

THE ERWAN GROUP  
THAILAND / TOURISM & LEISURE

## ERW TB

BUY

UNCHANGED

## Solid 1Q25E, but near-term setback

- คาดว่ากำไรปกติ 1Q25 จะสูงขึ้น 18% y-y เป็น 338 ลบ. แม้ว่าตัวเลขนักท่องเที่ยวขาเข้าชาวจีนจะอ่อนแอในเดือน ก.พ. และ มี.ค.
- RevPAR ของโรงแรมที่ไม่ใช่ Hop Inn น่าจะลดลง 5-10% y-y ใน 2Q25 โดยมีปัจจัยกดดันจากผลกระทบจากเหตุแผ่นดินไหว คาดตัวเลขจะกลับมาโตใน 3Q25
- คงคำแนะนำซื้อหลังลดราคาเป้าหมายเป็น 4.6 บาท (DCF)

|                 |         |
|-----------------|---------|
| TARGET PRICE    | THB4.60 |
| CLOSE           | THB2.38 |
| UP/DOWNSIDE     | +93.3%  |
| PRIOR TP        | THB6.20 |
| CHANGE IN TP    | -25.8%  |
| TP vs CONSENSUS | +7.9%   |

## KEY STOCK DATA

| YE Dec (THB m)       | 2024  | 2025E | 2026E | 2027E |
|----------------------|-------|-------|-------|-------|
| Revenue              | 7,872 | 8,354 | 8,844 | 9,431 |
| Net profit           | 1,281 | 922   | 992   | 1,140 |
| EPS (THB)            | 0.26  | 0.19  | 0.20  | 0.23  |
| vs Consensus (%)     | -     | (3.1) | (7.0) | 0.4   |
| EBITDA               | 2,599 | 2,767 | 2,946 | 3,180 |
| Recurring net profit | 906   | 922   | 992   | 1,140 |
| Core EPS (THB)       | 0.19  | 0.19  | 0.20  | 0.23  |
| Chg. In EPS est. (%) | nm    | (2.0) | (0.9) | nm    |
| EPS growth (%)       | 26.0  | 1.7   | 7.7   | 14.9  |
| Core P/E (x)         | 12.8  | 12.6  | 11.7  | 10.2  |
| Dividend yield (%)   | 3.8   | 3.6   | 3.4   | 3.9   |
| EV/EBITDA (x)        | 9.8   | 9.0   | 8.2   | 7.2   |
| Price/book (x)       | 1.3   | 1.3   | 1.2   | 1.1   |
| Net debt/Equity (%)  | 137.8 | 124.4 | 111.6 | 93.7  |
| ROE (%)              | 12.0  | 10.3  | 10.5  | 11.2  |

## โรงแรมระดับกลางจะช่วยผลักดัน RevPAR ของโรงแรมที่ไม่ใช่ Hop Inn ใน 1Q25

เราคาดว่า RevPAR ของโรงแรมที่ไม่ใช่ Hop Inn จะสูงขึ้น 4-6% y-y ใน 1Q25 นำโดยกลุ่มโรงแรมระดับกลาง (+13-15% y-y) หลังการปิดปรับปรุง Holiday Inn Pattaya แล้วเสร็จ รายได้จากโรงแรม Hop Inn น่าจะกระโดดเพิ่ม 27-29% y-y โดยมีปัจจัยผลักดันจาก Hop Inn ในญี่ปุ่น (+2x y-y) Hop Inn ในฟิลิปปินส์ (20-22% y-y) และ Hop Inn ในไทย (+18-20% y-y) ในภาพรวมเราคาดว่ารายได้จะสูงขึ้น 9% y-y และ EBITDA margin จะปรับตัวขึ้นเป็น 36% (เทียบกับ 35% ใน 1Q24) ซึ่งจะทำให้กำไรปกติ 1Q25 สูงขึ้น 18% y-y เป็น 338 ลบ.

## RevPAR น่าจะตกต่ำสุดในเดือน เม.ย. ก่อนทยอยฟื้นตัว

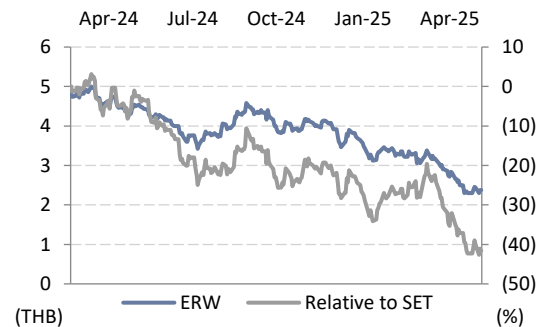
เราคาดว่าตัวเลขนักท่องเที่ยวขาเข้าชาวจีนที่ชะลอตัวจะกดดัน RevPAR ของโรงแรมที่ไม่ใช่ Hop Inn ให้ทรงตัว y-y ในเดือน มี.ค. เมื่อประกอบกับผลกระทบจากเหตุแผ่นดินไหวในปลายเดือน มี.ค. RevPAR ของโรงแรมที่ไม่ใช่ Hop Inn น่าจะลดลง 10-15% y-y ในเดือน เม.ย. ทั้งนี้เราคาดว่าตัวเลขดังกล่าวจะค่อย ๆ ฟื้นตัวก่อนลดลง 5-10% y-y ใน 2Q25 ในด้านบวกรายได้จาก Hop Inn น่าจะได้รับผลกระทบจำกัดและยังโตได้ที่ประมาณ 20% y-y ใน 2Q25 ในภาพรวมกำไรปกติน่าจะลดลง y-y ใน 2Q25 และมีศักยภาพที่จะกลับมาโตใน 3Q25 จากฐานที่ต่ำใน 3Q24 (มีเหตุวางยาพิษที่ Grand Hyatt Erwan ในเดือน ก.ค.)

## คาดว่ากำไรปกติจะสูงขึ้น 2% y-y แม้ว่าจะมีปัจจัยกดดันหลายประการ

เราคาดว่ารายได้ของโรงแรมที่ไม่ใช่ Hop Inn จะสูงขึ้น 2-3% y-y ในปี 2025 (เทียบกับประมาณการของผู้บริหารที่ 5-7%) ในขณะที่รายได้ของ Hop Inn น่าจะกระโดดเพิ่ม 20% y-y (เทียบกับประมาณการของผู้บริหารที่ 23%) ซึ่งน่าจะทำให้รายได้รวมโต 6% y-y ในปี 2025 เราคาดว่า EBITDA margin จะค่อนข้างทรงตัว y-y ที่ 33% ค่าเสื่อมน่าจะสูงขึ้น 8% y-y หลังการปิดปรับปรุง Holiday Inn Pattaya แล้วเสร็จและบริษัท มีกำหนดเปิดโรงแรม Hop Inn เพิ่มอีก 10 แห่งของไทยในปี 2025 ซึ่งน่าจะทำให้กำไรปกติ 2025 โตเพียง 2% y-y เป็น 922 ลบ.

## ปรับลดประมาณการกำไรปกติ หุ่นมีการซื้อขายโดยมี Valuation ในระดับต่ำ

เราปรับลดประมาณการกำไรปกติปี 2026-27 ของเราลง 1-2% เพื่อสะท้อนตัวเลขนักท่องเที่ยวขาเข้าชาวจีนที่ชะลอตัวและผลกระทบจากเหตุแผ่นดินไหวซึ่งทำให้ได้ราคาเป้าหมายปี 2025 ใหม่ที่ 4.6 บาท (DCF) แม้ว่าหุ่นจะมีปัจจัยกดดันหลายประการและขาดปัจจัยบวกระยะสั้น เราเชื่อว่า ERW มีความคุ้มค่าจาก Valuation ที่ต่ำเพียง 13x 2025E P/E (เทียบกับค่าเฉลี่ย 5 ปีย้อนหลังที่ 29x) นอกจากนี้ราคาหุ้นยังสะท้อนข่าวร้ายไปเกือบหมดแล้ว



| Share price performance        | 1 Month           | 3 Month | 12 Month |
|--------------------------------|-------------------|---------|----------|
| Absolute (%)                   | (17.9)            | (28.7)  | (50.6)   |
| Relative to country (%)        | (15.6)            | (17.0)  | (41.9)   |
| Mkt cap (USD m)                | 348               |         |          |
| 3m avg. daily turnover (USD m) | 2.6               |         |          |
| Free float (%)                 | 63                |         |          |
| Major shareholder              | Chottanavat (17%) |         |          |
| 12m high/low (THB)             | 5.10/2.24         |         |          |
| Issued shares (m)              | 4,886.93          |         |          |

Sources: Bloomberg consensus; FSSIA estimates



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### Investment thesis

ERW is an asset-heavy business. It owns all of its hotels and has no asset-light model. Thus, it should be one of the stocks that benefits the most from the recovery of international tourist arrivals.

ERW recently opened four Hop Inn projects in Japan. It should become a new growth driver for ERW over the next five years.

ERW plans to expand its Hop Inn portfolio from 58 hotels in 2023 to more than 150 hotels by 2030, including 105 in Thailand, 14 in the Philippines, 15 in Japan, and the remaining in potential countries such as Singapore, Malaysia, Vietnam, Indonesia, South Korea, and Australia.

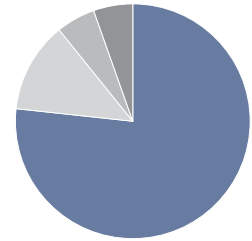
### Company profile

ERW is a hotel operator and developer with a focus on Thailand and ASEAN.

[www.theerawan.com](http://www.theerawan.com)

### Principal activities (revenue, 2024)

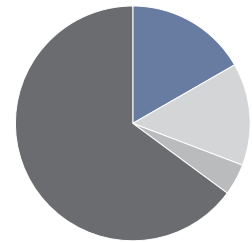
- Non-Hop Inn hotel - 76.7 %
- Hop Inn Thailand - 12.5 %
- Hop Inn Philippines - 5.4 %
- Others - 5.4 %



Source: The Erawan Group

### Major shareholders

- Chottanavat - 16.7 %
- Mid-Siam Capital Limited - 14.1 %
- ES 2014 - 4.3 %
- Others - 64.9 %



Source: The Erawan Group

### Catalysts

Key potential growth drivers include 1) a faster OCC ramp-up rate following a global tourism recovery; 2) strong pent-up demand from Chinese tourists; and 3) a recovery in domestic business activities.

### Risks to our call

Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.

### Event calendar

| Date     | Event                     |
|----------|---------------------------|
| May 2025 | 1Q25 results announcement |

### Key assumptions

|                         | 2025E  | 2026E  | 2027E  |
|-------------------------|--------|--------|--------|
| Number of hotels (no.)  | 103    | 112    | 121    |
| Number of rooms (no.)   | 11,961 | 12,814 | 13,667 |
| <b>Non-Hop Inn</b>      |        |        |        |
| Occupancy rate (OCC %)  | 82     | 82     | 83     |
| RevPAR growth (y-y %)   | 4      | 3      | 5      |
| <b>Thailand Hop Inn</b> |        |        |        |
| Occupancy rate (OCC %)  | 80     | 80     | 80     |
| RevPAR growth (y-y %)   | (30)   | 3      | 3      |

Source: FSSIA estimates

### Earnings sensitivity

- For every 1% increase in OCC, we project a 2025 profit increase of 7%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project a 2025 profit increase of 9%, and vice versa, all else being equal.

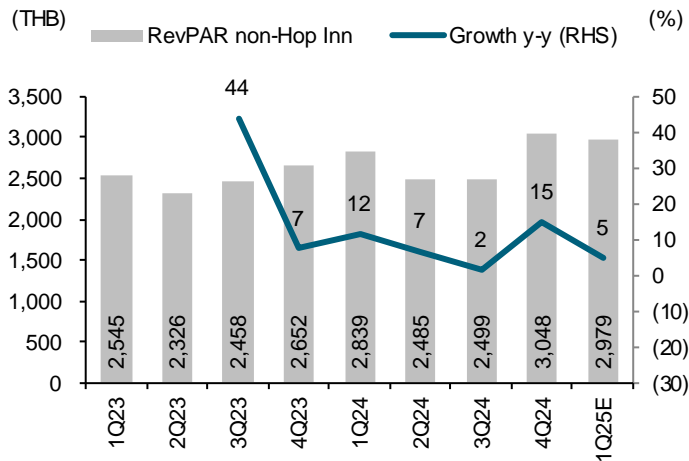
Source: FSSIA estimates

## Exhibit 1: ERW – 1Q25 results preview

|                                     | 1Q24        | 2Q24        | 3Q24        | 4Q24         | 1Q25E        | Change       |              | 2025E        | Change       |
|-------------------------------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                     | (THB m)     | (THB m)     | (THB m)     | (THB m)      | (THB m)      | (q-q %)      | (y-y %)      | (THB m)      | (y-y %)      |
| Sales                               | 1,974       | 1,834       | 1,849       | 2,215        | 2,146        | (3)          | 9            | 8,354        | 6            |
| - Thailand non-Hop Inn              | 1,535       | 1,348       | 1,395       | 1,695        | 1,633        | (4)          | 6            |              |              |
| - Hop Inn                           | 407         | 455         | 415         | 482          | 474          | (2)          | 16           |              |              |
| - Hop Inn Thailand                  | 236         | 237         | 241         | 269          | 279          |              |              |              |              |
| - Hop Inn Phil                      | 134         | 141         | 107         | 116          | 118          |              |              |              |              |
| - Hop Inn Japan                     | 37          | 77          | 67          | 97           | 76           |              |              |              |              |
| - Rental                            | 34          | 37          | 39          | 39           | 39           | 0            | 15           |              |              |
| COGS (Incl. depreciation)           | (1,029)     | (1,052)     | (1,067)     | (1,123)      | (1,120)      | (0)          | 9            | (4,538)      | 6            |
| <b>Gross profit</b>                 | <b>945</b>  | <b>782</b>  | <b>782</b>  | <b>1,092</b> | <b>1,026</b> | <b>(6)</b>   | <b>8</b>     | <b>3,817</b> | <b>6</b>     |
| SG&A                                | (492)       | (488)       | (490)       | (526)        | (517)        | (2)          | 5            | (2,119)      | 6            |
| <b>Operating profit</b>             | <b>453</b>  | <b>294</b>  | <b>291</b>  | <b>566</b>   | <b>509</b>   | <b>(10)</b>  | <b>12</b>    | <b>1,697</b> | <b>6</b>     |
| Other income                        | 16          | 9           | 7           | 13           | 13           | 0            | (19)         | 48           | 7            |
| Interest                            | (171)       | (182)       | (179)       | (171)        | (169)        | (1)          | (1)          | (678)        | (3)          |
| <b>Pretax profit</b>                | <b>297</b>  | <b>121</b>  | <b>119</b>  | <b>408</b>   | <b>352</b>   | <b>(14)</b>  | <b>18</b>    | <b>1,066</b> | <b>13</b>    |
| Income Tax                          | (0)         | 9           | 5           | (22)         | 0            |              |              | (107)        |              |
| Associates                          |             |             |             |              |              |              |              | 0            |              |
| Minority interest                   | (11)        | (4)         | 0           | (16)         | (14)         | (16)         | 20           | (38)         | 20           |
| <b>Core profit</b>                  | <b>286</b>  | <b>126</b>  | <b>124</b>  | <b>370</b>   | <b>338</b>   | <b>(8)</b>   | <b>18</b>    | <b>922</b>   | <b>2</b>     |
| Extraordinaries, GW & FX            | 131         | 236         | 0           | 8            | 0            |              |              | 0            |              |
| <b>Reported net profit</b>          | <b>417</b>  | <b>361</b>  | <b>125</b>  | <b>378</b>   | <b>338</b>   | <b>(10)</b>  | <b>(19)</b>  | <b>922</b>   | <b>(28)</b>  |
| Shares out (end Q, m)               | 4,532       | 4,532       | 4,532       | 4,532        | 4,532        | 0            | 0            | 4,887        | 0            |
| <b>Core EPS</b>                     | <b>0.06</b> | <b>0.03</b> | <b>0.03</b> | <b>0.08</b>  | <b>0.07</b>  | <b>(8)</b>   | <b>18</b>    | <b>0.19</b>  | <b>2</b>     |
| <b>EPS</b>                          | <b>0.09</b> | <b>0.08</b> | <b>0.03</b> | <b>0.08</b>  | <b>0.07</b>  | <b>(10)</b>  | <b>(19)</b>  | <b>0.19</b>  | <b>(28)</b>  |
| COGS (Excl. depreciation)           | (794)       | (810)       | (812)       | (860)        | (855)        | (1)          | 8            | (3,468)      | 6            |
| Depreciation                        | (236)       | (242)       | (255)       | (262)        | (265)        | 1            | 12           | (1,069)      | 8            |
| EBITDA                              | 704         | 545         | 553         | 841          | 786          | (7)          | 12           | 2,814        | 6            |
| <b>Key ratios</b>                   | <b>(%)</b>  | <b>(%)</b>  | <b>(%)</b>  | <b>(%)</b>   | <b>(%)</b>   | <b>(ppt)</b> | <b>(ppt)</b> | <b>(%)</b>   | <b>(ppt)</b> |
| Gross margin                        | 48          | 43          | 42          | 49           | 48           | (2)          | (0)          | 46           | (0)          |
| SG&A/Revenue                        | 25          | 27          | 27          | 24           | 24           | 0            | (1)          | 25           | 0            |
| EBITDA margin                       | 35          | 30          | 30          | 38           | 36           | (1)          | 1            | 33           | 0            |
| Net profit margin                   | 21          | 20          | 7           | 17           | 16           | (1)          | (5)          | 11           | (5)          |
| <b>Operating stats</b>              |             |             |             |              |              |              |              |              |              |
| <b>Non-Hop Inn</b>                  |             |             |             |              |              |              |              |              |              |
| OCC (%)                             | 84          | 80          | 79          | 85           | 83           |              |              |              |              |
| OCC growth (y-y %)                  | 0           | 0           | (3)         | 2            | (1)          |              |              |              |              |
| RevPAR (THB)                        | 2,882       | 2,515       | 2,499       | 3,048        | 2,979        |              |              |              |              |
| RevPAR growth (y-y %)               | 11          | 7           | 0           | 13           | 3            |              |              |              |              |
| <b>Hop Inn revenue growth (y-y)</b> |             |             |             |              |              |              |              |              |              |
| Total Hop Inn                       | 25          | 43          | 37          | 56           | 28           |              |              |              |              |
| Thailand Hop Inn                    | 12          | 14          | 15          | 24           | 18           |              |              |              |              |
| Philippine Hop Inn                  | 15          | 25          | 16          | 26           | 22           |              |              |              |              |
| Japan Hop Inn                       |             |             |             |              | 105          |              |              |              |              |

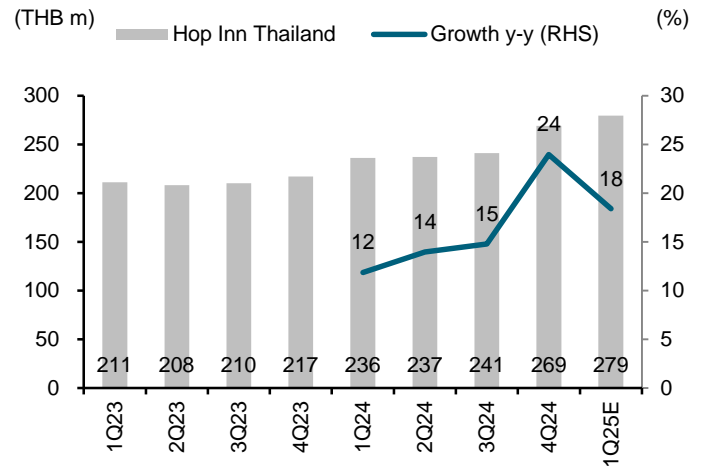
Sources: ERW; FSSIA estimates

**Exhibit 2: RevPAR non-Hop Inn hotels, quarterly**



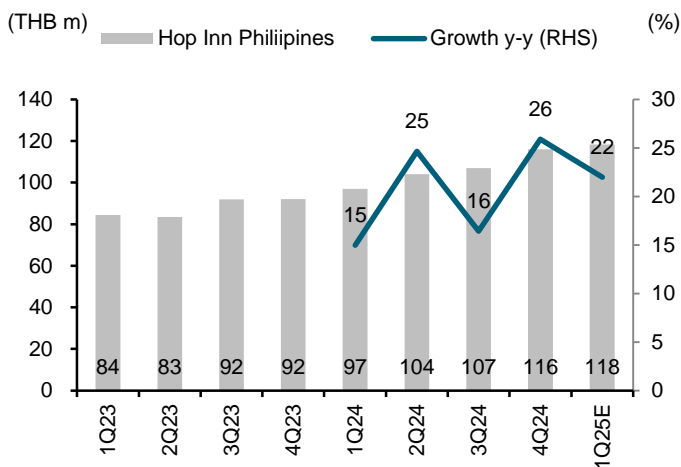
Note: Reclassified numbers by including Holiday Inn Cebu since 1Q23  
Sources: ERW; FSSIA estimates

**Exhibit 3: Revenue of Thai Hop Inn hotels, quarterly**



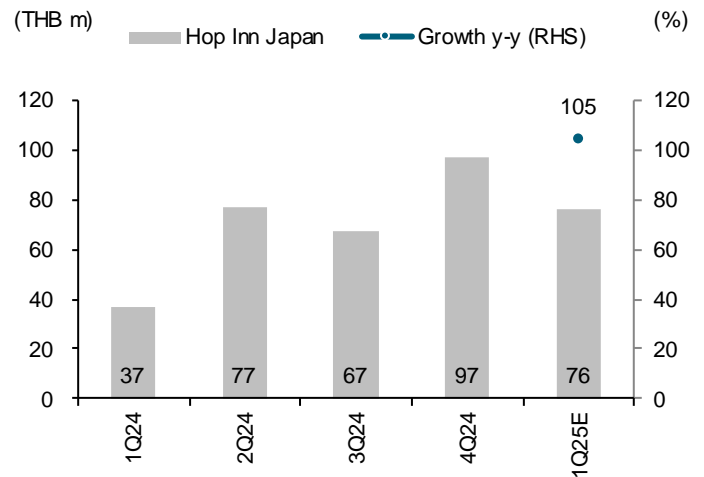
Sources: ERW; FSSIA estimates

**Exhibit 4: Revenue of Philippine Hop Inn hotels, quarterly**



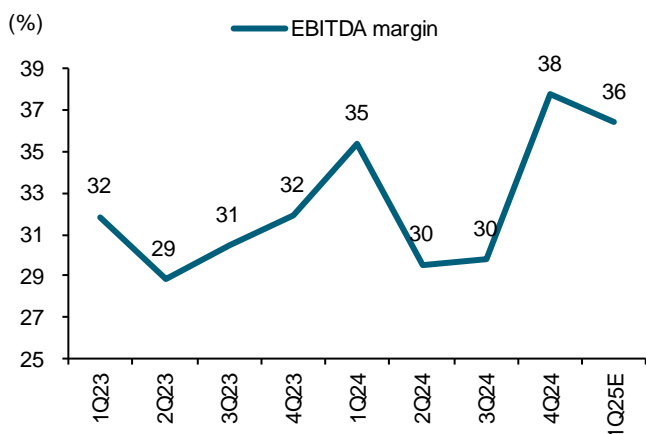
Note: Reclassified numbers by excluding Holiday Inn Cebu since 1Q23  
Sources: ERW; FSSIA estimates

**Exhibit 5: Revenue of Japan Hop Inn hotels, quarterly**



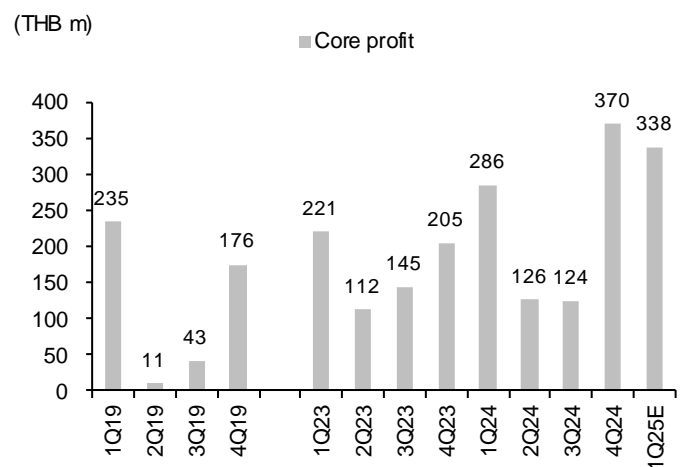
Sources: ERW; FSSIA estimates

**Exhibit 6: EBITDA margin, quarterly**



Sources: ERW; FSSIA estimates

**Exhibit 7: Core profit, quarterly**



Sources: ERW; FSSIA estimates

**Exhibit 8: Forecast revisions**

|   | Current |       |       | Previous |       |       | Change (%) |       |       |
|---|---------|-------|-------|----------|-------|-------|------------|-------|-------|
|   | 2025E   | 2026E | 2027E | 2025E    | 2026E | 2027E | 2025E      | 2026E | 2027E |
| All hotels excl. Hop Inn - OCC (%)      | 81.6    | 82.0  | 82.8  | 83.8     | 84.6  | -     | (2.2)      | (2.6) | -     |
| All hotels excl. Hop Inn - RevPAR (THB) | 2,771   | 2,865 | 2,996 | 2,821    | 2,926 | -     | (1.8)      | (2.1) | -     |
| Thailand Hop Inn - OCC (%)              | 79.5    | 79.5  | 79.5  | 82.5     | 83.5  | -     | (3.0)      | (4.0) | -     |
| Thailand Hop Inn - RevPAR (THB)         | 594     | 612   | 631   | 600      | 625   | -     | (0.9)      | (2.1) | -     |
| Revenue (THB b)                         | 8.35    | 8.84  | 9.43  | 8.49     | 9.03  | -     | (1.6)      | (2.1) | -     |
| EBITDA margin (%)                       | 33.1    | 33.3  | 33.7  | 32.7     | 33.0  | -     | 0.4        | 0.3   | -     |
| Core earnings (THB m)                   | 922     | 992   | 1,140 | 940      | 1,001 | -     | (2.0)      | (0.9) | -     |

Note: Change of items in percentage terms is represented in ppt change  
 Source: FSSIA estimates

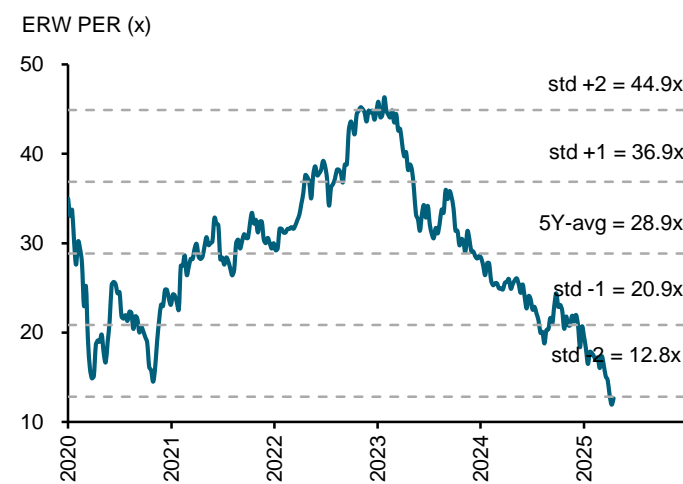
**Exhibit 9: DCF valuation**

| Cost of equity assumptions | (%)  | Cost of debt assumptions | (%)  |
|----------------------------|------|--------------------------|------|
| Risk-free rate             | 3.0  | Pre-tax cost of debt     | 3.5  |
| Market risk premium        | 8.0  | Marginal tax rate        | 20.0 |
| Stock beta                 | 1.2  |                          |      |
| Cost of equity, Ke         | 12.6 | Net cost of debt, Kd     | 3.2  |
| Weight applied             | 55.0 | Weight applied           | 45.0 |
| WACC                       | 8.2  |                          |      |

| DCF valuation estimate          | (THB b)     | (THB/share) | Comments                                      |
|---------------------------------|-------------|-------------|---|
| NPV                             | 12.1        | 2.5         | WACC 8.2%, risk-free rate 3%, risk premium 8% |
| Terminal value                  | 19.4        | 4.0         | Terminal growth 2.5%                          |
| Cash & liquid assets            | 1.3         | 0.3         | At end-2025E                                  |
| Investments                     | 0.0         | 0.0         | At end-2025E                                  |
| Debt                            | (9.7)       | (2.0)       | At end-2025E                                  |
| Minorities                      | (0.8)       | (0.2)       | At end-2025E                                  |
| <b>Residual ordinary equity</b> | <b>22.3</b> | <b>4.6</b>  |   |

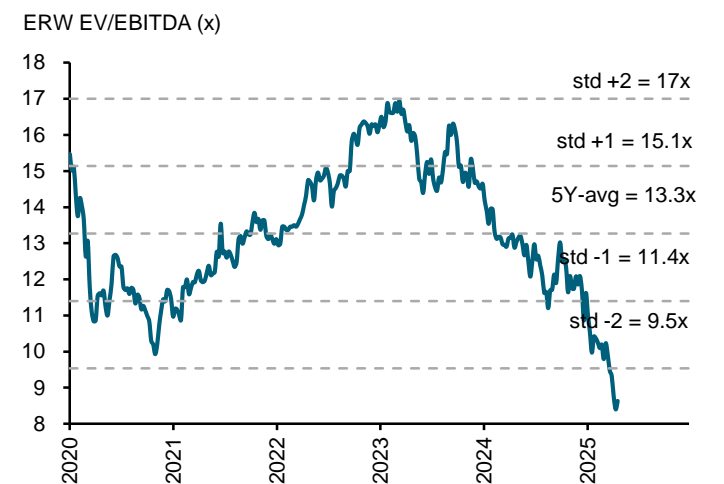
Source: FSSIA estimates

**Exhibit 10: Historical P/E band**



Sources: Bloomberg; FSSIA estimates

**Exhibit 11: Historical EV/EBITDA band**



Sources: Bloomberg; FSSIA estimates

## Exhibit 12: Peer comparisons as of 23 April 2025

| Company                    | BBG         | Rec | Share price      |                 |               | Market cap<br>(USD m) | PE          |             | ROE           |             | PBV         |            | EV/ EBITDA  |             |
|----------------------------|-------------|-----|------------------|-----------------|---------------|-----------------------|-------------|-------------|---------------|-------------|-------------|------------|-------------|-------------|
|                            |             |     | Current<br>(LCY) | Target<br>(LCY) | Upside<br>(%) |                       | 25E<br>(x)  | 26E<br>(x)  | 25E<br>(%)    | 26E<br>(%)  | 25E<br>(x)  | 26E<br>(x) | 25E<br>(x)  | 26E<br>(x)  |
| <b>Thailand</b>            |             |     |                  |                 |               |                       |             |             |               |             |             |            |             |             |
| Asset World Corp           | AWC TB      | BUY | 2.20             | 5.20            | 136           | 2,109                 | 31.5        | 25.1        | 2.4           | 2.9         | 0.7         | 0.7        | 23.5        | 20.6        |
| Minor International        | MINT TB     | BUY | 26.25            | 45.00           | 71            | 4,457                 | 15.9        | 14.4        | 10.3          | 12.6        | 1.6         | 2.1        | 7.3         | 7.3         |
| Central Plaza Hotel        | CENDEL TB   | BUY | 26.50            | 49.00           | 85            | 1,071                 | 17.8        | 15.5        | 9.4           | 10.3        | 1.6         | 1.5        | 11.4        | 10.4        |
| Erawan Group               | ERW TB      | BUY | 2.38             | 4.60            | 93            | 348                   | 12.6        | 11.7        | 10.3          | 10.5        | 1.3         | 1.2        | 9.0         | 8.2         |
| S Hotels & Resorts         | SHR TB      | BUY | 1.82             | 3.80            | 109           | 196                   | 17.3        | 12.6        | 2.3           | 3.1         | 0.4         | 0.4        | 7.3         | 6.8         |
| Dusit Thani                | DUSIT TB    | BUY | 8.35             | 12.50           | 50            | 213                   | 354.0       | 3.8         | 0.3           | 23.1        | 1.0         | 0.8        | 41.1        | 4.1         |
| Bound and Beyond           | BEYOND TB   | BUY | 6.40             | 13.00           | 103           | 56                    | 18.3        | 11.6        | 1.6           | 2.5         | 0.3         | 0.3        | 7.8         | 7.0         |
| <b>Thailand average</b>    |             |     |                  |                 |               | <b>8,449</b>          | <b>66.8</b> | <b>13.5</b> | <b>5.2</b>    | <b>9.3</b>  | <b>1.0</b>  | <b>1.0</b> | <b>15.3</b> | <b>9.2</b>  |
| <b>Regional</b>            |             |     |                  |                 |               |                       |             |             |               |             |             |            |             |             |
| BTG Hotels Group           | 600258 CH   | n/a | 14.78            | n/a             | n/a           | 2,262                 | 18.4        | 16.0        | 7.4           | 8.1         | 1.3         | 1.3        | 9.1         | 8.5         |
| SH Jinjiang Intl Hotels    | 900934 CH   | n/a | 1.48             | n/a             | n/a           | 3,380                 | 9.2         | 7.8         | 7.5           | 8.3         | 0.7         | 0.6        | 10.1        | 8.8         |
| Huangshan Tourism Dev.     | 900942 CH   | n/a | 0.73             | n/a             | n/a           | 986                   | 10.3        | 9.6         | 7.7           | 7.8         | 0.8         | 0.7        | 7.8         | 7.9         |
| Genting Bhd                | GENT MK     | n/a | 3.24             | n/a             | n/a           | 2,848                 | 8.4         | 7.5         | 4.4           | 4.8         | 0.3         | 0.3        | 5.5         | 5.3         |
| Huazhu Group               | HTHT US     | n/a | 35.42            | n/a             | n/a           | 11,291                | 18.5        | 15.8        | 31.2          | 32.3        | 5.8         | 4.9        | 10.0        | 9.0         |
| Indian Hotels              | IH IN       | n/a | 822.90           | n/a             | n/a           | 13,521                | 68.2        | 53.9        | 16.5          | 17.7        | 10.4        | 9.0        | 40.8        | 32.9        |
| Lemon Tree Hotels          | LEMONTRE IN | n/a | 146.75           | n/a             | n/a           | 1,351                 | 58.9        | 40.2        | 17.1          | 20.9        | 8.4         | 6.9        | 22.1        | 18.4        |
| Lippo Karawaci             | LPKR IJ     | n/a | 84.00            | n/a             | n/a           | 357                   | 7.7         | 7.1         | 8.1           | 7.6         | 0.2         | 0.2        | n/a         | n/a         |
| <b>Regional average</b>    |             |     |                  |                 |               | <b>35,996</b>         | <b>24.9</b> | <b>19.7</b> | <b>12.5</b>   | <b>13.4</b> | <b>3.5</b>  | <b>3.0</b> | <b>15.1</b> | <b>13.0</b> |
| <b>Global</b>              |             |     |                  |                 |               |                       |             |             |               |             |             |            |             |             |
| NH Hotel Group             | NHH SM      | n/a | 6.33             | n/a             | n/a           | 3,141                 | 16.2        | 16.4        | 12.9          | 12.9        | 2.1         | 1.9        | 7.5         | 7.5         |
| Melia Hotels International | MEL SM      | n/a | 6.23             | n/a             | n/a           | 1,551                 | 9.4         | 8.8         | 18.5          | 17.3        | 1.7         | 1.4        | 7.3         | 7.1         |
| Intercontinental Hotels G. | IHG LN      | n/a | 7,804            | n/a             | n/a           | 16,068                | 20.9        | 18.5        | (30.1)        | (31.2)      | n/a         | n/a        | 14.3        | 13.3        |
| Whitbread                  | WTB LN      | n/a | 2,559            | n/a             | n/a           | 5,985                 | 12.8        | 12.1        | 10.5          | 10.6        | 1.3         | 1.2        | 8.8         | 8.6         |
| Accor                      | ACRFF US    | n/a | 45.25            | n/a             | n/a           | 11,085                | 16.5        | 14.2        | 11.9          | 13.3        | 2.0         | 2.0        | 10.4        | 9.5         |
| Choice Hotels              | CHH US      | n/a | 124.48           | n/a             | n/a           | 5,809                 | 17.8        | 16.4        | (526.7)       | 306.9       | 288.1       | 27.9       | 12.1        | 11.7        |
| Hilton Worldwide Holdings  | HLT US      | n/a | 215.36           | n/a             | n/a           | 51,603                | 27.1        | 23.4        | (45.2)        | (39.9)      | n/a         | n/a        | 16.6        | 15.2        |
| Hyatt Hotels Corp          | H US        | n/a | 110.90           | n/a             | n/a           | 10,583                | 38.3        | 27.9        | 8.4           | 13.1        | 3.0         | 3.1        | 11.9        | 11.0        |
| Marriott International     | MAR US      | n/a | 229.79           | n/a             | n/a           | 63,278                | 22.7        | 20.1        | (72.9)        | (77.9)      | n/a         | n/a        | 14.5        | 13.6        |
| <b>Global average</b>      |             |     |                  |                 |               | <b>169,102</b>        | <b>20.2</b> | <b>17.5</b> | <b>(68.1)</b> | <b>25.0</b> | <b>49.7</b> | <b>6.3</b> | <b>11.5</b> | <b>10.8</b> |
| <b>Overall average</b>     |             |     |                  |                 |               | <b>213,546</b>        | <b>35.4</b> | <b>17.1</b> | <b>(19.8)</b> | <b>16.6</b> | <b>15.9</b> | <b>3.3</b> | <b>13.7</b> | <b>11.0</b> |

Sources: Bloomberg; FSSIA estimates

## Financial Statements

### The Erawan Group

| Profit and Loss (THB m) Year Ending Dec           | 2023         | 2024         | 2025E        | 2026E        | 2027E        |
|---|--------------|--------------|--------------|--------------|--------------|
| Revenue   | 6,986        | 7,872        | 8,354        | 8,844        | 9,431        |
| Cost of goods sold                                | (3,936)      | (4,271)      | (4,538)      | (4,752)      | (5,014)      |
| <b>Gross profit</b>                               | <b>3,051</b> | <b>3,601</b> | <b>3,817</b> | <b>4,092</b> | <b>4,417</b> |
| Other operating income                            | -            | -            | -            | -            | -            |
| Operating costs                                   | (1,838)      | (1,997)      | (2,119)      | (2,235)      | (2,364)      |
| <b>Operating EBITDA</b>                           | <b>2,114</b> | <b>2,599</b> | <b>2,767</b> | <b>2,946</b> | <b>3,180</b> |
| Depreciation                                      | (901)        | (995)        | (1,069)      | (1,089)      | (1,127)      |
| Goodwill amortisation                             | -            | -            | -            | -            | -            |
| <b>Operating EBIT</b>                             | <b>1,213</b> | <b>1,604</b> | <b>1,697</b> | <b>1,857</b> | <b>2,053</b> |
| Net financing costs                               | (582)        | (695)        | (669)        | (635)        | (609)        |
| Associates  | 36           | 0            | 0            | 0            | 0            |
| Recurring non-operating income                    | 89           | 37           | 38           | 39           | 39           |
| Non-recurring items                               | 23           | 375          | 0            | 0            | 0            |
| <b>Profit before tax</b>                          | <b>743</b>   | <b>1,321</b> | <b>1,066</b> | <b>1,261</b> | <b>1,483</b> |
| Tax   | 17           | (9)          | (107)        | (227)        | (297)        |
| <b>Profit after tax</b>                           | <b>760</b>   | <b>1,313</b> | <b>960</b>   | <b>1,034</b> | <b>1,186</b> |
| Minority interests                                | (17)         | (32)         | (38)         | (42)         | (46)         |
| Preferred dividends                               | -            | -            | -            | -            | -            |
| Other items                                       | -            | -            | -            | -            | -            |
| <b>Reported net profit</b>                        | <b>743</b>   | <b>1,281</b> | <b>922</b>   | <b>992</b>   | <b>1,140</b> |
| <b>Non-recurring items &amp; goodwill (net)</b>   | <b>(23)</b>  | <b>(375)</b> | <b>0</b>     | <b>0</b>     | <b>0</b>     |
| <b>Recurring net profit</b>                       | <b>719</b>   | <b>906</b>   | <b>922</b>   | <b>992</b>   | <b>1,140</b> |
| <b>Per share (THB)</b>                            |              |              |              |              |              |
| Recurring EPS *                                   | 0.15         | 0.19         | 0.19         | 0.20         | 0.23         |
| Reported EPS                                      | 0.15         | 0.26         | 0.19         | 0.20         | 0.23         |
| DPS   | 0.07         | 0.09         | 0.08         | 0.08         | 0.09         |
| Diluted shares (used to calculate per share data) | 4,887        | 4,887        | 4,887        | 4,887        | 4,887        |
| <b>Growth</b>                                     |              |              |              |              |              |
| Revenue (%)                                       | 50.9         | 12.7         | 6.1          | 5.9          | 6.6          |
| Operating EBITDA (%)                              | 118.1        | 23.0         | 6.4          | 6.5          | 7.9          |
| Operating EBIT (%)                                | 1,148.7      | 32.3         | 5.8          | 9.4          | 10.5         |
| Recurring EPS (%)                                 | nm           | 26.0         | 1.7          | 7.7          | 14.9         |
| Reported EPS (%)                                  | nm           | 72.5         | (28.0)       | 7.7          | 14.9         |
| <b>Operating performance</b>                      |              |              |              |              |              |
| Gross margin inc. depreciation (%)                | 43.7         | 45.7         | 45.7         | 46.3         | 46.8         |
| Gross margin exc. depreciation (%)                | 56.6         | 58.4         | 58.5         | 58.6         | 58.8         |
| Operating EBITDA margin (%)                       | 30.3         | 33.0         | 33.1         | 33.3         | 33.7         |
| Operating EBIT margin (%)                         | 17.4         | 20.4         | 20.3         | 21.0         | 21.8         |
| Net margin (%)                                    | 10.3         | 11.5         | 11.0         | 11.2         | 12.1         |
| Effective tax rate (%)                            | (2.4)        | 0.9          | 10.0         | 18.0         | 20.0         |
| Dividend payout on recurring profit (%)           | 47.6         | 48.6         | 45.0         | 40.0         | 40.0         |
| Interest cover (X)                                | 2.2          | 2.4          | 2.6          | 3.0          | 3.4          |
| Inventory days                                    | 5.6          | 5.1          | 4.6          | 4.6          | 4.6          |
| Debtor days                                       | 8.6          | 9.1          | 9.7          | 9.2          | 8.6          |
| Creditor days                                     | 27.7         | 27.5         | 28.8         | 28.9         | 28.8         |
| Operating ROIC (%)                                | 6.2          | 7.2          | 6.7          | 6.7          | 7.3          |
| ROIC (%)  | 6.6          | 7.3          | 6.7          | 6.7          | 7.3          |
| ROE (%)   | 12.0         | 12.0         | 10.3         | 10.5         | 11.2         |
| ROA (%)   | 5.9          | 6.5          | 6.0          | 6.0          | 6.4          |
| * Pre-exceptional, pre-goodwill and fully diluted |              |              |              |              |              |
| <b>Revenue by Division (THB m)</b>                |              |              |              |              |              |
| Non-Hop Inn hotel                                 | 5,557        | 6,039        | 6,185        | 6,402        | 6,684        |
| Hop Inn Thailand                                  | 845          | 983          | 1,139        | 1,323        | 1,490        |
| Hop Inn Philippines                               | 499          | 424          | 506          | 573          | 691          |
| Others  | 85           | 426          | 524          | 545          | 566          |

Sources: The Erawan Group; FSSIA estimates

## Financial Statements

### The Erawan Group

| Cash Flow (THB m) Year Ending Dec | 2023           | 2024           | 2025E          | 2026E          | 2027E        |
|-----------------------------------|----------------|----------------|----------------|----------------|--------------|
| Recurring net profit              | 719            | 906            | 922            | 992            | 1,140        |
| Depreciation                      | 901            | 995            | 1,069          | 1,089          | 1,127        |
| Associates & minorities           | -              | -              | -              | -              | -            |
| Other non-cash items              | 46             | 205            | 28             | 32             | 36           |
| Change in working capital         | (21)           | 241            | 52             | 53             | 63           |
| <b>Cash flow from operations</b>  | <b>1,645</b>   | <b>2,347</b>   | <b>2,071</b>   | <b>2,167</b>   | <b>2,366</b> |
| Capex - maintenance               | (2,988)        | (3,206)        | (940)          | (1,090)        | (751)        |
| Capex - new investment            | -              | -              | -              | -              | -            |
| Net acquisitions & disposals      | (21)           | 83             | 0              | 0              | 0            |
| Other investments (net)           | -              | -              | -              | -              | -            |
| <b>Cash flow from investing</b>   | <b>(3,009)</b> | <b>(3,122)</b> | <b>(940)</b>   | <b>(1,090)</b> | <b>(751)</b> |
| Dividends paid                    | 0              | (317)          | (440)          | (415)          | (397)        |
| Equity finance                    | 0              | 1,066          | 0              | 0              | 0            |
| Debt finance                      | 1,114          | (660)          | (1,000)        | (500)          | (500)        |
| Other financing cash flows        | (65)           | 1,082          | (30)           | (34)           | (38)         |
| <b>Cash flow from financing</b>   | <b>1,049</b>   | <b>1,171</b>   | <b>(1,470)</b> | <b>(949)</b>   | <b>(935)</b> |
| Non-recurring cash flows          | -              | -              | -              | -              | -            |
| Other adjustments                 | 0              | 0              | 0              | 0              | 0            |
| <b>Net other adjustments</b>      | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>       | <b>0</b>     |
| <b>Movement in cash</b>           | <b>(315)</b>   | <b>395</b>     | <b>(339)</b>   | <b>128</b>     | <b>681</b>   |
| Free cash flow to firm (FCFF)     | (775.02)       | (73.06)        | 1,809.54       | 1,718.37       | 2,233.65     |
| Free cash flow to equity (FCFE)   | (315.13)       | (353.42)       | 100.74         | 542.22         | 1,077.63     |

| Per share (THB)               |        |        |      |      |      |
|-------------------------------|--------|--------|------|------|------|
| FCFF per share                | (0.16) | (0.01) | 0.37 | 0.35 | 0.46 |
| FCFE per share                | (0.06) | (0.07) | 0.02 | 0.11 | 0.22 |
| Recurring cash flow per share | 0.34   | 0.43   | 0.41 | 0.43 | 0.47 |

| Balance Sheet (THB m) Year Ending Dec             | 2023          | 2024          | 2025E         | 2026E         | 2027E         |
|---|---------------|---------------|---------------|---------------|---------------|
| Tangible fixed assets (gross)                     | 29,277        | 31,951        | 32,901        | 34,001        | 34,761        |
| Less: Accumulated depreciation                    | (7,881)       | (8,322)       | (9,392)       | (10,481)      | (11,608)      |
| <b>Tangible fixed assets (net)</b>                | <b>21,396</b> | <b>23,629</b> | <b>23,509</b> | <b>23,520</b> | <b>23,153</b> |
| <b>Intangible fixed assets (net)</b>              | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      | <b>0</b>      |
| Long-term financial assets                        | -             | -             | -             | -             | -             |
| Invest. in associates & subsidiaries              | 83            | 0             | 0             | 0             | 0             |
| Cash & equivalents                                | 1,217         | 1,612         | 1,273         | 1,401         | 2,081         |
| A/C receivable                                    | 170           | 222           | 222           | 222           | 222           |
| Inventories                                       | 49            | 43            | 45            | 48            | 51            |
| Other current assets                              | 450           | 302           | 320           | 339           | 362           |
| <b>Current assets</b>                             | <b>1,885</b>  | <b>2,180</b>  | <b>1,861</b>  | <b>2,010</b>  | <b>2,716</b>  |
| Other assets                                      | 310           | 437           | 437           | 437           | 437           |
| <b>Total assets</b>                               | <b>23,675</b> | <b>26,246</b> | <b>25,808</b> | <b>25,968</b> | <b>26,307</b> |
| Common equity                                     | 6,330         | 8,712         | 9,194         | 9,771         | 10,514        |
| Minorities etc.                                   | 40            | 780           | 788           | 796           | 804           |
| <b>Total shareholders' equity</b>                 | <b>6,370</b>  | <b>9,492</b>  | <b>9,981</b>  | <b>10,567</b> | <b>11,318</b> |
| Long term debt                                    | 14,528        | 14,003        | 13,003        | 12,503        | 12,003        |
| Other long-term liabilities                       | 895           | 865           | 865           | 865           | 865           |
| <b>Long-term liabilities</b>                      | <b>15,423</b> | <b>14,868</b> | <b>13,868</b> | <b>13,368</b> | <b>12,868</b> |
| A/C payable                                       | 227           | 266           | 282           | 297           | 316           |
| Short term debt                                   | 820           | 685           | 685           | 685           | 685           |
| Other current liabilities                         | 835           | 936           | 993           | 1,051         | 1,121         |
| <b>Current liabilities</b>                        | <b>1,882</b>  | <b>1,887</b>  | <b>1,959</b>  | <b>2,033</b>  | <b>2,121</b>  |
| <b>Total liabilities and shareholders' equity</b> | <b>23,675</b> | <b>26,246</b> | <b>25,808</b> | <b>25,968</b> | <b>26,307</b> |
| Net working capital                               | (393)         | (634)         | (686)         | (739)         | (802)         |
| Invested capital                                  | 21,396        | 23,432        | 23,261        | 23,219        | 22,789        |

\* Includes convertibles and preferred stock which is being treated as debt

| Per share (THB)               |      |      |      |      |      |
|-------------------------------|------|------|------|------|------|
| Book value per share          | 1.40 | 1.78 | 1.88 | 2.00 | 2.15 |
| Tangible book value per share | 1.40 | 1.78 | 1.88 | 2.00 | 2.15 |

| Financial strength        |       |       |       |       |      |
|---------------------------|-------|-------|-------|-------|------|
| Net debt/equity (%)       | 221.8 | 137.8 | 124.4 | 111.6 | 93.7 |
| Net debt/total assets (%) | 59.7  | 49.8  | 48.1  | 45.4  | 40.3 |
| Current ratio (x)         | 1.0   | 1.2   | 0.9   | 1.0   | 1.3  |
| CF interest cover (x)     | 0.5   | 0.5   | 1.2   | 1.9   | 2.8  |

| Valuation                                 | 2023        | 2024        | 2025E       | 2026E       | 2027E       |
|---|-------------|-------------|-------------|-------------|-------------|
| <b>Recurring P/E (x) *</b>                | <b>16.2</b> | <b>12.8</b> | <b>12.6</b> | <b>11.7</b> | <b>10.2</b> |
| <b>Recurring P/E @ target price (x) *</b> | <b>31.3</b> | <b>24.8</b> | <b>24.4</b> | <b>22.7</b> | <b>19.7</b> |
| Reported P/E (x)                          | 15.7        | 9.1         | 12.6        | 11.7        | 10.2        |
| Dividend yield (%)                        | 2.9         | 3.8         | 3.6         | 3.4         | 3.9         |
| Price/book (x)                            | 1.7         | 1.3         | 1.3         | 1.2         | 1.1         |
| Price/tangible book (x)                   | 1.7         | 1.3         | 1.3         | 1.2         | 1.1         |
| EV/EBITDA (x) **                          | 11.8        | 9.8         | 9.0         | 8.2         | 7.2         |
| EV/EBITDA @ target price (x) **           | 16.6        | 14.0        | 12.9        | 11.9        | 10.7        |
| EV/invested capital (x)                   | 1.2         | 1.1         | 1.1         | 1.0         | 1.0         |

\* Pre-exceptional, pre-goodwill and fully diluted \*\* EBITDA includes associate income and recurring non-operating income

Sources: The Erawan Group; FSSIA estimates

# The Erawan Group PCL (ERW TB)

**FSSIA ESG rating**

★ ★ ★

**39.65 /100**

## Exhibit 13: FSSIA ESG score implication

| Rating | Score            | Implication  |
|--------|------------------|--|
| ★★★★★  | >79-100          | Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.   |
| ★★★★★  | >59-79           | A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.  |
| ★★★    | <b>&gt;39-59</b> | <b>Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.</b>  |
| ★★     | >19-39           | Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.   |
| ★      | 1-19             | The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC. |

Sources: FSSIA estimates

## Exhibit 14: ESG – peer comparison

|          | FSSIA ESG score | Domestic ratings |         |                |          |           |           | Global ratings       |          |      |         |           |            | Bloomberg |                  |
|----------|-----------------|------------------|---------|----------------|----------|-----------|-----------|----------------------|----------|------|---------|-----------|------------|-----------|------------------|
|          |                 | DJSI             | SET ESG | SET ESG Rating | CG score | AGM level | Thai CAC  | Morningstar ESG risk | ESG Book | MSCI | Moody's | Refinitiv | S&P Global | ESG score | Disclosure score |
| SET100   | 69.20           | 5.34             | 4.40    | 4.40           | 4.76     | 4.65      | 3.84      | Medium               | 51.76    | BBB  | 20.87   | 58.72     | 63.91      | 3.72      | 28.17            |
| Coverage | 67.12           | 5.11             | 4.15    | 4.17           | 4.83     | 4.71      | 3.53      | Medium               | 52.04    | BB   | 16.97   | 56.85     | 62.09      | 3.40      | 31.94            |
| BEYOND   | 24.98           | --               | --      | --             | 5.00     | 5.00      | Certified | --                   | 39.83    | --   | --      | --        | --         | --        | --               |
| CENTEL   | 62.78           | --               | Y       | Y              | 5.00     | 5.00      | Certified | Medium               | 57.54    | --   | --      | 71.56     | 48.00      | 2.93      | 54.19            |
| DUSIT    | 24.81           | --               | --      | --             | 5.00     | 4.00      | Certified | --                   | 46.50    | --   | --      | --        | --         | --        | --               |
| ERW      | 39.65           | --               | --      | --             | 4.00     | 4.00      | Certified | --                   | 54.22    | --   | --      | 51.15     | 21.00      | 3.90      | --               |
| MINT     | 84.43           | Y                | Y       | Y              | 5.00     | 4.00      | Certified | Medium               | 57.57    | AA   | 37.00   | 91.18     | 69.00      | 5.00      | --               |
| SHR      | 25.00           | --               | Y       | Y              | 5.00     | 5.00      | --        | --                   | --       | --   | --      | --        | --         | --        | --               |

Sources: SETTRADE.com; FSSIA's compilation

## Exhibit 15: ESG score by Bloomberg

| FY ending Dec 31                                    | FY 2019  | FY 2020  | FY 2021      | FY 2022     |
|---|----------|----------|--------------|-------------|
| <b>ESG financial materiality scores - ESG score</b> | <b>—</b> | <b>—</b> | <b>3.67</b>  | <b>3.90</b> |
| BESG environmental pillar score                     | —        | —        | 3.30         | —           |
| BESG social pillar score                            | —        | —        | 3.36         | —           |
| BESG governance pillar score                        | —        | —        | 4.54         | —           |
| <b>ESG disclosure score</b>                         | <b>—</b> | <b>—</b> | <b>43.34</b> | <b>—</b>    |
| Environmental disclosure score                      | —        | —        | 16.40        | —           |
| Social disclosure score                             | —        | —        | 29.87        | —           |
| Governance disclosure score                         | —        | —        | 83.59        | —           |
| <b>Environmental</b>                                |          |          |              |             |
| Emissions reduction initiatives                     | No       | No       | Yes          | Yes         |
| Climate change policy                               | No       | No       | Yes          | Yes         |
| Climate change opportunities discussed              | No       | No       | No           | No          |
| Risks of climate change discussed                   | No       | No       | Yes          | Yes         |
| GHG scope 1   | —        | —        | 8            | 10          |
| GHG scope 2 location-based                          | —        | —        | 34           | 32          |
| GHG Scope 3   | —        | —        | 0            | —           |
| Carbon per unit of production                       | —        | —        | —            | —           |
| Biodiversity policy                                 | No       | No       | Yes          | Yes         |
| Energy efficiency policy                            | No       | No       | Yes          | Yes         |
| Total energy consumption                            | —        | —        | 56,530       | —           |
| Renewable energy use                                | —        | —        | —            | —           |
| Electricity used                                    | —        | —        | 56,530       | —           |
| Fuel used - natural gas                             | —        | —        | —            | —           |

Sources: Bloomberg; FSSIA's compilation

**Exhibit 16: ESG score by Bloomberg (cont.)**

| <b>FY ending Dec 31</b>                       | <b>FY 2019</b> | <b>FY 2020</b> | <b>FY 2021</b> | <b>FY 2022</b> |
|---|----------------|----------------|----------------|----------------|
| Fuel used - crude oil/diesel                  | No             | No             | No             | No             |
| Waste reduction policy                        | No             | No             | Yes            | Yes            |
| Hazardous waste                               | —              | —              | —              | 0              |
| Total waste                                   | —              | —              | —              | 0              |
| Waste recycled                                | —              | —              | —              | —              |
| Waste sent to landfills                       | —              | —              | —              | 0              |
| Environmental supply chain management         | No             | No             | No             | No             |
| Water policy                                  | No             | No             | Yes            | Yes            |
| Water consumption                             | —              | —              | —              | 1,187          |
| <b>Social</b>                                 |                |                |                |                |
| Human rights policy                           | No             | No             | Yes            | Yes            |
| Policy against child labor                    | No             | No             | No             | No             |
| Quality assurance and recall policy           | No             | No             | No             | No             |
| Consumer data protection policy               | No             | No             | No             | No             |
| Equal opportunity policy                      | No             | No             | Yes            | Yes            |
| Gender pay gap breakout                       | No             | No             | No             | No             |
| Pct women in workforce                        | —              | —              | 56             | 56             |
| Pct disabled in workforce                     | —              | —              | 4              | 11             |
| Business ethics policy                        | No             | No             | Yes            | Yes            |
| Anti-bribery ethics policy                    | No             | Yes            | Yes            | Yes            |
| Health and safety policy                      | No             | No             | Yes            | Yes            |
| Lost time incident rate - employees           | —              | —              | —              | —              |
| Total recordable incident rate - employees    | —              | —              | 0              | —              |
| Training policy                               | No             | No             | Yes            | Yes            |
| Fair remuneration policy                      | No             | No             | No             | No             |
| Number of employees – CSR                     | —              | —              | 3,000          | 3,721          |
| Employee turnover pct                         | —              | —              | 25             | —              |
| Total hours spent by firm - employee training | —              | —              | 88,371         | 101,024        |
| Social supply chain management                | No             | No             | No             | Yes            |
| <b>Governance</b>                             |                |                |                |                |
| <b>Board size</b>                             | —              | 11             | 11             | 11             |
| <b>No. of independent directors (ID)</b>      | —              | 4              | 4              | 4              |
| No. of women on board                         | —              | 2              | 2              | 2              |
| No. of non-executive directors on board       | —              | 9              | 9              | 9              |
| Company conducts board evaluations            | No             | Yes            | Yes            | Yes            |
| No. of board meetings for the year            | —              | 11             | 12             | 13             |
| Board meeting attendance pct                  | —              | 100            | 98             | 95             |
| Board duration (years)                        | —              | 3              | 3              | 3              |
| Director share ownership guidelines           | No             | No             | No             | No             |
| Age of the youngest director                  | —              | 38             | 39             | 40             |
| Age of the oldest director                    | —              | 68             | 69             | 70             |
| <b>No. of executives / company managers</b>   | —              | 7              | 6              | 6              |
| No. of female executives                      | —              | 2              | 2              | 2              |
| Executive share ownership guidelines          | No             | No             | No             | No             |
| <b>Size of audit committee</b>                | —              | 3              | 3              | 3              |
| No. of ID on audit committee                  | —              | 3              | 3              | 3              |
| Audit committee meetings                      | —              | 4              | 6              | 8              |
| Audit meeting attendance %                    | —              | 100            | 100            | 100            |
| <b>Size of compensation committee</b>         | —              | 3              | 3              | 3              |
| No. of ID on compensation committee           | —              | 1              | 1              | 1              |
| No. of compensation committee meetings        | —              | 2              | 3              | 3              |
| Compensation meeting attendance %             | —              | 100            | 89             | 89             |
| <b>Size of nomination committee</b>           | —              | 3              | 3              | 3              |
| No. of nomination committee meetings          | —              | 2              | 2              | 2              |
| Nomination meeting attendance %               | —              | 100            | 100            | 100            |
| <b>Sustainability governance</b>              |                |                |                |                |
| Verification type                             | No             | No             | No             | No             |

Sources: Bloomberg; FSSIA's compilation

## Disclaimer for ESG scoring

| ESG score  | Methodology   | Rating   |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
|--|---|--|---|----------------|---|-----------|-------------|----------|-------------|------------|-------------|-----------------|---|-----------|-------------|----------|-------------|------------|-------------|-----------------|---|
| The Dow Jones Sustainability Indices (DJSI) By S&P Global                  | The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.  | Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)      | SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.  | To be eligible for <b>SETESG inclusion</b> , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. <b>SETESG Index</b> is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks. |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| CG Score by Thai Institute of Directors Association (Thai IOD)             | An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.  | Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).   |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| AGM level By Thai Investors Association (TIA) with support from the SEC    | It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&amp;A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>   | The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.   |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC) | The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>  | The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Morningstar Sustainalytics   | The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality &amp; peer reviews.</i>  | A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>NEGL</th> <th>Low</th> <th>Medium</th> <th>High</th> <th>Severe</th> </tr> </thead> <tbody> <tr> <td>0-10</td> <td>10-20</td> <td>20-30</td> <td>30-40</td> <td>40+</td> </tr> </tbody> </table>  | NEGL  | Low            | Medium  | High      | Severe      | 0-10     | 10-20       | 20-30      | 30-40       | 40+             |   |           |             |          |             |            |             |                 |   |
| NEGL   | Low   | Medium   | High  | Severe         |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| 0-10   | 10-20   | 20-30  | 30-40   | 40+            |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| ESG Book   | The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.   | The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| MSCI   | MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table border="1" style="margin-top: 10px;"> <tbody> <tr> <td><b>AAA</b></td> <td>8.571-10.000</td> <td rowspan="3"><b>Leader:</b></td> <td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td> </tr> <tr> <td><b>AA</b></td> <td>7.143-8.570</td> </tr> <tr> <td><b>A</b></td> <td>5.714-7.142</td> </tr> <tr> <td><b>BBB</b></td> <td>4.286-5.713</td> <td rowspan="3"><b>Average:</b></td> <td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td> </tr> <tr> <td><b>BB</b></td> <td>2.857-4.285</td> </tr> <tr> <td><b>B</b></td> <td>1.429-2.856</td> </tr> <tr> <td><b>CCC</b></td> <td>0.000-1.428</td> <td><b>Laggard:</b></td> <td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td> </tr> </tbody> </table> | <b>AAA</b>   | 8.571-10.000  | <b>Leader:</b> | leading its industry in managing the most significant ESG risks and opportunities | <b>AA</b> | 7.143-8.570 | <b>A</b> | 5.714-7.142 | <b>BBB</b> | 4.286-5.713 | <b>Average:</b> | a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers | <b>BB</b> | 2.857-4.285 | <b>B</b> | 1.429-2.856 | <b>CCC</b> | 0.000-1.428 | <b>Laggard:</b> | lagging its industry based on its high exposure and failure to manage significant ESG risks |
| <b>AAA</b>   | 8.571-10.000  | <b>Leader:</b>   | leading its industry in managing the most significant ESG risks and opportunities   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>AA</b>  | 7.143-8.570   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>A</b>   | 5.714-7.142   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>BBB</b>   | 4.286-5.713   | <b>Average:</b>  | a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>BB</b>  | 2.857-4.285   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>B</b>   | 1.429-2.856   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| <b>CCC</b>   | 0.000-1.428   | <b>Laggard:</b>  | lagging its industry based on its high exposure and failure to manage significant ESG risks                                   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Moody's ESG solutions  | Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Refinitiv ESG rating   | Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; &gt;25 to 50 = satisfactory; &gt;50 to 75 = good; and &gt;75 to 100 = excellent.)</i>   |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| S&P Global   | The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.  |  |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Bloomberg  | ESG Score   | Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.   |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |
| Bloomberg  | ESG Disclosure Score  | Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.   |   |                |   |           |             |          |             |            |             |                 |   |           |             |          |             |            |             |                 |   |

Rating regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "CG Score"; 2) "AGM Level"; 3) "Thai CAC"; and 4) THSI. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

## GENERAL DISCLAIMER

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Teerapol Udomvej, CFA FSS International Investment Advisory Securities Co., Ltd

The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s) was, is, or will be, directly or indirectly, related to the specific recommendations or views expressed herein.

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| Company              | Ticker     | Price     | Rating | Valuation & Risks   |
|----------------------|------------|-----------|--------|---|
| The Erawan Group     | ERW TB     | THB 2.38  | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.  |
| Asset World Corp     | AWC TB     | THB 2.20  | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.  |
| Minor International  | MINT TB    | THB 26.25 | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply and higher competition in the F&B business, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.     |
| Central Plaza Hotel  | CEN TEL TB | THB 26.50 | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply and more intense competition in the F&B business, which may result in price competition; and 3) a slower-than-expected recovery of international tourist numbers. |
| S Hotels and Resorts | SHR TB     | THB 1.82  | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.  |
| Dusit Thani          | DUSIT TB   | THB 8.35  | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.  |
| Bound and Beyond     | BEYOND TB  | THB 6.40  | BUY    | Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.  |

Source: FSSIA estimates

### Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 23-Apr-2025 unless otherwise stated.

## RECOMMENDATION STRUCTURE

### Stock ratings

Stock ratings are based on absolute upside or downside, which we define as  $(\text{target price}^* - \text{current price}) / \text{current price}$ .

**BUY (B).** The upside is 10% or more.

**HOLD (H).** The upside or downside is less than 10%.

**REDUCE (R).** The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

\* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

### Industry Recommendations

**Overweight.** The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

**Neutral.** The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

**Underweight.** The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

### Country (Strategy) Recommendations

**Overweight (O).** Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Neutral (N).** Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Underweight (U).** Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.