chong, Nakhon Ratchasima	143.37	720.19	-	-	Debt/Outstanding Debentures
3.	Perfect Masterpiece Ramkhamhaeng - Suvannabhumi	Single House, Ramkhamhaeng Rd., Saphansung, Bangkok	0.36	4.31	-	-	-
4.	Perfect Masterpiece Ramkhamhaeng-Suvarnabhumi (Century)	Single House, Ramkhamhaeng Rd., Saphansung, Bangkok	13.23	280.26	-	-	KTB's syndicated loans to 10 projects
5.	Perfect Masterpiece Chaengwattana	Single House, Pakkret District, Nonthaburi	0.69	21.42	-	-	-
6.	Perfect Masterpiece Sukhumvit 77(4)	Single House, Bang Phi, Samut Prakan	15.03	337.66	750.00	-	KTB
7.	Perfect Masterpiece Rama IX - Krungthep Kreeetha	Single House, Lat Krabang District, Bangkok	28.38	593.27	-	-	KTB's syndicated loans to 10 projects
8.	Perfect Masterpiece Rattanaibet - Ratchapruek	Single House, Muang District, Nonthaburi	46.14	1,212.81	1,708.00	918.00	KTB
9.	Perfect Place Rattanaibet-1-3 Ratchapruek	Single House, Racha Thewa, Muang District, Nonthaburi	2.58	14.06	-	-	-
10.	Perfect Place Rattanaibet-Sai Ma St.	Single House, Muang District, Nonthaburi	7.14	207.74	-	-	KTB's syndicated loans to 6 projects
11.	Perfect Place Ramkhamhaeng-Suvarnabhumi (2-3)	Single House, Ramkhamhaeng Rd., Saphansung, Bangkok	18.16	315.73	791.90	-	Finacial Institution
12.	Perfect Place Chaengwattana (1-2)	Single House, Pakkret District, Nonthaburi	33.57	429.97	830.00	-	KTB
13.	Perfect Place Ratchapruek-Pathumthani	Single House, Nonthaburi-Pathumthani Rd., Pathumthani	41.89	540.50	-	116.73	TBANK's syndicated loans to 3 projects
14.	Perfect Place Krungthep Kreeetha	Single House, Lat Krabang District, Bangkok	-	1.04	-	-	-
15.	Perfect Place Ramintra-Outer Ring (3)	Single House, Khlong Samwa, Bangkok	35.67	471.70	850.00	30.33	KTB
16.	Perfect Residence Rama IX - Krungthep Kreeetha	Single House, Lat Krabang District, Bangkok	2.29	90.73	-	-	KTB's syndicated loans to 10 projects
17.	Perfect Place Rama IX-Krungthep Kreeetha	Single House, Kheha Romklat Rd., Lat Krabang District, Bangkok	26.13	384.60	-	-	KTB's syndicated loans to 6 projects
18.	Perfect Place Rangsit - Bangpoen Expressway	Single House, Muang District, Pathum Thani	15.77	229.14	530.00	-	Finacial Institution
19.	Land 14 Rai at Chaengwattana Plot	Pakkret District, Muang District, Nonthaburi	10.17	47.40	-	-	-

No.	Project	Type/Location	Remaining Area (Rai)	Net Book Value (Million Baht)	Mortgage Amount	Debtenture/ Outstanding Debtentures	Note
20.	Maneerin Lake & Park Tiwanon-Outer Ring	Single House and Land, Muang District, Pathum Thani	4.49	53.16	-	-	-
21.	Perfect Park Rama V-Bangyai	Single House and Duplex House, Banyai District, Nonthaburi	3.98	66.24	1,500	560.72	KTB's syndicated loans to 6 projects
22.	Perfect Park Rangsit (2)	Single House, Muang District, Pathum Thani	6.57	101.04	-	-	KTB's syndicated loans to 10 projects
23.	Perfect Park Rama V-Bangyai (2)	Single House, Prachauthit Rd., Banyai District, Nonthaburi	80.18	405.29	720.40	213.84	KTB
24.	Perfect Place Krungthep Kreetha-Ramkhamhaeng	Single HouseLat, Krabang District, Bangkok	25.41	373.71	546.50	93.38	KTB
25.	Perfect Park Chaengwattana	Single House, Chaiyapruk Rd., Pakkret District, Nonthaburi	21.50	346.24	-	-	KTB's syndicated loans to 6 projects
26.	Perfect park Phaholyothin –Chatuchot	Single House, Klong Sam Wa, Bangkok	36.72	272.02	383.67	130.67	KTB
27.	Perfect Park Exclusive Chaengwattana 1-3	Single House, klong Khoi, Pakkret District, Nonthaburi	14.65	69.42	165.00	125.00	Finacial Institution
28.	Metro park Sathon Phase 3 w/ai 3**	Condominium, Phasi Charoen District, Bangkok	1,269.10	51.16	-	-	-
29.	The Sky Sukhumvit **	Condominium, Sukhumvit Rd., Bangna, Bangkok	12,206.21	1,096.72	-	-	Collateral of #1/2021 debentures
30.	Metro Luxe Phaholyothin 2 **	Condominium, Suthisan Winitchai Rd., Phayathai, Bangkok	119.66	7.81	-	-	-
31.	Bella Costa Hua Hin **	Condominium, Pranburi District, Prachuabkirkhan	9,871.49	589.07	-	-	Collateral of #2/2021 debentures
32.	Metro Sky PrachaChuen **	Condominium, Bang Sue District, Bangkok		546.41	1,140.24	487.33	Finacial Institution
33.	Metro Luxe Riverfront **	Condominium,Rattanaibet Rd., Muang District, Nonthaburi	6,593.89	369.25	-	-	Collateral of #4/2021 debentures
34.	Metro Luxe Rama IV **	Condominium, Rama4 Rd., Klongtoey, Bangkok	128.24	9.14	-	-	-
35.	iCondo Pattanakarn	Condominium, Suan Luang, Bangkok	4,519.20	811.04	500.00	350.86	Finacial Institution
36.	The Metro Rattanaibet	Townhouse, Muang District, Nonthaburi	1.44	70.56	-	-	-
37.	Modi Villa Chaiyapruk	Single House, Duplex House, Bangbuathong, Nonthaburi	1.33	33.63	2,800.00	-	KTB's syndicated loans to 10 projects
38.	Modi Villa (Townhome) Chaiyapruk	Townhouse, Bang Buathong District, Nonthaburi	0.06	5.25	-	-	KTB's syndicated loans to 10 projects
39.	Modi Villa Rangsit	Townhouse, Saun Prik Thai, Muang District, Pathum Thani	8.96	136.68	-	-	KTB's syndicated loans to 10 projects
40.	Modi Villa Rangsit Klong 7	Duplex House, Thanyaburi District, Pathum Thani	14.41	199.75	293.00	-	KTB
41.	The Metro Chaengwattana	Townhouse, Chaiyapruk Rd., Pakkret District, Nonthaburi	11.70	284.68	443.00	32.33	KTB
42.	Metro Biztown Chaengwattana	Shophouse, Chaiyapruk Rd., Pakkret District, Nonthaburi	0.73	19.18	-	-	-
43.	The Metro Ratchapruk-Pathumthani	Townhouse, Muang,Pathumthani	20.54	300.02	970.00	43.42	TBANK

No.	Project	Type/Location	Remaining Area (Rai)	Net Book Value (Million Baht)	Mortgage Amount	Debtenture/ Outstanding Debtentures	Note
44.	Modi Villa Ratchapruek - Tiwanon	Townhouse, Bangyai District, Nonthaburi	8.65	137.27	-	-	KTB's syndicated loans to 10 projects
45.	Modi Villa New Ratchapruek	Townhouse, Bang Dua, Muang, Pathumthani	22.65	318.59	474.50	63.97	I-Bank
46.	Metro Biztown Prime Phaholyothin-Suthisan	Shophouse, Suthisan Winitchai, Phayathai, Bangkok	1.51	124.57	-	-	Finacial Institution
47.	The Metro Petchkasem 48	Townhouse, Bang Duan, Phasi Charoen, Bangkok	4.16	301.92	312.36	0.84	GSB
48.	Modi Villa Bang Yai	Townhouse, Bang Yai, Nonthaburi (4 Duplex houses)	3.98	101.13	-	-	KTB's syndicated loans to 6 projects
49.	Land at Klong7/Model House	Lam Phak Kut, Thanyaburi District, Pathum Thani	0.41	5.38	-	-	-
<b>Estate Perfect Company Limited's Project</b>							
50.	Perfect Place Sukhumvit 77 - Suvarnabhumi	Shophouse, Bang Phli District, Samut Prakarn	12.10	224.57	-	-	KTB's syndicated loans to 10 projects
51.	Perfect Place Sukhumvit 77 - Suvarnabhumi (9)	Single House, Bang Phli District, Samut Prakarn	23.56	437.29	653.00	271.28	Finacial Institution
52.	Perfect Masterpiece Sukhumvit 77 - Suvarnabhumi	3-Storey Single House, Lat krabang District, Bangkok	6.00	75.51	87.00	87.00	Finacial Institution
53.	Perfect Park Romkiao	Single House, Romkiao Rd., Minburi, Bangkok	39.96	394.10	860.00	-	GSB
54.	Perfect Park Romkiao	Single House, Romkiao Rd., Minburi, Bangkok	1.49	14.16	-	-	-
55.	Modi Villa (Townhome) Lat krabang	Townhouse, Muang District, Chachoengsao	7.59	85.24	-	-	-
56.	Modi Villa (Townhome) Bangna	Townhouse, Bangsaethong District, Samut Prakarn	6.64	87.38	-	-	-
57.	Modi Villa (Townhome) Rangsit Klong 7	Townhouse, Thanyaburi District, Pathum Thani	18.10	230.44	450.00	-	KTB
58.	Modi Villa Rama V-Kanchanapisek	Townhouse, Single House, Duplex house, Nonthaburi	19.86	300.02	546.00	20.24	KTB
59.	Modi Villa Pinklao - Sai 5	Townhouse, Single House, Duplex house, Nakhon Pathom	0.74	16.45	-	-	-
60.	The Metro Krungtepkreetha	Townhouse, Ladkraban, Bangkok	13.99	140.42	97.90	97.90	KTB (P/N)
61.	iCondo Sukhumvit77 **	Condominium, Bang Phli District, Samut Prakarn	46.89	1.62	-	-	-
<b>Bright Development Bangkok Company Limite's Project</b>							
62.	Metro Luxe Ratchada **	Condominium, Ratchadaphisek Rd., Bangkok	2,219.73	170.82	-	-	-
63.	iCondo Sukhumvit 105**	Condominium, Sukhumvit Rd., Bangkok	46.72	0.65	-	-	-
64.	iCondo Campus Salaya **	Condominium, Salaya, Nakhon Pathom	4,076.11	150.00	-	-	Collateral to debentures
65.	iCondo Salaya**	Condominium, Salaya, Nakhon Pathom	291.32	9.82	-	-	-
66.	Metro Luxe Kaset **	Condominium, Bang Khen, Bangkok	61.03	3.38	-	-	-
67.	Perfect park Bangna	Single House, Bangsaethong District, Samut Prakarn	14.95	171.47	-	-	-
68.	Metro Biztown Bangna	Shophouse, Bangsaethong District, Samut Prakarn	9.85	121.57	-	-	-
69.	The Metro Ngamwongwan	Townhouse, Dongmanee Rd., Nonthaburi	1.65	113.68	-	-	-

No.	Project	Type/Location	Remaining Area (Rai)	Net Book Value (Million Baht)	Mortgage Amount	Debtenture/ Outstanding Debtentures	Note
70.	Icondo Serithai **	Condominium, Buengkum, Bangkok	1,959.03	97.95	63.00	60.84	Finacial Institution
71.	Metro Sky Wuthakat**	Condominium, Talat Phlu, Thonburi District, Bangkok	13,952.49	932.78	510.00	419.00	Finacial Institution
72.	Yuray Condo **	Condominium, Nawamin Rd., Bangkok	14,858.6	524.85	397.92	287.05	Finacial Institution
73.	Modi Villa Bangna (2)	Single House, duplex house, Bangsaethong, Samut Prakarn	20.82	176.77	200.00	96.03	I-Bank
74.	Penton Ari	Single House, Samsen Nai, Phayathai, Bangkok	1.52	85.33	-	-	Finacial Institution
<b>Residence Numbaer Nine Company Limited' s Project</b>							
75.	Perfect Place Chiang Mai	Single House, San phi Sua, Muang District, Chiang Mai	22.07	210.82	-	-	KTB's syndicated loans to 10 projects
76.	Perfect Park Chaiyapruk	Single House, Bangbuathong District, Nonthaburi	7.92	130.93	-	-	KTB's syndicated loans to 6 projects
77.	Metro Biztown Bangbuathong (2)	Shophouse, Bangbuathong District, Nonthaburi	0.04	1.93	-	-	-
78.	Perfect Park Westgate	Single House, Bangyai District, Nonthaburi	33.86	380.23	681.74	79.52	KTB
79.	Perfect Park Ratchapruet-Pathumthani	Single House, Muang District, Pathumthani	17.89	298.37	425.00	26.02	TTB
80.	Perfect Park Chaengwattana (2)	Single House, Pakkret District, Nonthaburi	23.05	211.16	521.00	259.21	Finacial Institution
<b>Chiang Mail Development Company's Project</b>							
81.	Perfect Masterpiece Mae-Rim	Single House, Mae -Rim District, Chaing Mai	83.24	221.93	-	-	Collateral to debentures
<b>Grande Asset Hotels and Property Public Company Limited and Subsidiary Project</b>							
82.	Hyde Sukhumvit 11	Condominium, Sukhumvit Rd., Soi 11., Bangkok	6,249.32	720.4	-	386.10	Finacial Institution
83.	Hau hin Blue Lagoon Resort**	Condominium, Cha -Am, Petchaburi	148.00	5.50	-	-	-
84.	The Trendy Condominium **	Condominium, Sukhumvit Rd., Soi 13 Bangkok	134.76	4.47	-	-	-
85.	Rayong Villa	Pae- Laem Mae Phim Rd., Klaeng, Rayog	32.15	787.85	276.50	-	Collateral to debentures
86.	Rayong Condo	Pae- Laem Mae Phim Rd., Klaeng, Rayog	5.14	52.04	52.04	-	Collateral to debentures
<b>Other Project</b>							
87.	Yu Kiroro**	Hokkaido, Japan	2,980.54	769.99	-	-	-
88.	Thai Property Public Company Limited	Salan Rom Rangsit	1.26	3.84	-	-	-
89.	Other Project of PF		27.97	692.71	-	-	-
<b>Total (excluding condominiums that show remaining areas in square meters)</b>			<b>5,707.68</b>	<b>16,108.21</b>	<b>19,418.51</b>	<b>3,617.29</b>	
<b>Grand Total (including condominiums that show remaining areas in square meters) **</b>			<b>86,997.11</b>	<b>6,061.79</b>	<b>2,111.16</b>	<b>1,640.32</b>	
<b>Total</b>			<b>22,170.00</b>				

Note

\*\* These condominiums show remaining areas in "square meters": Metro park Sathon Phase 3, The Sky Sukhumvit, Metro Luxe Phaholyothin, Bella Costa, Metro Sky Prachachuen, Metroluxe Riverfront, Metro Luxe Rama 4, Icondo Sukhumvit 77, Metro Luxe Ratchada, Icondo Sukhumvit 105, Icondo Salaya, Icondo Campus Salaya, Metro Luxe Kaset, Icondo Serithai, Yuray Condo, Hyde Sukhumvit 11, Hau Hin Blue Lagoon Resort, The Trendy Condominium and YU Kiroro

## Landbank

Details of the Group's landbank as of 31 December 2021 are as follows:

No.	Project	Type/location	Remaining area (rai)	Book value (Million baht)	Appraisal value	Appraiser	Appraisal date	Valuation method	Mortgage amount	Outstanding loans/debentures	Note
1.	Ramkhamhaeng Plot	Ramkhamhaeng Rd., Min buri and Lat Krabang, Bangkok	4.78	20.79	33.04	D	กันยายน 2557	B	-	-	-
2.	Rattana Thibet Plot	Ta-I, Rattana Thibet Rd., Muang, Nonthaburi	0.95	3.42	N/A	-	-	-	-	-	Financial institution
	Rattana Thibet Plot	Ta-I, Rattana Thibet Rd., Muang, Nonthaburi	17.12	120.18	137.57	F	ตุลาคม 2557	B	-	-	
	Rattana Thibet Plot	Ta-I, Rattana Thibet Rd., Muang, Nonthaburi	1.08	20.20	21.11	F	ตุลาคม 2557	B	-	-	
3.	Chaengwattana Plot	Klong Phra udorn, Pakkret District, Nonthaburi	48.65	121.47	N/A	-	-	-	-	-	-
4.	Ram Intra Plot	30 m. road in Chaengwattana project	-	34.90	N/A	-	-	-	-	-	-
	Ram Intra Plot	Klong Kum, Bang Kapi, Bangkok	11.10	262.94	1,065.7	H	มกราคม 2563	B	-	-	Financial institution
	Kriungthep Kreeetha Plot	Ramkhamhaeng Rd., Pravet and Lat Krabang, Bangkok	42.23	153.92	697.40	-	-	-	-	-	KTB (L/G), partially
6.	Metro BizTown Ratchapruk-Pathumthani	Shophouse, Nonthaburi-Pathumthani	2.22	7.53	N/A	B	กันยายน 2563	B	-	8.98	TBANK
7.	Rangsit-Pathumthani Plot	Suan Phrik Thai, Muang District, Pathum Thani	2.10	6.35	N/A	-	-	-	-	-	-
8.	Land in Nonthaburi Plot	Rattana Thibet Rd., Muang, Nonthaburi	10.00	108.37	N/A	-	-	-	-	-	CIMB
	Land in Nonthaburi Plot	Saima, Muang District, Nonthaburi	2.62	36.68	42.00	D	กันยายน 2557	B	-	-	KTB (L/G), partially
	Land in Nonthaburi Plot	Bangkhunkong, Bangkok, Nonthaburi	0.97	11.70	13.92	D	กุมภาพันธ์ 2563	B	-	-	KTB
9.	Ramkhamhaeng-Internationnal Plot	Ramkhamhaeng Rd., Minburi and Latkrabang, Bangkok	108.07	469.05	N/A	-	-	-	-	-	-
10.	Land in Bang Phi, Samut Prakarn Plot	Samut Prakarn	4.86	22.36	N/A	-	-	-	-	-	-
11.	Kanchanapisek Rd. Plot	Kanchanapisek Rd.	108.75	215.37	N/A	-	-	-	-	-	TTB (L/G partially)
12.	Land in Minburi (Klong Song) Plot	Minburi (Klong Song)	35.88	172.92	N/A	-	-	-	-	-	Financial institution
13.	Perfect Place Ratchapruk	Ratchapruk Rd., Muang District, Pathum Thani	12.54	40.29	55.63	C	ตุลาคม 2557	-	-	-	KTB (L/G) partially
14.	King Kaew soi 39 Plot	Racha Thewa, Bang Phi, Samut Prakan	16.47	148.14	171.00	D	เมษายน 2563	-	60.00	60.00	Financial institution
15.	Ratchada Plot	Ratchadapisek Rd., Chankasen	5.70	380.69	390.00	D	มีนาคม 2563	-	-	-	Financial institution
16.	Ratchada Plot	Ratchadapisek Rd., Dindang, Bangkok	3.43	849.73	-	-	-	-	493.31	493.31	P/N issued to KTB
<b>Estate Perfect Company Limited's Project</b>											
17.	Romklao Rd. Plot	Romklao Rd. Minburi, Bangkok	19.83	96.22	-	-	-	-	160.00	160.00	Financial institution
<b>Bright Development Bangkok Company Limited's Project</b>											
18.	Metro Sky Charan – Ta Pra	Condominium/Bangkok Yai, Bangkok	3.70	664.37	-	-	-	-	-	-	Used as debenture collateral

No.	Project	Type/location	Remaining area (rai)	Book value (Million baht)	Appraisal value	Appraiser	Appraisal date	Valuation method	Mortgage amount	Outstanding loans/debentures	Note
19.	Pattanakarn 37 Plot	Soi Pattanakarn 37	0.04	-	-	-	-	-	-	-	Collateral of #1/2021 debentures (partial)
20.	Ratchada Plot	Soi Inthamara 47	0.14	7.76	-	-	-	-	-	-	-
21.	Metro Sky Wuthakat	Thonburi Area	7.4	503.08	-	-	-	-	180.00	180.00	Financial institution
<b>Residence Number Nine Company Limited's Project</b>											
22.	Bangbuathong Plot	Bangbuathong District, Nonthaburi	0.57	1.78	6.21	E	สิงหาคม2552	B	-	-	-
23.	Modi Villa Bang Yai 2	Bang Yai District, Nonthaburi	40.63	160.90	-	-	-	-	369.77	84.76	KTB
24.	Land in Perfect Park Ratchpruk-Pathumthani	Bang Dua, Muang District, Pathumthani	0.26	1.25	-	-	-	-	-	-	-
25.	Land in Trad	Mai Road, Klong Yai District, Trad	59.97	127.59	164.40	D	ธันวาคม2562	B	-	-	-
<b>Chiang Mai Development Company Limited</b>											
26.	Chiang Mai Plot	Mae Ram, Mae – Rim District, Chiang Mai	165.03	236.55	315.12	D	ธันวาคม2562	G	-	-	Debenture collateral
<b>Grande Asset Hotels and Property Public Company Limited's Project</b>											
27.	Land at Rayong Plot	Sak Phong, Klaeng District, Rayong	16.34	129.49	-	-	-	-	-	-	-
<b>โรงแรมไคโร Kiroro Resort Holdings Co., Ltd.</b>											
28.	Kiroro	Hokkaido, Japan	0.35	1.24	-	-	-	-	-	-	-
<b>Other Plot</b>				<b>3.95</b>	<b>122.04</b>	-	-	-	-	-	-
<b>Total of the Company and Subsidiaries.</b>				<b>757.73</b>	<b>5,259.27</b>				<b>1,263.08</b>	<b>987.05</b>	

Note: (1) Joint mortgage amount for Rattanaibhel area is Bt 250 million.

Valuation methods: The valuation was carried out by independent appraisers. The value is marked to market, based on the value of assets on the appraisal date plus an incremental increase in land value in the period.

A: Residual method

B: Sales comparison method

C: Residual and sales comparison methods

D: Discounted cash flow method

E: Discounted cash flow method

F: Sales comparison and development methods

G: Cost approach

H: Siam Imperial Appraisal Company Limited

I: Agency for Real Estate Affairs Company Limited

J: Knight Frank Charter (Thailand) Company Limited

K: Standard Appraisal Company Limited

L: Thai Property Appraisal Lynn Phillips Company Limited

M: Advanced Appraisal Company Limited

N: Wealth Appraisal Company Limited

## Net Land, Building and Equipments

### Real Estate Business in Thailand

Type/Asset	Location	Net book Value (Million Baht)	Proprietary Nature	Obligation
Land and land Improvement	Projects	114.45	Owner <sup>1/6/10/11</sup>	None
Office Building and Clubhouse	Projects	254.03	Owner <sup>1/2/5/6/8/11</sup>	None/Clubhouse
Decoration and Equipment	Head office and Projects	26.15	Owner <sup>1/2/3/4/5/6/7/9/11</sup>	None
Tools and Equipment	Projects	79.12	Owner <sup>1/2/3/4/5/6/7/8/11</sup>	None
Vehicles	Head office and Projects	1.41	Owner <sup>1/2/3/4/6/11</sup>	None
Under Construction	Projects	4.94	Owner <sup>1/2</sup>	None
Other Asset	Projects	23.84	Owner <sup>1/2/3/7</sup>	None
<b>Total</b>		<b>503.93</b>		

Note :

<sup>1</sup>PF = Property Perfect Public Company Limited

<sup>2</sup>EP = Estate Perfect Company Limited

<sup>3</sup>BD = Bright Development Bangkok Company Limited

<sup>4</sup>RN 9 = Residence Number 9 Company Limited

<sup>5</sup>CMD = Chiangmai Development Company Limited

<sup>6</sup>PSC = Perfect Sportclub Company Limited

<sup>7</sup>U&I = U&I Construction Bangkok Company Limited

<sup>8</sup>PREFEB = Perfect Prefab Company Limited

<sup>9</sup>TH-Connect = Thai Connect 2019 Company Limited

<sup>10</sup>RM = Ramintra Mall Company Limited

<sup>11</sup>WR = We Retail Public Company Limited

### Hotel Business and Office Building in Thailand

Type/Asset	Location	Net book Value (Million Baht)	Proprietary Nature	Obligation
<b>1. Land</b>				
- Westhin Grande Sukhumvit Hotel (the hotel's foreground), 40.70 square wah	Sukhumvit Between 17-19, Bangkok	70.07	Owner <sup>1</sup>	None
- Hyatt Regency Bangkok Sukhumvit Hotel	Sukhumvit13 Rd., Bangkok	551.90	Owner	Mortgaged with KTB, (1) for a Bt1,434 million loan and (2) a Bt1,400 million loan.
- Rayong Hotel	Kaeng, Rayong	256.93	Owner <sup>1</sup>	Partial collateral to debentures
- Royal Orchid Sheraton Hotel	Bang Rak, Bangkok	2,165.00	Owner <sup>2</sup>	None
<b>Total</b>		<b>3,043.90</b>		
<b>2. Land Improvement, Building and Equipments</b>				
<b>2.1 Land Improvement</b>				
• Sheraton Hau Hin Pranburi Villas	Pak Nam Pran, Prachuap Khiri khan	1.01	Owner <sup>3</sup>	None
• Sheraton Hau Hin Resort and Spa	Cha-Am, Petchaburi	1.59	Owner <sup>4</sup>	None

Type/Asset	Location	Net book Value (Million Baht)	Proprietary Nature	Obligation
<b>2.2 Building and Part of Building Renovation</b>				
• Westhin Grande Sukhumvit Hotel	Sukhumvit Between 17-19, Bangkok	17.47	Owner <sup>1</sup>	None
• Hyatt Regency Bangkok Sukhumvit Hotel	Soi Sukhumvit 13, Bangkok	2,469.93	Owner <sup>1</sup>	Mortgaged with KTB, (1) for a Bt1,434 million loan and (2) a Bt2,900 million loan
• Sheraton Hau Hin Pranburi Villas	Pak Nam Pran, Prachuap Khiri Khan	43.52	Owner <sup>3</sup>	None
• Sheraton Hau Hin Resort and Spa	Cha-Am, Petchaburi	21.35	Owner <sup>4</sup>	None
• Royal Orchid Sheraton Hotel	Bang Rak, Bangkok	1,665.26	อยู่ภายใต้กรรมสิทธิ์ของกองทรัสต์แห่งหนึ่ง	
2.3 Part of Building Renovation	Head Office	3.89	Owner <sup>1,5</sup>	None
2.4 Equipments and Decoration	Projects	274.36	Owner <sup>1/2/3/4</sup>	None
2.5 Under Construction	Projects	82.62	Owner <sup>1/2/3/4</sup>	
2.6 Office Equipments and Others equipments	Projects	24.95	Owner <sup>1/2/3/4/5/6</sup>	None
2.7 Vehicle	Projects	0.91	Owner <sup>1/2</sup>	None
<b>Total of Land Improvement, Building and Equipments</b>		<b>4,606.86</b>		
<b>Total</b>		<b>7,650.76</b>		

Note :

<sup>1</sup>GRAND = Grande Asset Hotels and Property Public Company Limited

<sup>2</sup>ROH = Royal Orchid (Thailand) Public Company Limited

<sup>3</sup>OWD = Owendelle Company Limited

<sup>4</sup>HB = Honor Business Company Limited

<sup>5</sup>TPROP = Thai Property Public Company Limited

<sup>6</sup>PED = Pacific Estate Development Company Limited

## Overseas Hotel Business

Type/Asset	Location	Net book Value (Million Baht)	Proprietary Nature	Obligation
Land	Hokkaido, Japan	236.31	Owner <sup>1</sup>	None
Hotel Building	Hokkaido, Japan	21.01	Owner <sup>1</sup>	None
Part of Hotel Renovation	Hokkaido, Japan	8.33	Owner <sup>1/2</sup>	None
Decoration and Equipments	Hokkaido, Japan	44.89	Owner <sup>1/2</sup>	None
Vehicles	Hokkaido, Japan	-	Owner <sup>1</sup>	None
Under Construction	Hokkaido, Japan	5.40	Owner <sup>1</sup>	None
Other Asset	Hokkaido, Japan	-	Owner <sup>1</sup>	None
<b>Total</b>		<b>315.94</b>		
<b>Accounted for in Thai Baht</b>		<b>91.82</b>	<b>Million Baht</b>	
<b>Net Land, Building and Equipments on 31 December 2021</b>		<b>8,246.51</b>	<b>Million Baht</b>	

Note: The average exchange rate on the last business day of 31 December 2021 was 100 yen to Bt29.0639.

<sup>1</sup>KRH = Kiroro Resort Holdings Co., Ltd.

<sup>2</sup>HHS = Hokkaido Holiday Service Co., Ltd.

## Investment Property on 31 Decembre 2021

Project	Type	Project Area (Rai-Ngan-Sq.wah)	Owner	Value (Million Baht)	Obligation
Silom Project	Commercial Space	0-0-56	Property Perfect Plc.	138.28	Collateral of Bt20 million P/N
Maneeya Project 3 (Maneeya Kindergarten)	Land and Building	2-0-03	Property Perfect Plc.	7.87	None
Land plot north of Samsen Nok, Huay Kwang, Bangkok (Meng Jai)	Land	9-1-81	Property Perfect Plc.	31.53	None
Land plot on Ratchadapisek Road	Land	2-3-42	Property Perfect Plc.	15.08	None
Chaengwattana Project	Land	2-2-9.2	Property Perfect Plc.	13.04	None
Bella Costa Hau Hin	Land and Building	12-02-29	Property Perfect Plc.	1.30	None
Uniloft Chiang Mai	4 Building	7-1-48	Bright Developmant Bangkok Co., Ltd.	348.16	Collateral of Bank of Ayudhya's Bt48.07 million loan
Bangkok Midtown Project East (Ratchadapisek Rd. near Cultural Center)	Commercial Space and Office Building	7-3-62.1	Centra Point Shopping Mall Co., Ltd. Land Leasehold Right 30 years (about 15 years in remaining rental period)	371.48	Pledged with financial instutional
		1-0-7.6	Centra Point Shopping Mall Co., Ltd.		
Bangkok Midtown Project West (Ratchadapisek Rd. near Cultural Center)	Shopping mall and commercial space, approximately 150,000 sqm (under construction)	13-2-9.2	Centra Point Shopping Mall Co., Ltd. Land Leasehold Right 30 years (about 23 years in remaining rental period)	1,501.15	None
Metro Town (Sathon-Kallapaphuk)	Commercial space, approximately 15,000 sqm	6-0-59	We Retail Public Company Limited (23 years and 3 months in remaining rental period under 30-year rental contract)	416.07	Renamed from Metro West Town to Metro Town Company's ownership is pledged with financial institution.
		5-0-53.6	We Retail Public Company Limited		
Chaengwathana Project	Land	3-3-96	We Retail Public Company Limited (15 years and 7 months in remaining rental period under 17-year rental contract)	7.98	None
		2-2-9.2	We Retail Public Company Limited (15 years and 7 months in remaining rental period under 17-year rental contract)		None
The Westhin Grande Sukhumvit Hotel Building (Robinson Part)	Shopping Mall	25,572*	Grande Asset Hotels and Property Plc holding the 30-year lease right (3 months in remaining rental period)	0.40	None
The Allez **	Rental shop center	2,261.92*	Grande Asset Hotels and Property Plc.	208.21	Mortgaged with KTB, (1) for a Bt1,434 million loan and (2) a Bt2,900 million loan

Project	Type	Project Area (Rai-Ngan-Sq.wah)	Owner	Value (Million Baht)	Obligation
Rental commercial condominium units in Hyde Sukhumvit 11 Project**	Rental commercial condominium units	242.84*	Grande Asset Hotels and Property Plc.	27.35	Mortgaged (2) for a Bt1,100 million loan and (3) with maintained mortgage value
Yuu Kiroro**	Restaurant	281.73	Kiroro Resort Holdings Company Limit	36.19	
<b>Total</b>				<b>3,124.09</b>	

Note\* \* Sq.m.

<sup>1)</sup> Property Perfect Plc. Hold 94.97% of shareholders in We Retail. Plc.

<sup>2)</sup> Property Perfect Plc. Hold 100% of shareholders in Estate Perfect Co., Ltd

<sup>3)</sup> We Retail Plc, hold 100% of shareholders in Centre Point Shopping Mall Co., Ltd.

<sup>4)</sup> Property Perfect Plc. hold 94.60 % of shareholders in Thai Property Plc.

<sup>5)</sup> Thai Property Plc. hold 39.29 % of shareholders in Grande Asset Hotels and Property Plc.

## Right-of-use assets

The Company and subsidiaries' right of use as of 31 December 2021 is as follows:

### Property Perfect Public Company Limited

Contractual parties	Leasee: Property Perfect Leaser: Treasury Department
Contract period	50 years from 23 November 2016 to 22 November 2066
Area (rai-ngan-wah)	895-0-44, in Tambon Mai Road, Khlong Yai District, Trat province
Lease fee	Annual fee, raised every 5 years
Net book value	B 339.87 million

### Ramintra Mall Company Limited (Formerly Mareeya Stuff)

Contractual parties	Leasee: Ramintra Mall (Formerly Mareeya Stuff) Leaser: Individual
Contract period	33 years from 9 April 2013 to 31 March 2046 <sup>1</sup>
Area (rai-ngan-wah)	34-0-0, in Lat Phrao area, Bang Kapi, Bangkok
Lease fee	No fee during 2-year construction period from 1 April 2013 to 31 March 2015 and annual fee is applicable thereafter with adjustment every 3 years
Net book value	Bt 284.14 million

<sup>1</sup> On 26 August 2014, Ramintra Mall extended the land lease contract signed on 9 April 2013 by another 3 years. The contract expiration date will be 31 March 2046 from 31 March 2043. On 17 June 2016, Ramintra Mall extended the contract, signed on 26 August 2014, by another 3 years. The contract expiration date will be 31 March 2049 from 31 March 2046.

Contractual parties	Leasee: Ramintra Mall (Formerly Mareeya Stuff) Leaser: Individual
Contract period	30 years from 1 February 2017 to 31 January 2047
Area (rai-ngan-wah)	9-1-92.30, in Khlong Kum area, Bang Kapi, Bangkok
Lease fee	No fee during 29-month construction period from 24 September 2014 to 31 January 2017 and annual fee is applicable thereafter with adjustment every 3 years
Net book value	Bt5 0.58 million

### Grande Asset Hotels & Property Public Company Limited

Contractual parties	Leasee: Grande Asset Leaser: A company
Contract period	30 years from 17 April 1992 to 16 March 2022
Area (rai-ngan-wah)	5-0-15, between Sukhumvit Soi 18 and Soi 19, North Khlong Toey, Wattana District, Bangkok, locating Westin Grande Sukhumvit Hotel and Robinson Sukhumvit
Net book value	Bt 2.07 million

Note: Under negotiation for contract period extension

Contractual parties	Leasee: Owendel Co., Ltd. Leaser: Ministry of Finance
Contract period	27 years, 2 months and 28 days from 11 August 2005 to 7 November 2042
Area (rai-ngan-wah)	25-2-42.25, on Pran Buri's beach road, Tambon Paknam Pran, Pran Buri District, Prachuab Khiri Khan province
Net book value	Bt 213.85 million

Contractual parties	Leasee: Honor Business Company Limited Leaser: Grande Hospitality Real Estate Investment Trust
Contract period	6 years from 12 October 2017 to 11 October 2023
Objective	To rent Sheraton Hua Hin Resort and Spa Hotel
Net book value	Bt 167.01 million

Note: The company has the priority right to extend the contract before other parties.

### Royal Orchid Hotel (Thailand) Public Company Limited

Contractual parties	Leasee: Royal Orchid Hotel (Thailand) Plc. Leaser: Embassy of Portugal
Contract period	10 years from 1 January 2020 to 31 December 2029
Objective	To extend Royal Orchid Sheraton Hotel and Tower's area
Net book value	Bt 103.16

### Thai Property Public Company Limited

Contractual parties	Leasee: Thai Property Plc. Leaser: A company
Contract period	30 years from 26 December 2003 to 25 December 2033
Rental space (sqm)	13.16, a shop in Palladium World Shopping mall, Pratumnam, Bangkok
Net book value	Bt 1.18 million

### Others

Contractual parties	Leasee: The Company and a subsidiary Leaser: Juristic persons
Contract period	From 1 July 1995 to 31 July 2032
Objective	To set up office space (rent of property, equipment and vehicle)
Net book value	Bt 154.90 million

The total book value of right-of-use assets as of 31 December 2021 was Bt1,316.76 million.

## Pending-for-transfer units

As of 31 December 2021, the Company and subsidiaries' obligations to deliver completed units in the following projects to the buyers per sale/purchase contracts are as follows:

Project	Developed By	Backlog	
		Unit	Unit
Brand “Perfect Masterpiece”			
Perfect Masterpiece (Century) Ramkhamhaeng-Suvarnabhumi	PF	1	30
Perfect Masterpiece Sukhumvit 77 -Suvarnabhumi (4)	PF	4	127
Perfect Masterpiece Chaengwattana	PF	1	10
Perfect Masterpiece Rattanathibet	PF	2	46
Brand “Perfect Residence”			
Perfect Residence Sukhumvit 77	EP	1	14
Perfect Residence Rama IX-Krungtepkreetha	PF	2	22
Brand “Perfect Place”			
Perfect Place Rungsit - Bangpoorn Expressway	PF	3	28
Perfect Place Rattanathibet –Sai Ma St.	PF	10	81
Perfect Place Ramintra- Outer Ring (3)	PF	20	116
Perfect Place Ramkhamhaeng-Suvarnabhumi (3)	PF	11	62
Perfect Place Chaengwattana (2)	PF	1	7
Perfect Place Rama IX - Krungtep Kreetha	PF	36	348
Perfect Place Sukhumvit 77 -Suvarnabhumi (8)	EP	1	6
Brand “Perfect Park”			
Perfect Park Rangsit (2)	PF	1	6
Perfect Park Rama V –Bangyai	PF	3	13
Perfect Park Chaengwattana	PF	12	58
Perfect Park Krungtep Kreetha - Ramkhamhaeng	PF	2	12
Perfect Park Bangna	BD	5	24
Perfect Park Suvarnabhumi (5)	EP	3	19
Perfect Park Westgate	RN 9	8	35
Perfect Park Chaiyapruet	RN 9	4	17
Perfect Park Ratchapruet- Pathum Thani	RN 9	9	72
Brand “The Metro ”/“Metro Biztown”/“Modi Villa ”¹			
The Metro Chaengwattana	PF	4	15
The Metro Petchkasem 48	PF	5	29
Metro Biztown Bangbuathong (2)	RN 9	1	4
Modi villa New Ratchapruet	PF	3	12
Modi villa Rachapruet- Tiwanon	PF	3	8
Modi villa Rungsit (2)	PF	2	7
Modi villa Chaiyapruet	PF	2	5
Modi villa Bangna (2)	BD	2	9
Modi villa Rungsit Klong 7	PF	1	4
Modi villa Rama V - Kanchanapisek	EP	9	28
Modi villa (Townhome) Bangna	EP	5	12
Modi villa (Townhome) Ladkrabang	EP	4	10

Project	Developed By	Backlog	
		Unit	Unit
Brand “The Lake”/“The Sky”/“Metro Sky”/“Metro Luxe”/“Hyde” <sup>2</sup>			
The Sky Sukhumvit	PF	9	32
The lake Kallapapruk- Wutthakat (3)	PF	2	3
Metro Sky Prachachuen	PF	12	32
Metro Sky Wutthakat	BD	43	116
Metro Luxe Riverfront	PF	3	7
Metro Luxe Ratchada	BD	5	17
Hyde Sukhumvit 11	GRAND	3	30
Brand “Bella Del Monte”			
Bella Del Monte	PF	5	188
Brand “iCondo”/“Yuruay Condo” <sup>2</sup>			
iCondo Pattanakarn- Srinakharin	PF	51	106
iCondo Serithai	BD	2	4
iCondo Salaya (2)	BD	3	5
Yuruay Condo	BD	50	46
Total		369	1,882

<sup>1</sup> Townhouse

<sup>2</sup> Condominium

PF = Property Perfect Public Company Limited

EP = Estate Perfect Company Limited

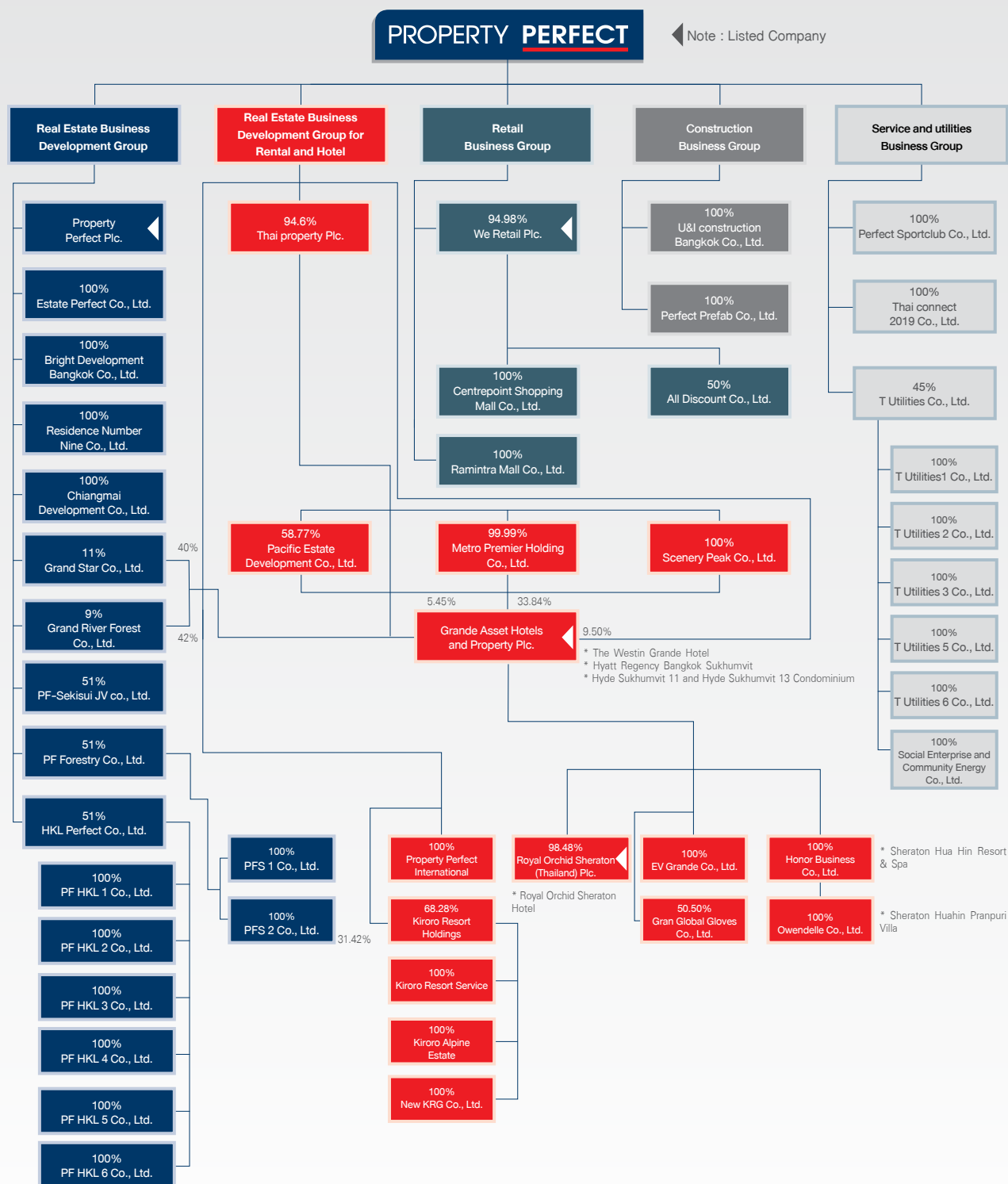
BD = Bright Development Bangkok Company Limited

RN 9 = Residence Number Nine Company Limited

GRAND = Grande Asset Hotels and Property Public Company Limited



# The Shareholder's Structure



The company and subsidiaries operate in the property development business, with the focus in single houses and condominiums in the Greater Bangkok. The subsidiaries and associated companies operate in 5 business : 1) Property development group 2) Rental property and hotel group 3) Retail group 4) Construction group 5) Service group. The structure as of 31 December 2021 is as follows

## Property Development Units

The company and subsidiaries are mainly involved with the property development for sale. The projects involve the development of single detached houses, townhouses, and condominiums. Details are as follows;

### Property Perfect Public Company Limited ("The Company")

Developing housing estates, town houses and condominiums. As of 31 December 2021, a total of 40 projects are under development with outstanding value of Bt23,757 million. (Additional information on the projects of the company and subsidiaries are in Graphic: Project by Type)

### Estate Perfect Company Limited (Subsidiary)

Estate Perfect Company Limited, ("Estate") is located at 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, HuayKhwang, Bangkok. It was established in 1994, to develop single detached houses, duplex house and townhouses, with focus on potential locations. It started off in 2017 with a Bt1,858 million condominium project in Soi Sukhumvit 77 and realized the entire revenue in 2019.

Estate is now capitalized at Bt1,200 million at Bt10 par while the paid-up capital totaled Bt1,200 million. The company now owns 100% of Estate.

As of 31 December 2021, Sale of Estate's 9 projects is underway, and the remaining value of the unsold units is Bt5,716 million. (Additional information on the projects of the subsidiaries are in Graphic: Project by Type)

As of 31 December 2021, Estate Perfect Company Limited's 5 directors are:

Name		Position
1. Ms.Sirirat	Wongwattana	Director
2. Mr.Pornswat	Katechulasriroj	Director
3. Mr.Wicharn	Sirivejwarawut	Director
4. Mr.Wason	Srirattanapong	Director
5. Mr.Rungroj	Singhthanadkij	Director

### Bright Development Bangkok Company Limited (Subsidiary)

Bright Development Bangkok Company Limited ("Bright") is Located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, Bright Development was established on 2007 for condominium development.

At present, Bright Development Bangkok Company Limited is now capitalized at Bt1,000 million, all paid up. The company holds 100% in Bright.

As of 31 December 2021, Bright planned 11 condominium projects and the remaining value of unsold units is Bt4,599 million (Additional information on the projects of the subsidiaries are in Graphic: Project by Type).

As of 31 December 2021, Bright Development Bangkok Co.,Ltd's 5 directors are;

Name		Position
1. Mr.Wongsakorn Prasitvipat		Director
2. Ms.Sirirat	Wongwattana	Director
3. Mr.Pornswat	Katechulasriroj	Director
4. Mr.Sumeth	Suwajanakorn	Director
5. Mr. Surasak	Vatchapongpreecha	Director

### Residence Number Nine Company Limited (Subsidiary)

Residence Number Nine Company Limited ("Residence") is located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, is capitalized at Bt1,000 million. Owned 100% by the company, The subsidiary is tasked to develop low-rise small-scale housing projects in potential locations. Its target groups are new families, looking for single houses and townhouses valued between Bt1.9-Bt6million.

As of 31 December 2021, Residence's 6 projects are now marketed, The remaining value of unsold units is Bt3,183 million. (Additional information on the projects of the subsidiaries are in Graphic: Project by Type)

As of 31 December 2021, Residence Number Nine Company Limited's 4 directors are:

Name		Position
1. Mr.Pornswat	Katechulasriroj	Director
2. Mr.Annop	Angkulsakornsri	Director
3. Mr.Pipat	Nittayakosol	Director
4. Mr.Pornchai	Ketlek	Director

### Chiangmai Development Co.,Ltd. (Subsidiary)

Chiangmai Development Company Limited ("Chiangmai") is located at 17th Floor, Vorasombat Building , 100/1 Rama IX Road, HuayKwang, Bangkok. It is registered with Bt200 million .The company holds 100% in the subsidiary. Established on 21 February 2013, the subsidiary is tasked to expand the company's residential development business for sale and rental . Its focus is on low-rise development in Chiang Mai province.

Chiangmai kicked off land development in preparation for the launch of a property project.

As of 31 December 2021, Chiangmai Development Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Mr.Pornswat Katechulasriroj	Director
3. Mr.Wason Srirattanapong	Director
4. Mr.Kritapas Pongpakawat	Director

### HKL Perfect Company Limited (Joint Venture)

HKL Perfect Company Limited is a joint venture with HKL (Thai Development) Company Limited which is a business unit of Hongkong Land Company Limited. It was established on 17 May 2018 to invest in a property development project for sale. It is located at 17th Floor, Vorasombat Building,100/1 Rama IX Road, HuayKwang, Bangkok. It is registered with Bt40million capital, 100% paid up. The company holds 51% in the joint venture.

As of 31 December 2021, HKL Perfect Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Ms.Sirirat Wongwattana	Director
3. Mr.Tan Wee Hsien	Director
4. Mr.Yee Kong Seng Francis	Director

### PFHKL 1 Company Limited (Joint Venture)

PFHKL 1 Co., Ltd. is a 100%-owned subsidiary of HKL Perfect Co., Ltd, established on 5 March 2018. Located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, it engages in the development of a property project for sale in Chaeng Wattana area. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL 1 Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Mr.Saranyu Adhyanasakul	Director
3. Mr. Tan Wee Hsien	Director
4. Ms. Ong Lay Kuan	Director

### PFHKL 2 Company Limited (Joint Venture)

PFHKL 2 Co., Ltd. is a 100%-owned subsidiary of HKL Perfect Co., Ltd, established on 7 March 2018. Located at 20th Floor, Gaysorn Plaza Building, Unit B, 127 Ratchdamri Road, Lumpini, Pathumwan, Bangkok. , it engages in the development of a property project for sale in Chaeng Wattana area. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL2 Company Limited's 4 directors are:

Name	Position
1. Mr. Lim Tein Meng	Director
2. Mr.Anucha Tantrawanich	Director
3. Mr.Lee Hak Ching Terence	Director
4. Mr.William James Park Bright	Director

### PFHKL 3 Company Limited (Joint Venture)

PFHKL 3 Company Limited is a 100%-owned subsidiary of HKL Perfect Company Limited, established on 16 August 2018. Located at 10th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, it engages in the development of a property project for sale near Suvarnabhumi Airport. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL3 Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Ms.Sirirat Wongwattana	Director
3. Mr.Tan Wee Hsien	Director
4. Ms. Ong Lay Kuan	Director

#### PFHKL 4 Company Limited (Joint Venture)

PFHKL 4 Company Limited is a 100%-owned subsidiary of HKL Perfect Company Limited, established on 27 September 2019. Located at 20th Floor, Gaysorn Plaza Building, Unit B, 127 Ratchadamri Road, Lumpini, Pathumwan, Bangkok, it engages in the development of a property project for sale near Suvarnabhumi Airport. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL4 Company Limited's 4 directors are:

Name	Position
1. Mr.Lim Tein Meng	Director
2. Mr.Rungroj Singhthanadkij	Director
3. Mr.William James Park Bright	Director
4. Mr.Lee Hak Ching Terence	Director

#### PFHKL 5 Company Limited (Joint Venture)

PFHKL 5 Company Limited is a 100%-owned subsidiary of HKL Perfect Company Limited, established on 16 May 2019. Located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, it engages in the development of a property project for sale at Chaengwattana Road. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL5 Company Limited's 4 directors are:

Name	Position
1. Mr.Wason Srirattanapong	Director
2. Mr.Saranyu Adhyanasakul	Director
3. Mr.Tan Wee Hsien	Director
4. Mr.Lee Hak Ching Terence	Director

#### PFHKL 6 Company Limited (Joint Venture)

PFHKL 6 Company Limited is a 100%-owned subsidiary of HKL Perfect Company Limited, established on 24 May 2019. Located at 20th Floor, Gaysorn Plaza Building, Unit B, 127 Ratchadamri Road, Lumpini, Pathumwan, Bangkok, it engages in the development of a property project for sale at Chaengwattana Road. It is registered with Bt5 million capital, 100% paid up.

As of 31 December 2021, PFHKL6 Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Mr.Anucha Tantrawanich	Director
3. Ms.Ong Lay Kuan	Director
4. Mr.William James Park Bright	Director

#### PF-Sekisui JV Company Limited (Joint Venture)

PF-Sekisui JV Company Limited is a joint venture of the Company and Sekisui Chemical Company Limited which engages in high-quality plastic materials and equipment, products related to urban cities' infrastructure and environment, house construction and other property-related businesses in Japan and other countries. The joint venture is located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok. Established on 15 June 2018, it is set to develop property projects for sale. It is registered with Bt200 million capital, fully paid up. The Company owns a 51% stake in the joint venture.

As of 31 December 2021, PF-SEKISUI JV Company Limited's 4 directors are:

Name	Position
1. Mr.Rungroj Singhthanadkij	Director
2. Mr.Saranyu Adhyanasakul	Director
3. Mr.Akira Ikeda	Director
4. Mr.Tetsuji Ando	Director

#### PF Forestry Company Limited (Joint Venture)

PF Forestry Company Limited is a joint venture of the Company and Sumitomo Forestry Singapore Ltd. ("Sumitomo") which is a business unit of Sumitomo Forestry Co., Ltd. It was established on 14 February 2019 to invest in a property development project for sale. Located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, it is registered with Bt500 million capital, fully paid up. The company holds 51% in the joint venture.

As of 31 December 2021, PF Forestry Company Limited's 4 directors are:

Name	Position
1. Mr.Wongsakorn Prasitvipat	Director
2. Ms.Sirirat Wongwattana	Director
3. Mr.Atsuhisa Ogura	Director
4. Mr.Kenji Aiura	Director

#### PFS1 Company Limited (Subsidiary)

PFS1 Company Limited (Subsidiary) is a 100%-owned subsidiary of PF Forestry Company Limited established on 15 February 2019. Located at 100/1 Vorasombat Building 17th fl., Rama IX Road, HuayKwang, Bangkok, it engages in the development of a property project for sale at New Ratchapruk area. It is registered with Bt280 million capital, 100% paid up.

As of 31 December 2021, PFS1 Company Limited's 2 directors are:

Name	Position
1. Mr.Prakit Ruekpredapong	Director
2. Mr.Kenji Aiura	Director

#### PFS2 Company Limited (Subsidiary)

PFS2 Company Limited (Subsidiary) is a 100%-owned subsidiary of PF Forestry Company Limited established on 15 February 2019. Located at 100/1 Vorasombat Building 10th fl., LC Zone, Rama IX Road, HuayKwang, Bangkok, it engages in the development of a property project for sale at New Ratchapruk area. It is registered with Bt210 million capital, 100% paid up.

As of 31 December 2021, PFS2 Company Limited's 2 directors are:

Name	Position
1. Mr.Suthee Sanongkhun	Director
2. Mr.Atsuhisa Ogura	Director

#### Grand Star Company Limited (Joint Venture)

Grand Star Company Limited is a joint venture of Sumitomo Forestry Company Limited, Grande Asset Hotels and Property Public Company Limited and Property Perfect Public Company Limited. It was established on 22 May 2017 with Bt1,200 million in registered capital. It is located at 32nd Floor, Exchange Tower, Room 3203-4, 388 Sukhumvit Road, Khlong Toei, Bangkok. It engages in the development of a high-end luxury condominium. The Company has a 11% direct holding and an 18.67% indirect holding in Grand Star Company Limited.

As of 31 December 2021, Grand Star Company Limited's 4 directors are:

Name	Position
1. Mr.Sanith Adhyanasakul*	Director
2. Mr.Vitavas Vibhagool	Director
3. Mr.Atsuhisa Ogura	Director
4. Mr.Kazuhiko Matake	Director

Note: \*Mr.Chainid Adhyanasakul registered his name change to Sanith Adhyanasakul on 3 February 2021.

#### Grand River Forest Company Limited (Joint Venture)

Grand River Forest Company Limited is a joint venture of Sumitomo Forestry Company Limited, Grand Asset Hotels and Property Public Company Limited and Property Perfect Public Company Limited, located at 32nd Floor, Exchange Tower, Room 3203-4, 388 Sukhumvit Road, Khlong Toei, Bangkok. Established on 6 July 2018, the joint venture invests in a property development project for sale on Charoennakorn Road. The initial registered capital of Bt450 million is fully paid up. The Company holds 9 % direct holding and 19.60% indirect holding.

As of 31 December 2021, Grand River Forest Company Limited's 4 directors are:

Name	Position
1. Mr.Sanith Adhyanasakul*	Director
2. Mr.Vitavas Vibhagool	Director
3. Mr.Kazuhiko Matake	Director
4. Mr.Atsuhisa Ogura	Director



## Rental Property and Hotel Group

### Thai Property Public Company Limited (Subsidiary)

Thai Property Plc. (TPROP) is located at 29th Floor, Charn Issara Tower 2, 2922/305-306 Petchaburi Road, Bang Kapi, Huay Kwang, Bangkok. It was registered as a public company on 10 May 1994 to real estate development.

Thai Property has Bt3,353,702,060 in registered capital and Bt3,193,185,471 is paid-up. The Company owns 94.60% in the subsidiary. Thai Property later sought a voluntary delisting from the Stock Exchange of Thailand and the SET's board approved the delisting on 9 December 2016.

As of 31 December 2021, Thai Property Public Company Limited's 5 directors are:

Name		Position
1. Dr. Bhichit	Rattakul	Chairman
2. Mr. Pramote	Remyindee	Director
3. Mr. Pornswat	Katechulasriroj	Director
4. Mr. Prasong	Vararatanakul	Director
5. Mr. Likit	Somnualtad	Director

### Pacific Estate Development Company Limited

#### (Subsidiary of Thai Property Public Company Limited)

Pacific Estate Development Company Limited is located at One Pacific Place Building (M Floor), 140 Sukhumvit Road, Khlong Toei, Bangkok 10110. It was registered as a public company on 22 December 1988. At present, it has Bt1,151,100,000 in registered capital, all paid-up. It is 58.77% owned by the Company through the stake in Thai Property. A new project is under feasibility study.

As of 31 December 2021, Pacific Estate Development Company Limited's 3 directors are:

Name		Position
1. Dr. Bhichit	Rattakul	Chairman
2. Mr. Pramote	Remyindee	Director
3. Mr. Pornswat	Katechulasriroj	Director

### Metro Premier Holding Company Limited

#### (Subsidiary of Thai Property Public Company Limited)

Metro Premier Holding Company Limited is located at 29th Floor, Charn Issara Tower 2, 2922/305-306 Petchaburi Road, Bang Kapi, Huay Kwang, Bangkok. It was registered on 29 November 2010. It is registered with Bt5 million capital, all paid-up. It is owned 99.99% by the Company through a stake in Thai Property.

As of 31 December 2021, Metro Premiere Holding Company Limited's 3 directors are:

Name		Position
1. Dr.Bhichit	Rattakul	Chairman
2. Mr.Pramote	Remyindee	Director
3. Mr.Pornswat	Katechulasiroj	Director

### Scenery Peak Company Limited

#### (Subsidiary of Thai Property Public Company Limited)

Scenery Peak Company Limited is located at Quastisky Buildings, PO Box 4389, Road Town, Tortola, British Virgin Islands. It was registered on 12 May 2010. It is registered with US\$ 50,000, all paid-up. It is owned 100% by the Company through a stake in Thai Property.

As of 31 December 2021, Scenery Peak Company Limited's 1 director is:

Name		Position
1. Mr.Pornswat	Katechulasiroj	Director

### Grande Asset Hotels and Property Public Company Limited

#### (Subsidiary of Thai Property Public Company Limited)

Grande Asset Hotels and Property Public Company Limited is located at 32th Floor, Exchange Tower Room 3203-4, 388 Sukhumvit Road, Khlong Toei, Bangkok. It was registered on 7 July 2003. Grande Asset has Bt5,000,000,000 in registered capital, with Bt3,615,929,965 paid up. (Shareholders at the annual meeting on 24 April 2017 approved Grand's recapitalization by Bt2,110,960,763 million through the issuance of 2,110,960,763 new shares with Bt1 par value. Of total, 866,711,771 shares were offered to Grand's existing shareholders at the 10:3 ratio at the price of Bt1 apiece. On 20 April 2018, Grand received Bt611,337,993 for the offering of 611,337,993 shares.) It is indirectly owned 39.29% by the Company through a stake in Thai Property and 9.50% directly owned by the Company.

Grande Asset Hotels and Property is a hotel operator and property developer. It operates 5 hotels as follows:

1. Westin Grande Sukhumvit Hotel is located at Soi Sukhumvit 19, Bangkok: a 25-floor 5-star hotel with 362 guest rooms.
2. Royal Orchid Sheraton Hotel and Towers is located at Charoenkrung 30, Bangkok: a 28-floor 5-star hotel with 726 guest rooms.

3. Sheraton Hua Hin Resort and Spa in Cha-Am, Phetchaburi province: a 2-floor 5-star hotel with 240 guest rooms.

4. Sheraton Hua Hin Pranburi Villas in Pranburi, Prachuabkhiri Khan province: a 5-star hotel with 53 villas.

5. Hyatt Regency Bangkok Sukhumvit, an Upper-Upscale hotel with 273 guest rooms. Located at Soi Sukhumvit 13, the building has 30 floors.

And a mixed-use project under development which consists of resort villas, a hotel and a condominium building. The project is located in Rayong, encompassing 93 rai of land on the hilly Laem Mae Phim.

As of 31 December 2020, Grande Asset Hotels and Property had 3 projects on the market —Hyde Sukhumvit 11, The Trendy condominium and Hua Hin Blue Lagoon resort, with the remaining combined value of Bt1,511 million.

(Details appeared in subsidiaries' projects: Table of products.)

As of 31 December 2021, Grande Asset Hotels and Property Public Company Limited's 12 directors are:

Name		Position
1. Mr.Wichai	Thongtang	Chairman
2. Dr.Bhichit	Rattakul	Vice Chairman and Chief Executive Director
3. Mr.Saniith	Adhyanasakul	Director
4. Mr.Vitavas	Vibhagool	Director
5. Ms.Wilawun	Leongnarkongdee	Director
6. Mr.Suradej	Narula	Director
7. Mr.Amarin	Narula	Director
8. Mr.Lochar Richard Pehl		Director
9. Mr.Pornchai	Kittipanyangam	Independent Director and Chairman of Audit Committee
10. Mr.Wattana	Suthipinijtham	Independent Director Member of Audit Committee and Risk Management Committee
11. Mr.Chaiwat	Utaiwan	Independent Director and Chairman of Risk Management Committee
12. Mr.Boonrak	Yodpetch	Independent Director and Member of Audit Committee

**EV Grand Company Limited (Renamed from Grand Equity Development Company Limited, a subsidiary of Grande Asset Hotels and Property Public Company Limited)**

EV Grand Company Limited is located at 32nd Floor, Exchange Center, 3203-4, 338 Sukhumvit Road, Klong Toei, Bangkok. The company owns a 100% stake in EV Grand through its wholly-owned subsidiary Grande Asset Hotels and Property Plc.

EV Grand operates real estate development business, in the process of acquiring land for future development.

As of 31 December 2021, EV Grand Company Limited's 4 directors are:

Name		Position
1. Dr.Bhichit	Rattakul	Director
2. Mr.Sanith	Adhyanasakul	Director
3. Mr.Vitavas	Vibhagool	Director
4. Mr.Amarin	Narula	Director

**Honor Business Company Limited (A Subsidiary of Grande Asset Hotels and Property Public Company Limited)**

Honor Business Company Limited is located at 32nd Floor, Exchange Center, 3203-4, 338 Sukhumvit Road, Klong Toei, Bangkok. The company owns a 100% stake in Honor Business Company Limited through its wholly-owned subsidiary Grande Asset Hotels and Property Plc. Honor Business Company Limited manages Sheraton Hua Hin Resort and Spa Hotel by renting out the property from REIT.

As of 31 December 2021, Honor Business's 5 directors are:

Name		Position
1. Dr.Bhichit	Rattakul	Director
2. Mr.Sanith	Adhyanasakul	Director
3. Mr.Vitavas	Vibhagool	Director
4. Mr.Amarin	Narula	Director
5. Ms.Wilawun	Leongnarktongdee	Director

**Royal Orchid Hotel (Thailand) Public Company Limited (Grande Asset Hotels and Property Public Company Limited's subsidiary)**

Royal Orchid Hotel (Thailand) Public Company Limited ("ROH") is located at 2 Captain Bush Lane, New Road, Bang Rak, Bangkok 10500. It was listed on the Stock Exchange of Thailand on 21 July 1989. ROH's fully-paidup registered capital is at Bt937,500,000 with a number of 93,750,000 shares at Bt10 par value. Grand acquired 41,250,235 shares of ROH or a 44% stake from Starwood Hotel (Thailand) Company Limited, and 22,500,000 shares or a 24% stake of ROH from Thai Airways International Public Company Limited. After the transactions, Grand owned 63,750,235 shares in ROH or 68%. Grand subsequently launched a mandatory tender offer for the remaining shares of ROH during 8 May 2018 and 10 July 2018 and bought additional 28,570,803 shares or 30.48%. Grand consequently owns a total of 92,321,038 shares or 98.48% in ROH. In March, Grand sold 1,250,000 ROH shares to an external party and saw its holding in ROH fall to 91,071,038 shares or 97.14%.

ROH mainly engages in a five-star hotel business, with 726 guest rooms and facilities such as function rooms, meeting rooms, facilities for seminars and exhibitions, international restaurants, a swimming pool, a tennis court, and a private wharf. ROH awards the management contract to US-based Sheraton Overseas Management Corporation.

As of 31 December 2021, Royal Orchid Sheraton Hotel (Thailand) Public Company Limited's 12 directors are:

Name		Position
1. Mr.Wichai	Thongtang	Chairman/ Independent Director
2. Dr.Bhichit	Rattakul	Vice Chairman
3. Mr.Sanith	Adhyanasakul	Chief Executive Director/ Director
4. Mr.Vitavas	Vibhagool	Managing Director/ Director
5. Mr.Pramote	Remyindee	Director/ Secretary
6. Ms.Wilawun	Leongnarktongdee	Director
7. Mr.Amarin	Narula	Director
8. Ms.Monchanok	Adhyanasakul	Director
9. Mr.Twatchai	Noonpukdee	Independent Director / Chairman of Audit Committee
10. Dr.Seri	Wongmonta	Independent Director
11. Pol.Gen.Aek	Angsanant	Independent Director
12. Mr.Amnuay	Preemonwong	Independent Director

### Owendelle Company Limited (Grande Asset Hotels and Property Public Company Limited's subsidiary)

Owendelle Company Limited is located at 32nd Floor, Exchange Center, 3203-4, 338 Sukhumvit Road, Klong Toei, Bangkok. The company owns a 100% stake in Owendelle through its wholly-owned subsidiary Grande Asset Hotels and Property Plc..Owendelle Company Limited owns the lease rights for the land which locates Sheraton Hua HinPranburi Villa as well buildings on the land.

As of 31 December 2021, Owendelle Company Limited's 5 directors are:

Name		Position
1. Dr.Bhichit	Rattakul	Director
2. Mr.Sanith	Adhyanasakul	Director
3. Mr.Vitavas	Vibhagool	Director
4. Mr.Amarin	Narula	Director
5. Ms.Wilawun	Leongnarkongdee	Director

### Grand Global Gloves Company Limited (A Subsidiary of Grande Asset Hotels and Property Public Company Limited)

Grand Global Gloves Company Limited is a joint venture of Grande Asset Hotels and Property Public Company Limited and Watanachai Rubber Mate Company Limited. Established on 9 November 2020, it is located at 32nd Floor, Exchange Tower, Room 3203-4, 388 Sukhumvit Road, Khlong Toei, Bangkok. It is capitalized at Bt350 million and Bt162.5 million was paid up. The Company's indirect holding, through Grande Asset Hotels and Property Public Company Limited, was 50.50%. Grand Global Gloves manufacturers and distributes medical rubber gloves. The machinery installation is underway at its factory in TFD Industrial Estate 2 , Chachoengsao.

As of 31 December 2021, Grand Global Gloves Company Limited's 4 directors are:

Name		Position
1. Dr.Bhichit	Rattakul	Director
2. Mr.Sanith	Adhyanasakul	Director
3. Ms.Benchamad	Kongwaree	Director
4. Ms.Patwira	Nithipornpim	Director

### Property Perfect International Pte. Ltd. (Subsidiary)

Property Perfect International Pte.Ltd. (PPI), located at 9 Raffles Place #17-01 SBF Center Singapore 068914, established on 12 July 2012, has paid-up capital of 1 Singapore dollar. Owned 100% by the Company, PPI will invest in overseas property development business. Property Perfect International holds 68.28% in Kiroro Resort Holdings and the company holds 31.42%.

As of 31 December 2021, Property Perfect International Pte.Ltd's 3 directors are:

Name		Position
1. Mr.Bhichai	Rattakul*	Chairman
2. Mr.Sanith	Adhyanasakul	Director
3. Mr. Shanker	Lyer	Director

\* Mr.Bhichai Rattakul passed away on 28 February 2022

### Kiroro Resort Holdings Co., Ltd. (Renamed from Share Group Company Limited) (subsidiary of Property Perfect International Pte. Ltd.)

Kiroro Resort Holdings(Renamed fromShare Group Since November 2014), located at ITO ONE TEN Building 2F 5-1 Nishi 4-chome Kita 7-jo Kita-ku Sapporo, Hokkaido, Japan, is incorporated under the Japanese law for the investment in property development and hotel business. At the 4/2012 meeting on 27 August 2012, the Board of Directors approved Kiroro Resort Holdings's investment in all shares of and loan claims against Kabushiki Kaisha Kiroro Associates Company Limited, from Mitsui Fudosan Resort Company Limited. The 100% shares were bought at the cost of 1 yen, or approximately Bt0.4050 (at the exchange rate of 100 yen for Bt40.50) .Kiroro Resort Holdings will also take over the claim on a loan to Kabushiki Kaisha Kiroro Associates from Mitsui Fudosan Company Limited. The loan is valued at 1,300.6 millionyen, it is worth Bt526.7 million. The claim is valued at 160,000,000 yen or Bt64,.8 million.

The Board also approved Kiroro Resort Holdings' purchase of Kiroro Resort from Mitsui Fudosan Resort for about Bt490 million. Kiroro Resort is a ski resort on Hokkaido, Japan, owning a 292-rai land plot, 2 hotels- 422-room and ski equipment. Plus transfer taxes of about700 million yen or Bt280 million, the purchase cost a total of approximately 1,900 million yen or Bt770 million

In March 2014, Kiroro Resort Holdings' capital increase by 500 million yen (100,000 shares at 5,000 yen apiece). The new shares were offered to Property Perfect International to settle a loan from Property Perfect International. Property Perfect International's shareholding Kiroro Resort Holdings thus increased to 95.61%.

In August 2015, the capital was raised by 2,500 million yen through rights offering. In September, a sum, 1,048.68 million yen, was paid-up through the offering of 209,736 shares at 5,000 yen apiece. The proceeds were used to upgrade the hotel in line with Starwood Hotel and Resorts Worldwide Inc's requirements, before the resort would be rebranded as "Sheraton Hokkaido Kiroro Resort" and "The Kiroro, a Tribute Portfolio Hotel, Hokkaido".

In January 2016, Kiroro Resort Holdings was recapitalized by 500 million yen through the issuance of 100,000 shares at the par value of 5,000 yen to Property Perfect International. The new shares were issued to repay a loan extended by Property Perfect International. It also called for payments for parts of new shares issued in August 2015 but 3 minor shareholders forwent their rights, leaving 99,814 shares (5,000 yen a share) worth 499,070,000 yen to Property Perfect International. Property Perfect International's stake in Kiroro Resort Holdings thus rose to 97.27%.

In July 2017, Property Perfect's loan to Kiroro Resort Holdings worth 1,205 million yen was converted to 241,000 common shares with 5,000 yen par value, boosting Property Perfect's direct holding in Kiroro Resort Holdings to 31.4% and decreasing Property Perfect International's stake to 66.7% consisting of 767,070 common shares. In November, the capital was reduced for tax benefits and accumulated debt clearing. Kiroro Resort Holdings' paid-up capital is currently 2,272,246,451 yen.

In July 2019, Property Perfect bought 14,336 shares from minority shareholders at 5,000 yen apiece, increasing its direct holding in KRH to 31.42% and PPI's holding to 68.58%.

In December 2019, Property Perfect sold 2,288 shares at 5,507 yen apiece to an individual, which maintained its direct holding in KRH at 31.42% but decreased PPI's holding to 68.28%. KRH's paid-up capital is now 2,272,246,451 yen.

On 22 November 2021, the ski resort and hotel business was sold to Godo Kaisha Kiroro Managmeent (GMMK) and Napier Tokutei Mokuteki Kaisha (Napier TMK).

As of 31 December 2021, Kiroro Resort Holdings Company Limited's 10 directors are:

Name		Position
1. Mr.Bhichai	Rattakul*	Chairman
2. Mr.Lohtar Richard	Pehl	Director
3. Mr.Sanith	Adhyanasakul	Director
4. Mr.Yochiro	Itto	Director
5. Dr.Thanong	Bidaya	Director
6. Dr.Piyasvasti	Amranand	Director
7. Mr.Vitavas	Vibhagool	Director
8. Mr.Jesd	Jesdpiyawong	Director
9. Mr.Saranyu	Adhyanasakul	Director
10. Lim Tein Meng		Director

\*Mr.Bhichai Rattakul passed away on 28 February 2022.

### **Hokkaido Holiday Service Company Limited** (A subsidiary of Kiroro Resort Holdings Company Limited)

Hokkaido Holiday Service (HHS) is located at 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan. Registered as a legal entity under Japanese law on 19 June 2019, it is a joint venture of Kiroro Resort Holdings and Niseko Alpine Developments Company Limited (NISADE). It was established to manage Yu Kiroro condominium units and provide accommodation brokering services. It is capitalized at 5,000,000 yen or 100 shares at 50,000 yen apiece. The capital was fully paid-up. Kiroro Resort Holdings' 51% stake is valued at 2,550,000 yen or Bt671,053.

In June 2020, KRH acquired the remaining 49% stake from NISADE which increased its direct holding in HHS to 100%.

In June 2020, NHS's capital was raised by 5,000,000 yen or 100 shares at 50,000 yen apiece. KRH's loan worth 31 million yen was also converted to equity, for 620 shares at 50,000 yen apiece. HHS's paid-up capital is currently 41,000,000 yen.

As of 31 December 2021, Hokkaido Holiday Service Company Limited's 3 directors are:

Name		Position
1. Mr.Lohtar Richard	Pehl	Director
2. Mr.Saranyu	Adhyanasakul	Director
3. Mr.Napong	Panthong	Director

**Kiroro Alpine Estate Co., Ltd. (A subsidiary of  
Kiroro Resort Holdings Company Limited)**

Kiroro Alpine Estate (KAE) is located at 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan. Registered under Japanese law, it was established on 23 September 2020 with 1,000,000 yen in paid-up capital. KAE operates a property development business. The Company holds a 100% stake in the company.

As of 31 December 2021, Kiroro Alpine Estate Company Limited's 1 director is:

Name	Position
1. Mr.Saranyu Adhyanasakul	Director

**New KRH Co., Ltd. (A subsidiary of  
Kiroro Resort Holdings Company Limited)**

New KRH Company Limited (New KRH) is located at 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan Registered under Japanese law, it was established on 6 August 2021 with 10,000,000 yen in paid-up capital. New KRH operates a ski and hotel management business. The Company holds a 100% stake in the company.

As of 31 December 2021, New KRH Company Limited's 1 director is:

Name	Position
1. Mr.Jesd Jesdpiyawong	Director



## Retail Business Group

### We Retail Public Company Limited (Subsidiary)

We Retail Public Company Limited ("We Retail") is located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok. Formerly named Daidomon Group Public Company Limited ("Daidomon"), It was registered as a public company on 27 April 2001. We Retail acquired the 99.99% stake of Centrepoint Shopping Mall Company Limited ("Centrepoint"), which develops shopping malls, office buildings and commercial space. And We Retail also holds a 50% stake in All Discount Co Ltd, a low-cost retail business operator.

The company is now capitalized at Bt4,761,824,999.40 with Bt 2,615,114,338.20 paid up, consisting 2,490,585,084 shares or Bt 1.05 par value. The company hold 94.98 %.

We Retail is carrying out the development of an open shopping complex in the West of Bangkok. The malls, namely Metro Town (Renamed from Metro West Town).

As of 31 December 2021, We Retail Public Company Limited's 8 directors are;

Name		Position
1. Mr.Sanith	Adhyanasakul	Chairman and Nomination and Remuneration Committee
2. Mr.Pornswat	Katechulasriroj	Director and Chief Executive Officer
3. Mr.Pramote	Rermyindee	Director and Chairman of Nomination and Remuneration Committee
4. Mr.Kampol	Tatiyakawee	Director and Nomination and Remuneration Committee
5. Mr.Cherdsak	Kookiatnunt	Independent Director and Chairman Of Audit Committee
6. Mr.Chaiyakorn	Boonlapapat	Independent Director and Audit Committee
7. Mr.Prasong	Vara-Ratanakul	Independent Director and Audit Committee
8. Mr.Krittapas	Pongpakawat	Director

### Centrepoint Shopping Mall Company Limited (Subsidiary of We Retail Plc.)

Centrepoint Shopping Mall Company Limited is located at 100/1 Vorasombat Building 17th fl., Rama IX Road, HuayKwang, Bangkok. Established in December 2007. Centrepoint focuses on commercial development like shopping malls and rental office building.

Centrepoint Shopping Mall Company Limited owns the leasing rights of a some of a land plot on the east side of Ratchadapisek Road, planned for the development of a closed shopping mall and an office building. In August 2012, it won the leasing right for an opposite land plot on the west side of Ratchadapisek Road, which is planned for the development of a closed shopping mall.

As of 31 December 2021, Centrepoint Shopping Mall Company Limited's 5 directors are:

Name		Position
1. Mr.Sanith	Adhyanasakul	Director
2. Mr.Pramote	Rermyindee	Director
3. Mr.Wongsakorn	Prasitvipat	Director
4. Mr.Pornswat	Katechulasriroj	Director
5. Ms.Wilawun	Leongnarkongdee	Director

### All Discount Company Limited (We Retail's Joint Venture)

All Discount Company Limited is located at 21st fl., The Trendy Bldg., 2102C Sukhumvit Road, Khlongtan Nua, Wattana, Bangkok. Established in March 2016, All Discount will develop and operate a new low-cost retail business. It is capitalized at Bt100 million (1,000,000 shares at Bt100 par value), all paid-up. We Retail holds a 50% stake. All Discount has ceased a discount store business and is now a distributor of rubber gloves for domestic and foreign markets.

As of 31 December 2021, All Discount Company Limited's 4 directors are as follows:

Name		Position
1. Mr.Sanith	Adhyanasakul	Director
2. Mr.Pornswat	Katechulasriroj	Director
3. Mr.Pisit	Pusanakom	Director
4. Mr.Atiwat	Pakpaphada	Director

### Ram Intra Mall Company Limited (Renamed from Mariya Stuff Company Limited ) (Subsidiary)

Ram Intra Mall was established in 2004 as Mariya Stuff. In August 2013, the Company bought all 100% shares of Mariya Stuff from its shareholders for Bt350 million. Mariya Stuff's old shareholders had no connection with the Company. Through the purchase, the Company took control of the lease rights over a 34-rai land plot in TambonBueng Kum, Bang Kapi district, Bangkok. The 30-year lease period started from 9 April 2013 to 31 March 2043. The land is planned to house a shopping mall, which is being studied.

In August 2014, Mariya Stuff extended the lease by another 3 years (1 April 2043 through 31 March 2046). It was renamed to Ram Intra Mall in September 2014. In June 2016, the lease was extended by another 3 years (from 1 April 2046 to 31 March 2049).

Ram Intra Mall is located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok. It is registered with Bt350 million capital. The company holds 100% in the subsidiary.

As of 31 December 2021, Ram Intra Mall company Limited's 2 directors are:

Name		Position
1. Mr.Sanith	Adhyanasakul	Director
2. Mr.Pramote	Rermyindee	Director

### Construction Business Group

#### U & I Construction Bangkok Company Limited (Subsidiary)

U & I Construction Bangkok Company Limited ("U & I"), is located at 27th Floor, Vongvanich Building, 100/89 Rama IX Road, HuayKwang, Bangkok. Established in April 2011, it has Bt100 million in registered capital ,all paid up. The company holds 100% in U & I.

U & I's main objective is to offer services to construct single detached houses, duplex houses, townhouses and condominiums for the company and subsidiaries. As it will be securing direct contracts from the group, this will promise construction flexibility for the group and allow the company a better management on supply chain. The company also selected sub-contractorsto control the construction cost and construction period, as well as ensure effective control on the construction volume and quality.

As of 31 December 2021, U & I Construction Bangkok Company Limited's 3 directors are;

Name		Position
1. Mr.Surasak	Vatchapongpreecha	Director
2. Mr.Prakit	Rerkpreedapong	Director
3. Mr.Pipat	Nittayakosol	Director



### Perfect Prefab Company Limited (Subsidiary)

Perfect Prefab Company Limited ("Perfect Prefab") is located at 10th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok. Established in June 2011, it has Bt60 million in registered capital. The company holds 100% in Perfect Prefab.

The company established to manufacture and install prefabricated structures, which are parts of single houses, townhouses and project fences, as well as condominiums. The automated production system is to ensure no effect from labor shortage. The company expects to benefit from the joint venture's prefabricated technology. It now manufactures prefabricated materials for the Company's projects, with the capacity to supply materials for the construction of 750 housing units per year.

As of 31 December 2021, Perfect Prefab Company Limited's 7 directors are:

Name		Position
1. Mr. Wicharn	Sirivejwarawut	Director
2. Mr. Surasak	Vatchapongpreecha	Director
3. Mr. Vorasak	Chakrapiyanant	Director
4. Mr. Annop	Angkunsatonsri	Director
5. Mr. Rungroj	Singhthanadkij	Director
6. Mr. Pipat	Nittayakosol	Director
7. Mr. Prakrit	Rerkpreedapong	Director

### Services and Utilities Business Group

#### Perfect Sport Club Company Limited (Subsidiary)

Perfect Sport Club Company Limited ("Perfect Sport Club") is located at 10th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok, was established in February 2003. It was capitalized at Bt50 million, with Bt50 million paid-up. The Company owns 100%.

Perfect Sport Club operates fitness clubs and sports clubs of company and subsidiaries.

As of 31 December 2021, Perfect Sport Club Company Limited's 4 directors are:

Name		Position
1. Mr. Surasak	Vatchapongpreecha	Director
2. Mr. Krittapas	Pongpakawat	Director
3. Mr. Natawee	Jirawechanon	Director
4. Mr. Pornswat	Katechulasriroj	Director

#### Thai Connect 2019 Company Limited (Renamed from Uniloft Service (Thailand) Company Limited) (Subsidiary)

Thai Connect 2019 Company Limited is located at 17th Floor, Vorasombat Building, 100/1 Rama IX Road, HuayKwang, Bangkok. Established in July 2011, it has Bt100,000 in registered capital. It is 100% owned by the company. In August 2013, the registered capital was raised to Bt5,000,000 and 25% of the capital increase or Bt1,225,000, has paid-up capital of Bt1,325,000. It is designated to operate the Group's rental properties.

As of 31 December 2021, Thai Connect 2019 Company Limited's 3 Directors are:

Name		Position
1. Mr. Saranyu	Adhyanasakul	Director
2. Mr. Natthaphon	Sueb-Am	Director
3. Mr. Jesd	Jesdapiyawong	Director

#### T Utilities Company Limited (Joint Venture)

T Utilities Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 8 December 2015, it has Bt300 million in registered capital. All paid-up. It is 45% owned by the company. T Utilities operates through co-investment in utilities companies and projects.

As of 31 December 2021, T Utilities Company Limited's 5 directors are:

Name		Position
1. Dr. Bhichit	Rattakul	Position
2. Mr. Sanith	Adhyanasakul	Director
3. Mr. Kriangkrai	Pheanvitayasakul	Director
4. Ms. Aunada	Phrutthinarakorn	Director
5. Mr. Nandhapon	Patpongpanit	Director

#### TU1 Company Limited (Subsidiary)

TU1 Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 3 July 2017, it has Bt70,000,000 in registered capital with Bt17.5 million paid-up. It is 45% owned by the company. T1 Utilities operates to investment in utilities companies and projects.

As of 31 December 2021, TU1 Company Limited's 5 directors are:

Name		Position
1. Mr.Jesd	Jesdpiyawong	Director
2. Mr.Kiangkrai	Pheanvitayasakul	Director
3. Mr.Nandhapon	Patpongpanit	Director
4. Mr.Withawint	Srisuriyachan	Director
5. M.R.Kris	Kridakorn	Director

### TU2 Company Limited (Subsidiary)

TU2 Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 3 July 2017, it has Bt1,000,000 registered capital with Bt250,000 paid-up. It is 45% owned by the company. T2 Utilities operates to investment in utilities companies and projects.

As of 31 December 2021, TU2 Company Limited's 5 directors are:

Name		Position
1. Mr.Jesd	Jesdpiyawong	Director
2. Mr.Kiangkrai	Pheanvitayasakul	Director
3. Mr.Nandhapon	Patpongpanit	Director
4. Mr.Withawint	Srisuriyachan	Director
5. M.R.Kris	Kridakorn	Director

### TU3 Company Limited (Subsidiary)

TU3 Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 3 July 2017, it has Bt10,000,000 registered capital ,all paid up. It is 45% owned by the company.T3 Utilities operates to investment in utilities companies and projects.

As of 31 December 2021, TU3 Company Limite's 5 directors are:

Name		Position
1. Mr.Jesd	Jesdpiyawong	Director
2. Mr.Kiangkrai	Pheanvitayasakul	Director
3. Mr.Nandhapon	Patpongpanit	Director
4. Mr.Withawint	Srisuriyachan	Director
5. M.R.Kris	Kridakorn	Director

### TU5 Company Limited (Subsidiary)

TU5 Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 3 July 2017, it has Bt10,000,000 registered capital,all paid up. It is 45%

owned by the company. T5 Utilities operates to investment in utilities companies and projects.

As of 31 December 2021, TU5 Company Limited's 5 Directors are:

Name		Position
1. Mr.Jesd	Jesdpiyawong	Director
2. Mr.Kiangkrai	Pheanvitayasakul	Director
3. Mr.Nandhapon	Patpongpanit	Director
4. Mr.Withawint	Srisuriyachan	Director
5. M.R.Kris	Kridakorn	Director

### TU6 Company Limited (Subsidiary)

TU6 Company Limited is located at 116/1, Silom Road, Suriyawong sub-district, Bang Rak district, Bangkok. Established on 3 July 2017, it has Bt100,000,000 registered capital with Bt50.5 million paid-up. It is 45% owned by the company.T6 Utilities operates to investment in utilities companies and projects.

As of 31 December 2021, TU6 Company Limited's 4 directors are:

Name		Position
1. Mr.Jesd	Jesdpiyawong	Director
2. Mr.Kiangkrai	Pheanvitayasakul	Director
3. Mr.Nandhapon	Patpongpanit	Director
4. Mr.Withawint	Srisuriyachan	Director

### Social Enterprise and Community Energy Company Limited (Susidairy)

Social Enterprise and Community Energy Company Limited is located at 116/1, 4th floor of Lux Building on Silom Road, Suriwong, Bang Rak, Bangkok. It was established on 19 June 2018 with Bt1 million in registered and paid-up capital. The Company holds a 60% stake in the company which grows agricultural products for sale.

As of 31 December 2021, Social Enterprise and Community Energy Company Limited's 3 directors are:

Name		Position
1. Mr.Nandhapon	Patpongpanit	Director
2. Mr.Withawint	Srisuriyachan	Director
3. Mrs. Suranee	Sirojana	Director

## Shareholders

### Major Shareholders

As of 31 December 2021, the company's registered capital totaled Bt9,534,609,075 (9,534,609,075 shares at Bt1 par value) while the paid-up capital totaled Bt9,534,584,066 (9,534,584,066 shares at Bt1 par value). The first 10 largest shareholders are;

Rank	The first 10 largest shareholders	No. of shares	%
1.	Thai NVDR Company Limited	756,216,664	7.93
2.	Mr. Sanith Adhyanasakul	746,975,642	7.83
3.	Viriyah Insurance Public Company Limited	715,000,000	7.50
4.	Andaman Long Beach Resort Company Limited <sup>1</sup>	619,437,655	6.50
5.	Ms. Kannika Adhyanasakul	565,629,081	5.93
6.	Mr.Denchai Pinkarnchanapailboon	228,433,332	2.40
7.	Ms.Krissanee Techachaiwong	227,718,507	2.39
8.	Mrs.Pornthip Hembree	192,500,000	2.02
9.	Mr.Vivat Kovitsophon	161,500,000	1.69
10.	Mr. Pramote Rermyindee	150,788,000	1.58

Data from Thailand Securities Depository Co., Ltd.

#### Note

<sup>1</sup> Andaman Long Beach Resort Company Limited is 100% owned by Resort Holding Company Limited, which is in turned owned by 1) Mr.Chaiwat Aswintrangkul (55.2%) and 2) Mr.Methee Tanmanatrakul (45%). Mr.Chaiwat and Mr.Methee are authorized to sign obligations involving Andaman and Resort Holding. There is no connection between Andaman and the company in terms of major shareholders, directors or executives. There is no "nominee account" relationship. The Company's directors or executives have no relationship — as directors, executives, shareholders or controlling entities - with Resort Holding Company Limited and Andaman Long Beach Resort Company Limited. Ms.Vipa Tanmanatrakul also holds 662,530 shares in her own account in Andaman long Beach Resort Company Limited.

## Registered Capital and Paid-Up Capital

Accounting year	31 Dec. 2019	31 Dec. 2020	31 Dec. 2021
Registered capital			
- Value (Bt)	10,022,174,312	9,534,609,075	9,534,609,075
- No. of shares	10,022,174,312	9,534,609,075	9,534,609,075
Paid up Capital			
- Value (Bt)	8,667,826,432	9,534,584,066	9,534,584,066
- No. of shares	8,667,826,432	9,534,584,066	9,534,584,066
- Par value (Bt. /Shares)	1.00)	1.00	1.00

On 27 September 2019, shareholders at the 2019 annual meeting reached the following resolutions

1. Reduce the registered capital from Bt9,000,000,000 to Bt8,667,826,432, consisting of 8,667,826,432 shares at Bt1 par value and 332,173,568 unallocated shares at Bt1 par value. Of total unallocated shares, 300,000,000 shares were left over from a private placement launched under the Capital Market Supervisory Board's tor jor 72/2015 notification while shareholders at the 1/2016 extraordinary meeting remained undecided on the allocation of the remaining 32,173,568 common shares.
2. Raise the registered capital from Bt8,667,826,432 to Bt10,022,174,312, or by Bt1,354,347,880, through the issuance of 1,354,347,880 shares at Bt1 par value.
3. The 1,354,347,880 new shares will be allocated as follows:
  - 3.1 Allocate no more than 1,083,478,304 shares at Bt1 par value to existing shareholders at the ratio of 8 old shares for 1 new share (incremental shares to be rounded up) at the price of Bt1.



- 3.2 Allocate the leftover right offering shares to shareholders who subscribe and pay for shares above their entitled rights under 3.1. The Executive Committee or authorized directors are empowered to allocate the leftover shares to those shareholders who subscribe and pay for shares above their entitled rights.
- 3.3 Reserve no more than 270,869,576 shares at Bt1 par value for the exercise of warrants to be offered to existing shareholders who subscribe for the right offering. Each warrant is entitled to a common share, at the exercise price of Bt1.50 which is above the Company's Bt1 par value.
- 3.4 Empower the Board of Directors and/or Executive Committee and/or authorized directors and/or individuals assigned by the Board of Directors, Executive Committee or authorized directors to specify or amend other details related to the right offering and to take other necessary and appropriate actions, in accordance with related laws and/or regulations.

The Company registered the capital decrease with the Ministry of Commerce on 17 October 2019 and the capital increase on 9 October 2019.

The shareholders at the 2020 Annual General Meeting on 14 May 2020 endorsed the following resolutions:

1. Capital reduction from Bt10,022,174,312 to Bt8,667,826,432 or 8,667,826,432 common shares at Bt1 par value, by cancelling 1,354,347,880 unallocated shares. Of total allocated shares at Bt1 par value, 1,083,478,304 shares were reserved for a right offering at the ratio of 8 existing shares for 1 new share and the remaining 270,869,576 shares were reserved for the exercise of warrants to be issued to existing shareholders subscribing to the new shares, as approved by the 1/2019 extraordinary shareholder meeting dated 27 September 2019.
2. Capital increase from Bt8,667,826,432 to Bt9,534,609,075, or by Bt866,782,643, through the issuance of 866,782,643 new shares with Bt1 par value as dividends for the 2019 operating year. A total of 866,782,634 dividend shares at Bt1 par value were issued.

As of 31 December 2021, the Company's registered capital remained unchanged at Bt9,534,609,075 (9,534,609,075 common shares at Bt1 par value). The paid-up capital stood at Bt9,534,584,066 (9,534,584,066 common shares at Bt1 par value).

## Other Securities

### Warrants

-None-

### Debentures

The outstanding value of debentures issued by the Company and subsidiaries as of 31 December 2021 stood at Bt17,909.80 million. Details are as follows:

#### Property Perfect Public Company Limited

##### (1) Unsecured debentures No.3/2018

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 3/2018, maturing in 2022
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1,819,900 units
Face value	: Bt1,000
Issue size	: Bt1,819.90 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 22 August 2018
Maturity	: 3.5 years from issue date
Maturity date	: 22 February 2022
Interest rate	: Fixed 6.00% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

##### (2) Unsecured debentures No.4/2018

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 4/2018, maturing in 2022.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1,789,100 units
Face value	: Bt1,000
Issue size	: Bt1,789.10 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 7 December 2018
Maturity	: 3.5 years from issue date
Maturity date	: 7 June 2022
Interest rate	: Fixed 6.00% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None

Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

### (3) Unsecured debentures No.1/2019 #2

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 1/2019 #2, maturing in 2022.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 775,000 Units
Face value	: 1,000 Baht
Issue size	: Bt775 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 5 April 2019
Maturity	: 3.5 years from issue date
Maturity date	: 5 October 2022
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

### (4) Unsecured debentures No.2/2019

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 2/2019 , maturing in 2023
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1,844,600 Units
Face value	: 1,000 Baht
Issue size	: Bt1,844.60 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 10 May 2019
Maturity	: 4 years from issue date
Maturity date	: 10 May 2023
Interest rate	: Fixed 6.25% per annum in Years 1-2 , Fixed 7.00% per annum in Year 3-4
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (5) Unsecured debentures No.3/2019

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 3/2019, maturing in 2022.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 888,800 Units
Face value	: 1,000 Baht
Issue size	: Bt888.80 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 26 September 2019
Maturity	: 3 years from issue date
Maturity date	: 26 September 2023
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Negative" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (6) Unsecured debentures No.1/2020

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 1/2020, maturing in 2023
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1,665,000 Units
Face value	: 1,000 Baht
Issue size	: Bt.1,665.00 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 31 January 2020
Maturity	: 3 years from issue date
Maturity date	: 31 January 2023
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Negative" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (7) Unsecured debentures No.2/2020

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 2/2020, maturing in 2022.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 427,000 Units
Face value	: 1,000 Baht
Issue size	: Bt.427.00 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 11 June 2020
Maturity	: 2 years from issue date
Maturity date	: 11 June 2022
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB+/Negative" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (8) Unsecured debentures No.3/2020

Specific name	: Unsecured debentures of Property Perfect Public Company Limited No. 3/2020, maturing in 2022.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 266,500 Units
Face value	: 1,000 Baht
Issue size	: Bt.266.50 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 25 September 2020
Maturity	: 2 years from issue date
Maturity date	: 25 September 2022
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: None
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB/Stable" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (9) Secured debentures No.1/2021

Specific name	: Secured debentures of Property Perfect Public Company Limited No. 1/2021, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, secured debentures with trustee
No. of debentures	: 672,900 Units
Face value	: 1,000 Baht
Issue size	: Bt672.90 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 10 February 2021
Maturity	: 2 years and 9 months from issue date
Maturity date	: 10 November 2023
Interest rate	: Fixed 6.8% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB/Stable" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (10) Secured debentures No.2/2021

Specific name	: Secured debentures of Property Perfect Public Company Limited No. 2/2021, maturing in 2024 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, secured debentures with trustee
No. of debentures	: 679,100 units
Face value	: 1,000 Baht
Issue size	: Bt679.10 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 22 April 2021
Maturity	: 2 years and 9 months from issue date
Maturity date	: 22 January 2024
Interest rate	: Fixed 6.8% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB/Stable" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (11) Secured debentures No.3/2021

Specific name	: Secured debentures of Property Perfect Public Company Limited No. 3/2021, maturing in 2024 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, secured debentures with trustee
No. of debentures	: 1,000,000 units
Face value	: 1,000 Baht
Issue size	: Bt1,000.00 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 22 July 2021
Maturity	: 2 years and 9 months from issue date
Maturity date	: 22 April 2024
Interest rate	: Fixed 6.8% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (12) Secured debentures No.4/2021

Specific name	: Secured debentures of Property Perfect Public Company Limited No. 4/2021, maturing in 2024 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, secured debentures with trustee
No. of debentures	: 927,800 units
Face value	: 1,000 Baht
Issue size	: Bt927.80 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Maturity date	: 11 November 2021
Maturity	: 2 years and 9 months from issue date
Maturity date	: 11 August 2024
Interest rate	: Fixed 6.8% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 2.5:1
Credit rating	: "BB/Stable" by Tris Rating Co.,Ltd..
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## Bright Development Bangkok Company Limited

### (1) Secured debentures No.1/2020

Specific name	: Secured debentures of Bright Development Bangkok Company Limited No. 1/2020, maturing in 2023.
Type	: Holder-bearing, unsubordinated, secured debentures with trustee
No. of debentures	: 350,000 Units
Face value	: 1,000 Baht
Issue size	: Bt.350.00 million
Offering method	: Limited Private Placement (PP10)
Maturity date	: 28 October 2020
Maturity	: 2 years and a half from issue date
Maturity date	: 28 April 2023
Interest rate	: Fixed 7% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 years from the issue date.
Credit rating	: None
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## Grande Asset Hotels and Property Public Company Limited

### (1) Unsecured debentures No.1/2019

Specific name	: Unsecured debentures of Grande Asset Hotels and Property Plc. No. 1/2019, maturing in 2022 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1,489,400 units
Face value	: 1,000 Baht
Issue size	: Bt1,489.40 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 18 February 2019
Maturity	: 3 years from issue date
Maturity date	: 18 February 2022
Interest rate	: Fixed 6.25% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 2 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 3:1
Credit rating	: "BB+/Stable" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## (2) Unsecured debentures No.2/2019

Specific name	: Unsecured debentures of Grande Asset Hotels and Property Plc. No.2/2019, maturing in 2022 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, unsecured debentures with trustee
No. of debentures	: 1402,200 units
Face value	: 1,000 Baht
Issue size	: Bt1,402.20 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 12 July 2019
Maturity	: 3 years and 3 months from issue date
Maturity date	: 12 October 2022
Interest rate	: Fixed 6.75% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 2 years from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 3:1
Credit rating	: "BB/Stable" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## (3) Secured debentures No.2/2020

Specific name	: Secured debentures of Grande Asset Hotels and Property Plc. No. 2/2020, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, Secured debentures with trustee and the issue's right of early redemption.
No. of debentures	: 300,000 Units
Face value	: 1,000 Baht
Issue size	: Bt.300.00 million
Offering method	: Limited Private Placement (PP10)
Issue date	: 11 September 2020
Maturity	: 2 years and a half from issue date
Maturity date	: 11 March 2023
Interest rate	: Fixed 7% per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 1 year from the issue date.
Credit rating	: "BB-/Negative" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Grande Asset Hotels and Property Plc.

#### (4) Secured debentures No.3/2020

Specific name	: Secured debentures of Grande Asset Hotels and Property Plc. No. 3/2020, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, Secured debentures with trustee and the issue's right of early redemption.
No. of debentures	: 276,500 Units
Face value	: 1,000 Baht
Issue size	: Bt.276.50 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 22 October 2020
Maturity	: 2 years and a half from issue date
Maturity date	: 22 April 2023
Interest rate	: Fixed 6.85 % per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 6 month from the issue date.
Credit rating	: "BB-/Negative" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (5) Secured debentures No.1/2021

Specific name	: Secured debentures of Grande Asset Hotels and Property Plc. No. 1/2021, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, Secured debentures with trustee and the issue's right of early redemption.
No. of debentures	: 373,900 units
Face value	: 1,000 Baht
Issue size	: Bt373.90 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 29 April 2021
Maturity	: 2 years and 3 months from issue date
Maturity date	: 29 July 2023
Interest rate	: Fixed 6.80 % per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 6 month from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 3:1
Credit rating	: "BB-/Negative" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (6) Secured debentures No.3/2021 #1

Specific name	: Secured debentures of Grande Asset Hotels and Property Plc. No. 3/2021 #1, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, Secured debentures with trustee and the issue's right of early redemption.
No. of debentures	: 230,000 units
Face value	: 1,000 Baht
Issue size	: Bt230.00 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 28 October 2021
Maturity	: 2 years from issue date
Maturity date	: 28 October 2023
Interest rate	: Fixed 7.5 % per annum
Principal payment	: Principal payment on redemption date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 6 month from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 3.5:1
Credit rating	: "BB-/Negative" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

#### (7) Secured debentures No.3/2021 #2

Specific name	: Secured debentures of Grande Asset Hotels and Property Plc. No. 3/2021#2, maturing in 2023 with the issue's right of early redemption.
Type	: Holder-bearing, unsubordinated, Secured debentures with trustee with the issue's right of early redemption.
No. of debentures	: 732,100 units
Face value	: 1,000 Baht
Issue size	: Bt732.10 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 4 November 2021
Maturity	: 1 years and a half from issue date
Maturity date	: 4 May 2023
Interest rate	: Fixed 7.00 % per annum
Principal payment	: Full repayment on maturity date
Early redemption	: Issuer can prematurely redeem partial or entire debentures after (or when) the debentures turn 6 month from the issue date.
Other significant condition	: Debt to equity ratio must be maintained at no more than 3.5:1
Credit rating	: "BB-/Negative" by Tris Rating Co., Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## Perpetual Subordinated Bonds

### (1) Perpetual subordinated bonds No.1/2017

Specific name	: Property Perfect's No.1/2017 subordinated bonds redeemable when the company ceases business. The company can redeem the bonds prior to maturity and postpone interest payment unconditionally.
Type	: Perpetual subordinated bonds offering one-time principal repayment. The unsecured and unconvertible bonds with a trustee are redeemable when the company ceases business. The company can redeem the bonds prior to maturity, postpone interest payment and pay the accumulated unpaid interest any day.
No. of bonds	: 447,700 units
Face value	: 1,000 Baht
Issue size	: Bt447.70 million
Offering method	: Offered to institutional and/or high-net-worth investors
Issue date	: 27 April 2017
Maturity	: Perpetual
Maturity date	Perpetual
Interest rate	: Year 1-5: 9.5% per annum Year 6-25: 5-year government bond coupon rate + 7.61% % per annum Year 26 onward: 5-year government bond coupon rate + 8.3% % per annum The coupon rate will be adjusted every 5 years in line with government bond yields.
Principal repayment	: Full repayment on maturity date
Early redemption	: The company holds the right to redeem the bonds on maturity date, 5 years from the issue date or under other conditions specified in the prospectus
Credit rating	: "BB+/Stable" by Tris Rating Co.,Ltd.
Debentures' rating	: "B+/Stable" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

### (2) Perpetual subordinated debentures No.1/2018

Specific name	: Property Perfect's No.1/2018 subordinated bonds redeemable when the company ceases business. The company can redeem the bonds prior to maturity and postpone interest payment unconditionally
Type	: Perpetual subordinated bonds offering one-time principal repayment. The unsecured and unconvertible bonds with a trustee are redeemable when the company ceases business. The company can redeem the bonds prior to maturity, postpone interest payment and pay the accumulated unpaid interest any day and in any installments as the issuer sees fit.
No. of bonds	: 60,300 units
Face value	: 1,000 Baht
Issue size	: Bt60.30 million
Offering method	: Offered to institutional investors and/or high-net-worth investors
Issue date	: 29 November 2018
Maturity	: Perpetual
Maturity date	Perpetual

Interest rate	: Year 1-5: 9.5% per annum Year 6-25: 5-year government bond coupon rate + 7.33% per annum Year 26 onward: 5-year government bond coupon rate + 8.08% per annum The 5-year government bond coupon rate is adjusted every 5 years.
Principal payment	: Full repayment on maturity date
Early redemption	: The Company holds the right to redeem the debentures 5 years from the issue date or under other conditions specified in the prospectus.
Issuer's credit rating	: "BB+/Stable" by Tris Rating Co.,Ltd.
Debentures' rating	: "B+/Stable" by Tris Rating Co.,Ltd.
Trustee	: Bank of Ayudhya Public Company Limited
Registrar	: Bank of Ayudhya Public Company Limited

## Bills (Bill of Exchange and Promissory Notes)

As of 31 December 2021, the Company had no promissory notes.

## Dividend policy

### Dividend policy of the company and subsidiaries

The Board of Directors approved at the 5/2007 meeting a change in the dividend policy, which earlier set the dividend payout ratio at 50% of after-tax profits as approved by the shareholders meeting. The change followed the alteration in the accounting measure, which is based on the cost method rather than the equity method. The Company's dividend payment ratio was changed to at least 50% of the non-consolidated net profits after legal reserves. The ratio is also set in accordance with the Company's financial status, liquidity, investment plans and other factors related to the operations

The company's subsidiaries have dividend payout policy of at least 50% of unconsolidated net profit after deducting legal reserve. Besides, financial position, liquidity, business expansion and other factors related to the company's management are also taken into dividend payment consideration.

Annual dividend payouts as follows;

Separate Financial Statement	2021	2020	2019	2018
Net profit per share (Baht) <sup>1/</sup>	0.1052	0.0578	0.1763	0.1342
Dividend per share (Baht) <sup>2/</sup>	0.065558711280	0.02	0.111111111160	0.066
Dividend payout (%) <sup>3/</sup>	59.48	31.82	61.10	50.29

Note

<sup>1/</sup> Earnings per share are the earnings specified in the statements of comprehensive income.

<sup>2/</sup> Dividend per share is dividend paid out each year per company filings to the Stock Exchange of Thailand.

<sup>3/</sup> Dividend payout ratio is the ratio of annual dividend to net profits.

# Risk Management

Key risk factors of the Company and the management approaches are summarized as follows:

## 1. Issuer Risk

### 1.1 Possible failure to achieve revenue target due to the COVID-19 pandemic

Property Perfect ran a risk in achieving the revenue target due to the COVID-19 pandemic which put pressure on the overall economy and dented the purchasing power of some potential buyers. Some buyers were encouraged to delay purchases and keep cash, including foreign buyers who could not complete property transfers due to travel restrictions. The factors pushed up inventories and sparked a fierce price war. The situation dramatically worsened in 2021 and this may lead to a greater risk on property sale revenue.

Aside, Grand Asset Hotels and Property Public Company Limited, a hotel subsidiary, severely suffered from the outbreak, with properties in the heart of Bangkok and major tourist destinations which chiefly target foreign clients. Its revenue stream was thus battered badly by the country's lockdown.

Kiroro in Japan which develops a condominium, targeting skiers also witnessed the impacts. Due to the pandemic, Japanese travelers postponed their trips while foreign tourists could not travel to the spot. Kiroro's revenue from the hotel and condominium businesses dropped below targets. However, on 22 November 2021, Kiroro sold the ski resort and hotel in Japan to Godo Kaisha Kiroro Management (GKKM) and Napier Tokutei Mokuteki Kaisha (Napier TMK).

#### Risk mitigation approach

The Company organized sale promotion events to accelerate sales and release the inventory. New projects were designed accordingly to the changing consumer behaviours, as in the New Normal more people tend to work from home. Moreover, the Company shifts its focus to the development of more low-rise projects for buyers in the middle to high-end segments who still possess purchasing power and show real demand.

The Company emphasized promotions for completed houses. The COVID-19 outbreak gave birth to the New Normal, sparking need for houses that can accommodate people working from home. Because of this, demand for completed houses dropped at a lesser degree compared to other development patterns. As such, the Company's revenue from completed houses was slightly below target. Regarding to condominium development, the Company promoted sales via a discount or giveaways. The number of new projects to be launched in 2021 was cut from 5 to 1. It is Modi Villa Bangna 2 which has the project value of Bt420 million. In 2021, the loan rejection rate of low-rise projects' buyers dropped from 29.83% in 2020 to 27.83%. The condominium segment's rejection rate spiked up on year from 46.26% to 41.08%.

To shore up the hotel business, expenses were controlled and cut as much as possible with preparations for reopening. One of the strategies was to ensure guests and visitors of preventive measures. Grand Asset worked with partner hospitals in screening and monitoring guests throughout their stay. Meanwhile, discount packages were on offer. Grand Asset Exclusive Cash Voucher activity was kicked off to draw visitors, in collaboration with other partners like credit car companies, insurance companies, hospitals and tour agencies.

## 2. Business Risks

### 2.1 Risk from operational loss

The Company showed the net loss of Bt196.65 million in the 2021 account year ended 31 December 2021. The loss showed an improvement compared to the Bt1,560.75 million net loss posted in the previous year. The losses in 2021 resulted from a decrease in revenues.

1. Revenue from the property development business decreased by Bt1,954.27 million due to the COVID-19 pandemic and overall economic conditions.

2. Revenue from the hotel business significantly dropped from Bt1,469.82 million to Bt696.38 million due to the COVID-19 pandemic. A hotel property of a subsidiary was also temporarily closed for business for internal pipe maintenance during June and October. The hotel business in Japan was sold in November 2021 which contributed a gain of Bt1,396.01 million.

As a result, the Company reaped Bt11,600.67 million in total revenue in the year ended 31 December 2021, a 10.71% decrease or Bt1,391.32 million from the previous year. The Company had attempted to reduce expenses including sales and administrative expenses and liquidated partial assets, to lessen operational losses.

#### Risk mitigation approach

The poor performance was chiefly influenced by an external factor which is the COVID-19 pandemic. If Thailand can contain the virus and vaccination rate increases, it should improve the overall economic condition and give a boost to the Company's operations. The Company has launched the following crisis management plan, to mitigate risks from the COVID-19 pandemic.

1. Accelerate the unloading of inventory and sample home to raise revenue.
2. Control the investment and construction accordingly to sales performance.
3. Emphasize the marketing activities of low-rise projects that target the middle to high-end segments.
4. Seek pre-approval prior to actual selling.
5. Delay new condominium projects during 2019-2021.

Concerning the hotel business, room rate discounts will be offered through the Grand Asset Exclusive Cash Voucher activity for the properties of GRAND. The activity is launched in collaboration with other businesses including credit card and insurance companies, hospitals and tour agencies. Meanwhile, new investment will be postponed to save cash while expenses have been minimized as much as possible. The Company also plans to dispose some land plots and investments, which, if completed, should improve the consolidated financial position.

## 2.2 Risk on revenue from property market's intensify competition and economic condition

Residential demand has decreased due to economic slowdown and commercial banks' strict lending measures. As supplies remain unchanged, the property market sits on huge inventories. This sparks fierce competition and the Company may be unable to achieve sale targets and consequently book a lower revenue.

#### Risk mitigation approach

The Company emphasizes in-depth researches on target groups, taking into account locations and target groups for each location. The Company has developed brands like Perfect Masterpiece, Perfect Place, Perfect Park, Modi Villa and the Metro to reach out to buyers at all levels, which should alleviate revenue volatility. A plan is in place to accommodate upcoming situational changes, which involves the reconsideration on project launches and a delay in condominium investment.

## 2.3 Risk from selling of completed units

The Company has the policy to selling only completed houses and townhouses, as most customers made a faster decision when seeing a unit ready for move-in within 1-2 months. However, the policy entails a risk as the construction cost is solely financed by the Company. There are also risks that may affect buyers' decision including 1) consumer confidence and purchasing power which moves in line with the domestic and global economic condition 2) mortgage rates and commercial banks' lending policy and 3) government supports which could influence target groups' purchasing power and decision-making process. Until the units are sold, the Company has to shoulder the inventory cost, which may affect liquidity and profitability.

Realizing the risks, the Company has outlined the following measures:

1. In the pre-development stage, the Company analyzes customer needs based on their behaviors gathered from an opinion survey and marketing data, to ensure new products best meet their preferences.
2. The construction of single houses and/or townhouses is divided into phases which must be completed accordingly to development plans. This will reduce risks if the situation does not go as planned. For example, consumer behaviors or purchasing power significantly change or sales at a particular location miss targets. Under the circumstances, the Company can accordingly adjust the construction plans, probably by modifying the size or suspending construction until the cause of low sales can be established.

## 2.4 Risk from fund mobilization for project development

The Company is in need of external funding for capital-intensive condominium development, as the project must be completed before units can be transferred and before the Company can realize revenue. The Company may face a risk if having inadequate fund for the construction. The Company reduces the risk by securing bank loans and matching funds with the construction periods — 18-24 months for high-rise projects and 12-14 months for low-rise projects — and in line with expected revenue flows. The Company has won supports from financial institutions while partners are responsible for joint ventures' fund mobilization, presumably at a lower cost. As of now, new condominium projects have been postponed.

## 2.5 Risk from inventory deterioration or outmoded designs

As a developer of property for sale, the Company needs to continuously launch new projects while sale of the remaining units at existing projects continues. It takes 3-5 years to completely finish a high-rise condominium project, 2-3 years for a low-rise condominium project and 6-12 months for each phase of a low-rise project. If unable to achieve sale targets, the Company will experience an increase in inventory. If it takes a long time to clear the inventory, the completed units may deteriorate or become outmoded, which will require expenses in restoring the units to proper conditions or they may fetch a below-cost price.

### Risk mitigation approach

Despite the policy to sell only completed low-rise units (single houses and townhouses), the Company constructs the projects phase by base. Thus, if sale targets are missed, the Company can promptly change the development patterns. The result is inventory of this segment remains low.

For condominium units aged over 3 years from completion date, the Company handles the inventory by adjusting the advertising strategy and promotional campaigns that may include a discount, incentives to sale persons or more giveaways. The Company considers that promotional campaigns are better than sparing expenses for restoration or losses from outmoded designs.

## 2.6 Risk relating to a change in relevant rules, regulations and laws

The property development business faces a number of regulatory risks; for example, restrictions on the development of some types of building, the setback formula, disputes on land boundary, complaints on construction works, land expropriation for government projects, or changes in relevant laws, announcements or regulations that are enforced when the Company is prepared to apply for regulatory approvals.

### Risk mitigation approach

The Company vows to uphold all laws governing the property development business. All applicable laws are studied before the start of any project, to reduce possible risks from regulatory changes. Regarding the condominium development, the Company carries out an environmental impact assessment (EIA) which must be approved by Office Of Natural Resources and Environmental Policy and Planning prior to the start of construction works.

### 2.6.1 Land and Building Tax Act

The Land and Building Tax Act B.E. 2562 was enforced on 1 January 2020, to replace the law on municipal and house and building taxes. Under the law, 4 categories of property will be taxed — unused land, residential land, agricultural land and others. The Company is directly affected by the law, as land bank and land under development process will be taxed and this will increase the development cost. The government offers a 3-year grace period to property developers: 1) land for low-rise development enjoys a 90% discount for no more than 3 years after receiving development licenses 2) land for condominium development receives a 90% discount for no more than 3 years after receiving construction licenses 3) land for under-development projects is subject to zero tax 4) land for central areas is subjected to zero tax and 5) if the taxes exceed the levels levied under the municipal and land and building law, developers pay 25% of the extra amount in 2020, 50%, 75% and 100% in the subsequent years.

Once the grace period expires, the Company must pay higher taxes for unused land, under-construction projects and completed projects. Such will raise project development costs and dampens operating results.

### Risk mitigation approach

The Company plans to reduce land bank, to match its investment plans. This will reduce debts and increase cash flow. Meanwhile, the Company aims to achieve greater efficiency and faster speed in project development, to reduce the financial burden introduced by the Land and Building Tax Act.

## 3. Production Risks

### 3.1 Risk from construction cost fluctuation

Construction materials form a major part of property development cost, and price changes influence the cost and profitability. The risk is contained through a policy to secure some items directly from manufacturers through a bidding. The quality is benchmarked against price, to ensure the material quality is aligned with prices. At the peak of COVID-19 outbreak, the Company negotiated for a better quality at a more reasonable price and ensured that the item was supplied by more than 2-3 suppliers to prevent monopoly. In mid-2021, following the spread of COVID-19 at construction camps, the government ordered the closure of all camps. Construction material manufacturers suspended the production or imports. When the closure order was revoked, demands for construction materials jumped, prompting a spike in selling prices. However, the Company successfully convinced suppliers to delay the price hike. As one of top 10 listed property development companies which must procure materials in bulk for a number of projects, the Company holds a sizeable bargaining power.

### 3.2 Risk related to contractors and labor

The Company outlines the criteria to classify contractors accordingly to their performance. The construction cost was adjusted accordingly to market conditions and construction material prices, which moved up following a hike in minimum wage. A fair system is applied for the adjustment which takes place twice a year. Contractors were awarded contracts in a transparent way and punctually paid for their services. All contracts are recorded, as the basis for future contractor selection.

The Company and subsidiaries have awarded contracts to over 100 medium and small-sized contractors. Their qualification and construction cost will be determined before the contracts are signed. The delivery date is clearly defined in the contracts.

The COVID-19 outbreak posed a problem throughout the supply chain. During the suspension of construction activities, migrant workers returned home. When the construction works resumed, labor shortage was acute as some workers could not return to work. The Company had to allow small contractors to hire migrant workers, who must come under the screening COVID-19 process. Contractors were also required to strictly follow preventive measures imposed by construction sites.

To ease labor shortage, the Company has introduced the prefabrication or precast construction technology, which allows the installation of finished walls and other items. The ratio of precast houses has been raised to reduce the construction period and allows the Company to reduce its dependence on skilled labor. The Company established Perfect Prefab Co.,Ltd. in 2011 and joined hand with Center of Standard Precast Co.,Ltd. (Center of Standard Precast Co.,Ltd later sold its shares to PF Group). in manufacturing finished construction parts for single houses and townhouse, wall panels of projects' fences, as well as parts for condominium projects. The subsidiary is able to supply materials for 850 houses per annum. Siam Cement Public Company Limited, Italian-Thai Development Public Company Limited, CPanel Co., Ltd. and others are also contracted to manufacture and install prefab parts. Perfect Prefab Co.,Ltd. started the relocation of its factory in 2020 and completed the process in 2021. The factory, with proper roof, spans through an area of 9,000 sqm. It is capable of manufacturing more quality products even in the rainy season. Meanwhile, a semi-automated factory is planned for the East of Bangkok. The capacity will be raised from 850 houses per year to 1,700-1,800 in 2023, which is behind the original schedule due to the COVID-19 outbreak.

The Company also established U & I Construction Bangkok Co., Ltd. as a wholly-owned subsidiary. It involves in the construction business, able to handle the construction of single detached houses, duplex houses, townhouses and low-rise condominium buildings for the group. Flexibility in construction management increases as the Company focuses on the supply chain management and the selection of qualified contractors. This also allows the Company to control the construction cost and construction period. The construction volume and quality can be maintained, while risk of qualified contractor shortage is reduced.

## 4. Administrative and Management Risks

### 4.1 Risk from guarantee to subsidiaries

The Company's outstanding loan guarantee to subsidiaries stood at Bt4,518 million, as of 31 December 2021.

The guarantee could pose a risk if the subsidiaries cannot repay the principal and interest to their creditors. However, these subsidiaries borrowed the sum to finance development projects, which are their main business purpose. The Company has a policy in place to closely monitor the subsidiaries' operations, which should guarantee that they can meet debt obligations with their own profits and cash flow. The risk from the loan guarantee to subsidiaries thus remains low.

## 5. Financial Risks

### 5.1 Risk concerning ability to pay loan interest

The Company has secured funding from multiple sources, including bank loans or bond issuance which require interest payments accordingly to contractual schedules. As such, the Company must hold sufficient cash for such payments.

The Company's interest coverage ratio (ICR) at the end of 2019, 2020 and 2021 was 2.90 times, 0.29 times, and 1.43 times, respectively. The ratio was above 1 time in 2021, indicating the EBITDA was sufficient to cover the interest payments in the year. The Company had gone through difficulties, despite economic slowdown and the pandemic that hit the property development and hotel businesses. The disposal of land and partial assets helped improved EBITDA in 2021, compared to the 2020 level. As at 31 December 2021, the Company's cash and cash equivalents were valued at Bt3,842.37 million, sufficient to cover the financial cost.

\*ICR is calculated by dividing a company's earnings before interest and taxes (EBIT) by its interest expense.

### 5.2 Risk Relating to Debt Repayments

The debt service coverage ratio (DSCR) as at the end of 2021, 2020 and 2019 stayed at 0.20, 0.03 and 0.35, respectively. The ratio of less than 1 indicated that with its EBITDA, the Company could not the annual debt payments in full. The cash flow deteriorated due to the pandemic and the Company was forced to repay debts through other means. However, at the end of 2021, the Company's backlog which is expected to be transferred in 2022 was valued at Bt1,882 million. The Company also plans to dispose assets worth about Bt6,800 million during 2022-2023. In 2022, the Company expects to realize Bt2,000 million from the disposal of the lease

right and land plot in Ram Intra area and another Bt1,000 million from the sale of land in Ramkhamhaeng area. In 2023, it aims to reap Bt3,800 million from the sale of lease right and land on Ratchadapisek Road. (The actual values may differ from the plans and will depend on economic conditions and buyers' demand and negotiation. The Company may also sell other land plots and investments if being approached by potential buyers.)

### 5.3 Risk from Reliance on Debentures

As of 31 December 2021, the Company's outstanding debentures were valued at Bt17,842.49 million or 55.41 % of total Bt32,202.17 million interest-bearing liabilities. The Company has relied heavily on debentures in financing project development, thanks to fewer restrictions on disbursements compared to bank loans which facilitated the operations. The debenture to bank loan ratio at 31 December 2021 stayed at 68:23 (2020- 72:28) and the ratio has been dropping continuously. Each year, debentures worth Bt5,000-Bt6,000 million reach maturity. The huge portion of debentures contains a high default risk, compared to bank loans. Most financial institutions extend project loans which demand repayments after project transfers, unlike debentures which must be redeemed on fixed dates no matter what. The Company still has the need to issue new debentures to refinance the maturing issues. (However, the value of new issues will be smaller than that of the maturing issues, to further bring down the debenture ratio.) There is a risk if the Company could not honor debt obligations or could not issue refinancing debentures or raise the targeted amount.

#### Risk mitigation approach

The Company acknowledges the risk and has continuously reduced the value of debentures. In 2021, the consolidated outstanding value of debentures dropped by Bt4,915.98 million from the 2020 level. In 2020, the value decreased by Bt3,771.19 million from the 2019 level. The size of new issues will also be smaller than the issues that reach maturity. The debentures will be financed by operating income in 2021 as well as proceeds from unused land sale and bank loans. The Company plans to achieved a balanced ratio of debenture to bank loan in the next 3-5 years.

### 5.4 Interest Rate Volatility Risk

The Company finances project development and operations with borrowings. As such, interest rates carry a significant influence on the funding cost. However, though the applicable rates are floating, the rates are equivalent to minimum loan rates or below. The Company also copes with rate volatility through the issuance of long-term fixed-rate debentures, to partially retire bank loans

which are subjected to the higher, floating rates. Short-term bills of exchange are also issued to enjoy low money-market rates. This helps keep the interest expense at an appropriate level.

Interest rates constitute a small impact on buyers' purchasing power, as mortgage loans usually carry long maturity and changes in interest rates slightly affect the monthly payments. Buyers have also paid a part of the price as down payment. In collaboration with commercial banks, the Company also offers special packages for customers. Meanwhile, the Company has a variety of products, at different price levels, to match real buyers' purchasing power. This helps reduced the impacts from interest rate volatility on buyers.

As of 31 December 2021, the consolidated interest-bearing liabilities totaled Bt32,202.17 million. Most of them were fixed-rate debentures. In case of an interest rate increase, only project finance loans worth Bt7,678.53 million will post higher interest expenses. The expenses will rise by approximately Bt76.78 million for every 1 percentage point increase in interest rate.

## 5.5 Risk from the Maintenance of Financial Ratios

The Company finances its operations with loans from banks and other financial institutions as well as debentures. Regarding debentures, the Company is obligated to maintain the net debt to equity ratio at the end of each quarter or each accounting year at no more than 2.50: 1. As of 31 December of 2019, 2020 and 2021, the ratio stood at 1.89x, 2.11 and 1.63, respectively. If the Company cannot meet the obligation, it is equivalent to a default which demands full redemption.

\*The debts refer to all interest-bearing and discount liabilities in the issuer's audited balance sheet which covers financial obligations that may rise from the issuer's guarantee, aval or similar obligations for other individuals or juristic entities (including subsidiaries). The debt is not included in the consolidated balance sheet but appear in the Notes to Balance Sheet. The debt does not include the liabilities involved with bank guarantees, issued as a guarantee for land development, infrastructure investment or other related acts. Net debt is liabilities minus cash and cash equivalents as shown in the balance sheet that include the issuer's deposit accounts placed as guarantees. To avoid doubts in the interpretation, the debts do not cover trade receivables, accounts receivables, lease-related obligations, liabilities arising from a change in accounting standard or interest-free liabilities.

Some financial institutions specify in loan contracts that the Company must maintain the net debt to equity ratio at the end of each quarter or accounting year at no more than 2.50:1, which is the same level specified in Terms of Rights and Duties of the Issuer. As such, the Company has been able to maintain the specified covenant.

However, in case that the Company sees an increase in liabilities or a decrease in operating results, there is a risk that the Company may not be able to honor the specified covenant. If the financial institutions do not relax the condition and calls for premature loan repayments, the Company may face a liquidity problem and cannot honor the repayment demand. Then, the cross-default provision in the bond indentures will be activated.

The Company has applied the following approaches to control the net debt to equity ratio:

1. Focus on high-turnover investments such as low-rise residential development.
2. Sell unused land to any interested parties.
3. Dispose assets and investments to any interested parties, to shore up liquidity, reduce debts and increase profits. The action will increase shareholders' equity.

The approaches will raise the Company cash flow faster than normal business operations and the cash flow can be used to reduce obligations to financial institutions and redeem short-term and long-term debentures, which will significantly slash the net debt to equity ratio.

## 5.6 Risk from Failed Credit Collection

The Company sits on vast land bank and assets for sale. Coupled with the enforcement of the Land and Building Tax Act in 2020, the Company considered selling some unused land to a non-related party. On the transaction date, the buyer will pay upfront in cash (about 5-15%) and the rest in promissory notes or P/N (depending on the negotiation that requires partial or full payments from the buyer). The Company transfers the ownership on the transaction date, prior to receiving full payments, but books the full amount on the transaction date in line with general accounting standards. Allowing the buyer to pay the rest in P/N is equivalent to a credit term and the Company runs a risk in collecting the loan and that may affect the performance in the given year. However, the Company views that the credit term fits the current economic condition. The Company has also asked for additional collaterals, to ensure full payments thereafter. The transactions are treated as general trade activities. The transactions falling into this category are as follows:

- 14 transactions in 2019 involving 14 buyers, for a total value of Bt3,926.4 million: Bt3,790.4 million in land sale (the net value of Bt2,499.9 million was booked in the consolidated balance sheets, after deduction of the Company's proceeds from the sale of land to joint ventures); and Bt136 million in condominium sale. On the transaction dates, the Company received cash payments worth Bt596.6 million or 15.2%, and the remaining Bt3,329.8 million or 84.8% were to be paid by P/N.

At the end of 2019, the P/N issuers paid Bt2,529.2 million, leaving Bt800.6 million from 3 issuers unpaid.

During 2020, the Company was paid Bt317 million with Bt2.5 million in interest. At the end of 2020, the outstanding P/N was valued at Bt481.1 million (excluding Bt15.7 million in interest) and provisions of Bt386.4 million were set aside (as detailed in Notes to the Financial Statements: Item 12).

In 2021, the Company was paid Bt170 million and the outstanding P/N value as of 31 December 2021 fell to Bt311.1 million (excluding Bt15.7 million in interest and provisions of Bt277.7 million as shown in Notes to the Financial Statements: Item 10). The Company reversed Bt120 million of provisions upon receiving a debt repayment worth Bt120 million. Total debt repayments realized in this year was worth Bt170 million.

- In 2019, the Company sold land rights to 4 buyers for Bt785.8 million, which were entirely paid for through P/N. Of total, the Company was paid Bt40 million. Following their defaults, the Company confiscated the Bt20 million guarantee and abolished the sale contracts worth Bt691.2 million with 3 buyers. The outstanding receivables were thus down to Bt54.6 million and the Company set aside full provision for the amount.

In 2020-2021, the Company sold land rights worth Bt46.1 million and Bt12.9 million, respectively. and was fully paid in cash on the transaction date.

## Debenture Risks

### 1. Credit Risk

Bond holders may not receive interest or principal repayments, if the issuer's operating results do not go as planned or the issuer's assets cannot cover the liabilities. As such, before making a decision, investors should review the issuer's financial status and repayment ability from the information specified in the prospectus. Investors can assess the credit risk based on the credit ratings, assigned by reputable rating agencies. Low credit ratings mean high credit risk and indicate high returns to compensate high risks.

However, credit ratings do not serve as invitations to buy, sell or hold the debentures on offer. The ratings can be abolished or changed throughout the debenture's life. Investors should monitor the issuer's information and possible changes in credit ratings at the websites of the Office of Securities and Exchange Commission, the Stock Exchange of Thailand, rating agencies or the Thai Bond Market Association.

### 2. Price Risk

The risk emerges when bondholders want to sell bonds before maturity date, when the price may fall below the face value or purchase price based on market interest rates. Bond prices drop when market rates go up. Generally, the price of bonds with longer maturity is more sensitive to market rates than the bonds with shorter maturity.

### 3. Liquidity Risk

The risk emerges when bondholders want to sell bonds before maturity date but could not immediately sell the bonds at the desirable price due to poor liquidity in the secondary market. Bond issuers do not list their issues on the secondary market, but bondholders can sell their bonds through licensed dealers which are mainly commercial banks and securities companies whose clients want to buy the bonds. Aside, the bondholders cannot sell or transfer their bonds directly to any individual. Such transactions are permitted only among institutional and/or high net-worth investors due to the issuer's transfer restrictions registered with the Office of Securities and Exchange Commission under the SEC's Notification Kor Jor. 4/2560 dated 8 February 2017 on the Definitions of Institutional Investor, Ultra-high Net Worth Investor and High Net Worth Investor.

# Driving a Sustainable Business

## Sustainability Policy and Targets
















Property Perfect Public Company Limited operates the property development business, focusing on properties for sale and rent. The emphasis is placed on good governance practices, which take into account stakeholders ranging from consumers, shareholders, employees and suppliers to communities, society and the environment. To ensure that its businesses properly follow the standard of practices and to avoid the impact on community and environment, the Company has strictly adhered to the 3 business principles which include:

1. Formulation of growth strategies for both short and long terms, while maintaining flexibility in adjusting to all internal and external factors.
2. Integrity and accountability based on professionalism of its employees at every level.

3. Transparency in business operation and Good Internal Control System.
4. Creation of long-term value to all stakeholders and Fiduciary Duties towards Stakeholders.

The Company's main business objective is to deliver customers happy and perfect accommodations under the "Happy Living" concept, while upholding business ethics and responsibility to the environment, society and shareholders.

While following the sustainability policy, the Company assesses and prioritizes sustainability issues that concern internal and external stakeholders. The Company takes into consideration risk factors and sustainability issues throughout the value chain and drives the business in line with seven of the United Nations Sustainable Development Goals, covering economic, social and environmental dimensions. They are as follows:

SDGs	Material issues
	Share knowledge on waste disposal and reduction of production waste
	Select energy-saving and environmental-friendly construction materials
 	Design infrastructure that allows efficient utilization of water and electricity
	Do business with fairness
	Fight against corruption
  	Respect human rights
	Treat workers fairly
 	Be responsible for consumers
  	Collaborate in community and social development

## Management of impacts on stakeholders in the value chain

### Value chain management

The Company has embraced sustainability practices in formulating the value chain management approach, taking into consideration upstream and downstream work processes, under the Happy Living concept. In doing so, the Company needs collaboration from all parties and adheres to corporate governance, for sustainable benefits to the organization, society and the environment.



### Stakeholder Engagement of Business

Property Perfect realizes the importance of all stakeholder groups: internal stakeholders — shareholders and employees; and external stakeholders — customers, competitors and creditors (suppliers or contractors), government offices and related agencies, society and the environment. The Company ensures fairness and suitability

for all stakeholders, prepares the relationship management plan to address the expectations of key stakeholders, and establishes communications channels which are [www.pf.co.th](http://www.pf.co.th), [facebook.com/PropertyPerfect](https://facebook.com/PropertyPerfect), Contact Center 1375 and Perfect Family Club App. Details of the relationship management plan is as follows:

Stake holders	Expectations	Response to expectations
<b>Internal stakeholders</b>		
<b>Share holders</b>	<ul style="list-style-type: none"> <li>• Appropriate, fair and regular return on investment</li> <li>• Disclosure of accurate, complete and timely information</li> <li>• Good corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure appropriate, fair and regular returns through improvements of work processes for sustainable growth</li> <li>• Consider the transparency of information as well as accurate, complete and timely disclosure for all shareholders. The information is disclosed via various channels and tools like SET electronic system, the Company's website, newspapers, press releases or letters</li> <li>• Strictly follow corporate policies and the Annual General Meeting of Shareholders' resolutions</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Career advancement</li> <li>• Fair pay and welfare</li> <li>• Health and safety</li> <li>• Personal learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Build employee engagement and team spirit through activities</li> <li>• Set the policy on human resource development, concrete management of pay and welfare through the Remuneration Committee, and fair promotion accordingly to individual capabilities</li> <li>• Clearly outline the career path, eligible pay and welfare, to ensure personnel's physical and psychological happiness that will allow them to work at full potential</li> </ul>
<b>External stakeholders</b>		
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Quality products and satisfactory services</li> <li>• Access to sales information</li> <li>• Mindful and fast after-sales service</li> <li>• Complaint handling</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasize the Code of Conduct in treating customers with care and responsibility</li> <li>• Offer quality and standard services</li> <li>• Handle customers' complaints or recommendations as fast as possible</li> <li>• Provide accurate information on products and services without exaggeration</li> <li>• Facilitate customers' contacts or complaints on product quality</li> </ul>
<b>Competitors</b>	<ul style="list-style-type: none"> <li>• Fair and transparent competition</li> </ul>	<ul style="list-style-type: none"> <li>• Follow competition rules and uphold fair, transparent and legitimate practices</li> <li>• Promote free competition</li> <li>• Do not enter into a contract or agreement that may result in unfair competition or monopoly and seek contracts that generate fair benefits to both parties</li> <li>• Do not seek or violate competitors' confidential information through dishonest or inappropriate means, for the Company's business advantage</li> <li>• Do not sabotage competitors' reputation through groundless accusation</li> </ul>
<b>Creditors</b>	<ul style="list-style-type: none"> <li>• Strict compliance with financial institutions and debenture holders' terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Inform creditors of the financial positions in an accurate, punctual, responsible and transparent manner, without withholding information or falsifying facts that may cause damage to creditors</li> <li>• Issue debentures accordingly to the Securities and Exchange Commission's rules</li> <li>• Strictly follow the Annual General Meeting of Shareholders' policy and resolutions: If unable to honor contractual conditions, the other parties will be quickly notified so that mutual solutions can be sought to prevent possible damage.</li> </ul>

Stake holders	Expectations	Response to expectations
Suppliers	<ul style="list-style-type: none"> <li>Fair treatment of suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Inform suppliers or clear and accurate conditions, opportunity, time and amounts and equitably treat all bidding suppliers</li> <li>Process procurement transparently, fairly and honestly without any intervention</li> <li>Keep bidders' information confidential and do not reveal the bid price of a supplier to another supplier for short-term gains</li> <li>Stay alert for persons who act as brokers for the procurement and follow the procurement rules in line with the ISO 9001: 2015 standard that concerns supplier selection, price inquiry, special method, supplier assessment, etc.</li> </ul>
Contractors	<ul style="list-style-type: none"> <li>Transparent and fair treatment of contractors</li> </ul>	<ul style="list-style-type: none"> <li>Select quality contractors based on the Company's criteria and contractors' track records as well as financial capacity</li> <li>Seek contractors in a transparent, fair and honest manner without intervention and demand all contractors to be endorsed by the Company's central procurement committee.</li> <li>Apply a fair pay structure based on the ISO 9001: 2015 standard that concerns supplier selection, price inquiry, special method, supplier assessment, etc.</li> </ul>

## Environment Management

Extreme concerns are placed for the environment, reflected the environment management inside development projects and surrounding communities. This results in the quality of life of the projects' dwellers and those living in surrounding communities as well as the general public. Environmental Impact Assessment is conducted for the projects which may cause impacts on community, aside from studies and researches on environmental and health impacts, as required by the Natural Resources and Environment Ministry. The Company also focuses on energy conservation, as reflecting through the designing process, the use of appropriate and environmental-friendly construction materials. Aside from enhancing the quality of life, this will also reduce energy consumption. Aside from energy-saving home designs, the Company also partners with SCG introducing some of energy-saving materials in development projects such as cooling roof tiles.

### Environmental policy and guidelines

The environmental management of low-rise construction projects, concerning single detached houses and townhouses, is included in the construction workplans and the plans to monitor environmental impacts in 3 phases — pre-construction, under-construction and post-construction.

Pre-construction: Design	<ul style="list-style-type: none"> <li>• Lay out site plan and house plan with concern in wind directions</li> <li>• Emphasize green areas to maintain natural conditions</li> <li>• Design to mitigate flooding impacts</li> <li>• Design infrastructure in the way to ensure efficient utilization of water and electricity</li> </ul>
Under-construction	<ul style="list-style-type: none"> <li>• Survey nearby communities for mutual understanding</li> <li>• Calculate BOQ and volume of construction materials</li> <li>• Construct home sample prior to actual construction, to minimize errors in designing and material calculation</li> <li>• Ensure balanced construction, to reduce production waste</li> <li>• Procure and select energy-saving and environmental-friendly materials</li> <li>• Put in place quality management</li> </ul>
Post-construction	<ul style="list-style-type: none"> <li>• Give advice to housing estate juristic persons on infrastructure system</li> <li>• Promote knowledge on waste handling including dust prevention and waste management</li> </ul>

## Performance on the environment

In 2021, Property Perfect initiated the **Green Road: Hor Karn Kha Thai Road Project**, aimed to promote the road's emphasis on clean energy for the quality of life of local residents. **Hor Karn Kha Thai Road** was built by the Company, linking Chaiyaphruek Road and Nonthaburi Bridge-Bang Buathong Road. The ~4km road facilitates the residents of the Company's project and serves as a shortcut for the general public, to save their traveling time. Located on the road are residential projects, educational institutions, an international school, and businesses. More development opportunities are expected.

The Company has collaborated with leading organizations in promoting affordable clean energy on Hor Karn Kha Thai Road including **EVLOMO Technologies Company Limited** that vows to electrify the transport sector with American technologies. EV Charger Home Box is installed at single detached houses in Property Perfect's projects with maintenance service. The smart charger box is dust and water-proof and works well in all weather conditions. Through 4G signal and Wi-Fi, it allows remote charging and its LCD monitor supports both Thai and English languages. EVLOMO also constructed charging stations in central areas like in front of the club house and the shopping zone's parking area. The collaboration is to promote a wider use of electric vehicles and support people in the community and the general public.

Aside, Property Perfect forged collaboration with 3 business units of **PTT Group**. The first is **ARUN PLUS Company Limited**, an EV Value Chain business that provides the Shuttle E-Bus service for PTT Group's employees and plans to sell or lease E-Bus. Property Perfect and ARUN PLUS are finalizing on a joint E-Bus service on Hor Kan Ka Thai Road, which will help turn the community to a green community. The second is **EVME PLUS Company Limited**, the distributor and leaser of electric vehicles as well as the provider of charging station locations via EVme App. EVME PLUS has agreed to offer a special discount to Property Perfect's customers who want to use electric vehicles and promote clean energy. The third is **Swap and Go Company Limited** that offers a battery swapping service to electric motorcycles. Operating at 22 stations in Bangkok, it plans to cover all parts of Thailand. Under the collaboration with Property Perfect, Swap and Go will install a batter swapping box where 30 batteries are stored, which are enough to electrify 10 electric motorcycles in the area.

Property Perfect has won collaboration from other businesses that are operating on the road and share the environmental-friendly aspiration. They include **Ek-Chai Distribution System Company Limited** that opened "**Lotus Go Fresh**" on the road. The mini supermarket boasts an eco-friendly concept with the reverse vending machine that gives away 1 free egg for every 10 plastic bottles given to the recycling machine. The supermarket also adopts the zero-plastic bag policy.

Meanwhile, **Singapore International School Bangkok or SISB Nonthaburi** vows to be a green member of this green road. Under construction now, the school aims to offer its students the favorable environment. Smart air-conditioning system will be adopted, while natural light is emphasized to reduce electricity use. SISB Nonthaburi also plans to embrace clean energy in its bid to become a leading green school and a role model for schools that are opting for alternative energy.

## Sustainability Management – Social Dimensions

The Company sets the clear vision and missions and embraces social responsibility in its operations. All business activities are carried out with responsibility to society and concerns about all stakeholders involved with the operations in various dimensions.

### Policies and Guidelines

#### 1. Fair Business Practices

##### Fair Competition:

The Company strictly follows the rules and regulations of business competition, based on fairness and transparency under legal frameworks. This include the support of free trade, avoid entering in the contracts that would lead to unfair competition or trade monopoly but would base on the mutual benefits of both parties, avoid searching for or interfering with trade secrets of business competitors by any tactical methods, and will not engage in any activities that would destroy the reputation of the competitors. The Company's business practices are based on the following principles:

1. Avoid any engagement into activities that are likely to cause business conflicts. If there are any conflicts happen, there will be the process to resolve the problems based on fairness, transparency and accuracy in information disclosure.
2. Support the fair and free trade and avoid the any behaviors that lead to conspiracy.
3. Do not support any activities that would violate the intellectual property rights.
4. Do not make any propaganda or release out false information that would lead to misunderstandings and cause damages to consumers.

##### CSR promotion in the supply chain:

The Company realizes the importance of all stakeholders — internal ones like shareholders and employees and external ones

like customers, competitors, creditors (suppliers and contractors), the government sector and other relevant agencies, as well as society and environment. The Company has attempted to be fair and reasonable to all stakeholders.

#### 2. Anti-Corruption

The Company has policies to run business with transparency, morality, business ethics, under law enforcement, and with anti-corruption measures as following

1. The Company has clear practices indicating that all staff should treat all subcontractors equally. The practices care for balanced benefits of both based on contract. Act or omit to act which benefits subcontractor is considered a severe offense and severe punishment is expected.
2. The Company communicates throughout directors, executives, and operation staff levels and requires them to work with honesty, under Company's ethics and law enforcement.
3. Human Resources Department, the office of the Secretary, and Internal Audit are assigned to provide staff consultancy to avoid unintentional offense.
4. The Company provides channels to report about behavior which may relate to internal corruption. Moreover, the Company's internal audit body takes full responsibility to monitor operation, purchase, bidding and price checking process. A subcommittee is assigned to look after purchase and hiring.

#### 3. Defence of Human Rights

The Company's operation depends on human resources from various areas namely

1. Company's staff namely permanent staff, probationary employees, contract employees and full-time workers
2. Subcontractor.
3. Business partners/builders as well as business partners/builders' employees

The Company realizes importance of all people concerned. Business is based on human right defence and humanity. Company's employees, subcontractors and business partners are well treated respectably, equally, fairly, and with humanity without discrimination on sex, religion, race, culture, disability. The Company respects uniqueness, rights and duty, different opinion regarding politic, society, belief, religion and tradition of each people.

The Company does not support Human rights violation, child labour, illegal labour, human trafficking, illegal alien labour, in all methods. The Company strictly considers law restriction as its standard practices. Nevertheless, staff in all departments lends their hands in monitoring human rights violation. This practices get very good support recently.

Asean Economic Community will lead to flow of foreign labour into Thailand, particularly in real estate business. For better understanding and appropriate practices for full compliance with the laws, the Company is preparing for the change and educates its employees and all people related about regulation, proper practices and law enforcement and amendments such as;

- Act/ Ministerial regulations/ all regulations related to alien labour.
- Act/ Ministerial regulations/ all regulations about job descriptions and professions reserved for Thai nationalities.

To ensure compliance to the laws.

- Importance measures about labour's rights: The Company provides safe workplace for all employee and encourage workable, hygienic environ for workers remains healthy, safe and work happily. The policy is as following.
  - Set accurate working hours according to labor laws.
  - Set appropriate Overtime, shift, public holiday shift work and wage according to Labour Law.
  - Employee has right to take leave according to Labor Law.
  - Set a welfare committee to sit as as organization among triple entente to set policy, guideline, and measures about labor welfare.
  - Provide safety equipments and tools for construction workers such as safety shoes, helmet at work.
  - Provide safety course at workplace to educate workers and raise their safety skill.

#### 4. Fair Labor Treatment

##### Employment and labor relations:

The Company has policy on fair employment, by determining wage structure in accordance with positions/ work types/ responsibilities, as well as each employee's professional background. In addition, the Company has designated the remuneration committee to identify appropriate payment which should be paid to employees and set out criteria for promotion decision on the fair basis for all.

In terms of labor relations, the Company has designated the business welfare committee to take part in setting out policies, guidance, and measures regarding labor welfare. In this regard, appropriate welfares for all employees have been clearly set out, such as traditional holidays/social security/ compensation fund/ sick leave - errand leave - maternity leave - ordination leave — sterilization leave —military leave —training leave/ health insurance / medical fees for OPD patient / provident fund. When a newly recruited employee commences his/her employment, orientation will be arranged to create correct understanding on rights and welfares which he/she will receive, as well as to introduce information for a new employee to adapt him/herself to the organization as fast as possible. For employees working in each sector, the Company always provides training to enhance their knowledge, skills, and experiences based on their work and duty requirements so they can perform their work with efficiency and effectiveness to achieve the desired goals. In addition, during business performance, the Company also communicates information, news, and activities within the organization through intranet and open opportunities to hear from employees. The Company opens to employees' suggestion in order to improve wage payment, welfare, and working conditions to enhance employees' quality of life.

#### 5. Responsibility to Consumers

The Company attempts to develop real estates to meet quality standard by focusing on standardization of design and construction monitoring to meet with customers' satisfaction. This is considered as guidance for determining ISO 9001:2008 standard which covers business performance of real estate development typed land and household construction, emphasizing on the housing and condominium development in Bangkok Metropolis and its suburb areas, including from construction design, construction monitoring, contractor monitoring, machineries, sales processes, procurement, quality control, to products delivery to customers and after-sales services. This is to ensure the customers with quality standard products and services.

The Company's works under the set policy determine responsibilities for each department under the ISO 9001:2015 standard as follows:-

- Human Resource Department:To provide training to employees subject to the determined annual work plan.
- Construction Management Department:To enhance the efficiency of procurement and contractor/ hired people hiring, as well as to control costs and time of construction.

- Sales Management Department: To enhance works related to sales.
- Design Department: To enhance efficiency in controlling and allocating construction layout, and to reduce errors of layout.
- Project Administration Department: To deliver house within the timeline, to reduce errors of construction, and to maximize customers' satisfaction.
- Site Office Department: To provide infrastructures and public assistance on site.
- PF Service Department: To provide repairing services and to deliver repaired works with quality to customers.

The Company received ISO 9001:2008 for horizontal housing development project on 9 Dec 2016, for the period of 3 years, which requires surveillance audit annually.

In addition, the Company recognizes the importance on the Code of Conduct, by providing care and responsibility to all residents through quality and standard after-sales services to satisfy the residents. The Company also opens channels for residents to share their comments, thoughts, and to report their wishes and problems of the project for better management. This is also to create good understanding and to develop the organization further.

## 6. Community and Social Development

The Company has a policy on continuous social contribution, in particular the Company's recognition on the quality of life improvement of nearby communities on regular and continuous basis. The Company's community and social development projects are as follows:

- Environmental conservation such as inspection of water treatment ponds on a monthly basis, the outsourcing of the inspection of water quality in the treatment ponds every 6 months and coordinate with related agencies in cleaning weed in public canals near housing projects.
- Infrastructure construction and maintenance including the road pavement and CCTV setting for greater transport convenience of Project residents and dwellers in nearby community.
- Community health projects including the quarterly "Waste Recycle", aimed at turning waste into money and reducing household waste volume.
- Digital network installation. Internet service becomes a basic part of housing-estate infrastructure and can be a means to enhance daily convenience. The Company joined hand with AIS in introducing "Perfect Digital Village", turning Property Perfect into the first Thai developer that offers high-speed fibre optic linkage to houses and condominium units. Free Super WiFi or WiFi services were also available at central areas.



# Management Discussion and Analysis (MD&A)

2021 marked another difficult year due to the COVID-19 pandemic. Despite a sign for economic recovery, reflecting in the 1.6% economic growth rate compared to the 6.2% contraction in 2020, it was chiefly contributed by the export sector.

The property development industry encountered difficulties throughout the year. Sales revenue, particularly from condominium projects, missed the target despite the government's stimulus measures that included a discount in ownership transfer and mortgage fees to 0.01% for the units priced below Bt3 million until the end of the year. Regarding the hotel business, despite the country's reopening under the Test and Go program, tourist arrivals were far from reaching the pre-COVID levels. The factors sent negative impacts on the Company and subsidiaries' operations. However, the low-rise residential development still showed a growth prospect while in the hotel business, the Group plans to launch promotional campaigns to raise occupancy rates and to reduce the expenditures of all departments. The Group also invested in a rubber glove business in the fourth quarter of 2020, to raise revenue and diversify business risks.

## Overall Group Business

The Group of Companies' business and revenue is grouped in 3 main categories as follows:

### (1) Property Development Business

Property development is the primary business of the Group of Companies. A variety of projects are developed under various brands. By type, they can be categorized into 3 groups.

- **Single Detached House, Duplex House and Townhouse (low-rise)**

The Group has developed single detached house and townhouse projects under various brands like Perfect Masterpiece, Perfect Residence, Perfect Place, Perfect Park, Modi Villa, The Metro, Modi Villa (Townhome), Bella Del Monte.

- **Condominium (low-rise and high-rise)**

The group has developed low-rise condominiums (with height no more than 8 floors) and high-rise condominiums (with height more than 8 floors), with focus on high-potential locations near electric train routes, communities and transport networks. The brands include Hyde, The Sky, Metro Sky, Metro Lux, The Lake, iCondo, Bella Costa and YU kiroro in Japan.

- **Land bank**

The Company's policy is to buy land for project development. However, the Company has considered selling some unused land plots soon which include land plots near existing projects which do not match the group's future development plans, contains inappropriate shapes or shows no commercial value.

### (2) Hotel and resort business

The portfolio expanded after the acquisition of Thai Property Public Co., Ltd. in June 2015, which owned 3 hotel properties — The Westin Grande Sukhumvit, Sheraton Huahin Resort and Spa and Sheraton Huahin Pranburi Villa. Hyatt Regency Bangkok Sukhumvit Hotel is now open.

On 25 April 2019, the Group acquired Royal Orchid which owns Royal Orchid Sheraton Hotel Bangkok. Located on the east bank of the Chao Phraya River, all 726 rooms of this property have the river view. The downtown location also promises convenient access to tourist destinations in Bangkok.

The Company emphasizes the development of 5-star properties on locations that boast travelling convenience and are in Bangkok's business districts. The Company will construct the properties and hire the management companies with experience and global networks. At present, Marriott International and Hyatt International Corporation are managing the Group's hotel properties. There is a plan to expand the business to provinces or foreign countries, emphasizing tourist destinations and diversified target groups.

### (3) Retail Business

The Group operates shopping malls, office buildings and commercial space. We Retail Co., Ltd. has developed and opened community mall, Metro West Town, on Kanlapaphruek Road. On March 2016, We Retail bought a stake in All Discount Co., Ltd., which operates 5 “All-D” discount stores.

Due to the COVID-19 impacts and economic slowdown, on 30 June 2021 the Company ceased the discount store business and turned it into the distributor of rubber gloves for both domestic and overseas markets.

### Summary of Past Performance

In the past year, the Company and subsidiaries focused on the development of low-rise properties and postponed high-rise projects due to the poor economic condition and unfavorable domestic factors.

In 2021, the consolidated revenue totaled Bt9,609.58 million: Bt8,200 million from the property development business; Bt696.38 million from the hotel business; and Bt271.20 million from rental and service fees. The consolidated property development cost totaled Bt6,014.62 million, while the hotel business operating cost reached

Bt1,244.76 million and the cost of rental and service businesses was Bt285.30 million. The gross profit margin was 21.49%. In the year, the consolidated net losses totaled Bt196.65 million, or 2.05% net loss ratio. (The earnings of the parent company’s shareholders totaled Bt526.67 million or 5.48% profit margin.)

In 2020, the consolidated revenue stood at Bt12,344.06 million: Bt10,596.27 million from the real estate development business; Bt1,469.82 million from the hotel business; Bt277.97 million from rents and service fees; The consolidated cost of the real estate development business was registered at Bt7,570.23 million, while that of the hotel business, rents and service business was Bt1,661.37 million and Bt263.48 million, generating the gross profit margins of 28.56 %, -13.03 % and 5.22 %, respectively. The consolidated net loss stood at Bt1,757.40 million, representing 14.24% in net loss margin. (Of total net loss, Bt1,045.8 million or 8.47% in net loss rate belonged to major shareholders.) The loss was contributed mainly by the hotel business of which revenue plunged 60% from the 2019 level.

### Revenue

Consolidated financial statements	Accounting year ended					
	31 December 2021		31 December 2020		31 December 2019	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Revenue from sales of land and houses	7,656.46	62.03	7,726.41	38.05	8,818.07	46.42
Revenue from sales of condominium units	2,549.05	20.65	6,140.83	30.24	5,535.26	29.14
Revenue from sales of land	390.76	3.16	2,499.89	12.31	1,233.23	6.49
Revenue from hotel business	1,469.82	11.91	3,669.56	18.07	2,914.76	15.34
Revenue from rental and service business	277.97	2.25	269.33	1.33	496.49	2.61
<b>Total revenue</b>	<b>12,344.06</b>	<b>100.00</b>	<b>20,306.02</b>	<b>100.00</b>	<b>18,997.81</b>	<b>100.00</b>

In 2021, the consolidated revenue totaled Bt9,609.58 million, decreasing by Bt2,734.48 million or 22.15% from 2020. (The non-consolidated revenue, at Bt5,947.12 million, showed a drop by Bt784.60 million or 11.6% on year.) Of total, revenue from land and house sales slid Bt1.084.29 million while revenue from condominium sales dropped by Bt1,065.50 million on year due to the COVID-19 infections across the country and economic slowdown. Revenue from land sales increased by Bt195.61 million following land sale to an external party.

In 2020, the consolidated revenue was Bt12,344.06 million, a drop by Bt7,961.96 million or 39.21% from the previous year. (The non-consolidated revenue totaled Bt6,731.71 million, down by Bt2,813.18 million or 29.47%.) In the year, the property development business reported a Bt5,770.85 million decrease in revenue with the absence of new condominium projects ready for ownership transfer against 4 projects in 2019. The land sale revenue also declined significantly from 2019, as the Company did not sell any large land plots to joint ventures as it did in 2019. The hotel business' revenue dropped by Bt2,199.75 million due to the COVID-19 outbreak which prompted Thailand and other countries to impose travel restrictions in the second quarter of 2020.

### Revenue from property sales

The Company and subsidiaries book revenue from the sales of land and houses and condominium units in the statement of comprehensive income after unit transfers to buyers.

- **Revenue from land and house sales**

In 2021, the consolidated revenue from land and house sales reached Bt6,572.16 million or 68.39 % of total revenue, showing a decrease by Bt1,084.29 million or 14.16 % on year due to economic slowdown.

In 2020, the consolidated revenue from land and house sales reached Bt7,656.46 million or 62.03% of total revenue, showing a decrease by Bt69.95 million or 0.91% on year. Economic difficulties in the year dampened purchasing power, prompting the Company to launch promotional campaigns through advertising and pricing in order to attract potential buyers.

- **Revenue from condominium sales**

The Group's revenue from condominium sales in 2021 was Bt1,483.46 million or 15.44% of total revenue. The amount dropped by Bt1,065.60 million or 41.80% from the previous year, due to several negative factors including the COVID-19 infections and domestic economic slowdown.

In 2020, the consolidated revenue from condominium sale totaled Bt2,549.05 million or 20.65% of total revenue, a drop by Bt3,591.78 million or 58.49% from the previous year, as there was no project ready for ownership transfer and external factors like the Bank of Thailand's Loan to Value (LTV) measure as well as the COVID-19 pandemic which dampened the purchasing power of lower middle-income earners and blocked the entry of potential foreign investors.

\*The Company has postponed the launch of condominium projects since 2019, following a decrease in demand. However, demand for low-rise properties remain strong.

- **Revenue from land sales**

In 2021, the consolidated land sales revenue was Bt586.38 million or 6.10 % of total revenue, increased by Bt195.62 million or 50.06 % from 2019 following land sale to an external party.

In 2020, the 50.06 consolidated land sales revenue was Bt390.77 million or 3.16% of total revenue, down by Bt2,109.12 million or 84.37% from 2019 when large land plots were sold to joint ventures. At the end of the year, the outstanding promissory notes issued for land purchase payments were valued at Bt110.43 million.

### Revenue from hotel business

The 2021 revenue from the overseas hotel business was Bt259.03 million, a decrease by Bt417.78 million or 61.73% from the previous year. That of the domestic hotel business was Bt437.35 million, falling by Bt355.66 million or 44.85% on year. The consolidated revenue from the hotel business 2021 thus totaled Bt696.38 million, sliding from Bt773.44 million from the previous year. The decrease was attributable to a domestic hotel's temporary shutdown for pipe fixing from June through October. Another factors were the slae of the overseas hotel business in November and negative impacts on the widespread of the COVID-19 in Thailand and globally which led to a slump in tourist arrivals.

The 2020 revenue from the overseas hotel business was Bt676.81 million, a year-on-year decrease by Bt470.83 million or 41.03%, while domestic properties generated Bt793.01 million, or a decrease by Bt1,728.92 million or 68.56%. The consolidated revenue from the hotel business totaled Bt1,469.82 million, or a drop by Bt2,199.75 million, due mainly to the COVID-19 outbreak which led to measures and lockdown to contain the infections. The number of hotel guests plunged accordingly.

## Rental and Service Revenue

In 2021, the consolidated rental and service fees totaled Bt271.20 million or 2.82 % of total, a decrease by 6.77.16 million from the previous year.

The 2020 consolidated rental and service fees increased by Bt8.64 million on year to Bt277.97 million or 2.25% of total revenue, due to a slight increase in rental space following the opening of The Alleys that connects with Hyatt Regency Bangkok Sukhumvit Hotel.

## Other Revenues

Other revenues in 2021 totaled Bt1,991.09 million, an increase by Bt41,343.15 million or 207.30 % from the previous year. It was attributable to the Bt1,396.01 gain from a subsidiary's disposal of its hotel business in 2021.

Other revenues in 2020 reached Bt647.93 million, down by Bt211.32 million or 24.59% from a year earlier. The other revenues included Bt250.80 million in interest receivables, Bt102.80 million in administrative revenue and Bt26.4 million from the sale of land rights worth totally Bt46.1 million.

## Cost and expenses related to sales, administration and others

The consolidated cost and expenses in 2021 amounted to Bt7,544.68 million, an decrease by Bt1,950.40 million or 20.54 % from 2020. The non-consolidated cost and expenses totaled Bt4,152.28 million, down by Bt675.23 million or 13.99 % from the previous year

The consolidated cost and expenses in 2020 totaled Bt12,991.58 million, down by Bt5,585.71 million or 30.07% from a year earlier. The non-consolidated statements showed Bt6,158.17 million in cost and expenses, which dropped by Bt1,725.25 million or 22.88% on year.

The sales and administrative cost in 2021 was valued at Bt2,886.22 million, down by Bt570.30 million or 16.50 % from the previous year. While the sales cost dropped by Bt247.17 million in line with a decreasing revenue, the administrative cost fell by Bt323.13 million chiefly because of a cut in the hotel business' administrative cost and the Group's overall expense control measures.

In 2020, the sale and administrative cost totaled Bt3,496.4 million, down by Bt1,647.7 million or 32.0% on year. The sale cost dropped by Bt668.1 million, in line with lower sale revenue. The administrative cost also decreased Bt979.6 million on year, due to the hotel business' expense cut and the entire group's cost-cutting measures.

Details are as follows

## Coat and Gross Earning

Consolidated financial statements	Accounting year ended					
	31 December 2021		31 December 2020		31 December 2019	
	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht	Million Baht
Cost of land and house sales	5,382.01	56.69	5,280.23	39.31	5,869.94	46.55
Cost of condominium sales	1,951.57	20.55	4,109.05	30.59	3,525.41	27.96
Cost of land sales	236.65	2.49	1,283.81	9.56	659.59	5.23
Hotel operating cost	1,661.37	17.50	2,388.25	17.78	2,008.20	15.92
Rental and service cost	263.48	2.77	371.77	2.76	547.51	4.34
<b>Total</b>	<b>9,495.08</b>	<b>100.00</b>	<b>13,433.11</b>	<b>100.00</b>	<b>12,610.65</b>	<b>100.00</b>

- **Cost of land and house sales**

The cost of land and house sales reflects the net cost, after provisions against the falling project value. It consists of the value of land; the cost for land development, design, infrastructure and construction; borrowing cost; and others.

In 2021, the consolidated cost of housing development totaled Bt4,560.40 million, showing an decrease of Bt 821.61 million or 15.27 % from the previous year.

The consolidated housing development cost in 2020 was valued at Bt5,382.01 million, an increase by Bt101.78 million or 1.93% on year. The cost exceeded at a higher rate than revenue, due to price competition and the Company's marketing strategies.

- **Cost of condominium sales**

In 2021, the consolidated condominium sale cost was Bt1,118.72 million, a decrease by Bt832.85 million or 42.68 % from the previous year, in line with a drop in income from sales of condominium units as a result of the economic slowdown on the back of the COVID-19 pandemic and none of new residential projects.

In 2020, the consolidated condominium sale cost totaled Bt1,951.57 million, down by Bt2,157.48 million or 52.51% on year, as condominium sales dropped amid economic slowdown and the COVID-19 outbreak.

- **Cost of land sales**

In 2021, the consolidated condominium sale cost was Bt335.50 million, an increase by Bt98.85 million or 41.77 % from the previous year, as income from sales of land increased after selling plots of land to outsiders.

The consolidated cost of land sale in 2020 was valued at Bt236.65 million, a decrease by Bt1,047.16 million or 81.57% from the previous year as less land was sold in the year.

- **Hotel operating cost**

The consolidated hotel operating cost in 2021 was tuned at Bt1,244.76 million, a decrease by 416.61 million or 25.08 % from a year earlier, in accordance with a drop in income from the economic slowdown and the COVID-19 pandemic that has given severe impacts on the hotel business.

The cost dropped by Bt726.88 million or 30.44% to Bt1,661.37 million in 2020, as the hotel properties could not cater services to foreigners due to lockdown measures and economic slowdown.

- **Rental and service cost**

The consolidated rental and service cost stood at Bt285.30 million in 2021, up by Bt21.82 million or 8.28 % from the previous year.

The cost dropped by Bt108.29 million or 29.13% on year in 2020, to Bt263.48 million, as for a month in 2019 the Group had to shouldered the lease cost for Pacific I and Pacific II buildings while in 2020 additional rental space at the Alleys that connected with Hyatt Regency Bangkok Sukhumvit Hotel required a lower cost. The overall rental cost thus dropped, against a slight increase in rental and service revenue.

## Gross profit and gross profit margin

Based on the consolidated revenue and cost, the gross profit of each business is summarized as follows:

Consolidated financial statements			
	31 December 2021	31 December 2020	31 December 2019
<b>Real estate development business</b>			
<u>Single detached houses and townhouses</u>			
Profit (Million Baht)	2,011.76	2,274.45	2,446.18
Gross profit margin (%)	30.61	29.71	31.66
<u>Condominiums</u>			
Profit (Million Baht)	364.74	597.48	2031.78
Gross profit margin (%)	24.59	23.44	33.09
<u>Land bank</u>			
Profit (Million Baht)	250.88	154.11	1216.08
Gross profit margin (%)	42.78	39.44	48.65
<b>Hotel business</b>			
Profit (Million Baht)	(548.38)	(191.56)	1,281.31
Gross profit margin (%)	(78.75)	(13.03)	34.92

In 2021, the real estate development business recorded an increase of gross profit as a result of the management strategy focusing on sales of single detached houses, medium size and larger, and relatively high profit margin.

The gross profit margin dropped further in 2020 due to price competition and promotional campaigns, in light of fierce competition and unfavorable market conditions following the COVID-19 outbreak. Condominium projects, in particular, were directly hit as foreign buyers face travel restrictions.

The gross profit margin of single detached houses and townhouses rose from 29.71% in 2020 to 30.61% in 2021 (31.66% in 2019) and the gross profit margin of condominiums edged up slightly from 23.44% in 2020 to 24.59% in 2021 (33.09% in 2019) due to the marketing strategy. The gross profit margin of land sale increased from 39.44% to 42.78% in 2021 (48.65%).

The hotel business registered an increase in negative gross profit in 2021 as the hotel business suffered directly from the impacts induced by the COVID-19 pandemic. Travel restrictions and control measures on activities and temporary closure for internal pipeline system maintenance at hotel buildings in a country led to a significant drop in occupancy rate. Revenue dropped at the scale that was not matched with a drop in operating cost, in light of fixed costs. These resulted in an increase in negative gross profit.

The business reported negative gross profit margin in 2020 as the hotel business suffered from the impacts induced by the COVID-19 pandemic. Travel restrictions as well as control measures on business activities and temporary closure led to a significant drop in occupancy rate. Revenue contracted at the scale that was not matched with a drop in operating cost, in light of several fixed costs.

## Selling Expenses

The Company and subsidiaries' main selling expenses contain the expenses on advertising, public relations, and marketing as well as the transfer fee, special business tax and other expenses as follows.

In 2021, the consolidated selling expenses reached Bt838.95 million or 8.72 % of total revenue (excluding other revenues), a decrease by Bt247.17 million from 2020. The decrease was a result of the inclusion of sale discount .

The expenses in 2020 were tuned at Bt1,085.52 million or 8.79% of revenue (excluding other revenues). The value decreased by Bt668.12 million from 2019, in line with falling revenue in light of the COVID-19 outbreak which led to travel restrictions and cancellation of activities.

## Administrative expenses

Administrative expenses cover salary, utilities expenses, fees, depreciation cost, and other relevant expenses.

In 2021, the consolidated administrative cost stood at Bt2,047.87 million or 21.31 % of total revenue (excluding other revenue), an increase of Bt323.13 million from the previous year. The consolidated administrative costs decreased due partly to the hotel business and the measures to control and reduce expenses.

The consolidated cost decreased by Bt979.56 million on year, to Bt2,411.0 million or 19.53% of total revenue (excluding other revenues). The decrease was attributable to the measures to control and cut expenses as well as a change in accounting standards on long-term leases that demanded the booking of partial rents as interest receivables. In the year, the interest receivables were tuned at Bt187.58 million.

## Reversing Entries (Loss) from Impairment of Financial Assets

In 2021, the Group had expenses of Bt83.23 million in the reversing entries of loss from the impairment of financial assets after receiving repayment of Bt120 million from promissory note receivables from the Company and its subsidiaries' land sales, and setting aside additional impairment of Bt36.72 million. The impairment was set by the simplified approach coupled with calculation of the repayment records and the management's consideration about P/N receivables.

In 2020, the Group had a loss of Bt519.21 million baht in the financial asset impairment due to financial asset provision. The financial assets included notes receivable of Bt377.74 million from real estate sales and other receivable of Bt141.47 million. The

ratio was 73:27. Such impairment used the simplified approach in combination with calculation of debtors' repayment records and the management's consideration about P/N receivables.

## Financial expenses

The financial expenses concern interest expenses and financial service fees.

In 2021, the consolidated financial expenses totaled Bt1,458.37 million, an increase by Bt116.88 million from the previous year, as a subsidiary made an agreement to sell the hotel and rent that asset from a trust under a repurchase agreement. This part incurred an increase in interest expenses.

The amount increased by Bt231.99 million on year to Bt1,341.49 million, largely because of a change in accounting standards on long-term leases effective as of 1 January 2020. The new standard calls for the booking of partial rents under long-term lease contracts as interest receivables. In the year, the interest receivables were tuned at Bt187.58 million

## Income Tax

In 2021, the Group reaped tax benefits of Bt67.67 million, an increase of Bt127.45 million baht from a year earlier. The Group's income tax comprised corporate income tax of Bt836.75 million and deferred income tax benefit of Bt904.41 million. Most of which came from a subsidiary's sales of related assets which is expected to incur tax on profit from the asset sales. Therefore, the deferred income tax is realized from the earlier tax loss items brought forward.

In 2020, the Group's tax expenses decreased by Bt515.36 million from a year earlier, as income taxes dropped by Bt459.12 million while deferred income taxes were valued at Bt56.24 million.

## Earning before expenses, tax, depreciation and amortization (EBITDA)

Earning before expenses, tax, depreciation and amortization (EBITDA) is calculated from the earnings before expenses, tax, depreciation and amortization

Unit: Million Baht	Consolidated Financial Statements		
	2021	2020	2019
EBITDA	2,079.26	393.50	3,219.78
Net profit	(196.65)	(1,757.40)	1,010.27
Shareholders' equity	526.67	(1,045.83)	1,137.93
Subsidiaries' non-controlling interests	(723.32)	(711.57)	(127.66)

In 2021, the consolidated EBITDA totaled B2,079.2 million, generating the profit margin of 21.64 % of total revenue. The EBITDA increased by Bt1,685.76 million from 2020.

In 2020, the consolidated EBITDA totaled Bt393.50 million, generating the profit margin of 3.19 % of total revenue. The EBITDA decreased by Bt2,826.28 million from 2019.

### Net profits (Net Profit Margin)

The consolidated net profits as follows:

(Unit: Million Baht)	Consolidated Financial Statements		
	2021	2020	2019
Net Profit (loss)	(196.70)	1,757.40	1,010.27
Shareholders' equity	526.67	(1,045.83)	1,137.92
Subsidiaries' non-controlling interests	(723.32)	(711.57)	(127.66)
Net Profit (loss) margin (%)	(2.05)	(14.24)	4.98

In 2021, the consolidated net loss amounted to Bt196.65 million, a decrease of Bt1,560.75 million or 88.81 % from the previous year. The consolidated loss resulted mainly from the hotel business in the country and overseas. The hotel business has been severely affected by the COVID-19 pandemic from 2020 to the present. In the separate statement, net profit totaled Bt1,050.86 million, an increase of Bt451.57 million from the real estate development business.

. In 2020, the Group showed Bt1,757.40 million in consolidated net loss, which meant that its operations posted Bt2,767.67 million losses or a 273.95% plunge when compared to the 2019 results. The losses were mainly contributed by the hotel business in Thailand and overseas which was severely hurt by the COVID-19 pandemic. In early 2020, control measures were exercised along with global travel restrictions, which stirred concerns among global travelers. Meanwhile, on the non-consolidated basis, the Company posted a net profit of Bt599.29 million thanks to the property development business.

### Return on equity

(Unit: Million Baht)	Consolidated Financial Statements		
	2021	2020	2019
Net Profit (loss)	(196.65)	1,757.40	1,010.27
PF shareholders' equity	526.67	(1,045.83)	1,137.92
Subsidiaries' non-controlling interests	(723.32)	(711.57)	(127.66)
Paid-up capital	9,534.58	9,534.58	8,667.83
Shareholders' equity	13,575.44	13,953.93	15,941.67
PF shareholders' equity	12,313.04	12,020.75	13,294.38
Subsidiaries' non-controlling interests	1,262.40	1,933.18	2,647.28
ROE (%)*	8.67	(4.09)	15.41

\* Based on net income divided by shareholders' equity

The Group's ROE was at 15.41 % and -4.09 % in 2019 and 2020, respectively. The rate was minus 8.67% in 2021 as shareholders' equity fell into the negative territory in light of a plunge in revenue. In the year, the COVID-19 outbreak was the main cause that hurt the Group's condominium development, land sale and hotel business, as sale and administrative expenses could not be cut fast enough.

## Consolidated Financial Position

Table: Consolidated financial position

(Unit :Million Baht)	Assets	Liabilities	Shareholders' equity
As of 31 December 2021	52,023.40	38,447.96	13,575.44
As of 31 December 2020	53,389.60	39,435.68	13,953.93
As of 31 December 2019	59,064.54	43,122.88	15,941.67

### Assets

At the end of 2021, the consolidated assets of Bt52,023.40 million represented a decrease by Bt1,366.20 million from the previous year. By value, the assets were as follows: property development projects, Bt22,170.00 million or 42.62 % of total asset; land, building and equipment worth Bt8,246.51 million or 15.85 %; land bank worth Bt5,259.27 million and advance land-purchase payments worth Bt218.60 million, accounting for 10.53% of total assets; Cash and cash equivalents worth Bt3,842.37 million, 7.39 %; long-term loans to related entities, Bt3,230.38 million or 6.21%; cash and cash equivalents, Bt3,124.10 million or 6.01 %; and lease rights, Bt1,316.78 million or 2.53%.

At the end of 2020, the consolidated assets of Bt53,389.60 million represented a decrease by Bt5,674.94 million from the previous year. By value, the assets were as follows: property development projects, Bt24,440.77 million or 45.67% of total asset; land, building and equipment worth Bt10,193.63 million or 19.09%; land bank worth Bt5,162.93 and advance land-purchase payments worth Bt207.00 million, accounting for 10.06% of total assets; Cash and cash equivalents worth Bt3,364.78 million, 6.30%; long-term loans to related entities, Bt2,603.32 million or 4.88%; cash and cash equivalents, Bt2,006.88 million or 3.7%; and lease rights, Bt1,703.50 million or 3.19%.

### Project Development Cost

The property development cost is booked as the development cost in the financial statements. It will be realized as the selling cost in the statement of comprehensive income once the sold units are transferred. .

As of 31 December 2021, the consolidated property development cost was valued at Bt22,170.00 million, down by Bt2,270.77 million from the previous year. The value accounted for 42.62 % of total assets. (Details appeared in Assets for Sale: Operating assets Section).

As of 31 December 2020, the consolidated property development cost was valued at Bt24,440.77 million, down by Bt2,523.62 million from the previous year. The value accounted for 45.78 % of total assets.

### Net Land Bank

The net land for development consists of the cost of land, the land development cost, the construction cost, and the interest minus the cost which are booked as selling cost, land transferred for debt restructuring purpose and provisions against possible decreases in land value.

Land bank increases or decreases according to the Company's investment plans. The Company plans to cover a number of locations. The value of land will be booked as the development cost when, for example, the land is cleared or the allocation chart is ready to mark the start of the development process. The Company and subsidiaries have accumulated land bank to support high-rise and low-rise development and some land plots are sold to other developers.

As of 31 December 2021, the Group's net land bank was valued at Bt5,259.27 million, up by Bt96.34 million from the previous year . The value accounted for 10.11 % of total assets. (Details appeared in Operating Assets: Land Bank Section (Filing 3.2 (4))).

At the end of 2020, the net land bank of the Group was valued at Bt5,162.93 million, an increase by Bt314.06 million from the previous year due to the purchase of additional land plots. The net value accounted for 9.67 % of total assets.

## Advance Payment for Land Purchase

Advance payment for land purchase is the deposit given to landlords or agents commissioned to accumulate land for the company. Once the land purchase was completed the deposit will be booked as the project development cost or in land bank category.

In 2021, the advance payment reached Bt218.60 million, an increase by Bt11.60 million from the previous year. The advance payment accounted for 0.42% of total assets.

As of 31 December 2021, the payments contained the following details.

- Advance payment to several landlords, according to nine land sale/purchase agreements worth totaling Bt476.32 million from 2016 to now, amounted to Bt171.32 million. The Company and its subsidiaries and agents co-signed these agreements with the land owners. The loss provision was set for four contracts after sellers have not yet sold their plots of land for reasons of landlords' relocation to other countries and the land as an estate waiting for a court order. After being overdue specified in the contracts, the auditor set aside Bt39.72 million as the loss provision, while net advance payment to landlords accounted for Bt131.60 million.
- Advance payment to agents, worth Bt125 million, for six items, in accordance with the sale/purchase agreements from 2017 to now, was in the signing process. The amount of Bt38 million was set as the loss provision for the amount paid via the agents in 2017 and 2020. As the processing period was longer than one year, the auditor demands a loss provision. Therefore, the advance payment to agents accounted for Bt87 million. The processing period was longer than one year because the involved land plots belonged to multiple owners and the Company had to negotiate the price with each of them.

In 2020, the advance payment reached Bt207 Million, a decrease by Bt489.99 million from the previous year. The advance payment accounted for 0.39% of total assets.

As of 31 December 2021, the payments contained the following details

- Advance payment to landlords, worth Bt131.60 million, in accordance with sale/purchase agreements, signed by the Company and subsidiaries and landlords
- Advance payment to agents, worth Bt87.00 million, for the land of which sale/purchase agreements were in the signing process.

Advance payment for some plots of land was overdue over one year

and the Company set aside the loss provision, at the full amount, of Bt77.72 million. The Company has the internal control system to consistently monitor progress of advance payment for land.

## Net land, Building and Equipment

As of 31 December 2021, the consolidated net value of land, building and equipment reached Bt8,246.51 million, showing a decrease of Bt1,947.12 million at the end of 2020, or 15.86 % of total assets. (Details appeared in Operating Assets: Land, Building and Equipment Section. (Filing 3.2 (4))

As of 31 December 2020, the consolidated net value of land, building and equipment reached Bt10,193.63 million, showing a decrease of Bt324.05 million at the end of 2019, or 19.09 % of total assets.

## Investment Properties

At the end of 2021, the investment properties were valued at Bt3,124.10 million, down by Bt240.68 million from the previous year, or 6.01 % of total assets. (Details of investment properties appear in Operating Assets Item: Investment Properties. (Filing 3.2 (4)))

As of 31 December 2020, the investment properties were valued at Bt3,364.78million, showing an increase of Bt1,057.76 million from the end of 2019 due to a change in accounting standards. Under the new standard, lease rights worth Bt1,154.02 million were booked as investment properties. The value of investment properties accounted for 6.30% of total assets.

## Cash and Cash Equivalents

As of 31 December 2021, cash and cash equivalents totaled Bt 3,842.37million, up by Bt1,835.49 million from the previous year due to cash inflow from sales of assets in the hotel business in late of the year

(The Company received cash of Bt1,548.93 million from its operating activities and cash inflow of Bt2,251.28 million from investing activities.)

As of 31 December 2020, cash and cash equivalents totaled Bt2,006.87 million, down by Bt1,862.34 million from the previous year, or 3.76% of total assets, due to consistent repayment of debts (particularly debentures) of Bt4,030.24 million. (The Company received cash of 1,148.48 million from its operating activities and cash inflow of 1,063.78 million from investing activities.)

(Details appeared in Analysis of consolidated cash flow of the Company and Subsidiaries Section No.14.2.3.)

## Right-of-Use Assets

As of 31 December 2021, the consolidated leasing rights were valued at Bt1,316.78 million, down by Bt386.72 million from the previous year, or 2.53% of total assets

As of 31 December 2020, the consolidated Right-of-Use Assets were valued at Bt1,703.49 million, or 3.19% of total assets.

In compliance with TFRS 16 which was enforced on 1 January 2020, the Group realized the liabilities related to lease contracts classified under Thai Accounting Standard's 17th edition (TAS 17). Under TFRS, the liabilities must be booked accordingly to the present value, discounted by incremental borrowing rate as of 1 January 2020. The incremental borrowing rates in use range from 5.58% to 13%.

Regarding lease contracts previously booked as financial lease, they are booked according to the outstanding value of involved assets and liabilities on the first day that TFRS 16 is applied. The value will be adjusted accordingly to "right-of-use asset and lease liability" when contracts are renewed or terminated. The Group will apply TFRS 16 with its annual reporting.

(Details of lease contracts appeared in Operating Assets Item: Lease Rights and Right-of-Use Assets.)

## Investment in joint ventures

Equity investment in joint ventures at 31 December 2021 is as follows:

	Consolidated financial statements		
	2021 Thousand Bath	2020 Thousand Bath	2019 Thousand Bath
Beginning book value	900,763	854,882	826,205
Additional investment	79,625	63,375	316,174
Net investment	-	-	-
Losses from equity method Investments	(36,422)	(17,494)	(36,616)
Minus connected transactions		-	(250,881)
Year-end book value	943,966	900,763	854,882

The share of losses of associates and joint ventures totaled Bt36.42 million. Of total, the Company booked Bt11.77 million from Grand Star Co., Ltd., Bt1.76 million from Grand River Forest Co., Ltd., Bt17.64 million from Grand Global Gloves Co., Ltd. and Bt5.25 million from T Utilities Co., Ltd.. These joint ventures are under project development and have not yet completed plant construction.

The other loss of Bt22.52 million came from All Discount Co., Ltd.. Under the equity method, the Group realized the losses in the joint venture which brought the investment value to zero. The Group booked the share of the loss above the investment value as loans to connected parties, which are considered normal business transactions with joint ventures.

In 2020, the Company booked the share of losses of associates and joint ventures at Bt17.49 million in total. About Bt12.49 million of which came from Grand Star Co., Ltd., Bt1.61 million from Grand River Forest Co., Ltd., Bt0.09 million from Grand Global Glove Co., Ltd. and Bt3.30 million from T Utilities Co., Ltd.. These joint ventures were under project development and have not yet completed plant construction.

As for the Bt114.72 million loss of All Discount Co., Ltd., the Group realized the loss in the joint venture which brought the investment value to zero. The Group booked the share of the loss above the investment value as loans to connected parties, which are considered normal business transactions with joint ventures.

On 19 March 2020, the Group fully paid the Bt25.50 million amount for Grand River Forest Co., Ltd.'s 255,000 newly-issued shares at Bt100 par value. After the payment, the stake in Grand River Forest Co., Ltd. is maintained at 51%. The new shares were registered with the Commerce Ministry on 20 March 2020.

On 9 November 2020, the Group formed a joint venture namely Grand Global Gloves Co., Ltd., for the manufacturing and distribution of rubber gloves. The joint venture is capitalized at Bt100 million, with 1,000,000 shares at Bt100 par value. The Company holds 504,999 common shares or 50.50% of the registered capital in that joint venture. The registered capital has been 75% paid up and the Group fully paid for its portion, or 37.87 million shares.

In 2019, PF Forestry Co., Ltd., PF S1 Co., Ltd. and PF S2 Co., Ltd. were established for property investment and development. They are capitalized at Bt500 million, Bt280 million and Bt210 million, respectively.

In June 2019, the Company entered into a joint venture agreement with Sumitomo Forestry Singapore Ltd, whereby a 49% stake in PF Forestry Co., Ltd. will be sold to the Singaporean company. As of 12 June 2019, the Company holds the remaining 51% stake in the subsidiary. Under the joint venture contract, PF Forestry Co., Ltd.'s management structure, strategic financial decisions and business activities must be approved by both sides. As such, the investment in PF Forestry Co., Ltd. is deemed an investment in joint ventures.

On 22 April 2019, the shareholders of Grand River Forest Co., Ltd. (Grand River Forest), a joint venture, approved the recapitalization through the issuance of additional 12 million shares with Bt100 par value from 3 million shares. On 2 July 2019, the first 1 million shares were allocated to shareholders and the Company and GRAND subscribed and fully paid for 90,000 shares and 420,000 shares, respectively, at the price of Bt100 a share or a total of Bt9 million and Bt42 million, respectively. The transaction maintained the Company and GRAND's stakes at 9% and 42%, respectively. The new shares were registered with the Ministry of Finance on 18 July 2019.

In 2019, All Discount Co., Ltd., a joint venture, established 18 subsidiaries with the registered capital of Bt10,000 each. Each has 1,000 shares at Bt10 par value. All Discount owns a 99.8% stake in all the subsidiaries. As of 31 December 2020, All Discount Co., Ltd. was in the middle of liquidating 14 subsidiaries.

Under the equity method, the Group realized the losses in joint ventures which brought the investment value to zero. The Group booked Bt114.72 million losses (against Bt111.35 million in 2019) above the investment value as loans to connected parties, which are considered normal business transactions with joint ventures. As of 31 December 2020, the Group's losses in joint ventures under

the equity method, booked as loans to connected parties, totaled Bt349.00 million (against Bt234.28 million in 2019).

## Trade Debtors and Other Debtors

At the end of 2021, trade debts and other debts totaled Bt 639.46 million, down by Bt117.01 million from the end of 2020. The amount accounted for 1.22% of total assets. Of total, promissory notes issued for land and condominium purchases were valued at Bt60.43 million.

At the end of 2020, trade debts and other debts totaled Bt756.46 million, down by Bt693.80 million from the end of 2019. The amount accounted for 1.42% of total assets. Of the total, Bt110.43 million were promissory notes. The Company has received payments worth Bt319.5 million and booked Bt15.68 million in interest income, aside from amortizing provisions worth Bt386.39 million.

As the Company has a large number of land bank and assets for sales and the new land and building tax has been enforced in 2020, the Company has a policy to lessen its land ownership burden by selling these land bank and assets to major buyers who are not related parties. On the transaction date, about 5-15% payment will be made in cash and the rest will be paid by promissory notes (subject to negotiations on whether payment will be made in installments or the full amount at one time). The Company will transfer the ownership rights to the buyers on the transaction date without waiting for full payment. The sale will be booked in the financial statements in full amount on the transaction date, according to the accounting standard. Providing a debt payment period in the form of promissory notes seems like a credit term to debtors. The Company sees that as the proper policy for the current economic situation and requests for collaterals from the debtors to assure the debt repayment, leading to an item of promissory notes receivable. The Company considers this type of business as normal business transactions with the following items.

In 2019, the Company made 14 transactions worth totalling Bt3,926.4 million with 14 buyers. Of total, land sales were worth Bt3,790.4 million (Income from land sales will be shown at Bt2,499.9 million in the consolidated financial statements. This is net sale after share of the Company as some were sold to the joint ventures.), and condominium sales of Bt136 million. On the transaction date, the company received payment of Bt596.6 million in cash or 15.2% of total transaction value and Bt3,329.8 million in promissory notes or 84.8%

At the end of 2019, the Company received payment of Bt2,529.2 million in promissory notes. There were about Bt800.6 million worth of promissory notes left from three buyers.

Later during the year 2020, the Company received Bt317.0 million in promissory notes with interest receivable of Bt2.5 million for a total of Bt319.5 million. At the end of 2020, there remained the payment of Bt481.1 million in promissory notes left (excluding realization of interest income of Bt7.0 million and impairment of Bt377.7 million after the auditor had an opinion that this debt burden might not be paid on schedule. Therefore, a provision was set and its details appeared in No. 12 in Notes to Financial Statements.)

In 2021, the Company received Bt170.0 million in promissory notes and, as a result. The Company recorded the reversing entry of the loss provision worth Bt120 million as it received Bt120 million payment in the form of promissory notes. The remaining amount of the payment in the form of permission note was as of 31 December 2021, Bt 60.4 million (Details Apperred in No.10 of Notes to Financial Statement) Total payment was Bt170 million for the year. Meanwhile, the Company expected to receive the remaining payment due to consistent payment and extension despite the promissory notes overdue.

In addition, in 2019, the Company sold the land rights worth totaling Bt785.8 million to four buyers. Payment was agreed to be made in promissory notes for the whole amount of Bt785.8 million. The Company already received payment of Bt40 million in promissory notes. However, the debtors failed to make payment at the time it was due. Then, the Company seized the collaterals, as specified in the agreements, of Bt20 million. The agreements with three buyers worth Bt691.2 million were abolished. As a result, the remaining notes receivable totaled Bt34.6 million and the Company set aside a provision for the full amount.

In 2021 and 2020, sales of the land rights were Bt12.9 million and Bt46.1 million, respectively. These transactions were paid in cash on the transaction dates.

## Liabilities

The consolidated liabilities totaled Bt38,447.96 million as of 31 December 2021, a decrease by Bt987.71 million from 2020. As of 31 December 2021, total liabilities accounted for 73.91% of total assets. Significant changes in liabilities in 2021 are as follows:

1. Decrease due to debentures of Bt4,915.98 million, lease liabilities of Bt215.75 million, a decrease in short-term borrowings by Bt820.44 million and trade accounts payable of Bt127.18 million.

2. Increase due to lease liabilities with repurchase condition of 4,312.24 million, long-term borrowings of 258.94 million from financial institutions and accrued corporate income tax of 612.30 million

The consolidated liabilities at the end of 2020 totaled Bt39,435.67 million, or a decrease by Bt3,687.20 million from end-2019. As of 31 December 2020, total liabilities accounted for 73.86% of total assets. Significant changes in liabilities in 2020 are as follows:

1. Liabilities decreased due to a decrease in trade debts and other debts by Bt1,538.03 million; long-term loans from financial institutions by Bt194.80 million; debenture value by Bt3,771.19 million; deferred income tax by Bt156.77 million; and other non-current liabilities by Bt193.85 million.
2. Liabilities increased due to Bt480.66 million short-term loans and Bt1,683.20 million lease liability.

The Company and subsidiaries' liabilities structure at the end of 2021 through the end of 2020 is as follows:

## Debenture

As of 31 December 2021, the consolidated value of debentures totaled Bt17,842.49 million, or a decrease by Bt4,915.98 million from the end-2020 level. Accounting for 46.41 % of total liabilities, all debentures issued by the Company were aimed to repay the matured debentures. The value dropped on year due to delays in development projects chiefly condominiums as well as the Company's decision to reduce debenture-based funding and switch to financial institutions' term loans.

As of 31 December 2020, the consolidated value of debentures totaled Bt22,758.47 million, or a decrease by Bt3,771.19 million from the end-2019 level. Accounting for 57.71% of total liabilities, the value dropped on year due to delays in development projects chiefly condominiums as well as the Company's decision to reduce debenture-based funding and switch to financial institutions' term loans.

The Company set the guidelines to reduce the debenture-based funding by issuing new debentures in a smaller amount to repay the matured debentures, and used cash from the operating activities and sales of assets to redeem the rest of the matured debentures.

(Unit: Million Baht)	Consolidated financial statements		
	31 December 2021	31 December 2020	31 December 2019
Debentures (The company and Subsidiaries)	17,842.49	22,758.47	26,529.66

Details of outstanding debentures as of 31 December 2021:

	Value (Million Baht)	Issue Date	Maturity Date	
<b>Unsecured debentures No. 3/2018</b> Bt1,819.90 million, Interest 6.00%, payable every 3 months	1,819.37	22 August 2018	22 February 2022	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 4/2018</b> Bt1,789.10 million, Interest 6.00%, payable every 3 months	1,787.55	7 December 2018	7 June 2022	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 1/2019 #2</b> Bt775 million, Interest 6.25 %, payable every 3 months	773.65	5 April 2019	5 October 2022	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 2/2019</b> Bt1,844.60 million, Interest 6.25 %, Interest year 1-2 = 6.25%, year 3-4 = 7.00% , payable every 3 months	1,839.50	10 May 2019	10 May 2023	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 3/2019</b> Bt888.80 million, Interest 6.25 %, payable every 3 months	886.80	26 September 2019	26 September 2022	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 1/2020</b> Bt1,665 million, Interest 6.25 %, payable every 3 months	1,659.54	31 January 2020	31 January 2023	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 2/2020</b> Bt427 million, Interest 6.25 %, payable every 3 months	426.15	11 June 2020	11 June 2022	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Unsecured debentures No. 3/2020</b> Bt266.5 million, Interest 6.25 %, payable every 3 months	265.63	25 September 2020	25 September 2023	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Secured debentures No. 1/2021</b> Bt672.90 million, Interest 6.80 %, payable every 3 months	668.38	10 February 2021	10 November 2023	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Secured debentures No. 2/2021</b> Bt679.10 million, Interest 6.80 %, payable every 3 months	674.09	22 April 2021	22 January 2024	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Secured debentures No. 3/2021</b> Bt1,000 million, Interest 6.80 %, payable every 3 months	991.81	22 July 2021	22 April 2024	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Secured debentures No. 4/2021</b> Bt927.80 million, Interest 6.80 %, payable every 3 months	919.28	11 November 2021	11 August 2024	The ratio of total loans to shareholders' equity must not exceed 2.5:1
<b>Total-Debenture of The Company</b>	12,711.75			

Debenture of Grande Asset Hotels and Property Plc.

<b>Unsecured debentures No.1/2019</b> Bt1,489.40 million, Interest 6.25% per annum, payable every 3 months	1,488.97	18 February 2019	18 February 2022	The ratio of total loans to shareholders' equity must not exceed 3:1
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	Value (Million Baht)	Issue Date	Maturity Date	
<b>Unsecured debentures No.2/2019</b> Bt1,402.20 million, Interest 6.75% per annum, payable every 3 months	1,399.31	12 July 2019	12 October 2022	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3:1
<b>Secured debentures No.2/2020</b> Bt300.00 million, Interest 7.00% per annum, payable every 3 months	298.83	11 September 2020	10 March 2023	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3:1
<b>Secured debentures No.3/2020</b> Bt276.50 million, Interest 6.85% per annum, payable every 3 months	274.86	22 October 2020	22 April 2023	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3:1
<b>Secured debentures No. 1/2021</b> Bt373.90 million, Interest 6.80%, payable every 3 months	370.88	29 April 2021	29 July 2023	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3:1
<b>Secured debentures No. 3/2021 #1</b> Bt230 million, Interest 7.5%, payable every 3 months	227.23	28 October 2021	28 October 2023	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3.5:1
<b>Secured debentures No. 3/2021 #2</b> Bt732.10 million, Interest 7.0%, payable every 3 months	722.56	4 November 2021	4 May 2023	The ratio of total loans <sup>1</sup> to shareholders' equity must not exceed 3.5:1
<b>Total- Debenture of subsidiaries [Grande Asset Hotels and Property Plc.]</b>	4,782.64			
<b>Debenture of Bright Development Bangkok Co., Ltd.</b>				
<b>Secured debentures No.1/2020</b> Bt350 million, Interest 7% per annum, payable every 3 months	348.10	28 October 2020	28 April 2023	
<b>Total- Debenture of subsidiaries [Bright Development Bangkok Co., Ltd.]</b>	348.10			
<b>Total</b>	17,842.49			

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<sup>1</sup> "Total loans" refer to all interest-bearing or discounted liabilities appearing in the consolidated statement. This includes financial obligations to be incurred by the issuer's guarantee and similar obligations to individuals or juristic entities which do not appear in the consolidated financial statements but appear in the Note. This excludes obligations related to the obtaining of financial institutions' letters of guarantee for land or infrastructure development or related activities. "Total loans" are minus cash and equivalents as shown in the consolidated financial statements, including deposits placed as collaterals with any party. For clarity on this, the "total loans" exclude trade receivables, advance income or loans which bear no interest cost.

## Lease Liabilities with Repurchase Condition

On 15 July 2021, Royal Orchid (Thailand) Plc., a subsidiary, struck the following contracts:

### 1. Sale/Purchase Agreement for Real Estate and Property of the Royal Orchid Sheraton Hotel & Towers Project

The subsidiary made a sale/purchase agreement for real estate and property with MFC Asset Management Plc, the trustee for Grande Royal Orchid Hospitality Real Estate Investment Trust (GROREIT), for a total of Bt4,498 million. The subsidiary received the payment for the whole amount and the ownership rights transfer was made on 15 July 2021 with the conditions as designated in the sale/purchase agreement.

### 2. Lease Agreement for Real Estate and Property of the Royal Orchid Sheraton Hotel & Towers Project

The subsidiary made a lease agreement for such assets with MFC Asset Management Plc, the trustee for Grande Royal Orchid Hospitality Real Estate Investment Trust (GROREIT). The assets included land, buildings and property for operations in the Royal Orchid Sheraton Hotel & Towers Project for three years from the signing date of the lease agreement.

Each contract party has the rights to extend the lease contract two times, one year each. The subsidiary agreed to pay rent on a monthly basis at the rate specified in the lease agreement. Total rent expense for five years amounts to Bt1,360 million. The obligation is the repurchase of the lease assets at the end of the third rental year for a total of Bt4,703 million, at the end of the fourth rental

year for Bt4,783 million and at the end of the fifth rental year for Bt4,873 million. Besides, on the transaction date, the subsidiary placed the down payment of Bt136 million as a guarantee for the tenant's duties according to the lease agreement with the conditions as designated in the lease agreement

### 3. Agreement for Implementation of the Royal Orchid Sheraton Hotel & Towers Project

The subsidiary made an agreement for implementation of the Royal Orchid Sheraton Hotel & Towers Project with MFC Asset Management Plc, the trustee for Grande Royal Orchid Hospitality Real Estate Investment Trust (GROREIT). The subsidiary placed the amount of Bt123 million as guarantee for implementation, according to the lease agreement, for two years from the signing date of the agreement for implementation with conditions as designated in the agreement.

Sales of assets and lease them from GROREIT with repurchase conditions seems like the financing transactions and are not regarded in the accounting records as sales of assets. Thus, the Group showed the item as the "lease liabilities with repurchase conditions" in the statement of financial position, which used the amortized cost method for evaluation of value. Paying the rent and repurchase to GROREIT, according to the lease agreement, is regarded as reduction of liabilities and interest expense record. Besides, the Group separately showed the down payment and guarantee for the rent at Bt259 million the subsidiary placed to guarantee the tenant's duties, according to the lease and implementation agreements, under "other non-current assets" in the statement of financial position.

Net changes of the lease liabilities with repurchase conditions from related direct expenses and amortization are described in the following details.

	Consolidated Financial Statements
	Thousand Baht
As of 15 July 2021	6,233,000
Less Deferred interest	(1,735,000)
	4,498,000
Less Direct expenses related to the agreements	(232,512)
	4,265,488
Paid the rental expenses for assets during the year	(79,839)
Transferred the rental expenses due to Other Accounts Payable	(46,000)
Realized interest expenses, according to the real interest rate method	172,587
Year-end closing	4,312,236

The fair value of the lease liabilities with repurchase conditions is close to the accounting value by using the value evaluation technique, level 3. Significant information that cannot be observed includes the risk-adjusted discount rate estimated by referring to the subsidiary's financing cost.

## Long-Term Loans

At the end of 2021, long-term loans increased on year by Bt258.94 million to Bt7,678.53 million or 19.97% of total liabilities. All the loans were used to finance project development and increase working capital.

At the end of 2020, long-term loans decreased on year by Bt194.80 million to Bt7,419.58 million or 18.81 % of total liabilities. All the loans were used to finance project development and increase working capital

At the end of 2021, the loans with maturity of less than 1 year were worth Bt417.79 million and the long-term net of the current portion was worth Bt7,260.74 million. The details are as follow:

(Unit: Million Baht)	Consolidated financial statements		
	As of 31 December 2021	As of 31 December 2020	As of 31 December 2019
Long – term loans	7,678.53	7,419.59	7,614.38
Minus- amount due within 1 year	(417.79)	(817.11)	(436.38)
Long – term loans (Net)	7,260.74	6,602.48	7,178.00

## Trade payables and others

As of 31 December 2021, the consolidated trade payables and others were valued at Bt2,464.16 million, decreased by Bt127.18 million from the previous year. The amount accounted for 6.41% of total liabilities.

As of 31 December 2020, the consolidated trade payables and others were valued at Bt2,591.35 million, down by Bt1,538.03 million from the previous year. The amount accounted for 6.57% of total liabilities.

As of 31 December 2021, the consolidated short-term loans were valued at Bt254.54 million. Combined this short-term loan amount with notes payable of Bt513.31 million, total consolidated short-term loans amounted to Bt767.85 million, down Bt820.44 million from the end of 2020. Total short-term loans were 1.89% of total liabilities. All the loans were used to increase working capital.

As of 31 December 2020, the consolidated short-term loans were valued at Bt1,588.29 million, up by Bt.480.66 million from the previous year, or 4.03% of total liabilities. All the loans were used to increase working capital

## Short-Term Loans

Short-term loans consist of short-term loans extended by financial institutions and promissory notes issued to creditors.

## Shareholders' Equity

Shareholders' equity structure

Consolidated financial statements (Unit: Million Baht)	31 December 2021	31 December 2020	31 December 2019
Paid-up capital	9,534.58	9,534.58	8,667.83
Discount on capital stock	(90.50)	(90.50)	(90.50)
Perpetual subordinated bonds	508.00	508.00	508.00
Advance payment for shares	-	-	-
Retained earnings , allocated and set aside as legal reserves	556.60	503.60	473.60
Unallocated retained earnings	2,016.69	1,781.95	3,929.08
Other elements of equity	(212.34)	(216.88)	(193.63)
PF shareholders' equity	12,313.04	12,020.75	13,294.38
Non-controlling interests	1,262.40	1,933.18	2,647.28
<b>Total shareholders' equity</b>	<b>13,575.44</b>	<b>13,953.93</b>	<b>15,941.66</b>

## The following is details of the annual changes in the shareholders' equity.

As of 31 December 2021

The Group's consolidated shareholders' equity was Bt13,575.44 million as of 31 December 2020, a decrease by Bt378.49 million from the previous year. Boosting the equity was the Bt526.67 million net profit in 2020. However, the Group witnessed an increase in other comprehensive income worth Bt2.69 million; a Bt48.04 million increase following changes in its shareholding in subsidiaries; a Bt716.97 million decrease in subsidiaries' non-controlling interests; the Bt190.67 million dividend payment and the Bt48.26 million dividend to perpetual subordinated debentures.

As of 31 December 2020

The Group's consolidated shareholders' equity was Bt13,953.93 million as of 31 December 2020, down by Bt1,987.73 million from

the previous year following the issuance of dividend shares worth Bt866.76 million; the annualized net loss of Bt1,079.84 million; a Bt17.90 million loss in comprehensive income; a Bt714.81 million decrease in subsidiaries' non-controlling interests; the Bt965.10 million dividend payment; the Bt48.39 million dividend to perpetual subordinated debentures; and a Bt28.45 million loss resulting from a change in the accounting policy.

## Appropriateness of capital structure

### Debt to equity ratio

As of 31 December 2021, the consolidated debt to equity ratio slightly increased to 2.83:1, the same ratio as in 2020.

The consolidated debt to equity ratio at the end of 2020 was 2.83:1, a slight increase from the previous year following loan repayments which reduced liabilities and a decrease in shareholders' equity as a result of poor performance.

## Analysis of consolidated cash flow

Statements of cash flow as follows:

Consolidated financial statements (Unit :Million Baht)	Accounting year ended		
	31 December 2021	31 December 2020	31 December 2019
Cash flow from operating activities	1,548.93	1,148.48	3,572.82
Cash flow from investing activities	2,251.28	1,063.78	(3,868.12)
Cash flow from financing activities	(1,957.40)	(4,030.24)	(638.04)
Net cash flow increase (decrease)	1,842.81	(1,817.98)	(933.34)

### • Cash flow from operating activities

In 2021, the Company and its subsidiaries recorded cash flow of Bt3,613.11 million from operating activities, sales of real estate and hotel business and other services, interest received of Bt112.66 million, tax refund of Bt127.77 million from the Revenue Department. They paid interest expenses of Bt2,060.99 million and tax of Bt243.62 million. As a result, the consolidated cash flow from operating activities totaled Bt1,548.93 million.

In 2020, the Company and its subsidiaries registered Bt3,285.58 million from operating activities, sales of real estate and hotel business and other services and interest received of Bt54.72 million, while paying interest of Bt2,084.79 million and tax of Bt169.91 million. As a result, the consolidated cash flow from operating activities totaled Bt1,148.48 million.

### • Cash flow from investing activities

The consolidated cash flow from investing activities stood at Bt2,251.28million in 2021. The significant items were cash received

of Bt3,288.22 million from sales of assets in some groups of the hotel business, short-term loans of Bt54.50 million to related parties, net term loans of Bt638.01 million to related parties. Additional Bt259.53 million was also paid for land, building and equipment. Deposit used as loan guarantee increased by Bt45.46 million.

The consolidated cash flow from investing activities stood at Bt1,063.78 million in 2020. During the year, the Group reported a Bt909.73 million decrease in deposits used as loan guarantee. Net cash from loans to related parties totaled Bt92.25 million while net cash from financial assets at amortized cost was at Bt539.23 million. Additional Bt231.23 million was also paid for land, building and equipment.

- Cash flow from financing activities

In 2021, the Company and its subsidiaries' net cash used in financing activities totaled Bt1,957.40 million baht. Debentures worth Bt4,917 million were redeemed. In the year, Bt190.67 million dividends were paid, along with the Bt48.26 million dividend for perpetual debentures. They also paid Bt94.93 million fees for term loans from financial institutions and debenture issuance and Bt175.62 million lease liabilities. They received term loans worth Bt322.31 million and paid Bt823.64 million for short-term loans from financial institutions. Besides, they received Bt48.04 million cash from changes in non-controlling stake, Bt24.86 million cash from foreign exchange contracts, and Bt4,156.51 million cash from lease liabilities with repurchase conditions. Rent guarantee worth Bt259.00 million was paid.

The Group's cash flow for financing activities totaled Bt4,030.24 million in 2020. The Group received short-term loans worth Bt471.41 million and paid Bt313.43 million for term loans. Debentures worth Bt3,789.20 million were redeemed, while cash payment for lease contracts totaled Bt165.20 million. The Group also paid Bt87.09 million fees for term loans and debenture issuance. In the year, Bt98.34 million dividends were paid, along with the Bt48.39 million dividend for perpetual debentures.

#### Dividend payments since 2010

Accounting year	Dividend per share (Baht)	Total (Million Baht)	Payment date
2010	0.330	259.92	27 May 2011
2011	0.040	189.05	25 May 2012
2012	0.033	187.53	23 May 2013
2013		Omission	
2014	0.044	254.48	19 May 2015
2015	0.030	231.01	28 May 2016
2016	0.040	346.71	26 May 2017
2017	0.050	433.39	25 May 2018
2018	0.066	572.06	24 May 2019
2019	0.111	963.09	12 June 2020
2020	0.02	190.70	28 May 2021

#### Obligations and contingent liabilities

As of 31 December 2021, the Group's future obligations and liabilities are as follows:

- Obligations on capital expenditure

A) The Group's obligations on capital expenditure were valued about Bt1,482.64million (non-consolidated statements: Bt666.70 million), (against Bt1,513.98million in 2020 (non-consolidated statements: Bt611.66 million). The amount concerned the construction, design and consulting fee for the development of single house, condominium and hotel projects as well as the improvement of buildings and purchases of condominium units and equipment.

B) The Group's obligations on the procurement of land, building and equipment were valued at Bt1,211,79 million, (2020: Bt1,220.47million)

- Obligations on operating and service lease agreements

The Company and subsidiaries struck rental and service contracts for a period of 1 to 5 years. The contracts were non-cancellable and demand minimum payments as follows:

Payments due within	31 December 2021	31 December 2020	31 December 2019
1 year	Bt38.82 million	Bt62.82 million	Bt320.00 million
More than 1 year but less than 5 years	Bt17.57 million	Bt22.84 million	Bt885.00 million
5 years up	Bt6.71million	Bt13.40 million	Bt4,280.00 million

- Other loan guarantees

The Company and subsidiaries were issued bank guarantees as follows:

(Unit: million baht)

	Consolidated			Non-consolidated		
	31/12/21	31/12/20	31/12/19	31/12/21	31/12/20	31/12/19
Infrastructure	2,150	2,117	3,094	1,383	1,403	1,506

## Analysis on Key Financial Policies

### Analysis on liquidity ratio

The Company's liquidity ratio stayed at 1.85x as of 31 December 2021, up from 1.72x at the end of 2020. The liquidity ratio rose as the current assets dropped by 498.95 million in current assets, compared to a sharper decrease of Bt1,450.47 million in current liabilities. The current assets' increase was attributable to an 1,835.49 million increase in cash and cash equivalents, while costs for project development declined Bt2,270.77 million. The current liabilities lowered due to Bt675.28 million decline in debentures due within one year, Bt399.31 million drop in term loans due within one year, Bt820.44 million fall in short-term loans, Bt55.67 million decrease in lease liabilities due within one year and Bt612.30 million increase in accrued income tax.

The Company's liquidity ratio stood at 1.72x as of 31 December 2020, down from 2.27x at the end of 2019. The ratio lowered as the current assets lessened in value from a Bt1,862.34 million decrease in cash and cash equivalents, a Bt510.36 million decline in short-term investment (Short-term investment was re-recorded as financial assets by the amortized cost method.). In 2020, the Company sold its real estate development projects as normal but slowed down investment in new projects, resulting in a Bt2,532.62 million drop in costs of real estate development and a 693.80 million decrease in trade accounts receivable and other accounts receivable. In the meantime, the current liabilities increased Bt1,375.76 million from the debentures due within one year and term loans due within one year.

The Company's quick ratio (current assets less real estate development costs, and then divided by current liabilities) stood at 0.33x as of 31 December 2021, up from the end of 2020. The rise was because the current assets less costs of real estate development, compared to 2020, increased Bt1,771.82 million from cash and cash equivalents, while the current liabilities decreased.

The quick ratio was 0.19x as of 31 December 2020, down from 0.42x at the end of 2019. This significant decline resulted from the same reason for the decrease in the liquidity ratio. (Although

the cost of real estate development went down in value, but to a lesser extent than decreases in other current assets, while the current assets increased.)

### Analysis on Profitability Ratios

The debt to EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) ratio at the end of 2021 was at 15.49 times, against 85.34 times in 2020. The ratio significantly dropped from 2020, reflecting better performance. Net loss was Bt196.65 million in 2021, down from net loss of Bt1,757.40 million in 2020. This was regarded as a better trend. Interest-bearing liabilities also dropped by Bt1,380.99 million.

The interest coverage ratio (ICR) - earnings before interest, taxes, depreciation and amortization (EBITDA) divided by interest expenses - stayed at 1.43x as of 31 December 2021, up from 0.29x at the end of 2020. The ICR was 2.90x at the end of 2019. The ICR in 2021 was more than 1x, meaning that EBITDA was sufficient for interest expenses in that period. Although the economic slowdown and the COVID-19 pandemic continued to affect the real estate development and hotel businesses, the Company still adjusted themselves to cope with the situations. Its sales of land and some assets helped increase EBITDA in 2021 when compared to a year earlier. At the end of 2021, its cash and cash equivalents totaled Bt3,842.37 million, the level that can cope with financing costs that may arise.

The interest coverage ratio (ICR) - earnings before interest, taxes, depreciation and amortization (EBITDA) divided by interest expenses - stood at 0.29x as of 31 December 2020, down from 2.90x at the end of 2019. The ratio decreased in line with the Company's poor performance. In 2020, while EBITDA decreased, interest expense and lease liabilities shot up partly due to a change in the accounting standard on long-term lease contracts which took effect on 1 January 2020. Under the old accounting

standard, lease liabilities were not booked but disclosed as lease obligations in the Note to Financial Statements. Due to the change, interest expenses in the year rose by Bt187.50 million. However, the Company prepared a cash flow management plan, to cope with the interest expenses.

The debt-service coverage ratio (DSCR) — EBITDA equal to earnings before interest, taxes, depreciation and amortization (EBITDA) divided by interest-bearing short-term and long-term debts with 1-year maturity — stood at 0.20x as of 31 December 2021, up from 0.03x at the end of 2020. The DSCR was 0.35x at the end of 2019. The 2021 ratio was small and less than 1, meaning that the Company's EBITDA was adequate to pay debt obligations. The main reason was the COVID-19 pandemic that has affected the real estate development and hotel businesses, prompting the Company's significantly poorer performance than that before the outbreak.

The DSCR was 0.03x as of 31 December 2020, down from 0.35x at the end of 2019 due to a drop in EBITDA in light of the COVID-19 pandemic from early 2020.

The ratio of interest-bearing liabilities with 1-year maturity to total interest-bearing liabilities (based on short-term interest-bearing liabilities plus long-term interest-bearing liabilities with 1-year maturity divided by total interest-bearing liabilities) stayed at 32.25% as at 31 December 2021, compared to 36.73% in the previous year. The ratio lowered because total interest-bearing liabilities eased by Bt1,380.99 million while the interest-bearing liabilities with 1-year maturity dropped by Bt1,950.71 million.

The 2020 ratio, at 36.73%, increased from 26.33% in the previous year though total interest-bearing liabilities decreased by 1,802.12 million.

## Analysis on debt to equity ratio

### Analysis on debt to equity ratio

The Company's debt to equity ratio stood at 2.83x as of 31 December 2021, unchanged from the end of 2020. The unchanged ratio resulted from a Bt987.71 million decrease in total liabilities and a Bt378.49 million drop in the shareholders' equity after an operating loss.

The Company's debt to equity ratio stayed at 2.83x as of 31 December 2020, up from 2.71x at the end of 2019. The slight increase in the ratio resulted from a Bt3,687.20 million decrease in total liabilities and a Bt1,987.74 million drop in the shareholders' equity. The Company's poorer performance came from the COVID-19 pandemic.

Net interest-bearing debt to equity ratio (Net IBD/E) stayed at 1.63x as of 31 December 2021, down from 2.11x at the end of 2020. The drop was attributable to a Bt1,380.99 million decline and a Bt378.49 million decrease in the shareholders' equity. The net IBD/E stood at 2.11x as of 31 December 2020, up from 1.86x at the end of 2019. The increase in net IBD/E was attributable to a Bt1,862.34 million decrease in cash and cash equivalents, a Bt510.36 million decrease in short-term investment (For the 2020 financial statements, short-term investment was booked as financial assets by the amortized cost method.), and a Bt909.43 million decrease in bank deposits used as guarantee. In addition, accumulated profit lessened Bt1,987.74 million due to an operating loss.

## Maintaining net debt to equity ratio as specified in Terms of Issue

The Company is obligated to maintain the net debt to equity ratio as specified in Terms of Issue. Under the Terms of Issue for debentures, the total debt used for the calculation of the ratio must be subtracted by cash and cash equivalents, temporary investment funds and deposits pledged as loan guarantees. The total debt does not include lease liability, emerging as a result of the change in the accounting standard. The net debt was valued at Bt1,600.67 million.

The following debenture issues require Property Perfect Public Co., Ltd. to maintain the net debt to equity ratio at no more than 2.50:1:

Unsecured debentures No.3/2018
Unsecured debentures No.4/2018
Unsecured debentures No.1/2019 Series 2
Unsecured debentures No.2/2019
Unsecured debentures No.3/2019
Unsecured debentures No.1/2020
Unsecured debentures No.2/2020
Unsecured debentures No.3/2020
Secured debentures No.1/2021
Secured debentures No.2/2021
Secured debentures No.3/2021
Secured debentures No.4/2021
Total: Bt12,711.75 million

The following debenture issues require Grand Asset Hotels and Property Public Co., Ltd. to maintain the net debt to equity ratio at no more than 3:1:

Unsecured debentures No.1/2019

Unsecured debentures No.2/2019

Secured debentures No.2/2020

Secured debentures No.3/2020

Secured debentures No.1/2021

Secured debentures No.2/2021

Secured debentures No.3/2021 #1

Secured debentures No.3/2021 #2

Total: Bt4,782.64 million

(Details appeared in Debenture Item)

The following debenture issue requires Bright Development Bangkok Co., Ltd to maintain the ratio:

Secured debentures No.1/2020

Total: Bt348.10 million

As of 31 December 2021, the Company's net debt to equity ratio stood at 1.63:1 which abided by the Terms of Issue.

Nevertheless, the Company has prepared the following measures to further bring down the ratio: 1) Speed up sale and ownership transfer of completed units, low-rise and high-rise, as well as the sale of unused land to optimize cash flow management 2) Appropriately control administrative expenses 3) Repay due loans. The measures are expected to increase revenue and decrease expenses, which will subsequently allow the Company to keep the net debt to equity ratio at a more appropriate level.



# General Information and Other Key Information

## General Information

### Company Information

Name	: <b>Property Perfect Public Company Limited</b>
Type of Business	: Real Estate Development
Head Office	: 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310
Business Registration Number	: 0107536001231
Home Pag	: www.pf.co.th
Telephone Number	: 0-2245-6640-8, 0-2247-7500-4
Fax	: 0-2247-3328
No. of Paid-up Share	: 9,534,584,066 Shares
Par Value	: 1 Baht
Paid-up Capital	: 9,534,584,066 Baht

### Subsidiaries and Joint Venture

Name	: <b>Estate Perfect Company Limited</b>
Type of Business	: Real Estate Development
Address	: 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310
Telephone Number	: 0-2245-6640-8, 0-2247-7500-4
Fax	: 0-2246-0733

Name	: <b>Bright Development Bangkok Company Limited</b>
Type of Business	: Real Estate Development
Address	: 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310
Telephone Number	: 0-2245-6640-8, 0-2247-7500-4
Fax	: 0-2246-0733

Name	: <b>Residence Number Nine Company Limited</b>
Type of Business	: Real Estate Development
Address	: 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310
Telephone Number	: 0-2245-6640-8, 0-2247-7500-4
Fax	: 0-2246-0733

Name	: <b>Chiangmai Development Company Limited</b>
Type of Business	: Real Estate Development
Address	: 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310
Telephone Number	: 0-2245-6640-8, 0-2247-7500-4
Fax	: 0-2246-0733

Name	: <b>Grand Star Company Limited</b>
Type of Business	: Real Estate Development
Address	: Room 3203-4 Exchange Tower, 32nd Floor, 388 Sukhumvit Road, Khlongtoey, Bangkok, 10110

Name : **Grand River Forest Company Limited**  
Type of Business : Real Estate Development  
Address : Room 3203-4 Exchange Tower, 32nd Floor, 388 Sukhumvit Road, Khlongtoey, Bangkok, 10110

Name : **We Retail Public Company Limited**  
Type of Business : Real Estate Development — Shopping Center, Office Rental and Commercial Area  
Address : Room D2-03, Metro Town Project 2nd Floor, 212/3 Kanlapaphruek, Bang Wa, Phasi Charoen, Bangkok 10160  
Telephone Number : 0-2496-1896-7

Name : **Property Perfect International Pte.Ltd.**  
Type of Business : Investment and Oversea Real Estate Development  
Address : 9 Raffles Place #27-00 REPUBLIC PLAZA, Singapore 068914

Name : **Perfect Sport Club Company Limited**  
Type of Business : Clubhouse Management  
Address : 11st Floor, Vorasombat Bldg. 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
Telephone Number : 0-2245-6640-8, 0-2247-7500-4  
Fax : 0-2645-1409

Name : **U & I Construction Bangkok Company Limited**  
Type of Business : Construction Business  
Address : Room D 2-04, Metro Town Project 2nd Floor, 212/3 Kanlapaphruek, Bang Wa, Phasi Charoen, Bangkok 10160  
Telephone Number : 0-2496-1869-70

Name : **Thai Connect 2019 Company Limited**  
(Formerly known as Uniloft Service (Thailand) Company Limited )  
Type of Business : Administration and management rental property service  
Address : 17th Floor, Vorasombat Bldg. 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
Telephone Number : 0-2245-6640-8, 0-2247-7500-4.  
Fax : 0-2246-0733

Name : **Perfect Prefab Company Limited**  
Type of Business : Manufacturer and Install Prefab Structures  
Address : Room D3-05, Metro Town Project 2nd Floor, 212/3 Kanlapaphruek, Bang Wa, Phasi Charoen, Bangkok 10160  
Telephone Number : 0-2245-6640-8, 0-2247-7500-4  
Fax : 0-2246-0733

Name : **Ramintra Mall Company Limited**  
(Formerly known as Mariya Stuff Company Limited )  
Type of Business : Real Estate Development — Shopping Center and Commercial Area  
Address : 17th Floor, Vorasombat Bldg. 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
Telephone Number : 0-2245-6640-8, 0-2247-7500-4  
Fax : 0-2246-0733

Name : **Thai Property Public Company Limited**  
Type of Business : Real Estate Development  
Address : 29th Floor, Chan Issara Tower II Bldg., 2922/305-306, New Petchaburi Rd., Bangkok, Huaykwang, Bangkok 10310.  
Telephone Number : 0-2308-2708-10  
Fax : 0-2308-2719

Name : **T Utilities Company Limited**  
 Type of Business : Joint venture in utility-related business ventures and projects.  
 Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500  
 Telephone Number : 0-2235-4470  
 Fax : 0-2235-4471

Name : **HKL Perfect Company Limited**  
 Type of Business : Invest in real estate business  
 Address : 10th Floor, LA-LB-2 room, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310.  
 Telephone Number : 0-2645-0971

Name : **PFHKL1 Company Limited**  
 Type of Business : Invest in real estate in Chaengwattana plot.  
 Address : 10th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
 Telephone Number : 0-2645-0971

Name : **PFHKL 2 Company Limited**  
 Type of Business : Invest in real estate in Chaengwattana plot.  
 Address : 20th Floor, Gaysorn Tower Unit B Bldg., 127 Ratchadamri Road, Lumpini, Pathumwan, Bangkok  
 Telephone Number : 0-2645-0971

Name : **PFHKL 3 Company Limited**  
 Type of Business : Invest in real estate in Suvarnabhumi plot.  
 Address : 10th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
 Telephone Number : 0-2645-0971

Name : **PFHKL 4 Company Limited**  
 Type of Business : Invest in real estate in Suvarnabhumi plot.  
 Address : 20th Floor, Gaysorn Tower Unit B Bldg., 127 Ratchadamri Road, Lumpini, Pathumwan, Bangkok  
 Telephone Number : 0-2645-0971

Name : **PFHKL 5 Company Limited**  
 Type of Business : Invest in real estate in Chaengwattana plot.  
 Address : 10th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310.  
 Telephone Number : 0-2645-0971

Name : **PFHKL 6 Company Limited**  
 Type of Business : Invest in real estate in Chaengwattana plot.  
 Address : 20th Floor, Gaysorn Tower Unit B Bldg., 127 Ratchadamri Road, Lumpini, Pathumwan, Bangkok  
 Telephone Number : 0-2645-0971

Name : **PF-Sekisui JV Company Limited**  
 Type of Business : Invest in construction and real estate development project  
 Address : 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
 Telephone Number : 0-2245-6640-8

Name : **PF Forestry Company Limited**  
 Type of Business : Invest in construction and real estate development project  
 Address : 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310.  
 Telephone Number : 0-2245-6640-8

Name : **PFS 1 Company Limited**  
 Type of Business : Invest in real estate in New Ratchapruet plot  
 Address : 10th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310.  
 Telephone Number : 0-2245-6640-8

Name : **PFS 2 Company Limited**  
 Type of Business : Invest in real estate in New Ratchapruet plot  
 Address : 10th Floor LC zone, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310  
 Telephone Number : 0-2245-6640-8

### Subsidiaries, Indirectly Owned

Name : **Centrepont Shopping Mall Company Limited\***  
 (Subsidiary of We Retail Plc.)  
 Type of Business : Real Estate Development — Shopping Center and Commercial Area  
 Address : 17th Floor, Vorasombat Bldg., 100/1 Rama IX Road, Huaykwang, Bangkok 10310.  
 Telephone Number : 0-2245-6640-8, 0-2247-7500-4  
 Fax : 0-2645-0024

Name : **All Discount Company Limited**  
 (Joint Venture of We Retail Plc.)  
 Type of Business : Distributor in Thailand and overseas  
 Address : Room 2102C, Trendy Office Bldg., 21st Floor, 10/171 Shukhuvit 13, Sukhumvit Road, Klongton, Wattana, Bangkok  
 Telephone Number : 0-2258-2515  
 Fax : 0-2258-0512

Name : **Kiroro Resort Holdings Company Limited**  
 (Formerly known as Share Group Company Limited)  
 (Subsidiary of Property Perfect International Pte.Ltd.)  
 Type of Business : Real Estate Development and Hotel Business in Japan  
 Address : 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan

Name : **Hokkaido Holiday Service Co., Ltd.**  
 (Subsidiary of Kiroro Resort Holdings Co., Ltd.)  
 Type of Business : Property Management and residential agency  
 Address : 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan

Name : **Kiroro Alpine Estate Co., Ltd.**  
 (Subsidiary of Kiroro Resort Holdings Co., Ltd.)  
 Type of Business : Real Estate Business  
 Address : 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan

Name : **New KRH Co., Ltd.**  
 (Subsidiary of Kiroro Resort Holdings Co., Ltd.)  
 Type of Business : Hotel Management and Ski Service  
 Address : 128-1 Tokiwa, Akaigawa-mura, Yoichigun, Hokkaido, Japan

Name : **Pacific Estate Development Company Limited**  
(Subsidiary of Thai Property Plc.)

Type of Business : Property Rental Services

Address : 29th Floor, Charn Issara Tower II, 2922/305, New Petchaburi Road, Bangkok, Huaykwang, Bangkok

Telephone Number : 0-2308-2708-10

Fax : 0-2308-2719

Name : **Metro Premier Holding Company Limited (Subsidiary of Thai Property Plc.)**

Type of Business : Investment Business

Address : 29th Floor, Charn Issara Tower II, 2 922/305-306, New Petchaburi Road, Bangkok, Huaykwang, Bangkok

Telephone Number : 0-2308-2708-10

Fax : 0-2308-2719

Name : **Scenery Peak Company Limited**  
(Subsidiary of Thai Property Plc.)

Type of Business : Investment Business

Address : Quastisky Buildings, PO Box 4389, Road Town, Tortola, British Virgin Islands

Name : **Grande Asset Hotels and Property Public Company Limited (Subsidiary of Thai Property Plc.)**

Type of Business : Hotel Management, Space Rental in Shopping Mall and Property Development

Address : Unit 3203-4, 32nd Floor., Exchange Tower Bldg, 388 Sukhumvit Road, Khlongtoey, Bangkok

Telephone Number : 0-2204-9900

Fax : 0-2204-9999

Name : **EV Grand Company Limited**  
(Formerly known as Grande Equity Development Company Limited )  
(Subsidiary of Grande Asset Hotels and Property Plc.)

Type of Business : Real Estate development Business

Address : Unit 3203-4, 32nd Floor., Exchange Tower Bldg., 388 Sukhumvit Road, Khlongtoey, Bangkok

Telephone Number : 0-2204-9900

Fax : 0-2204-9999

Name : **Honor Business Company Limited**  
(Subsidiary of Grande Asset Hotels and Property Plc.)

Type of Business : Hotel Business

Address : Unit 3203-4, 32nd Floor, Exchange Tower Bldg., 388 Sukhumvit Road, Khlongtoey, Bangkok

Telephone Number : 0-2204-9900

Fax : 0-2204-9999

Name : **Owendelle Company Limited**  
(Subsidiary of Grande Asset Hotels and Property Plc.)

Type of Business : Hotel Business

Address : Unit 3203-4, 32nd Floor, Exchange Tower Bldg., 388 Sukhumvit Road, Khlongtoey, Bangkok

Telephone Number : 0-2204-9900

Fax : 0-2204-9999

Name : **Grand Global Gloves Company Limited**  
(Subsidiary of Grande Asset Hotels and Property Plc.)  
Type of Business : Medical Latex Gloves Manufacturer and Distributor  
Address : Unit 3203-4, 32nd Floor., Exchange Tower Bldg., 388 Sukhumvit Road, Khlongtoey, Bangkok  
Telephone Number : 0-2204-9900  
Fax : 0-2204-9999

Name : **Royal Orchid Hotel (Thailand) Public Company Limited**  
(Subsidiary of Grande Asset Hotels and Property Plc.)  
Type of Business : Hotel Business  
Address : 2 Captain Bush Lane , Charoenkrung Road , Bangrak, Bangkok  
Telephone Number : 0-2266-0123  
Fax : 0-2236-6646

Name : **TU1 Company Limited**  
(Subsidiary of T utilities Co., Ltd.)  
Type of Business : Invest in utility-related business ventures and projects.  
Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500  
Telephone Number : 0-2235-4470  
Fax : 0-2235-4471

Name : **TU2 Company Limited**  
(Subsidiary of T utilities Co., Ltd.)  
Type of Business : Invest in utility-related business ventures and projects.  
Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500  
Telephone Number : 0-2235-4470  
Fax : 0-2235-4471

Name : **TU3 Company Limited**  
(Subsidiary of T utilities Co., Ltd.)  
Type of Business : Invest in utility-related business ventures and projects.  
Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500  
Telephone Number : 0-2235-4470  
Fax : 0-2235-4471

Name : **TU5 Company Limited**  
(Subsidiary of T utilities Co., Ltd.)  
Type of Business : Invest in utility-related business ventures and projects.  
Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500  
Telephone Number : 0-2235-4470  
Fax : 0-2235-4471

Name : **TU6 Company Limited**  
(Subsidiary of T utilities Co., Ltd.)

Type of Business : Invest in utility-related business ventures and projects.

Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500

Telephone Number : 0-2235-4470

Fax : 0-2235-4471

Name : **Social Enterprise and Community Energy Company Limited**  
(Subsidiary of T utilities Co., Ltd.)

Type of Business : Invest in Agriculture Project

Address : 116/1 Silom Road, Suriyawong, Bangrak, Bangkok 10500

Telephone Number : 0-2235-4470

Fax : 0-2235-4471

## Reference

### Auditors

Mr.Chanchai Chaiprasit

Ms.Sanicha Akkarakittilap.

**PricewaterhouseCoopers ABAS Ltd.**

15th Floor, Bangkok City Tower 179/74-80 South Sathorn Road Bangkok, 10120 Thailand

Tel. 0-2844-1000 Fax. 0-2286-5050

### Financial Institute

**Krung Thai Bank Public Company Limited**

35 Sukhumvit Road, Klong Toey Nua, Wattana, Bangkok 10110

**Bank of Ayudhya Public Company Limited**

1222 Rama III Road, Bangphongphang, Yannawa, Bangkok 10120

**CIMB Thai Bank Public Company Limited**

44 North Sathorn Road, Lumpini, Prathumwan, Bangkok 10330

**Thanachart Bank Public Company Limited**

1101 New Phetchaburi Road, Makkasan, Rajthawi, Bangkok 10400

### Share Registrar

**Thailand Securities Depository Co.,Ltd.**

4th , 6th -7th Flr. ,The Stock Exchange of Thailand Bldg.,

62 Ratchadaphisek Road, Klongtoey, Bangkok 10110

Tel. 0-2359-1200 -1 Fax. 0-2359-1259

### Property Valuation

**Agency for Real Estate Affairs Co., Ltd.**

10 Nonsi Rd., Nonsi, Yannawa, Bangkok 10120

Tel.0-2295-3905 Fax. 0-2295-1154

**Thai Property Appraisal Lynn Phillips Co., Ltd.**

11th Floor, RS Tower Building, 121/47-48 Rachadaphisek Road, Dindaeng, Bangkok 10320

Tel. 0-2641-2128-32 Fax. 0-2641-2134

**S.L. Standard Appraisal Co., Ltd.**

114 Rattana Uthit Road, Soi 19, Tambon Hadyai, Amphoe Hadyai, Songkhla 90110

Tel. 0-7435-9130 Fax. 0-7435-9130

**Wealth Appraisal Co., Ltd.**

11/277 Thanthawat Village 5, Soi Watcharapol 1/9, Tha Raeng, Bang Khen, Bangkok 10220

Tel. 0-2948-0928-9, 0-2948-2258 Fax. 0-2948-2259

**Knight Frank Charter (Thailand) Co., Ltd.**

65/192 23rd Floor Chamnan Phenjati Business Center Rama IX Road, Huaykwang, Bangkok 10320

Tel. 0-2643-8223 Fax. 0-2643-8224

### Legal Advisor

**Weerawong, Chinnavat & Peangpanor Ltd.**

22nd Floor, Mercury Tower, 540 Ploenchit Road ,

Lumpini, Prathumwan, Bangkok 10330

Tel. 0-2264-8000 Fax. 0-2657-2222

## 5.3 Legal disputes

As at 31 December 2021, the Group was named a party in pending legal disputes that may cause impacts on the Company and subsidiaries. However, no dispute has caused a significant impact on the Company or subsidiaries' operations. The following are the disputes in detail:

- A) In 2015, a group of 261 residents filed a lawsuit against the Company, relating the project's entrance that crossed over the State Railway of Thailand's property. After the Court of Appeals' dismissal, the plaintiffs have filed a petition to the Supreme Court. The Company has not set aside any provision for possible damage.
- B) In 2018, a group of 173 residents and a group of 162 residents filed lawsuits against the Company's decision to turn part of the project's entrance into a public way. The Court of Appeals dismissed the first group's lawsuit. Concerning the second group's lawsuit, the Company is the interpleader on the Administrative Court's order. The Administrative Court's consideration is pending. The Company has not set aside any provision for possible damage.
- C) In 2019, the Company faced 11 lawsuits from residents concerning project entrances. All are proceeding at the Civil Court. The Company has set aside provisions to cover partial damages, as recommended by the Management.
- D) In 2019, a condominium juristic person filed a lawsuit against a subsidiary, alleging the latter of breaking its promise on common property and demanding a corrective action. The case is pending at the Civil Court. The subsidiary has not set aside any provision for possible damage.
- E) In 2019, the Company and a subsidiary faced two lawsuits from a group of 267 residents and a group of 275 residents, concerning the receiver's suspension of land and house transfers. The first group withdrew the lawsuit. The other group's lawsuit is pending at the Civil Court. The Company and the subsidiary have not set aside any provision for possible damage.

## Part 2 Corporate Governance



# Corporate Governance Policy

The Board of Directors recognizes the importance of good corporate governance in enhancing transparency; competitiveness; trust from shareholders, investors and other stakeholders; and long-term business merits. Stakeholders and society's benefits were taken into account. The Company has applied the governance guidelines of the Securities and Exchange Commission and the Stock Exchange of Thailand, which are in line with the OECD Principles of Corporate Governance, in the following elements.

The Company's corporate governance policy covers shareholders' rights, equitable treatment of shareholders, stakeholders' roles, transparent information disclosure and the Board of Directors' responsibilities. Details are as follow:

## Section 1: Shareholders' rights

The Board of Directors emphasized shareholders' rights and ensured equitable treatment to all, as prescribed in the company's rules and regulations and relevant laws. Shareholders hold the rights to attend annual meetings, the rights to appoint their proxy to vote at the meetings, the rights to vote on the appointment or removal of individual directors, the rights to cast votes in significant matters, the rights to dividend, the rights to raise opinions and questions at the meetings, and the rights to sufficient and timely information.

The Company encourages all shareholders to attend the general meetings, to take part in the review of significant issues. The general shareholder meeting is organized once a year, within 4 months after the end of an accounting period. Meanwhile, extraordinary meetings can be organized on the date and time and at the venue decided by the Board.

In organizing the AGM, the Board puts forward the shareholders' rights. Invitation containing agenda in details and the Board's opinions in Thai and English was dispatched at least 15 days prior to the meeting date, with the proxy form, the list of independent directors and proxy advice. With timely information, shareholders can make decisions prior to the meeting date or could appoint independent directors as their proxy. The AGM was published in daily newspapers for at least 3 consecutive days and at least 3 days ahead of the meeting. The meeting details and agenda were also posted on the company's website 30 days before the meeting,

so that shareholders or investors can submit their questions in advance.

## Section 2 : Equitable Treatment to Shareholders

The Company values equitable shareholder treatment. Shareholders' rights are covered in the corporate governance policy and all are treated in a fair manner through these measures:

- Allow minority shareholders to propose their own agenda in advance. An invitation to do so is posted on the Company's website.
- The process to organize AGM is transparent and efficient, in line with the company's rules and regulations and relevant laws. Shareholders are given fair chance to raise opinions and questions, with sufficient time allocation.
- Ensure all directors, high-level executives and the auditor attend AGM, to answer shareholders' questions and clearly explain their concerns.
- Shareholders who show up late can register their attendance and vote on the remaining agenda.
- Shareholders are asked to review and vote on directors on the individual basis, and to approve the directors' remuneration, auditor's appointment, auditor fee and other agenda as described in the meeting invitation.
- Ballots are issued for all agenda.
- Allow shareholders' proxies to observe vote counting and the announcement of votes — Yes, No and abstention — for each agenda.
- The meeting is thoroughly recorded. The meeting minutes contain all significant information like questions, explanations and opinions raised. Meeting resolutions and "Yes, No and abstention" votes are added to the record room.
- Measures against insider trading among directors and executives are in place. All must report their shareholding, as well as the holdings of spouses and under-aged children. They must report on any change in the shareholdings, after acquisition, disposal or transfer, to the Securities and

Exchange Commission under the Securities and Exchange Act BE2535's Article 59, within 3 days after the acquisition, disposal or transfer.

- In place are the measures and procedure in approving transactions with possible conflict of interest or connected transactions, with full compliance with the Stock Exchange of Thailand's regulations on connected transactions, for the equitable benefits of shareholders. Moreover, the Audit Committee also thoroughly screened connected transactions and transactions with possible conflict of interest, before submission to the Board, as required by the SET.

### Section 3: Stakeholders' rights

The company realizes the significance of all stakeholders - shareholders, employees, customers, competitors, creditors (suppliers and contractors), relevant government agencies, society and environment. The policies are geared towards fairness to all groups of stakeholders as follow. (Details are included in "Driving a Sustainable Business")

#### Shareholders

The Company will ensure appropriate and fair returns to shareholders and strive to improve the operations for sustainable growth. The Company is concerned about transparency in important information disclosure to all shareholders accurately, completely and timely through channels including the SET's electronic media, the company's website, announcement in newspapers, press releases and written notices.

#### Employees

Employees are a key driving force of the organization. With this realization, the Company is committed to nurture good relationships with employees. The sense of attachment and harmony is promoted through various activities. There is a human resource development policy and a concrete structure on remuneration and welfare management. For fair management, the remuneration committee is in charge of setting remunerations, promotions accordingly to ability and career path. Employee welfare and benefits are clearly specified, to ensure that all are physically and mentally happy and could perform their tasks at their full potential.

#### Customers

To satisfy customers, the Company puts its focus on the standardized quality of products and services as well as treatments. Customers are guaranteed of quality and standardized services. Promises will be kept while complaints or recommendations will be dealt as soon as possible. Exaggeration on products and services is prohibited. There is a convenient access by which customers can contact the Company or file complaints on product quality.

#### Competitors

The Company follows the competition rule, upholding fair and transparent principles in line with laws. Free competition is promoted. The Company will not enter into any deal which leads to unfair competition or monopoly. All transactions must yield fair returns to both sides. The Company refrains from using dishonest or inappropriate acts in seeking competitors' trade secrets or using unsubstantiated information to destroy competitors' reputation.

## Creditors

The Company strictly honors the conditions, contracts and obligations set by all financial institutions and debenture holders. The financial status is reported to creditors accurately, timely, responsibly and transparently. No information is withheld, to cause damage to creditors. The Company's debentures were issued accordingly to the Securities and Exchange Commission's rules and regulations. The Company has strictly complied with shareholders' resolutions reached at the annual meeting. If unable to uphold obligations, the Company will immediately disclose the information to seek resolutions and prevent possible damage.

## Product distributors

In selecting distributors, the Company clearly announces the selection rules, selection period, and financial information. Equal treatment is promised to all joining the bid. The procurement process is transparent, fair and honest, without intervention. All bids are also kept secret. The Company shall not reveal a bidder's bid or technical data to another for a short-term gain. The Company stays alert on those fishing for others' information. The process is completed under the guidelines specified by ISO 9001:2008, governing the selection process, bid evaluation, extra procurement practices and distributor evaluation.

## Contractors

The Company will award projects to contractors whose quality of work could meet the Company's criteria. These contractors should also have a satisfactory track record and financial capacity. The selection process is transparent, fair and just, without any intervention. All contractors must win approval from the Company's central procurement committee and they will be fairly paid. The contractor selection process is in line with ISO 9001:2008 that sets guidelines in contractor selection, bid hosting, median-price setting and contractor evaluation.

SET system and the company's website. The financial statements are reviewed/audited, with unconditional opinions from the auditor and the Board's approval before the release to shareholders. The Board also expresses its responsibility for the financial statements in the annual report.

The company discloses significant financial and non-financial information through the SET system and the company's website, for accurate, complete, equitable, fair, transparent and timely dissemination to the general public. The Investors Relations and Information Technology Unit is in charge of the dissemination and communicate with local and foreign shareholders, investors, stock analysts accurately, equitably and timely. Investors can contact the Investor Relations Unit for the company's information at Tel: 0-2247-7500, Fax: 0-2247-7399, e-mail: [ir@pf.co.th](mailto:ir@pf.co.th), or [www.pf.co.th/ir](http://www.pf.co.th/ir).

The Board discloses its role and scope of responsibility as well as those of sub-committees, as well as the number of meetings each director attended under item "Management". Remuneration of the directors and top executives are shown in item "Directors' Remuneration".

The company has pursued the Stock Exchange of Thailand's rules and regulations governing connected transactions or acquisition and disposal of assets of listed companies, whichever is the case. Besides the company has set policies and guidelines to prohibit executives and related persons from using inside information for their own interests.

The company has regarded an importance of efficient internal control system for both executives and operational levels. Practices of operational staff and executives are determined and clearly written. The company has set up an internal audit office to exclusively take responsible for efficient operational examination. The internal audit reports the result directly to the Audit Committee.

## Section 4 : Information Disclosure and Transparency

The Board puts emphasis on information disclosure and transparency, with sufficient information released to all stakeholders and measures to ensure the disclosure of accurate, complete and credible information in a timely manner for equal access.

Key financial information is sufficiently disclosed in the financial statements, in line with the regulations. They are disclosed via the

## Section 5 : Board of Director's Responsibility

### Board of directors' structure

The company requires independent directors account for at least one third of all directors, or at least 3. At present, the company's board of directors consists of 14 experienced, knowledgeable and capable directors as follows:

- Executive Director 7 persons
- Non-executive director 2 persons
- Independent Director 5 persons

The chairman does not serve as the CEO, to segregate their supervisory and executive roles. All directors possess full independence in giving opinions.

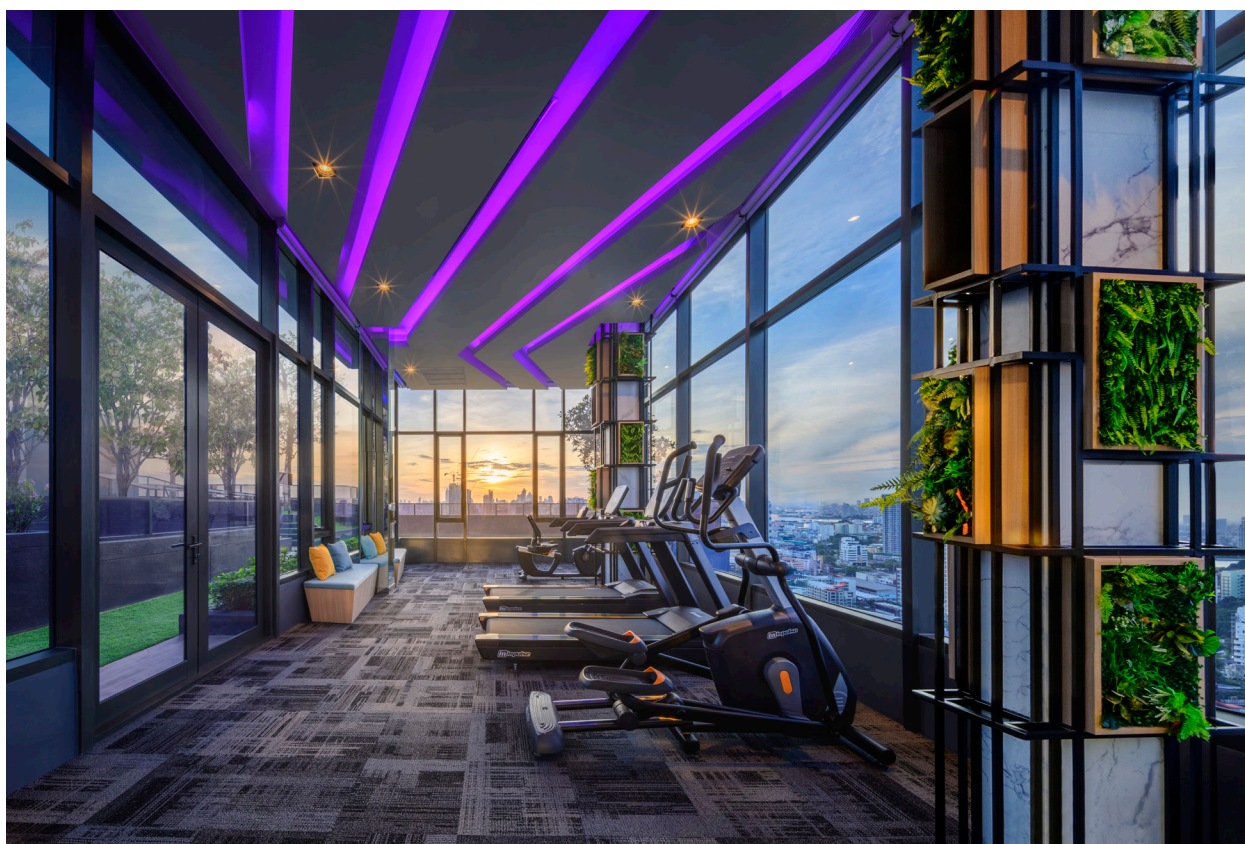
Much emphasis is placed on the opinions of the independent directors. In any issue that draws any suggestions or disagreement from independent directors will be reviewed for transparency.

The company's management structure consists of the Board of Directors, four sub-committees reporting to the Board of Directors - the Audit Committee, the Nomination Committee, the Remuneration and Human Resources Committee, the Risk Management Committee and the executive committee.

(Details of directors with name and responsible appeared in Corporate Governance Structure item in directors information section.) and Sub- committee with Information about sub-committees item:

### Code of Conduct

The Board of Directors has the "code of Conduct" in place, covering, relevant rules, policies on treatments of stakeholders. All employees are required to follow the Code of Conduct, which is deemed a part of the regulations on employees. It is published for the acknowledgement of all employees and on the Company's website: [www.pf.co.th/ir](http://www.pf.co.th/ir)



# Corporate Governance Structure and Key information about the Board of Directors, Sub-committees, Executives, Employees and Others

## Corporate Governance Structure

The company's management structure contains one board of directors and five subcommittees. Details are as follows:

### The Board of Directors

As of 31 December 2021, the board consists of 13 directors and 7 meeting allowances. Details are as follow:

No.	Name	Title	Meeting of the Company's board	Meeting allowances of the of the Company's board
1.	Dr. Thanong Bidaya	Chairman	7	7
2.	Mr. Sanith Adhyanasakul <sup>2</sup>	Director / Vice chairman / Chief Executive Officer	7	7
3.	Mr. Vidhya Nativivat	Director	7	7
4.	Ms. Sirirat Wongwattana	Director	7	7
5.	Mr. Wongsakorn Prasitvipat	Director	7	7
6.	Mr. Wicharn Sirivejwarawut	Director	7	7
7.	Mr. Pornswat Katechulasiroj	Director	7	7
8.	Mr. Wason Srirattanapong <sup>1</sup>	Director	7	7
9.	Mr. Thongchai Jira-Alongkorn	Director	7	6
10.	Mrs. Nuanual Swasdikla-Na-Ayudhaya	Independent Director Audit Committee	7	7
11.	Mr. Ekamol Kiriwat	Independent Director	7	7
12.	Mr. Banlue Chantadisai	Independent Director Chairman of Audit Committee	7	7
13.	Mr. Mani Suthaporn	Independent Director Audit Committee	7	7
14.	Prof. Dr. Suchatvee Suwansawat <sup>3</sup>	Independent Director Chairman of Risk Management Committee	7	5

Mr. Pramote Remyindee as secretary of the Board.

- Note
- 1/ At the 2019 annual general meeting on 25 April 2019, the Board of Directors appointed Mr. Wason Srirattanapong as a director
  - 2/ Mr. Chainid Adhyanasakul registered his name change to Mr. Sanath Adhyanasakul on 3 February 2021
  - 3/ Prof. Dr. Suchatvee Suwansawat resigned from director, independent director and chairman of risk management committee on 13 December 2021

## Authorised Directors

Authorized signatory directors are

1. Mr.Sanith Adhyanasakul, Ms.Sirirat Wongwattana, Mr.Wongsakorn Prasitvipat, Mr.Wicharn Sirivejwarawut and Mr.Pornswat Katechulasriroj are authorised signatory directors. It requires the signatures of two from the five directors to affix the Company's seal.
2. Ms.Sirirat Wongwattana or Mr.Wongsakorn Prasitvipat or Mr.Wicharn Sirivejwarawut or Mr.Pornswat Katechulasriroj can sign and affix the company's seal on the matters involving;
  - (1) Commerce Ministry and related units
  - (2) Revenue Department and related units
  - (3) Lands Department and related units
  - (4) Department of Public Works and Town & Country Planning and related units
  - (5) Bangkok Metropolitan Administration, Pattaya City and related units
  - (6) Municipality, provincial administrative organizations and tambon administration organizations
  - (7) Government agencies, or state enterprises or private organizations involved in the provision of water, electricity, telephone, postal and internet services, which are to approve service transfers, down payments settlement, down payment return, and down payment transfers.

The shareholders meeting or the Board can identify the directors with the authority to sign and affix the company's seal.

## Board of Directors' authority and scope of responsibility

The Board of Directors is authorized to make decisions and ensure that the company's operations follow the objectives, regulations, shareholders' resolutions and legal conditions. Its authority does not cover the decisions which must be approved by shareholders as prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand. Under the company's regulations, the Board of Directors is authorized to appoint the executive board which will monitor the daily operations of the company under the guidelines and budget approved by the Board of Directors and handle other tasks bestowed by the Board of Directors. The executive board can approve the decisions within its power granted by the Board of Directors or have to propose the issues beyond its power for the Board of Directors' consideration. The regulations also empower the Board of Directors to appoint other officers or other working committees to assist the executive board.

## Information about sub-committees

The Board of Directors appointed directors with the suitable knowledge and capability to support the corporate supervision and enhance work efficiency. Five sub-committees were established with the clear scope of role and responsibilities namely the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, the Corporate Governance Committee and the Executive Committee. The five sub-committees are expected to carry out their tasks in a transparent manner.

### 1. Audit Committee

As of 31 December 2021, the audit committee consisted of 3 independent directors.

No.	Name	Title
1	Mr.Bunlue Chantadisai	Chairman of the Audit Committee
2	Mrs.Nuanual Swasdikula-Na-Ayudhaya	Audit Committee
3	Mr.Manit Suthaporn	Audit Committee
With Ms. Doungporn Rermyindee as the secretary		

The audit committee convened 6 meetings on 31 December in 2021. The following was each member's meeting attendance.

Name	Title	Meeting of the Board on 31 December 2021
1. Mr.Bunlue Chantadisai	Chairman of the Audit Committee	6/6
2. Mrs.Nuanual Swasdikula-Na-Ayudhaya	Audit Committee	6/6
3. Mr.Manit Suthaporn	Audit Committee	6/6
With Ms. Doungporn Rermyindee as the secretary		

### Audit Committee's duty and scope of responsibility

1. Ensure the accuracy and sufficiency of the Company's financial reporting
2. Assess the appropriateness and effectiveness of the internal control and the internal audit, while assuring the internal control office's independence through the approval of the office head's appointment, relocation and evaluation.
3. Ensure the Company's compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations and related business laws.

4. Review, screen and nominate independent individuals to be appointed as the Company's auditors, propose the auditing fee, and meet with auditors without the management's presence at least once a year.
5. Examine connected transactions or the transactions which may pose conflict of interests in line with laws and the Stock Exchange of Thailand's rules, to ensure that the transactions are appropriate and undertaken for the Company's maximum benefits.
6. Prepare the Audit Committee's report and disclose it in the Company's Annual Report. The report must be signed by the Audit Committee's Chairman and must at least contain the following information.
  - View on the accuracy, completion and credibility of the Company's financial reporting
  - View on the sufficiency of the Company's internal control
  - View on the compliance with the Securities and Exchange Act, the Stock Exchange of Thailand's rules or related business laws
  - View on the appropriateness of auditors
  - View on transactions which may pose conflict of interests
  - The number of the Audit Committee's meetings and the attendance of individual committee members
  - Overall view or remark on the Audit Committee's functions accumulated while performing its duty in line with the charter
  - Other issues that the committee should inform shareholders and general investors under the scope of duty and responsibility specified by the Board of Directors
7. Embark on other undertakings assigned by the Board of Directors and approved by the Audit Committee
8. Review and improve the Audit Committee's charter and submit the improvements for the Board of Directors' approval
9. Endorse the internal audit's audit plan and audit results including the investigation results of special inquiries

To complete its duty and responsibility, the Audit Committee is authorized to question the management, department heads or relevant employees or summon them to meetings or submit relevant document as well as seek professional advice when necessary at the Company's expenses.

## 2. Nomination and Remuneration Committee

As of 31 December 2021, The Nomination and Remuneration Committee consisted of 2 persons

No.	Name	Title
1.	Mr.Vidhya Nativivat	Chairman of the Nomination and Remuneration Committee
2.	Ms.Sirirat Wongwattana	Nomination and Remuneration Committee
With Mr.Pramote Rermyindee as the secretary.		

The Nomination and Remuneration Committee convened 1 meeting on 31 December in 2021. The following was each member's meeting attendees.

Name	Title	Meeting of the Board on 31 December 2021
1. Mr.Vidhya Nativivat	Chairman of the Nomination and Remuneration Committee	1/1
2. Ms.Sirirat Wongwattana	Nomination and Remuneration Committee	1/1

### Nomination and Remuneration Committee's scope of authority and responsibility

#### 1. Nomination's duties

- (A). Review the individuals who are fit to be the company's directors and nominate the list to the board of directors and/or present the list to shareholders for official appointment.
- (B). In reviewing the individuals' qualifications, the committee must consider their expertise, knowledge, ability and relevant experiences to ensure that the individuals' qualifications would be useful for the company's operations. Besides, the committee must consider that the nominations follow the legal framework particularly when it involves the nominations for independent directors and the audit committee members.
- (C). In selecting independent directors and the audit committee members, the committee must take into account;
  - The nominated individuals must hold no more than 1% of the paid-up capital of the company, affiliates or subsidiaries. The percentage is inclusive of the shareholding of related individuals their spouses and underage children.
  - The nominated persons must not be related to the company's executives or major shareholders.
  - The appointed persons must not have conflicts of interest,

directly or indirectly, in terms of finances or management of the company and affiliates. They must not be the company's major shareholders.

- The nominated persons must have no any relationship with the company and associates in ways of vested interest, or financial or management benefit at present and over the past two years before appointed as independent directors. Such relations include
  - Being directors who take part in the company's management, employees, staff members, advisers who receives a regular salary, or control authorities.
  - Being professional service providers such as auditors, legal Consultants, financial advisors or price appraisers.
  - Having business relationship such as buy/sell goods, provide asset buy or sell service, give or receive financial assistance etc.
- In case that the nominated persons serve as independent directors of other companies in the group, they must disclose such information and remuneration received from those companies.
- The nominated persons must not seat as any director in other listed companies in the group.
- The Company must notify the Stock Exchange of Thailand immediately after an independent director resigns or is forced out before the end of his term.

- (D). The appointed persons must be able to work and present their views with independence, free from the control from executives or major shareholders as well as their relatives.

To present the selected persons to the board of directors, the Selection Committee must nominate only those who will fill the available director seats. Except when the committee members could not reach an agreement, they are allowed to present all the nominated names to the board for their consideration.

## 2. The Remuneration Committee's scope of authority.

- (A). Consider the company's policies and criteria in paying the Chief Operation Officer, directors, and the company's advisors.
- (B). Consider the annual salary, annual pay increase, and the interim pay increase, as well as other benefits to award all employees.

- (C). Consider the employment terms, regulations, and penal clauses which should be appropriate and fair.

- (D). The committee will report directly to the board of directors, to whom they will explain and answer all questions regarding the pays for employees at all levels.

Nominating and Remuneration Committee's authority, duty and responsibility could not be transferred to others in a way that those who are authorized by the committee can approve transactions that might lead to conflicts of interest (as defined in the Securities and Exchange Commission's announcement) with the company or subsidiaries, or he/she has vested interest with exception that those transactions are regarded as normal course of business with the clear scope.

## 3. Risk Management Committee

As of 31 December 2021 , Risk Management Committee consisted of 2 persons as follow:

No.	Name	Title
1.	Prof.Dr.Suchatvee Suwansawat	Chairman of Risk Management Committee
2.	Mr.Boonliam Luangnarkthongdee	Risk Management Committee
3.	Mr.Chirdsak Kukiattinun	Risk Management Committee
With Mr.Theerathat Singnarongthon as Secretary		

Note \* Prof.Dr.Suchatvee Suwansawat resigned from director, independent director and chairman of risk management committee on 13 December 2021.

As of 31 December 2021 , The Risk Management Committee convened 4 meetings with the following attendees:

Name	Title	Meeting of the Board on 31 December 2021
1. Prof.Dr.Suchatvee Suwansawat	Chairman of Risk Management Committee	4/4
2. Mr.Boonliam Luangnarkthongdee	Risk Management Committee	4/4
3. Mr.Chirdsak Kukiattinun	Risk Management Committee	4/4
With Mr.Theerathat Singnarongthon as Secretary		

Note \* Prof.Dr.Suchatvee Suwansawat resigned from director, independent director and chairman of risk management committee on 13 December 2021.

#### **Risk Management Committee's scope of authority and responsibility.**

1. Review and present risk management policy and acceptable risk to the company's board for approval.
2. Supervise development and practice throughout organization to comply with risk management framework.
3. Review risk management reports to monitor important risks and proceed to ensure that the organization has sufficient and appropriate risk management.
4. Present risk of the company in overall picture, and sufficiency of internal control system to manage risk in all important aspects to the company's board.
5. Provide suggestion about risk management to the company and revise any information concerning risk management system development.
6. Authorizes to appoint the company's risk evaluation and monitoring working group.
7. Perform other tasks about risk management assigned by the company's board

#### **4. Corporate Governance Committee**

The Corporate Governance Committee as of 31 December 2021 consisted of 1 member:

No.	Name	Title
1	Mr.Vidhya Nativivat	acting as the committee's chairman.

#### **Corporate Governance Committee's duties and responsibilities**

1. Propose the Board of Directors corporate governance guidelines
2. Recommend the Board of Directors on governance-related issues.
3. Ensure the Board of Directors and the Management's compliance with best governance practices.
4. Monitor and review organizational work processes in accordance with the prescribed guidelines.
5. Monitor and take action if the Management and employees act against the corporate governance policy and the prescribed guidelines.
6. Perform other assignments from the Board of Directors.

The committee was appointed under the Board of Directors' resolution dated 4 July 2018. The committee's members are

1. Dr.Tawatchai Nakhata Chairman of Corporate Governance Committee
2. Mr.Vidhya Nativivat Member
3. Mr.Phairat Senachack Member

The committee held no meeting during 2019 as Dr Tawatchai Nakhata and Mr. Phairat . Senachack passed away. The Selection and Remuneration Committee is recruiting qualified persons for the Board of Directors' endorsement, to fill the vacant positions.

## 5. Executive Board

As of 31 December 2021, Executive Board contains 8 members as follow:

No.	Name	Title
1.	Mr.Saniith Adhyanasakul	Chief Executive Director (Authorized signatory Directors)
2.	Mr.Wicharn Sirivejwarawut	Executive Director (Authorized signatory Directors)
3.	Mr.Pornswat Katechulasiroj	Executive Director (Authorized signatory Directors)
4.	Mr.Wongsakorn Prasitvipat	Executive Director (Authorized signatory Directors)
5.	Ms. Sirirat Wongwattana	Executive Director and Secretary of Executive Director (Authorized signatory Directors)
6.	Mr.Surasak Vacharapongpreecha	Executive Director
7.	Mr.Wason Srirattanapong	Executive Director
8.	Ms. Wanna Aphichonbancha	Executive Director

Note: \* Ms. Wanna Aphichonbancha passed away on 25 March 2022.

### Executive Committee's authority and scope of responsibility\*

- Run the company's daily operations under the guidelines set by the Board of Directors and within the scope of rules and regulations, as well as the company's objectives and regulations. They are barred from transactions related to project opening and investment, not related to the company's core business.
- Appoint high-ranking executives to manage the company
- Set the annual budget for the Board of Directors' approval.
- Consider investment projects for the Board of Directors' approval.
- Consider and approve the purchase and/or sale of land plots (vacant plots and plots with buildings) outside development projects and valued above Bt500 million but no more than Bt800 million. The net value must not exceed the budget endorsed by the Board of Directors. Documents required for the authorization of land purchase and/or sale are as follows:

5.1 Preliminary plan and project feasibility report must be prepared for each transaction.

5.2 Regarding land sale, a summary of sale price, cost of land, expenses, gross profit (loss) and associated reasons must be submitted. Return from the land sale must be at least 15% per annum. If the return is below the specified level, the Board of Directors' authorization is required.

6. Review and approve the transactions apart from budget plan no more than Bt.100 million.

7. Consider and approve borrowings and the financing of normal transactions.

- Project financing — approved the project financing worth not over Bt1,500 million per project, excluding infrastructure guarantee

- Working capital — approved the borrowing of no more than Bt1,200 million for the working capital

8. Consider the guarantee of loans to subsidiaries as required by financial institutions or consider the guarantee of loans to associated companies or joint ventures accordingly to equity participation, at the value or no more than Bt1,000 million.

9. Prepare, recommend and formulate business policies and strategies for submission to the Board of Directors

10. Review and approve the marketing, advertising and public relations plan

11. Assess the Company's performance in terms of asset management and financial management, to ensure efficiency and effectiveness

12. Carry out other tasks assigned by the Board of Directors

Notably, the executive board has no authority in handing its power to any member or others to approve a connected transaction (as prescribed by the Securities and Exchange Commission) or a transaction which could pose conflicts of interest with the company or subsidiaries with exception of approval for normal course of business transactions as policy and criteria resolved by the board of directors under the Securities and Exchange Act, and the Stock Exchange of Thailand's regulations, announcements and instructions or rules.

Note: \* Revised by Board's resolutions at the 5/2018 meeting on 8 September 2019.

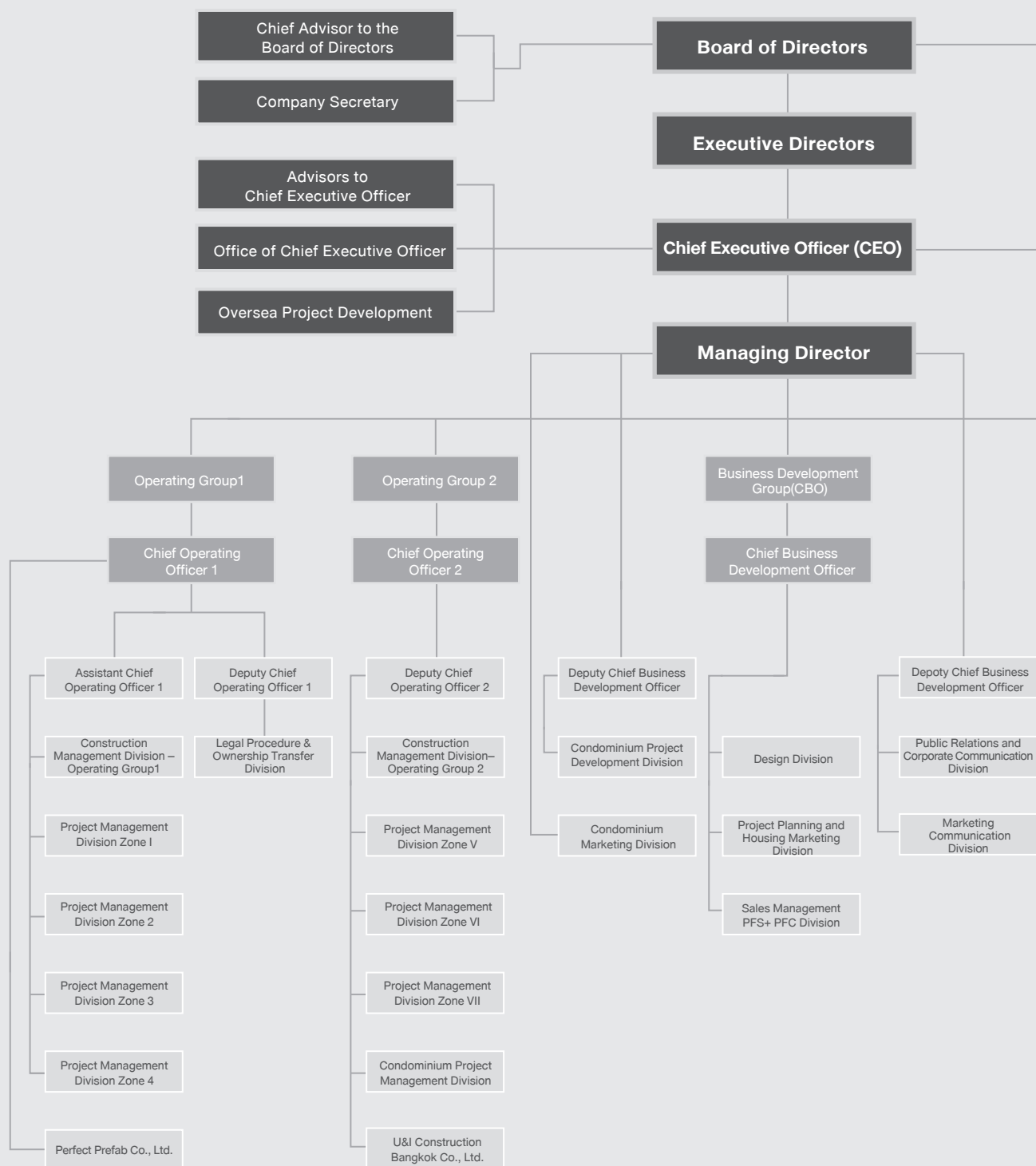
## Executive's information

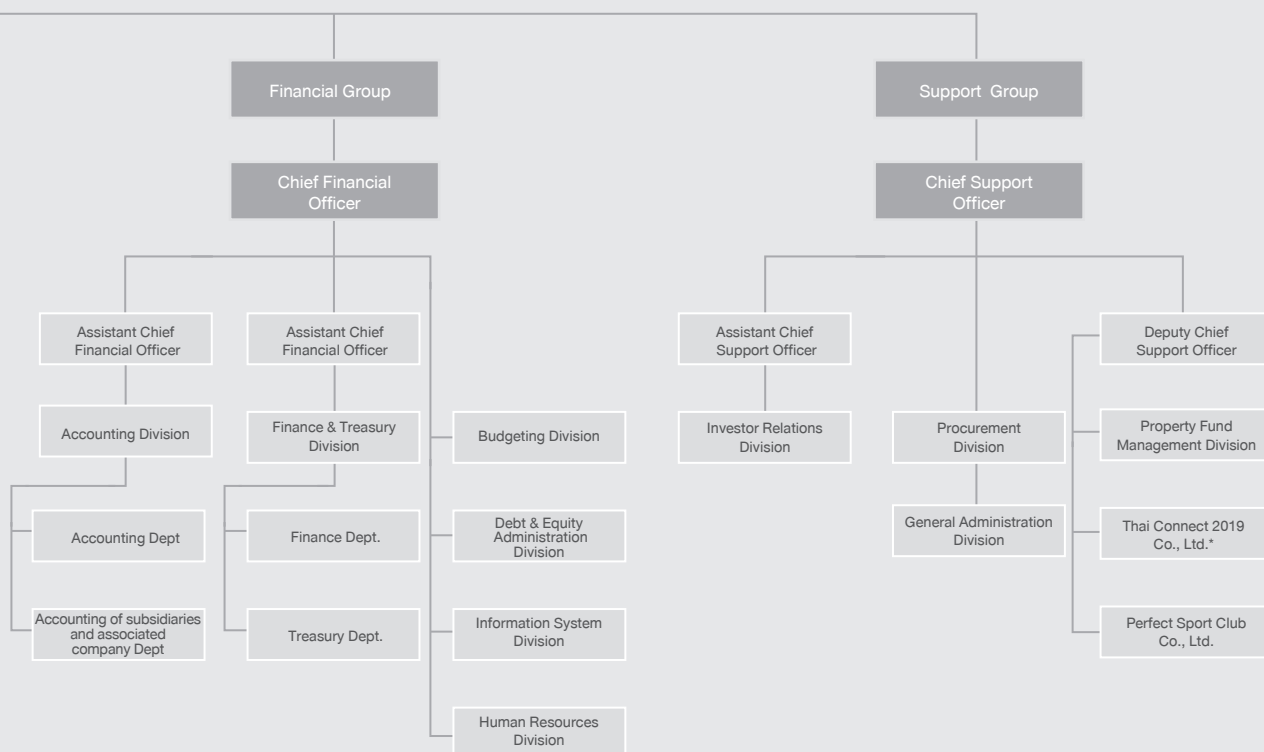
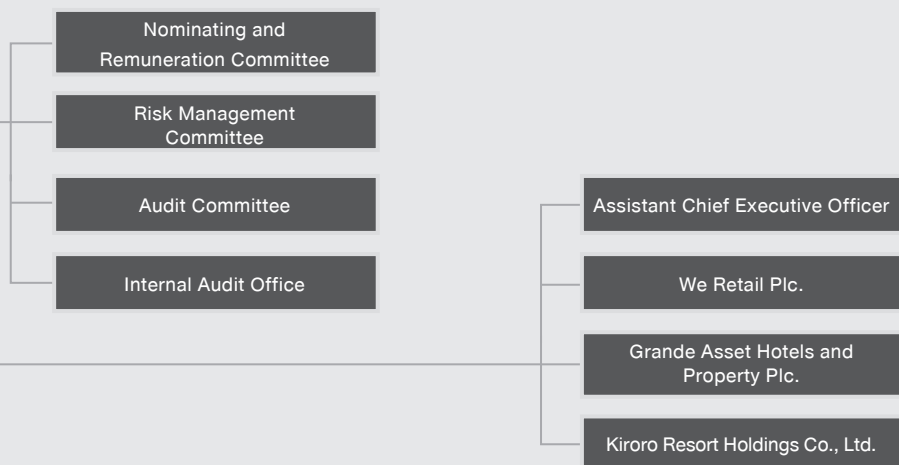
### Executives

The company's executive team consisted of 9 members as of 31 December 2021, as defined in the Securities and Exchange Commission's announcement.

No.	Name	Title
1.	Mr.Sanith Adhyanasakul	Chief Executive Officer
2.	Mr.Pramote Rermyindee	Company Secretary
3.	Ms.Wilawun Leongnarktongdee	Assistant Chief Executive Officer
4.	Mr.Wongsakorn Prasitvipat	Managing Director
5.	Mr.Wicharn Sirivejwarawut	Chief Operating Officer 1
6.	Mr.Pornswat Katechulasriroj	Chief Operating Officer 2
7.	Ms.Sirirat Wongwatana	Chief Financial Officer
8.	Mr.Surasak Vatcharapongpreecha	Chief Support Officer
9.	Mr.Wason Srirattanapong	Chief Business Development Officer

ORGANIZATION CHART Property Perfect Public Company Limited and Subsidiaries  
on 31 December 2021





## Executives' Remuneration

### Financial Benefits

The company has in place a committee to consider remunerations. The committee is responsible for drafting the policy and criteria for the remuneration of chief executive officer, directors, and the company's advisors. It also takes charge in setting the annual pay increase and interim salary adjustment, as well as other benefits to reward the contribution from executives and employees. Under its responsibility is also the regulations on employment, code of conduct and appropriate and fair punishment clauses.

### Director remuneration

The Company paid meeting allowances and remuneration, based on the Company's performance, to the following directors:

Name	Position	Executive' s Remuneration (Million Bath)				
		Meeting Allowances on 31 December 2021				
		Remu neration	Director	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee
1.Dr.Thanong Bidaya	Chairman	1.60	0.70	-	-	-
2.Mr.Sanith Adhyanasakul	Director / Vice Chairman / Chief Executive Director / Chief Executive Officer	0.84	0.49	-	-	-
3.Mr.Vidhya Nativivat	Director / Chairman of Nomination and Remuneration Committee	0.84	0.35	-	0.05	-
4.Ms.Sirirat Wongwattana	Director / Executive Director Nomination and Remuneration Committee	0.84	0.35	-	0.03	-
5.Mr.Wongsakorn Prasitwipat	Director	0.84	0.35	-	-	-
6.Mr.Wicharn Sirivejwarawut	Director	0.84	0.35	-	-	-
7.Mr.Pornswat Katechulasiroj	Director	0.84	0.35	-	-	-
8.Mr.Wason Srirattanapong**	Director	0.84	0.35	-	-	-
9.Mr.Thongchai Jira-Alongkorn	Director	0.84	0.35	-	-	-
10.Mrs.Nuanual Swasdikula-Na-Ayudhaya **	Director / Audit Committee	0.84	0.35	0.18	-	-
11.Mr.Ekamol Kiriwat *	Director	0.84	0.35	-	-	-
12.Mr. Banlue Chatadisai *	Director / Chairman of Audit Committee	0.84	0.35	0.30	-	-
13.Mr. Manit Sutaporn *	Director / Audit Committee	0.84	0.35	0.18	-	-
14.Prof.Dr.Suchatvee Suwansawat */***	Director/ Chairman of Risk Management Committee	0.84	0.25	-	-	0.20
15.Mr.Boonliam Luangnarkthongdee	Risk Management Committee	-	-	-	-	0.12
16.Mr.Chirdsak Kukiattinun	Risk Management Committee	-	-	-	-	0.12
17.Mr. Pramote Rermyindee	Company secretary	0.67	-	-	-	-
<b>Total</b>		<b>13.19</b>	<b>5.24</b>	<b>0.66</b>	<b>0.08</b>	<b>0.44</b>

Note (Some directors, aside from meeting allowance, are receiving salaries as executives and members of the Executive Board)

\* Independent Director

\*\* At the 2019 annual general meeting on 25 April 2019, the Board of Directors appointed Mr.Wason Srirattanapong as a director replacement of Mr.Phairat Senachack

\*\*\* Prof.Dr.Suchatvee Suwansawat resigned from director, independent director and chairman of risk management committee on 13 December 2021.

## Directors and Executives' Remuneration

In 2021, the company's remuneration for 9 Executive Directors and executives, consisting of salary and bonus, totaled Bt 60.06 million.

Note \*In line with the disclosure of executive remuneration, the word "executives" here include the manager of the accounting of finance department.

## Other payments

### Other payments to directors

- None-

### Other payments to executives

Consisting of welfare, social security fund, and contribution to the provident fund paid by the company and employees at the rate of 3-10% of salary. On January — December In 2021, The remunerations for 9 Executive Directors and executives paid by the company total Bt5.09 million.

## Human Resources

### Number of Employee

At the end of 2021, the company and subsidiaries employed 929employees. The following is the number of employees of each unit.

Division		Employee (Persons) 31 December 2021
1.	Office of the Chief Executive Officer	17
2.	Project Planning and Housing Marketing Division	18
3.	Condominium Project Development Division	8
4.	Condominium Marketing Division	11
5.	Sales Management Division	123
6.	Design Division	9
7.	Construction Management Division of Operation Group 1	28
8.	Construction Management Division of Operation Group 2	48
9.	Marketing Communication Division	24
10.	Public Relations and Corporate Communication Division	7
11.	Accounting Division	40
12.	Internal Audit Office	4
13.	Legal Procedure & Ownership Transfer Division	53
14.	Financial & Treasury Division	26
15.	Investment Management Division	-
16.	International Business Development Division	22
17.	Budgeting Division	3
18.	Information Technology Division	9
19.	Property Fund Management Division	17
20.	Debt and Equity Administration Division	2
21.	Investment Relations Division	1
22.	Human Resource Division	5
23.	General Administration Division	28
24.	Procurement Center Division	8
25.	Project Management Division - Zone 1 - 8	418
<b>Total</b>		<b>929</b>

In the past 3 years, the company has witnessed no lawsuits regarding labor disputes.

## Employees' remuneration

The company has in place the remuneration committee, authorized and responsible for considering the remuneration policy and payout criteria for the chief executive officer, directors and consultants. It is also setting the annual benefits, annual salary adjustment, extra salary adjustment, and other benefits for employees at all levels. The committee also considers the employment rules and work code and ensures that disciplinary actions are appropriate and fair to employees.

The employee remuneration (excluding that of executives) covers salary, bonus, welfare benefits, overtime, allowances and contribution to the provident fund. It amounted to Bt. 641.81 million since January — December 2021.

## HR Development Policy

The company realizes the importance of all employees and is committed to consistent supports for the enhancement of their knowledge and skills to match their job descriptions. This is to ensure quality products to customers and standardized marketing and service quality. The human resource development policy is thus designed accordingly to the areas of work. Training is planned in line with the company's business direction and employees' job descriptions. The competency system has been introduced, so that employees are equipped with all knowledge and skills required for their jobs.

The HR development plan has been shaped under the policy. Training courses for employees are clearly defined. There is an analysis on training specification, to promote employees' job competency accordingly to their job descriptions. The urgency of training in different work periods is also taken into account. The development scheme planned for employees at all levels is diverse, covering internal training, external training, and coaching.

The training program is designed in accordance with the company's annual targets. The methods are designed to match the courses, requiring employees to take classes, practice and actually work in the respective fields under the supervisors' guidance. On top of this is the sharing and exchanging of experiences, skills and knowledge of employees in different units.

The company regularly hosts a forum where they can share experiences and notify obstacles, to define solutions as well as outline the standardized work procedure and services. These are to put in place the learning culture in the organization. In 2013, some of the enhancement programs are as follows:

1. **Administrative skill enhancement**  
The company has placed emphasis on preparing employees for the supervisory and administrative levels. Such enhancement programs are organized every year.
2. **Teamwork enhancement**  
The company sees the value of creative teamwork, within business units or across units, as this ensures efficiency of the overall operations. The Perfect Team curriculum was initiated, bringing employees from different units. Together, they got to know each other and participated in group activities, allowing the closer cross-unit relationship and harmony.
3. **Preparation for ISO 9001:2008 Certificate**  
Customers' benefits have been the priority. Under the commitment to deliver quality products and services, the company is adopting international standards for the entire production process. The ISO standards will ensure that products meet customers' demands and comply with relevant laws and regulations. Employees at all business units were trained about the standards. Employees with outstanding capability are recruited for additional training on internal audit. As internal audit officers, they are chiefly tasked to ensure all functions and divisions achieve their goals.
4. **Marketing skill enhancement**  
The company plans to grow business with new projects every year. All sale employees, who directly feed information to and serve customers, are thus required to attend the training program. This is to ensure standardized and impressive services to customers. The Service Signature project, to create a unique service standard, was initiated in 2013. In 2015, the Company a leading Japanese company to analyze, recommend and improve the sales team as well as the distribution process, aimed at heightening efficiency and sale revenue.
5. **Training on customer invitation by phone**  
Sending customers invitations by phone requires a special skill, as it is a key in achieving sale targets. The Company sits on extensive and highly valuable customer data. If customers accept the invitations, they will learn more about the Company's projects and make a better decision. The process starts with a good skill in sending invitations by phone.
6. **Training on after-sales service**  
The Company's goal is to satisfy customers before and after they buy our products, in line with executives' vision and the organization's operational standards. Efficient after-sales service will maximize customer satisfaction and the Company will learn about problematic issues and can design preventive

and corrective measures for better services. Customers stand to benefit the most and place trust in the Company.

## Employee Training and Competency Enhancement

The company puts emphasis on training and perfectly readying all employees for their job descriptions. The activities have been rolled out consistently. The company established PF Training Center. They start with the orientation of the new recruits. Then, there is on-the-job training as well as training on new tools that can support their work. Employees' competency is also enhanced, to ready them for promotion and ensure that they will be able to perform the new jobs efficiently and effectively. The courses designed for all employees can be categorized as follows:

1. Standard Course
2. Management Course
3. Team Work Course
4. Construction Course
5. Design Course
6. Sale Course
7. Quality Course
8. After Sale Service Course

Throughout 2019, since January - December 2019, the Company designed 24 in-house training courses for 850 employees and a number of 46 employees attended 31 public training courses. The number of training courses in the year totaled 55, involving 896 attendants.

Throughout 2020, since January - December 2020, the Company designed 5 in-house training courses for 135 employees and a number of 12 employees attended 7 public training courses. The number of training courses in the year totaled 12, involving 147 attendants.

Throughout 2021, since January - December 2021, the Company designed 1 in-house training course for 171 employees and a number of 1 employee attended 1 public training course. The number of training courses in the year totaled 2, involving 172 attendants.

## Other Key information

### Responsible Executives

- Company Secretary

In compliance with the Securities and Exchange (Issue No.4) Act BE2551's Section 89/15, the Board of Directors must appoint the Company Secretary who will act on behalf of the company and the Board of Directors. The Board of Directors at the meeting on 11 August 2008 resolved to appoint Mr. Pramote Rermyindee as the Company Secretary

### Company Secretary's scope of authority and responsibility

1. Preparing and keeping the following documents
  - (A) Directors' Register
  - (B) Invitations to Board of Directors meetings, meeting minutes, and the Annual Reports
  - (C) Invitations to shareholders' meetings and minutes of the meetings
2. Keeping the connected transactions reported by directors or executives and submitting photocopies of the reports to the chairman and chairman of the Audit Committee within 7 days of receipt.
3. Setting the documenting system for the following information and ensuring the complete storage of such document which must date back at least 5 years and could be retrieved for post-audit.

The storing of such document covers the electronic system and others which allow the retrieval of original document.

  - (1) Information presented at shareholders' meetings
  - (2) Financial statements or reports on the company's finances and operating results or other reports which must be disclosed under the Securities and Exchange Act's Articles 56, 57, 58 or 199.
  - (3) The company's opinion on shareholders' tender offer for the company's shares
  - (4) Information or other reports on the company, to be released to shareholders or the general public as required by the Capital Market Supervisory Board.
4. Complying with other duties to be specified by the Capital Market Supervisory Board
5. Company Secretary must carry out duties with responsibility, caution, and integrity; must comply with laws, the company's

objectives and regulations, the Board of Directors resolutions and shareholders' resolutions; and must not act in the way that causes significant conflict of interest.

6. Carrying out duties with responsibility and caution as men with integrity would do when falling under the same situation.
  - (1) Making decisions with full conviction and good reasons that they are for the company's maximum benefits.
  - (2) Acting on information honestly believed to be sufficient, and
  - (3) Making decisions that do not create any direct or indirect conflict of interest.

When the company secretary cannot further perform his job, the board of director is required to appoint the replacement within 90 days. Ms.Sirirat Wongwattana was accordingly appointed to carry his tasks.

- **Person directly responsible for accounting**

Ms. Wanna Aphichonbancha was appointed the assistant to the Chief Financial Officer with direct responsibility for the accounting. The appointment took effect on 1 June 2018.

- **Head of Internal Audit Division**

The Audit Committee at the 1/2022 meeting on 27 January 2022 agreed to keep Ms. Duangporn Rermmyindee, assistant chief financial officer, as head of the Internal Audit Division, thanks to her educational background, audit experience, deep understanding in the Company's operations and sufficient training for her duty. Ms. Duangporn is thus suitable for the job. The Company sets forth the policy that the promotion, dismissal and transfer of the Head of Internal Audit Division must be approved by the Audit Committee. The biography of Head of the Internal Audit Division appeared in the Appendix.

## Head of Investor Relations

The Company appointed Mr.Theerathat Singnarongthon, assistant chief support officer, as Investor Relations Manager. In case of questions, he can be reached at Tel. 0-2247-7500 or e-mail : ir@pf.co.th.

## Auditor Fee

The Fiscal Year End on 31 December 2021

Item	Payer	Auditor	Fee
1.	Property Perfect Public Company Limited	Pricewaterhouse Coopers ABAS Ltd.	3,000,000
2.	Subsidiaries	Pricewaterhouse Coopers ABAS Ltd.	13,808,000
3.	Joint Venture	Pricewaterhouse Coopers ABAS Ltd.	910,000
<b>Audit fee</b>			<b>17,718,000</b>

Non-audit fee

Item	Payer	Non-audit service	Auditor	Fee
4.	Property Perfect Public Company Limited	None	Pricewaterhouse Coopers ABAS Ltd.	-
<b>Non-audit service</b>				<b>-</b>

# Highlights of Corporate Governance

## Summary of Board of Directors' performance in the past year

### Meeting Attendance and Remuneration of Individual Directors

Name	Total Number of Meeting			
	Board of Directors	Audit Committee	Nomination and Remuneration Committee	Risk Management Committee
1. Dr. Thanong Bidaya	7/7	-	-	-
2. Mr.Sanith Adhyanasakul	7/7	-	-	-
3. Mr.Vidhya Nativivat	7/7	-	1/1	-
4. Ms. Sirirat Wongwattana	7/7	-	1/1	-
5. Mr.Wongsakorn Prasitvipat	7/7	-	-	-
6. Mr.Wicharn Sirivejwarawut	7/7	-	-	-
7. Mr.Pornswat Katechulasriroj	7/7	-	-	-
8. Mr.Wason Srirattanapong **	7/7	-	-	-
9. Mr.Thongchai Jira-Alongkorn	6/7	-	-	-
10. Mrs.Nuanual Swasdikula-Na-Ayudhaya *	7/7	6/6	-	-
11. Mr. Ekamol Kiriwat *	7/7	-	-	-
12. Mr. Banlue Chantadisai *	7/7	6/6	-	-
13. Mr. Manit Suthaporn *	7/7	6/6	-	-
14. Prof.Dr.Suchatvee Suwansawat */***	5/7	-	-	4/4
15. Mr.Boonliam Luangnarkthongdee	-	-	-	4/4
16. Mr.Chirdsak Kukiattinun	-	-	-	4/4
17. Mr.Pramote Ruemyindee	7/7	-	-	-

Note \* Independent Director

\*\* At the 2019 annual general meeting on 25 April 2019, the Board of Directors appointed Mr.Wason Srirattanapong as a director

\*\*\* Prof.Dr.Suchatvee Suwansawat resigned from Director, Independent Director, Chairman of Risk Management Committee on 13 December 2021.

## Supervision of subsidiaries and affiliates

The Company applies the secondment policy, by nominating its representatives as directors and executives of subsidiaries and affiliates. On behalf of the Company, they will control and set the business policies with concerns about best governance practices and transparency.

## Information confidentiality

The Company prohibits directors or executives to share the information not yet publicly disclosed for their own benefits or

other persons', directly or indirectly. The directors, executives and employees obtaining the Company's financial information must not make use of the information for a period of 1 month prior to public disclosure and they should avoid buying or selling the Company's securities prior to the public disclosure. Directors and executives must acknowledge the duty to report their holdings of the Company's securities as well as changes to the Office of Securities and Exchange Commission under the Securities and Exchange Act B.E.2535's Sections 59 and 275.

The Company's employees are subjected to disciplinary actions if violating the Company's regulations or announcements, as specified in the regulations of employee operations.

## Anti-Corruption

### Anti-Corruption Policy

Anti-corruption policy The Company has policies to run business with transparency, morality, business ethics, under law enforcement, and with anti-corruption measures as following

1. The Company has clear practices indicating that all staff should treat all subcontractors equally. The practices care for balanced benefits of both based on contract. Act or omit to act which benefits subcontractor is considered a severe offense and severe punishment is expected.
2. The Company communicates throughout directors, executives, and operation staff levels and requires them to work with honesty, under Company's ethics and law enforcement.
3. Human Resources Department, the office of the Secretary, and Internal Audit are assigned to provide staff consultancy to avoid unintentional offense.
4. The Company provides channels to report about behavior which may relate to internal corruption.

Moreover, the Company's internal audit body takes full responsibility to monitor operation, purchase, bidding and price checking process. A subcommittee is assigned to look after purchase and hiring.

### Corruption Prevention Measures

The Company's set business ethics, all employees are prohibited from asking for any property or benefit from trading partners, contractors, or any relevant person, and are prohibited from using the Company's properties or name or position for personal benefits. All executives and employees should avoid receiving gifts from trading partners or contractors unless such gift is given in accordance with tradition and with reasonable value which should not higher than normal. The Company considers corruption probabilities and evaluates risks. To achieve the corporate goals, the Company thoroughly reviews business objectives to ensure the possibility and reasonable returns. Employees are encouraged to avoid inappropriate acts. Executives are scrutinized by the Independent Committee on corruption probabilities and preventive measures.

The Company set out practices for all employees to comply with against all contractors on the basis of fairness, based on mutual and fair interests of both sides, under trading agreement made. In addition, the Company does not allow any action or inaction which can provide benefits to the contractor. In case of breaching, the Company will consider as serious commit which will result in high level of punishment. There are activities conducted to prevent corruption involvement as follows:-

- The Company communicates policies throughout the Company, including directors, executives, and employees, requesting operations with honesty, strictly under laws, and following the Company's ethics.

- Assign HR Department, the Company's Secretariat, and Internal Audit Department to provide consultation for employees to prevent unintentional wrongdoings.
- The Company provides reporting channels regarding the suspected occurrence of corruption matters within the Company.
- Provision of cooperation to internal auditors and third party auditors: Personnel at all levels is required to provide fully support and complete information to Internal Audit Department and the Company's auditor in charge of auditing and assessing processes, procedures, and system of internal control whether they are sufficient, effective, and able to completely satisfy the desired targets

### Follow up and evaluation of the Policy on the Prevention of Corruption Involvement

The Company follows and assesses the Policy on the Prevention of Corruption Involvement whereas there are several units providing business monitoring on regular basis, including the auditing committee, Internal Audit Department, HR Department, and the Company's Secretariat. The Company expects everyone to report faithfully on any performance which breaches or may breach the desired principles, directly to the supervisor. In case that it is impossible to report to the supervisor, you may receive advice from the Company's Secretariat, Internal Audit Department, or HR Department. All information reported will be treated confidentially. The supervisor also has a duty to monitor and provide suggestions to his/her subordinates on the basis of hierarchy to comply with the Company's policy and code of conduct within the desired principles on regular basis.

### Code of Conduct

The Board of Directors has the "code of Conduct" in place, covering, relevant rules, policies on treatments of stakeholders. All employees are required to follow the Code of Conduct, which is deemed a part of the regulations on employees. It is published for the acknowledgement of all employees and on the Company's website: [www.pf.co.th](http://www.pf.co.th)

### Performance of the Audit Committee

The Audit Committee convened 6 meetings in 2021, all attended by all members. The report summarizing the Audit Committee's performance in the past year covers the following issues:

1. Review of financial reports
2. Review of internal control system and risk management system
3. Review of compliance with relevant laws
4. Review of connected transactions or transactions that may cause conflict of interest
5. Internal audit
6. Screening and nomination of the auditor for 2022

# Internal Control and Connected Transactions

## Internal control

### Board of Directors' opinions on internal control system

The Board of Directors, at the 1/2022 meeting on 24 February 2022 which was attended by all 5 independent directors including 3 members of the Audit Committee, assessed the internal control system of the Company and subsidiaries accordingly to the Office of Securities and Exchange Commission (SEC)'s Internal Control Sufficiency Evaluation Form. The form covers 5 components - control environment, risk assessment, control activities, information and communications and monitoring activities. The assessment was based on the Management's information and the Audit Committee's review of internal control. The Board of Directors is of the opinion that the Company and subsidiaries' internal control is sufficient and suitable. The Company and subsidiaries have a sufficient number of personnel to efficiently execute control activities. Through its internal control system, the Company can prevent wrongful or unauthorized use of the Company and subsidiaries' assets by directors and executives. The Board of Directors did not find any significant flaws in the internal control that may cause damage to the Company's operations. The Company's auditor, PricewaterhouseCoopers ABAS Limited that audited the quarterly and annual financial statements, did not report any significant remarks on the internal control that may affect the Company's financial statements. The Audit Committee gave its opinions on the Company's corporate governance, risk management, operational control and internal control in 2021, appearing in Appendix 6: Audit Committee's Report.

The Board of Directors has honored corporate governance, to create values for the Company's sustainable growth. Best governance practices have been upheld with recognition in and responsibility for the environment and stakeholders. The Board of Directors maintains its independence from the Management's control and oversight. It has supervised internal control, by clearly identifying the roles and duties of directors and executives. The Management plays an important role in leading the organization towards objectives and targets, while complying with relevant laws and rules. The Management strictly follows the Board of Directors' policies. The Risk Management Committee is in place to monitor and manage enterprise risks. The Internal Audit Office provides the assurance and advice to ensure the proper oversight on

work processes, effective risk management and internal control, as well as compliance with rules so that the enterprise objectives are met. The Internal Audit Office reports directly to the Audit Committee, which is appointed by the Board of Directors as required by the Stock Exchange of Thailand. The Audit Committee maintains its independence and is a key mechanism in ensuring corporate governance. Details of the 5 components of the internal control sufficiency are as follows:

### Control Environment

The Company's control environment is sufficient and effective. The Board of Directors and the Management have work guidelines and perform their duties with integrity. The Code of Conduct, endorsed by the Board of Directors, sets the guidelines on daily routine operations and treatments of customers, suppliers, other stakeholders and external parties. The Code of Conduct contains the guidelines on various areas like responsibility for shareholders, customers, suppliers, competitors, employees and society; respect to human rights; anti-fraud and corruption practices that include the "No Gift and Reception" policy; and desirable behaviors that will not cause conflict of interest. Employees are required to comply with the Code of Conduct, having directors and executives as their role models. There is a policy that ensures compliance with laws and the Company's regulations, as well as the policies on internal control and risk management. The rules are clearly set to prohibit executives and employees from acts that may cause conflict of interest. In case of violations or complaints from internal or external complainants, the investigation will be launched accordingly to the prescribed procedure. The Human Resource Division has instructed employees to uphold transparency in their daily routine operations, decision making, and treatment of all stakeholder groups. As a preventive measure, the division also communicates with employees on internal control deficiencies, that violate laws, the Company's regulations and Code of Conduct.

The Board of Directors ensures the Company's goals are clear and measurable and oversees the development and implementation of the internal control in the organization. The Management designs the organizational structure that support the corporate goal achievements, taking into account business and legal suitability. The authorization and appropriate responsibilities are defined, to ensure the segregation of duties for check

and balance purposes. Responsible persons for internal control are appointed and the Company has policies and practices to retain competent employees.

### **Risk Assessment**

The Company realizes the importance of risk management to achieve the objectives in light of internal and external changes that may affect the operations. The Risk Management Committee is established to consider the risk management structure, policy and framework; review the practices; monitor the implementation; and report to the Board of Directors on a regular basis. The Risk Management Committee communicates the risk management policy to executives. All types of enterprise and functional risks are identified, to outline management measures and work plans. Fraud likelihood is assessed and preventive or corrective measures are designed.

### **Control Activities**

The Company's control measures are suitable to risks and has written internal control measures covering all procedures appropriately, including financial transactions. The manual is regularly reviewed for suitability and efficiency, to prevent and reduce fraudulence. The performance is regularly reviewed by the Management. On procurement, the process manual has been followed. The manual specifies the authorization, approval limits, procurement selection, product/service inspection and general management. The authorization of executives at each level is clearly defined to prevent fraudulence. For check and balance purposes, the Company conducts the segregation of duties regarding the authorization, recording accounting entries and asset custody. The Company has the policy to monitor the transactions made by major shareholders, directors, executives, or the related persons, to ensure compliance with the procedures. The transactions must be based on the Company's best interests and reviewed for compliance with prescribed criteria.

### **Information and Communications**

The Company has a system to manage and safekeep information, to ensure the quality and sufficiency of information for the operations and decision making. The Board of Directors is sufficiently informed about the information required for their decision making and has an access to information sources that are vital to the operations of designated persons, internal auditors and the auditor. The Board of Directors has been regularly informed about confidential information. The Company has effective internal communication channels which are the Intranet, email and a secret channel for internal filing of complaints or whistleblowing. Such reports can be submitted to supervisors, Head of Human Resources Division, the Internal Audit Office, Company Secretary

or the Board of Directors. The Company has established communication channels for external parties which are the website: [www.pf.co.th](http://www.pf.co.th), Facebook page, and Call Center 1375 which provides the information on products and others. The Company joins the Stock Exchange of Thailand's "listed companies meet investors" activities. The Company also has the Investor Relations that is responsible for the regular disclosure of significant information to stakeholders.

### **Monitoring Activities**

The Company monitors and evaluates internal control to ascertain whether the components are completely present, suitably functioning, and regularly updated. To ensure compliance with the rules and regulations, functional chiefs assess their functions' risks; discuss and exchange information with the Internal Audit Office; define functional internal control; monitor; and evaluate. The Internal Audit Office is independent and reports directly to the Audit Committee. It is tasked to monitor compliance with prescribed internal control procedures and evaluate internal control effectiveness. If seeing the need for an improvement, it should report high-level executives to outline solutions. It must monitor if the recommended internal control improvement is carried out and reports internal control assessment results to the Audit Committee on a quarterly basis. Internal auditors are encouraged to comply with International Standards for the Professional Practice of Internal Auditing. The Management is obliged to report to the Board of Directors immediately if there is an incident or a suspicion of serious fraudulence. The Company also puts in place the process to monitor compliance with the Code of Conduct. Functional chiefs, the Human Resources Division and the Internal Audit Office also set the rules prohibiting executives and employees from any act that may cause conflict of interest.

### **Head of Internal Audit**

The Audit Committee at the 1/2021 meeting on 21 January 2021 agreed to extend Ms. Duangporn Rermyindee , Assistant Chief Audit officer, 's term as the Company's internal audit head thanks to her educational background, internal audit experience, thorough understanding in the Company's business and sufficient training for her job. Under the Company's guideline, the appointment, dismissal and transfer of the internal audit head must be endorsed by the Audit Committee. The qualifications of Head of Internal Audit appeared in Appendix 3.

## Connected Transactions

### 1. Transactions of the Company with Subsidiaries

Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)						Amount in 2020 sorted by Business Group (Million Baht)						Amount in 2019 sorted by Business Group (Million Baht)						Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel					
Loan																						
1 Jan	6,776	9,280	7,214	2,969	3,444	363	-	3,301	5,405	544	30	3,180	3,576	408	50	The company extended loans to subsidiaries for working capital.						
Impact of new financial reporting standard implementation	-	(1,058)	-	-	-	-	-	(105)	(696)	(257)	-	-	-	-	-	<b>Audit Committee's Comment</b>						
Extra	1,041	916	3,408	504	506	31	-	353	482	81	-	1,251	2,021	136	-	The transactions were to provide financial assistance to subsidiaries at the interest rate of 0.25% above the Company average funding cost and the Management believes the subsidiaries are capable of repaying the loan.						
(Repayment)	(3,977)	(2,537)	(1,150)	(588)	(3,389)	-	-	(576)	(1,931)	-	(30)	(1,130)	-	-	(20)							
Money received from cancellation of a forex transaction	-	-	(100)	-	-	-	-	-	-	-	-	-	(100)	-	-							
(Borrowing fee)	(1)	(3)	-	-	(1)	-	-	-	(3)	-	-	-	-	-	-							
Borrowing fee write-off	3	1	17	-	3	-	-	-	1	-	-	-	17	-	-							
Forex Differential	(49)	189	(109)	-	(49)	-	-	-	189	-	-	-	(109)	-	-							
Loss Provisions	14	(12)	-	5	67	(58)	-	(4)	(3)	(5)	-	-	-	-	-							
31 Dec.	3,807	6,776	9,280	2,890	581	336	-	2,969	3,444	363	-	3,301	5,405	544	30							

Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)					Amount in 2020 sorted by Business Group (Million Baht)					Amount in 2019 sorted by Business Group (Million Baht)					Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others				
Interest Receivables																			
1 Jan.	240	241	189	53	118	68	1	47	132	60	2	82	79	28	-				
Impact of new financial reporting standard implementation	-	(33)	-	-	-	-	-	(2)	(4)	(27)	-	-	-	-	-				
Interest Income	391	387	395	204	142	42	3	210	139	37	1	196	164	32	3				
(Repayment)	(484)	(353)	(343)	(221)	(262)	-	(1)	(202)	(149)	-	(2)	(231)	(111)	-	(1)				
Loss Provisions	17	(2)	-	1	4	12	-	-	-	(2)	-	-	-	-	-				
31 Dec.	164	240	241	37	2	122	3	53	118	68	1	47	132	60	2				
Advance Payment for Land Purchase																			
Debtor																			
1 Jan.	-	2	2	-	-	-	-	2	-	-	-	2	-	-	-				
Impact of new financial reporting standard implementation	-	(2)	-	-	-	-	-	(2)	-	-	-	-	-	-	-				
31 Dec.	-	-	2	-	-	-	-	-	-	-	-	2	-	-	-				
The Company transferred the advance payment for land to subsidiaries which will develop the land, as required by lending institutions. The transaction was completed at its cost. <b>Audit Committee's Comment</b> 1. The transaction was to support the subsidiary's operations and in line with the lending institutions' criteria. 2. Transaction at cost.																			

Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)				Amount in 2020 sorted by Business Group (Million Baht)				Amount in 2019 sorted by Business Group (Million Baht)				Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Retail Business Group	Construction Business, Hospitality Business and others	
Advance Payment on Operating Expense Deptor																
1 Jan.	25	18	32	-	25	-	-	18	-	-	32	-	-	-	The Company paid operating expenses in advance for an overseas rental property and hotel development subsidiary, to cover travel, PR and others incurred by activities in Thailand.	
Impact of new financial reporting standard implementation	-	(1)	-	-	-	-	-	(1)	-	-	-	-	-	-		
Charged(Credited)	(4)	8	(14)	-	(4)	-	-	8	-	-	(14)	-	-	-		
31 Dec.	21	25	18	-	21	-	-	25	-	-	18	-	-	-	<b>Audit Committee's Comment</b> 1. The transaction was actual. 2. The transaction at cost.	
Land Sales																
Revenue from Land Sales	85	-	2	85	-	-	-	-	-	2	-	-	-	-	The Company sold land on which roads inside its development projects are located to subsidiaries. Transferring the ownership to subsidiaries, the Company, as the project developer, needs not transfer the land for public use.	
Cost	81	-	1	81	-	-	-	-	-	1	-	-	-	-		
<b>Audit Committee's Comment</b> 1. The transaction benefits the Company's operations, deemed normal among property developers. Such transfer is a normal practice among property developers. 2. The Company and the subsidiary jointly agreed on the price.																

Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)				Amount in 2020 sorted by Business Group (Million Baht)				Amount in 2019 sorted by Business Group (Million Baht)				Necessity and Reasonableness of the Transaction and Audit Committee's Comment	
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others		
Office Sales																	
Revenue from Sales	-	40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	The Company sold a land plot and an office building to a subsidiary, where it operates a discount store business
Cost	-	21	-	-	-	-	-	-	-	-	-	-	-	-	-	-	<b>Audit Committee's Comment</b> 1. Normal business transaction to support the subsidiary's operations. 2. The Company and the subsidiary jointly determined the price, based on the appraisal value by the SEC-certified appraiser.
Debtor	40	40	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Land Purchase																	
Cost	177	-	1	177	-	-	-	-	-	-	-	-	1	-	-	-	The Company bought land plots from subsidiaries in line with its land bank accumulation policy. It also bought the land locating property projects' roads from subsidiaries, so that the subsidiaries need not to give up the land for public use. <b>Audit Committee's Comment</b> 1. The transaction benefits the Company's operations, deemed normal among property developers. Such transfer is a normal practice among property developers. 2. The Company and the subsidiary jointly agreed on the price



Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)				Amount in 2020 sorted by Business Group (Million Baht)				Amount in 2019 sorted by Business Group (Million Baht)				Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	
Clubhouse Management																
Administrative Cost	2	-	-	-	-	-	2	-	-	-	-	-	-	-	-	The company contract subsidiary to operate clubhouse inside its housing project. <b>Audit Committee's Comment</b> 1. The transaction was to support the Subsidiary's operations. 2. The Service fee is jointly determined, base on the management cost and service.
Product/Service Procurement																
Sale Expenses	3	9	1	-	3	-	-	-	4	-	5	-	1	-	-	The company brought product and service from subsidiaries. <b>Audit Committee's Comment</b> 1. Normal business transaction to support subsidiary's operations. 2. The price and condition is the same as those offered to outsiders.
Overdue Payments																
Other Payable	-	87	10	-	-	-	-	-	87	-	-	-	10	-	-	The subsidiary made an advance payment for the Company's unpaid expenses. <b>Audit Committee's comment</b> 1. The transaction was actual. 2. The transaction at cost
Commitment Fee																
Debtors	1	7	4	-	1	-	-	-	7	-	-	-	4	-	-	The Company collected the Commitment fee paid to a lending bank for a loan reloaned to a subsidiary to finance the latter's operations. <b>Audit Committee's Comment</b> 1. The transaction was actual. 2. The transaction at cost

Item	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)				Amount in 2020 sorted by Business Group (Million Baht)				Amount in 2019 sorted by Business Group (Million Baht)				Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Development Group	Real Estate Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Development Group	Real Estate Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	Real Estate Development Group	Real Estate Development Group for Rental and Hotel	Retail Business Group	Construction Business, Hospitality Business and others	
Consultation Fee																
Other Revenue	85	-	-	-	85	-	-	-	-	-	-	-	-	-	-	The Company charges an advisory fee for the liquidation of a subsidiary's hotel business. The subsidiary operates in the rental property and hotel businesses.
Debtor	93	-	-	-	93	-	-	-	-	-	-	-	-	-	-	<b>Audit Committee's Comment</b> The transaction was agreed upon by both parties.
Borrowing																
1 Jan.	747	625	78	747	-	-	-	625	-	-	-	78	-	-	-	The Company loans subsidiaries for working capital.
Additional Loan	699	1,111	715	699	-	-	-	1,111	-	-	-	715	-	-	-	<b>Audit Committee's Comment</b> The transaction was part of the Group's liquidity management.
(Repayment)	(1,095)	(989)	(168)	(1,095)	-	-	-	(989)	-	-	-	(168)	-	-	-	The interest charge is based on the Group's average funding cost.
31 Dec.	351	747	625	351	-	-	-	747	-	-	-	625	-	-	-	
Accured Interest Expenses																
1 Jan.	3	6	1	3	-	-	-	6	-	-	-	1	-	-	-	
Interest Expenses	24	45	7	24	-	-	-	45	-	-	-	7	-	-	-	
(Interest Payment)	(22)	(48)	(2)	(22)	-	-	-	(48)	-	-	-	(2)	-	-	-	
31 Dec.	5	3	6	5	-	-	-	3	-	-	-	6	-	-	-	
Guarantee																
Amount	4,581	5,277	7,508	4,544	-	-	-	37	5,240	-	-	7,482	-	-	26	The Company guaranteed a loan from financial institutions to a subsidiary.
<b>Audit Committee's comment</b> The transaction was reasonable, aimed to support the subsidiary's operations given the necessity in meeting the lending institution's criteria for the business loan.																

Item Construction Business, Hospitality Business and others	Amount (Million Baht)			Amount in 2021 sorted by Business Group (Million Baht)					Amount in 2020 sorted by Business Group (Million Baht)					Amount in 2019 sorted by Business Group (Million Baht)					Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel	Real Estate Business Development Group	Real Estate Business Development Group for Rental and Hotel		
Dividend																			
Dividend Revenue	600	672	409	600	-	-	-	672	-	-	-	400	9	-	-	-	-	-	The Company received dividends from subsidiaries. <b>Audit Committee's Comment</b> The transaction was the resolution of the subsidiaries' board of directors

## 2. Connected Transactions between PF and Joint Ventures

Items	Total value (Million Baht)			Amount in 2021 sorted by business group (Million Baht)					Amount in 2020 sorted by business group (Million Baht)					Amount in 2020 sorted by business group (Million Baht)					Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Real Estate Development Group JV TU	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV	Real Estate Development Group JV				
Laon Receivable																			
1 Jan.	1,881	2,008	690	1,220	-	661	-	1,536	-	472	-	622	-	68	-				
Impact of new financial reporting standard implementation	-	(64)	-	-	-	-	-	(49)	-	(15)	-	-	-	-	-	<b>Audit Committee's Comment</b> 1. The transactions was to support subsidiaries' business operations and to subsidiaries at the interest rate of 0.25% above the Company average funding cost. 2. The loan was proportionate to the Company's equity and the Management had confidence in the JV's ability to pay.			
Additional loan	146	330	3,120	5	51	90	-	117	-	213	-	2,333	-	787	-				
(Repayment)	(30)	(388)	(1,802)	-	-	(30)	-	(388)	-	-	-	(1,419)	-	(383)	-				
Allowance for impairment losses	(1)	(5)	-	1	-	(2)	-	4	-	(9)	-	-	-	-	-				
31 Dec.	1,996	1,881	2,008	1,226	51	719	-	1,220	-	661	-	1,536	-	472	-				

Items	Total value (Million Baht)			Amount in 2021 sorted by business group (Million Baht)						Amount in 2020 sorted by business group (Million Baht)						Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Real Estate Development Group JV TU	Service and utilities business group JV	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Service and utilities business group JV TU				
Interest Receivable																
1 Jan.	106	27	7	89	-	17	-	24	-	3	-	5	-	2	-	
Impact of new financial reporting standard implementation	-	(1)	-	-	-	-	-	(1)	-	-	-	-	-	-	-	
Interest Income	132	121	72	83	2	47	-	86	-	35	-	56	-	16	-	
(Interest payment)	(45)	(38)	(52)	-	(2)	(43)	-	(17)	-	(21)	-	(37)	-	(15)	-	
Allowance for impairment losses	(3)	(3)	-	(3)	-	-	-	(3)	-	-	-	-	-	-	-	
31 Dec.	190	106	27	169	-	21	-	89	-	17	-	24	-	3	-	
Land Sales																
Revenue from Land Sales	-	-	2,544	-	-	-	-	-	-	-	-	1,118	281	1,145	-	The Company sold developed and undeveloped land plots to joint ventures. <b>Audit Committee's Comment</b> 1. The transaction was to achieve the Company's development target. 2. The price and payment condition were mutually agreed upon and based on market prices.
Cost	-	-	1,127	-	-	-	-	-	-	-	-	306	166	655	-	

Items	Total value (Million Baht)			Amount in 2021 sorted by business group (Million Baht)						Amount in 2020 sorted by business group (Million Baht)						Amount in 2020 sorted by business group (Million Baht)						Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Service and utilities business group JV TU	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Service and utilities business group JV TU	Real Estate Development Group JV HKL	Real Estate Development Group JV SEKISUI	Real Estate Development Group JV SUMITOMO	Service and utilities business group JV TU							
Project development, sale management, general administration service and market research.																						
Management Fee	91	103	80	22	14	55	-	3	40	60	-	6	45	29	-	The Company offered project development, sales management, general administration service and market research to joint ventures. <b>Audit Committee's Comment</b> 1. The transactions were to support joint ventures' business operations. 2. The fee was agreed upon by the Company and the joint ventures.						
Debtors	45	85	18	20	6	19	-	1	56	28	-	-	13	5	-							
Solar Panel Installation Contract																						
Contract Value	-	-	2	-	-	-	-	-	-	-	-	-	-	-	2	The Company contracted the JV for solar panel installation at the Company's development projects. <b>Audit Committee's Comment</b> 1. The transactions were to support joint ventures' business operations. 2. The fee was agreed upon by the Company and the joint ventures.						
Construction Cost	-	1	1	-	-	-	-	-	-	-	1	-	-	-	1							
Overdue Payment																						
Other Payable	35	-	-	-	-	-	35	-	-	-	-	-	-	-	-	The Company has not yet paid for capital-increase shares issued by an infrastructure-oriented joint venture. <b>Audit Committee's Comment</b> The call for such payment is the decision reached at the joint venture's shareholder meeting.						

### 3. Connected Transactions between Subsidiaries

Item	Amount (Million Baht)			Amount in 2021 sorted by business group (Million Baht)						Amount in 2020 sorted by business group (Million Baht)						Amount in 2019 sorted by business group (Million Baht)						Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group		Retail Business Group		Con-struction Business Group / Hospitali-ty Busi-ness and others		Real Estate Business Development Group		Retail Business Group		Con-struction Business Group / Hospitali-ty Busi-ness and others		Real Estate Business Development Group		Retail Business Group		Con-struction Business Group / Hospitali-ty Busi-ness and others		
				Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	Real Estate Business Development Group	
Estate Perfect Company Limited (EP)																						
Prefab Material Supply and Installation Contract																						
Value of Contract				52	63	71	-	-	-	52	-	-	-	-	63	-	-	-	-	71	Audit Committee's Comment 1. The transaction was to support EP's operations. 2. The Service fee is jointly determined, base on the management cost and service.	
Construction Cost				66	75	110	-	-	-	66	-	-	-	-	75	-	-	-	-	110		
Trade Accounts Payable				69	16	13	-	-	-	69	-	-	-	-	16	-	-	-	-	13		
Properties for Rent																						
Rental Revenue				2	1	-	-	-	1	1	-	-	-	-	1	-	-	-	-	-	Audit Committee's Comment 1. The transaction was to support EP's operations. 2. The Service fee is jointly determined, base on the management cost and service	
EP rented space in its club houses to subsidiaries, to set up convenience stores.																						
Product / Service Procurement																						
Sale Expenses				1	1	-	-	1	-	-	-	-	1	-	-	-	-	-	-	-	Audit Committee's Comment 1. The transaction was to support EP's operations. 2. The price and condition is the same as those offered to outsiders.	
EP bought products and services from subsidiaries operating rental property and hotel businesses.																						

Item	Amount (Million Baht)			Amount in 2021 sorted by business group (Million Baht)					Amount in 2020 sorted by business group (Million Baht)					Amount in 2019 sorted by business group (Million Baht)					Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate	Real Estate	Retail	Con-	Real Estate	Real Estate	Retail	Con-	Real Estate	Real Estate	Retail	Con-				
				Business Development Group	Business Development Group	Business Development Group	Business Group / Hospital Business and others	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Development Group	Business Group / Hospital Business and others	
Bright Development Bangkok Company Limited (BD)																			
Construction Contracts																			
Value of Contract	5	45	38	-	-	-	5	-	-	-	45	-	-	-	38	BD awarded a condominium construction service to a construction subsidiary. <b>Audit Committee's Comment</b> 1. The transaction was to support BD 's operations. 2. The Service fee is jointly determined, base on the management cost and service			
Construction Cost	37	49	387	-	-	-	37	-	-	-	49	-	-	-	387				
Advance Payment Contractor	24	24	1	-	-	-	24	-	-	-	24	-	-	-	1				
Accounts Payable	57	27	68	-	-	-	57	-	-	-	27	-	-	-	68				
Properties for Rent																			
Rental Revenue	1	1	-	-	-	-	1	-	-	-	1	-	-	-	-	BD rented land plots and condominium units to subsidiaries operating service and other businesses, serving as the locations of convenience stores. <b>Audit Committee's Comment</b> 1. The transaction was to support BD 's operations. 2. The price and condition is the same as those offered to outsiders.			
Product / Service Procurement																			
Sale Expenses	-	1	-	-	-	-	-	-	1	-	-	-	-	-	-	BD bought products and services from a subsidiary operating rental property and hotel business. <b>Audit Committee's Comment</b> 1. The transaction was to support BD 's operations. 2. The price and condition is the same as those offered to outsiders.			
Residence Number Nine Company Limited (R9)																			
Prefab supply and Installation																			
Value of Contract	2	8	14	-	-	-	2	-	-	-	8	-	-	-	14	R9 bought products and services from a subsidiary operating rental property and hotel business. <b>Audit Committee's Comment</b> 1. The transaction was to support R9 's operations. 2. The service fee is jointly determined, base on the management cost and service			
Construction Cost	7	10	18	-	-	-	7	-	-	-	10	-	-	-	18				
Accounts Payable	4	-	6	-	-	-	4	-	-	-	-	-	-	-	6				

Item	Amount (Million Baht)			Amount in 2021 sorted by business group (Million Baht)				Amount in 2020 sorted by business group (Million Baht)				Amount in 2019 sorted by business group (Million Baht)				Necessity and Reasonableness of the Transaction and Audit Committee's Comment	
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Con- struction Business Group / Hospi- tality Busi- ness and others	Real Estate Business Development Group for rental and Hotel	Real Estate Business Development Group for rental and Hotel	Retail Business Group	Con- struction Business Group / Hospi- tality Busi- ness and others	Real Estate Business Development Group for rental and Hotel	Real Estate Business Development Group for rental and Hotel	Con- struction Business Group / Hospi- tality Busi- ness and others			
<b>Properties Rental</b>																	
Rental Revenue	1	1	1	-	-	-	-	1	-	-	-	-	-	-	-	1	R9 rented land plots units to subsidiaries operating service and other businesses, serving as the locations of convenience stores <b>Audit Committee's Comment</b> 1. The transaction was to support R9 's operations. 2. The price and condition is the same as those offered to outsiders.
<b>U&amp;I Construction Bangkok Co., Ltd. (U&amp;I) Office Building Renovation Service</b>																	
Value of Contract	3	-	-	-	-	-	2	1	-	-	-	-	-	-	-	-	U&I was contracted to renovate office buildings for subsidiaries operating in retail, service and other businesses. <b>Audit Committee's Comment</b> 1. The price and condition is the same as those offered to outsiders. 2. The service fee is jointly determined, base on the management cost and service.
Construction Revenue	3	-	-	-	-	-	2	1	-	-	-	-	-	-	-		
<b>Properties For Rent</b>																	
Rental Cost	1	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	The Company rented space in the subsidiary's shopping mall and used it as office space. <b>Audit Committee's comment</b> 1. Normal business transaction to support the subsidiary's operations. 2. The price and condition is the same as those offered to outsiders.

Item	Amount (Million Baht)			Amount in 2021 sorted by business group (Million Baht)						Amount in 2020 sorted by business group (Million Baht)						Amount in 2019 sorted by business group (Million Baht)						Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others			
				Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others			
Property Perfect International Pte.Ltd. (PPI)																						
Charged from Subsidiaries																						
Other Revenue	3	3	3	-	3	-	-	-	3	-	-	-	-	3	-	-	-	3	-	-		
PPI collected a consulting fee from a rental property and hotel development subsidiary.																						
Audit Committee's comment																						
1. The transaction was actual.																						
2. The transaction at cost																						
Kiroro Resort Holdings Co., Ltd. (KRH)*																						
Loan																						
Loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Interest Income	-	-	16	-	-	-	-	-	-	-	-	-	-	16	-	-	-	-	-	-		
Interest Receivable	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
KRH extended a working-capital loan to a rental-property and hotel development subsidiary, charging the borrower 2% per annum. In 2019, KRH, KA, KH and KRD were merged, leading to the consolidation of all entities' assets, liabilities and shareholders' equity at respective book value.																						
Audit Committee's comment																						
1. The loan was a financial support to a subsidiary.																						
2. The consolidation was based on book value and all involved entities were controlled by the same group before and after the merger.																						
Advance Payment for Management Fee																						
Debtors	1	7	4	-	1	-	-	-	7	-	-	-	-	4	-	-	-	-	-	-		
KRH paid an advance payment for a rental property and hotel development subsidiary.																						
Audit Committee's Comment																						
1. The transaction was actual.																						
2. The transaction at cost																						
*. KRH was merged with KA, KH and KRD on 1 November 2019. KA, KH and KRD were dissolved. KRH set up a joint venture namely Hokkaido Holiday Services Company Limited with Niseko Alpine Developments Company Limited (NISADE) on 19 June 2019. KRH bought all shares from NISADE in the second quarter of 2020.																						

\*- KRH was merged with KA, KH and KRD on 1 November 2019. KA, KH and KRD were dissolved.

- KRH set up a joint venture namely Hokkaido Holiday Services Company Limited with Niseko Alpine Developments Company Limited (NISADE) on 19 June 2019. KRH bought all shares from NISADE in the second quarter of 2020.

Item	Amount (Million Baht)			Amount in 2021 sorted by business group (Million Baht)					Amount in 2020 sorted by business group (Million Baht)					Amount in 2019 sorted by business group (Million Baht)					Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group	Real Estate Business Development Group for rental and Hotel	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group	Retail Business Group	Construction Business Group / Hospital Business and others	Real Estate Business Development Group	Real Estate Business Development Group for rental and Hotel	Retail Business Group	Construction Business Group / Hospital Business and others				
Leased Assets																			
Revenue from Leasing	-	-	157	-	-	-	-	-	-	-	-	-	-	157	-	-	KRH leased office space to a rental property and hotel development subsidiary. <b>Audit Committee's Comment</b> 1. The transaction was to support subsidiaries 's operations. 2.The leasing fee was jointly determined.		
Loan																			
Loan Payable	143	143	-	-	143	-	-	-	143	-	-	-	-	-	-	-	KA borrowed working capital from a rental property and hotel subsidiary. <b>Audit Committee's comment</b> The transaction was a financial support extended by a subsidiary to another subsidiary. The 9% interest rate is not below the lender's financial cost.		
Interest Expense	13	5	-	-	13	-	-	-	5	-	-	-	-	-	-	-			
Accrued Interest Expense	18	5	-	-	18	-	-	-	5	-	-	-	-	-	-	-			
Kabushiki Kaisha Kiroro Associates Co., Ltd. (KA)																			
Service to Subsidiaries																			
Service Income	-	-	1	-	-	-	-	-	-	-	-	-	-	1	-	-	The transaction was to support subsidiaries 's operations.		
Kiroro Hotel Co., Ltd. (KH)																			
Service to Subsidiaries																			
Service Income	-	-	3	-	-	-	-	-	-	-	-	-	-	3	-	-	KH provided services to a rental property and hotel subsidiary. <b>Audit Committee's comment</b> The transaction was to support subsidiaries 's operations.		

#### 4. Connected Transactions between Subsidiaries and Joint Venture.

Item	Total value (Million Baht)			Amount in 2021 sorted by business group (Million Baht)		Amount in 2020 sorted by business group (Million Baht)		Amount in 2019 sorted by business group (Million Baht)		Necessity and Reasonableness of the Transaction and Audit Committee's Comment
	2021	2020	2019	Real Estate Business Development Group JV SUMITOMO	Other product and service infrastructure joint ventures	Real Estate Business Development Group JV SUMITOMO	Other product and service infrastructure joint ventures	Real Estate Business Development Group JV SUMITOMO	Other product and service infrastructure joint ventures	
Solar Panel Installation Contract										
Contract Value	-	-	3	-	-	-	-	-	3	The subsidiary contracted a JV for solar panel installation at the subsidiary's development project. <b>Audit Committee's Comment</b> 1. The transaction was to support subsidiaries 's operations. 2. The fee was agreed upon by the subsidiaries and the joint ventures.
Construction Cost	-	2	1	-	-	-	2	-	1	
Construction Service										
Value of Contract	3	2	-	-	3	1	1	-	-	A subsidiary was contracted to construct a joint venture's project. <b>Audit Committee's Comment</b>
Construction Revenue	4	8	-	-	4	8	-	-	-	1. The transaction was to support JV 's operations.
Account Receivable	3	1	-	-	3	1	-	-	-	2. The construction cost was jointly determined, based on the cost and margins.

## Independent Auditor's Report

To the shareholders and the Board of Directors of Property Perfect Public Company Limited

### My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Property Perfect Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 31 December 2021, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRS).

### What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 31 December 2021;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

### Basis for opinion

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

### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the consolidated and separate financial statements of the current period. I determine impairment assessment of investment in subsidiaries as a key audit matter. The matter was 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 the matter.

Key audit matter	How my audit addressed the key audit matter
<p><b><i>Impairment assessment of investment in subsidiaries</i></b></p> <p>Refer to Note 5.13 Accounting policy for the impairment of assets, Note 7 Critical accounting estimates and judgements for impairment of investments in subsidiaries and Note 13 Investments in subsidiaries.</p> <p>The Company tests impairment whenever there is an indication of impairment, in line with TAS 36 Impairment of Assets.</p> <p>Since COVID-19 has negatively affected operating results and the future business plans of some subsidiaries which are considered indicators of impairment, the Company has tested the investment in subsidiaries for impairment.</p> <p>I focused on this matter because the recoverable amounts of investment in each subsidiary depends on management's judgement to determine future estimations of recoverable amount, which is the higher of its fair value less costs of disposal and its value in use that was determined using a present value technique and the key assumptions used were revenue growth rate, gross margin, and discount rate.</p> <p>The recoverable amount of investment in subsidiaries is higher than the carrying amounts. Therefore, the Company has not recorded allowance for impairment.</p>	<p>I made inquiries to gain an understanding of the procedure for preparing the forecasted future cash flow provided by the Company's management.</p> <p>I compared the forecasted cash flows with approved budgets and the business plans set by the subsidiaries' management and other supporting evidence supplied by management for future operating plans.</p> <p>For the revenue growth rate, and gross margin assumptions, I challenged the reasonableness of the methods and assumptions used in the forecast, and the analysis of the historical trends used in the future business plans, and assessed the discount rate by comparing it with independently obtained data from available public information on companies in the same industry. This was to determine that the discount rate used by the management was within an acceptable range.</p> <p>I also tested the mathematical accuracy of estimates of key figures based on the above assumptions and used them to calculate the recoverable amount and compare it to the carrying amount.</p> <p>Based on these procedures, I found that the assessment of the recoverable amount and key assumptions were reasonable based on the available evidence.</p>

## Other information

The directors are 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 the audit committee.

## **Responsibilities of the directors for the consolidated and separate financial statements**

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRS, and for such internal control as the directors determine 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, the directors are 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 the directors either intend to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities 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 scepticism 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 the directors.
- Conclude on the appropriateness of the directors' 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 the audit committee 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 the audit committee with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, 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.

PricewaterhouseCoopers ABAS Ltd.



**Sanicha Akarakittilap**

Certified Public Accountant (Thailand) No. 8470

Bangkok

24 February 2022

# Statements of Financial Position

Property Perfect Public Company Limited

As at 31 December 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	9	3,842,369	2,006,875	1,522,340	535,962
Financial assets measured at amortised cost		106,728	120,527	2,789	13,179
Trade and other receivables	10	639,457	756,463	543,779	563,967
Short-term borrowings to related parties	32	54,500	-	51,000	-
Inventories		10,299	35,577	-	-
Project development costs	12	22,170,000	24,440,767	13,269,668	14,616,949
Other current assets		80,222	42,319	4,911	6,691
<b>Total current assets</b>		<b>26,903,575</b>	<b>27,402,528</b>	<b>15,394,487</b>	<b>15,736,748</b>
<b>Non-current assets</b>					
Restricted bank deposits	9	178,188	132,730	156,550	100,169
Financial assets measured at fair value through other comprehensive income		154,749	140,202	2,064	2,435
Derivative assets		-	13,550	-	13,550
Investments in subsidiaries	13	-	-	8,119,841	8,119,841
Investments in joint ventures	14	943,966	900,763	720,744	685,307
Long-term borrowings to related parties	32	3,230,382	2,603,323	5,752,170	8,657,735
Advance payments for purchase of land	15	218,600	207,000	193,600	187,000
Land held for development	16	5,259,273	5,162,929	3,206,998	3,368,797
Investment properties	17	3,124,099	3,364,782	212,867	208,327
Property, plant and equipment	18	8,246,513	10,193,632	79,713	83,215
Intangible assets		76,945	100,483	4,827	7,136
Right-of-use assets	19	1,316,775	1,703,498	400,384	403,320
Deferred income tax assets	20	1,916,776	1,122,008	266,240	273,981
Other non-current assets		453,558	342,176	104,058	170,691
<b>Total non-current assets</b>		<b>25,119,824</b>	<b>25,987,076</b>	<b>19,220,056</b>	<b>22,281,504</b>
<b>Total assets</b>		<b>52,023,399</b>	<b>53,389,604</b>	<b>34,614,543</b>	<b>38,018,252</b>

# Statements of Financial Position

Property Perfect Public Company Limited

As at 31 December 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Liabilities and equity</b>					
<b>Current liabilities</b>					
Short-term borrowings	21	767,850	1,588,291	513,308	860,086
Trade and other payables	22	2,464,164	2,591,345	1,544,340	1,444,896
Short-term borrowings from related parties	21	-	-	350,787	747,140
Current portion of debentures	23	8,847,428	9,522,710	5,959,153	6,527,706
Current portion of long-term borrowings	21	417,792	817,106	132,062	384,675
Current portion of lease liabilities	19	352,015	407,688	94,804	114,218
Contract liabilities		377,450	494,595	68,080	108,778
Income tax payable		648,665	36,364	-	-
Other current liabilities		631,913	499,652	258,816	245,149
<b>Total current liabilities</b>		<b>14,507,277</b>	<b>15,957,751</b>	<b>8,921,350</b>	<b>10,432,648</b>
<b>Non-current liabilities</b>					
Debentures	23	8,995,060	13,235,758	6,752,598	9,435,782
Long-term borrowings	21	7,260,735	6,602,477	4,041,455	4,121,593
Lease liabilities	19	1,249,057	1,409,130	458,776	410,168
Liability from lease with buy-back condition	25	4,312,236	-	-	-
Employee benefit obligations	26	482,206	460,371	185,114	178,276
Contract liabilities		53,118	43,352	42,695	38,863
Deferred unrealised profit from transactions with joint ventures		839,028	866,605	-	-
Deferred income tax liabilities	20	739,950	846,686	-	-
Other non-current liabilities		9,296	13,545	-	-
<b>Total non-current liabilities</b>		<b>23,940,686</b>	<b>23,477,924</b>	<b>11,480,638</b>	<b>14,184,682</b>
<b>Total liabilities</b>		<b>38,447,963</b>	<b>39,435,675</b>	<b>20,401,988</b>	<b>24,617,330</b>

# Statements of Financial Position

Property Perfect Public Company Limited

As at 31 December 2021

	Note	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Liabilities and equity (Cont'd)</b>					
<b>Equity</b>					
Share capital					
Authorised share capital					
Ordinary shares,					
9,534,609,075 shares of par Baht 1 each		9,534,609	9,534,609	9,534,609	9,534,609
Issued and paid-up share capital					
Ordinary shares,					
9,534,584,066 shares of paid-up Baht 1 each		9,534,584	9,534,584	9,534,584	9,534,584
Share discount		(90,502)	(90,502)	(90,502)	(90,502)
Subordinated perpetual debentures	24	508,000	508,000	508,000	508,000
Retained earnings					
Appropriated - legal reserve		556,600	503,600	556,600	503,600
Unappropriated		2,016,692	1,781,950	3,710,946	2,952,017
Other components of equity		(212,336)	(216,878)	(7,073)	(6,777)
Equity attributable to owners of the parent		12,313,038	12,020,754	14,212,555	13,400,922
Non-controlling interests		1,262,398	1,933,175	-	-
<b>Total equity</b>		13,575,436	13,953,929	14,212,555	13,400,922
<b>Total liabilities and equity</b>		52,023,399	53,389,604	34,614,543	38,018,252

# Statements of Comprehensive Income

Property Perfect Public Company Limited  
For the year ended 31 December 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Revenues</b>					
Revenues from sales of land and houses		6,572,164	7,656,457	4,826,374	5,378,215
Revenues from sales of residential condominium units		1,483,456	2,549,051	418,989	864,322
Revenues from sales of land		586,382	390,766	584,221	365,477
Revenues from hotel operations		696,381	1,469,817	-	-
Revenues from rental and services		271,198	277,973	117,533	123,698
<b>Total revenues</b>		<b>9,609,581</b>	<b>12,344,064</b>	<b>5,947,117</b>	<b>6,731,712</b>
<b>Cost of sales of goods and services</b>					
Cost of sales of land and houses		(4,560,401)	(5,382,012)	(3,319,969)	(3,752,132)
Cost of sales of residential condominium units		(1,118,719)	(1,951,568)	(345,122)	(733,377)
Cost of sales of land		(335,503)	(236,654)	(361,924)	(213,405)
Cost of hotel operations		(1,244,757)	(1,661,373)	-	-
Cost of rental and services		(285,296)	(263,476)	(125,261)	(128,593)
<b>Total cost of sales of goods and services</b>		<b>(7,544,676)</b>	<b>(9,495,083)</b>	<b>(4,152,276)</b>	<b>(4,827,507)</b>
<b>Gross profit</b>		<b>2,064,905</b>	<b>2,848,981</b>	<b>1,794,841</b>	<b>1,904,205</b>
Other incomes	27	1,991,085	647,933	1,331,071	1,357,174
Selling expenses		(838,349)	(1,085,518)	(475,356)	(546,190)
Administrative expenses		(2,047,870)	(2,370,998)	(738,793)	(784,469)
Reversal (losses) on financial assets impairment	28	83,228	(519,207)	119,014	(404,280)
Share of loss from investments in joint ventures		(58,943)	(132,217)	-	-
<b>Profit (loss) before finance costs and income tax</b>		<b>1,194,056</b>	<b>(611,026)</b>	<b>2,030,777</b>	<b>1,526,440</b>
Finance costs		(1,458,370)	(1,341,487)	(860,348)	(939,534)
<b>Profit (loss) before income tax</b>		<b>(264,314)</b>	<b>(1,952,513)</b>	<b>1,170,429</b>	<b>586,906</b>
Income tax	29	67,665	195,112	(119,568)	12,383
<b>Profit (loss) for the period</b>		<b>(196,649)</b>	<b>(1,757,401)</b>	<b>1,050,861</b>	<b>599,289</b>

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Comprehensive Income

Property Perfect Public Company Limited  
For the year ended 31 December 2021

	Note	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Other comprehensive income</b>					
Items that will not be reclassified subsequently to profit or loss					
Changes in fair value of equity investments at fair value through other comprehensive income		14,547	(23,057)	(370)	(1,120)
Remeasurements of employee benefit obligations		-	(34,837)	-	(24,422)
Income tax on items that will not be reclassified subsequently to profit or loss		(2,909)	11,579	74	5,108
Items that will be reclassified subsequently to profit or loss					
Currency translation differences		(3,243)	(11,046)	-	-
Income tax on items that will be reclassified subsequently to profit or loss		649	2,209	-	-
<b>Other comprehensive income (expense) for the year, net of tax</b>		9,044	(55,152)	(296)	(20,434)
<b>Total comprehensive income (expense) for the year</b>		(187,605)	(1,812,553)	1,050,565	578,855
<b>Profit (loss) attributable to:</b>					
Owners of the parent		526,674	(1,045,834)	1,050,861	599,289
Non-controlling interests		(723,323)	(711,567)	-	-
		(196,649)	(1,757,401)	1,050,861	599,289
<b>Total comprehensive income (expense) attributable to:</b>					
Owners of the parent		529,360	(1,097,740)	1,050,565	578,855
Non-controlling interests		(716,965)	(714,813)	-	-
		(187,605)	(1,812,553)	1,050,565	578,855
<b>Earnings per share</b>					
Basic earnings per share (Baht)	30	0.0502	(0.1148)	0.1052	0.0578

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Changes in Equity

Property Perfect Public Company Limited

For the year ended 31 December 2021

	Consolidated financial statements												
	Attributable to owners of the parent					Other components of equity							
	Issued and paid-up share capital Thousand Baht	Share discount Thousand Baht	Subordinated perpetual debentures Thousand Baht	Retained earnings		Measurement of equity investments at fair value through other comprehensive income Thousand Baht	Currency translation Thousand Baht	Difference resulting from share swap between the subsidiaries Thousand Baht	Changes in the ownership interests Thousand Baht	Total other components of equity Thousand Baht	Total owners of the parent Thousand Baht	Non-controlling interests Thousand Baht	Total equity Thousand Baht
				Appropriated - legal reserve Thousand Baht	Unappropriated Thousand Baht								
<b>Opening balance as at 1 January 2020</b>	8,667,826	(90,502)	508,000	473,600	3,903,250	(10,880)	(71,515)	(46,092)	(67,440)	(195,927)	13,266,247	2,646,969	15,913,216
Legal reserve	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividend paid (Note 31)	866,758	-	-	30,000	(963,064)	-	-	-	-	-	(96,306)	-	(96,306)
Dividend paid of subordinated perpetual debentures, net of tax	-	-	-	-	(48,392)	-	-	-	-	-	(48,392)	-	(48,392)
Dividends paid from subsidiaries to non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	(2,036)	(2,036)
Changes in ownership interests	-	-	-	-	-	-	-	-	(3,055)	(3,055)	(3,055)	3,055	-
Total comprehensive expense for the period	-	-	-	-	(1,079,844)	(9,086)	(8,810)	-	-	(17,886)	(1,097,740)	(714,813)	(1,812,553)
<b>Closing balance as at 31 December 2020</b>	9,534,584	(90,502)	508,000	503,600	1,781,950	(19,966)	(80,325)	(46,092)	(70,495)	(216,878)	12,020,754	1,933,175	13,953,929
Legal reserve	-	-	-	53,000	(53,000)	-	-	-	-	-	-	-	-
Dividend paid (Note 31)	-	-	-	-	(190,672)	-	-	-	-	-	(190,672)	-	(190,672)
Dividend paid of subordinated perpetual debentures, net of tax	-	-	-	-	(48,260)	-	-	-	-	-	(48,260)	-	(48,260)
Changes in ownership interests	-	-	-	-	-	-	-	-	1,856	1,856	1,856	46,188	48,044
Total comprehensive income (expense) for the period	-	-	-	-	526,674	5,273	(2,587)	-	-	2,686	529,360	(716,965)	(187,605)
<b>Closing balance as at 31 December 2021</b>	9,534,584	(90,502)	508,000	556,600	2,016,692	(14,693)	(82,912)	(46,092)	(66,639)	(212,336)	12,313,038	1,262,398	13,575,436

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Changes in Equity

Property Perfect Public Company Limited

For the year ended 31 December 2021

	Separate financial statements						
				Other components of equity			
				Other comprehensive income		Measurement of	
	Issued and paid-up share capital Thousand Baht	Share discount Thousand Baht	Subordinated perpetual debentures Thousand Baht	Retained earnings Appropriated - legal reserve Thousand Baht	Unappropriated Thousand Baht	equity investments at fair value through other comprehensive income Thousand Baht	Total other components of equity Thousand Baht
<b>Opening balance at 1 January 2020</b>	8,667,826	(90,502)	508,000	473,600	3,413,722	(5,881)	12,966,765
Legal reserve	-	-	-	30,000	(30,000)	-	-
Dividend paid (Note 31)	866,758	-	-	-	(963,064)	-	(96,306)
Dividend paid of subordinated perpetual debentures, net of tax	-	-	-	-	(48,392)	-	(48,392)
Total comprehensive income (expense) for the year	-	-	-	-	579,751	(896)	578,855
<b>Closing balance at 31 December 2020</b>	9,534,584	(90,502)	508,000	503,600	2,952,017	(6,777)	13,400,922
Legal reserve	-	-	-	53,000	(53,000)	-	-
Dividend paid (Note 31)	-	-	-	-	(190,672)	-	(190,672)
Dividend paid of subordinated perpetual debentures, net of tax	-	-	-	-	(48,260)	-	(48,260)
Total comprehensive income (expense) for the year	-	-	-	-	1,050,861	(296)	1,050,565
<b>Closing balance at 31 December 2021</b>	9,534,584	(90,502)	508,000	556,600	3,710,946	(7,073)	14,212,555

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Cash Flows

Property Perfect Public Company Limited  
For the year ended 31 December 2021

	Notes	Consolidated		Separate	
		financial statements		financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Cash flows from operating activities					
Profit (loss) before income tax		(264,314)	(1,952,513)	1,170,429	586,906
Adjustments for:					
Depreciation and amortisation		885,204	1,004,529	84,350	81,994
(Reversal of) losses on financial assets impairments		(83,228)	519,207	(119,014)	404,280
Reversal of losses on net realisable value adjustments	12, 16	(2,821)	(1,950)	(2,350)	(1,950)
Impairment losses on investment properties	17	-	17,400	-	-
(Gains) losses on disposals of property, plant and equipment		15,768	4,555	3,325	(225)
Gains from disposals of certain hotel assets	27	(1,396,007)	-	-	-
Gains on reassessment and termination of lease assets and liabilities		(2,943)	(1,130)	(328)	-
Gains on rent concession received		(21,175)	-	-	-
(Gains) losses on fair value adjustments of derivatives		(11,305)	105,903	(11,305)	105,903
Amortisation of debentures and borrowings fee		79,262	71,979	51,593	46,516
Amortisation of borrowings to related parties fee	32	-	-	(2,634)	(902)
Unrealised (gains) losses from exchange rate		(24,676)	(16,422)	26,522	(107,593)
Employee benefit expenses		46,023	67,424	14,680	17,942
Share of loss from investments in joint ventures	14	58,943	132,217	-	-
Deferred unrealised profit from transactions with joint ventures		(27,577)	(19,420)	-	-
Dividend income	27	(10,530)	(10,647)	(600,000)	(672,117)
Interest income	27	(253,349)	(250,800)	(530,992)	(540,860)
Finance costs		1,379,108	1,269,508	808,755	893,018
Changes in working capital:					
Financial assets measured at amortised cost - Deposits		(1,091)	7,142	(1,277)	7,483
Trade and other receivables		309,509	368,867	108,617	248,935
Inventories		6,098	2,754	-	-
Project development costs		3,040,356	3,931,790	2,071,726	2,636,463
Other current assets		(36,387)	47,839	1,780	6,230
Advance payments for purchase of land		(232,465)	(668,298)	(264,600)	(650,298)
Land held for development		206,221	141,463	207,074	142,836
Other non-current assets		45,306	(11,663)	-	(38,863)
Trade and other payables		(112,651)	(1,423,212)	114,428	(283,489)
Contract liabilities		(89,985)	(13,417)	(36,866)	51,851
Other current liabilities		133,485	51,923	13,667	7,747
Paid of employee benefit		(21,148)	(97,252)	(7,842)	(23,298)
Other non-current liabilities		(526)	6,818	-	-
Cash generated from operations		3,613,105	3,284,594	3,099,738	2,918,509
Interest received		112,658	117,600	536,937	418,384
Interest paid		(2,060,991)	(2,084,787)	(1,351,109)	(1,377,887)
Income tax refund		127,772	-	100,647	-
Income tax paid		(243,616)	(168,926)	(133,961)	(170,661)
Net cash receipts from operating activities		1,548,928	1,148,481	2,252,252	1,788,345

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Cash Flows

Property Perfect Public Company Limited  
For the year ended 31 December 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Cash flows from investing activities</b>					
(Increase) decrease in restricted bank deposits		(45,458)	909,725	(56,381)	51,682
Payments for financial assets measured at amortised cost disposal		(532)	-	-	-
Proceeds for financial assets measured at amortised cost disposal		-	539,233	-	-
Proceeds for financial assets measured at fair value through other comprehensive income disposal		-	146	-	146
Payments for short-term borrowings to related parties	32	(54,500)	-	(349,326)	-
Proceeds from short-term borrowings to related parties	32	-	-	285,214	-
Payments for long-term borrowings to related parties	32	(668,608)	(479,847)	(837,387)	(1,246,794)
Proceeds from long-term borrowings to related parties	32	30,600	387,600	3,722,660	2,925,324
Payment for investments in joint ventures		(44,187)	(63,375)	-	(4,500)
Payment for investment properties acquisition		(2,586)	(557)	-	-
Payment for property, plant and equipment acquisition		(259,527)	(231,023)	(34,480)	(9,643)
Proceed from disposals of property, plant and equipment		3,274	405	271	227
Proceed from disposals of certain hotel assets		3,288,217	-	-	-
Payment for intangible assets acquisition		(540)	(1,671)	(107)	(30)
Payment for right-of-use assets		(5,400)	(7,505)	(5,400)	(5,400)
Dividend received		10,530	10,647	600,000	672,117
Net cash receipts from investing activities		2,251,283	1,063,778	3,325,064	2,383,129
<b>Cash flows from financing activities</b>					
Payment for guarantee for lease agreement		(259,000)	-	-	-
Proceeds from short-term borrowings	21	3,365,165	6,029,412	1,826,703	4,907,383
Repayments of short-term borrowings	21	(4,188,807)	(5,558,002)	(2,173,481)	(4,834,187)
Proceeds from short-term borrowings from related parties	21	-	-	698,589	1,111,058
Repayments of short-term borrowings from related parties	21	-	-	(1,094,942)	(988,687)
Proceeds from debentures	23	4,845,800	3,940,000	3,279,800	2,358,500
Repayments of debentures	23	(9,762,800)	(7,729,200)	(6,533,600)	(6,085,100)
Proceeds from long-term borrowings	21	7,772,200	6,300,419	5,293,628	4,875,185
Repayments of long-term borrowings	21	(7,449,891)	(6,613,847)	(5,582,083)	(5,184,447)
Payments for debentures and borrowings fee	21, 23	(94,927)	(87,090)	(59,162)	(46,570)
Proceeds from cross currency swap contracts		24,855	-	24,855	-
Payments for lease liabilities		(175,616)	(165,201)	(32,313)	(26,319)
Proceeds from financial liability from lease with buy-back condition		4,236,350	-	-	-
Payments for financial liability from lease with buy-back condition	25	(79,839)	-	-	-
Dividend paid of subordinated perpetual debentures		(48,260)	(48,392)	(48,260)	(48,392)
Proceeds from non-controlling interests		48,044	-	-	-
Dividend paid		(190,672)	(98,342)	(190,672)	(96,306)
Net cash payments from financing activities		(1,957,398)	(4,030,243)	(4,590,938)	(4,057,882)

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Statements of Cash Flows

Property Perfect Public Company Limited  
For the year ended 31 December 2021

	Notes	Consolidated financial statements		Separate financial statements	
		2021	2020	2021	2020
		Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
<b>Net (decrease) increase in cash and cash equivalents</b>		1,842,813	(1,817,984)	986,378	113,592
Cash and cash equivalents at the beginning of the year		2,006,875	3,869,211	535,962	422,370
Exchange effect on cash and cash equivalents		(7,319)	(44,352)	-	-
<b>Cash and cash equivalents at the end of the year</b>		<b>3,842,369</b>	<b>2,006,875</b>	<b>1,522,340</b>	<b>535,962</b>
<b>Non-cash transactions</b>					
Transfer project development costs to land held for development		503,084	667,272	-	7,534
Transfer project development costs to property, plant and equipment	18	-	16,503	-	-
Transfer advance payments for purchase of land to project development costs		139,865	-	177,000	-
Transfer advance payments for purchase of land to land held for development		81,000	1,080,565	81,000	1,080,565
Transfer land held for development to project development costs		267,333	1,233,576	22,688	1,118,406
Transfer land held for development to investment properties	17	13,037	-	13,037	3,718
Transfer land held for development to property, plant and equipment	18	-	66,900	-	20,112
Transfer investment properties to property, plant and equipment	17, 18	150,697	-	-	-
Transfer investment properties to right-of-use assets	17, 19	15,542	-	-	-
Transfer property, plant and equipment to project development costs	18	-	-	-	8,855
Transfer property, plant and equipment to investment properties	17, 18	-	7,869	-	7,869
Transfer right-of-use assets to property, plant and equipment	18, 19	10,681	-	-	-
Transfer deposits to property, plant and equipment	18	3,774	36	-	-
Added lease assets and liabilities from new contracts	19	25,511	144,917	37,439	13,226
Adjusted lease assets and liabilities from rental rate change and reassessments	19	5,845	10,629	-	-
Termination of right-of-use assets	19	38,040	264	5,811	-
Termination of lease liabilities	19	40,983	1,394	6,139	-
Convert accrued interest income to borrowings to related parties		39,908	28,725	-	-
Convert trade accounts payable to long-term borrowings		-	42,857	-	-
Stock dividend	31	-	866,758	-	866,758
Changes in ownership interests		-	3,055	-	-
Payables for investments in joint ventures		35,437	-	35,437	-

The accompanying notes are an integral part of these consolidated and separate financial statements.

# Notes to Financial Statements

Property Perfect Public Company Limited  
For the year ended 31 December 2021

## 1 General information

Property Perfect Public Company Limited (“the Company”) is a public limited company which listed on the Stock Exchange of Thailand. The Company is incorporated and domiciled in Thailand. The address of the Company’s registered office is as follows:

No. 100/1 Vorasombat Building, 17th Floor, Rama 9 Road, Huaykwang, Bangkok.

The principal business operations of the Company and its subsidiaries (“the Group”) are property development business, rental and service business, construction business and hotel business.

These consolidated and separate financial statements were authorised for issue by the Board of Directors on 24 February 2022.

## 2 Significant events during the current year

The COVID-19 pandemic and economic decline in Thailand impacted the Group’s business operations, especially its hotel business. In response to this, the Group’s management planned marketing activities and promotions to increase hotel occupancy rates. It implemented a cost reduction policy to ensure cost containment in all areas. In addition, the Group invested in a rubber glove business in the fourth quarter of 2020 to increase its revenue and for diversification purposes. With regards to its property development business, the Group focused on low-rise residential developments as these showed a steady increase in demand. The Group managed its financial liquidity by disposing of assets and financing from financial institutions. Also, the Group closely monitored its financial ratios and cash flows. As at 31 December 2021, the Group had followed all debt covenants for borrowing agreements.

## 3 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards (“TFRS”) and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 7.

An English version of the consolidated and separate financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

## 4 New and amended financial reporting standards

New and amended financial reporting standards effective for the accounting periods beginning on or after 1 January 2021 do not have material impact on the Group and the Company, except TFRS 16, Leases which was amended to provide a practical expedient where lessees are exempted from having to consider individual lease contracts to determine whether rent concessions occurring as a direct consequence of the COVID-19 pandemic are lease modifications. It applies to rent concessions that reduce the lease payments due by 30 June 2022.

The Group and the Company has not yet early adopted the amended financial reporting standards which are effective on 1 January 2022. The Group and the Company’s management is currently assessing the impact of adoption of these standards.

## 5 Accounting policies

### 5.1 Principles of consolidation and equity accounting

#### *Subsidiaries*

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group 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. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method.

#### *Joint arrangements*

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangements.

A joint venture is a joint arrangement whereby the Group has rights to the net assets of the arrangement. Interests in joint ventures are accounted for using the equity method.

In the separate financial statements, investments in joint ventures are accounted for using cost method less allowance for impairment.

#### *Equity method*

The investment is initially recognised at cost which is consideration paid and directly attributable costs.

The Group subsequently recognises shares of its joint ventures' profits or losses and other comprehensive income in the profit or loss and other comprehensive income, respectively. The subsequent cumulative movements are adjusted against the carrying amount of the investment.

When the Group's share of losses in joint ventures equals or exceeds its interest in the joint ventures, including other long-term interests which are long-term loans that the Group is not expected to collect, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures.

#### *Changes in ownership interests*

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A difference between the amount of the adjustment to non-controlling interests to reflect their relative interest in the subsidiary and any consideration paid or received is recognised within equity.

If the ownership interest in joint ventures is reduced but significant influence and joint control is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate. Profit or loss from reduce of the ownership interest in joint ventures is recognise in profit or loss.

When the Group losses control or joint control over investments, any retained interest in the investment is remeasured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value becomes the initial carrying amount of the retained interest which is reclassified to investment in an associate, a joint venture or a financial asset accordingly.

#### *Intercompany transactions on consolidation*

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures or recognised as deferred unrealised profit where the carry amount the investment is reduced to zero. Profit from transaction with joint ventures will be realised when there is transaction with unrelated parties. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

## 5.2 Foreign currency translation

### *Functional and presentation currency*

The financial statements are presented in Thai Baht, which is the Company's functional currency and the Group's functional and presentation currency.

### *Transactions and balances*

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or the date of revaluation where items are re-measured.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Any exchange component of gains and losses on a non-monetary item that recognised in profit or loss, or other comprehensive income is recognised following the recognition of a gain or loss on the non-monetary item.

### *Group companies*

The results and financial position of all the group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- Income and expenses for statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised in other comprehensive income.

## 5.3 Cash and cash equivalents

In the statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call, short-term highly liquid investments with maturities of three months or less from acquisition date and bank overdrafts.

In the statements of financial position, bank overdrafts are shown in current liabilities.

## 5.4 Trade accounts receivable

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

## 5.5 Inventories

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

Cost of inventories is determined by the first-in, first-out method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and directly attributable costs in bringing the inventories to their present location and condition.

## 5.6 Project development costs

Cost of real estate development including properties under development are properties held with the intention of development and sale in the ordinary course of business. They are stated at the lower of cost or net realisable value. Cost consists of land cost, expenses directly related to the project (design expense, public utilities expense, construction cost) and borrowing costs on loans funded for developing property which are capitalised as part of project development costs until the completion of development. Net realisable value being the estimated sale value in the course of normal business less by necessary expenses for such sale.

## 5.7 Financial asset

### *Classification*

The Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- ☐ those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- ☐ those to be measured at amortised cost.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVPL.

### *Recognition and derecognition*

Regular way purchases, acquires and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

### *Measurement*

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

### *Debt instruments*

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its debt instruments:

- ☐ **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.
- ☐ **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income is included in other income. Impairment expenses are presented separately in the statement of comprehensive income.
- ☐ **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

### *Equity instruments*

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the right to receive payments is established.

Impairment losses (and reversal of impairment losses) on equity investments are reported together with changes in fair value.

The Group presents its investments in Real Estate Investment Trust units established and registered in Thailand as equity investments and measures them at FVOCI following the TFAC's clarification, "Interpretation of investments in Property Fund unit trusts, Real Estate Investment Trust units, Infrastructure Fund units, and Infrastructure Trust units established and registered in Thailand" dated 25 June 2020. The trust is required to distribute benefits of not less than 90% of its adjusted net profit.

### *Impairment*

The Group applies the TFRS 9 simplified approach in measuring the impairment of trade receivables, contract assets and lease receivables, which applies lifetime expected credit loss, from initial recognition, for all trade receivables, contract assets and lease receivables.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets. The expected credit loss rates are based on payment profiles, historical credit losses as well as forward-looking information and factors that may affect the ability of the customers to settle the outstanding balances.

The Group chose to apply the temporary measures to relieve the impact from COVID-19 announced by TFAC for the reporting periods ended between 1 January 2020 and 31 December 2020 by excluding forward-looking information in assessing the expected credit loss under the simplified approach of trade receivables and lease receivables. However, The Group applied historical credit loss adjusted with the management's judgement in estimating the expected credit loss.

For other financial assets carried at amortised cost and FVOCI, the Group applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing i) expected risk of default as of the reporting date and ii) estimated risk of default on the date of initial recognition.

The Group assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted estimate of credit losses (probability-weighted present value of estimated cash shortfall). The cash shortfall is the difference between all contractual cash flows that are due to the Group and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Group reflects the following:

- ☐ probability-weighted estimated uncollectible amounts
- ☐ time value of money; and
- ☐ supportable and reasonable information as of the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss as a separate line item.

## 5.8 Group of non-current assets held-for-sale

Non-current assets (or disposal groups) are classified as assets held-for-sale when their carrying amount will be recovered principally through a sale transaction and a sale is considered highly probable. They are measured at the lower of the carrying amount and fair value less costs to sell.

An impairment loss is recognised for write-down of the asset (or disposal group) to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset (or disposal group), but not in excess of any cumulative impairment loss previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised.

In addition, the other assets and liabilities related to assets held-for-sale will be classified as held-for-sale since they will be disposed when the assets are sold.

## 5.9 Land held for development

Land held for development are consisted of cost of land and expenses directly related shown at cost net from accumulated allowance for impairment (if any).

## 5.10 Investment properties

Group's investment properties are properties held for long-term rental yields or for capital appreciation and are not occupied by the Group, also include properties that are being constructed or developed for future use as investment properties.

Investment property is measured initially at cost, including directly attributable costs and borrowing costs. Subsequently, they are carried at cost less accumulated depreciation and impairment.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group capitalised where there is future economic benefits. The carrying amount of the replaced part is derecognised.

Land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate their costs to their residual values over their estimated useful lives, or the straight-line method over the shorter of the asset's useful life and the lease term, for the right-of-use asset, as follows:

Buildings	30 - 50 years
Building improvement	10 - 25 years
Right-of-use	7 years

## 5.11 Property, plant and equipment

All property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group capitalised where there is future economic benefits. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to profit or loss when incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, or the straight-line method over the shorter of the asset's useful life and the lease term, for the right-of-use asset, as follows:

Land improvements	Lease period of 5 and 20 years
Buildings	Lease period of 20, 30 and 70 years
Building improvements	Shorter of lease period or 2 to 30 years
Office and other equipment	3, 5 and 15 years
Vehicles	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

Acquired computer software is measured at cost. These costs are amortised over their estimated useful lives not over than 3 - 10 years.

### 5.13 Impairment of assets

Assets are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

### 5.14 Leases

*Leases - where the Group is the lessee*

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- ☐ fixed payments (including in-substance fixed payments), less any lease incentives receivable
- ☐ variable lease payment that are based on an index or a rate
- ☐ amounts expected to be payable by the lessee under residual value guarantees
- ☐ the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- ☐ payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

The group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Right-of-use assets are measured at cost comprising the following:

- ☐ the amount of the initial measurement of lease liability
- ☐ any lease payments made at or before the commencement date less any lease incentives received
- ☐ any initial direct costs, and
- ☐ restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

The Group has adopted the practical expedient in relation to COVID-19 related rent concessions retrospectively from 1 January 2021. The practical expedient allows lessees to elect not to assess whether a rent concession related to COVID-19 is lease modification. Lessees adoption this election may account for qualifying rent concessions in the same way they would if they were not lease modifications. The practical expedient only applies to rent concessions occurring as a direct consequence of the COVID-19 pandemic and only if all of the following conditions are met:

- a) The change in lease payments results in revised consideration for the lease that is substantially the same as, or less than, the consideration for the lease immediately preceding the change;
- b) Any reduction in lease payments affects only payments due on or before 30 June 2022; and
- c) There is no substantive change to other terms and conditions of the lease.

The Group has applied the practical expedient to all qualifying COVID-19 related rent concessions. Rent concession totalling Baht 21.18 million have been accounted for as other incomes with a corresponding adjustment to the lease liabilities. There is no impact on the opening balance of equity as of 1 January 2021.

#### *Leases - where the Group is the lessor*

When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Lease income is recognised over the term of the lease which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivable and reduce the amount of income recognised over the lease term.

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

### **5.15 Financial liabilities**

#### *Classification*

Financial instruments issued by the Group are classified as either financial liabilities or equity securities by considering contractual obligations.

- ☐ Where the Group has an unconditional contractual obligation to deliver cash or another financial asset to another entity, it is considered a financial liability unless there is a predetermined or possible settlement for a fixed amount of cash in exchange of a fixed number of the Group's own equity instruments.
- ☐ Where the Group has no contractual obligation or has an unconditional right to avoid delivering cash or another financial asset in settlement of the obligation, it is considered an equity instrument.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

As of 31 December 2021 and 2020, the Group had outstanding perpetual bonds of Baht 508 million in equity. In accordance with TAS 32, Financial Instruments: Presentation, the perpetual bonds must be presented as financial liabilities. However, TFAC issued an announcement no. 95/2562 to provide a relief from reclassification of the perpetual bonds that was issued and paid-up before 31 December 2019. The relief is granted until 31 December 2022. As a result, the perpetual bonds remain in equity until the earlier of i) redemption of the bonds and ii) 31 December 2022.

#### *Measurement*

Financial liabilities are initially recognised at fair value and are subsequently measured at amortised cost.

### *Derecognition and modification*

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, or expired.

Where the terms of a financial liability are renegotiated/modified, the Group assesses whether the renegotiation / modification results in the derecognition of that financial liability. Where the modification results in an extinguishment, the new financial liability is recognised based on fair value of its obligation. The remaining carrying amount of financial liability is derecognised. The difference as well as proceed paid is recognised as other gains/(losses) in profit or loss.

Where the modification does not result in the derecognition of the financial liability, the carrying amount of the financial liability is recalculated as the present value of the renegotiated / modified contractual cash flows discounted at its original effective interest rate. The difference is recognised in other gains/(losses) in profit or loss.

### **5.16 Borrowing costs**

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are added to the cost of those assets less investment income earned from those specific borrowings. The capitalisation of borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

Other borrowing costs are recognised as finance costs in the period in which they are incurred.

### **5.17 Current and deferred income taxes**

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

#### *Current tax*

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

#### *Deferred income tax*

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- ☐ initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised
- ☐ investments in subsidiaries and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is measured using tax rates of the period in which temporary difference is expected to be reversed, based on tax rates and laws that have been enacted or substantially enacted by the end of the reporting period.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The Group chose to apply the temporary measures to relieve the impact from COVID-19 announced by TFAC for the reporting periods ended between 1 January 2020 and 31 December 2020 by excluding information related to COVID-19 which causes uncertainty when considering the sufficiency of future taxable profit for the purpose of assessing the utilisation of deductible temporary differences. Instead, the Group writes down the carrying amount of the deferred tax assets when it's not probable that the future taxable profit will be available for utilising the deductible temporary differences.

## 5.18 Employee benefits

### *Short-term employee benefits*

Liabilities for short-term employee benefits such as wages, salaries, paid annual leave and paid sick leave, profit-sharing and bonuses, and medical care that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

### *Defined contribution plan*

The Group pays contributions to a separate fund on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

### *Defined benefit plans*

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are included in retained earnings in the statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

### *Other long-term benefits*

The Group gives money rewards to employees when they have worked for the Group for 5, 10, 15 and 20 years.

These obligations are measured similar to defined benefit plans except remeasurement gains and losses that are charged to profit or loss.

## 5.19 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

## 5.20 Share Capital

Ordinary shares with discretionary dividends are classified as equity.

Incremental costs directly attributable to the issue of new shares or option (net of tax) are shown as a deduction in equity.

## 5.21 Subordinated perpetual bond

Subordinated perpetual bond is recognised as equity. In accordance with TAS 32, Financial Instruments: Presentation, the perpetual bonds must be presented as financial liabilities. However, the Federation of Accounting Professions (TFAC) issued an announcement no. 95/2562 to provide a relief from reclassification of the perpetual bonds that was issued and paid-up before 31 December 2019. The relief is granted until 31 December 2022.

## 5.22 Revenue recognition

Revenue includes all revenues from ordinary business activities. All ancillary income in connection with the delivery of goods and rendering of services in the course of the Group's ordinary activities are also presented as revenue.

Revenue are recorded net of value added tax. They are recognised in accordance with the provision of goods or services, provided that collectibility of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into individual distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfillment of the obligation to the customer.

### *Revenues from sales of real estate*

The Group develops and sells residential properties. Revenue is recognised when control over the property has been transferred to the customer. The properties have generally no alternative use for the Group due to contractual restrictions. However, an enforceable right to payment does not arise until legal title has passed to the customer. Therefore, revenue is recognised at a point in time when the legal title has passed to the customer.

The revenue is measured at the transaction price agreed under the contract. In most cases, the consideration is due when legal title has been transferred. While deferred payment terms may be agreed in rare circumstances, the deferral does not usually exceed 12 months. The transaction price is therefore not adjusted for the effects of a significant financing component.

### *Revenues from hotel operations*

Revenue from hotel operations comprises amounts earned in respect of rental of rooms, food and beverage sales, and other ancillary services. Revenue is recognised over the period when rooms are occupied or services are performed. Revenue from the sale of food and beverages and goods is recognised at the point of sale when the food and beverages and goods are delivered to customers. Payment is due immediately when the hotel guest occupies the room and receives the services a goods.

### *Revenues from rental income*

The Group recognises rental income with a continuous service provision as revenue on a straight-line basis over the contract term, regardless of the payment pattern.

### *Interest income*

Interest income is recognised in proportion of time using the effective interest method from point of time to maturity date and using outstanding principal as a based to recognised interest receivable.

### *Dividend income*

Dividend income is recognised when the right of received occurred.

### *Contract assets and contract liabilities*

A contract asset is recognised where the Group records revenue for fulfillment of a contractual performance obligation before the customer paid consideration or before the requirements for billing. A contract liability is recognised when the customer paid consideration or a receivable from the customer that is due before the Group fulfilled a contractual performance obligation.

For each customer contract, contract liabilities are set off against contract assets and presented under "trade and other receivables, net" or "contract liabilities" in the statement of financial position.

### *Incremental costs of obtaining a contract*

The Group capitalises incremental costs of obtaining a contract, mainly real estate sales commissions to third parties and to employees, which present under "trade and other receivables" in the statement of financial position and amortise to selling expenses in the same pattern of related revenue recognition.

### 5.23 Dividend distribution

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors, and when the annual dividends are approved by the company's shareholders' meeting.

### 5.24 Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently measured to their fair value at the end of each reporting period. The changes in the fair value is recognised to net impairment losses on financial assets. The related derivative assets (liabilities) are presented as "Derivative assets (liabilities)".

## 6 Financial risk management

### 6.1 Financial risk

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain exposures.

Financial risk management is carried out by the Group Treasury Committee. The Group's policy includes areas such as foreign exchange risk, interest rate risk, price risk, credit risk and liquidity risk. The framework parameters are approved by the Board of Directors and uses as the key communication and control tools for Treasury team globally.

#### 6.1.1 Market risk

##### *Foreign exchange risk*

The Group operates internationally and is exposed to foreign currency risks, primarily the US dollar and Japanese Yen from borrowings that are denominated in foreign currencies. The risk is managed by entering into cross currency swap.

The Group does not apply hedge accounting. The cross currency swap accounted for as held for trading, with gains (losses) recognised in profit or loss.

The Group's exposure to foreign currency risk as at 31 December, expressed in Baht are as follows:

	Consolidated financial statements			
	US dollar		Japanese Yen	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Trade and other receivables	287	560	-	-
Derivative assets	-	-	-	13,550
Trade and other payables	52,648	66,077	40,474	26,584
Long-term borrowings	-	-	-	1,352,225

	Separate financial statements	
	Japanese Yen	
	2021 Thousand Baht	2020 Thousand Baht
Trade and other receivables	98,056	129,770
Derivative assets	-	13,550
Long-term borrowings to related parties	182,513	3,046,801
Trade and other payables	-	26,584
Long-term borrowings	-	1,352,225

The aggregate net foreign gains/losses recognised in profit or loss were:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Net foreign exchange gains (losses) recognised in profit before income tax	24,676	16,422	(26,522)	107,593

The changes in the exchange rates impact to the changes in financial assets and liabilities denominated in foreign currencies in the same ratio and direction.

#### *Interest rate risk*

The Group's main interest rate risk arises from borrowings and debentures which bear floating interest rates or fixed interest rates which are close to the current market rate. However, the Group will use interest rate swap to management the risk when necessary.

Under the interest rate swaps, the Group agrees with the other parties to exchange, at specified interval, the difference between fixed contract rates and floating rate interest amounts calculated by reference to the agreed notional principal amounts. Any differential to be paid or received on an interest rate swap agreement is recognised as a component of interest revenue or expense over the period of the agreement.

The Group do not apply hedge accounting.

The exposure of the borrowings and debentures to interest rate changes as at 31 December are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Variable rate</b>				
Short-term borrowings	513,308	944,850	513,308	860,086
Short-term borrowings from related parties	-	-	350,787	747,140
Long-term borrowings	4,008,361	3,426,294	1,992,857	1,001,003
	4,521,669	4,371,144	2,856,952	2,608,229
<b>Fixed rate</b>				
Short-term borrowings	254,542	643,441	-	-
Long-term borrowings	3,670,166	3,993,289	2,180,660	3,505,265
Debentures	17,842,488	22,758,468	12,711,751	15,963,488
	21,767,196	27,395,198	14,892,411	19,468,753

#### *Price risk*

The Group's exposure to equity securities price risk arises from investments in Real Estate Investment Trust which are classified as at fair value through other comprehensive income (FVOCI).

## 6.1.2 Credit risk

### *Risk management*

Credit risk is managed on a group basis. For banks and financial institutions, only independently rated parties with a minimum rating of 'BBB+' are accepted.

If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, risk control assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

There are no significant concentrations of credit risk, whether through exposure to individual customers or specific industry sectors.

### *Impairment of financial assets*

The Group has financial assets that are subject to the expected credit loss model:

- ☐ Trade and other receivables
- ☐ Loan to related parties
- ☐ Other financial assets measured at amortised cost

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, the identified impairment loss was immaterial.

## 6.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due and to close out market positions.

Due to the dynamic nature of the underlying businesses, the group treasury maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors rolling forecasts of the Group's liquidity reserve (comprising the undrawn borrowing facilities below) and cash and cash equivalents on the basis of expected cash flows. This is generally carried out at local level in the operating companies of the Group, in accordance with practice and limits set by the Group. These limits vary by location to take into account the liquidity of the market in which the entity operates. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining financing plans.

### *Financing arrangements*

The Group had access to the following undrawn credit facilities as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Variable rate</b>				
Expiring within one year	139,999	1,100,317	139,999	201,504
Expiring beyond one year	3,109,145	4,334,974	2,449,098	2,664,634
<b>Fixed rate</b>				
Expiring within one year	248,147	332,180	107,069	133,318
Expiring beyond one year	1,277,677	1,766,737	769,161	965,223
<b>Total</b>	<b>4,774,968</b>	<b>7,534,208</b>	<b>3,465,327</b>	<b>3,964,679</b>

### Maturity of financial liabilities

The tables below analyse the financial liabilities into relevant maturity groupings based on their contractual maturities. The amounts disclosed are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Consolidated financial statements						
	On demand Thousand Baht	Within 1 year Thousand Baht	1-5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
<b>As at 31 December 2021</b>						
<b>Non-derivatives</b>						
Short-term borrowings	-	773,294	-	-	773,294	767,850
Trade and other payables	-	2,464,164	-	-	2,464,164	2,464,164
Debentures	-	9,687,637	9,441,668	-	19,129,305	17,842,488
Long-term borrowings	-	1,215,630	7,431,762	1,063,030	9,710,422	7,678,527
Lease liabilities	-	463,896	792,826	3,722,728	4,979,450	1,601,072
<b>Total</b>	-	15,111,417	17,691,260	4,785,771	37,588,448	30,354,101
<b>As at 31 December 2020</b>						
<b>Non-derivatives</b>						
Short-term borrowings	-	1,616,453	-	-	1,616,453	1,588,291
Trade and other payables	-	2,591,345	-	-	2,591,345	2,591,345
Debentures	-	10,701,793	14,016,466	-	24,718,259	22,758,468
Long-term borrowings	-	1,363,764	6,046,044	1,523,348	8,933,156	7,419,583
Lease liabilities	-	493,200	1,752,076	3,609,926	5,855,202	1,816,818
<b>Derivatives</b>						
Cross currency swap	-	494,633	1,508,494	-	2,003,127	(13,550)
<b>Total</b>	-	17,261,188	23,323,080	5,133,274	45,717,542	36,160,955
Separate financial statements						
	On demand Thousand Baht	Within 1 year Thousand Baht	1-5 years Thousand Baht	Over 5 years Thousand Baht	Total Thousand Baht	Carrying amount Thousand Baht
<b>As at 31 December 2021</b>						
<b>Non-derivatives</b>						
Short-term borrowings	-	517,181	-	-	517,181	513,308
Trade and other payables	-	1,544,340	-	-	1,544,340	1,544,340
Borrowings from related parties	350,787	-	-	-	350,787	350,787
Debentures	-	6,572,167	7,082,916	-	13,655,083	12,711,751
Long-term borrowings	-	381,339	4,500,230	-	4,881,569	4,173,517
Lease liabilities	-	175,274	326,781	1,893,127	2,395,182	553,580
Financial guarantee	-	1,310,000	3,233,505	37,211	4,580,716	-
<b>Total</b>	350,787	10,500,301	15,143,432	1,930,338	27,924,858	19,847,283
<b>As at 31 December 2020</b>						
<b>Non-derivatives</b>						
Short-term borrowings	-	872,122	-	-	872,122	860,086
Trade and other payables	-	1,444,896	-	-	1,444,896	1,444,896
Borrowings from related parties	747,140	-	-	-	747,140	747,140
Debentures	-	7,407,991	9,987,558	-	17,395,549	15,963,488
Long-term borrowings	-	640,154	4,556,956	-	5,197,110	4,506,268
Lease liabilities	-	160,088	341,287	1,955,748	2,457,123	524,386
Financial guarantee	-	2,857,763	2,372,345	37,211	5,267,319	-

**Derivatives**

Cross currency swap	-	494,633	1,508,494	-	2,003,127	(13,550)
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<b>Total</b>	<b>747,140</b>	<b>13,877,647</b>	<b>18,766,640</b>	<b>1,992,959</b>	<b>35,384,386</b>	<b>24,032,714</b>
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**6.2 Capital management****6.2.1 Risk management**

The Group's objectives when managing capital are to:

- ☐ safeguard their ability to continue as a going concern, to provide returns for shareholders and benefits for other stakeholders, and
- ☐ maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital based on gearing ratio.

The Group's strategy was to maintain a gearing ratio under the terms of the major borrowing facilities within 250% and a BB credit rating (2020: BB). The gearing ratios are as follows:

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	<b>2021 Thousand Baht</b>	<b>2020 Thousand Baht</b>	<b>2021 Thousand Baht</b>	<b>2020 Thousand Baht</b>
Debt (under the terms of borrowing facilities)	22,161,579	29,506,210	15,716,896	20,680,532
Total equity (including non-controlling interests)	13,575,437	13,953,929	14,212,555	13,400,922
<b>Net debt to equity ratio</b>	<b>163%</b>	<b>211%</b>	<b>111%</b>	<b>154%</b>

*Loan covenants*

Under the terms of the major borrowing facilities, currently the Group has complied with this covenant.

**7 Critical accounting estimates and judgements**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

*Fair value of certain financial assets and derivatives*

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Group uses judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

*Defined retirement benefit obligations*

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in note 26.

*Deferred tax asset for carried forward tax losses*

The subsidiary has incurred the losses over the last two financial years following the acquisition of the manufacturing operations. The loss relates to the one-off costs of integrating the operations. The deferred tax assets related to carried-forward tax losses of the Group. The Group has concluded that the deferred tax assets arising from the carried-forward tax losses will be recoverable using the estimated future taxable income based on the approved business plans and budgets. It is expected that the losses carried forward will be utilised within 5 years.

#### *Determining the lease term*

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options or periods after termination options are only included in the lease term if the lease is reasonably certain to be extended or not terminated.

For leases of properties, the Group considers factors including historical lease durations and the costs and lease asset conditions are normally the most relevant.

Most extension options on offices and vehicles leases have not been included in the lease liability, because the Group considers i) the underlying asset condition and/or ii) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

#### *Determining discount rate*

To determine the incremental borrowing rate:

- ☐ Where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received.
- ☐ Makes adjustments specific to the lease, e.g. term, country, currency and security.

#### *Impairment of financial assets*

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

#### *Property plant and equipment and depreciation*

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimated useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgments regarding forecast of future revenues and expenses relating to the assets subject to the review.

#### *Litigation*

The Group has contingent liabilities as a result of litigation. The management of the Group applies judgement to assess of the results of the litigation and believes that no loss will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

#### *Impairment of investments in subsidiaries*

The Group tests for impairment of investments in subsidiaries if there is event or change in circumstances indicate that it might be impaired. The assessment of the recoverable amount depends on management's judgement to determine future estimations, the projected cash flows and the appropriate discount rate to be applied to those projected cash flows.

## 8 Segment and revenue information

The Board of Directors identifies reportable segments of its business to examine the Group's performance by type of products and services.

Significant information relating to revenue and profit of the reportable segments are as follows:

	Property development segment				Hotel Segment				Others				Elimination of inter-segment revenues				Consolidation			
	2021		2020		2021		2020		2021		2020		2021		2020		2021		2020	
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Revenue from external customers	8,642,002	10,596,274	696,381	1,469,817	271,198	277,973											9,609,581	12,344,064		
Inter-segment revenues	262,008	40,093	-	-	355,603	316,889							(617,611)	(356,982)			-	-		
<b>Total revenue from sales and services</b>	<b>8,904,010</b>	<b>10,636,367</b>	<b>696,381</b>	<b>1,469,817</b>	<b>626,801</b>	<b>594,862</b>							<b>(617,611)</b>	<b>(356,982)</b>			<b>9,609,581</b>	<b>12,344,064</b>		
<b>Timing of revenue recognition</b>																				
At a point in time	8,726,995	10,636,096	288,934	627,983	-	-							(262,008)	(40,093)			8,753,921	11,223,986		
Over time	177,015	271	407,447	841,834	626,801	594,862							(355,603)	(316,889)			855,660	1,120,078		
	<b>8,904,010</b>	<b>10,636,367</b>	<b>696,381</b>	<b>1,469,817</b>	<b>626,801</b>	<b>594,862</b>							<b>(617,611)</b>	<b>(356,982)</b>			<b>9,609,581</b>	<b>12,344,064</b>		
<b>Segment operating profit (loss)</b>	<b>2,627,379</b>	<b>3,026,041</b>	<b>(548,376)</b>	<b>(191,557)</b>	<b>(14,098)</b>	<b>14,497</b>											<b>2,064,905</b>	<b>2,848,981</b>		
<b>Unallocated income and expenses:</b>																				
Other incomes																	1,991,085	647,933		
Selling expenses																	(838,349)	(1,085,518)		
Administrative expenses																	(2,047,870)	(2,370,998)		
Reversal (losses) on financial assets impairment																	83,228	(519,207)		
Share of loss from investments in joint ventures																	(58,943)	(132,217)		
Finance costs																	(1,458,370)	(1,341,487)		
Income tax																	67,665	195,112		
<b>Loss for the period</b>																	<b>(196,649)</b>	<b>(1,757,401)</b>		

## 9 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Cash on hand	9,880	13,810	1,251	772
Bank deposits	4,010,677	2,103,000	1,677,639	635,359
Bank deposits - restricted for repayment of loans	-	22,795	-	-
Total cash on hand and bank deposits	4,020,557	2,139,605	1,678,890	636,131
<u>Less</u> Restricted bank deposits	(178,188)	(132,730)	(156,550)	(100,169)
<b>Total</b>	<b>3,842,369</b>	<b>2,006,875</b>	<b>1,522,340</b>	<b>535,962</b>

## 10 Trade and other receivables

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Trade receivables - third parties	132,225	163,996	4,063	4,063
<u>Less</u> Loss allowance	(91,939)	(92,218)	(4,063)	(4,063)
Trade receivables - third parties, net	40,286	71,778	-	-
Trade receivables - related parties (Note 32)	4,852	1,195	-	-
Note receivables	338,177	542,812	222,035	372,035
<u>Less</u> Loss allowance	(277,744)	(432,379)	(222,035)	(322,035)
Notes receivables, net	60,433	110,433	-	50,000
Advances	151,277	167,582	3,435	5,531
Advances - related parties (Note 32)	-	-	20,552	24,604
Accrued income	12,302	21,174	-	5,359
Accrued interest income	15	12,611	-	12,415
Accrued interest income - related parties (Note 32)	236,504	140,077	354,208	345,568
Prepaid expenses	62,008	118,074	26,252	28,384
Other receivables	18,779	19,242	158	186
Other receivables - related parties (Note 32)	53,001	94,297	139,174	91,920
<b>Total</b>	<b>639,457</b>	<b>756,463</b>	<b>543,779</b>	<b>563,967</b>

Due to the short-term nature of the current trade and other receivables, their carrying amount is considered to be the same as their fair value.

# Impairments of trade receivables and note receivables

The loss allowances for trade receivables and note receivables were determined as follows:

	Consolidated financial statements					
	2021			2020		
	Trade receivables Thousand Baht	Note receivables Thousand Baht	Loss allowance Thousand Baht	Trade receivables Thousand Baht	Note receivables Thousand Baht	Loss allowance Thousand Baht
Within due	34,491	-	(75)	64,725	-	(426)
Overdue						
Up to 3 months	6,634	-	(94)	5,208	-	(235)
3 - 6 months	905	-	(109)	1,935	-	(61)
6 - 12 months	1,898	-	(602)	148	-	(147)
Over 12 months	93,149	338,177	(368,803)	93,175	542,812	(523,728)
<b>Total</b>	<b>137,077</b>	<b>338,177</b>	<b>(369,683)</b>	<b>165,191</b>	<b>542,812</b>	<b>(524,597)</b>
	Separate financial statements					
	2021			2020		
	Trade receivables Thousand Baht	Note receivables Thousand Baht	Loss allowance Thousand Baht	Trade receivables Thousand Baht	Note receivables Thousand Baht	Loss allowance Thousand Baht
Within due	-	-	-	-	-	-
Overdue						
Up to 3 months	-	-	-	-	-	-
3 - 6 months	-	-	-	-	-	-
6 - 12 months	-	-	-	-	-	-
Over 12 months	4,063	222,035	(226,098)	4,063	372,035	(326,098)
<b>Total</b>	<b>4,063</b>	<b>222,035</b>	<b>(226,098)</b>	<b>4,063</b>	<b>372,035</b>	<b>(326,098)</b>

The reconciliations of loss allowance for trade and other receivables are as follow:

	Consolidated financial statements			Separate financial statements		
	Trade receivables Thousand Baht	Note receivables Thousand Baht	Other receivables Thousand Baht	Trade receivables Thousand Baht	Note receivables Thousand Baht	Other receivables Thousand Baht
Opening balance 2020	88,796	54,635	58,543	4,063	-	90,554
Increase in loss allowance recognised in profit or loss	5,116	377,744	13,401	-	322,035	5,232
Receivables written off as uncollectible	(1,694)	-	-	-	-	-
Closing balance 2020	92,218	432,379	71,944	4,063	322,035	95,786
Increase in loss allowance recognised in profit or loss	624	-	14,167	-	-	11,650
Receivables written off as uncollectible	(401)	(34,635)	(1,437)	-	-	-
Unused amount reversed	(502)	(120,000)	(18)	-	(100,000)	(17,230)
Closing balance 2021	91,939	277,744	84,656	4,063	222,035	90,206

## 11 Financial assets and financial liabilities

The Group and the Company have financial instruments as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Assets</b>				
<b>Current assets</b>				
Financial assets at amortised cost				
Cash and cash equivalents	3,842,369	2,006,875	1,522,340	535,962
Financial assets measured at amortised cost	106,728	120,527	2,789	13,179
Trade and other receivables	577,449	638,389	517,527	535,583
Short-term borrowings to related parties	54,500	-	51,000	-
<b>Non-current assets</b>				
Financial assets at amortised cost				
Restricted bank deposits	178,188	132,730	156,550	100,169
Long-term borrowings to related parties	3,230,382	2,603,323	5,752,170	8,657,735
Financial assets at fair value through other comprehensive income				
Real Estate Investment Trust	154,749	140,202	2,064	2,435
Financial assets at fair value through profit or loss				
Derivative assets	-	13,550	-	13,550
<b>Liabilities</b>				
<b>Current liabilities</b>				
Liabilities at amortised cost				
Short-term borrowings	767,850	1,588,291	513,308	860,086
Trade and other payables	2,464,164	2,591,345	1,544,340	1,444,896
Short-term borrowings from related parties	-	-	350,787	747,140
Current portion of debentures	8,847,428	9,522,710	5,959,153	6,527,706
Current portion of long-term borrowings	417,792	817,106	132,062	384,675
Current portion of lease liabilities	352,015	407,688	94,804	114,218
<b>Non-current liabilities</b>				
Liabilities at amortised cost				
Debentures	8,995,060	13,235,758	6,752,598	9,435,782
Long-term borrowings	7,260,735	6,602,477	4,041,455	4,121,593
Lease liabilities	1,249,057	1,409,130	458,776	410,168
Liability from lease with buy-back condition	4,312,236	-	-	-

Due to the current portion of financial assets and liabilities measured at amortised cost nature of the current assets and current liabilities, their carrying amount is considered to be the same as their fair value. For the non-current financial liabilities, the fair values are disclosed in relevant notes.

The fair values of Real Estate Investment Trust are based on last quoted bid price by reference to the Stock Exchange of Thailand or Net Asset Value (NAV) announced by the Asset Management Company. The fair values are within level 1 of the fair value hierarchy.

The fair values of derivative assets are determined using the present value of the estimated future cash flows based on observable yield curves. The fair values are within level 2 of the fair value hierarchy.

Amounts recognised in profit or loss and other comprehensive income

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Recognised in profit or loss				
Fair value gains (losses) on derivatives at FVPL	11,305	(105,903)	11,305	(105,903)
Dividends from equity investments held at FVOCI recognised in other income	-	116	-	116
Loss allowance				
- Trade and other receivables	105,729	(396,261)	105,580	(327,267)
- Borrowings to related parties	(28,335)	(5,224)	13,434	(17,290)
- Other non-current assets	5,834	(40,000)	-	-
- Real Estate Investment Trust	-	-	-	-
Recognised in other comprehensive income				
Fair value gains (losses) on equity investments at FVOCI	14,547	(23,057)	(370)	(1,120)

The reconciliations of loss allowance for other financial assets are as follow:

	Consolidated financial statements			Separate financial statements		
	Borrowings to related parties Thousand Baht	Other non- current assets Thousand Baht	Real Estate Investment Trust Thousand Baht	Borrowings to related parties Thousand Baht	Other non- current assets Thousand Baht	Real Estate Investment Trust Thousand Baht
Opening balance 2020	71,319	76,375	2,305	1,026,277	20,000	2,305
Increase in loss allowance recognised in profit or loss	5,224	40,000	-	17,290	-	-
Closing balance 2020	76,543	116,375	2,305	1,043,567	20,000	2,305
Increase in loss allowance recognised in profit or loss	30,082	-	-	61,740	-	-
Receivables written off as uncollectible	-	(1,541)	-	-	-	-
Unused amount reversed	(1,747)	(5,834)	-	(75,174)	-	-
Closing balance 2021	104,878	109,000	2,305	1,030,133	20,000	2,305

## 12 Project development costs, net

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Land and construction developed	7,459,817	8,246,038	3,673,307	4,703,950
Land and construction under development	14,835,461	16,322,357	9,721,113	10,040,101
<b>Total</b>	<b>22,295,278</b>	<b>24,568,395</b>	<b>13,394,420</b>	<b>14,744,051</b>
<u>Less</u> Allowance for net realisable value	(125,278)	(127,628)	(124,752)	(127,102)
<b>Project development costs, net</b>	<b>22,170,000</b>	<b>24,440,767</b>	<b>13,269,668</b>	<b>14,616,949</b>
Borrowing costs	862,477	942,579	521,495	553,372
Capitalisation rate (%)	4.75 - 15.00	4.75 - 7.10	4.75 - 7.15	4.75 - 6.40

Losses on net realisable value adjustments recognised in profit or loss are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Increase in loss allowance	-	3,900	-	3,900
Unused amount reversed	(2,350)	(5,850)	(2,350)	(5,850)
<b>Total</b>	<b>(2,350)</b>	<b>(1,950)</b>	<b>(2,350)</b>	<b>(1,950)</b>

## 13 Investments in subsidiaries

The subsidiaries included in consolidated financial statement. The subsidiaries have only ordinary shares. The proportion of ownership interests held by the Group is equal to voting rights in subsidiaries held by the Group.

The material investments in subsidiaries are as follows:

	Country of incorporation	Nature of business	Ownership interest held by the Group		Ownership interest held by the Company	
			2021 Percentage	2020 Percentage	2021 Percentage	2020 Percentage
Estate Perfect Company Limited	Thailand	Property development	100.00	100.00	100.00	100.00
Bright Development Bangkok Company Limited	Thailand	Property development	100.00	100.00	100.00	100.00
Kiroro Resort Holdings Company Limited	Japan	Hotel	99.70	99.70	31.42	31.42
We Retail Public Company Limited	Thailand	Property development and shopping mall	94.97	94.97	94.97	94.97
Thai Property Public Company Limited	Thailand	Property development	94.60	94.60	94.60	94.60
Grande Asset Hotels and Property Public Company Limited	Thailand	Hotel, shopping mall and property development	46.67	46.67	9.50	9.50

*Summarised of financial information of the subsidiaries that have material non-controlling interests*

The summary financial information of Grande Asset Hotels and Property Public Company Limited and subsidiaries that has non-controlling interests are significant to the Group are summarised below. The amounts are disclosed for each subsidiary is shown by the amount before the inter-company elimination.

	2021 Thousand Baht	2020 Thousand Baht
<i>Summarised statement of financial position</i>		
Current assets	3,044,560	2,793,779
Non-current assets	12,046,414	10,934,741
Current liabilities	(4,475,553)	(5,722,351)
Non-current liabilities	(8,606,739)	(4,718,322)
Net assets	2,008,682	3,287,847
Non controlling interests	1,241,797	1,778,548
<i>Summarised statement of comprehensive income</i>		
Revenue	514,651	999,794
Loss for the year	(1,339,144)	(1,098,886)
Other comprehensive income (expense)	11,934	(6,036)
Total comprehensive expense	(1,327,210)	(1,104,922)
Loss for the year allocated to non-controlling interests	(567,030)	(587,468)
Total comprehensive expense allocated to non-controlling interests	(826,144)	(587,639)
Dividends paid to non-controlling interests	-	(2,036)
<i>Summarised statement of cash flow</i>		
Net cash flow from operating activities	(801,621)	(946,056)
Net cash flow from investing activities	(661,931)	1,124,319
Net cash flow from financing activities	1,774,112	(201,376)
Net increase (decrease) in cash and cash equivalents	310,560	(23,113)

## 14 Investments in joint ventures

*Individually immaterial joint ventures*

The table below is the carrying amount of its interests, in aggregate, all individually immaterial joint ventures that are accounted for using equity method.

	2021 Thousand Baht	2020 Thousand Baht
Aggregate carrying amount of individually immaterial joint ventures	943,966	900,763
The Group's share of:		
Profit for the year	58,943	132,217
Other comprehensive income	-	-
Total comprehensive income	58,943	132,217

The Group recognised its share of loss in joint ventures until the carrying amount of the investment was reduced to zero. Any remaining loss exceeding the investment in the joint venture is further recognised to borrowings to a related party as part of the net investment in joint ventures. The Group recognised its share of loss of joint venture by applying the equity method of Baht 22.52 million (2020: Baht 114.72 million). As of 31 December 2021, the Group has a cumulative share of loss from investment in joint ventures recognised in borrowings to a related party totaling Baht 371.51 million (2020: Baht 349.00 million).

#### 15 Advance payments for purchase of land

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Advance payments to land owners under agreements to purchase and sale land	131,600	110,000	131,600	110,000
Advance payments to agents for land acquisition	87,000	97,000	62,000	77,000
<b>Total</b>	<b>218,600</b>	<b>207,000</b>	<b>193,600</b>	<b>187,000</b>
Values of land purchase and sale agreements	476,326	368,326	476,326	368,326

#### 16 Land held for development

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Land, construction costs and others	5,307,039	5,211,166	3,232,720	3,394,519
<u>Less</u> Allowance for devaluation	(47,766)	(48,237)	(25,722)	(25,722)
<b>Total</b>	<b>5,259,273</b>	<b>5,162,929</b>	<b>3,206,998</b>	<b>3,368,797</b>

The Group's lands held for development as at 31 December 2021 include lands which were sold and transferred the legal title to buyer already. However, the Group still has right to repurchase, so the Group continue to recognise the lands of Baht 156 million in the financial statements.

## 17 Investment properties

	Consolidated financial statements					
	Land and land improvements Thousand Baht	Shopping malls Thousand Baht	Office building Thousand Baht	Apartment Thousand Baht	Right-of-use assets Thousand Baht	Construction in progress Thousand Baht
<b>As at 1 January 2020</b>						
Cost	214,187	968,433	33,357	395,021	1,459,246	978,938
Less Accumulated depreciation	-	(119,438)	(2,184)	(89,948)	(305,228)	-
Less Provision for impairment	-	(56,621)	(12,078)	-	-	(2,649)
Net book amount	214,187	792,374	19,095	305,073	1,154,018	976,289
<b>For the year ended 31 December 2020</b>						
Opening net book amount	214,187	792,374	19,095	305,073	1,154,018	976,289
Additions	-	557	-	-	5,919	-
Transfer from property plant and equipment (Note 18)	7,869	-	-	-	-	-
Depreciation charge	-	(25,170)	(496)	(11,805)	(57,673)	-
Impairment charge	-	(17,400)	-	-	-	-
Translation differences	-	1,945	-	-	-	-
Closing net book amount	222,056	752,306	18,599	293,268	1,102,264	976,289
<b>As at 31 December 2020</b>						
Cost	222,056	968,990	33,357	395,021	1,465,165	978,938
Less Accumulated depreciation	-	(142,663)	(2,680)	(101,753)	(362,901)	-
Less Provision for impairment	-	(74,021)	(12,078)	-	-	(2,649)
Net book amount	222,056	752,306	18,599	293,268	1,102,264	976,289
						3,364,782

# For the year ended 31 December 2021

Opening net book amount  
Additions  
Transfer from land held for development  
Transfer to property plant and equipment (Note 18)  
Transfer to right-of-use assets (Note 19)  
Depreciation charge  
Translation differences

Closing net book amount

# As at 31 December 2021

Cost  
Less Accumulated depreciation  
Less Provision for impairment

Net book amount

	Consolidated financial statements					
	Land and land improvements Thousand Baht	Shopping malls Thousand Baht	Office building Thousand Baht	Apartment Thousand Baht	Right-of-use assets Thousand Baht	Construction in progress Thousand Baht
						Total Thousand Baht
	222,056	752,306	18,599	293,268	1,102,264	976,289
	2,586	-	-	-	2,342	-
	13,037	-	-	-	-	-
	(31,960)	(118,737)	-	-	-	-
	-	-	-	-	(15,542)	-
	(27)	(22,107)	(494)	(11,366)	(58,413)	-
	-	(2)	-	-	-	(2)
	205,692	611,460	18,105	281,902	1,030,651	976,289
						3,124,099
	205,719	788,083	33,357	395,021	1,447,374	978,938
	(27)	(130,515)	(3,174)	(113,119)	(416,723)	-
	-	(46,108)	(12,078)	-	-	(2,649)
	205,692	611,460	18,105	281,902	1,030,651	976,289
						3,124,099

	Separate financial statements				
	Land Thousand Baht	Office building Thousand Baht	Right-of-use assets Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht
<b>As at 1 January 2020</b>					
Cost	122,214	33,357	138,846	2,035	296,452
<u>Less</u> Accumulated depreciation	-	(2,184)	(75,651)	-	(77,835)
<u>Less</u> Provision for impairment	-	(12,078)	-	-	(12,078)
Net book amount	122,214	19,095	63,195	2,035	206,539
<b>For the year ended 31 December 2020</b>					
Opening net book amount	122,214	19,095	63,195	2,035	206,539
Transfer from project development costs	3,718	-	-	-	3,718
Transfer from property plant and equipment (Note 18)	7,869	-	-	-	7,869
Depreciation charge	-	(496)	(9,303)	-	(9,799)
Closing net book amount	133,801	18,599	53,892	2,035	208,327
<b>As at 31 December 2020</b>					
Cost	133,801	33,357	138,846	2,035	308,039
<u>Less</u> Accumulated depreciation	-	(2,680)	(84,954)	-	(87,634)
<u>Less</u> Provision for impairment	-	(12,078)	-	-	(12,078)
Net book amount	133,801	18,599	53,892	2,035	208,327
<b>For the year ended 31 December 2021</b>					
Opening net book amount	133,801	18,599	53,892	2,035	208,327
Additions	-	-	2,342	-	2,342
Transfer from land held for development	13,037	-	-	-	13,037
Depreciation charge	-	(495)	(10,344)	-	(10,839)
Closing net book amount	146,838	18,104	45,890	2,035	212,867
<b>As at 31 December 2021</b>					
Cost	146,838	33,357	141,188	2,035	323,418
<u>Less</u> Accumulated depreciation	-	(3,175)	(95,298)	-	(98,473)
<u>Less</u> Provision for impairment	-	(12,078)	-	-	(12,078)
Net book amount	146,838	18,104	45,890	2,035	212,867

The fair value of investment properties are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Land	162,175	42,050	194,967	54,008
Shopping malls	1,199,148	1,107,591	-	-
Office building	21,515	141,450	21,515	141,450
Apartment	592,441	586,726	-	-
Right-of-use assets	2,938,982	2,753,175	35,782	47,976
<b>Total</b>	<b>4,914,261</b>	<b>4,630,992</b>	<b>252,264</b>	<b>243,434</b>

The fair values of investment properties are within level 3 of the fair value hierarchy.

Management assessed the fair value of shopping mall according to the income approach by an independent professionally qualified appraiser by considering the present value of the future cash flows expected to be derived from cash-generating units, which refers to ready-to-use and in-use investment properties, as well as leasehold rights. Key assumptions used in the valuation include business growth in the industry, discount rates, and occupancy rates.

The Group uses independent appraisers who are certified according to professional standards to assess fair value of office building and apartment. The valuation is based on replacement cost, using comparative market analysis method approach scoring qualitative factor. Key assumptions used in the valuation include construction price and depreciation are based on construction price standard of the Valuers Association of Thailand, the Group's internal information and other factors that affect the comparison of the assets to the market price such as location, city plan, land size, utility area and building condition.

The Group expects to reliably measure the fair values of investment properties under construction when the construction is completed. Management considered that the fair values of these assets corresponded with their net book value.

There were no changes to the valuation techniques and fair value hierarchy level during the year.

Amounts recognised in profit and loss that are related to investment properties are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Rental and service income	82,032	106,411	14,081	16,188
Direct operating expense that generated rental income	86,324	87,904	6,171	9,799
Direct operating expense that did not generate rental income	48,335	49,840	4,667	6,052

The future aggregate minimum lease income under non-cancellable operating leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Not later than 1 year	54,561	53,007	13,073	12,753
Later than 1 year but not later than 5 years	36,107	47,637	6,054	14,470
Later than 5 years	-	-	-	-
<b>Total</b>	<b>90,668</b>	<b>100,644</b>	<b>19,127</b>	<b>27,223</b>

The Group and the Company have right-of-use assets for the leases that are classified as investment properties as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Total cash outflow for leases	177,257	196,957	9,257	7,589

## 18 Property, plant and equipment

	Consolidated financial statements						
	Land improvements Thousand Baht	Land improvements Thousand Baht	Buildings Thousand Baht	Building improvements Thousand Baht	Office and other equipment Thousand Baht	Vehicles Thousand Baht	Construction in progress Thousand Baht
<b>As at 1 January 2020</b>							
Cost	3,127,173	35,355	6,713,970	1,744,480	4,721,099	105,001	111,932
Less Accumulated depreciation	-	(20,134)	(1,749,558)	(1,217,478)	(3,054,177)	(94,198)	-
Less Provision for impairment	(32,335)	-	(4,402)	-	(297)	-	-
Net book amount	3,094,838	15,221	4,960,010	527,002	1,666,625	10,803	111,932
<b>For the year ended 31 December 2020</b>							
Opening net book amount	3,094,838	15,221	4,960,010	527,002	1,666,625	10,803	111,932
Additions	2,450	-	21,833	4,612	51,225	80	141,924
Transfers	-	(10,614)	27,646	27,036	71,735	777	(116,580)
Disposals	-	-	(99)	(375)	(4,387)	-	-
Depreciation charge	-	(1,602)	(173,449)	(61,226)	(349,137)	(4,182)	-
Transfer from deposits for hotel construction	-	-	-	-	-	-	36
Transfer from land held for development	66,900	-	-	-	-	-	-
Transfer from project development costs	11,696	1,909	-	-	2,898	-	-
Transfer to intangible assets	-	-	-	-	-	-	(770)
Transfer to investment property (Note 17)	(7,869)	-	-	-	-	-	-
Transfer to other assets	-	-	-	-	-	-	(510)
Translation differences	2,163	-	43,372	24,688	34,142	128	751
Closing net book amount	3,170,178	4,914	4,879,313	521,737	1,473,101	7,606	136,783
<b>As at 31 December 2020</b>							
Cost	3,202,513	25,571	6,814,682	1,808,054	4,844,038	102,307	136,783
Less Accumulated depreciation	-	(20,657)	(1,930,967)	(1,286,317)	(3,370,640)	(94,701)	-
Less Provision for impairment	(32,335)	-	(4,402)	-	(297)	-	-
Net book amount	3,170,178	4,914	4,879,313	521,737	1,473,101	7,606	136,783
							10,193,632

**For the year ended 31 December 2021**

Opening net book amount  
 Additions  
 Transfers  
 Disposals  
 Depreciation charge  
 Transfer from deposits for hotel construction  
 Transfer from investment properties (Note 17)  
 Transfer from right-of-use assets (Note 19)  
 Translation differences

Closing net book amount

**As at 31 December 2021**

Cost  
 Less Accumulated depreciation  
 Less Provision for impairment

Net book amount

Consolidated financial statements									
Land Thousand Baht	Land improvements Thousand Baht	Buildings Thousand Baht	Building Office and other improvements equipment		Vehicles Thousand Baht	Construction in progress		Total Thousand Baht	
			Thousand Baht	Thousand Baht		Thousand Baht	Thousand Baht		
3,170,178	4,914	4,879,313	521,737	1,473,101	7,606	136,783		10,193,632	
55,437	-	14,125	29,390	24,122	1,138	135,315		259,527	
-	-	108,189	7,732	55,340	-	(171,261)		-	
(32,137)	-	(807,057)	(451,047)	(563,115)	(12,164)	(16,830)		(1,882,350)	
-	(591)	(171,707)	(39,488)	(278,729)	(4,251)	-		(494,766)	
-	-	-	-	-	-	3,774		3,774	
31,960	-	118,737	-	-	-	-		150,697	
-	-	-	-	-	10,681	-		10,681	
(75)	-	2,323	1,332	1,692	6	40		5,318	
3,225,363	4,323	4,143,923	69,656	712,411	3,016	87,821		8,246,513	
3,257,698	25,571	6,120,233	1,168,232	3,748,693	77,151	87,821		14,485,399	
-	(21,248)	(1,943,995)	(1,098,576)	(3,035,985)	(74,135)	-		(6,173,939)	
(32,335)	-	(32,315)	-	(297)	-	-		(64,947)	
3,225,363	4,323	4,143,923	69,656	712,411	3,016	87,821		8,246,513	

**As at 1 January 2020**

Cost	42,317	122,787	-	257,999	24,933	-	448,036
Less Accumulated depreciation	-	(93,840)	-	(171,307)	(18,907)	-	(284,054)
Less Provision for impairment	(32,272)	(4,402)	-	(297)	-	-	(36,971)

Net book amount

127,011

**For the year ended 31 December 2020**

Opening net book amount	10,045	24,545	-	86,395	6,026	-	127,011
Additions	-	-	-	9,643	-	-	9,643
Disposals	-	-	-	(1)	(1)	-	(2)
Depreciation charge	-	(2,470)	-	(32,246)	(1,997)	-	(36,713)
Transfer to project development costs	-	(8,855)	-	-	-	-	(8,855)
Transfer to investment properties (Note 17)	(7,869)	-	-	-	-	-	(7,869)

Closing net book amount

83,215

**As at 31 December 2020**

Cost	34,448	101,815	-	267,541	21,112	-	424,916
Less Accumulated depreciation	-	(84,193)	-	(203,453)	(17,084)	-	(304,730)
Less Provision for impairment	(32,272)	(4,402)	-	(297)	-	-	(36,971)

Net book amount

83,215

**For the year ended 31 December 2021**

Opening net book amount	2,176	13,220	-	63,791	4,028	-	83,215
Additions	-	-	24,955	7,960	-	1,565	34,480
Disposals	-	-	-	(3,596)	-	-	(3,596)
Depreciation charge	-	(1,858)	(2,189)	(28,368)	(1,971)	-	(34,386)

Closing net book amount

79,713

**As at 31 December 2021**

Cost	34,448	101,815	24,955	246,956	19,266	1,565	429,005
Less Accumulated depreciation	-	(86,051)	(2,189)	(206,872)	(17,209)	-	(312,321)
Less Provision for impairment	(32,272)	(4,402)	-	(297)	-	-	(36,971)

Separate financial statements							
Land Thousand Baht	Buildings Thousand Baht	Building improvements Thousand Baht	Office and other equipment Thousand Baht	Vehicles Thousand Baht	Construction in progress Thousand Baht	Total Thousand Baht	Total Thousand Baht
42,317	122,787	-	257,999	24,933	-	448,036	448,036
-	(93,840)	-	(171,307)	(18,907)	-	(284,054)	(284,054)
(32,272)	(4,402)	-	(297)	-	-	(36,971)	(36,971)
10,045	24,545	-	86,395	6,026	-	127,011	127,011
10,045	24,545	-	86,395	6,026	-	127,011	127,011
-	-	-	9,643	-	-	9,643	9,643
-	-	-	(1)	(1)	-	(2)	(2)
-	(2,470)	-	(32,246)	(1,997)	-	(36,713)	(36,713)
-	(8,855)	-	-	-	-	(8,855)	(8,855)
(7,869)	-	-	-	-	-	(7,869)	(7,869)
2,176	13,220	-	63,791	4,028	-	83,215	83,215
34,448	101,815	-	267,541	21,112	-	424,916	424,916
-	(84,193)	-	(203,453)	(17,084)	-	(304,730)	(304,730)
(32,272)	(4,402)	-	(297)	-	-	(36,971)	(36,971)
2,176	13,220	-	63,791	4,028	-	83,215	83,215
2,176	13,220	-	63,791	4,028	-	83,215	83,215
-	-	24,955	7,960	-	1,565	34,480	34,480
-	-	-	(3,596)	-	-	(3,596)	(3,596)
-	(1,858)	(2,189)	(28,368)	(1,971)	-	(34,386)	(34,386)
2,176	11,362	22,766	39,787	2,057	1,565	79,713	79,713
34,448	101,815	24,955	246,956	19,266	1,565	429,005	429,005
-	(86,051)	(2,189)	(206,872)	(17,209)	-	(312,321)	(312,321)
(32,272)	(4,402)	-	(297)	-	-	(36,971)	(36,971)

The Group's lands as at 31 December 2021 include lands which were sold and transferred the legal title to buyer already. However, the Group still has right to repurchase, so the Group continue to recognise the lands of Baht 10.93 million in the financial statements.

As at 31 December 2021, property, plant and equipment of a subsidiary at net book value of Baht 4,689.57 million was owned by MFC Asset Management Public Company Limited, as the trustee of Grande Royal Orchid Hospitality Real Estate Investment Trust (Note 25).

Borrowing costs were capitalised during the year and are included in 'additions' are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Borrowing costs	-	585.70	-	-
Capitalisation rate (%)	-	6.09 - 6.46	-	-

## 19 Right-of-use assets

	Consolidated financial statements			
	Properties Thousand Baht	Equipment Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
Opening balance 2020	1,642,337	35,277	170,560	1,848,174
Additions	142,371	642	3,490	146,503
Lease reassessments	(10,629)	-	-	(10,629)
Lease terminations	-	(264)	-	(264)
Transfer from prepayment	8,700	-	-	8,700
Depreciation	(248,021)	(14,121)	(36,233)	(298,375)
Translation differences	2,643	844	5,902	9,389
Closing balance 2020	1,537,401	22,378	143,719	1,703,498
Additions	24,925	1,953	1,566	28,444
Rental rate change	(6,658)	-	-	(6,658)
Lease reassessments	-	813	-	813
Lease terminations	(37,197)	-	(843)	(38,040)
Transfer from investment properties (Note 17)	15,542	-	-	15,542
Transfer to property plant and equipment (Note 18)	-	-	(10,681)	(10,681)
Disposals	-	(11,211)	(81,896)	(93,107)
Depreciation	(247,281)	(11,533)	(24,642)	(283,456)
Translation differences	110	35	275	420
Closing balance 2021	1,286,842	2,435	27,498	1,316,775

	Separate financial statements			
	Properties Thousand Baht	Equipment Thousand Baht	Vehicles Thousand Baht	Total Thousand Baht
Opening balance 2020	387,676	-	29,492	417,168
Additions	15,238	-	3,388	18,626
Depreciation	(22,339)	-	(10,135)	(32,474)
Closing balance 2020	380,575	-	22,745	403,320
Additions	38,931	-	1,566	40,497
Lease terminations	(5,811)	-	-	(5,811)
Depreciation	(27,320)	-	(10,302)	(37,622)
Closing balance 2021	386,375	-	14,009	400,384

The expense relating to leases that not included in the measurement of lease liabilities and right-of-use and cash outflows for leases is as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Total cash outflow for leases	394,669	399,737	118,964	107,948
Expense relating to short-term leases	83,094	110,170	58,483	73,030
Expense relating to leases of low-value assets	3,886	3,292	1,739	2,306
Income from subleasing right-of-use asset	3,927	6,959	3,034	6,066

The movements in lease liabilities from investing activities during the year are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance	1,816,818	1,766,987	524,386	489,685
Additions	25,511	144,917	37,439	13,226
Payments	(307,689)	(279,316)	(58,742)	(32,612)
Interests	175,744	187,696	56,636	54,087
Rent concession received	(21,175)	-	-	-
Rental rate change	(6,658)	-	-	-
Lease reassessments	813	(10,629)	-	-
Lease terminations	(40,983)	(1,394)	(6,139)	-
Disposals	(41,635)	-	-	-
Translation differences	326	8,557	-	-
Closing balance	1,601,072	1,816,818	553,580	524,386

## 20 Deferred income tax

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Deferred income tax assets	1,973,493	1,169,882	266,240	273,981
Deferred income tax liabilities	(796,667)	(894,560)	-	-
<b>Total</b>	<b>1,176,826</b>	<b>275,322</b>	<b>266,240</b>	<b>273,981</b>

The movements in deferred tax assets and liabilities during the year are as follows:

	Consolidated financial statements							
	Opening balance 2020		Recognised in other comprehensive income		Recognised in other comprehensive income		Closing balance 2021	
	Thousand	Baht	Thousand	Baht	Thousand	Baht	Thousand	Baht
<b>Deferred income tax assets</b>								
Loss allowance	57,428		89,988			(14,429)		132,987
Borrowing costs	67,083		(5,695)			(2,708)		58,680
Depreciation	60,855		(8,336)			(37)		52,482
Contract liabilities	334,168		(6,862)			(9,223)		318,083
Lease liabilities	-		37,887			(31,998)		5,889
Provision for compensation for Housing Estate Juristic Persons	35,363		(5,578)			2,278		32,063
Employee benefit obligations	87,899		(4,541)	6,967		3,913		94,238
Tax loss carry forward	148,667		239,898			87,923		476,488
Others	64,629		(34,549)	4,611		770,801	(2,909)	802,583
	856,092		302,212	11,578		806,520	(2,909)	1,973,493
<b>Deferred income tax liabilities</b>								
Contract assets	(934)		-			(934)		(934)
Fair value adjustment from business combination	(842,836)		25,802			(817,034)		(691,482)
Derivative assets	(59,501)		56,791			(2,710)		-
Others	(65,263)		(8,619)			(73,882)		(104,251)
	(968,534)		73,974	-		(894,560)		(796,667)
Deferred income tax, net	(112,442)		376,186	11,578		904,413	(2,909)	1,176,826

	Separate financial statements							
	Opening balance 2020 Thousand Baht	Recognised in profit or loss Thousand Baht	Recognised in other comprehensive income Thousand Baht	Closing balance 2020 Thousand Baht	Recognised in profit or loss Thousand Baht	Recognised in other comprehensive income Thousand Baht	Closing balance 2021 Thousand Baht	
<b>Deferred income tax assets</b>								
Loss allowance	40,024	75,961	-	115,985	(20,470)	-	95,515	
Borrowing costs	32,223	(5,146)	-	27,077	(2,213)	-	24,864	
Depreciation	44,756	(8,243)	-	36,513	882	-	37,395	
Contract liabilities	6,106	2,250	-	8,356	113	-	8,469	
Lease liabilities	-	26,422	-	26,422	6,962	-	33,384	
Provision for compensation for Housing Estate Juristic Persons	29,961	(5,692)	-	24,269	2,773	-	27,042	
Employee benefit obligations	31,842	(1,071)	4,884	35,655	1,368	-	37,023	
Others	34,246	(32,056)	224	2,414	60	74	2,548	
	219,158	52,425	5,108	276,691	(10,525)	74	266,240	
<b>Deferred income tax liabilities</b>								
Derivative assets	(59,501)	56,791	-	(2,710)	2,710	-	-	
	(59,501)	56,791	-	(2,710)	2,710	-	-	
Deferred income tax, net	159,657	109,216	5,108	273,981	(7,815)	74	266,240	

Deferred income tax assets are recognised for tax loss and carry forwards only to the extent that realisation of the related tax benefit through the future taxable profits is probable. The Group did not recognise deferred income tax assets in respect of losses that can be carried forward against future taxable income as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Unused tax loss carry forwards	1,130,849	2,279,936	-	-
Unrecognised deferred income tax	226,170	455,987	-	-
Expired year	2022 - 2031	2021 - 2030	-	-

## 21 Borrowings

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Current</b>				
Short-term borrowings	767,850	1,588,291	513,308	860,086
Short-term borrowings from related parties	-	-	350,787	747,140
Current portion of long-term borrowings	417,792	817,106	132,062	384,675
	1,185,642	2,405,397	996,157	1,991,901
<b>Non-current</b>				
Long-term borrowings	7,260,735	6,602,477	4,041,455	4,121,593
<b>Total</b>	8,446,377	9,007,874	5,037,612	6,113,494

The movements in loans from financing activities during the year are as follows:

	Consolidated financial statements			
	Short-term borrowings Thousand Baht	Short-term borrowings from related parties Thousand Baht	Long-term borrowings Thousand Baht	Total Thousand Baht
Opening balance 2020	1,107,631	-	7,614,381	8,722,012
Additions	6,029,412	-	6,343,276	12,372,688
Settlements	(5,558,002)	-	(6,613,847)	(12,171,849)
Fee payments	(23,565)	-	(28,931)	(52,496)
Deferred interest payments	(34,875)	-	-	(34,875)
Adjust effective interest rate	67,690	-	24,464	92,154
Translation differences	-	-	80,240	80,240
Closing balance 2020	1,588,291	-	7,419,583	9,007,874
Additions	3,365,165	-	7,772,200	11,137,365
Settlements	(4,188,807)	-	(7,449,891)	(11,638,698)
Fee payments	(6,720)	-	(36,829)	(43,549)
Deferred interest payments	(26,304)	-	(74,306)	(100,610)
Adjust effective interest rate	36,225	-	71,346	107,571
Translation differences	-	-	(23,576)	(23,576)
Closing balance 2021	767,850	-	7,678,527	8,446,377

	Separate financial statements			
	Short-term borrowings Thousand Baht	Short-term borrowings from related parties Thousand Baht	Long-term borrowings Thousand Baht	Total Thousand Baht
Opening balance 2020	778,136	624,769	4,739,177	6,142,082
Additions	4,907,383	1,111,058	4,875,185	10,893,626
Settlements	(4,834,187)	(988,687)	(5,184,447)	(11,007,321)
Fee payments	(2,700)	-	(23,681)	(26,381)
Deferred interest payments	-	-	-	-
Adjust effective interest rate	11,454	-	19,794	31,248
Translation differences	-	-	80,240	80,240
Closing balance 2020	860,086	747,140	4,506,268	6,113,494
Additions	1,826,703	698,589	5,293,628	7,818,920
Settlements	(2,173,481)	(1,094,942)	(5,582,083)	(8,850,506)
Fee payments	-	-	(27,578)	(27,578)
Deferred interest payments	-	-	(20,394)	(20,394)
Adjust effective interest rate	-	-	28,004	28,004
Translation differences	-	-	(24,328)	(24,328)
Closing balance 2021	513,308	350,787	4,173,517	5,037,612

During the year 2021, the Group disposed the certain hotel assets to a buyer. The group still has right to repurchase the certain lands with amount and period as agreed in the agreement. Therefore, the cash received amount of Baht 765 million has not been recognised as revenue but was recognised as a financial liability which was included in the additions of long-term borrowings.

The borrowing agreements contain several covenants which, among other things, require the Group to maintain net debt-to-equity ratio at the rates prescribed in the agreements.

The borrowings from related parties were made on commercial terms and conditions without collateral and due at call. The borrowings bore interests at weighted average finance costs of the Group plus a fixed rate.

Fair values of long-term borrowings which are based on discounted cash flows using a discount rate based upon the loan rate of 3.28% to 15.00% (2020: 2.78% to 18.59%) and are within level 3 of the fair value hierarchy are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Long-term borrowings	7,688,517	7,419,583	4,179,126	4,506,268

The fair value of current loans equal their carrying amount, as the impact of discounting is not significant.

Credit facilities and borrowings are secured by the Group and Company's assets (Note 33).

## 22 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Trade accounts payable	1,376,491	1,478,702	948,651	737,381
Trade accounts payable - related parties (Note 32)	-	5	82,886	74,223
Hotel construction payable	-	24,459	-	-
Retention payable	148,783	158,283	52,776	57,668
Retention payable - related parties (Note 32)	-	-	173	-
Accrued interest expenses	184,031	243,868	118,920	171,126
Accrued interest expenses - related parties (Note 32)	-	-	4,718	2,933
Accrued expenses	519,394	550,802	247,758	255,427
Accrued expenses - related parties (Note 32)	35,438	6	36,018	87,377
Other payables	200,027	135,220	52,440	58,761
<b>Total</b>	<b>2,464,164</b>	<b>2,591,345</b>	<b>1,544,340</b>	<b>1,444,896</b>

## 23 Debentures

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Current portion of debentures	8,847,428	9,522,710	5,959,153	6,527,706
Debentures	8,995,060	13,235,758	6,752,598	9,435,782
<b>Total</b>	<b>17,842,488</b>	<b>22,758,468</b>	<b>12,711,751</b>	<b>15,963,488</b>

The movements in debentures from financing activities during the year are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance	22,758,468	26,529,654	15,963,488	19,677,156
Additions	4,845,800	3,940,000	3,279,800	2,358,500
Repayments	(9,762,800)	(7,729,200)	(6,533,600)	(6,085,100)
Payments for debentures fee	(51,378)	(34,594)	(31,584)	(20,189)
Amortisation of front-end fee	52,398	52,608	33,647	33,121
<b>Closing balance</b>	<b>17,842,488</b>	<b>22,758,468</b>	<b>12,711,751</b>	<b>15,963,488</b>

The debenture agreements contain several covenants which, among other things, require the Group to maintain interest bearing debt to equity ratio at the rate prescribed in the agreements.

Fair values of debentures which are based on observable market price of debt instrument by reference to Thai Bond Market Association and are within level 2 of the fair value hierarchy are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Debentures	17,912,121	22,912,329	12,758,481	16,081,888

Debentures are secured by the Group and Company's assets (Note 33).

## 24 Subordinated perpetual debentures

On 16 November 2018, the Company issued Baht 60 million (comprising 60,300 units of Baht 1,000 each) of subordinated perpetual debentures ("the debentures") to institutional investors and high net worth investors.

The debentures are registered, unsecured, unconvertible, with a debenture holders' representative and are to be redeemed in a lump sum when the Company ceases its business. Interest is payable every three months. The Company has an option to defer interest payment and accumulate interest to pay at any date at its discretion. In the event that the Company defers interest payment it may not declare or pay any dividend, or pay interest or distribute assets to the holders of securities of the Company that legally have equal seniority or are subordinate to the debentures, and it cannot recall, decrease, cancel, purchase or repurchase those of its securities that legally have equal seniority or are subordinate to the debentures. The Company is entitled to redeem the debentures at a date five years from the issue date or in accordance with other conditions stipulated in the prospectus.

The interest rate of the debentures can be summarised as follows:

Years 1 - 5	9.50% per annum
Years 6 - 25	5-year government bond yields + 7.61% per annum
Year 26 onwards	5-year government bond yields + 8.36% per annum

The five years government bond yields will be adjusted every five years.

## 25 Liability from lease with buy-back condition

On 15 July 2021, the Royal Orchid Hotel (Thailand) Public Company Limited, a subsidiary, entered into agreements of which significant detail are summarised as follows:

1. Agreement to buy and to sell immovable and movable assets of Royal Orchid Sheraton Hotel and Towers Project  
The subsidiary entered into an agreement to buy and to sell immovable and movable assets with MFC Asset Management Public Company Limited ("MFC"), as the trustee of Grande Royal Orchid Hospitality Real Estate Investment Trust with Buy-Back Condition ("GROREIT"), amounting to Baht 4,498 million which contains conditions as specified in property's sale and purchase agreement. On 15 July 2021, the subsidiary has already received full payment and transferred the assets.
2. Lease Agreement for immovable assets and movable assets of Royal Orchid Sheraton Hotel and Towers Project  
The subsidiary entered into an agreement with MFC, as the trustee of GROREIT, namely land, building and movable assets for operation of the Royal Orchid Sheraton Hotel and Towers. The term of the lease is 3 years starting from the date of the lease agreement is signed, whereby each party having the right to renew the lease 2 times, for periods of 1 year each time. The subsidiary agreed to pay monthly rental expenses at the rates specified in the lease agreement. The total rental fee for the period of 5 years would thus be Baht 1,360 million and the subsidiary has an obligation to buy back the assets from the third year for Baht 4,703 million, the fourth year for Baht 4,783 million or the fifth year for Baht 4,873 million at the price as mutually agreed for all term of lease which contains conditions as specified in property's rental agreement. On the agreement date, the subsidiary deposited Baht 136 million as a performance guarantee for the lease agreement.
3. Under Taking Agreement for Royal Orchid Sheraton Hotel and Towers Project  
The subsidiary entered into an under taking agreement for the Royal Orchid Sheraton Hotel and Towers Project with MFC, acting as the trustee on behalf of GROREIT. The subsidiary deposited Baht 123 million for 2 years as a performance guarantee for the lease agreement which contains conditions as specified in under taking agreement.

The Sales and Lease back agreements with buy-back obligation from GROREIT is deemed to be a financing transaction and is not true sale so the Group presented to "Liability from lease agreement with buy-back obligation" in the statement of financial position measured by amortised cost, rental and buy-back obligation payment under lease agreement to GROREIT as decreasing of liabilities and recording to interest expense. In addition, the Group presented deposit and rental deposit totaling Baht 259 million, placed as the guarantee to comply with the conditions under the lease and under taking agreements, as "Other non-current assets" in the statement of financial position.

Movements of liability from lease agreement with buy-back obligation net from transaction costs and amortisation of expenses during the nine-month period ended 30 September 2021 are summarised below.

	<b>Separate financial statements Thousand Baht</b>
As at 15 July 2021	6,233,000
<u>Less</u> Deferred interest expense	(1,735,000)
	4,498,000
<u>Less</u> Deferred transaction costs relating to the agreement	(232,512)
	4,265,488
Payment of rental property during the year	(79,839)
Transfer rental on the due date presented to other payable	(46,000)
Recognise of interest expense with effective interest rate method	172,587
Closing balance	4,312,236

Fair value of liability from lease with buy-back obligation is approximate book value by using the level 3 of the fair value hierarchy. Significant unobservable input of fair value hierarchy level 3 is risk adjusted discount rate. It is estimated based on the a subsidiary's cost of debt.

## 26 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Retirement benefits	476,840	454,589	185,114	178,276
Other long-term benefits	5,366	5,782	-	-
<b>Total</b>	<b>482,206</b>	<b>460,371</b>	<b>185,114</b>	<b>178,276</b>

The movements in the defined benefit obligations for the year are as follow:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Opening balance	460,371	455,362	178,276	159,210
Current service cost	39,832	41,542	12,292	11,358
Past service cost	-	(50,598)	-	(12,621)
Interest cost	6,200	11,351	2,388	4,405
	<b>506,403</b>	<b>457,657</b>	<b>192,956</b>	<b>162,352</b>
Remeasurements				
Loss from change in demographic assumptions	-	2,283	-	1,256
Loss from change in financial assumptions	-	46,738	-	25,344
Experience gain	-	(14,184)	-	(2,178)
	<b>-</b>	<b>34,837</b>	<b>-</b>	<b>24,422</b>
Benefit payments	(21,148)	(32,123)	(7,842)	(8,498)
Disposals	(3,049)	-	-	-
Closing balance	<b>482,206</b>	<b>460,371</b>	<b>185,114</b>	<b>178,276</b>

The significant actuarial assumptions used were as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Percentage	2020 Percentage	2021 Percentage	2020 Percentage
Discount rate	0.42 - 2.94	0.42 - 2.94	1.40	1.40
Salary growth rate	3.00 - 6.00	3.00 - 6.00	4.50 - 6.00	4.50 - 6.00

Sensitivity analysis for each significant assumption used is as follows:

	Impact on employee benefit obligations			
	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Discount rate increase by 1%	(43,778)	(41,700)	(17,698)	(17,031)
Discount rate decrease by 1%	50,782	48,228	20,605	19,829
Salary growth rate increase by 1%	48,810	45,888	19,469	18,736
Salary growth rate decrease by 1%	(42,815)	(40,285)	(17,154)	(16,508)

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the employee benefit obligations to significant actuarial assumptions the same method has been applied as when calculating the employee benefit obligations recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

## 27 Other incomes

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Management income	119,052	157,765	72,921	103,279
Dividend income	10,530	10,647	600,000	672,117
Interest income	253,349	250,800	530,992	540,860
Income from cancellation	26,286	40,362	16,959	30,589
Gains from exchange rate	24,676	400	-	88
Gains from disposal of certain hotel assets	1,396,007	-	-	-
Store and club house management income	79,931	75,914	-	-
Gains on rent concession received	21,175	-	-	-
Others	60,079	112,045	110,199	10,241
<b>Total</b>	<b>1,991,085</b>	<b>647,933</b>	<b>1,331,071</b>	<b>1,357,174</b>

## 28 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
	Thousand Baht	Thousand Baht	Thousand Baht	Thousand Baht
Employee benefit expenses	1,353,829	1,630,138	337,818	355,701
Depreciation and amortisation	885,204	1,004,529	84,350	81,994
Cost of real estate development sold	6,014,623	7,570,234	4,027,015	4,698,914
Special business tax and land transfer fee	340,216	400,192	235,546	271,667
Finance costs	1,458,370	1,341,487	860,348	939,534
Rental and service expense	253,605	266,720	161,638	170,102
Utilities expenses	245,971	213,198	54,757	66,650
Repair and maintenance	209,106	215,067	116,767	118,394
Marketing expenses	379,634	473,840	191,530	220,232
Consulting fees	52,039	38,801	42,383	26,777
(Reversal of) losses on financial assets impairments	(83,228)	519,207	(119,014)	404,280

## 29 Income taxes

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Current income tax	836,748	181,074	111,753	96,833
Deferred income tax (Note 20)	(904,413)	(376,186)	7,815	(109,216)
<b>Total</b>	<b>(67,665)</b>	<b>(195,112)</b>	<b>119,568</b>	<b>(12,383)</b>

The income tax on the Group and Company's profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Profit (loss) before income tax	(264,314)	(1,952,513)	1,170,429	586,906
Tax calculated at a tax rate of 20%	(52,863)	(390,503)	234,086	117,381
Tax effects of:				
Joint ventures' results reported net of tax	11,789	26,443	-	-
Income not subject to tax	(135,697)	(136,529)	(125,481)	(134,423)
Additional income subject to tax	151,295	21,230	13,539	16,575
Expenses not deductible for tax purposes	48,668	76,589	7,076	35,142
Additional expenses deductible for tax purposes	(81,172)	(37,757)	(9,652)	(9,678)
Difference in overseas tax rate	19,388	83,402	-	-
Utilisation of previously unrecognised tax losses	(250,591)	(5,933)	-	-
Tax losses for which no deferred income tax asset was recognised	217,746	203,564	-	-
Adjustment in respect of prior year	3,772	(35,618)	-	(37,380)
<b>Income tax</b>	<b>(67,665)</b>	<b>(195,112)</b>	<b>119,568</b>	<b>(12,383)</b>

The tax relating to component of other comprehensive income is as follows:

	Consolidated financial statements					
	2021			2020		
	Before tax Thousand Baht	Tax Thousand Baht	After tax Thousand Baht	Before tax Thousand Baht	Tax Thousand Baht	After tax Thousand Baht
Changes in fair value of investments	14,547	(2,909)	11,638	(23,057)	4,611	(18,446)
Remeasurements of employee benefit obligations	-	-	-	(34,837)	6,968	(27,869)
Currency translation differences	(3,243)	649	(2,594)	(11,046)	2,209	(8,837)
<b>Total</b>	<b>11,304</b>	<b>(2,260)</b>	<b>9,044</b>	<b>(68,940)</b>	<b>13,788</b>	<b>(55,152)</b>

	Separate financial statements					
	2021			2020		
	Before tax Thousand Baht	Tax Thousand Baht	After tax Thousand Baht	Before tax Thousand Baht	Tax Thousand Baht	After tax Thousand Baht
Changes in fair value of investments	(370)	74	(296)	(1,120)	224	(896)
Remeasurements of employee benefit obligations	-	-	-	(24,422)	4,884	(19,538)
<b>Total</b>	<b>(370)</b>	<b>74</b>	<b>(296)</b>	<b>(25,542)</b>	<b>5,108</b>	<b>(20,434)</b>

### 30 Earnings per share

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Profit (Loss) attributable to owners of the parent	526,674	(1,045,834)	1,050,861	599,289
<u>Less</u> Dividend paid of subordinated perpetual debentures, net of tax	(48,260)	(48,392)	(48,260)	(48,392)
<b>Total</b>	<b>478,414</b>	<b>(1,094,226)</b>	<b>1,002,601</b>	<b>550,897</b>
Weighted average number of ordinary shares (Thousand shares)	9,534,584	9,534,584	9,534,584	9,534,584
Basic earnings per share (Baht)	0.0502	(0.1148)	0.1052	0.0578

### 31 Dividend

At the Company's shareholders' meeting on 29 April 2021, the meeting approved a dividend at Baht 0.02 per share amounting to a total of Baht 191 million. The Company paid dividend on 28 May 2021.

At the Company's shareholders' meeting on 14 May 2020, the meeting approved a dividend in cash at Baht 0.11 per share amounting to a total of Baht 96 million and a stock dividend of 866,757,634 Company's ordinary shares equivalent to a total of Baht 867 million. The Company paid dividend on 12 June 2020.

## 32 Related party transactions

Additional information for transactions with related parties are as follows:

### Transactions

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Subsidiaries</b>				
Revenue from sales of lands	-	-	85,008	40,093
Revenues from rental and services	-	-	4,519	4,655
Management and other income	-	-	85,069	137
Dividend income	-	-	600,000	672,000
Interest income	-	-	391,096	387,520
Service fee expense	-	-	2,748	9,680
Rent expense	-	-	5,973	-
Interest expense	-	-	23,618	44,725
<b>Joint ventures</b>				
Revenues from rental and services	1,148	1,148	1,148	1,148
Management and other income	136,082	164,013	90,032	101,931
Interest income	234,406	189,058	131,824	120,909

### Outstanding balances

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
<b>Receivables</b>				
Subsidiaries	-	-	278,966	271,153
Joint ventures	294,357	235,569	234,968	190,939
<b>Total</b>	294,357	235,569	513,934	462,092
<b>Project development costs</b>				
Subsidiaries	-	-	177,240	336
<b>Other non-current assets</b>				
Subsidiaries	-	-	40,000	40,000
<b>Payables</b>				
Subsidiaries	-	-	88,357	164,533
Joint ventures	35,438	11	35,438	-
<b>Total</b>	35,438	11	123,795	164,533

### Short-term borrowings to related parties

Movements of short-term borrowings to related parties for the year ended 31 December 2021 are as follows:

	Consolidated financial statements		Separate financial statements	
	Subsidiaries Thousand Baht	Joint ventures Thousand Baht	Subsidiaries Thousand Baht	Joint ventures Thousand Baht
Opening balance	-	-	-	-
Additions	-	54,500	298,326	51,000
Settlements	-	-	(285,214)	-
Fee payments	-	-	(755)	-
Fee amortisation	-	-	755	-
Currency translation differences	-	-	(13,112)	-
Closing balance	-	54,500	-	51,000

The short-term borrowings to related parties were made on commercial terms and conditions without collateral and due within 1 year. The borrowings bore interests at weighted average finance costs of the Group plus fixed rate.

### Long-term borrowings to related parties

Movements of long-term borrowings to related parties for the year ended 31 December 2021 are as follows:

	Consolidated financial statements		Separate financial statements	
	Subsidiaries Thousand Baht	Joint ventures Thousand Baht	Subsidiaries Thousand Baht	Joint ventures Thousand Baht
Opening balance	-	2,603,323	6,775,968	1,881,767
Additions	-	708,516	742,779	94,608
Settlements	-	(30,600)	(3,692,060)	(30,600)
Fee amortisation	-	-	1,879	-
Currency translation differences	-	-	(35,605)	-
Share of loss exceeding investment in joint ventures	-	(22,522)	-	-
Loss allowance	-	(28,335)	-	(681)
Reversal of loss allowance	-	-	14,115	-
Closing balance	-	3,230,382	3,807,076	1,945,094

The long-term borrowings to related parties were made on commercial terms and conditions without collateral and due at call. The borrowings bore interests at weighted average finance costs of the Company plus a fixed rate and MLR minus a fixed rate.

### Key management compensation

Key management includes directors (executive and non-executive), members of the Executive Committee. The compensations paid or payable to key management are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Salaries and other short-term employee benefits	189,552	218,898	66,681	66,639
Post-employment benefits	11,887	18,160	4,847	5,537

Severance pay	11,103	12,017	5,788	8,008
<b>Total</b>	<b>212,542</b>	<b>249,075</b>	<b>77,316</b>	<b>80,184</b>

### 33 Pledged assets

Assets which have been pledged as securities for credit facilities, guarantees, debentures and borrowings are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Project development costs	18,363,825	16,048,270	11,608,351	9,905,772
Restricted bank deposits	178,188	132,730	156,550	100,169
Financial assets measured at fair value through other comprehensive income	142,480	-	-	-
Land held for development	3,470,664	2,997,255	1,872,525	1,930,705
Investment properties	1,018,623	900,544	122,214	120,175
Property, plant and equipment	5,472,175	8,076,536	-	-
<b>Total</b>	<b>28,645,955</b>	<b>28,155,335</b>	<b>13,759,640</b>	<b>12,056,821</b>

### 34 Commitments and contingencies

#### Capital commitments

Capital expenditure contracted but not recognised as liabilities is as follows:

	Consolidated financial statements				Separate financial statements	
	Thousand Baht	2021 Thousand Yen	Thousand Baht	2020 Thousand Yen	2021 Thousand Baht	2020 Thousand Baht
Real estate construction	1,482,639	53,790	1,513,980	176,947	666,698	611,657
Property, plant and equipment acquisition	1,211,787	-	1,220,471	4,732	535,363	545,844
<b>Total</b>	<b>2,694,426</b>	<b>53,790</b>	<b>2,734,451</b>	<b>181,679</b>	<b>1,202,061</b>	<b>1,157,501</b>

#### Lease and service agreements

Commitments for minimum lease and service payments in relation to non-cancellable low-value assets and lease term of 12 months or less leases and service agreements are as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Within 1 year	38,817	62,821	24,143	32,596
Later than 1 year but not over 5 years	17,565	22,844	13,991	8,514
Over than 5 years	6,705	13,395	-	-
<b>Total</b>	<b>63,087</b>	<b>99,060</b>	<b>38,134</b>	<b>41,110</b>

### Bank guarantees

Banks have provided guarantees on behalf of the Group and Company as follows:

	Consolidated financial statements		Separate financial statements	
	2021 Thousand Baht	2020 Thousand Baht	2021 Thousand Baht	2020 Thousand Baht
Utilities facilities and others	2,150,453	2,117,284	1,382,629	1,403,160

The Company had credit facilities guarantee for its subsidiaries amounting to Baht 4,581 million (2020: Baht 5,277 million).

### Significant litigations

Significant litigations which should be read in conjunction with the annual financial statements for the year ended 31 December 2020 are as follows:

- a) In 2015, the Company was sued by groups of residents totally 261 people about the project's entrance through the land of State Railway of Thailand. Currently, the Court of Appeal dismissed the plaintiffs' claims and the case is being filed a petition to the Supreme court. The Company has not set aside provisions for contingent losses from this litigation.
- b) In 2018, the Company was sued by groups of residents 173 people and 162 people about the project's entrance which the Company has entitled its partial area as public way. Currently, the Court of Appeal dismissed the case of 173 people. For the case of 162 people, the Administrative Court ordered the Company to pursue an interpleader action and made an appointment for the next trial. The Company has not set aside provisions for contingent losses from this litigation.
- c) In 2019, the Company was sued by the groups of residents about the project's entrance, totalling 11 cases. Currently, the case is being considered by the Civil Court. The Company has set aside some provision for contingent losses from this litigation based on the judgement of the management.
- d) In 2019, a subsidiary was sued by a property management company about a breach of contract, the description of common property, and contract compliance. Currently, the case is being considered by the Civil Court. The subsidiary has not set aside provisions for contingent losses from this litigation.
- e) In 2019, the Company and a subsidiary were sued by groups of residents 267 people and 275 people about the Official Receiver has abated the transfer ownership of houses and land. Currently, the case of 267 people had been already withdrawn. The case of 275 people is being considered by the Civil Court. The Company and subsidiary have not set aside provisions for contingent losses from this litigation.

### Common area management

The Group and the Company have constructive obligation to perform common area management of some projects that the costs cannot be estimated reliably. The shortfall recognised for the year ended 31 December 2021 were Baht 22.71 million and Baht 14.66 million (2020: Baht 24.73 million and Baht 17.10 million), respectively.

## 35 Events occurring after the reporting period

### *Debenture issuance*

On 27 January 2022, Grande Asset Hotels and Property Public Company Limited, subsidiary, issued a debenture amounting to Baht 1,000 million which is secured by **partial of land with structures thereon, units of real estate projects and ordinary shares of a subsidiary as collateral.**

On 21 February 2022, the Company issued a debenture amounting to Baht 500 million which is secured by ordinary shares of Grande Asset Hotels and Property Public Company Limited, subsidiary, worth not less than Baht 900 million as collateral.

### *Debenture issuance approval*

On 3 February 2022, the extraordinary shareholder meeting of Grande Asset Hotels and Property Public Company Limited, subsidiary, approved to issue and offer the convertible debentures in the amount not exceeding Baht 1,000 million to two specific investors, namely Advance Opportunities Fund and Advance Opportunities Fund 1.

### *Dividend approval*

On 24 February 2022, the Company's Board of Directors meeting approved dividend payment in respect of the 2021 performance at Baht 0.0656 per share, amounting to Baht 625 million which will pay as a dividend stock at rate of 20 holding shares to 1 dividend share, equivalent to Baht 0.05 per share, amounting to Baht 477 million and will pay as cash Baht 0.0156 per share, amounting to Baht 148 million. The dividend will be paid within 25 May 2022.

# The Board of Directors' Responsibilities for Financial Reports

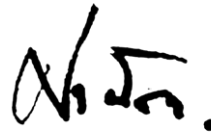
Property Perfect Public Company Limited's and subsidiaries' financial statements are prepared in compliance with accounting standard stipulated in the Accounting Professions Act B.E.2547, presented in accordance with the requirements in the Department of Business Development's announcement on 14 September 2001 regarding in the Accounting ACT.B.E.2543, and adjusts accounting practices to be in line with the Federation of Accounting Professions Notification 9/2007, 38/2007 and 62/2007 concerning the accounting standard.

The Board of Directors has appointed the Audit Committee comprising non-executive directors to take responsible for financial reports to follow the account standard and related regulators, disclose adequate and on-time information, and have internal control system to supervise internal control activities and the Audit Committee's Opinions in the Audit Committee's reports shown in the annual report

The Board of Directors takes responsible for Property Perfect's and its subsidiaries' financial reports prepared to ensure that financial position, revenue, expense and cash flow are presented accurately and reasonably. The Board of Directors prepares accurate and complete accounting records to maintain assets, and internal control system to prevent fraudulent irregularities activities. The Board of Directors has selected the appropriated and constantly practical accounting policy in preparing the financial reports to reflect the company's actual performance in compliance with the Generally Accepted Accounting principles and adequate information disclosure in notes to financial statements. Auditor expresses opinions on Property Perfect's and subsidiaries' financial statements in auditors' report.



Dr. Thanong Bidaya  
Chairman



Sanith Adhyanasakul  
Chief Executive Officer

## Part 4 Certification of the Accuracy of Information



# Certification of the Accuracy of Information

The Company carefully verified the information contained in this Annual Report. The Company certifies that such information is true, complete, accurate and complete and contains no false or misleading statements or no omission of any material facts that should have been stated therein.

1. The financial statements and financial information contained in this Annual Report showed the accurate and complete information concerning the financial status, business operation and the cash flows of the Company and subsidiaries.
2. The Company provides a proper information disclosure system, to make certain the significant information of the Company and subsidiaries are accurately and completely disclosed. The Company ensures the disclosure follows through the process.
3. The Company puts in place an appropriate internal control system and monitors compliance. The Company filed the internal control system assessment to the auditor and the Company's Audit Committee on February 24th, 2022, covering flaws and significant changes of the system as well as improper acts that may affect the preparation of the Company and subsidiaries' financial reports.

To certify that the document is the same as the document verified by The Company, Mr.Sanith Adhyanasakul is assigned to sign on every page of this document. Any page without Mr.Sanith Adhyanasakul's signature is not deemed the information verified by the Company as mentioned earlier.

Name	Position	Signature
Mr.Sanith Adhyanasakul	Chief Executive Officer / Deputy Chief Executive Director	
Ms.Sirirat Wongwattana	Director / Executive Director/ Secretary of Executive Director	
Authorized Person	Position	Signature
Mr.Sanith Adhyanasakul	Chief Executive Officer / Deputy Chief Executive Director	

# Attachment 1

## Profiles of Directors, Executive Directors and Authorized Person

Details of Director, Executive Director and the Company Secretary as of 31 December 2021

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
1 <b>Dr. Thanong Bidaya</b> Chairman	75	<ul style="list-style-type: none"> <li>• Ph.D. in Management, Northwestern University, U.S.A.</li> <li>• M.A. in Economics, Northwestern University, U.S.A</li> <li>• B.A. in Economics, Yokohama National University, Japan</li> <li>• Director Accreditation Program (DAP) Class 25/2004, Thai Institute of Directors Association (IOD)</li> </ul>	0.000%		Nov.2018 – Present Aug.2018 – Present Mar.2018 – Present 2014 – Aug.2020 2012 – Present 2010 – Present 2008 – Present	Chairman Chairman and Independent Director Director Chairman and Independent Director Chairman and Independent Director Chairman Chairman and Independent Director	Property Perfect Public Company Limited S. Khonkaen Foods Public Company Limited Kiroo Resort Holdings Co., Ltd. Scan Inter Public Company Limited CK Power Public Company Limited Xayaburi Power Company Limited TTW Public Company Limited
2 <b>Mr. Sanith Adhyanasakul*</b> Director Vice Chairman Chief Executive Officer Chief Executive Director Authorized Signatory Directors	68	<ul style="list-style-type: none"> <li>• Bachelor of Laws, Chulalongkorn University</li> <li>• Thai Barrister-at-Law, Thai Bar Association</li> <li>• Director Accreditation Program (DAP) 114/2015;</li> <li>• Thai Institute of Directors (IOD)</li> </ul>	7.834%		1985 – Present 2017 – Present 2011 – Present 2015 – Present 2007 – Present 2007 – 2015 1999 – 2015	Chief Executive Officer / Chief Executive Director Director Director Director Director Director Director	Property Perfect Public Company Limited Grand Star Company Limited We Retail Public Company Limited Grande Asset Hotels and Property Plc. Centrepoint Shopping Mall Company Limited/ Property Development Bright Development Bangkok Company Limited / Property Development Estate Perfect Co., Ltd. / Property Development
3 <b>Mr. Vidhya Nativivat</b> Director Chairman of Nomination and Remuneration Committee	68	<ul style="list-style-type: none"> <li>• Master of Laws, The Gorge Washington University, USA</li> <li>• Bachelor of Laws, Thammasat University</li> <li>• Director Accreditation Program (DAP)77/2009;</li> <li>• Thai Institute of Directors (IOD)</li> </ul>	1.243%		June 2014 – Present 2004 – Present 1986 – Present 2004 – June 2014	Chairman of Nomination and Remuneration Committee Non-Executive Director Managing Director Nomination and Remuneration Committee	Property Perfect Public Company Limited Property Perfect Public Company Limited Bunchong and Vidhya Law Office Ltd. / Law Property Perfect Public Company Limited

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
4 <b>Ms.Nuanual Swadikul-Na-Ayudhaya</b> Director Independent Director Audit Committee	73	<ul style="list-style-type: none"><li>• Bachelor of Laws, Thammasat University</li><li>• Member of Thai Bar, Bureau of Legal Studies of the Council of Thai Bar Member</li><li>• MINI MBA, Thammasat University</li><li>• Financial Institute for Executive V,</li><li>• Thai Banker Association</li><li>• Wor.Por.Ror.Oor. Class 411,</li><li>• National Defense College</li><li>• Director Accreditation Program (DAP) 114/2015 ;</li><li>• Thai Institute of Directors (IOD)</li></ul>	0.000%		2015 – Present	Director / Independent Director / Audit Committee	Property Perfect Public Company Limited
					2009 – 2015	Director / Independent Director / Chairman of Risk Management Committee	Property Perfect Public Company Limited
					2010 – 2014	Director / Independent Director /	Property Perfect Public Company Limited
					1996 – 2008	Nomination and Remuneration Committee Executive Vice President	TMB Bank Public Company Limited
					1994 – 1996	Senior Manager for Commercial Finance and Construction Finance	TMB Bank Public Company Limited
					1992 – 1994	Commercial Finance Manager	TMB Bank Public Company Limited
					1991 – 1992	Industrial and Commercial Finance Manager	TMB Bank Public Company Limited
					1990 – 1991	Credit Development Manager	TMB Bank Public Company Limited
5 <b>Ms.Sirirat Wongwattana</b> Director Executive Director Nomination and Remuneration Committee Chief Financial Officer Authorized Signatory Directors	60	<ul style="list-style-type: none"><li>• Master of Science in Finance, University of Houston – Clear Lake, U.S.A.</li><li>• B.A. of Science, Economics &amp; Business Administration-Finance, Kasetsart University</li><li>• Director Certification Program (DCP) 126/2009;</li><li>• Thai Institute of Directors (IOD)</li></ul>	0.000%		2011 – Present	Director / Executive Director & Secretary of Executive Director / Chief Financial Officer	Property Perfect Public Company Limited
					2015 – Present	Director / Nomination and Remuneration Committee	Property Perfect Public Company Limited
					2015 – Present	Director	Estate Perfect Company Limited
					2015 – Present	Director	Bright Development Bangkok Company Limited
6 <b>Mr.Wicharn Sirivejwarawut</b> Director Executive Director Chief Operating Officer 1 Authorized Signatory Directors	60	<ul style="list-style-type: none"><li>• Master of Business Administration, Chulalongkorn University</li><li>• Bachelor of Civil Engineer, Chulalongkorn University</li><li>• Director Certification Program (DCP) 126/2016;</li><li>• Thai Institute of Directors (IOD)</li></ul>	0.006%		2014– Present	Director / Executive Director / Chief Operating Officer 1	Property Perfect Public Company Limited
					2011 – 2014	Executive Director / Act for Chief Operating Officer 1 / Deputy Chief Operating Officer 1	Property Perfect Public Company Limited
					2003 – 2010	Assistant Chief Operating Officer	Property Perfect Public Company Limited
					2014 – Present	Managing Director	Estate Perfect Company Limited
					2014 – Present	Managing Director	Perfect Prefab Company Limited

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
7 <b>Mr. Pornswat Katechulasitroj</b> Director Executive Director Chief Operating Officer 2 Authorized Signatory Directors	56	<ul style="list-style-type: none"> <li>Bachelor of Engineer, King Mongkut's Institute of Technology Ladkrabang</li> <li>Director Certification Program (DCP) 129/2016; Thai Institute of Directors (IOD)</li> </ul>	0.000%		2015 – Present 2015 – Present 2014 – Present 2010 – 2014 2014 – Present 2010 – 2014 2009 – Present 2016 – Present 2016 – Present	Director Director Executive Director / Chief Operating Officer 2 Executive Director / Act for Chief Operating Officer 2 / Deputy Chief Operating Officer 2 Managing Director / Chief Operating Officer 2 Director / Act for Chief Operating Officer 2 / Deputy Chief Operating Officer 2 Deputy Chief Operating Officer 2 Director Director	Property Perfect Public Company Limited Thai Property Public Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited Bright Development Bangkok Company Limited Bright Development Bangkok Company Limited Estate Perfect Company Limited Residence Number Nine Company Limited Chiang Mai Development Company Limited
8 <b>Mr. Wongsakorn Prasitvipat</b> Managing Director Director Executive Director Authorized Signatory Directors	61	<ul style="list-style-type: none"> <li>Master of Business Administration, Chulalongkorn University</li> <li>Bachelor of Architect, Chulalongkorn University</li> <li>Real Estate Course (RECU#10) Chulalongkorn University</li> <li>Director Certification Program (DCP) 126/2016; Thai Institute of Directors (IOD)</li> </ul>	0.000%		2017 – Present 2015 – Present 2014 – 2017 2014 – Present 2011 – 2014 2008 – 2010	Managing Director Director Executive Director / Chief Business Development Officer Managing Director Executive Director / Act for Chief Business Development officer / Deputy Chief Business Development Officer Assistant Chief Operation Officer	Property Perfect Public Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited Chiang Mai Development Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
9 <b>Prof. Dr. Suchatvee Suwansawat**</b> Director Independent Director Chairman of Risk Management Committee	50	<ul style="list-style-type: none"> <li>Ph.D. in Civil and Environmental Engineering, Massachusetts Institute of Technology (MIT), U.S.A.</li> <li>Master of Science (MS.) in Technology and Policy, Massachusetts Institute of Technology (MIT), U.S.A.</li> <li>Master of Science (MS.), in Civil and Environmental Engineering, The University of Wisconsin-Madison, U.S.A.</li> <li>Bachelor of Engineer (B.Eng.), in Civil Engineering, Honors, King Mongkut's Institute of Technology Ladkrabang</li> <li>Audit Committee Program (ACP) 27/2009; Director Certification Program (DCP) 105/2008; Thai Institute of Directors (IOD)</li> <li>Certified of Top Executives in Business and Industrial Development, Institute of Business and Industrial Development. (#1)</li> <li>Certificate of Real Estate Development (#43)</li> <li>Certified of Top Executives, Capital Market Academy (#13)</li> <li>University Governance, Programmed : UGP (#9) Knowledge Network Institute of Thailand</li> <li>Executive Development Program (#11) Thai Listed Companies Association</li> </ul>	0.000%		2015 – Present 2014 – Present Apr.2019 – Present Nov.2019 – Present 2017 – 2020 2015 – Present 2014 – 2016 2011 – 2014 2012 – 2013 2010 – 2014 2009 – 2010	Chairman of Risk Management Committee Director and Independent Director President President of The Associations of Thai Government Scholarship Students President President President of the Association of Engineering Institute of Thailand Director of Board President of National Housing Authority Dean of Faculty of Engineering Chairman of the Airport Rail Link Monitoring Committee	Property Perfect Public Company Limited Property Perfect Public Company Limited Council of Engineers Thailand The Associations of Thai Government Scholarship Students Council of University Presidents in Thailand King Mongkut's Institute of Technology Ladkrabang The Association of Engineering Institute of Thailand (EIT) Board of Investment of Thailand National Housing Authority of Thailand King Mongkut's Institute of Technology Ladkrabang SRT Electrified Train Co., Ltd. (Airport Rail Link)
10 <b>Mr.Ekamol Kiriwat</b> Director Independent Director	77	<ul style="list-style-type: none"> <li>MBA (Finance), Harvard Graduate School of Business Administration, U.S.A.</li> <li>B.A. Magna Cum Laude (Economics), Dartmouth College, U.S.A.</li> <li>Director Certificate Program (DCP), 2005, Thai Institute of Directors (IOD)</li> </ul>	0.000%		2015 – Present 2011 – Present 2005 – Jan.2015 2008 – 2011 1997 – 2000	Independent Director Independent Director Chairman and Independent Director Chairman and Independent Director Member of Court of Governors	Property Perfect Public Company Limited The Siam Commercial Bank Public Company Limited K.C. Property Public Company Limited Seamico Securities Public Company Limited Bank of Thailand

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
11 <b>Mr. Banlue Chantadisa</b> Director Independent Director Chairman of Audit Committee	72	<ul style="list-style-type: none"> <li>MBA, University of Chicago Business School, USA.</li> <li>B.Sc., Massachusetts Institute of Technology, USA</li> <li>Joint Public-Private Sector Course, Class 15 National Defense College</li> <li>Director Certification Program (DCP), 9/2544 Thai Institute of Directors (IOD)</li> <li>Advanced Audit Committee Program 27/2560 Thai Institute of Directors (IOD)</li> <li>Leadership Program, Class 5, 2007 Capital Market Academy (CMA)</li> <li>Financial Institutions Directors' Education Programme 2018, The Icfi Leadership and Governance Centre, Malaysia</li> <li>Risk Management Program for Corporate Leaders 15/2562, Thai Institute of Directors (IOD)</li> </ul>	0.012%		2015 – Present 2021 – Present 2018 – Present 2017 – 2018 2013 – Present 2010 – Present 2006 – 2019 2010 – 2015 2006 – 2010 1998 – 2006	Director, Independent Director and Chairman of Audit Committee Independent Director and Chairman of Audit Committee Independent Director / Risk Management Committee and Chairman Independent Director / Risk Management Committee and Chairman of Audit Committee Director Chairman Chairman Independent Director and Chairman of Audit Committee Senior Executive Vice President, Corporate Accounting & Finance Executive Vice President, Investment Banking	Property Perfect Public Company Limited World Flex Public Company Limited Bangkok Bank Berhad, Malaysia Bangkok Bank Berhad, Malaysia University Affairs Committee, Urban Community Development College Lynn Phillips Asset Management Co., Ltd. Lynn Phillips Mortgage Credit Foncier Co., Ltd. Grande Asset Hotels and Property Plc. IRPC Public Company Limited Bangkok Bank Public Company Limited
12 <b>Mr. Manit Suthaporn</b> Director Independent Director Audit Committee	68	<ul style="list-style-type: none"> <li>Master of Laws, Chulalongkorn University</li> <li>Thai Barrister-at-Law, Thai Bar Association</li> <li>Bachelor of Laws, Thammasat University</li> <li>National Defense College #399, National Defense College of Thailand</li> <li>Executive Training Course: Vision and Moral Leader of the Civil Service Commission. Office of the Civil Service Commission</li> <li>Director Certification Program (DCP), 134/2553 Thai Institute of Directors (IOD)</li> <li>Advanced Security Management Program No. 2, The Association National Defence College of Thailand under the Royal Patronage of His Majesty the King</li> <li>Thammasat Leadership Program (TLP) (1st) Thammasat University</li> </ul>	0.000%		2015 – Present 2015 – Present 2018 – 2019 2007 – 2014 2004 – 2006	Director, Independent Director and Audit Committee Legal Consultant Secretary to the Minister of Transport Senior Executive Vice President, Corporate Legal Deputy Permanent Secretary, Head of the mission of Justice Promotion Cluster	Property Perfect Public Company Limited IRPC Public Company Limited Ministry of Transport RPC Public Company Limited Ministry of Justice

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
13 <b>Mr.Thongchai Jira-alongkorn</b> Director	62	<ul style="list-style-type: none"> <li>Bachelor of Business Administration, Major Marketing, Bangkok University</li> <li>Director Accreditation Program (DAP) Thai Institute of Directors (IOD)</li> </ul>	0.000%		2017 – Present 2013 – Present 2013 – Present 2009 – Present 1997 – Present 1996 – Present 1994 – Present 1987 – Present	Director Director Director Deputy Managing Director Managing Director Director and Managing Director Director and Managing Director General Manager	Property Perfect Public Company Limited Bangkok Dusit Medical Service Plc. Sansiri Public Company Limited Viriyah Insurance Public Company Limited Viriyah International Broker Company Limited Thonburi Automotive Commercial Co. Ltd. Thonburi Phanich Leasing Company Limited Viriyah Leasing Company Limited
14 <b>Mr.Pramote Rermyindee</b> Company Secretary	70	<ul style="list-style-type: none"> <li>Bachelor of Laws, Chulalongkorn University</li> <li>Thai Barrister-at-Law Thai Bar</li> <li>Association Graduate Diploma in Business Law, Thammasat University</li> <li>Director Certification Program (DOP) 69/2006,</li> <li>Director Accreditation Program (DAP) 43/2005 Finance for Non-Finance Director; Thai Institute of Directors(OD)</li> </ul>	1.581%		1998 – Present 1992 – Present 1994 – 1997	Company Secretary Partner Manager Executive Director	Property Perfect Public Company Limited Ordinary Partnership, Thammatit Law Office /Law Saphamrong Securities Limited. / Financial Institution
15 <b>Mr.Wason Srirattanapong</b> Director Executive Director Chief Business Development Officer	55	<ul style="list-style-type: none"> <li>Bachelor of Engineer, Chiang Mai University</li> <li>Master of Business Administration, National Institute of Development Administration</li> </ul>	0.000%		2019 – Present 2018 – Present 2014 – 2018 2011 – 2014 2006 – 2011 2003 – 2006	Director Executive Director / Chief Business Development Officer Deputy Chief Business Development Officer Assistant Chief Business Development Officer Project Management Director Deputy Project Management Director	Property Perfect Public Company Limited Estate Perfect Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited

Name-Title	Age	Academic Qualifications	Equity Holding	Relationship	Career experience within the past 5 years		Company / Business Type
					Timing	Designation	
16 <b>Ms. Wiliwun Leongmarkthongdee</b> Assistant Chief Executive Officer	63	<ul style="list-style-type: none"> <li>Master of Business Administration, Sasin Graduate Institute of Business Administration of Chulalongkorn University</li> <li>Master of Financial Economics, National Institute of Development Administration</li> <li>Diploma in Professional Studies in Accounting, Chulalongkorn University</li> <li>Bachelor of Arts in Accounting, Thammasat University</li> <li>Director Certification Program (DCF72/2006), Thai Institute of Directors (IOD)</li> <li>Executive Development Program (Class of 2nd), Thai Listed Companies Association Experiences</li> </ul>	0.000%		2015 – Present 2015 – Present 2015 – Present 2013 – 2014 2012 – 2014 2002 – 2014 2002 – 2012	Assistant Chief Executive Officer Director and Executive Director Director Executive Director Chief Financial Officer Director Assistant Chief Executive Officer, Financial / Assistant Managing Director	Property Perfect Public Company Limited Grande Asset Hotels and Property Plc. Centrepont Shopping Mall Company Limited Krungthep Land Public Company Limited Krungthep Land Public Company Limited Krungthep Land Public Company Limited Krungthep Land Public Company Limited
17 <b>Mr. Surasak Vatcharapongprecha</b> Executive Director Chief Support Officer	57	<ul style="list-style-type: none"> <li>Master of Business Administration, Thammasat University</li> <li>Bachelor of Accountancy, Thammasat University</li> <li>Certified Public Accountant</li> </ul>	0.044%		2018 – Present 2020 – Present 2019 – Present 2018 – Present 2014 – 2018 2010 – 2014	Executive Director / Chief Support Officer Director Director Director Executive Director / Deputy Chief Financial Officer Assistant Chief Financial Officer	Property Perfect Public Company Limited Bright Development Bangkok Company Limited Perfect Sport Club Company Limited U&I Construction Company Limited Property Perfect Public Company Limited Property Perfect Public Company Limited

Note : \* Mr.Sanith Adhyanasakul rename from Mr.Chainid Adhyanasakul on 3 February 2021.

\*\* Prof.Dr.Suchatvee Suwansawat resigned from independent director, director and chairman of risk management committee on 13 December 2021

## Company Secretary's Scope of Authority and Responsibility

(Appeared in Corporate Governance item company secretary.)

## Detail of Directors, Executive Directors and Authorized Person of Property Perfect Plc., Subsidiary Affiliates and Related Company as of 31 December 2021.

Name	Company																											PF-Forestry					
	PF	EP	BD	R9	CMD	TPROP	PED	MPH	Sce-Park	GRAND	EVG	HB	OWD	PPI	KRH	WR	C-Point	All-D	RM	GS	GRT	U&I	P-PREFAB	PSC	T-Utilities	ROH	GGG		HKLPF	PF-HKL1	PF-HKL3	PF-HKL5	PF-HKL6
1. Dr.Thanong Bidaya	X														/																		
2. Mr.Sarith Adhyanasakul	xxx, /, /, /, /									/	/	/	/	/	/	x	/	/	/	/	/	/				/	xxx, /	/					
3. Mr. Vidhya Nativat	/																																
4. Ms.Nuanual Swadikulana-Ayudhaya	*, /																																
5. Ms.Sirirat Wongwattana	/, /, /, /	/	/																									/	/				/
6. Mr.Wicham Sirivejwarut	/, /, /, /	/																					/										
7. Mr.Pornswat Katechulasingroj	/, /, /, /	/	/	/	/	/	/	/	/						/	/	/	/															
8. Mr.Wongsakom Prasitvipart	/, /, /, /		/		/												/										/	/	/	/	/	/	/
9. Prof.Dr. Suchatvee Suwansawat	*, /																																
10. Mr.Ekamol Kirawat	*																																
11. Mr.Bunlue Chantadisai	*, /																																
12. Mr.Manit Suthaporn	*, /																																
13. Mr.Thongchai Jira-alongkorn	/																																
14. Mr.Pramote Remyindee	@					/	/	/							/	/	/	/	/							@, /						/	
15. Mr.Wason Sirattanpong	/, /, /, /	/		/	/					/		/	/	/			/										/						
16. Ms.Wilawun Leongnarkhongdee	/, /, /, /																	/															
17. Mr.Surasak Vatcharapongpreecha	/, /, /, /		/																			/	/	/	/								

Note :

PF	= Property Perfect Public Company Limited	EP	= Estate Perfect Company Limited	TPROP	= Thai Property Public Company Limited	PED	= Pacific Development Bangkok Company Limited	BD	= Bright Development Bangkok Company Limited	R9	= Residence Number Nine Company Limited
CMD	= Chiangmai Development Company Limited	GRAND	= Grande Asset Hotels and Property Public Company Limited	GRAND	= Grande Asset Hotels and Property Public Company Limited	EVG	= EV Grand Company Limited	EVG	= EV Grand Company Limited	MPH	= Metro Premier Holding Company Limited
Sce-Park	= Scenery Peak Company Limited	PPI	= Property Perfect International Pte. Ltd.	PPI	= Property Perfect International Pte. Ltd.	KRH	= Kiroo Resort Holdings Company Limited	KRH	= Kiroo Resort Holdings Company Limited	HB	= Honor Business Company Limited
OWD	= Owendelle Company Limited	ALL-D	= All Discount Company Limited	ALL-D	= All Discount Company Limited	RM	= Ramintra Mail Company Limited	RM	= Ramintra Mail Company Limited	WR	= We Retail Public Company Limited
C-Point	= Centropoint Shopping Mall Company Limited	U&I	= U&I Construction Bangkok Company Limited	U&I	= U&I Construction Bangkok Company Limited	P-PREFAB	= Perfect Prefab Company Limited	P-PREFAB	= Perfect Prefab Company Limited	GS	= Grand Star Company Limited
GRT	= Grand River Forest Company Limited	ROH	= Royal Orchid (Thailand) Public Company Limited	ROH	= Royal Orchid (Thailand) Public Company Limited	GGG	= Grand Global Gloves Company Limited	GGG	= Grand Global Gloves Company Limited	PSC	= Perfect Sport Club Company Limited
T-Utilities	= T Utilities Company Limited	PF-HKL1	= PFHKL 1 Company Limited	PF-HKL1	= PFHKL 1 Company Limited	PF-HKL3	= PFHKL 3 Company Limited	PF-HKL3	= PFHKL 3 Company Limited	HKL-PF	= HKL Perfect Company Limited
PF-Foresty	= PF Foresty Company Limited	PF-HKL5	= PFHKL 5 Company Limited	PF-HKL5	= PFHKL 5 Company Limited	PF-HKL6	= PFHKL 6 Company Limited	PF-HKL6	= PFHKL 6 Company Limited	PF-HKL6	= PFHKL 6 Company Limited

x = Chairman    xx = Deputy Chairman    xxx = Chief Executive Director    \* = Independent Director    / = Director    // = Executive Director    /// = Executive    @ = Company Secretary

# Attachment 2

## Details of Directors of Subsidiaries, Affiliates and Related Company as of 31 December 2021

[illegible]



Name	Company
EP	
BD	
R9	
CMD	
TPROP	
PED	
MPH	
Scs-Peak	
GRAND	
EVG	
HB	
OWD	
PPI	
KRH	
HHS	
KAE	
New KRH	
WR	
C-Point	
All-D	
RM	
GS	
GRF	
U&I	
P-PREFAB	
PSC	
T-Utilities	
ROH	
GG6	
HKL PF	
PF-HKL1	
PF-HKL2	
PF-HKL3	
PF-HKL4	
PF-HKL5	
PF-HKL6	
PF-Sekisui	
PF-Forestry	
PFs1	
PFs2	
TU1	
TU2	
TU3	
TU5	
TU6	
TH-Connect	
SEACE	

Note :

CEP	= Estate Perfect Company Limited	BD	= Bright Development Bangkok Company Limited	RN9	= Residence Number Nine Company Limited	CMD	= Chiang Mai Development Company Limited
PTPROP	= Thai Property Public Company Limited	PED	= P Pacific Estate Development Company Limited		= Premier Holding Company Limited	Sce-Peak	= Scenery Peak Company Limited
GBRAND	= Grande Asset Hotels and Property Public Company Limited	EVG	= EV Grand Company Limited	HB	= Honor Business Company Limited	OWD	= Owendelle Company Limited
PPI	= Property Perfect International Pte. Ltd.	KRH	= Kioto Resort Holding Co., Ltd.	HHS	= Hokkaido Holiday Service Co., Ltd.	KAE	= Kioto Alpine Estate Co., Ltd.
New KRH	= New KRH Co., Ltd.	WR	= We Retail Company Limited	C-Point	= Centrepoint Shopping Mall Company Limited	ALL-D	= All Discount Company Limited
RM	= Ram Intra Mall Company Limited	GS	= Grand Star Company Limited	GRF	= Grand River Forest Company Limited	U&I	= U&I Construction Bangkok Company Limited
P-PREFAB	= Perfect Prefab Company Limited	PSC	= Perfect Sport Club Company Limited	T-Utilities	= T Utilities Company Limited	ROH	= Royal Orchid Hotel (Thailand) Public Company Limited
GGG	= Grand Global Gloves Company Limited	HKL-PF	= HKL Perfect Company Limited	PF-HKL1	= PF-HKL1 Company Limited	PF-HKL2	= PF HKL2 Company Limited
PF-HKL3	= PF-HKL3 Company Limited	PF-HKL4	= PF-HKL4 Company Limited	PF-HKL5	= PF-HKL5 Company Limited	PF-HKL6	= PF HKL6 Company Limited
PF-SEKSUI	= PF SEKSUI JV Company Limited	PF-Foresty	= PF-Foresty Company Limited	PFS1	= PFS1 Company Limited	PFS2	= PF HKL2 Company Limited
TU1	= TU1 Company Limited	TU2	= TU2 Company Limited	TU3	= TU3 Company Limited	TU5	= TU5 Company Limited
TU6	= TU6 Company Limited	TH-Connect	= Thai Connect Company Limited	SEACE	= Social Enterprise And Community Energy Company Limited		

x = Chairman

xx = Chairman  
xx = Deputy Chairman  
xxx = Clerk

\* Mr. Bhichai Rattakul passed away on 28 February 2022.

# Attachment 3

## Details Head of Internal Audit

Name / Title	Age (year)	Academic Qualifications	Career experience	Training Courses
<b>Ms.Doungporn Remyindee</b>	55	<ul style="list-style-type: none"> <li>Master of Accounting, Chulalongkorn University</li> <li>B.A. of Science, Honors, (Accounting), Honors, Kasetsart University</li> <li>Certified Public Accountant</li> </ul>	2016 – Present Assistant Chief Audit Officer Internal Audit Director 2007 – 2015 Deputy Internal Audit Director 2003 – 2007 Budget Manager and Senior Accounting Manager 1993 – 2002 Property Perfect Plc.	<ul style="list-style-type: none"> <li>Company Secretary Program (CSP), Thai Institute of Directors (IOD)</li> <li>Enterprises Risk Management in Practice, Thai Listed Companies Association</li> <li>Risk Management (Advance) Federation of Accounting Professions of Thailand.</li> <li>Thai financial Reporting Standards, Federation of Accounting Professions of Thailand.</li> <li>Corporate Governance Audit, Federation of Accounting Professions of Thailand.</li> </ul>

# Attachment 4

## Review of Business Asset and Asset Revaluation

### Review of Business Asset

Details appear under Business Description

### Asset Revaluation

None

# Attachment 5

## Audit Committee's Report

Property Perfect Public Company Limited's Audit Committee had completed its assignments in accordance with the Stock Exchange of Thailand's defined scope and responsibility of the Audit Committee as well as the Board of Directors-endorsed charter. The Audit Committee had completed its assignments with sufficient knowledge, caution, thoroughness and independence. There was no barrier in tapping for information from the Management, employees and relevant individuals.

In 2021, The Audit Committee convened 6 meetings, each attended by all members. The meeting minutes were submitted to the Board of Directors on a quarterly basis and the committee's performance was evaluated on an annual basis, covering the committee's structure, member qualifications, duties and responsibilities and meeting attendance. The assessment result was fairly good. In 2021, the Audit Committee performed the following tasks:

1. **Financial statements audit** The Audit Committee reviewed Property Perfect Public Company Limited's quarterly and annualized consolidated and non-consolidated financial statements for the year 2020 which were audited without any special note. The statements were subsequently submitted to the Board of Directors' approval. The Audit Committee's review was focused on significant issues of the statements and the auditor and relevant executives were asked to verify the accuracy and completeness. With their satisfactory clarification that the financial statements and notes were disclosed in accordance with legal and reporting requirements, the Audit Committee endorsed the statements. The Committee also convened a meeting with the auditor without the Management's presence, for free discussions on key issues of the statements.

The Audit Committee is of the view that the Company's financial statements were completed appropriately and sufficiently, and in line with accounting standards.

2. **Review of internal control and risk management** The Audit Committee reviewed the internal control and evaluated the appropriateness and sufficiency of the internal control accordingly to the guidelines of the Office of the Securities and Exchange Commission (SEC). It reviewed the risk management guidelines prepared by the internal audit office and the office's internal control evaluation result, as well as followed up on the Company's compliance with the office and auditor's recommendations.

The review showed no significant defect in the internal control system. The Audit Committee is of the view that the system is sufficient for the Company's operations. The Audit Committee continuously followed up on the Risk Management Committee's plans and results, to ensure the effectiveness of the Company's risk management.

3. **Review of compliance with relevant laws** The Audit Committee reviewed the Company's compliance with the Securities and Exchange Act and relevant regulations.

The review showed no indication that the Company had intention to sidestep the compliance or embark on any actions in violation of the law.

4. **Review of connected transactions or transactions with possible conflict of interest** The Audit Committee reviewed the appropriateness and sufficiency of the procedures concerning connected transactions with related individuals and juristic entities. The transactions struck in 2019 were reviewed if they met the prescribed criteria and procedures and if they were necessary and reasonable, with the Company's best interests being the top priority.

The Audit Committee viewed that the connected transactions were made to bolster the Company's and subsidiaries' businesses, as a normal business practice. All were completely disclosed as required by relevant regulations.

5. **Supervision of internal audit** The Audit Committee reviewed the committee's charter and the internal control office's charter on an annual basis. The Audit Committee reviewed the Internal Audit Office's mission, scope of work and responsibilities, independence, work structure and manpower. The Audit Committee also approved the internal audit plan and gave useful recommendations.

The Audit Committee supported the capacity building of the Internal Audit Office's personnel so that they have sufficient knowledge and are able to comply with rules and changing technology, to ensure their compliance with international standards. The Internal Audit Committee also demanded the office to survey the audited departments' satisfaction, to ensure that the audit efficiently supports those departments' operations.

6. **Selection of auditor for 2022** The Audit Committee selected and nominated the auditor as well as set the auditing fee for the year 2022. The nomination was reviewed by the Board of Directors before being forwarded for shareholders' approval at the annual meeting. The selection was based on qualifications, independence, and performance in the previous year. The Board of Directors agreed with the Audit Committee that PricewaterhouseCoopers ABAS Limited performed satisfactorily independently with appropriate knowledge, experiences and useful advice on related issues. The Board of Directors thus agreed to the Audit Committee's nominations — Miss Sanicha Akkarakittilap (certified auditor No. 8470), Miss Rotchanart Panyathananusart (certified auditor No. 8435) and Miss Nopanuch Apichatsatien (certified auditor No. 5266) from PricewaterhouseCoopers ABAS Limited — as the Company's auditor for the year 2022.



(Mr. Banlue Chantadisai)  
Chairman of the Audit Committee



**PROPERTY PERFECT**

**PROPERTY PERFECT PUBLIC COMPANY LIMITED**

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