

ESG Performance

Company Name : THE ERWAN GROUP PUBLIC COMPANY LIMITED Symbol : ERW

Market : SET Industry Group : Services Sector : Tourism & Leisure

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

Environmental Policy

The company aims to develop and strengthen its hotel business to support the growth of the country's tourism industry. This includes building an extensive hotel network, offering a variety of hotel services across different levels, and providing quality services that create new experiences for customers in high-potential locations across the country. The company operates under good corporate governance, with a focus on sustainable supply chain management. Furthermore, the company provides environmentally friendly hotels that align with sustainable lifestyles for tourists and all stakeholders. It supports efforts to mitigate climate change risks and reduce global warming, while enhancing resource efficiency in line with sustainable development practices. Additionally, the company strives to maximize the efficient use of natural resources.

Sustainability Management in the Environmental Dimension

1 Energy and Carbon Management

The company has a policy to support Thailand's Sustainability Goals in reducing the impacts of climate change and achieving net-zero carbon emissions by 2065. The company is committed to reducing greenhouse gas emissions through the development and improvement of processes, as well as fostering cooperation within the business value chain to reduce negative environmental impacts from operations. The company continuously implements the following measures:

- Increase the ratio of renewable energy and environmentally friendly energy to replace traditional energy sources in all businesses appropriately.
- Develop improvement and construction projects with consideration for energy use within buildings from the outset. This includes selecting low-carbon construction materials and energy-efficient electrical equipment that are environmentally friendly.
- Improve energy efficiency by regularly maintaining, inspecting, evaluating, and upgrading electrical equipment to match usage levels, ensuring optimal cost-effectiveness and energy efficiency. The company also incorporates energy-saving technologies and innovations to reduce carbon emissions.
- Continuously monitor and assess carbon emission and other relevant operations to establish guidelines for long-term carbon reduction and offsetting strategies.
- Improving work processes relating to carbon emission such as waste segregation, food waste management, the use of low-carbon products as well as facilitating and promoting environmental-friendly lifestyle to customers.
- Support other initiatives related to carbon reduction or offsetting, such as the conservation of natural resources both on land and at sea, increasing carbon-absorbing areas, etc.

2. Food Waste Management

Food waste is a significant sustainability issue for the hotel industry worldwide, as it relates to the use of natural resources, food security, and concerns about hunger. Therefore, the company places importance on managing food and ingredients to ensure they are adequate for serving customers, reducing food waste, and properly managing food waste that occurs, following these guidelines:

2.1 Manage in a balanced way to serve customers with the right quantity and quality to meet customer satisfaction, while also considering food loss that occurs during the process and food waste from consumption.

2.2 Reduce the amount of food waste and separate food scraps for internal management or collaborate with external organizations to handle them appropriately, ensuring maximum benefits for society and the environment.

3. Materials, Trash, and Waste Management

The company has a sustainability policy for managing materials, waste, and by-products generated from its operations, including construction, renovation, waste and by-product classification, and the establishment of a waste journey to ensure that waste is passed on to partners and stakeholders for recycling. For materials and waste that cannot be recycled, the company disposes of them appropriately. This is coupled with management practices from design, material selection, and post-use management, aiming to reduce waste and by-products at the source (Reduce), leading to reuse (Reuse), and ensuring efficient resource utilization to minimize landfill waste.

4 Water Resource Management

The company emphasizes the use of water from all sources, promoting efficient water usage, improving operational processes, and fostering participation and awareness with customers to reduce water waste, while maintaining service quality and ensuring customer satisfaction. Additionally, the company values the surrounding community by regularly monitoring and improving wastewater treatment efficiency before discharging it back into water sources. It also supports the use of recycled water, considering the communities' access to water resources and promoting shared water usage with the communities.

Reference link for environmental policy and guidelines : <https://www.theerawan.com/en/sustainability/sustainable-development-policy>

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : Yes
over the past year

Changes in environmental policies, guidelines, and/or goals : Electricity management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

In 2024, the company revised and announced its “Sustainability Development Policy,” which was reviewed, approved, and acknowledged by the Sustainability Development Committee (SD Committee) and the Board of Directors, respectively. This policy is applicable to the company and its subsidiaries under The Erawan Group to ensure business operations align with a unified direction, address material sustainability issues, and contribute to the United Nations Sustainable Development Goals (UN SDGs) as well as other relevant international sustainability frameworks and standards.

Sustainability Commitment

As a developer and service provider in the tourism and hospitality industry, the company recognizes its significant role in the regional tourism sector, which can have both positive and negative impacts on the economy, environment, communities, and society. Therefore, the company integrates sustainability principles into its business operations across all dimensions under the framework of good corporate governance. This approach aligns with the company’s long-standing business philosophy: “*Success with Integrity*.” With this commitment, the company strives to create value and achieve sustainable growth while ensuring fair and balanced benefits for all stakeholders.

Sustainability Development Policy

To ensure tangible progress in sustainable development, the company has established its business operations in alignment with the three key dimensions of sustainability: Environment, Social, and Good Corporate Governance (ESG), as follows:

1) Environmental Policy

The company aims to develop and strengthen its hotel business to support the growth of the country's tourism industry. This includes building an extensive hotel network, offering a variety of hotel services across different levels, and providing quality services that create new experiences for customers in high-potential locations across the country. The company operates under good corporate governance, with a focus on sustainable supply chain management. Furthermore, the company provides environmentally friendly hotels that align with sustainable lifestyles for tourists and all stakeholders. It supports efforts to mitigate climate change risks and reduce global warming, while enhancing resource efficiency in line with sustainable development practices. Additionally, the company strives to maximize the efficient use of natural resources.

2) Social Policy

The company operates responsibly, considering the impact on all aspects related to the community, society, and all stakeholders within the business chain. It contributes to economic and social development through employment and promoting quality jobs in local and regional areas, supporting local products while expanding its business to various locations. The company enhances the capabilities of employees and communities, building skills and knowledge in hotel services, and creating career opportunities for the community. This effort aims to elevate the tourism industry and create sustainable destinations, while fostering community engagement, respecting local cultural heritage, and ensuring the well-being of employees. It also focuses on the sustainable development of human resources in alignment with the organization's values.

In addition, the company has established a human rights policy that supports and respects human rights in accordance with the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), the United Nations Guiding Principles on Business and Human Rights (UNGPR), as well as the fundamental principles and rights at work as outlined by the International Labour Organization (ILO). The policy was updated in 2024, and the revised human rights policy has been published on the company's website.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : BCG Model, ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 — Energy management

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO), IPCC Guidelines for National Greenhouse Gas Inventories

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Increasing carbon absorption areas

In 2024, the company organized an activity to support planting 200 trees at the 50 Suk Park, Khlong Toei District, Bangkok, on World Environment Day, June 7, 2024. This was done in collaboration with the Khlong Toei District Office, local volunteers, and employees from hotels within the Erawan Group. A total of 92 employees participated in the project, planting trees, improving the area, and enhancing the landscape to increase green spaces and create recreational areas in the public park for the community.

The Erawan Group's Sustainable Reforestation Project is held annually in celebration of World Environment Day. Over the years, the company has supported the planting of more than 1,000 trees and continues to collaborate with both the public and private sectors to support environmental projects. We are committed to being part of Thai society in creating sustainable green spaces.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	26
Actual number of disclosure boundaries	:	26
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The company has a policy to support Thailand's Sustainability Goals in reducing the impacts of climate change and achieving net-zero carbon emissions by 2065. The company is committed to reducing greenhouse gas emissions through the development and improvement of processes, as well as fostering cooperation within the business value chain to reduce negative environmental impacts from operations. The company continuously implements the following measures:

- Increase the ratio of renewable energy and environmentally friendly energy to replace traditional energy sources in all businesses appropriately.
- Develop improvement and construction projects with consideration for energy use within buildings from the outset. This includes selecting low-carbon construction materials and energy-efficient electrical equipment that are environmentally friendly.
- Improve energy efficiency by regularly maintaining, inspecting, evaluating, and upgrading electrical equipment to match usage levels, ensuring optimal cost-effectiveness and energy efficiency. The company also incorporates energy-saving technologies and innovations to reduce carbon emissions.
- Continuously monitor and assess carbon emission and other relevant operations to establish guidelines for long-term carbon reduction and offsetting strategies.
- Improving work processes relating to carbon emission such as waste segregation, food waste management, the use of low-carbon products as well as facilitating and promoting environmental-friendly lifestyle to customers.
- Support other initiatives related to carbon reduction or offsetting, such as the conservation of natural resources both on land and at sea, increasing carbon-absorbing areas, etc.

Reference link for company's energy management plan : https://www.theerawan.com/en/sustainability/sustainability-management/environment?tab_id=energy-management

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	-	2027 : Increased by 10%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Operational Results

In 2024, the company collaborated with a group of partners to manage energy efficiently, promote diverse energy demands,

and expand business opportunities alongside effective energy management.

Increase the ratio of renewable energy to replace electrical energy

o The Hop Inn hotel group began expanding its Solar Rooftop installations from May to November 2024, adding 8 buildings, bringing the total number of completed installations of Solar Rooftop to 11 buildings. The total size and capacity of the solar panels is 176 kilowatts, capable of producing 111,393 kilowatt-hours of electricity. This accounts for an average of 6% of the total electricity consumption across all 11 Hop Inn hotels.

o The Marriott hotel group expanded its Solar Rooftop installations from April to July 2024, adding 3 hotels:

1. JW Marriott Hotel Bangkok
2. Courtyard by Marriott Bangkok, and
3. The Naka Island, a Luxury Collection Resort & Spa, Phuket.

The total size and capacity of the solar panels is 655 kilowatts, capable of producing 472,966 kilowatt-hours of electricity. This accounts for an average of 5% of the total electricity consumption across the three hotels.

o In 2024, the company expanded its installation of EV Charging Stations to provide convenience for hotel guests. A total of 10 hotels were equipped with EV charging stations, including:

1. JW Marriott Hotel Bangkok
2. Courtyard by Marriott Bangkok
3. Novotel Ibis Styles Bangkok Sukhumvit 4
4. Ibis Bangkok Riverside
5. Ibis Bangkok Sathorn
6. Ibis Bangkok Sukhumvit 4
7. Ibis Phuket Patong
8. Hop Inn Hua Hin
9. Hop Inn Kanchanaburi
10. Hop Inn Chonburi

Reduce electricity consumption

o Improved the efficiency of electrical appliances and upgraded the Chiller Plant system at JW Marriott Hotel Bangkok, resulting in a 26% reduction in electricity consumption, saving up to 2,559,506 Baht.

o The company has been committed to replacing regular light bulbs with energy-efficient bulbs since 2019, continuing this process through 2024, as part of the maintenance cycle, and including the installation of new energy saving lighting in new project construction areas.

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	67,114,176.48	76,159,998.32	81,021,456.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	67,114,176.48	76,126,084.32	80,548,490.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) ⁽¹⁾	0.00	33,914.00	472,966.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	18,036.60	18,837.50	18,868.53

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Remark: ⁽¹⁾ From Solar Rooftop

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	174.68140000	198.12990000	210.77700000
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Room)	33.48610000	29.21010000	27.00000000

Electricity Expense ^(*)

	2022	2023	2024
Total electricity expense (Baht)	266,857,494.48	340,404,087.07	387,183,584.00
Percentage of total electricity expense to total expenses (%) ^(**)	5.88	5.90	6.18
Percentage of total electricity expense to total revenues (%) ^(**)	5.66	4.83	4.81
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	71,716.61	84,195.92	90,168.51

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	73,077.63	52,267.41	58,170.45
Gasoline (Litres)	16,464.33	10,523.81	15,941.00
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard Cubic Feet)	0.00	0.00	0.00
LPG (Kilograms)	1,227,093.00	1,399,404.00	1,441,140.00
Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	49.94

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2022	2023	2024
Total fuel expense (Baht)	25,578,355.16	34,669,690.01	24,555,946.00

	2022	2023	2024
Percentage of total fuel expense to total expenses (%) ^(*)	0.56	0.60	0.39
Percentage of total fuel expense to total revenues (%) ^(**)	0.54	0.49	0.30

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	83,682,520.62	94,635,222.45	88,379,168.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	17.73954200	13.43050412	10.97342709
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	217.10230000	245.50940000	0.00000000
Intensity of total energy consumption within the organization (Megawatt-Hours / Room)	41.75280000	36.31100000	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	26
Actual number of disclosure boundaries	:	26
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company emphasizes the use of water from all sources, promoting efficient water usage, improving operational processes, and fostering participation and awareness with customers to reduce water waste, while maintaining service quality and ensuring customer satisfaction. Additionally, the company values the surrounding community by regularly monitoring and improving wastewater treatment efficiency before discharging it back into water sources. It also supports the use of recycled water, considering the communities' access to water resources and promoting shared water usage with the communities.

Reference link for company's water management plan : https://www.theerawan.com/en/sustainability/sustainability-management/environment?tab_id=water-management

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	-	2027 : Reduced by 5%

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Operational Results

Regularly monitor the quality of water from the wastewater treatment system. The amount of wastewater treated accounts for 80% of the total water used.

The Naka Island A Luxury Collection Resort & Spa, Phuket, is in the process of planning the installation of a Reverse Osmosis (RO) water filtration system to improve water quality and reduce reliance on groundwater.

Recycled water from the hotel's processes is used for irrigation at The Naka Island A Luxury Collection Resort & Spa, Phuket, and Holiday Inn Pattaya, Bay Tower building.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	1,192,683.00	1,415,893.96	5,626,810.00

	2022	2023	2024
Water withdrawal by third-party water (cubic meters)	1,047,587.00	1,269,078.96	5,515,743.00
Water withdrawal by surface water (cubic meters)	0.00	0.00	0.00
Water withdrawal by groundwater (cubic meters)	145,096.00	146,815.00	111,067.00
Water withdrawal by seawater (cubic meters)	0.00	0.00	0.00
Water withdrawal by produced water (cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	320.53	350.21	1,310.39
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.25	0.20	0.70

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	80.00	80.00	80.00
Total wastewater discharge (cubic meters)	838,069.60	1,015,043.20	726,432.00
Wastewater discharged to third-party water (cubic meters)	838,069.60	1,015,043.20	726,432.00
Wastewater discharged to surface water (cubic meters)	0.00	0.00	0.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	354,613.40	400,850.76	4,900,378.00

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters) ⁽²⁾	0.00	0.00	0.00

Remark: ⁽²⁾ The Erawan Group treats and recycles used water for landscape irrigation within our properties. While recycled water usage has been implemented, data on the volume of recycled water has not yet been systematically recorded. The Company plans to implement a data collection system for recycled water usage in 2025.

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.07517316	0.05688820	0.60844588
Intensity of total water consumption (Cubic meters / m ²)	0.00000000	0.00000000	0.00000000
Intensity of total water consumption (Cubic meters / Person (employee))	0.09230000	0.08320000	0.00000000
Intensity of total water consumption (Cubic meters / Room)	0.17693187	0.15380926	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	22,671,283.08	25,485,468.01	21,361,417.00
Total water withdrawal expense from third-party water (Baht)	22,671,283.08	25,485,468.01	21,361,417.00
Total water withdrawal expense from other sources (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.50	0.44	0.34
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.48	0.36	0.27
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	6,092.79	6,303.60	4,974.71

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	26
Actual number of disclosure boundaries	:	26
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company has a sustainability policy for managing materials, waste, and by-products generated from its operations, including construction, renovation, waste and by-product classification, and the establishment of a waste journey to ensure that waste is passed on to partners and stakeholders for recycling. For materials and waste that cannot be recycled, the company disposes of them appropriately. This is coupled with management practices from design, material selection, and post-use management, aiming to reduce waste and by-products at the source (Reduce), leading to reuse (Reuse), and ensuring efficient resource utilization to minimize landfill waste.

Furthermore, the company encourages each hotel to use environmentally friendly materials or products that meet standards or certifications appropriate for their specific applications, while still ensuring functionality and customer satisfaction. This aims to reduce the amount of non-recyclable waste and align with the principles of the circular economy.

Reference link for company's waste management plan : https://www.theerawan.com/en/sustainability/sustainability-management/environment?tab_id=waste-management

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

Food waste is a significant sustainability issue for the hotel industry worldwide, as it relates to the use of natural resources, food security, and concerns about hunger. Therefore, the company places importance on managing food and ingredients to ensure they are adequate for serving customers, reducing food waste, and properly managing food waste that occurs, following these guidelines:

- Manage in a balanced way to serve customers with the right quantity and quality to meet customer satisfaction, while also considering food loss that occurs during the process and food waste from consumption.
- Reduce the amount of food waste and separate food scraps for internal management or collaborate with external organizations to handle them appropriately, ensuring maximum benefits for society and the environment.

Operational Results

- The company signed a memorandum of understanding with BSGF Co., Ltd. for the "Fry Not Waste" project, where used cooking oil from hotels in the group is converted into Sustainable Aviation Fuel (SAF) to reduce waste generated during the cooking process in May - December 2024. This project reduced carbon footprint by 2,032.14 kg.co2e
- The Grand Hyatt Erawan Bangkok launched a campaign encouraging employees to avoid food waste with the "Eat All's Day" initiative.

Project Expectations

Reducing Waste from Used Cooking Oil

- The company expects the Fry Not Waste project to minimize waste from used cooking oil across all hotels within the group.

- Repurposing waste by converting used cooking oil into Sustainable Aviation Fuel (SAF) will help mitigate environmental impact.

Promoting Sustainability and Efficient Resource Utilization

- This initiative aligns with the company's sustainability strategy by reducing greenhouse gas emissions associated with waste disposal.

- It reinforces the company's commitment to corporate environmental responsibility and enhances its brand image.

Minimizing Food Waste in Hotels

- The • “Eat All’s Day”• campaign at Grand Hyatt Erawan Bangkok aims to encourage employees to consume food responsibly and minimize leftovers.

- Reducing food waste will help optimize costs and lower the environmental impact of food disposal.

Fostering an Environmentally Conscious Corporate Culture

- These initiatives help instill sustainable habits among employees and stakeholders.

- They serve as a foundation for future developments that can generate broader positive impacts.

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	0.00	0.00	0.00
Total non-hazardous waste (kilograms)	0.00	0.00	0.00
Non-hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Non-hazardous waste – Others (kilograms)	0.00	0.00	0.00
Total hazardous waste (kilograms)	0.00	0.00	0.00
Hazardous waste - Landfilling (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	0.00	0.00
Hazardous waste – Others (kilograms)	0.00	0.00	0.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)⁽³⁾	18,463,272.00	569,245.00	0.00
Reused/Recycled non-hazardous waste (Kilograms)⁽⁴⁾	18,463,272.00	569,245.00	0.00
Reused non-hazardous waste (Kilograms)	N/A	N/A	0.00
Recycled non-hazardous waste (Kilograms)	N/A	N/A	0.00
Reused/Recycled hazardous waste (Kilograms)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (Kilograms)	0.00	0.00	0.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Remark: ⁽³⁾ The company is in the process of verifying data for accuracy and will continue to add information in this section.

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Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	26
Actual number of disclosure boundaries	:	26
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

Carbon – related operations

o Monitor, measure, and report on the organization's greenhouse gas emissions, and disclose it on the company's website.

In 2023, an external organization certified the calculation of the organization's carbon footprint, setting it as the base year. Goals were set, and an action plan was developed to move towards the Net Zero target.

Reference link for company's greenhouse gas management plan : https://www.theerawan.com/en/sustainability/sustainability-management/environment?tab_id=greenhouse-gas-management

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1	2023 : Greenhouse gas emissions 3,835.00 tCO ₂ e	2035 : Reduced by 10% in comparison to the base year	2045 : Reduced by 20% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None
Scope 2	2023 : Greenhouse gas emissions 16,706.00 tCO ₂ e	2035 : Reduced by 10% in comparison to the base year	2045 : Reduced by 20% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1	2023	2030 : Reduced by 5%	None
Scope 2	2023	2030 : Reduced by 5%	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Carbon – related operations

- o Monitor, measure, and report on the organization's greenhouse gas emissions, and disclose it on the company's website. In 2023, an external organization certified the calculation of the organization's carbon footprint, setting it as the base year. Goals were set, and an action plan was developed to move towards the Net Zero target.
- o Courtyard by Marriott Bangkok requests certification for the evaluation of greenhouse gas reduction or sequestration under the Low Emission Support Scheme (LESS), certifying the reduction of 464,084 kilograms of carbon dioxide equivalent.
- o Signed a memorandum of understanding for the management of used cooking oil under the 'Fry Not Waste' project with BSGF Co., Ltd., a subsidiary of Bangchak Corporation, which provides Sustainable Aviation Fuel (SAF) – a low-carbon fuel that reduces carbon dioxide emissions by over 80% compared to conventional aviation fuel. This project aligns with sustainable management goals and helps reduce the impact of climate change. Under this collaboration, all hotels in the Erawan Group network will deliver used cooking oil to BSGF for recycling and converting it into sustainable aviation fuel. In the past year, the company successfully contributed to reducing 2,032 kilograms of carbon dioxide equivalent.

Diagram of performance and outcomes in greenhouse gas management



ใบประกาศเกียรติคุณ

(Letter of Recognition: LOR)

โครงการสนับสนุนกิจกรรมลดก๊าซเรือนกระจก

(Low Emission Support Scheme: LESS)

กระทรวงทรัพยากรธรรมชาติและสิ่งแวดล้อม

โดย องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน)

เพื่อแสดงว่า

บริษัท เอรಾವัน ราชดำริ จำกัด – โรงแรมคอร์ทยาร์ด

โดย แมริออท กรุงเทพฯ

ดำเนินการ

กิจกรรมการเปลี่ยนอุปกรณ์ไฟฟ้าแสงสว่างเพื่อเพิ่มประสิทธิภาพ
กิจกรรมการนำขยะอินทรีย์ประเภทเศษอาหารไปใช้เป็นอาหารสัตว์

กิจกรรมการคัดแยกขยะเพื่อการรีไซเคิล

ได้รับการประเมินว่าสามารถลดก๊าซเรือนกระจกได้

464.084 ตันคาร์บอนไดออกไซด์เทียบเท่า

(13 มกราคม 2565 – 31 กรกฎาคม 2567)

นางณัฐริกา วายุภาพ นิติน

รองผู้อำนวยการองค์การบริหารจัดการก๊าซเรือนกระจก

รักษาการผู้อำนวยการองค์การบริหารจัดการก๊าซเรือนกระจก

ให้ไว้ ณ วันที่ 26 พฤศจิกายน พ.ศ. 2567

Letter of Recognition: Low Emission Support Scheme (LESS)



THE
ERAWAN
GROUP

MEMORANDUM OF UNDERSTANDING AND CERTIFICATE AWARD CEREMONY

MANAGEMENT OF USED COOKING OIL FOR SUSTAINABLE AVIATION FUEL (SAF)

28 AUGUST 2024

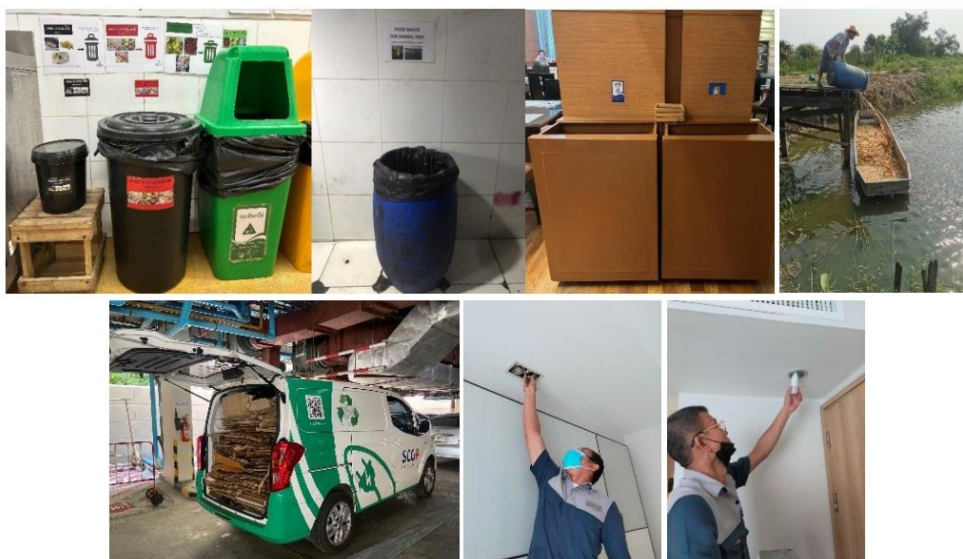
ทอด
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memorandum of understanding for the management of used cooking oil under the 'Fry Not Waste' project



Low Emission Support Scheme

ภาพกิจกรรม



Low Emission Support Scheme Activities 2024

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents) ⁽⁵⁾	16,343.79	20,541.00	20,541.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	2,219.00	3,835.00	3,835.00

	2022	2023	2024
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	14,124.79	16,706.00	16,706.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Remark: ⁽⁵⁾ The company is in the process of coordinating with an external assessor to issue a certification of greenhouse gas emissions. Further information on this matter will be provided in due course.

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.003465	0.002915	0.002550
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	4.39	5.08	4.78
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	0.11273000	0.13297500	0.13297500
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Room)	0.02168000	0.01966700	0.01966700

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : SGS (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	375.80	0.00
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	0.00	375.80	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

	2022	2023	2024
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

Remarks - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : THE ERWAN GROUP PUBLIC COMPANY LIMITED Symbol : ERW

Market : SET Industry Group : Services Sector : Tourism & Leisure

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Erawan Group Public Company Limited and its affiliated Company (“The Company” or “ERW”) recognize that every individual possesses equal rights and human dignity that inherent from birth. The Company places importance on respecting human rights as the fundamental virtue for working and living together. As such, the Company has established guidelines for desired behaviors to ensure that all business operations across the Company’s supply chain and employ conduct are grounded in the principles of human rights, respecting each other’s dignity and worth in the organization. This creates confidence that the way of doing business and employees’ practices is based on the principle of reciprocal respect for an individual’s honor and dignity. The Company adherence to international guidelines in respecting human rights, which include The United Nations Global Compact (UNGC), The Universal Declaration of Human Rights (UDHR), The International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, and The United Nations Guiding Principles on Business and Human Rights (UNGPs) which comprises of three main practices: Protect, Respect, and Remedy.

Scope of policy covers activities in business operations of The Erawan Group Public Company Limited and Affiliated Company in Thailand and overseas. The objective of policy also encourages business partners in business value chain, contractors, suppliers, and other stakeholders to acknowledge the policy and operate their business in the same direction.

Reference link for social and human rights policy and : <https://www.theerawan.com/storage/document/society/erw-human-rights-policy-en.pdf>
guidelines

Page number of the reference link : 1 - 4

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or : Yes
goals over the past year

Changes in social and human rights policies, guidelines, and/or : Employee Rights, Migrant/foreign labor, Consumer/customer rights,
goals Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Announcement No. 12/2024 Subject: Human Rights Policy The Erawan Group Public Company Limited and Affiliated Company
Introduction The Erawan Group Public Company Limited and its affiliated Company (“The Company” or “ERW”) recognize that every individual possesses equal rights and human dignity that inherent from birth. The Company places importance on respecting human rights as the fundamental virtue for working and living together. As such, the Company has established guidelines for desired behaviors to ensure that all business operations across the Company’s supply chain and employ conduct are grounded in the principles of human rights, respecting each other’s dignity and worth in the organization. This creates confidence that the way of doing business and employees’ practices is based on the principle of reciprocal respect for an individual’s honor and dignity. The Company adherence to international guidelines in respecting human rights, which include The United Nations Global Compact (UNGC), The Universal Declaration of Human Rights (UDHR), The International Labor Organization’s Declaration on Fundamental Principles and Rights at Work, and The United Nations Guiding Principles on Business and Human Rights (UNGPs) which comprises of three main practices: Protect, Respect, and Remedy. Scope of policy covers activities in business operations of The Erawan Group Public Company Limited and

Affiliated Company in Thailand and overseas. The objective of policy also encourages business partners in business value chain, contractors, suppliers, and including other stakeholders to acknowledge the policy and operate their business in the same direction.

Protect and respect 1. Respect for Stakeholders: The Company shall treat all stakeholders with respect, ensuring equality, fairness, and mutual dignity without discrimination. This commitment covers all aspects of diversity, including physical traits, personal characteristics, disabilities, mental health, race, nationality, origin, ethnicity, indigenous status, religion or belief, gender, language, age, skin color, education, social status, culture, customs, or any other attributes. 2. Employee Well-being and Workplace Safety: The Company shall prioritize the quality of life, safety, occupational health, and a conducive work environment for employees. All employees are treated equitably and fairly, without discrimination, and given equal opportunity in all aspects of employment, including hiring, termination, compensation, benefits, skill development, career advancement, and readiness for new roles, aligned with position suitability. 3. Prevention of Human Rights Violations: The Company shall avoid and does not support any actions that violate human rights, such as forced or compulsory labor, or human trafficking in all forms. This includes the prohibition of child labor and the commitment to respect the rights of employees with disabilities and children's rights. 4. Ethical Business Partnerships: The Company shall refrain from conducting business with partners in its value chain who contravene this policy. The Company will monitor and encourage compliance through appropriate governance mechanisms and promote ethical and socially responsible business practices among partners to foster a culture of mutual respect. 5. Human Rights Risk Management: The Company shall consider and identify potential human rights risks in key operational areas and establishes guidance to appropriately manage those potential risks. Each department is responsible for overseeing and managing risks within its scope to ensure compliance with this policy. Communication and remediation 6. Development of Two-Way Communication Channels: The Company shall establish two-way communication channels to promote awareness, understanding, and proper conduct in respecting human rights. This includes providing opportunities for employees and stakeholders to express opinions, raise issues, and submit information or complaints if any incidents or actions related to human rights violations or disrespect occur. These can be reported through the Company's designated Whistleblowing Form. 7. Human Rights Complaint Review Process: Upon receiving human rights-related information or complaints from employees and/or stakeholders, the Company shall conduct an investigative process. Findings are reported to senior management to develop appropriate measures for mitigating or rectifying any human rights impacts. 8. Policy Communication and Awareness: The Company shall communicate this policy to employees, business partners, and relevant stakeholders to ensure awareness of its commitment to conducting business with respect for human rights and preventing violations within the value chain.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

In 2024, The company conducts Human Rights Due Diligence (HRDD) in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs). This serves as the framework for identifying, assessing, and managing human rights issues, which comprises five key steps as follows:

1. A Statement of Policy Commitment to Respect Human Rights
2. Assessment of Actual and Potential Impacts
3. Integration of Findings and Taking Appropriate Action
4. Performance Monitoring and Reporting
5. Mitigation and Recovery from Impacts

Human Rights Risk and Impact Assessment

The Erawan Group Public Company Limited has conducted a human rights risk assessment within the organization, focusing on

issues relevant to the hotel and service industry in alignment with international standards. The company has also established **Key Performance Indicators (KPIs)** to assess and monitor human rights-related risks, as follows:

Human Rights Risk Indicators of The Erawan Group PLC:

Child Labor and Forced Labor

The company monitors and prevents the use of child labor and forced labor within the organization and throughout the supply chain.

Inadequate Working Environment

Regular assessments and improvements are made to ensure a safe and appropriate working environment for employees.

Unfair Wages

The company enforces a fair wage policy in compliance with labor laws.

Discrimination

The company promotes equality and prevents all forms of discrimination in the workplace.

Freedom of Association and Collective Bargaining

The company respects employees' rights to freedom of association and collective bargaining in accordance with the law.

Harassment in All Forms

Preventive and corrective measures are in place to address all forms of harassment in the workplace.

Additionally, the company has developed a Human Rights Policy as a framework for its operations and human rights risk management. This includes identifying potential risks in key operational areas and defining measures to mitigate those risks.

Monitoring and Reporting

Relevant working groups review and monitor the implementation of the company's human rights guidelines and mitigation measures. This ensures that the measures in place are effective in preventing or managing human rights risks. Where necessary, improvements are made, and progress is reported to management and relevant departments.

Grievance Management and Remediation of Impacts

The company places great importance on protecting and remedying individuals who may be affected by human rights impacts resulting from its operations. In cases where human rights violations occur, the company conducts a thorough investigation, analyzes the root causes, takes corrective actions, and enforces appropriate disciplinary measures.

Remedial actions are provided to those affected, based on the context of each case.

The company also provides accessible grievance channels for individuals to report human rights concerns through its "Grievance Mechanism" as outlined below.

<https://www.theerawan.com/th/corporate-governance/whistleblowing-form>

Reference link for the information and an HRDD process : <https://www.theerawan.com/en/sustainability/sustainable-development-policy>

HRDD process diagram

กระบวนการตรวจสอบสิทธิมนุษยชนอย่างรอบด้าน (Human Rights Due Diligence: HRDD)



Human Rights Due Diligence (HRDD)

Information on other social management

Plans, performance, and outcomes related to other social management

The Erawan Group Public Company Limited places great importance on respecting and promoting human rights across all dimensions of its business operations. The company integrates international human rights principles and the United Nations Guiding Principles on Business and Human Rights into its business practices. This commitment extends from ensuring equal treatment of employees and eliminating discrimination, to promoting a safe and growth-conducive work environment, and closely monitoring business partners and vendors to strictly comply with human rights standards. We are dedicated to fostering a corporate culture that respects human dignity and supports sustainable shared growth throughout the value chain.

Community Rights and Environmental Rights

Key Risk Issues: Environmental and safety concerns arising from company operations

Preventive and Mitigating Measures

- Establish criteria for partner selection and procurement processes with internal audits to ensure adherence
- Develop and disseminate a Business Partner Code of Conduct covering human rights, fair labor, non-discrimination, and opposition to forced labor
- Require business partners to comply with the Business Partner Code of Conduct
- Require partners to sign confidentiality agreements

Rights of Contractors and Business Partners

Key Risk Issues

- Discrimination against business partners Code of Conduct for Business Partners
- Confidentiality breaches

Preventive and Mitigating Measures

- Establish criteria for partner selection and procurement processes with internal audits to ensure adherence
- Develop and disseminate a Business Partner Code of Conduct covering human rights, fair labor, non-discrimination, and opposition to forced labor
- Require business partners to comply with the Business Partner Code of Conduct
- Require partners to sign confidentiality agreements

Employee Rights

Key Issues:

- Discrimination
- Wages and benefits
- Labor law compliance

Preventive and Mitigating Measures

- Establish a Human Rights and Ethics Policy
- Promote a non-gender-specific recruitment process and an inclusive culture
 - Provide secure and anonymous whistleblowing channels
 - Conduct wage benchmarking at least once annually against industry standards
 - Develop a transparent salary and compensation structure with fair and competitive ranges
 - Regularly review employment contracts to ensure compliance with Thai labor laws
 - Require written employment contracts signed by all employees

Customer Rights

Key Risk Issues

- Discrimination in service delivery
- Accessibility to facilities and services
- Violation of personal data privacy
- Customer safety

Preventive and Mitigating Measures

- Foster a corporate culture that respects customer diversity
- Improve accessibility features such as ramps and elevators for wheelchair users
- Design multilingual and user-friendly online forms
- Develop a Data Protection Policy aligned with the Personal Data Protection Act (PDPA) and relevant regulations
- Provide employee training on data security and personal data protection
- Comply with safety regulations, including the provision of emergency exit plans and adequate fire extinguishers in line with safety protocols
- Conduct annual emergency evacuation drills

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0

	2022	2023	2024
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	26
Actual number of disclosure boundaries	:	26
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work

Employee Care

The Company places great emphasis on the holistic well-being of its employees, addressing both physical and mental health. It also supports workplace improvements to ensure a happy and healthy working environment. This approach encourages long-term employee retention, fostering contributions that drive the organization forward while delivering sustainable value to stakeholders. Furthermore, the company is committed to treating all employees equitably, adhering to universal principles of human rights.

Employee Benefits

The Company provides legally mandated benefits along with additional perks, such as health insurance, accident insurance, a provident fund, workers' compensation benefits, financial aid, and various employee engagement activities.

Reference link for employee and labor management plan	:	https://www.theerawan.com/en/sustainability/sustainability-management/society
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Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals?	:	Yes
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Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none">Employee training and developmentPromoting employee relations and participationSafety and occupational health at workNon-discrimination	<ol style="list-style-type: none">Number of hours employees received training for skill development, safety, and quality of life improvement.The number of work-related accidents was zero.	2023: - Average training hour of 60 hours/person/year - Zero accident target - Zero labor and human rights disputes	2030: - Average training hour of 80 hours/person/year - Zero accident target - Zero labor and human rights disputes

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management	:	Yes
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Human Resource Management and Development Strategy

The Company has established a 3-year human resource management and development strategy (2024-2026) to drive business operations and achieve stable and sustainable growth. High-potential employees are considered a key resource in driving the business. To this end, an operational plan has been developed to achieve the goal of becoming the “ERAWAN Best Place to Work” across six key areas as follows: 1. Employer Branding and Talent Acquisition: Building employer brand, recruiting, and retaining quality personnel to grow alongside the organization. 2. Modern Learning and Development: Developing employees through modern programs, tools, and methods to enhance skills and develop leaders at all levels, ensuring readiness for business growth. 3. Performance Management System (BSC=Balanced Scorecard and CSB=Competency Skills and Behaviors): Developing a performance evaluation system, indicators, and competencies that are interconnected at the organizational, departmental, and individual levels. Providing individual feedback through 1-on-1 performance reviews and feedback, linking performance to a competitive compensation system, and fostering career growth opportunities for employees. 4. Corporate Culture and Employee Engagement: Fostering a corporate culture and employee engagement aligned with the desired behavioral DNA, promoting a sense of belonging and job satisfaction. 5. Respect DEI (Diversity, Equity and Inclusion) and Flexible Workplace: Promoting diversity in the workplace to foster creativity, appreciation of differences, and acceptance. Additionally, modernizing policies and management practices to accommodate the varying lifestyles of all generations. 6. HR Digital and Process Transformation: Modernizing and streamlining HR service processes through the optimal use of technology and resources.

Support for Diversity, Fair Treatment, and Different Acceptance

The Company has established management guidelines to support diversity and embrace differences among employees within the organization, regardless of race, gender identity, culture, and other factors. This includes practicing equality and valuing the unique contributions of each employee without discrimination. The company promotes the creation of value and happiness at work through training programs aimed at raising awareness of DEI (Diversity, Equality and Inclusion) and activities that foster dialogue and shared experiences. Executives support the drive for these initiatives and serve as role models in respecting diversity and embracing the differences of employees

Diagram of performance and outcomes for employee and labor management



Corporate Trainings and Employee Engagement Programs 2024



Corporate Trainings and Employee Engagement Programs 2024



Corporate Trainings and Employee Engagement Programs 2024



Business English: Masterclass 2024

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	3,721	4,043	4,294
Percentage of employees to total employment (%)	100.00	100.00	100.00

	2022	2023	2024
Total employees (persons)	3,721	4,043	4,294
Male employees (persons)	1,629	1,759	1,845
Percentage of male employees (%)	43.78	43.51	42.97
Female employees (persons)	2,092	2,284	2,449
Percentage of female employees (%)	56.22	56.49	57.03

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	1,200	1,369	1,410
Percentage of employees under 30 years old (%)	32.25	33.86	32.84
Total number of employees 30-50 years old (Persons)	2,286	2,421	2,600
Percentage of employees 30-50 years old (%)	61.44	59.88	60.55
Total number of employees over 50 years old (Persons)	235	253	284
Percentage of employees over 50 years old (%)	6.32	6.26	6.61

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	467	507	553
Percentage of male employees under 30 years old (%)	28.67	28.82	29.97
Total number of male employees 30-50 years old (Persons)	1,043	1,115	1,147
Percentage of male employees 30-50 years old (%)	64.03	63.39	62.17
Total number of male employees over 50 years old (Persons)	119	137	145
Percentage of male employees over 50 years old (%)	7.31	7.79	7.86

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	733	862	857
Percentage of female employees under 30 years old (%)	35.04	37.74	34.99

	2022	2023	2024
Total number of female employees 30-50 years old (Persons)	1,243	1,306	1,453
Percentage of female employees 30-50 years old (%)	59.42	57.18	59.33
Total number of female employees over 50 years old (Persons)	116	116	139
Percentage of female employees over 50 years old (%)	5.54	5.08	5.68

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	3,209	3,381	2,714
Percentage of employees in operational level (%)	86.24	83.63	63.20
Total number of employees in management level (Persons)	424	572	1,482
Percentage of employees in management level (%)	11.39	14.15	34.51
Total number of employees in executive level (Persons)	88	90	98
Percentage of employees in executive level (%)	2.36	2.23	2.28

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	1,404	1,500	1,168
Percentage of male employees in operational level (%)	86.19	85.28	63.31
Total number of male employees in management level (Persons)	176	212	628
Percentage of male employees in management level (%)	10.80	12.05	34.04
Total number of male employees in executive level (Persons)	49	47	49
Percentage of male employees in executive level (%)	3.01	2.67	2.66

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	1,805	1,881	1,546

	2022	2023	2024
Percentage of female employees in operational level (%)	86.28	82.36	63.13
Total number of female employees in management level (Persons)	248	360	854
Percentage of female employees in management level (%)	11.85	15.76	34.87
Total number of female employees in executive level (Persons)	39	43	49
Percentage of female employees in executive level (%)	1.86	1.88	2.00

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : Yes
Years

The company has expanded its business both in Thailand and abroad (Japan, Philippines).

Number of male employees categorized by region

	2022	2023	2024
Northern (Person)	26	38	20
Central (Person) ⁽⁶⁾	1,023	1,127	1,132
Northeastern (Person)	50	99	46
Southern (Person)	226	197	222
Eastern (Person)	185	188	271

Remark: ⁽⁶⁾ It is the total number that includes Bangkok and the surrounding

Number of female employees categorized by region

	2022	2023	2024
Northern (Person)	108	154	113
Central (Person) ⁽⁷⁾	1,261	1,351	1,445
Northeastern (Person)	180	196	185
Southern (Person)	254	241	247
Eastern (Person)	197	205	306

Remark: ⁽⁷⁾ It is the total number that includes Bangkok and the surrounding

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	22	25	28
Percentage of disabled workers to total employment (%)	0.59	0.62	0.65
Total number of employees with disabilities (Persons)	22	25	28
Total male employees with disabilities (persons)	14	15	14
Total female employees with disabilities (persons)	8	10	14
Percentage of disabled employees to total employees (%)	0.59	0.62	0.65
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,338,644,184.26	1,907,434,989.00	2,067,740,775.00
Total male employee remuneration (baht)	586,039,069.11	829,873,397.00	956,159,503.00
Percentage of remuneration in male employees (%)	43.78	43.51	46.24
Total female employee remuneration (baht)	752,605,115.15	1,077,561,592.00	1,111,581,272.00
Percentage of remuneration in female employees (%)	56.22	56.49	53.76
Average remuneration of employees (Baht / Person)	359,753.88	471,787.04	481,541.87
Average remuneration of male employees (Baht / Person)	359,753.88	471,787.04	518,243.63
Average remuneration of female employees (Baht / Person)	359,753.88	471,787.04	453,891.90
Ratio of average remuneration of female employees to male employees	1.00	1.00	0.88

Provident fund management policy

Provident fund management policy : Have

The company has a provident fund welfare program for its permanent employees, which is divided into two components as follows:

1. Provident fund portion accumulated by the employee.
2. Provident fund portion contributed by the company.

Reference link for provident fund management policy : <https://www.theerawan.com/en/sustainability/sustainability-management/society>

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	792	1,711	2,017
Proportion of employees who are PVD members (%)	21.28	42.32	46.97
Total amount of provident fund contributed by the company (baht)	25,010,103.35	28,539,831.00	29,878,058.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.87	1.50	1.44

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	27.00	70.00	78.00
Total amount spent on employee training and development (Baht)	3,527,942.90	1,370,962.00	1,798,762.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.000777	0.000237	0.000287
Percentage of training and development expenses to total revenue (%) ^(*)	0.000748	0.000195	0.000223

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	73	60	74
Total number of employees that lost time injuries for 1 day or more (Persons)	73	60	74
Percentage of employees that lost time injuries for 1 day or more (%)	1.96	1.48	1.72
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	1,085	754	864
Total number of male employee turnover leaving the company voluntarily (persons)	431	268	330
Total number of female employee turnover leaving the company voluntarily (persons)	654	486	534
Proportion of voluntary resignations (%)	29.16	18.65	20.12
Percentage of male employee turnover leaving the Company voluntarily (%)	11.58	6.63	7.69
Percentage of female employee turnover leaving the Company voluntarily (%)	17.58	12.02	12.44
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Reference link to consumer data privacy and protection policy and guidelines : <https://www.theerawan.com/en/privacy-policy>

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company in the past year : Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

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

Reference link for company's customer management plan : <https://www.theerawan.com/storage/document/code-of-conduct/code-of-conduct-2021-en.pdf>

Page number of the reference link : 3

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Development of customer satisfaction and customer relationship • Protection of customer personal information 	<p>1. Responsible Production and Services for Customers</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number of products or services certified with standards (e.g., ISO, HACCP, etc.) - Existence of policies or guidelines on ethical business conduct <p>2. Enhancing Customer Satisfaction and Relationship Building</p> <p>Indicator:</p> <p>Customer Satisfaction Score (CSAT)</p> <p>3. Protection of Customer Personal Data Indicators:</p> <ul style="list-style-type: none"> - Number of customer data breach incidents - Employee training on personal data protection (hours/person/year) - Existence of systems and processes for personal data management in compliance with laws (e.g., PDPA, GDPR) - Number of complaints regarding violations of personal data rights 	-	<p>2030: The Erawan Group Public Company Limited is committed to delivering exceptional customer experiences through high-quality, safe, and reliable services. Our primary goal is to continuously enhance customer satisfaction by elevating service standards.</p> <p>The company is dedicated to maintaining a customer satisfaction score of no less than 85% and is determined to continuously improve the quality of its hotel services.</p>

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The hotel distributes comprehensive satisfaction surveys and customer feedback forms covering various aspects, including cleanliness, service quality, as well as hotel facilities and amenities. The collected feedback is utilized to enhance service quality and improve products. The company remains committed to continuously refining and elevating the guest experience with utmost dedication and care.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers⁽⁸⁾

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : +662-257-4588
Fax : +662-257-4577
Email : info@theerawan.com
Company's website : <https://www.theerawan.com/th/home>
Address : The Erawan Group Public Company Limited, Ploenchit
Center, 6th Floor 2 Sukhumvit Road,
Kwang Klongtoey, Khet Klongtoey, Bangkok 10110
Thailand

Remark: ⁽⁸⁾As the company's English website could not be entered in the designated field for English websites, it has instead been provided in the "English translation" remarks section.<https://www.theerawan.com/en/home>

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement : <https://www.theerawan.com/en/sustainability-projects-policies>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

Forests and Natural Resources: The Erawan Group's Sustainable Reforestation Project 2024

In 2024, the company organized a tree-planting initiative, planting a total of 200 trees at Suan 50 Suk, Khlong Toei District, Bangkok, in commemoration of World Environment Day on June 7, 2024. This initiative was carried out in collaboration with the Khlong Toei District Office, local volunteers, and employees from hotels under The Erawan Group. A total of 92 employees participated in the project, contributing to tree planting, landscape improvement, and the enhancement of green spaces and recreational areas for public use.

The Erawan Group's Sustainable Reforestation Project 2024 is held annually in recognition of World Environment Day. To date, the company has supported the planting of over 1,000 trees and has consistently collaborated with both public and private sectors to promote environmental initiatives. We remain committed to being an integral part of Thai society in fostering sustainable green spaces for future generations.

Occupational Health and Safety of Customers

The company prioritizes the safety and well-being of its customers above all else and remains committed to supporting relevant authorities in response to incidents occurring within enclosed areas that are unrelated to any other events. The hotel is dedicated to providing exceptional care, warm hospitality, and consistent attention to guests.

- Implementation of strict control measures in the selection of products and services before delivery to customers to ensure safety and hygiene. This includes offering health-conscious menu options made from carefully selected local ingredients and conducting regular safety and hygiene assessments from the source of raw materials.

Career Development and Community Engagement

In 2024, the Company expanded its community and social initiatives by implementing the following actions:

- **HOP INN Project** for Hospitality Workforce Development. This project has been implemented by the Company since 2022 for vocational and higher education students to support hands-on training, producing high-quality hospitality professionals that meet the labor market demands in the tourism industry. It also serves as a practical training opportunity for students. In 2024, a total of 39 students participated in the program, consisting of 11 males and 28 females from 14 educational institutions. The program supports hospitality personnel at both the headquarters and 11 branch hotels, with a total of 5,563 internship days as specified in the contract.

- **HOP NextGen Project**

The Company supports and prioritizes issues related to children's rights according to the Children's Rights and Business Principles, focusing on "Right of Development" and "Right of Participation". Therefore, HOP NextGen has been developed as part of the initiative to further educational guidance for students in the Vocational Certificate program and High Vocational Certificate program who are studying in Diploma program in Hotel and Tourism. The program provides opportunities for students to gain direct insights from industry professionals in the tourism and hospitality sectors, as well as experts from the Tourism Authority of Thailand (TAT), who share key tourism insights specific to the province. This initiative allows young individuals to develop their professional skills while also offering opportunities to visit and observe real world operations at hospitality establishments. This hands-on experience enhances their preparedness for future careers.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management : No
goals

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social : No
management

Expected Outcomes of The Erawan Group's Sustainable Reforestation Project 2024

The Erawan Group's Sustainable Reforestation Project 2024

Tree planting contributes to expanding green areas, supporting ecosystems, and providing habitats for wildlife.

Restoring ecological balance and reducing biodiversity loss.

- **Reducing Environmental Impact**

Increasing tree coverage helps absorb carbon dioxide, lower greenhouse gas emissions, and mitigate the effects of climate change.

Reducing drought and flood risks by improving water absorption and preventing soil erosion.

- **Sustainable Use of Natural Resources**

Promoting efficient natural resource management to maximize benefits while minimizing waste.

Encouraging a circular economy approach and reducing the depletion of natural resources.

- **Raising Awareness and Encouraging Social Engagement**

Inspiring employees, the public, and local communities to become more environmentally conscious.

Strengthening collaboration among businesses, government agencies, and local communities to drive sustainable environmental development.

- **Improving Community Well-being and Quality of Life**

Expanding green spaces to create a healthier environment, reduce air pollution, and enhance the overall quality of life.

Promoting eco-tourism and creating economic opportunities for local communities.

These initiatives reflect the company's strong commitment to sustainability, ensuring a healthier environment for future generations.

Occupational Health and Safety of Customers

The company places the highest priority on customer safety and well-being. We fully support relevant authorities in addressing incidents occurring in enclosed areas, which are unrelated to other events. The hotel is committed to providing attentive care, warm hospitality, and consistent customer support.

Key Measures:

Implementing strict selection and control of products and services before they reach customers to ensure safety and hygiene.

Offering healthy menu options using carefully selected local ingredients.

Conducting regular safety and hygiene assessments from the sourcing stage of raw materials.

Expected Outcomes: Occupational Health and Safety of Customers

These measures aim to strengthen customer confidence in the hotel's services while ensuring their health and safety in a comfortable and secure environment.

Expected Outcomes from Career Development and Community Engagement Initiatives

HOP INN Project for Hospitality Workforce Development:

- **Skilled Workforce:** The program is expected to produce a pool of highly skilled hospitality professionals who are well-prepared to meet the demands of the tourism industry, contributing to the growth and quality of the hospitality sector.

- **Increased Employment Opportunities:** By providing hands-on training and internships, students are better equipped to enter the job market, increasing their employability in the hospitality industry.

- **Industry-Ready Graduates:** The program ensures that students gain practical experience in real-world settings, helping

them develop the necessary skills and competencies that align with industry standards.

- **Stronger Industry-Academia Collaboration:** The initiative strengthens the relationship between educational institutions and the hospitality industry, ensuring that training programs are aligned with market needs.

HOP NextGen Project:

- **Enhanced Educational Development:** Students gain direct insights from professionals in the hospitality and tourism sectors, improving their understanding and knowledge of the industry.
- **Better Career Preparedness:** The program offers valuable real-world exposure, helping students develop practical skills, increasing their readiness to enter the workforce in the hospitality and tourism sectors.
- **Promotion of Children's Rights:** By supporting students under the Children's Rights and Business Principles, the program ensures that young individuals have the opportunity for growth, participation, and development, promoting their rights and well-being.
- **Strengthened Community Engagement:** The initiative fosters collaboration between the tourism industry, educational institutions, and local communities, benefiting both the students and the broader industry ecosystem.

Increased Awareness of Tourism and Hospitality Careers: Students gain a deeper understanding of the various career paths in the tourism and hospitality sectors, leading to a more informed and motivated workforce.

Overall, these initiatives aim to build a sustainable, skilled workforce while fostering community engagement, educational development, and the promotion of children's rights in the context of the hospitality and tourism sectors.

Diagram of performance and outcomes in community and social management



The Erawan Group's Sustainable Reforestation Project 2024



HOP NextGen Project 2024



Donations and Lunch Gathering at a Women's Shelter (International Women's Day)

Hydroponic farming for sustainability education and nutrition at Pathom Nonsi School



Cost of activity: N/A (Employee Fund raising)

Hydroponic Farming



Cost of activity: Food supplied by the hotel

The company hosted a luncheon at the Foundation for Disabled Children.



Scholarship & Gift Donation on National Children's Day



Objective: Give special children for better well-being

- | | | | |
|----------|---------------------------------|----------|---------------------|
| • Venue: | Special Education School Center | • Venue: | Kalim Patong School |
| • Date: | 12 January 2024 | • Date: | 13 January 2024 |
| • Hotel: | ibis Phuket Patong | • Hotel: | ibis Phuket Patong |

Scholarship & Gift Donation on National Children's Day



Food Donation on National Children's Day



Donation old linen and guest loss and found



Objective: Give special children for better well-being

- | | | | |
|----------|-----------------------------------|----------|---|
| • Venue: | Patong Beach, Patong Municipality | • Venue: | Pattaya Orphanage |
| • Date: | 13 January 2024 | • Date: | 27 February 2024 |
| • Hotel: | ibis Phuket Patong | • Hotel: | Mercure Pattaya Ocean Resort & ibis Pattaya |

Food Donation on National Children's Day and Donation old linen and guest loss and found items to the Orphanages



Donation - Old linen and Guest's loss and found



- Objective: Give children well-being and happiness
- Venue: Ban Kru Ja at Pattaya
- Date: 7 March 2024
- Hotel: Mercure Pattaya Ocean Resort & ibis Pattaya



Blood Donation



- Objective: To encourage our staffs to participate and donate on biannually basis
- Venue: Veranda Resort Pattaya – Mgallery
- Date: 28 March 2024
- Hotel: Mercure Pattaya Ocean Resort & ibis Pattaya



Open House for Mini Master Chef in Thailand



- Objective: To create the future career / dream occupation for the children by invite them to experience the real cooking operation in hotel and to create learning opportunity, exploring
- Venue: Novotel & ibis Styles Bangkok Sukhumvit 4
- Date: 12 January 2024
- Hotel: Novotel, Mercure & ibis Erawan Thailand in BKK



Painting for Happy & Healthy Kid's Life

NOVOTEL MERCURE ibis styles ibis HOTELS



Objective: To promote better physical health, encourage better mental health and enhance emotional connection for disable children and support the school & parent in our community area to show the sustainable care by painting the damaged and not good condition the Sport Equipment such as Football Goal, Basketball hoop, Volley Ball Pole and etc. In their main playground

- Venue: Thungmahamek School for the Deaf kids (โรงเรียนโสตศึกษาทุ่งมหาเมฆ)
- Date: 8 March 2024
- Hotel: Novotel, Mercure & ibis Erawan Thailand in BKK



Mangrove Trees Plating

NOVOTEL MERCURE ibis styles ibis HOTELS



Objective: Save World & Save Planet

- Venue: Ta Lha Beach, Pa Klok
- Date: 19 April 2024
- Hotel: ibis Phuket Patong



Luncheon to Elder People



Objective: Supported to Elder People

- Venue: Paklok Elder People Center
- Date: 19 April 2024
- Hotel: ibis Phuket Patong



Donation the Lue - Kor foundation

NOVOTEL MERCURE ibis styles ibis HOTELS



Objective: Turn our leftover items into scholarships Give to children

- Venue: Lue-Kor Foundation
- Date: 30 June 2024
- Hotel: Novotel & ibis styles Bangkok Sukhumvit 4



Lost & Found Donation to “Luang Ta Noi Foundation”

NOVOTEL

MERCURE
HOTELS

ibis
STAYS

ibis



Objective: Donate all the Lost & Found items that collected biannually in Year 2024 for future support orphans, street children and underprivileged people

- Venue: Luang Ta Noi Foundation
- Date: 17 June 2024
- Hotel: Mercure & ibis Bangkok 24



Mangrove Planting



Objective: To save the last plot of mangrove

- Venue: Klong Nok Yang, Pattaya
- Date: 25 September 2024
- Hotel : Mercure Pattaya Ocean Resort & ibis Pattaya



Tree Planting



Objective: To raise environmental awareness for our Heartist and community

- Venue: Sufficiency Economy Learning Center Bandin
- Date: 27 September 2024
- Hotel : Mercure Pattaya Ocean Resort & ibis Pattaya

NOVOTEL

MERCURE
HOTELS

ibis
STAYS

ibis



Big Cleaning at Makkasan Temple



Objective: To support the community by temple cleaning

- Venue: Makkasan Temple
- Date: 17 September 2024
- Hotel: Novotel & ibis styles Bangkok Sukhumvit 4 and ibis Bangkok Sukhumvit 4



Share Your Kindness



Objective: To raise Heartist's awareness for community caring and sharing. Helping a local community and support their daily life

- Venue: ibis Bangkok Riverside
- Date: 18 July 2024



Blood Donation



Objective: To encourage our staffs to participate and donate on biannually basis

- Venue: Phuket Religion Blood Center
- Date: 26 July 2024
- Hotel: ibis Phuket Patong



HEART BREAK HILL MINI-MARATHON



Objective: Join Phuket ACCOR big event to support community and wellness

- Date: 17 July 2024
- Hotel: ibis Phuket Patong



Volunteer the Mirror Foundation



Objective: To Volunteer to Help Packing Items, Sorting and Arranging for Stationery, Tool, Utensil, Uniform etc. to forward to those Who are in Need

- Venue: The Mirror Foundation
- Date: 26 July 2024
- Hotel: Mercure & ibis Bangkok Siam



Blood Donation



Objective: Give Blood – Save Life

- Venue: Movenpick Siam Hotel Na Jomtien Pattaya
- Date: 11 September 2024
- Hotel: Mercure Pattaya Ocean Resort & ibis Pattaya



Road Clean up for Green Community



Objectives: To Collaborate in Environmental Aspect with Local Community & Hotels

- Venue: Banthat thong road (From Soi Chula 12 – Soi Chula 16)
- Date: 20 September 2024
- Hotel: Mercure & ibis Bangkok Siam



Donation for Northern Flooding



Objective: Donation from Heartists to help Northern flooding people

- Venue: Sawang Boriboon Foundation
- Date: 5 September 2024

- Hotel: Mercure Pattaya Ocean Resort & ibis Pattaya



Donation for Children



Objective: To support the orphaned children

- Venue: Pattaya Orphanage
- Date: 26 September 2024



Host Lunch & Donate Necessary Items for Elderly People



Objective: Deliver a Special Lunch & Sharing Necessary Items for Elderly People

- Venue: The Yong Kang Foundation
- Date: 14 November 2024
- Hotel: Mercure & ibis Bangkok Siam



Teaching basic traffic sign for kindergarten students



Objective: Donation the stationery, play games, painting and teaching basic traffic sign for kindergarten students

- Venue: Pattaya Orphanage
- Date: 12 November 2024
- Hotel: Mercure Pattaya Ocean Resort & ibis Pattaya



Waste Management Training



Objective: Understanding waste management is essential for maintaining clean

- Trainer by: Khun Amporn- Talent & Culture Manager
- Date: 11 December 2024
- Hotel: ibis Bangkok Sathorn



Rawai District Learning Center (HEART BREAK HILL MINI-MARATHON 2024)



Objective: Helps to build the Learning Building to Non-Formal Education Center at Rawai Area with valued 250K

- Venue: Rawai Non-Formal Education Center
- Date: 27 November 2024
- Hotel: ibis Phuket Patong

NOVOTEL

MERCURE

ibis

ibis

Linen Donation

HOPINN Hat Yai /Hat Yai Downtown วันที่ 19 พฤศจิกายน 2567



HOPINN สาขาหาดใหญ่และหาดใหญ่ดาวทาวน์ บริจาคผ้าลินินที่ไม่ใช้แล้วให้กับมูลนิธิบ้านหม้าย

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HOP INN

Linen Donation
HOPINN Phuket / Phuket Oldtown
วันที่ 25 สิงหาคม 2567

HOPINN สาขาภูเก็ตและภูเก็ตโอลด์ทาวน์
บริจาคผ้าลินินที่ไม่ใช้แล้วให้กับมูลนิธิช่วยสุนัขในซอย



มูลนิธิเพื่อสุนัขในซอย, ประเทศไทย
(Soi Dog - in Thai)
2 วัน - 5

ขอขอบคุณ โรงแรมฮิปป อินน์ ภูเก็ต สำหรับการ
บริจาคผ้าสะอาดเพื่อการดูแลสุนัขและแมวจรจัด
ป่วย มูลนิธิเพื่อสุนัขในซอย

ผ้าสะอาดสีขาวจากอุปกรณ์ประกอบการโรงแรมและที่พัก
เป็นผ้าที่สามารถซักซ้ำและของเหลือได้เป็นอย่างดี
ดี มูลนิธิเพื่อสุนัขในซอย(ซอยด็อก)ได้นำมาใช้ใน
การเช็ดทำความสะอาดบริเวณผ้าตัด ใช้รองน้อง
หมาเนื่องแมวในการผ่าตัด ทีมแพทย์ใช้ในการเช็ด
ทำความสะอาดมือ อุปกรณ์ทางการแพทย์
ขณะที่มูลนิธิต้องการใช้ผ้าจำนวนมากเนื่องจากมี
สัตว์ที่เข้ามารักษาต่อเนื่องทั้งวัน

ขอขอบคุณโรงแรมฮิปป อินน์ ภูเก็ต ที่เห็นความ
สำคัญของการพัฒนาสวัสดิภาพสัตว์จรจัดเป็นอย่างดี
สูงส่ง



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HOP INN

HOP INN - CSR Activities Summary

Project Title	Activities	Location	Budget Spending
Hop Next Gen	- Provide business knowledge in hotel and tourism industry to students	Chonburi Vocational College	10,186.00
	- Site visit to HOPINN hotel, focusing on the Front Office and Housekeeping departments		
	- Demonstration of Housekeeping department operations and techniques	Ratchaburi Technical College	7,222.00
	- Conduct workshops and seminars on hotel management and tourism trends		
	- Provide internship opportunities for students in the hospitality field		
Donated for support flooding	- Donate essential items to flood victims (e.g., food, clothing, hygiene products)	Bangkok City Hall	66,480.00
Linen Donation	- Donate unused linens (e.g., sheets, towels) from hotels to local communities and organizations	มูลนิธิบ้านหม้าย	-
	- Raise awareness on sustainability and the repurposing of hotel materials	มูลนิธิช่วยสุนัขในซอย	-
Total budget spending			83,888.00

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HOP INN

HOP INN - CSR Activities Summary



RiseHY

Inviting Youth to Reach Higher with Hyatt

โรงแรมไฮแอททั่วโลกมีความมุ่งมั่นที่จะจ้างงานเยาวชนที่
ด้อยโอกาสจำนวน 10,000 คน ซึ่งมีอายุระหว่าง 16 - 24 ปี และไม่ได้เรียน
หนังสือหรือทำงานภายใน 2568

ภาคบริการเป็นอุตสาหกรรมที่สามารถก้าวหน้าและเติบโต
ในสายงานจากตำแหน่งเริ่มต้นและสร้างอาชีพที่มั่นคงได้

RiseHy ไม่เพียงแต่ทำให้จุดมุ่งหมายของไฮแอทเป็นจริงในชุมชนเท่านั้น แต่ยัง
เป็นเป้าหมายขององค์กรในการสรรหาบุคลากรที่มีความสามารถสำหรับอนาคต
ด้วย

RiseHy at Our Hotel

โรงแรมของเราประสบความสำเร็จในการจ้างเยาวชนที่ด้อยโอกาสเป็นจำนวน 15 คนซึ่งส่วนใหญ่จบการศึกษา
จากศูนย์ฝึกอบรมการโรงแรมและภัตตาคาร อำเภอแม่สอด จังหวัดตาก (HCTC)

The Grand Hyatt Erawan Bangkok successfully employed 15 underprivileged youths, most of whom graduated from the Hotel and Restaurant Training Center (HCTC) in Mae Sot, Tak Province.



Benefit from implementing social development project

Responsibility to community/ society

51

Financial benefits

Does the company measure the financial benefits from social : No
development?

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
social development?

	2022	2023	2024
Community forest (Places)	0.00	1.00	5.00
Hiring new staff from the Youth Career Development Program (Persons)	0.00	0.00	15.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	175,888.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.000000	0.002806
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.000000	0.002184

Additional Explanation : () Total revenues and total expenses from total financial statement*

Remarks - This document is automatically generated based on information processed as received from the listed company on “as is” basis. The Stock Exchange of Thailand (“SET”) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : THE ERAWAN GROUP PUBLIC COMPANY LIMITED Symbol : ERW

Market : SET Industry Group : Services Sector : Tourism & Leisure

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has determined a Corporate Governance (CG) Policy with commitment to pursue our business in accordance with the principles of good corporate governance, emphasize legal compliance, integrity and adherence to the Code of Conduct where information is disclosed with a transparency, robust internal control system and a strong check and balance mechanism are in place to enhance confidence among shareholders, financial institutions, business partners and all stakeholders by adopting the Corporate Governance Code, recognized as the standard in Thailand. The key principle of CG code Directors, executives, and all staff possess a good understanding and knowledge of the Corporate Governance Policy, Code of Conduct, Code of Ethics for Business Partners, and Anti-Corruption Policy. The Internal Audit Division is responsible for monitoring and auditing compliance with these policies. To enhance awareness and understanding, the Company has implemented several initiatives that are dissemination and communication through the company's website, incorporation of these policies into the orientation program for new employees and conduct the annual training courses

Reference link for the full version of corporate governance policy and guidelines : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Nominating and Corporate Governance Committee considers and selects individuals who meet the director's qualifications, ensuring their suitability and alignment with the company's business strategy. The Committee aims to appoint directors who possess the knowledge, skills, and experience that are beneficial to the company. Nominated independent directors must meet the qualifications for independent directors as outlined in relevant laws and regulations. They must not possess any disqualifying characteristics and should demonstrate integrity and a strong sense of responsibility. Independent directors are expected to exercise due care and loyalty in fulfilling their duties, adhering to the guidelines of the selection and appointment of the Company's directors. The Committee's recommendations are presented to the Board of Directors for endorsement and subsequent proposal to the Annual General Meeting of Shareholders for approval. Following the appointment of a director, the President and the Company Secretary arrange an orientation briefing to ensure that the director understands the company's business operations and strategic plan.

Reference link for Nomination of directors : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Determination of director remuneration

The Nominating and Corporate Governance Committee is responsible for establishing the director's compensation policy. Director compensation is reviewed for its reasonableness based on scopes of work, roles and responsibilities, financial status and the Company's operation results. The Committee benchmarks director compensation against peers in the same industry with similar revenues. Director compensation is generally paid in three forms: retainer fees, meeting attendance fees and bonuses. However, a sub-committee member may receive additional compensation based on their increased responsibilities. The proposed director's compensation will be presented at the Annual General Meeting for annual

approval.

Reference link for Determination of director remuneration : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Independence of the board of directors from the management

The Board of Directors has been actively involved in establishing policies and guidelines for executives, ensuring that these cover their core duties and responsibilities. The management is granted the authority to develop a strategic plan that aligns with the company's objectives and mission, which is then submitted for the approval of the Board of Directors. The schedule also includes provisions for independent directors to meet independently, without the presence of top management, to exchange opinions and discuss matters relevant to their duties. The President and Chairman of the Board must be separate individuals to provide a proper system of checks and balances and prevent any disruptions in performance that could affect the company's business.

Reference link for Independence of the board of directors from the management : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Director development

Self-Development of Directors and Executives in 2024

1. Dr. Pipat Luengnaruemitchai, Independent Director and Member of the Audit Committee, participated in the Director Training Course of Thai Institute of Director (IOD), specifically:
 - o DCP: Director Certification Program 360/2024
 - o AACP: Advanced Audit Committee Program 54/2024
2. Ms. Kanokwan Thongsiwarugs, Senior Vice President of the Internal Audit Division and Secretary to the Audit Committee, attended the CAE-Chief Audit Executive Professional Leadership Program, Class 5/2024, organized by the Federation of Accounting Professions Under the Patronage of His Majesty the King.
3. The Board of Directors, Advisor to the Board, and Executives of the Company, totaling 24 individuals, participated in the Knowledge Sharing Initiatives for Board Members and Executives session on the topic of "Tourism and Hotel Outlook 2025 & Opportunities and Challenges." The session was conducted by the SCB Economic Intelligence Center, namely Assoc. Prof. Somprawin Manprasert, Executive Vice President and Chief Economist; Dr. Kamolmal Chaenglom, Senior Analyst; and Mr. Punyapob Tantipidok, Senior Analyst.
4. The Executives of the Company and its subsidiaries, totaling 27 individuals, attended a workshop on the topic of "LEGO SERIOUS PLAY Real Time Strategy and Creanovation (LSP)", was conducted by Mr. Songpathana Snidvongs, an expert on innovation creation in large organizations from Mind Dojo Co., Ltd.

Reference link for Director development : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Board performance evaluation

The Company Secretary distributes the evaluation forms for the Board of Directors, Sub-committees, and Self-assessments to all directors through electronic media and QR Code, facilitating their annual performance evaluation in accordance with the principles of good corporate governance for listed companies. The evaluation form is derived from the template provided by the Corporate Governance for Capital Market Department of the Stock Exchange of Thailand (SET), with adjustments made to align with the company's business nature and to address the roles and responsibilities of the Board of Directors, Sub-committees, management, and the Company Secretary. Upon submission of the evaluation forms by all directors, the Company Secretary compiles the scores, summarizes the results, and presents them to the Nominating and Corporate Governance Committee. Subsequently, the findings are presented to the Board of Directors for discussion on how the evaluation outcomes can be used to enhance the Board's overall effectiveness. The Board's 2024 performance evaluation was rated "Good" with a score of 82%. The Board determined its structure and composition are appropriate, with sufficient independent directors to ensure balanced power. Directors understand their roles and responsibilities, making independent decisions without undue influence. All directors responsibly fulfill their duties, overseeing business management for the maximum benefit of shareholders. They maintain positive relationships with management, fostering open communication, and demonstrate a commitment to self-development and executive development, ensuring a comprehensive understanding of the business. The Board of Directors has incorporated the directors' recommendations to enhance the effectiveness of the Board, management, and company secretary, thereby contributing to the Company's operational success.

Reference link for Board performance evaluation : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Corporate governance of subsidiaries and associated companies

The company's board of directors is involved in defining policies and practices for management, allowing management to have establish strategic management plans according to the company's objectives and missions, as well as those of its subsidiaries, in order to seek approval from the board of directors.

For subsidiaries where the company holds more than 90% of the shares, it is required to have a corporate governance structure similar to that of the company, including internal audits, risk management, Nominations and determination of directors' compensation for subsidiaries, company regulations, and other relevant laws pertaining to business operations.

For subsidiaries in which the company holds less than 90% of the shares, the company will have a role in overseeing and participating in various decisions according to the proportion of shares it holds, which includes:

1. Appoints directors and executives (the President and the Chief Financial Officer) or those with control authority according to the shareholding proportion.
2. Defines the scope of authority, duties, and responsibilities of directors and executives representing the company in formulating important policies.
3. Discloses financial status, performance results, budgets, and power of authority matrix.
4. Engages in transactions between the company and related parties, as well as other significant transactions such as the acquisition or disposal of assets.
5. Assesses the sufficiency of internal control systems of subsidiaries.

The subsidiaries are also required to have governance mechanisms similar to those of the company, such as internal audits, risk management, determination of directors' compensation for subsidiaries, company regulations, and other relevant laws pertaining to business operations.

Reference link for Corporate governance of subsidiaries and associated companies : <https://www.theerawan.com/en/corporate-governance/corporate-compliance-policy>

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

Responsibilities to Shareholders

1. To manage the Company in a way that will turn it into a quality corporation committed to integrity while creating sustainable strength and growth for shareholders in the long run.
2. To perform our job with thorough care and competence as a business may do under the same situation.
3. To perform our duty with integrity and to fairly treat both major and minor shareholders for the benefit of all relevant parties.
4. To manage the Company's properties in a manner that avoids their depreciation.
5. To report the Company's status and operation results regularly, accurately and completely based on existing facts.
6. To prevent the Company's confidential information from being improperly disclosed to the third party.
7. To avoid doing anything that may lead to a conflict of interest against the Company without any advanced notice.
8. To respect the rights and to equally treat all shareholders, whether they are executive or non-executive shareholders, and foreign shareholders.

Reference link for Shareholder : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Employee

Responsibilities to Employees and Families

1. To determine an appropriate structure of remunerations in line with market rates, staff's competency and responsibilities and their work performances through three levels of strategic assessments: namely, corporate strategy, division strategy and department strategy. The Competency Skill Behavior Assessment will be carried out in a 360-degree manner where the supervisor will assess supervisees and vice versa and where everyone will have a self-evaluation at all levels.

2. To provide appropriate welfare and other benefits such as accident insurance to staff and executives working out of the office, health insurance and allowances for healthcare services as an out-patient, annual health check-up and coffee corner for staff.
3. To ensure staff understanding on their professional roles and responsibilities as well as their career goals, to provide an opportunity for staff to grow rationally and to acknowledge and recognize staff's work.
4. To award and punish on the basis of righteousness and integrity.
5. To ensure workplace safety for staff's health, sanitation and asset and provide a positive working atmosphere for staff.
6. To have a clear and efficient working system that allows staff to exercise their knowledge and competence while supporting their knowledge enhancement and recognizing their participation role.
7. To promote the Code of Conduct to staff to help them duly understand and fully comply with the practices.
8. To comply with all the rules and regulations relating to labor laws and staff welfare.
9. To avoid action considered unfair and illegitimate that may affect staff's advancement and job security while respecting an individual's rights.

Reference link for Employee : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Customer

Responsibilities to Customers

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

Reference link for Customer : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Business competitor

Responsibilities to Competitors

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

Reference link for Business competitor : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Business partner

Responsibilities to Business Partners

1. To offer a fair competition environment where the procurement and hiring process of goods and services is carried out properly, transparently, and efficiently. This will include finalizing price negotiation, price comparison method, bidding method, special method and procurement method for government agencies and state enterprises. Questionnaires will be regularly issued to ask for opinions about the Company's bid participation in order to regularly improve its procurement and hiring process of goods and services.
2. To avoid specifying a particular product or choosing a particular product intentionally unless otherwise there is an enough reason to do so. In case of change of products or specifications of the product, suppliers must be informed. If necessary, a new price quotation must be submitted. An original supplier must be given an opportunity to equally offer his quotation.
3. To choose a quality supplier who is really interested in doing the job. Avoid inviting suppliers just to have enough participating suppliers as stated in a regulation. All bidders are to receive the same written details, information and

conditions. If notified verbally, they shall receive a written confirmation later.

4. Executives or staff involved in the procurement or hiring process must disclose information and/or their personal relationship as well as that of their spouses or closed relatives or a personal relationship with a particular bidder that may directly result in an opaqueness of their job. They shall also exercise their responsibility by not attending a decision-making process when a particular supplier is chosen.
5. To avoid accepting or giving of items, gifts or other benefits including service, facilitation or entertainment with creditors/partners who exceeded the general business practices that may influence or motivate unfair decision making and treatment.
6. To prepare a fair contract and to comply with an agreement executed with suppliers and creditors. In case the Company is unable to comply with its contract, negotiate with suppliers/creditors without delay to find a solution and to prevent further damage.
7. To refrain from doing anything that will prevent suppliers from paying tax to the state.
8. To disclose related and beneficial information accurately, completely and in time without distortion.

Reference link for Business partner : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Creditor

Responsibilities to Business Partners

1. To offer a fair competition environment where the procurement and hiring process of goods and services is carried out properly, transparently, and efficiently. This will include finalizing price negotiation, price comparison method, bidding method, special method and procurement method for government agencies and state enterprises. Questionnaires will be regularly issued to ask for opinions about the Company's bid participation in order to regularly improve its procurement and hiring process of goods and services.
2. To avoid specifying a particular product or choosing a particular product intentionally unless otherwise there is an enough reason to do so. In case of change of products or specifications of the product, suppliers must be informed. If necessary, a new price quotation must be submitted. An original supplier must be given an opportunity to equally offer his quotation.
3. To choose a quality supplier who is really interested in doing the job. Avoid inviting suppliers just to have enough participating suppliers as stated in a regulation. All bidders are to receive the same written details, information and conditions. If notified verbally, they shall receive a written confirmation later.
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6. To prepare a fair contract and to comply with an agreement executed with suppliers and creditors. In case the Company is unable to comply with its contract, negotiate with suppliers/creditors without delay to find a solution and to prevent further damage.
7. To refrain from doing anything that will prevent suppliers from paying tax to the state.
8. To disclose related and beneficial information accurately, completely and in time without distortion.

Reference link for Creditor : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Government agencies

Responsibilities to the Public Sector

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

Reference link for Government agencies : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Community and society

Responsibilities to the Communities, the Society and the Environment

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

Reference link for Community and society : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Erawan Group has established a policy to conduct its business in accordance with good corporate governance principles by incorporating the best practices and ethical standards for business operations that align with the company's strategic plan. The Company has developed a Code of Conduct, which is regularly updated and disseminated to directors, executives, and employees to ensure awareness and consistent adherence throughout the organization. Policies and measures have been established to address critical areas, namely, the anti-competitive practices, the prevention of insider trading for personal gain, the data and information system security. Furthermore, the company has reviewed its working processes to identify and address potential flaws and improve operational efficiency, aiming to prevent the recurrence of issues.

Reference link for the full version of business code of conduct : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company requires prior approval from either the Audit Committee or the Board of Directors, as applicable, for any transaction that may present a potential conflict of interest. Furthermore, detailed information regarding transactions with potential conflicts of interest during the past year, including their values, explanations, and justifications, must be clearly disclosed. The Company mandates that directors and executives involved in such transactions disclose information and/or the nature of relationships not only for themselves but also for their spouses, close relatives, and any personal relationships with any bidder to the Office of the Company Secretary and Corporate Governance Division, ensuring transparency. Additionally, they are required to abstain from voting and/or participating in the decision-making process related to such transactions.

Anti-corruption

The Erawan Group Public Company and its subsidiaries (together the “Company”) are committed to conducting our business base on the Corporate Governance Principle. Including establishing business ethics to be a guideline for work practices of employees and subsidiaries to have channels for whistle blowing and complaints about misconduct. Including to determine the fact by fairness and reporting process on various matters. In 2013, the Company signed a name to join the Private Sector Collective Action Coalition Against Corruption (CAC), the Company will be representative of being an example in anti-corruption, conducting business in accordance with good corporate governance principles and established business ethics. The purpose of this Policy is to establish the framework for preventing and detecting fraudulent and corrupt activities. It describes roles and responsibilities of employees, officers, and directors in mitigating risks of fraud and corruption and establishes measures to prevent, detect, and respond to any fraudulent activities and in

accordance with the laws of anti-corruption in Thailand.

Reference link for Anti-corruption : <https://www.theerawan.com/en/corporate-governance/anti-corruption-policy>

Whistleblowing and Protection of Whistleblowers

Whistle blowing and controlling measures.

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

1. Fact-finding process: The Company has set up a grievance-filing channel on its website, 56-1 One Report under “Other Significant Information and Contact Information” and also through the Code of Conduct. Our fast and systematic fact-finding process refers to the following:

1.1 Sufficiency and clarity details of what is revealed or filed must be true and/or enough to investigate.

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

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

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

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

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

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

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

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

4. Disciplinary action and reporting:

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

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

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

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.theerawan.com/en/corporate-governance/whistleblowing-form>

Prevention of Misuse of Inside Information

The Company placed significant importance on the proper handling of insider information. We are committed to prevent instances of directors and executives using insider information for personal gain or to benefit others, a practice known as Abusive Self-Dealing. This is particularly crucial regarding information that has not yet been publicly disclosed or that impacts on the organization’s strategic plans, business operations, commercial negotiations, and stock price. The misuse of insider information creates an unfair advantage and can harm shareholders. The Company has communicated and

emphasized the importance of this issue to all executives and employees through the Code of Conduct on Executives' Ethical Standards and Best Practices for Employees.

Reference link for Prevention of Misuse of Inside Information : <https://www.theerawan.com/en/corporate-governance/risk-management-and-internal-control>

Money laundering prevention

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

Reference link for Money laundering prevention : <https://www.theerawan.com/en/corporate-governance/anti-corruption-policy>

Gift giving or receiving, entertainment, or business hospitality

Erawan has established a policy and criteria on giving or accepting gifts to ensure that the company strictly complied with the tradition and normal business manners as follows:

- 1) The requestor must be at least the Head of Division/Head of Department who should consider the appropriateness of giving gifts, favors or other benefits with the value that must not exceed 3,000 baht/person/occasion and must not be given to the company management, employee, or personnel.
- 2) The requestor must prepare the request for permission document as company format and approve by the Top of Division or Department, the request form must include the details of recipient which are Name of recipient, organization, amount or value of gift/benefits that not exceed the company policy and relationship between the recipient organization and the company.
- 3) Once the transaction is approved, the requestor must proceed with the disbursement through an established process to ensure the accuracy of payment procedures.

Reference link for Gift giving or receiving, entertainment, or business hospitality : <https://www.theerawan.com/en/corporate-governance/anti-corruption-policy>

Compliance with laws, regulations, and rules

The Company is committed to upholding good corporate governance principles in accordance with relevant regulations, laws, and code of conduct and works to prevent all forms of corruption, both domestically and internationally. The Company respects human rights and is dedicated to responsible management, ensuring accountability to all stakeholders throughout the entire supply chain.

Reference link for Compliance with laws, regulations, and rules : <https://www.theerawan.com/en/sustainability/our-approach/strategy>

Information and assets usage and protection

The Company placed significant importance on the proper handling of insider information. We are committed to prevent instances of directors and executives using insider information for personal gain or to benefit others, a practice known as Abusive Self-Dealing. This is particularly crucial regarding information that has not yet been publicly disclosed or that impacts on the organization's strategic plans, business operations, commercial negotiations, and stock price. The misuse of insider information creates an unfair advantage and can harm shareholders. The Company has communicated and emphasized the importance of this issue to all executives and employees through the Code of Conduct on Executives' Ethical Standards and Best Practices for Employees.

Reference link for Information and assets usage and protection : <https://www.theerawan.com/en/corporate-governance/risk-management-and-internal-control>

Anti-unfair competitiveness

In order to ensure that The Erawan Group Public Company Limited and its affiliates ("The Company" or "ERW") conduct an efficient and effective responsible procurement process, with aligned practices that are transparent, fair, verifiable, and build trust with stakeholders—thus supporting sustainable development—the Company has established the following procurement policy in line with best practices:

1. The procurement must be transparent, efficient, fair, and auditable, following the Company's procurement orders for

goods and services, with clearly defined procedures.

2. The procurement process must strictly comply with all relevant laws and be based on governance and business ethics.
3. Fair competition must be encouraged, without exploiting business partners. All partners must be treated equally, and the information provided must be accurate, complete, and consistent to ensure the procurement of quality products and services that meet requirements.

Information and IT system security

Board of Directors and President reviewed Information Technology Policy and Procedure to ensure comprehensive cybersecurity, the optimal use of information resources, and alignment with the evolving advancements in information technology. For all directors, executives, and employees acknowledgment and implementation, as outlined below

Environmental management

The Company aims to develop and strengthen its hotel business to support the growth of the country's tourism industry. This includes building an extensive hotel network, offering a variety of hotel services across different levels, and providing quality services that create new experiences for customers in high-potential locations across the country. The Company operates under good corporate governance, with a focus on sustainable supply chain management. Furthermore, the Company provides environmentally friendly hotels that align with sustainable lifestyles for tourists and all stakeholders. It supports efforts to mitigate climate change risks and reduce global warming, while enhancing resource efficiency in line with sustainable development practices. Additionally, the Company strives to maximize the efficient use of natural resources.

Reference link for Environmental management : <https://www.theerawan.com/en/sustainability/sustainable-development-policy>

Human rights

The Company adherence to international guidelines in respecting human rights, which include The United Nations Global Compact (UNGC), The Universal Declaration of Human Rights (UDHR), The International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and The United Nations Guiding Principles on Business and Human Rights (UNGP) which comprises of three main practices: Protect, Respect, and Remedy.

Reference link for Human rights : <https://www.theerawan.com/en/sustainability/sustainable-development-policy>

Safety and occupational health at work

The Company is committed to fostering a safe and healthy work environment for all employees by providing awareness, care, and education on occupational health and safety. Our goal is to minimize risks and prevent work-related injuries, illnesses, and fatalities. In 2024, the Company implemented various initiatives to enhance occupational health and safety awareness for employees at all level, including First Aid and CPR training, Self-Defense Self Response in Emergency and Terrorism, Fire Safety Drills, and Work-life Harmony Work-Life Happy. Additionally, we reviewed and improved our safety policies and workplace conditions, such as installing new safety equipment and security system, renovating workplace and upgrading facilities, conducting big cleaning day, and implementing flexible working hours.

Reference link for Safety and occupational health at work : <https://www.theerawan.com/en/sustainability/sustainability-management/society>

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Nomination and Corporate Governance Committee is responsible for overseeing that directors, executives, and employees at all levels comply with good corporate governance practices and the Code of Conduct. The secretary serves as an assistant in coordinating, monitoring, and reporting results to ensure the collection and dissemination of information to shareholders through internal and external communication channels.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://www.theerawan.com/en/corporate-governance/code-of-conduct>

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	: Yes
Anti-corruption networks or projects the company has joined or declared intent to join	: Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : cac-certificate.jpg

Diagram of participation in anti-corruption networks



Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter	: Yes
Material changes and developments in policy and guidelines over the past year	: Yes

In 2024, the Board of Directors and President reviewed policies related to good corporate governance to ensure alignment with the segregation of duties as defined by the organizational structure and operational requirements. Following this review, they resolved to announce the revised policies to all directors, executives, and employees at all levels for their acknowledgment and implementation, as outlined below:

- 1. Power of Authority:** To define the rights and responsibilities in accordance with legal obligations in issuing orders and making decisions as assigned by the Shareholders, the Board of Directors, and the President.
- 2. Human Rights Policy:** To ensure that all employees and stakeholders are treated, protected, and respected with fairness and equality regarding their fundamental rights.
- 3. Sustainable Development Policy:** To ensure that sustainable development is effectively achieved by integrating it into working processes, making it a shared responsibility of the Board of Directors, Executives, and all employees to drive the accomplishment of our stated goals.
- 4. Procurement Policy:** To ensure a unified approach and build stakeholder confidence by considering risks and impacts related to Environmental, Social, and Governance (ESG) factors.
- 5. Information Technology Policy and Procedure:** To ensure comprehensive cybersecurity, the optimal use of information resources, and alignment with the evolving advancements in information technology.
- 6. Workflow:** To clarify work processes and procedures, minimize errors, enhance work efficiency, and facilitate communication between departments by simplifying and expediting task understanding.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The Board of Directors has determined a Corporate Governance (CG) Policy with commitment to pursue our business in accordance with the principles of good corporate governance, emphasize legal compliance, integrity and adherence to the Code of Conduct where information is disclosed with a transparency, robust internal control system and a strong check and balance mechanism are in place to enhance confidence among shareholders, financial institutions, business partners and all stakeholders by adopting the Corporate Governance Code, recognized as the standard in Thailand. The key principle of CG code are as follows:

1. Establish Clear Leadership Role and Responsibilities of the Board
2. Define Objectives that Promote Sustainable Value Creation
3. Strengthen Board Effectiveness
4. Ensure Effective President and People Management
5. Nurture Innovation and Responsible Business
6. Strengthen Effective Risk Management and Internal Control
7. Ensure Disclosure and Financial Integrity
8. Ensure Engagement and Communication with Shareholders

The Company is committed to operating its hotel business with a strong emphasis on Environmental, Social, and Governance (ESG) principles. We strive to strengthen our business to become a stable and sustainable regional leader in the hospitality industry.

Other corporate governance performance and outcomes

Beyond our financial success, we take equal pride in the recognition we have received for our commitment to responsible business practices. In 2023-2026, the company achieved its first recertification as honored as a member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2020 for 6 consecutive years. Additionally, we were honored by the Thai Institute of Directors for our “Excellence”, 5-star rating on the corporate governance report for 2 consecutive years (CGR 2023-2024). Our dedication to stakeholder engagement and transparency was further underscored by the prestigious “Excellence Recommended as a Role Model” with a perfect score of 100 on the AGM Checklist for two consecutive years accolade from the Thai Investors Association for 2023-2024.

Governance Awards 2005 – 2024

- 1 of 19 Listed Companies that had been declared as The Member of Thai Private Sector Collective Action Against Corruption in 2014, was certified in 2020 and re-certified for the 1st time in 2023 Certified period of 3 years.
- Honored by the Thai Institute of Directors for Corporate Governance Rating “Excellent” 2009-2013, 2023 and 2024, “Very Good” 2006-2008 and 2014-2022.
- A perfect score of 100 on the AGM Checklist 2010, 2023 and 2024 “Excellence – Recommended as a Role Model”, “Excellent” 2008-2009 and 2011-2022 “Very Good” 2007 “Good” 2006 by Thai Investors Association.
- “Thailand’s Top Corporate Brand Value” in Tourism and Hospitality 2019-2020 and 2024 by Faculty of Commerce and Accountancy of Chulalongkorn University with The Stock Exchange of Thailand (SET).
- Certificate of Recognition at “A-Level” of SET ESG Ratings 2023 in the Group of Listed Companies with Market Capitalization 3,000 - 10,000 million baht in Service Industry by The Stock Exchange of Thailand.
- “Best” IR Awards 2013-2014 and “Outstanding” IR Awards 2010 and 2015-2022
- Best CEO, Best CFO and Outstanding IR for Tourism and Recreation Industry, IAA Awards for Listed Company 2022-2023.
- Full Member of the CAC (Certified that the company to the declaration on anti-corruption by putting in place good business principles and control against bribers) on 4 October 2013.
- Achieved the highest assessment score at Level 4 “Certified” Anti-Corruption Progress Indicator Completed. Project Sustainable Development by Thaipat Institute and The Securities and Exchange Commission (SEC) in 2014.
- “ESG100 Companies” Certified of Environmental Social Governance Company of the year 2015, 2017-2019, by Thaipat Institute and The Securities and Exchange Commission (SEC)
- “Most Improved” CSRI Recognition 2013, SET Awards 2013
- “Overall Management Excellence” for Market Capitalization 10,000 million baht/year, Thailand Corporate Excellence Awards and SMEs Excellent Awards 2016 by Thailand Management Association (TMA) and SASIN.
- Board of the Year for Distinctive Practices 2006/2007 by Thai Institute of Directors (IOD) and The Stock Exchange of Thailand (SET)

Corporate Governance Structure

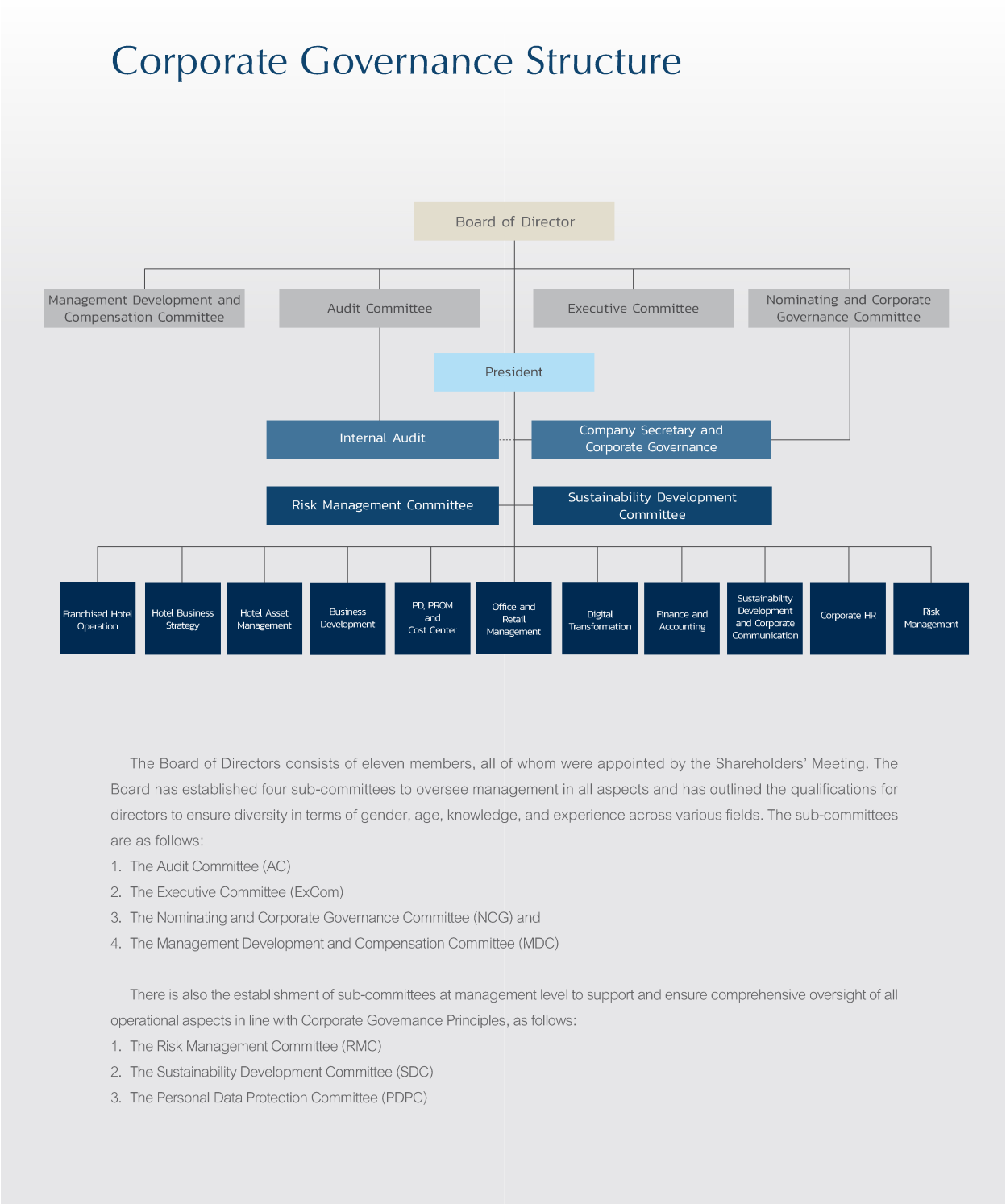
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	11	
	8	3
Executive directors	1	
	1	0
Non-executive directors	10	
	7	3
Independent directors	4	
	3	1
Non-executive directors who have no position in independent directors	6	
	4	2

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	72.73	27.27
Executive directors	9.09	
	9.09	0.00
Non-executive directors	90.91	
	63.64	27.27
Independent directors	36.36	
	27.27	9.09
Non-executive directors who have no position in independent directors	54.55	
	36.36	18.18

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2024	
	Male (years)	Female (years)
Average age of board of directors	55	
	53	60

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. Chanin Vongkusolkrit</p> <p>Gender: Male</p> <p>Age : 72 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 199,929 Shares (0.004091 %) 	<p>Chairman of the board of directors</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	4 Nov 2004	<p>Energy & Utilities, Strategic Management, Tourism & Leisure, Governance/ Compliance, Risk Management</p>
<p>2. Mrs. Panida Thepkanjana</p> <p>Gender: Female</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Master of Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,357,155 Shares (0.068697 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 3,942,751 Shares (0.080680 %) <p><u>Indirect shareholding details</u></p> <p>Spouse</p>	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Jan 1991	<p>Law, Corporate Management, Tourism & Leisure, Corporate Social Responsibility, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. Supol Wattanavekin</p> <p>Gender: Male</p> <p>Age : 69 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 128,686,117 Shares (2.633271 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	4 Nov 2004	<p>Law, Banking, Tourism & Leisure, Property Development, Strategic Management</p>
<p>4. Mr. Banyong Pongpanich</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Development Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,828,571 Shares (0.119269 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	4 Nov 2004	<p>Strategic Management, Negotiation, Data Analysis, Finance & Securities, Finance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. Ekasith Jotikasthira</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Apr 2009	<p>Tourism & Leisure, Marketing, Strategic Management, Risk Management, Internal Control</p>
<p>6. Mr. Gavin Vongkusolkrit</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 67,213 Shares (0.001375 %) 	<p>Director</p> <p>(Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Dec 2011	<p>Strategic Management, Tourism & Leisure, Governance/ Compliance, Property Development, Marketing</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mrs. Arada Vongkusolkrit</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,116,105 Shares (0.022839 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Apr 2017	<p>Engineering, Strategic Management, Risk Management, Tourism & Leisure, Business Administration</p>
<p>8. Dr. Kulpatra Sirodom</p> <p>Gender: Female</p> <p>Age : 68 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2017	<p>Risk Management, Accounting, Corporate Management, Internal Control, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. Youssef EL KHOMRI</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Hospitality Management</p> <p>Thai nationality : No</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p>• Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	26 Apr 2023	Strategic Management, Corporate Management, Risk Management, Tourism & Leisure, Negotiation
<p>10. Mr. Supatchara Wattanavekin</p> <p>Gender: Male</p> <p>Age : 35 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <p>• Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	24 Apr 2024	Strategic Management, Corporate Management, Data Analysis, Business Administration, Economics

List of directors	Position	First appointment date of director	Skills and expertise
11. Dr. Pipat Luengnaruemitchai Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %) 	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Newly appointed director to replace the ex-director 	24 Apr 2024	Strategic Management, Data Analysis, Statistics, Economics, Accounting

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. Petch Krainukul Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	23 Apr 2024	-
<p>2. Mr. Kasama Punyagupta Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company • Direct shareholding : 0 Shares (0.000000 %)</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	23 Apr 2024	<p>Mr. Supatchara Wattanavekin</p> <p>Appointment date of replacement director : 24 Apr 2024</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Assoc. Prof. Dr. Somprawin Manprasert</p> <p>Gender: Male</p> <p>Age : 49 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p>	23 Apr 2024	<p>Dr. Pipat Luengnaruemitchai</p> <p>Appointment date of replacement director : 24 Apr 2024</p>

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. Chanin Vongkusolkrit	Chairman of the board of directors		✓		✓	✓
2. Mrs. Panida Thepkanjana	Director		✓		✓	✓
3. Mr. Supol Wattanavekin	Director		✓		✓	
4. Mr. Banyong Pongpanich	Director		✓	✓		
5. Mr. Ekasith Jotikasthira	Director		✓	✓		
6. Mr. Gavin Vongkusolkrit	Director		✓		✓	
7. Mrs. Arada Vongkusolkrit	Director		✓		✓	✓
8. Dr. Kulpatra Sirodom	Director		✓	✓		
9. Mr. Youssef EL KHOMRI	Director	✓				✓
10. Mr. Supatchara Wattanavekin	Director		✓		✓	✓
11. Dr. Pipat Luengnaruemitchai	Director		✓	✓		
Total (persons)		1	10	4	6	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	2	18.18
2. Banking	1	9.09
3. Finance & Securities	1	9.09
4. Property Development	2	18.18
5. Energy & Utilities	1	9.09
6. Tourism & Leisure	7	63.64
7. Law	2	18.18
8. Marketing	2	18.18
9. Accounting	2	18.18
10. Finance	1	9.09
11. Corporate Social Responsibility	1	9.09
12. Data Analysis	3	27.27
13. Statistics	1	9.09
14. Negotiation	2	18.18
15. Corporate Management	4	36.36
16. Engineering	1	9.09
17. Strategic Management	9	81.82
18. Risk Management	5	45.45
19. Internal Control	2	18.18
20. Governance/ Compliance	3	27.27
21. Business Administration	3	27.27

Information about the other directors ^{(*)(**)}

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	No
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : ^(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

^(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Appointing an independent director to jointly consider the agenda of the board of directors' meeting, Others : The Chairman of the board is a different person from the President.

The company has appointed Dr. Kulapatra Sirodom, an independent director who serves as the Chairman of the Audit Committee, to consider and determine the agenda for the meeting.

To ensure the balance and oversight of the management's operations, with separation of the roles, duties and responsibilities of the Chairman of the board and the President. For more detail please see : 56-1 One Report 2024 part Board of Directors, Sub-Committees, Executives and Employee Information page 102.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors

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

Matters requiring Board approval include, but are not limited to the annual business plan and budget, dividend policy, business continuity plan, issuance of new securities, business restructuring, expenditures exceeding authorized limits, acquisition and disposal of significant assets, and the sale or transfer of operations within the corporate group etc.

Reference link for the board charter : <https://www.theerawan.com/storage/document/charter/board-of-directors-duty-and-authority-en.pdf>

Page number of the reference link : 1

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
 - Internal Control and Internal Audit Review
 - Good Corporate Governance
 - Anti-Corruption
 - Compliance with Relevant Business Laws

- Connected Transactions or Transactions with Potential Conflicts of Interest
- Internal Audit Oversight

Scope of authorities, role, and duties

The Audit Committee is composed of three independent directors, each possessing sufficient knowledge in accounting, finance, and the nature of the company's business. The Committee is responsible for reviewing the company's financial statements, assessing the adequacy of the internal control system, and regularly monitoring significant risk management practices. Additionally, the Audit Committee's responsibilities include reviewing the independence of the Internal Audit Division, approving the appointment, transfer, or termination of the head of the division who serves as its secretary, ensuring compliance with legal and regulatory requirements, selecting, appointing, and removing the external auditor, and determining the auditor's fees. The Committee is also tasked with reviewing and disclosing information related to connected transactions to ensure compliance with established criteria in an accurate and transparent manner.

Reference link for the charter

<https://www.theerawan.com/storage/document/charter/audit-committees-charter-en.pdf>

Executive Committee

Role

- Others
 - Investment
 - Risk Management

Scope of authorities, role, and duties

The Executive Committee is composed of six members and is responsible for evaluating and formulating the company's business plan and long-term strategy for submission to the Board of Directors for final approval. The Committee oversees investment projects, reviews the associated risks, and ensures that the risk management policy addresses all relevant risks, with effective implementation of mitigation strategies. Additionally, the Committee is tasked with reviewing the company's risk management framework and its risk appetite.

Reference link for the charter

<https://www.theerawan.com/storage/document/charter/executive-committees-roles-and-responsibilities-en.pdf>

Management Development and Compensation Committee

Role

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

Scope of authorities, role, and duties

The Management Development and Compensation Committee is composed of three non-executive directors and is responsible for proposing development policies, assessing the knowledge, skills, and compensation of the Executive Management, formulating the executive management succession plan, and reviewing the company's human resources development policy.

Reference link for the charter

<https://www.theerawan.com/storage/document/charter/management-development-and-compensation-committees-roles-and-responsibilities-en.pdf>

Nominating and Corporate Governance Committee

Role

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

Scope of authorities, role, and duties

The Nominating and Corporate Governance Committee is composed of three non-executive directors and is responsible for reviewing the structure of the Board, establishing qualifications for specific positions, considering and selecting qualified candidates for directorships, and determining fair and reasonable criteria for directors' compensation. Additionally, the Committee is tasked with assessing the performance of the Board and other committees appointed by the Board. The Nominating and Corporate Governance Committee also oversees the adherence of directors, executive officers, and staff at all levels to Good Corporate Governance practices and the Code of Conduct.

Reference link for the charter

<https://www.theerawan.com/storage/document/charter/nominating-and-corporate-governance-committees-roles-and-responsibilities-en.pdf>

Sustainability Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

The Sustainability Development Committee is composed of eleven executives and is chaired by Mr. Youssef EL KHOMRI, Director and President. It is responsible for driving sustainability-related policies and practices across the organization with flexibility and effectiveness. The Sustainability Development and Corporate Communication Division, along with other business units and/or departments designated by the Committee, will implement corporate sustainability practices at the operational level.

Reference link for the charter

<https://www.theerawan.com/en/sustainability/sustainability-structure-and-responsibility>

Risk Management Committee

Role

- Risk management
- Climate-related risks and opportunities governance
- Others
 - 1. To propose the Risk Management Policy to the Board of Directors for approval and use it as a guideline for preparing the Risk Management Plan.
 - 2. To develop, enhance and promote the risk management process across the organization, encouraging each division to be aware of risk management and follow their roles and responsibilities.
 - 3. To consider, acknowledge and provide recommendations and opinions on risk assessment and risk measurement, including action plans to manage risk at the acceptable level.
 - 4. To monitor the organization's risk profile, ongoing and potential exposure to risks of various types.
 - 5. To detect early signs of a crisis to ensure that the organization can operate properly.
 - 6. To assess the impact of the crisis, prepare and activate a plan for any necessary actions.
 - 7. To communicate the solution to employees, stakeholders, and the public to assure them that the organization can handle and continue the business.
 - 8. To ensure that all divisions perform their risk management plans effectively.

Scope of authorities, role, and duties

The Risk Management Committee is composed of nine executives and is chaired by Mr. Youssef EL KHOMRI, Director and President. The Committee is responsible for systematically reviewing risk management plans, as well as monitoring and establishing risk management strategies and mitigation measures. Additionally, the Committee is tasked with managing crises and responding promptly to potential risks, both proactively and reactively.

Reference link for the charter

-

Data Protection Committee

Role

- Others
 - Tasked with overseeing and driving the implementation of data privacy and protection policies across the organization to ensure their effectiveness

Scope of authorities, role, and duties

The Data Protection Committee is composed of seven executives holding the position of Head of Division, tasked with overseeing and driving the implementation of data privacy and protection policies across the organization to ensure their effectiveness, while strengthening the personal data privacy and security program. The company has appointed Ms. Suvimon Rojkangsadan as the Data Protection Officer (DPO).

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Dr. Kulpatra Sirodom ^(*) Gender: Female Age : 68 years Highest level of education : Doctoral degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	28 Apr 2018	Risk Management, Accounting, Corporate Management, Internal Control, Governance/ Compliance
2. Mr. Ekasith Jotikasthira ^(*) Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	1 Mar 2017	Tourism & Leisure, Marketing, Strategic Management, Risk Management, Internal Control
3. Dr. Pipat Luengnaruemitchai ^(*) Gender: Male Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director to replace the ex-director	24 Apr 2024	Strategic Management, Data Analysis, Statistics, Economics, Accounting

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Assoc. Prof. Dr. Somprawin Manprasert Gender: Male Age : 49 years Highest level of education : Doctoral degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	23 Apr 2024	Dr. Pipat Luengnaruemitchai Appointment date of replacement committee member : 24 Apr 2024

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. Gavin Vongkusolkrit Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	20 Apr 2023
2. Mrs. Arada Vongkusolkrit Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	27 Jun 2023
3. Mr. Supatchara Wattanavekin Gender: Male Age : 35 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	20 Apr 2023
4. Ms. Piriya Thepkanjana Gender: Female Age : 33 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	27 Jun 2023
5. Mr. Youssef EL KHOMRI Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Hospitality Management Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	20 Apr 2023
6. Ms. Apinya Ngamapichon Gender: Female Age : 37 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Apr 2023

List of executive committee members who resigned / vacated their position during the year

List of directors	Position	Date of resignation / termination	Replacement committee member
<p>1. Ms. Woramon Inkatanuvat</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	Member of the executive committee	1 Apr 2024	<p>Ms. Apinya Ngamapichon</p> <p>Appointment date of replacement committee member : 1 Apr 2024</p>

Other Subcommittees

Subcommittee name	Name list	Position
Management Development and Compensation Committee	Mr. Supol Wattanavekin	The chairman of the subcommittee
	Mr. Ekasith Jotikasthira	Member of the subcommittee (Independent director)
	Mrs. Arada Vongkusolkit	Member of the subcommittee
Nominating and Corporate Governance Committee	Mrs. Panida Thepkanjana	The chairman of the subcommittee
	Mr. Banyong Pongpanich	Member of the subcommittee (Independent director)
	Mr. Gavin Vongkusolkit	Member of the subcommittee
Sustainability Development Committee	Mr. Youssef EL KHOMRI	The chairman of the subcommittee
	Mr. Navarat Tamsuan	Member of the subcommittee
	Ms. Kanokwan Thongsiwarugs	Member of the subcommittee
	Ms. Sangjun Oranrittinun	Member of the subcommittee
	Ms. Suvimon Rojkangsadan	Member of the subcommittee
	Mr. Sebastien Salmon	Member of the subcommittee
	Ms. Ploi Aranyakanond	Member of the subcommittee
	Mr. Powpan Werakul	Member of the subcommittee
	Ms. Nalinee Krisadavivat	Member of the subcommittee
	Ms. Pichanun Boonpromgul	Member of the subcommittee

Subcommittee name	Name list	Position
Risk Management Committee	Mr. Youssef EL KHOMRI	The chairman of the subcommittee
	Ms. Kanokwan Thongsiwarugs	Member of the subcommittee
	Ms. Apinya Ngamapichon	Member of the subcommittee
	Mr. Sebastien Salmon	Member of the subcommittee
	Ms. Nalinee Krisadavivat	Member of the subcommittee
	Ms. Ploi Aranyakanond	Member of the subcommittee
	Mr. Kirill Mokronosov	Member of the subcommittee
	Ms. Pichanun Boonpromgul	Member of the subcommittee
	Ms. Suvimon Rojkangsadon	Member of the subcommittee
Data Protection Committee	Ms. Tatiya Thaveekul	The chairman of the subcommittee
	Mr. Sebastien Salmon	Member of the subcommittee
	Ms. Kanokwan Thongsiwarugs	Member of the subcommittee
	Ms. Sangjun Oranrittinun	Member of the subcommittee
	Ms. Nalinee Krisadavivat	Member of the subcommittee
	Mr. Naroot Chankitisakoon	Member of the subcommittee
	Mr. Ark Rothhass	Member of the subcommittee
	Ms. Suvimon Rojkangsadon	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. YOUSSEF EL KHOMRI</p> <p>Gender: Male</p> <p>Age : 42 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Hospitality Management</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>PRESIDENT</p> <p>(The highest-ranking executive)</p>	1 Jan 2023	Strategic Management, Corporate Management, Risk Management, Tourism & Leisure, Negotiation
<p>2. Ms. Apinya Ngamapichon^(*)</p> <p>Gender: Female</p> <p>Age : 37 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Executive Vice President and CFO	1 Apr 2024	Finance, Budgeting, Data Analysis, Leadership, Business Administration
<p>3. Mr. Navarat Tamsuwan</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Below a bachelor's degree</p> <p>Study field of the highest level of education : Electricity</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President, Project Development, Property Renovation and Operating Maintenance and Cost Center Division	1 Jul 2018	Project Management, Construction Services, Leadership, Engineering
<p>4. Ms. Jetiya Kitiyodom^(**)</p> <p>Gender: Female</p> <p>Age : 45 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : Yes</p>	Assistant Executive Vice President of Accounting Department	30 Nov 2021	Accounting, Leadership, Audit, Budgeting

List of executives	Position	First appointment date	Skills and expertise
5. Ms. Kanokwan Thongsirwarugs Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Company Secretary and Senior Vice President of Internal Audit Division and Senior Vice President of Company Secretary & Corporate Governance Division	1 Jan 2023	Internal Control, Governance/ Compliance, Accounting, Leadership, Business Administration
6. Mr. Powpan Werakul Gender: Male Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Director of Business Development Division	1 Apr 2024	Data Management, Business Administration, Data Analysis
7. Mr. Renan Vigoureux Gender: Male Age : 40 years Highest level of education : Bachelor's degree Study field of the highest level of education : Tourism, specialising in Hotel and Tourism Management Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Vice President, Hotel Business Strategy Development Division	1 Apr 2024	Statistics, Data Analysis, Tourism & Leisure

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the : 1 Jan 2024
next four executives as of date

Remuneration policy for executive directors and executives

The Nominating and Corporate Governance Committee is responsible for establishing the director's compensation policy. The compensation is reviewed for its reasonableness based on scopes of work, roles and responsibilities, the Company's financial status and operation results. The Committee benchmarks the compensation against peers in the same industry with similar revenues and generally pays in three forms: retainer fee, attendance fee and bonus. However, a sub-committee member may receive additional compensation based on their increased responsibilities. The director's compensation must be approved by the Annual General Meeting of Shareholder every year.

The Management Development and Compensation Committee is responsible for selecting and preparing a succession plan for the position of President, defining the required skills, knowledge, abilities, and potential of individuals who will be successors for the position, to propose a suitable candidate for the position of President to the Board of Directors. To ensure effective corporate governance, the Chairman of the Board must not be the same person as the President to provide a proper system of checks and balances and prevent any disruptions in performance that could affect the company's business. For other management positions, it's the duty of executives along the chain of command to oversee human resource development and mentoring to establish a succession plan. This approach considers executives up to three levels below the Executive Vice President to the level of department head, to decentralize a decision-making process, to increase employee engagement and retain qualified talents. The Management Development and Compensation Committee is tasked with evaluating performance of the President across four key areas: finance, customer satisfaction, internal processes, and human resources and corporate development. This performance evaluation is an integral part of the structure of employee benefits.

Reference link for remuneration policy for executive directors : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>
and executives

Does the board of directors or the remuneration committee : Have
have an opinion on the remuneration policy for executive
directors and executives

The Board of Directors considers approving according to the resolution of the Nominating and Corporate Governance Committee and the Management Development Compensation Committee.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	48,957,298.00	58,819,917.12	73,699,064.36
Total remuneration of executive directors (baht)	13,209,600.00	13,729,000.00	16,879,600.00
Total remuneration of executives (baht)	35,747,698.00	45,090,917.12	56,819,464.36

- 2022 The six executives paid by the Company and its subsidiaries.
- 2023 The six executives paid by the Company and its subsidiaries.
- 2024 The eight executives paid by the Company and its subsidiaries.

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	1,304,587.00	1,563,069.12	1,562,655.36
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Jetiya Kitiyodom	jetiya@theerawan.com	02-257-4588

List of the company secretary

General information	Email	Telephone number
1. Ms. Kanokwan Thongsiwarugs	kanokwan@theerawan.com	02-257-4526

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Kanokwan Thongsiwarugs	kanokwan@theerawan.com	02-257-4526

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Kanokwan Thongsiwarugs	kanokwan@theerawan.com	02-257-4526

Head of investor relations

Does the Company have an appointed head of investor relations : Have relations

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Apinya Ngamapichon	apinya@theerawan.com	02-257-4588

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	3,144,000.00	-	<p>1. Ms. CHANARAT CHANWA Email: chanaratc@kpmg.co.th Telephone number: 0813412262 License number: 9052</p> <p>2. Ms. VIPAVAN PATTAVANVIVEK Email: vipavanp@kpmg.co.th License number: 4795</p> <p>3. Ms. VANNAPORN JONGPERADECHANON Email: vannapornj@kpmg.co.th License number: 4098</p>

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
8,270,000.00	<p>Types of non-audit service : The other service fee, which include engagements to perform agreed-upon procedures.</p> <p>Details of non-audit service : The other service fee, which include engagements to perform agreed-upon procedures. (Erawan Philippines, Inc and its subsidiaries)</p> <p>Amount paid during the fiscal year 0.00 baht Amount to be paid in the future 0.00 baht Total non-audit fee 38,000.00 baht</p>

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past

Summary of duty performance of the board of directors over the past year

The Board of Directors participates in determining policies and strategic plans for business operations to enhance competitive potential, foster organizational culture and values, improve governance, and consider and approve important matters, which include:

1. Reviewing the vision, mission, and policies related to business operations.
2. Collaborating with management to review short-term and long-term strategic plans (3-5 years) and continuous business operations plans.
3. Approving the annual budget plan.
4. Setting policies for the development and succession planning of Executive management positions.
5. Ensuring compliance with good governance principles.
6. Reviewing the development of a risk management plan.
7. Overseeing the internal control system and internal audit to ensure effectiveness.
8. Considering the appointment of Sub-committees and the rotation.
9. Establishing Sub-committees at the management level, including the Risk Management Committee and the Sustainability Development Committee, with the Director and President as the chairman.
10. Evaluating the performance of senior management and reviewing human resource management policies.
11. Considering the appropriateness and adequate disclosure regarding the acquisition and disposal of significant assets or the transfer of business activities within the group.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Supol Wattanavekin	Director	4 Nov 2004	Law, Banking, Tourism & Leisure, Property Development, Strategic Management

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Supatchara Wattanavekin	Director	24 Apr 2024	Strategic Management, Corporate Management, Data Analysis, Business Administration, Economics
Dr. Pipat Luengnaruemitchai	Director	24 Apr 2024	Strategic Management, Data Analysis, Statistics, Economics, Accounting

Selection of independent directors

Criteria for selecting independent directors

The Nominating and Corporate Governance Committee (NCG) is responsible for revising the Board's structure and setting criteria of director's qualifications, reviewing and nominating qualified person as directors and promoting and encouraging directors, executive officers and staff to comply with corporate governance principles that correspond to the corporate culture. The nominated independent director also has the qualification in accordance with the law relating to the independent director's requirements.

Independent Director

1. Independent Director shall hold less than 1 percent of the total shares with voting rights in a company, its associated company, juristic persons with possibility of having a conflict of interest including shares held by related persons.
2. Independent Director must not be involved in the management and not being an employee, staff, advisor who is on the payroll or authorized person of the company, its subsidiary company, associate company, subsidiary at the same level and juristic persons with possibility of having a conflict of interest at the present and within 2 years before being appointed.
3. Independent Director shall have neither blood nor registered relationship as a father, mother, spouse, sibling and offspring, including offspring's spouse of the executive officers, major shareholders, authorized persons or anyone to be nominated as an executive officer or an authorized person of the company or its subsidiaries.
4. Independent Director shall have no business relationship with the company, its associate company or major shareholders during the 2 years before the appointment. Details are as follows:
 - 4.1 No relationship as a professional service provider: an external auditor (in any case), other professions such as a legal consultant, financial advisor or asset appraiser with an annual transaction value exceeding Baht 2 million.
 - 4.2 No business and trade relationship including normal transactions, renting or leasing of property, transactions relating to assets and services and giving or getting financial assistance with a transaction value from Baht 20 million or 3 percent of the Company's NTA, whichever is lower. This, however, shall include values of all retroactive transactions during at least the six months prior to the latest transaction.
 - 4.3 Shall not possess any characteristics that prevent him/her from expressing the opinion independently.
5. Independent Director must attend at least one of the following courses held by the Thai Institute of Directors (IOD); namely, Director Certification Program (DCP); or Director Accreditation Program (DAP); or Audit Committee Program (ACP)

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors : No
over the past year

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders : 6
over the past year (persons)

Rights of minority shareholders on director appointment

The shareholders, who wish to propose the agenda or director nominee must possess the following qualifications:

1. Being the shareholder of the Company at the date proposing agenda or director nominee either for individually or collectively.
2. Representing, either individual or collective, shareholding of not less than 5 percent of the Company's total shares and having continuously held those shares for at least one year until the date that shareholder proposes the agenda and/or nominates the director and on the Record date in order to determine the right of the shareholders to attend the AGM of that year.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>The Board of Directors should consist of members of eclectic qualifications in terms of gender, age, knowledge and experiences in various fields such as finance, economy, management, business administration, marketing, service, tourism, law and property development as this will allow the Board to formulate business policies and goals, approve strategic plans and operations, supervise and audit the management's performances and make sure the management is carried out under the principles of Good Corporate Governance.</p> <p>Board of Directors Composition</p> <ol style="list-style-type: none"> 1. Non-executive Directors 2. Independent directors, whose number will be not less than one-third of all company directors, where one must be knowledgeable in accounting and finance that must be sufficient for appointing members of the Audit Committee. 3. Executive Directors <p>General Qualifications:</p> <ol style="list-style-type: none"> 1. Not exceeding 75 years old 2. Being knowledgeable with well-versed experience; being professional and ethical. 3. Understanding one's roles and responsibilities; able to completely conduct one's practices on behalf of others with good faith and with ongoing commitment to maximizing long-term interest of the business and shareholders. 4. Having sufficient time to effectively perform one's duty. 5. Able to conduct a self-assessment and notify the Board upon change or incident that may jeopardize one's effective performance. <p>Term of office and Retirement</p> <ol style="list-style-type: none"> 1. Directors and executive directors will remain in the office for three years each term in accordance with the Articles of Association. The Board may nominate directors for re-election to shareholders when their term becomes due by evaluating their directorship's performance on an annual basis. Meanwhile, members of the sub-committee will also be in the office for three years each term. If their term becomes due and there is no new appointment yet, the existing sub-committees will continue performing duties until a new sub-committee is appointed. 2. Independent directors will remain in office for three years each term but their term will not exceed nine consecutive years unless the Nominating and Corporate Governance Committee requests the Board to consider it on a special case where a relevant independent director is found being independent enough to continue performing his duty in a critical role of corporate governance to oversee the interests 	<p>Economics, Tourism & Leisure, Accounting, Data Analysis, Statistics, Internal Control, Business Administration</p>

of both the company and its shareholders while also remaining independent from the management. In such a case, the Board of Directors shall duly grant its approval.

3. Directors may retire from office in accordance with the Articles of Association and when he/she is older than 75 years old as per the director's qualifications mentioned above. Directors, however, may remain in the office until the date of Annual General Meeting (AGM) is held and will leave the office as soon as the meeting is completed.

Specific Qualifications:

Chairman of the Board of Directors

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

Executive Director

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

Independent Director

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

2. Independent Director must not be involved in the management and not being an employee, staff, advisor who is on the payroll or authorized person of the company, its subsidiary company, associate company, subsidiary at the same level and juristic persons with possibility of having a conflict of interest at the present and within 2 years before being appointed.

3. Independent Director shall have neither blood nor registered relationship as a father, mother, spouse, sibling and offspring, including offspring's spouse of the executive officers, major shareholders, authorized persons or anyone to be nominated as an executive officer or an authorized person of the company or its subsidiaries.

4. Independent Director shall have no business relationship with the company, its associate company

or major shareholders during the 2 years before the appointment. Details are as follows:

4.1 No relationship as a professional service provider: an external auditor (in any case), other professions such as a legal consultant, financial advisor or asset appraiser with an annual transaction value exceeding Baht 2 million.

4.2 No business and trade relationship including normal transactions, renting or leasing of property, transactions relating to assets and services and giving or getting financial assistance with a transaction value from Baht 20 million or 3 percent of the Company's NTA, whichever is lower. This, however, shall include values of all retroactive transactions during at least the six months prior to the latest transaction.

4.3 Shall not possess any characteristics that prevent him/her from expressing the opinion independently.

5. Independent Director must attend at least one of the following courses held by the Thai Institute of Directors (IOD); namely, Director Certification Program (DCP); or Director Accreditation Program (DAP); or Audit Committee Program (ACP)

Member of the Audit Committee

1. Shall be an Independent Director appointed by the Board of Director or Shareholders.

2. Shall not be a director entrusted by the Board to make any decision with regard to the business of the company, its associate company, subsidiary and affiliate, subsidiary at the same level or other juristic persons that may have a conflict of interest.

3. His/her duties must not be fewer than what is stipulated by the SET.

Transactions with Possible Effects to Independence

1. Being an authorized person to approve business transactions or to bind the Company, except performing on the collective decision.

2. Attending a meeting or voting on a matter where one has a vested interest or conflict of interest.

Prohibited Characteristics

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. Chanin Vongkusolkrit (Chairman of the board of directors)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
2. Mrs. Panida Thepkanjana (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
3. Mr. Supol Wattanavekin (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: KKP Year Ahead 2024 "A Pathway to Prosperity" (Online) • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
4. Mr. Banyong Pongpanich (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
5. Mr. Ekasith Jotikasthira (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
6. Mr. Gavin Vongkusolkrit (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
7. Mrs. Arada Vongkusolkrit (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
8. Dr. Kulpatra Sirodom (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Ethical Leadership Program (ELP) • 2024: Risk Management Program for Corporate Leaders (RCL) • 2024: The Board's Roles in Climate Governance (BCG) Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
9. Mr. Youssef EL KHOMRI (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
10. Mr. Supatchara Wattanavekin (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"

List of directors	Participation in training in the past financial year	History of training participation
11. Dr. Pipat Luengnaruemitchai (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Advanced Audit Committee Program (AACP) • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: 2024: Knowledge Sharing Initiatives for Board Members and Executives Section "Tourism and Hotel Outlook 2025 & Opportunities and Challenges"
12. Mr. Petch Krainukul (Director)	Non-participating	-
13. Mr. Kasama Punyagupta (Director)	Non-participating	-
14. Assoc. Prof. Dr. Somprawin Manprasert (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation Criteria

Evaluating Performance in relation to Expectations

1 = Need improvements

2 = Below expectations

3 = As expected

4 = Beyond expectations

Assessing Effectiveness in comparison to the Previous Year

1 = Worse than previous year

2 = Equal to previous year

3 = Better than previous year

Evaluation of the duty performance of the board of directors over the past year

The Board's 2024 performance evaluation was rated "Good" with a score of 82%. The Board determined its structure and composition are appropriate, with sufficient independent directors to ensure balanced power. Directors understand their roles and responsibilities, making independent decisions without undue influence. All directors responsibly fulfill their duties, overseeing business management for the maximum benefit of shareholders. They maintain positive relationships with management, fostering open communication, and demonstrate a commitment to self-development and executive development, ensuring a comprehensive understanding of the business. The Board of Directors has incorporated the directors' recommendations to enhance the effectiveness of the Board, Management, and Company Secretary, thereby contributing to the Company's operational success.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	82%	100%
	Self-assessment	75%	100%
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Audit Committee	Group assessment	79%	100%
	Self-assessment	75%	100%
	Cross-assessment (assessment of another director)	None	None
Nominating and Corporate Governance Committee	Group assessment	75%	100%
	Self-assessment	75%	100%
	Cross-assessment (assessment of another director)	None	None
Management Development and Compensation Committee	Group assessment	75%	100%
	Self-assessment	75%	100%
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	79%	100%
	Self-assessment	75%	100%
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Management Development and Compensation Committee is tasked with evaluating performance of the President across four key areas: finance, customer satisfaction, internal processes, and human resources and corporate development. This performance evaluation is an integral part of the structure of employee benefits.

Reference link for the performance evaluation criteria for the executives : <https://www.theerawan.com/en/corporate-governance/good-corporate-governance-policy>

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 9
(times)

Date of AGM meeting : 23 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. Chanin Vongkusolkrit (Chairman of the board of directors)	9	/	9	1	/	1	N/A	/	N/A
2. Mrs. Panida Thepkanjana (Director)	9	/	9	1	/	1	N/A	/	N/A
3. Mr. Supol Wattanavekin (Director)	9	/	9	1	/	1	N/A	/	N/A
4. Mr. Banyong Pongpanich (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
5. Mr. Ekasith Jotikasthira (Director, Independent director)	8	/	9	1	/	1	N/A	/	N/A
6. Mr. Gavin Vongkusolkrit (Director)	9	/	9	1	/	1	N/A	/	N/A
7. Mrs. Arada Vongkusolkrit (Director)	9	/	9	1	/	1	N/A	/	N/A
8. Dr. Kulpatra Sirodom (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
9. Mr. Youssef EL KHOMRI (Director)	9	/	9	1	/	1	N/A	/	N/A
10. Mr. Supatchara Wattanavekin (Director)	6	/	6	0	/	0	N/A	/	N/A
11. Dr. Pipat Luengnaruemitchai (Director, Independent director)	6	/	6	0	/	0	N/A	/	N/A
12. Mr. Petch Krainukul (Director)	2	/	2	1	/	1	N/A	/	N/A
13. Mr. Kasama Punyagupta (Director)	2	/	2	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
14. Assoc. Prof. Dr. Somprawin Manprasert (Director, Independent director)	2	/	2	1	/	1	N/A	/	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Have another business trip

Remuneration of the board of directors

Types of remuneration of the board of directors

The Nominating and Corporate Governance Committee is responsible for establishing the director's compensation policy. The compensation is reviewed for its reasonableness based on scopes of work, roles and responsibilities, the Company's financial status and operation results. The Committee benchmarks the compensation against peers in the same industry with similar revenues and generally pays in three forms: retainer fee, attendance fee and bonus. However, a sub-committee member may receive additional compensation based on their increased responsibilities. The director's compensation must be approved by the Annual General Meeting of Shareholder every year.

The directors' compensation for the past three years:

Board of Directors Unit: Baht

The Retainer Fee 2024 2023 2022

- Chairman	54,000/month	45,000/month	27,000/month
- Each director	36,000/month	30,000/month	18,000/month
- Executive director	-0-	-0-	-0-

Sub-Committee

The Attendance Fee

1. The Audit Committee			
- Chairman	46,800/meeting	39,000/meeting	23,400/meeting
- Each director	36,000/meeting	30,000/meeting	18,000/meeting
2. The Executive Committee			
- Chairman	31,200/meeting	26,000/meeting	-
- Each director	24,000/meeting	20,000/meeting	-
- Executive director	-0-	-0-	-
3. The Nominating and Corporate Governance Committee			
- Chairman	31,200/meeting	26,000/meeting	15,600/meeting
- Each director	24,000/meeting	20,000/meeting	12,000/meeting
4. The Management Development and Compensation Committee			
- Chairman	31,200/meeting	26,000/meeting	15,600/meeting
- Each director	24,000/meeting	20,000/meeting	12,000/meeting

Remark: No additional benefits, whether monetary or non-monetary, are provided beyond this.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. Chanin Vongkusolkrit (Chairman of the board of directors)			612,000.00		216,000.00
Board of Directors	612,000.00	0.00	612,000.00	No	
2. Mrs. Panida Thepkanjana (Director)			522,400.00		216,000.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Nominating and Corporate Governance Committee	114,400.00	0.00	114,400.00	No	
3. Mr. Supol Wattanavekin (Director)			491,200.00		0.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Management Development and Compensation Committee	83,200.00	0.00	83,200.00	No	
4. Mr. Banyong Pongpanich (Director)			496,000.00		0.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Nominating and Corporate Governance Committee	88,000.00	0.00	88,000.00	No	
5. Mr. Ekasith Jotikasthira (Director)			610,000.00		0.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Audit Committee	138,000.00	0.00	138,000.00	No	
Management Development and Compensation Committee	64,000.00	0.00	64,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mr. Gavin Vongkusolkrit (Director)			823,600.00		0.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Executive Committee	327,600.00	0.00	327,600.00	No	
Nominating and Corporate Governance Committee	88,000.00	0.00	88,000.00	No	
7. Mrs. Arada Vongkusolkrit (Director)			724,000.00		816,000.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Executive Committee	252,000.00	0.00	252,000.00	No	
Management Development and Compensation Committee	64,000.00	0.00	64,000.00	No	
8. Dr. Kulpatra Sirodom (Director)			587,400.00		0.00
Board of Directors	408,000.00	0.00	408,000.00	No	
Audit Committee	179,400.00	0.00	179,400.00	No	
9. Mr. Youssef EL KHOMRI (Director)			0.00		0.00
Board of Directors	0.00	0.00	0.00	No	
10. Mr. Supatchara Wattanavekin (Director)			520,000.00		600,000.00
Board of Directors	288,000.00	0.00	288,000.00	No	
Executive Committee	232,000.00	0.00	232,000.00	No	
11. Dr. Pipat Luengnaruemitchai (Director)			396,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	288,000.00	0.00	288,000.00	No	
Audit Committee	108,000.00	0.00	108,000.00	No	
12. Ms. Piriya Thepkanjana (Member of the executive committee)			252,000.00		0.00
Executive Committee	252,000.00	0.00	252,000.00	No	
13. Mr. Youssef EL KHOMRI (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Sustainability Development Committee	0.00	0.00	0.00	No	
14. Ms. Apinya Ngamapichon (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
15. Ms. Tatiya Thaveekul (The chairman of the subcommittee)			0.00		0.00
Data Protection Committee	0.00	0.00	0.00	No	
16. Ms. Kanokwan Thongsiwarugs (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	
Sustainability Development Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Data Protection Committee	0.00	0.00	0.00	No	
17. Mr. Navarat Tamsuwan (Member of the subcommittee)			0.00		0.00
Sustainability Development Committee	0.00	0.00	0.00	No	
18. Mr. Sebastien Salmon (Member of the subcommittee)			0.00		0.00
Data Protection Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
Sustainability Development Committee	0.00	0.00	0.00	No	
19. Ms. Sangjun Oranrittinun (Member of the subcommittee)			0.00		0.00
Sustainability Development Committee	0.00	0.00	0.00	No	
Data Protection Committee	0.00	0.00	0.00	No	
20. Ms. Suvimon Rojkangsadan (Member of the subcommittee)			0.00		0.00
Sustainability Development Committee	0.00	0.00	0.00	No	
Data Protection Committee	0.00	0.00	0.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
21. Ms. Nalinee Krisadavivat (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Data Protection Committee	0.00	0.00	0.00	No	
Sustainability Development Committee	0.00	0.00	0.00	No	
22. Ms. Ploi Aranyakanond (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	
Sustainability Development Committee	0.00	0.00	0.00	No	
23. Mr. Naroot Chankitisakoon (Member of the subcommittee)			0.00		0.00
Data Protection Committee	0.00	0.00	0.00	No	
24. Mr. Kirill Mokronosov (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	
25. Mr. Ark Rothhass (Member of the subcommittee)			0.00		0.00
Data Protection Committee	0.00	0.00	0.00	No	
26. Mr. Powpan Werakul (Member of the subcommittee)			0.00		0.00
Sustainability Development Committee	0.00	0.00	0.00	No	
27. Ms. Pichanun Boonpromgul (Member of the subcommittee)			0.00		0.00
Risk Management Committee	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Sustainability Development Committee	0.00	0.00	0.00	No	
28. Mr. Petch Krainukul (Director)			0.00		3,600,000.00
Board of Directors	0.00	0.00	0.00	No	
29. Mr. Kasama Punyagupta (Director)			120,000.00		3,600,000.00
Board of Directors	120,000.00	0.00	120,000.00	No	
30. Assoc. Prof. Dr. Somprawin Manprasert (Director)			150,000.00		0.00
Board of Directors	120,000.00	0.00	120,000.00	No	
Audit Committee	30,000.00	0.00	30,000.00	No	
31. Ms. Woramon Inkatanuvat (Member of the executive committee)			0.00		0.00
Executive Committee	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	4,284,000.00	0.00	4,284,000.00
2. Audit Committee	455,400.00	0.00	455,400.00
3. Executive Committee	1,063,600.00	0.00	1,063,600.00
4. Management Development and Compensation Committee	211,200.00	0.00	211,200.00
5. Nominating and Corporate Governance Committee	290,400.00	0.00	290,400.00
6. Sustainability Development Committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
7. Risk Management Committee	0.00	0.00	0.00
8. Data Protection Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	6,304,600.00
Other monetary remuneration (Baht)	0.00
Total (Baht)	6,304,600.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year : 0.00
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business, Others : Internal Audit, Risk Management, Compensation for Directors in Subsidiaries, Company Regulations, Legal relevant to business operation and other laws.

The company's board of directors is involved in defining policies and practices for management, allowing management to have establish strategic management plans according to the company's objectives and missions, as well as those of its subsidiaries, in order to seek approval from the board of directors.

For subsidiaries where the company holds more than 90% of the shares, it is required to have a corporate governance structure similar to that of the company, including internal audits, risk management, Nominations and determination of directors' compensation for subsidiaries, company regulations, and other relevant laws pertaining to business operations.

For subsidiaries in which the company holds less than 90% of the shares, the company will have a role in overseeing and participating in various decisions according to the proportion of shares it holds, which includes:

1. Appoints directors and executives (the President and the Chief Financial Officer) or those with control authority according to the shareholding proportion.
2. Defines the scope of authority, duties, and responsibilities of directors and executives representing the company in

formulating important policies.

3. Discloses financial status, performance results, budgets, and power of authority matrix.
4. Engages in transactions between the company and related parties, as well as other significant transactions such as the acquisition or disposal of assets.
5. Assesses the sufficiency of internal control systems of subsidiaries.

The subsidiaries are also required to have governance mechanisms similar to those of the company, such as internal audits, risk management, determination of directors' compensation for subsidiaries, company regulations, and other relevant laws pertaining to business operations.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest : Yes
over the past year

The Company requires prior approval from either the Audit Committee or the Board of Directors, as applicable, for any transaction that may present a potential conflict of interest. Furthermore, detailed information regarding transactions with potential conflicts of interest during the past year, including their values, explanations, and justifications, must be clearly disclosed. The Company mandates that directors and executives involved in such transactions disclose information and/or the nature of relationships not only for themselves but also for their spouses, close relatives, and any personal relationships with any bidder to the Office of the Company Secretary and Corporate Governance Division, ensuring transparency. Additionally, they are required to abstain from voting and/or participating in the decision-making process related to such transactions.

The Board of Directors has established clear measures and procedures for approving related party transactions, which must be strictly adhered to. When the company enters into any contract or transaction with subsidiaries, affiliates, external parties, or individuals with potential conflicts of interest, the Board mandates strict compliance with the Securities and Exchange Commission of Thailand's regulations on related-party transactions. All such transactions must be conducted on an arm's-length basis, comparable to those offered to third parties. Furthermore, directors or employees with a vested interest in the transaction are prohibited from participating in the approval process. The company's decision to enter into such agreements must be based on a thorough evaluation of their necessity and appropriateness, with the primary objective of safeguarding the company's best interests. There is no current policy or intention of engaging in any future related party transactions.

Related-party transactions are detailed in the Notes to Financial Statements and the Related Party Transactions table. All transactions were deemed reasonable and considered normal business operations. They were conducted with the ultimate benefit of the company in mind. Related-party transactions were reviewed by the Audit Committee and/or the Board of Directors on an arm's-length basis. These reviews confirmed compliance with our internal requirements, the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), and the accounting standards regarding the Disclosure of information related to connected persons or transactions.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes
information to seek benefits over the past year

The Company placed significant importance on the proper handling of insider information. We are committed to prevent instances of directors and executives using insider information for personal gain or to benefit others, a practice known as Abusive Self-Dealing. This is particularly crucial regarding information that has not yet been publicly disclosed or that impacts on the organization's strategic plans, business operations, commercial negotiations, and stock price. The misuse of insider information creates an unfair advantage and can harm shareholders. The Company has communicated and emphasized the importance of this issue to all executives and employees through the Code of Conduct on Executives' Ethical Standards and Best Practices for Employees. (For more details, please see "Code of Conduct")

Based on the review and monitoring of operations related to the prevention of insider information usage in 2024, no instances of unfair actions or exploitation of investors through the misuse of insider information by the company's directors and executives were identified. Furthermore, no disciplinary violations related to confidentiality, the company's interests, or corruption were observed among executives and employees. Consequently, no disciplinary actions were deemed necessary.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

In 2024, the Company reviewed and implemented policies and procedures for protecting its network systems and programs to mitigate the risk of cyberattacks. These measures aim to establish fundamental principles for managing data security within computer systems and prevent data breaches. These policies and procedures became effective on 22 October 2024. Additionally, the Company reviewed the Human Rights Policy, Sustainable Development Policy, and Procurement Policy. These policies were revised and became effective on 9 December 2024. (For more details, please see Attachment No. 5-7). Other related policies, namely, the Anti-Corruption Policy, Anti-Money Laundering and Countering the Financing of Terrorism Policy, and Code of Ethics for Business Partners, remained unchanged.

Directors, executives, and all staff possess a good understanding and knowledge of the Corporate Governance Policy, Code of Conduct, Code of Ethics for Business Partners, and Anti-Corruption Policy. The Internal Audit Division is responsible for monitoring and auditing compliance with these policies. To enhance awareness and understanding, the Company has implemented several initiatives that are dissemination and communication through the company's website, incorporation of these policies into the orientation program for new employees and conduct the annual training courses on the following subjects:

1. We React Anti-Corruption & Connected Transactions
2. Personal Data Protection Act for New Employee and Refresh
3. Climate Actions 101 & Sustainability Standards for Hospitality
4. Power of Authority Procurement for New Employee and Refresh
5. Data Security and Security Awareness

Anti-Corruption in process

The Audit Committee strongly supported the establishment of Standard Operating Procedures for the Anti-Corruption Policy and extended these efforts to business partners by implementing a clear Whistleblower Channel and a fair complaint

management process for all parties involved. The committee also verified and endorsed strict compliance with the Anti-Corruption Policy. This commitment resulted in the Company being certified as a member of the Thai Private Sector Collective Action Against Corruption in 2020 and successfully re-certified for the first time in 2023, securing a continuous certification period of six years. **Based on the review and monitoring processes conducted by internal audit, no intentional acts of corruption by employees were found in 2024. Furthermore, no complaints regarding corruption in dealings with external agencies or individuals were received during the year.** (For more detail please see part "Report of the Audit Committee to Shareholder")

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures : Yes
over the past year

Complaints can be sent to:

Email: gcs@theerawan.com , companysecretary@theerawan.com

Post: Chairman of the Audit Committee

The Erawan Group Plc

2, 6th Floor, Ploenchit Center Sukhumvit Road, Kwang Klongtoey, Khet

Klongtoey, Bangkok 10110

Website: <https://www.theerawan.com/en/corporate-governance/whistleblowing-form>

Whistle blowing and controlling measures.

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

1. **Fact-finding process:** The Company has set up a grievance-filing channel on its website, through the 56-1 One Report under Other Significant Information and Contact Information and also through the Code of Conduct. Our fast and systematic fact-finding process refers to the following:
 - 1.1 Sufficiency and clarity details of what is revealed or filed must be true and/or enough to investigate.
 - 1.2 Materiality-as for tips or grievance found to contain materiality, the person receiving the grievance will submit the matter to the Disciplinary Action Committee whose members consist of the Compliance Unit, the HR Unit, the department in which the person being the subject of such grievance is working and the unit in which the whistleblower or the person filing the grievance (in case of an employee) is attached to in order to conduct a further investigation for fact-finding purpose.
 - 1.3 The whistleblower or the person filing the grievance will be equally protected whether he is an employee or the third party.
 - 1.4 The whistleblower or the person filing the grievance may choose not to reveal his name, address or contact number unless he feels that such a disclosure will enable the Company to inform them of progress, to inquire about additional information that could be beneficial to the case, to notify them of the facts or to relieve them from damage in a quicker and more convenient manner.
2. **Fair treatment process:** the Disciplinary Action Committee will review the case on a fair basis and will protect the whistleblower or the person filing the grievance, the person handling the grievance, the person subject to such grievance and parties involving in the fact-finding and reporting process. Information will be kept confidential and only be revealed when necessary while we will take into consideration the safety and damage of the whistleblower or the person filing the grievance, the person subject to such grievance or those cooperating in the fact-finding process, source of information or other related people where everyone will sign a pledge together.
3. **Reporting process:** The Disciplinary Action Committee has a duty to directly report the facts of the matter to the President and/or the Audit Committee and/or the Board of Directors, depending however on what has happened where it will be upon the Committee's discretion to decide to what extent it is appropriate to present the report to a responsible

person where the Company has stipulated the following as a framework:

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

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

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

4. Disciplinary action and reporting:

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

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

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

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

In 2024, the Company reviewed and implemented policies and procedures for protecting its network systems and programs to mitigate the risk of cyberattacks. These measures aim to establish fundamental principles for managing data security within computer systems and prevent data breaches. These policies and procedures became effective on 22 October 2024.

Additionally, the Company reviewed:

1. the Human Rights Policy
2. Sustainable Development Policy and
3. Procurement Policy

These policies were revised and became effective on 9 December 2024. (For more details, please see Attachment No. 5-7).

Other related policies, namely, the Anti-Corruption Policy, Anti-Money Laundering and Countering the Financing of Terrorism Policy, and Code of Ethics for Business Partners, remained unchanged. Directors, executives, and all staff possess a good understanding and knowledge of the Corporate Governance Policy, Code of Conduct, Code of Ethics for Business Partners, and Anti-Corruption Policy. The Internal Audit Division is responsible for monitoring and auditing compliance with these policies. To enhance awareness and understanding, the Company has implemented several initiatives that are dissemination and communication through the company's website, incorporation of these policies into the orientation program for new employees and conduct the annual training courses on the following subjects:

1. We React Anti-Corruption & Connected Transactions
2. Personal Data Protection Act for New Employee and Refresh
3. Climate Actions 101 & Sustainability Standards for Hospitality
4. Power of Authority Procurement for New Employee and Refresh
5. Data Security and Security Awareness

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Dr. Kulpatra Sirodom (Chairman of the audit committee)	4	/	4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
2 Mr. Ekasith Jotikasthira (Member of the audit committee)	4	/	4
3 Dr. Pipat Luengnaruemitchai (Member of the audit committee)	3	/	3
4 Assoc. Prof. Dr. Somprawin Manprasert (Member of the audit committee)	1	/	1

The results of duty performance of the audit committee

In 2024, the key activities of the *Audit Committee* could be summarized as follows:

1. Financial Statement Review: The Audit Committee reviewed the key information of the quarterly consolidated and separate financial statements, as well as the annual financial statements for the year 2024 of The Erawan Group Public Company Limited and its subsidiaries. This review involved meetings with management, the head of the internal audit division, and the auditors to discuss significant issues, connected transactions, adjusting entries, and accounting estimates that impact the financial reports. The committee also ensured that the disclosures in the financial statements are accurate, sufficient, and consistent.

The committee was confident that the financial statements and the notes to the financial statements were prepared correctly, in accordance with legal requirements and Thai Financial Reporting Standards (TFRS). The auditors audited these statements according to Thai Standards on Auditing (TSA) and expressed an unqualified opinion.

Therefore, the Audit Committee concluded that the consolidated and separate financial statements of the Company and its subsidiaries as of 31 December 2024, were prepared correctly and included sufficient information.

In addition, the Audit Committee annually meets with the head of internal audit division and the auditors, without the management's participation, to discuss the independence of their performing duties, the obtaining of information, the audit of significant data in the preparation of financial statements, key audit matters, as well as any suspicious circumstances under Section 89/25 of the Securities and Exchange Act B.E. 2535, as amended by the Securities and Exchange Act (No. 4) B.E. 2551. In the year 2024, no suspicious circumstances were found.

2. Internal Control and Internal Audit Review: The Audit Committee reviewed, monitored, and oversaw the internal control system of the Company and its subsidiaries to ensure that it covers aspects of investment, accounting and finance, asset safeguarding, operations, fraud prevention, and compliance with laws and regulations, as well as information systems. The system was determined to be sufficient and suitable for the business operations. The check and balance mechanisms were reviewed and monitored by an independent and effective Internal Audit Division. From the evaluation of internal control sufficiency according to the evaluation form of the Securities and Exchange Commission, it was found that the internal control system of the Company was adequate and appropriate for business operations, and aligns with the auditor's opinion, which reported that the review did not find any material deficiencies.

Additionally, the Audit Committee is responsible for reviewing and monitoring the utilization of any increased capital to ensure its use aligns with the disclosed objectives. In 2024, there was no increase in capital.

3. Good Corporate Governance: The Audit Committee reviewed the effectiveness and efficiency of good corporate governance practices in accordance with the principles of the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Thai Institute of Directors. It was found that the company's board of directors, management, and employees strictly adhered to the established good corporate governance policies. Furthermore, the company demonstrated a strong commitment to social and environmental considerations, ensuring that business operations contribute to sustainable growth and benefit all stakeholders.

4. Anti-Corruption: The Audit Committee strongly supported the establishment of Standard Operating Procedures for the Anti-Corruption Policy and extended these efforts to business partners by implementing a clear Whistleblower Channel and a fair complaint management process for all parties involved. The committee also verified and endorsed strict compliance with the Anti-Corruption Policy. This commitment resulted in the Company being certified as a member of the Thai Private Sector Collective Action Against Corruption in 2020 and successfully re-certified for the first time in 2023, securing a continuous certification period of six years. Based on the review and monitoring processes conducted by internal audit, no intentional acts of corruption by employees were found in 2024. Furthermore, no complaints regarding corruption in dealings with external agencies or individuals were received during the year.

5. Compliance with Relevant Business Laws: The Audit Committee reviewed the company's compliance with the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, and other relevant business laws. It was observed that the Company was in compliance with all applicable regulations and laws.

6. Connected Transactions or Transactions with Potential Conflicts of Interest: The Audit Committee reviewed connected transactions or transactions with potential conflicts of interest involving the Company and its subsidiaries with related individuals or businesses. It was found that the Company considered such transactions based on normal business conditions and their reasonableness, taking into account the interests of all stakeholders. These transactions were found to be in accordance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

7. Risk Management Oversight: The Audit Committee reviewed the annual risk management plan and monitored the progress of significant risks on a quarterly basis to ensure that the Company maintains effective and appropriate risk management policies and procedures. The process of risk assessment for project investments was regularly improved according to investment standards to adapt to changing conditions and enhance business opportunities.

8. Internal Audit Oversight: The Audit Committee oversaw the internal audit work, approved the annual internal audit plan and budget, reviewed internal audit reports, and provided recommendations. The Committee inquired and followed up on the resolution of significant issues to enhance the effectiveness of standardized work processes and their cross-checking. The Audit Committee also summarized the internal audit results for presentation to the company's board of directors.

The Audit Committee reviewed and confirmed the independence of the Head of the Internal Audit Division. They evaluated the performance of the Head of the Internal Audit Division and provided recommendations for improving the structure and quality of internal audit work to ensure that the Company has an effective internal audit function in accordance with good practice standards, capable of protecting and safeguarding the interests of shareholders and stakeholders.

The Audit Committee carefully considered the Company's operations and found that they were carried out efficiently and effectively under a robust internal control system with appropriate checks and balances. Operations are transparent and verifiable due to an effective information disclosure process. The Committee is assured that the Company has not engaged in any actions that violate regulations from regulatory agencies or breach the law. The performance results accurately reflect the company's true position, and appropriate assessments and measures are in place to prevent and manage risks.

9. Appointment of an External Auditor for 2025: The Audit Committee has considered the selection, the appointment, and the annual service fee of external auditors for 2025 by assessing their knowledge, capabilities, experience, independence, and the results of the audit from the past year, as well as the reasonability of audit fee as an important factor.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 11

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Gavin Vongkusolkrit (The chairman of the executive committee)	11	/	11
2 Mrs. Arada Vongkusolkrit (Member of the executive committee)	11	/	11
3 Mr. Supatchara Wattanavekin (Member of the executive committee)	10	/	11
4 Ms. Piriya Thepkanjana (Member of the executive committee)	11	/	11

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
5 Mr. Youssef EL KHOMRI (Member of the executive committee)	11	/	11
6 Ms. Apinya Ngamapichon (Member of the executive committee)	8	/	8
7 Ms. Woramon Inkatanuvat (Member of the executive committee)	3	/	3

The results of duty performance of Executive Committee

The committee has performed exceptionally well within their scope of responsibilities. They have suggested the direction of various aspects, such as:

1. Investment and renovation.
2. Provided valuable insights on budget allocation and
3. Suggest the strategic partnerships, and organizational development. Their expertise has also been instrumental in guiding financial planning, managing assets, and optimizing revenue streams.

Meeting attendance of Management Development and Compensation Committee

Meeting Management Development and : 3
Compensation Committee (times)

List of Directors	Meeting attendance of Management Development and Compensation Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Supol Wattanavekin (The chairman of the subcommittee)	3	/	3
2 Mr. Ekasith Jotikasthira (Member of the subcommittee)	3	/	3
3 Mrs. Arada Vongkusolkit (Member of the subcommittee)	3	/	3

The results of duty performance of Management Development and Compensation Committee

1. To consider the performance and determine the annual remunerations of President and executives.
2. To determine the significant HR Management and Development policies, and the structure of staff's remunerations' policy: the Annual Remunerations policy and Budgeting, Rewards (bonus), etc.
3. To consider a succession plan of President and Executives as well as a knowledge, skills and competency development plan and give advice.

Meeting attendance of Nominating and Corporate Governance Committee

Meeting Nominating and Corporate Governance : 4
Committee (times)

List of Directors	Meeting attendance of Nominating and Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. Panida Thepkanjana (The chairman of the subcommittee)	4	/	4
2 Mr. Banyong Pongpanich (Member of the subcommittee)	4	/	4
3 Mr. Gavin Vongkusolkiet (Member of the subcommittee)	4	/	4

The results of duty performance of Nominating and Corporate Governance Committee

In 2024, the Nominating and Corporate Governance Committee reviewed the structure of the Board, establish qualifications for specific positions, consider and selected qualified candidates for directorships, and determined fair and reasonable criteria for directors' compensation. Additionally, the Committee is tasked with assessing the performance of the Board and other committees appointed by the Board. The Nominating and Corporate Governance Committee also oversees the adherence of directors, executive officers, and staff at all levels to Good Corporate Governance practices and the Code of Conduct.

1. Review the corporate governance structure and corporate governance policies.
2. Consider the qualifications for the appointment of the company's board of directors' advisors.
3. Require all directors to undergo training in the Director Certification Program (DCP) from IOD and related courses on duty performance.
- 3.1 Dr. Pipat Luengnarumitchai, Independent Director and Member of the Audit Committee, participated in the Director Training Course of Thai Institute of Director (IOD), specifically:
 - DCP: Director Certification Program 360/2024
 - AACP: Advanced Audit Committee Program 54/2024
- 3.2 Ms. Kanokwan Thongsirarugs, Senior Vice President of the Internal Audit Division and Secretary to the Audit Committee, attended the CAE-Chief Audit Executive Professional Leadership Program, Class 5/2024, organized by the Federation of Accounting Professions Under the Patronage of His Majesty the King.
- 3.3 The Board of Directors, Advisor to the Board, and Executives of the Company, totaling 24 individuals, participated in the Knowledge Sharing Initiatives for Board Members and Executives session on the topic of "Tourism and Hotel Outlook 2025 & Opportunities and Challenges." The session was conducted by the SCB Economic Intelligence Center
4. Search, review, and certify the qualifications of individuals proposed for the appointment of four new board members to fill vacant positions.
5. Propose the approval of the reappointment of Mr. Supol Wattanavekin, he retired by rotation to be the director for another term and appointed 2 new directors: Dr. Pipat Leuangnarumitchai as an Independent Director and Mr. Supatchara Wattanavekin as a Director. The remaining position will remain vacant until a qualified candidate can be found and proposed for appointment.
6. To consider the appropriateness and propose the approval of the compensation for the directors of the subsidiary company.
7. Consider and propose approval for the compensation of directors for the year 2024, Due to the COVID-19 pandemic occurring between the years 2020 to 2022, totaling a period of 3 years, the board proposed a reduction of director compensation by 40% from the approved rate in 2019. However, in 2023, as the situation returned to normalcy, the board requested shareholder approval to revert to the compensation rate approved in 2019, which remained unchanged since 2017. In summary, the proposal to increase director compensation in this instance represents 20% adjustment from the original rate approved at the 2017 annual shareholders meeting.

Meeting attendance of Sustainability Development Committee

Meeting Sustainability Development : 5
Committee (times)

List of Directors	Meeting attendance of Sustainability Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Youssef EL KHOMRI (The chairman of the subcommittee)	5	/	5
2 Mr. Navarat Tamsuwan (Member of the subcommittee)	4	/	5
3 Ms. Kanokwan Thongsiwarugs (Member of the subcommittee)	5	/	5
4 Ms. Sangjun Oranrittinun (Member of the subcommittee)	5	/	5
5 Ms. Suvimon Rojkangsadan (Member of the subcommittee)	4	/	5
6 Mr. Sebastien Salmon (Member of the subcommittee)	4	/	5
7 Ms. Ploi Aranyakanond (Member of the subcommittee)	5	/	5
8 Mr. Powpan Werakul (Member of the subcommittee)	3	/	5
9 Ms. Nalinee Krisadavivat (Member of the subcommittee)	5	/	5
10 Ms. Pichanun Boonpromgul (Member of the subcommittee)	4	/	5

The results of duty performance of Sustainability Development Committee

1. Announce the policies to all directors, executives, and employees at all levels for their acknowledgment and implementation, as outlined below:

1.1.Human Rights Policy: To ensure that all employees and stakeholders are treated, protected, and respected with fairness and equality regarding their fundamental rights.

1.2. Sustainable Development Policy: To ensure that sustainable development is effectively achieved by integrating it into working processes, making it a shared responsibility of the Board of Directors, Executives, and all employees to drive the accomplishment of our stated goals.

2. Organize activities to develop a culture of participation in Sustainable Development:

2.1.Conducted employee training programs, including "Climate Actions 101 and Sustainability Standards for Hospitality," with over 330 participants.

2.2.Collaborated with the Khlong Toei District Office and local volunteers to organize a tree planting project with 200 trees, involving more than 90 employees.

3. Increase the ratio of renewable energy to replace electrical energy

3.1 HOP INN hotels began expanding their Solar Rooftop installations from May to November 2024, adding 8 buildings, total electricity consumption across all 11 hotels.

3.2 Marriott hotels of the Company expanded their Solar Rooftop installations from April to July 2024: (1) JW Marriott Bangkok (2) Courtyard by Marriott Bangkok, and (3) The Naka Island, a Luxury Collection Resort & Spa, Phuket.

3.3 Expanded its installation of EV Charging Stations to provide convenience for hotel guests. A total of 10 hotels were equipped with EV charging stations, including: (1) JW Marriott Bangkok (2) Courtyard by Marriott Bangkok (3) Novotel ibis Styles Bangkok Sukhumvit 4 (4) ibis Bangkok Riverside (5) ibis Bangkok Sathorn (6) ibis Bangkok Sukhumvit 4 (7) ibis Phuket Patong (8) HOP INN Hua Hin (9) HOP INN Kanchanaburi and (10) HOP INN Chonburi

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Youssef EL KHOMRI (The chairman of the subcommittee)	4	/	4
2 Ms. Kanokwan Thongsiwarugs (Member of the subcommittee)	4	/	4
3 Ms. Apinya Ngamapichon (Member of the subcommittee)	2	/	2
4 Mr. Sebastien Salmon (Member of the subcommittee)	4	/	4
5 Ms. Nalinee Krisadavivat (Member of the subcommittee)	4	/	4
6 Ms. Ploi Aranyakanond (Member of the subcommittee)	4	/	4
7 Mr. Kirill Mokronosov (Member of the subcommittee)	4	/	4
8 Ms. Pichanun Boonpromgul (Member of the subcommittee)	4	/	4
9 Ms. Suvimon Rojkangsadan (Member of the subcommittee)	4	/	4

The results of duty performance of Risk Management Committee

The Risk Management Committee has continuously implemented risk management in accordance with the COSO framework, focusing on governance, enhancing risk assessment and management processes aligned with the company's strategic objectives. Additionally, the committee monitors and reviews risk control measures to ensure effective and transparent business operations.

Meeting attendance of Data Protection Committee

Meeting Data Protection Committee (times) : 8

List of Directors	Meeting attendance of Data Protection Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Ms. Tatiya Thaveekul (The chairman of the subcommittee)	8	/	8
2 Mr. Sebastien Salmon (Member of the subcommittee)	8	/	8
3 Ms. Kanokwan Thongsiwarugs (Member of the subcommittee)	8	/	8

List of Directors	Meeting attendance of Data Protection Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
4 Ms. Sangjun Oranrittinun (Member of the subcommittee)	8	/	8
5 Ms. Nalinee Krisadavivat (Member of the subcommittee)	8	/	8
6 Mr. Naroot Chankitisakoon (Member of the subcommittee)	8	/	8
7 Mr. Ark Rothhass (Member of the subcommittee)	4	/	4
8 Ms. Suvimon Rojkangsadan (Member of the subcommittee)	8	/	8

The results of duty performance of Data Protection Committee

The Personal Data Protection Committee of The Erawan Group has strictly complied with the Personal Data Protection Act (PDPA) by overseeing the collection, storage, use, and disclosure of personal data of customers, employees, and relevant stakeholders in a secure and lawful manner. Additionally, the committee provides guidance to internal departments on appropriate practices and continuously enhances data protection measures to strengthen the confidence of relevant data subjects. The details are as follow:

- 1. Provide Guidance:** Offer advice, guidance, and consultancy to the organization, employees, and all relevant parties to ensure the processing of personal data is conducted in accordance with legal frameworks.
- 2. Develop Privacy Policies:** Create privacy policies for customers, employees, directors, stakeholders, and activities involving the collection of personal data, and publish them on the company's website.
- 3. Display Channels for Exercising Data Subject Rights:** Provide forms and publish them on the company's website to enable data subjects to exercise their rights.
- 4. Contact Channels for Data Protection Officer:** Establish contact channels for the Data Protection Officer.
- 5. Maintain Record of Processing Activities:** Maintain a Record of Processing Activities for all departments.
- 6. Compliance Audits:** Internal audit departments should review compliance with the Personal Data Protection Act.
- 7. Regular Training:** Conduct regular and continuous training for employees to ensure they understand the Personal Data Protection Act.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Erawan Group Public Company Limited and its affiliates (“the Company” or “The Erawan Group”), as a hospitality developer and operator in the tourism and service industry, recognize the significant impact of their operations—both positive and negative—on the economy, environment, community, and society. As such, the Company adopts the principles of sustainable development as a core business strategy, ensuring its operations contribute to economic, environmental, and social sustainability, in line with good corporate governance. The Company is committed to fostering sustainable growth and benefiting all stakeholders.

This Sustainable Development Policy (“the Policy”) has been established to guide the Company’s practices in a consistent direction corporate-wide, aligned with key sustainability issues relevant to the business and stakeholder expectations and concerns. The Policy is developed on the ground of the United Nations’ Sustainable Development Goals, global standards and other sustainability frameworks, integrated with the Company’s long-held philosophy “Success with Integrity.” The policy outlines specific principles for achieving sustainable development.

Reference link for sustainability policy : <https://www.theerawan.com/storage/document/sustainable-development-policy/sustainable-development-policy-en.pdf>

Page number of the reference link : 1-6

Sustainability management goals

Does the company set sustainability management goals : Yes

In 2024, the company revised and announced its “Sustainability Development Policy,” which was reviewed, approved, and acknowledged by the Sustainability Development Committee (SD Committee) and the Board of Directors, respectively. This policy is applicable to the company and its subsidiaries under The Erawan Group to ensure business operations align with a unified direction, address material sustainability issues, and contribute to the United Nations Sustainable Development Goals (UN SDGs) as well as other relevant international sustainability frameworks and standards.

United Nations SDGs that align with the organization's sustainability management goals : Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

The company's Sustainability Development Committee meets every two months to review related policies and track the progress of ESG-related activities, as well as all related social initiatives. In 2024, these were presented to the Board of Directors for awareness and guidance on continuous implementation. To align with the updated sustainability development policy, the company has adjusted its strategy from the 3Ps: Planet, People, Partnership, focusing on meeting customer needs and aligning with the business strategy of being a hotel service provider poised for growth across Thailand and the Asia-Pacific region.

Alignment with the Company’s Sustainable Development Policy

To align with the company’s updated sustainable development policy from the past year, the company has refined its

strategy from the 3Ps: Planet, People, and Partnership. This strategic shift emphasizes responsiveness to customer needs and aligns with the business strategy of expanding hotel services across Thailand and the Asia-Pacific region.

1. Environmental Policy

The company is committed to supporting Thailand's goal of achieving net-zero carbon emissions by 2065. To achieve this, the company is dedicated to reducing greenhouse gas emissions by developing and improving operational processes, as well as fostering collaboration across the business value chain to minimize negative environmental impacts. Various measures will be continuously implemented, including:

1.1 Key Initiatives:

- 1.1.1. **Increase the proportion of renewable and environmentally friendly energy** to replace traditional energy sources across all business operations appropriately.
- 1.1.2. **Develop construction and renovation projects with energy efficiency in mind from the outset**, selecting low-carbon building materials and energy-saving electrical equipment that are environmentally friendly.
- 1.1.3. **Enhance energy efficiency** through regular maintenance, assessment, and optimization of electrical equipment to match consumption levels, ensuring cost-effectiveness and maximizing energy benefits. The company also considers integrating energy-saving technologies and innovations to reduce carbon emissions.
- 1.1.4. **Monitor and assess carbon emissions** and related activities continuously to establish long-term strategies for carbon reduction and offsetting.
- 1.1.5. **Improve operational processes to minimize carbon emissions**, such as waste separation, food waste management, selection of low-carbon products, and facilitating environmentally friendly lifestyle choices for customers.
- 1.1.6. **Support initiatives related to carbon reduction and offsetting**, including natural resource conservation on land and at sea, expanding carbon sink areas, and other sustainability projects.

Information on impacts on stakeholder management in business value chain

Business value chain

To ensure the business remains sustainable, the Company is committed to managing the impacts, both positive and negative, arising from its operations across the three dimensions: Economic, Social, and Environmental. We study the processes within the Company, from upstream to downstream, to analyze interconnections, identify stakeholders in the Company's business value chain, communicate, build understanding, and respond to expectations. This approach fosters stakeholder engagement and sustainable growth for all.

Stakeholder Engagement within the Business Value Chain

The Company emphasizes the importance of creating shared value with all stakeholder groups continuously. It identifies 7 key stakeholder groups: (1) Staff/Employees, (2) Customers, (3) Business Partners, (4) Suppliers/Creditors, (5) Shareholders, (6) Government Sectors and (7) Communities. Communication and feedback are gathered through various channels to meet stakeholder expectations and the information collected from all parties is integrated into business processes to enhance operational efficiency.

Business value chain diagram



Business Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> Employees 	<ul style="list-style-type: none"> - Compensation, benefits, and various welfare programs - Equal treatment and care for employees - Opportunities for employee development and career advancement - Sustainable growth of the company's performance - Workplace environment, safety, and hygiene 	<ul style="list-style-type: none"> - Erawan Learning Center: A learning center initiative in both digital formats and hands-on training centers - Individual Development Plan (IDP) Project: A program for personalized career and skill development - Career Growth Program: Encouraging both vertical and horizontal career progression - Corporate Values and Culture Promotion Program: Fostering organizational values, cultural integration, and knowledge-sharing (KM/COP) - Workplace Health, Hygiene, and Safety Program: Ensuring employee well-being and safety in response to pandemic situations such as COVID-19 - Communication: Best Practice 	<ul style="list-style-type: none"> Online Communication Internal Meeting Training / Seminar

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Customers 	<ul style="list-style-type: none"> Health and Wellness Measures Effective Products and Services that Meet Customer Needs Maintaining Product and Service Quality in Line with Brand Standards Providing Complete and Accurate Information and Updates Timely and Attentive Resolution of Issues and Complaints Ensuring Customer Security and Privacy <p>Tenants (Leaseholders) Services:</p> <ul style="list-style-type: none"> Timely Service Response (e.g., lease renewal, billing notifications) Immediate Problem Resolution with Follow-Up Clear Communication and Understanding Between Tenants and Service Providers Well-Defined Communication Channels with Clearly Assigned Responsibilities 	<ul style="list-style-type: none"> Utilizing Effective and Eco-Friendly Cleaning Products and providing staff training to ensure high standards of cleanliness and hygiene. Developing Technology and Innovation to modernize services and enhance accessibility for target customers. Supervising Service and Product Standards across all hotels within the group. Promptly Addressing Customer Complaints and Feedback while gathering insights to improve products and services. Protecting Confidential Information and Complying with Data Protection Laws (PDPA, GDPR). 	<ul style="list-style-type: none"> Online Communication Complaint Reception Satisfaction Survey Others <ul style="list-style-type: none"> Company's website Exhibition Booth <p>Promotion</p> <ul style="list-style-type: none"> On-Site Inspection Team

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Suppliers • Business partners 	<ul style="list-style-type: none"> - Upholding Business Ethics - Sustainable and Strong Business Partnerships with transparent, fair, and auditable procurement processes - Appropriate Timeframe for Submitting Proposals (TOR) - Fostering Long-Term, Ethical Business Relationships - Clear Communication and Coordination - Providing Complete Information and Treating Partners Fairly and Equally - Building Sustainable Long-Term Relationships 	<ul style="list-style-type: none"> - Upholding Ethics and Business Integrity - Collaborating on Raw Material and Product Development - Joint Efforts in Anti-Corruption Initiatives - Transparent, Fair, and Auditable Procurement Processes 	<ul style="list-style-type: none"> • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Creditor • Shareholders 	<p>Shareholders:</p> <ul style="list-style-type: none"> - Sustainable Business Growth and Attractive Investment Returns (e.g., higher dividends, increasing market value of shares, strong financial performance) - Clear, Accurate, Complete, and Timely Disclosure of Information - Good Corporate Governance with Transparency and Adherence to Business Ethics - Well-Defined Communication Channels <p>Creditors:</p> <ul style="list-style-type: none"> - Compliance with Terms and Agreements, including obligations and timely payments - Providing Opportunities for Shareholders and Investors to participate and express opinions on the company's business performance 	<p>Shareholders:</p> <ul style="list-style-type: none"> - Operate the business with transparent corporate governance and ethics - Clearly communicate the company's performance, goals, and plans - Manage risk in all business processes - Equally listen to shareholders' opinions and suggestions - Regularly hold investor and shareholder engagement activities - Provide appropriate and comprehensive communication channels <p>Creditors:</p> <ul style="list-style-type: none"> - Operate the business with transparent corporate governance and ethics - Present the company's performance, goals, plans, and risk management strategies - Equally listen to creditors' opinions and suggestions - Build relationships by regularly engaging with investors, shareholders, and financial institutions - Provide opportunities for shareholders and investors to participate in discussions or inquiries related to business operations easily 	<ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Disclosure of Information through the Stock Exchange of Thailand (SET) • Company's website • 56-1 One Report • Sustainability Development Report • Email to the company's secretary • Analysis Meeting/ Opportunity Day • Investor Relations Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> - Full and Continuous Compliance with Government Regulations and Policies - Cooperation in Sharing Useful Information - Participation and Support for Government Policies and Projects 	<ul style="list-style-type: none"> - Compliance with Relevant Regulations and Policies - Conduct Business Based on Corporate Governance Principles - Cooperate with and Support Policies in Line with the D10 Agenda 	<ul style="list-style-type: none"> • Online Communication • External Meeting
<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> - Coexistence without Conflicts - Employment and Economic Growth in the Community - Listening to Complaints and Addressing Issues Promptly 	<p>Nearby Communities:</p> <ul style="list-style-type: none"> - Foster Good Relationships for Harmonious Coexistence - Encourage Participation in Community Activities - Support Education for Youth in the Local Community <p>Tourism Industry Communities:</p> <ul style="list-style-type: none"> - Promote and Develop Skills, Knowledge, and Expertise in the Hospitality Sector to Create Jobs for the Community - Generate Income by Supporting Local Community Products 	<ul style="list-style-type: none"> • Social Event • Online Communication

Information on organization's material sustainability topics

Organization's material sustainability topics

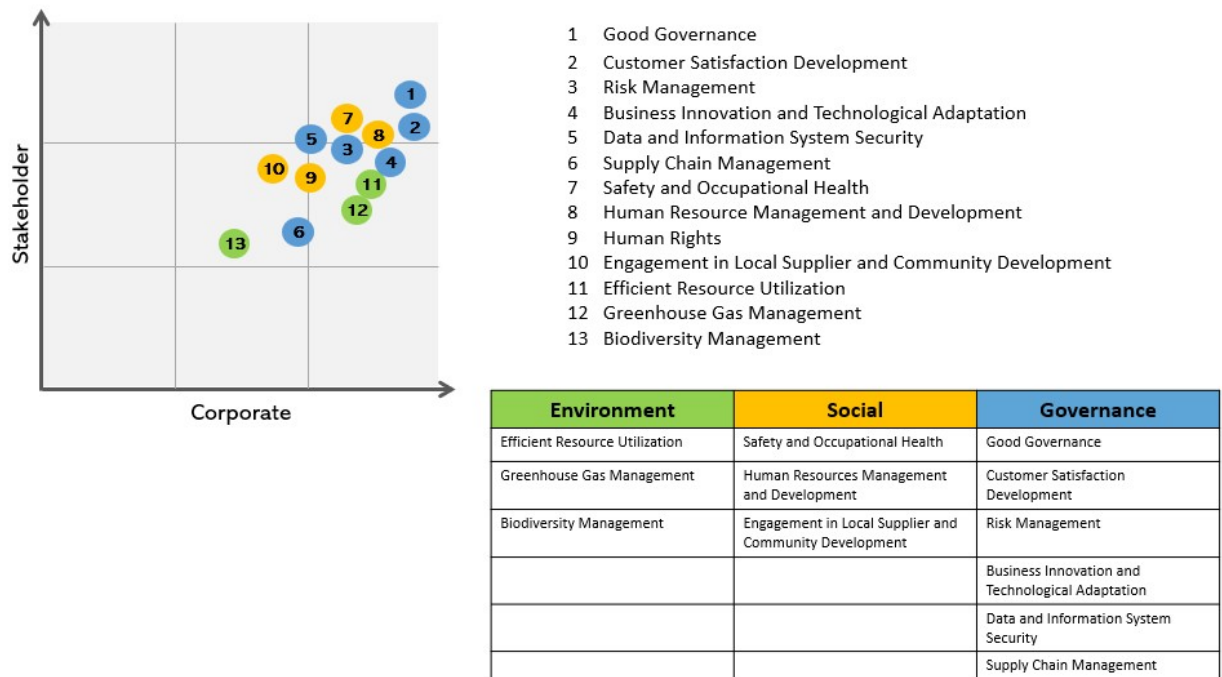
The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Good Governance	<ul style="list-style-type: none"> • Good Governance
Customer Satisfaction	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Others : Development of a Positive Customer Experience and Satisfaction
Occupational Health and Safety	<ul style="list-style-type: none"> • Others : Sustainable Management of Occupational Health and Safety
Human Resources Management and Talent Development	<ul style="list-style-type: none"> • Others : Human Resources Management and Talent Development
Data Security and Information Systems Security	<ul style="list-style-type: none"> • Others : Data Security and Information Systems Security
Risk Management	<ul style="list-style-type: none"> • Sustainability Risk Management
Business Innovation and Technological Adaptation	<ul style="list-style-type: none"> • Innovation Development
Efficient Natural Resource Utilization	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management
Greenhouse Gas Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Waste and Waste Management • Greenhouse Gas Management • Others : Management According to the guideline of TCFD (Task Force on Climate-related Financial Disclosures)
Human Rights	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Others : Promote Children's Rights, Child Labor Prevention, and Protection of Vulnerable Groups
Engagement in Developing Local Partners and Community Development	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Community / Social Responsibility • Others : Sustainable Development of Local Economy, Community, and Tourism, including the Development of Local
Supply Chain Management	<ul style="list-style-type: none"> • Sustainable Supply Chain Management • Others : Green Procurement and Sustainable Sourcing
Biodiversity	<ul style="list-style-type: none"> • Biodiversity Management • Others : Management According to the guideline of TNFD (Taskforce on Nature-related Financial Disclosures)

Diagram of organization's material sustainability topics



The Erawan Group's Materiality on Sustainability

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
 Reference link for corporate sustainability report : <https://www.theerawan.com/en/document/sustainability-reports>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards, Others : Management According to the UN Universal Declaration of Human Rights (UDHR)

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy

1. Purpose

This policy applies to all board of directors, executive managements and all employees to aware a crucial of risk management. For enhancement all employees' knowledge and understanding of risk management which leads to risk management practices across organization for its management at an acceptable level.

Risk Management Process

The risk management process involves the systematic application of policies, procedures and practices to the activities of communicating and consulting, establishing the context and assessing, treating, monitoring, reviewing, recording and reporting risk.

- (1) Objective Setting - Objective setting aligns with vision, mission and objectives of organization.
- (2) Risk Assessment - Risks are assessed both of quantitative and qualitative and considered internal and external event. In addition, Risks are assessed on an inherent and a residual basis.
- (3) Risk treatment – avoiding, accepting, reducing, or sharing risk – developing a set of actions to align risks with the entity's risk tolerances and risk appetite.
- (4) Communication – Risk Communications an important tool for disseminating information and understanding about a risk management decision.
- (5) Monitoring – The enterprise risk management is monitored with quality and proper according to environment change and applied throughout the organization.

Roles and Responsibilities

- Board of Directors
 - (1) Approve Risk Management Policy.
 - (2) Govern and monitor for ensure that Risk Management Policy is carried out properly.
- Audit Committee
 - (1) Consider that the Risk Management Plan aligns with its Policy approved by BOARD.
 - (2) Monitor the development on its plan, and assess and support risk treatment with efficiency.
- President
 - (1) Promote the Risk Management Plan and Process lead to practice throughout organization.
 - (2) Monitor and assess top risks including determine the proper and concrete of Risk Management Direction
- Risk Management Committee
 - (1) Monitor the enterprise risk, strategic risk, operational risk, financial and reporting risk and compliance risk and report to Audit Committee on a quarterly basis.
 - (2) Promote the risk management plan and enhance BU Heads to concern the risk management in accordance with their roles and responsibilities.
- BU Head / Risk Manager
 - (1) All BU Heads also act as Risk Managers
 - (2) Support the management and report risks periodically with adequacy to Risk Management Committee
 - (3) Enhance employees to concern, support and recommend Risk Management Process
- Employees (Risk Owner)
 - (1) Perform in accordance with Risk Management Framework
 - (2) Identify and report the related risks impact to their performance to BU Head
 - (3) Cooperate to prepare Risk Management Plan

Reference link to risk management policy and plan : <https://www.theerawan.com/en/corporate-governance/risk-management-and-internal-control>

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from Emerging Infectious Diseases

Related risk factors : Strategic Risk

- ESG risk

ESG risk factors : Yes

Risk characteristics

Emerging infectious diseases pose a significant health threat as they can spread rapidly due to unknown pathogens, making diagnosis, prevention, and treatment challenging. The main risks stem from pathogen mutations, cross-species transmission, and global travel connectivity, which can severely impact public health systems and economies.

Risk-related consequences

The outbreaks of new infectious diseases may affect tourist confidence, occupancy rates, and hotel operations. Additionally, such outbreaks could lead to government-imposed disease control measures that may impact business operations.

Risk management measures

The company prioritizes the health and safety of its guests and employees by strictly adhering to public health measures and guidelines from relevant authorities. It also closely monitors the situation surrounding outbreaks of new infectious diseases.

The company regularly evaluates and updates its emergency response plans to ensure business continuity in the event of an outbreak. Preparedness measures include cost and liquidity management strategies to mitigate potential impacts.

Furthermore, the company maintains high standards of hygiene in its services and is ready to adjust its service models as necessary to minimize the risk of disease transmission.

Risk 2 Risks Related to Climate Change and Environmental Sustainability

Related risk factors : Strategic Risk

- ESG risk

ESG risk factors : Yes

Risk characteristics

Climate change and unsustainable resource usage are significant risks that directly impact the company's operations, affecting both operating costs and revenue.

Risk-related consequences

Key impacts include:

- Increased investment costs in environmentally friendly technologies and equipment.
- Higher energy expenses due to rising temperatures
- Changes in tourist behavior, with greater emphasis on environmental impact.
- Stricter environmental regulations that may affect business operations

Risk management measures

The company is committed to environmentally friendly business practices through various initiatives, guided by an Environmental Committee comprising representatives from its hotel network, which sets policies and operational guidelines.

The company has implemented environmental measures, including:

Designing buildings with energy efficiency in mind

Utilizing energy-saving and environmentally friendly equipment and products

Managing energy and water usage efficiently

Developing employee knowledge and awareness of the importance of environmental conservation

Additionally, the company collaborates with business partners to develop and adopt renewable energy sources to reduce greenhouse gas emissions and support efforts to address climate change.

Risk 3 Macroeconomic and Geopolitical Uncertainty Risks

Related risk factors : Strategic Risk

- Economic risk

ESG risk factors : No

Risk characteristics

The uncertainty of economic conditions has a direct impact on the performance of all segments of the hotel industry, with the company's performance being similarly affected during downturns in the tourism sector. The company may be unable to avoid geopolitical risks related to international conflicts, terrorism, and tensions between nations.

Risk-related consequences

Factors influencing the Thai economy during periods of stagnation or recession that may affect the hotel business include:

Lower-than-expected government spending

Higher unemployment rates

Reduced wages or incomes

Declining consumer confidence

Rising interest rates

Appreciation of the Thai Baht

Increased oil prices

The geopolitical uncertainty can impact domestic politics, international relations, the national economy, financial conditions, the company's performance, and its growth trajectory.

Risk management measures

Although macroeconomic and geopolitical risks stem from external factors beyond the company's control, the company remains prepared by continuously monitoring key economic indicators and adapting measures to align with evolving circumstances.

Regarding geopolitical uncertainties, which may disrupt supply chains, delay investments, and cause energy price volatility affecting global transportation costs, the company closely evaluates and analyzes these situations.

Comprehensive risk assessments are conducted to identify potential impacts on hotel management, ensuring that contingency plans are in place and adjustments can be made appropriately. The company has developed financial plans aligned with strategic objectives and diversified its risk by reducing reliance on customers from any single country. Additionally, a flexible pricing strategy has been adopted to manage demand fluctuations caused by economic or international political factors. This approach allows the company to maximize revenue during periods of high demand while maintaining occupancy rates during market slowdowns.

Risk 4 Competitive Risk

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

The hotel industry is highly competitive, with new entrants continuously entering the market.

Risk-related consequences

Impact on the company's performance and growth.

Risk management measures

Restructuring to Strengthen Competitiveness

The company has restructured its management to enhance competitiveness in a transforming industry. The Erawan Group Public Company Limited focuses on developing and increasing the competitiveness of 3 to 5-star hotels while investing in high-potential locations such as Phrom Phong. Simultaneously, Erawan Hop Inn Company Limited is expanding the HOP INN network in the Asia-Pacific region to establish itself as the leading budget hotel network.

2. Responding to Competition Through Strategic Initiatives

The company addresses competition with robust sales and marketing strategies and by diversifying distribution channels. Emphasis is placed on delivering exceptional service experiences and continuously developing products, particularly by tailoring the Phrom Phong development project to meet the demands of the premium market.

3. Risk Diversification Through Diverse Hotel Networks

The company mitigates risks by developing a diverse hotel network, focusing on less competitive budget markets through the HOP INN brand and selecting strategic locations for premium hotels. Service offerings are also adapted to meet current demands, such as HOP Plus rooms accommodating three guests and mixed-use development projects on Phrom Phong land.

4. Monitoring Competitive Conditions Closely

The company closely monitors competitive conditions through key performance indicator analysis, market surveys, satisfaction assessments, and service quality audits. These efforts ensure sustainable competitiveness.

5. Focusing on Sustainable and Eco-Friendly Development

The company emphasizes sustainable and eco-friendly practices to cater to the growing segment of environmentally conscious travelers. Sustainability initiatives not only reduce costs but also attract global customers, expanding the customer base and enhancing competitiveness. The new development project on Phrom Phong land will elevate the group's sustainability standards.

Risk 5 Cybersecurity and Data Security Risks

Related risk factors	: <u>Operational Risk</u>
	• Information security and cyber-attack
ESG risk factors	: No

Risk characteristics

Cybersecurity and data security risks represent significant threats to business operations today. As the company stores customer data, it is essential to safeguard this information under the highest security standards to prevent unauthorized access, data breaches, and operational disruptions

Risk-related consequences

Such incidents could adversely affect the company's reputation, brand image, regulatory compliance, and result in financial damages

Risk management measures

The company place great importance on cybersecurity and data security by integrating these priorities into its business strategy. Continuous investments are made to enhance security systems and operational procedures to protect the business, customers, and stakeholders. A dedicated budget is allocated for information technology security, and a Data Protection Committee oversees the security of personal data in compliance with the Personal Data Protection Act (PDPA). The company fosters awareness by conducting annual phishing email testing to assess and enhance employee knowledge. Additionally, the company has implemented Cyber Security Insurance to manage risks and mitigate the potential impacts of cybersecurity threats.

Risk 6 Risk from Hazards

Related risk factors	: <u>Strategic Risk</u>
	• Climate change and disasters
ESG risk factors	: Yes

Risk characteristics

events that may cause damage to life, property, and business operations, such as natural disasters, accidents, or cyberattacks, potentially leading to business disruptions or financial losses.

Risk-related consequences

may impact the company's assets and operations are largely beyond control and difficult to predict.

Risk management measures

The company has secured comprehensive insurance coverage to mitigate various risks, including **Business Interruption Insurance** to cover income losses due to operational disruptions and insurance against political unrest. These measures are designed to reduce the potential impact on the company's assets and financial performance.

Additionally, the company has implemented proactive risk management measures through the establishment of a **Crisis Management Committee**, tasked with:

Continuously monitoring and assessing emergency situations

Evaluating and prioritizing risks

Developing and updating response plans to align with evolving circumstances

Communicating and coordinating effectively with stakeholders

The company's operations may be affected by external factors that influence the number of international tourists, which directly impact revenue and financial performance in both the short and long term, depending on the severity and duration of the events. However, the management of the company's hotels by international hotel operators ensures a high level of preparedness to address global challenges. Furthermore, the company continuously develops and improves its risk management plans to address potential future scenarios effectively.

Risk 7 Financial and Liquidity Risks

Related risk factors	: <u>Financial Risk</u>
	• Liquidity risk
ESG risk factors	: No

Risk characteristics

The risks associated with cash flow, debt repayment ability, and access to financing.

Risk-related consequences

If a company experiences liquidity shortages or high debt burdens, it may affect its ability to operate and invest in future growth.

Risk management measures

The company prioritizes the continuous management of liquidity and cash flow by implementing stringent cost and expense control measures, reducing non-essential expenditures, and negotiating trade terms with partners to align with current circumstances.

In terms of financial institution relationships, the company emphasizes maintaining strong partnerships with financial institutions while managing its capital structure appropriately and ensuring compliance with financial ratios as stipulated in loan agreements.

Additionally, the company strategically manages its assets through regular portfolio evaluation and adjustments, while exploring opportunities to optimize asset management to enhance financial efficiency.

The company has also established an effective monitoring and evaluation system, including regular budget preparation and tracking, analysis of key financial indicators, and continuous assessment of liquidity status and adequacy of working capital.

These measures have resulted in consistent improvements in the company's performance and financial position, reflecting the effectiveness of its financial and risk liquidity management strategies.

Information on business continuity plan (BCP)**Business Continuity Plan (BCP)**

Business Continuity Plan (BCP) : Yes

The company has established a Business Continuity Plan (BCP) to address risks and situations that may impact its operations. This plan outlines preventive measures, recovery strategies, and continuity protocols to ensure the company's ability to operate effectively during crises. Furthermore, the company is committed to maintaining the stability of its supply chain, minimizing environmental and social impacts, and fostering confidence among shareholders and customers in its sustainable business operations.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines	:	Yes
Link for company's sustainable supply chain management policy and guidelines	:	https://www.theerawan.com/en/sustainability/sustainability-management/economy?tab_id=supply-chain-management

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan	:	Yes
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The Erawan Group Public Co., Ltd.'s supply chain encompasses all processes related to hotel business operations, from project development, procurement, and hotel management to customer service. It is managed systematically and sustainably to ensure efficient, transparent, and environmentally and socially responsible business operations.

1. Company's Supply Chain

1.1 Project Development & Construction

- Selecting project developers, contractors, and suppliers that meet high standards.
- Utilizing environmentally friendly construction materials and designs (Green Building).
- Complying with energy efficiency and sustainability building standards.

1.2 Procurement & Supplier Management

- Implementing a Green Procurement & Sustainable Sourcing policy that emphasizes transparency, fairness, and accountability in procurement.
- Supporting local suppliers and selecting environmentally friendly raw materials.
- Partnering with socially responsible suppliers (Corporate Social Responsibility - CSR).

1.3 Hotel Operations & Management

- Utilizing technology and automation systems to enhance operational efficiency and reduce costs.
- Managing energy, water, and waste efficiently to minimize environmental impact.

1.4 Customer Service & Guest Experience

- Focusing on enhancing customer experience and satisfaction.
- Providing comprehensive communication channels such as websites and customer service centers.

1.5 Sustainability & ESG Management

- Improving the supply chain to be more environmentally friendly, such as adopting clean energy and reducing carbon emissions.
- Implementing human rights measures, labor protection, and anti-corruption policies.
- Collaborating with local communities to develop products and promote a circular economy.

2. Sustainable Supply Chain Management Approaches

Green Procurement – Selecting suppliers that use environmentally friendly raw materials.

Local Supplier Support – Supporting local businesses to reduce reliance on imports.

Transparency & Ethics – Ensuring fair, transparent, and auditable procurement processes.

Risk Management – Managing supply chain risks such as raw material shortages or business disruptions.

ESG Integration – Incorporating environmental, social, and governance (ESG) principles into all supply chain processes.

The company's supply chain is a comprehensive system covering project development, procurement, hotel management, and customer service, with a strong focus on sustainability and ethical business practices. This approach helps minimize environmental impact and promotes the sustainable growth of the tourism and hospitality industry

Reference link to sustainable supply chain management plan	:	https://www.theerawan.com/en/sustainability/sustainability-management/economy?tab_id=supply-chain-management
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Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : No
new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : <https://www.theerawan.com/en/sustainability/sustainability-management/economy>

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : No
compliance with the supplier code of conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

The trial installation of the Double Motion Sensor system has not incurred any costs, as it is a pilot project initiated between October and December 2024 solely for system testing. The trial was conducted at specific designated locations.

Information on organization's innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

The company prioritizes and is committed to efficient energy management. As part of this effort, a pilot project was initiated in 2024 to install the Double Motion Sensor system in hotel rooms to help reduce unnecessary energy consumption. In the initial phase, the company implemented a trial installation of the system in three hotels:

- JW Marriott Bangkok – 2 rooms
- Grand Hyatt Erawan Bangkok – 1 room
- Holiday Inn Pattaya – 1 room

This trial period spans from October to December 2024, during which energy consumption data is being collected for further analysis and evaluation. The initial operation of the system has proceeded smoothly and satisfactorily.

Looking ahead, the company plans to expand the installation of the Double Motion Sensor system across more hotels in its network in 2025 to enhance sustainable energy efficiency.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from : No
innovation development?

Non-financial benefits

Does the company measure the non-financial benefits from : No
innovation development?

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