

### Executive Summary

In 3Q21, the Company report total revenue of THB 896 million, increased by 39.3% YoY mainly from the hotel business especially overseas hotels, gain on sale of Dusit Princess Chiang Mai, higher sharing income from investment in joint ventures and associates (DREIT) while revenue from Education and Food businesses decreased due to the temporary closure from COVID-19 pandemic. For 9M21, the Company reported total revenue of THB 2,618 million, increased by 14.4% YoY. The increase was driven by gain on sale of Dusit Princess Chiang Mai, gain on sale of investment in associate and other long-term investment, gain on the measurement of other financial assets while the decrease was mainly from decreasing of operating income due to the second and the third waves of the COVID-19 outbreak impact and the absence of gain on investment reclassification.

In 3Q21, the Company reported a net loss of THB 302 million and EBITDA of THB 51 million, an improvement from a net loss of THB 343 million and an EBITDA of THB -53 million in 3Q20. For 9M21, the Company reported a net loss of THB 604 million, a YoY decrease from a net loss of THB 878 million including the impairment loss of THB 106 million. 9M21 EBITDA also improved by THB 570 million to THB 551 million from THB -19 million in 9M20.

Unit: THB mn	3Q21	3Q20	Change		9M21	9M20	Change	
Hotel business	389	203	186	91.6%	1,148	1,170	-22	-1.9%
Education business	55	103	-48	-46.6%	216	268	-52	-19.4%
Food business	6	112	-106	-94.6%	219	244	-25	-10.2%
Property development business	-2	29	-31	NM-	245	258	-13	-5.0%
Others	448	196	252	128.6%	790	349	441	126.4%
<b>Total revenue</b>	<b>896</b>	<b>643</b>	<b>253</b>	<b>39.3%</b>	<b>2,618</b>	<b>2,289</b>	<b>329</b>	<b>14.4%</b>
EBITDA	51	-53	104	NM+	551	-19	570	NM+
EBIT	-182	-272	90	33.1%	-257	-643	386	60.0%
<b>Net profit (loss) attributable to parent</b>	<b>-302</b>	<b>-343</b>	<b>41</b>	<b>12.0%</b>	<b>-604</b>	<b>-878</b>	<b>274</b>	<b>31.2%</b>
EPS (THB)	-0.36	-0.40	0.06	14.3%	-0.71	-1.04	0.33	31.3%

Despite the domestic tourism remained affected by the coronavirus disease (COVID-19) epidemic, the Company has more positive view on hotel business trend in 4Q21 due to the rise in domestic vaccinations, the easing lockdown measures, and the country reopen in the early November 2021. Such factors continuously drove the increase in occupancy rate in domestic hotels from September to October. Overseas hotel business in the Middle East, the Republic of Maldives and the Philippines has recovered and showed a positive outlook following the less travel restrictions in many countries. With the above factors, the Company's hotel business revenue is expected to improve QoQ in 4Q21 given the COVID-19 situation does not get worse than the current situation.

**Major Developments**

In July 2021, the Company managed 2 new hotels, DusitD2 Naseem Resort Jebel Akhdar, Oman (253 rooms) and DusitD2 Hua Hin, Thailand (154 rooms). At the end of 3Q21, the Company had a total of 323 hotels and villas under management (47 hotels and 276 villas), totaling 12,032 rooms. The current hotel and villa coverage increased to 16 countries following this new hotel opening in Oman.

In mid-July 2021, the Company executed the asset optimization by selling Dusit Princess Chiang Mai hotel to an investor which was part of our long-term strategic plans to realize favorable return on investment and enhance liquidity. With the sale and manage-back model, the hotel is continued to be operated by Dusit International under the hotel management agreement for 10 years with the option to extend for another 5 years, totaling 15 years, reflecting investor's confidence in hotel managed and strong brand of Dusit Thani.

### 3Q21 and 9M21 Operating Results

Unit: THB mn	Revenue breakdown				EBITDA breakdown			
	3Q21	3Q20	Change		3Q21	3Q20	Change	
Hotel business	389	203	186	91.6%	-18	-132	114	86.4%
Education business	55	103	-48	-46.6%	-17	17	-34	NM-
Food business	6	112	-106	-94.6%	-41	0	-41	NM-
Property development business	-2	29	-31	NM-	-12	24	-36	NM-
Others	448	196	252	128.6%	139	38	101	265.8%
<b>Total revenue</b>	<b>896</b>	<b>643</b>	<b>253</b>	<b>39.3%</b>	<b>51</b>	<b>-53</b>	<b>104</b>	<b>196.2%</b>

In 3Q21, the Company reported total revenue of THB 896 million; increased by THB 253 million or 39.3% YoY, which 43.4%, 6.1%, 0.7%, -0.2% and 50.0% of total revenue were from Hotel Business, Education Business, Food Business, Property Development Business and Other Business, respectively.

Unit: THB mn	Revenue breakdown				EBITDA breakdown			
	9M21	9M20	Change		9M21	9M20	Change	
Hotel business	1,148	1,170	-22	-1.9%	-24	-191	167	87.4%
Education business	216	268	-52	-19.4%	-11	23	-34	NM-
Food business	219	244	-25	-10.2%	-71	-4	-67	-1675.0%
Property development business	245	258	-13	-5.0%	215	248	-33	-13.3%
Others	790	349	441	126.4%	442	-95	537	NM+
<b>Total</b>	<b>2,618</b>	<b>2,289</b>	<b>329</b>	<b>14.4%</b>	<b>551</b>	<b>-19</b>	<b>570</b>	<b>NM+</b>

In 9M21, the Company reported total revenue of THB 2,618 million; increased by THB 329 million or 14.4% YoY, which 43.9%, 8.2%, 8.4%, 9.4% and 30.1% of total revenue were from Hotel Business, Education Business, Food Business, Property Development Business and Other Business, respectively.

#### Hotel Businesses

Hotel Business generated the revenue of THB 389 million in 3Q21, increased by 91.6% YoY. The main factor was driven by increasing of revenue from overseas owned hotels and managed hotels that have been resumed normal operation after progress on vaccination, international border reopen and progressive tourism recovery. The overseas occupancy rate has continuously improved QoQ especially Dusit Thani Manila, Dusit Thani Maldives, and other managed properties in the Middle East. Meanwhile, Hotel business in Thailand remained affected by the domestic third wave of the pandemic, which emerged in April 2021 that the government enacted an interprovincial travel restriction causing a rise in hotel booking cancellations.

#### Owned Hotels

	3Q21	3Q20	% Change	9M21	9M20	% Change
Occupancy %	42.7%	29.5%	44.5%	35.6%	34.2%	4.1%
ADR (THB/night)	2,360	2,023	16.6%	2,679	3,407	-21.4%
RevPar (THB/night)	1,007	597	68.6%	954	1,166	-18.1%

Remark: For comparison purpose, the statistics does not include ASAI Bangkok Chinatown.

Owned hotels business generated revenue of THB 342 million in 3Q21, increased by 71.9% YoY and of THB 992 million in 9M21, decreased by 7.6% YoY from the followings:

- Revenue from Owned Hotels in Thailand in 3Q21 decreased by 14.8% YoY. The increase was mainly driven by the emergency disease control measures announced in July 2021 as COVID-19 continued to rise across countries. Such measures included the nationwide lockdown, stay-at-home orders, a night-time curfew, and an interprovincial travel restriction that aimed to curb the spike in COVID-19 cases. Therefore, the revenue decreased in July-August and started to recover in September after the lockdown lift on 1 September 2021. On the other hand, the revenue of Dusit Thani Laguna Phuket kept increasing from a participation in 'Phuket Sandbox' program for travelers who have been vaccinated against COVID-19 with no quarantine requirements since 1 July 2021. The occupancy rate of Dusit Thani Laguna Phuket in 3Q21 was 39.7%, comparing with 10.0% in 2Q21. For 9M21, the revenue decreased by 55.7% YoY due to the situation of COVID-19 pandemic in Thailand was worse than same period in last year.
- Revenue from Oversea Hotels in 3Q21 increased by 209.1% YoY. The increase was mainly driven by the reopen of temporary closure of Dusit Thani Maldives in 3Q20 in response to government's guidelines to minimize the transmission of COVID-19. In 3Q21, the OCC rate improved by 9.0% QoQ with higher rate from both Dusit Thani Manila and Dusit Thani Maldives. The increase in Dusit Thani Manila was due to the more inbound travels from business groups and the Philippines while the increase in Dusit Thani Maldives was due to border reopen which most customers were from Saudi Arabia, United Arab Emirates, Qatar, Russia and India. For 9M21, revenue increased by 55.3% YoY mainly from increase by 126.2% of Dusit Thani Maldives from the reopen since late June 2020 with the main customers from India and Russia offset with the decrease by 5.2% due to continuing lockdown in the Philippines as to prevent the spread of COVID-19.

### **Hotel Management**

Revenue from Hotel Management was THB 36 million in 3Q21, increased by THB 31 million YoY and THB 123 million in 9M21, increased by THB 19 million. This increase was driven by the higher occupancy rate of overseas managed hotels under Dusit brand due to the progressive tourism recovery especially in the Middle East, the United States (Guam) and China. While the revenue of local managed hotels under Dusit Brand decreased from the second and third waves of COVID-19. In addition, the revenue from Elite Havens Luxury Villa Rentals and Management, the non-Dusit brand, also decreased as many countries such as Indonesia, Thailand, and India, remained closing their borders and limited the travel.

### **Loss Sharing from Investment**

In 4Q20, The Company additionally invested in Dusit Fudu Hotel Management (Shanghai) Co., Ltd. resulting in positive impact from step up from equity method to the consolidation method. The revenue was THB 11 million and THB 33 million compared with the loss sharing of THB 1 million and THB 8 million in same 3Q and 9M last year, respectively.

The Company reported EBITDA from Hotel Business of THB -18 million in 3Q21, improved by THB 114 million YoY and of THB -24 million in 9M21, improved by THB 167 million YoY. This increase was driven by the hotels reopen in late 2Q20 and the cost containment implementation.

The depreciation and amortization were THB 165 million in 3Q21, increased by 0.6% YoY and of THB 482 million in 9M21, increased by 4.3% YoY because of the newly opened Asai Bangkok Chinatown in 3Q20 offset with the sale of Dusit Thani Princess Chiangmai in August 2021.

In 9M21, provision for impairment loss was recorded of THB 106 million from Dusit Suites Ratchadamri, Bangkok, Dusit Thani Laguna Phuket, Dusit Thani Hua Hin and Dusit D2 Chiang Mai from business disruption by COVID-19 pandemic in 1Q21.

### **Education Business**

Education Business generated the revenue of THB 55 million in 3Q21, decreased by 46.6% YoY. The decrease was mainly driven by tuition fee reduction and the postponement of short-course learning of Dusit Thani College, and the temporary closure of Le Cordon Bleu Dusit Culinary School according to the government's order during the second and third waves of COVID-19. For 9M21, the revenue was THB 216 million, decreased by 19.4% YoY due to the 1-month postponement of teaching and learning of June 2021 in response to COVID-19, the tuition fee reduction as a financial relief measure for students of Dusit Thani College, and the temporary closure of Le Cordon Bleu Dusit Culinary School. In addition, the increase in loss sharing from Dusit Hospitality Education Philippines Inc of higher administrative expenses.

EBITDA from Education Business was THB -17 million in 3Q21, decreased by THB 34 million YoY and THB -11 million in 9M21, decreased by THB 34 million YoY mainly due to the decrease in revenue mention above.

### **Food Business**

Food Business generated the revenue of THB 6 million in 3Q21, decreased by 94.6% YoY and of THB 219 million in 9M21, decreased by 10.2% YoY. The decrease was mainly from both Epicure Catering and The Caterers (newly invested in 1Q20 and additionally invested in 3Q20 by Epicure Catering) that have been directly affected by the temporary closure of international schools as ordered by the government due to the new waves of COVID-19 outbreak in Thailand (January, April, and the late May until mid-October) and in Vietnam (February and April until now).

EBITDA from Food Business was THB -41 million, decreased by THB 41 million YoY in 3Q21 and THB -71 million in 9M21, decreased by THB 67 million YoY mainly from the decrease in Epicure Catering's revenue from COVID-19 impact mentioned above while EBITDA in 3Q21 and 9M21 from The Caterers was THB -12 million and THB -25 million, respectively, from the lockdown in Vietnam to prevent the spread of COVID-19.

### **Property Development Business**

Property Development Business reported the revenue and loss sharing from joint venture accounted for using equity method of THB -2 million in 3Q21, decreased by THB 31 million YoY. The decrease was mainly driven from the arrangement fee recognition (THB 30 million) in the same period last year and the increase in loss sharing (THB 1 million) from Origin Dusit Co., Ltd, a joint venture, due to the marketing expenses.

Property Development Business reported the revenue and loss sharing from joint venture accounted for using equity method of THB 245 million in 9M21, decreased by 5.0% YoY. The decrease was mainly driven from the increase in loss sharing (THB 18 million) from Origin Dusit Co., Ltd, a joint venture, due to the marketing expenses while revenue related to Dusit Central Park project increased by THB 5 million (gain on sale on an investment in Suanlum Property Co., Ltd., an associate (THB 251 million) and the arrangement fee recognition from the change in shareholding percentage in Suanlum Property Co., Ltd. (THB 16 million) in 1Q21 while recorded the arrangement fee recognition (THB 262 million) in the same period last year).

EBITDA from Property Development was THB -12 million in 3Q21, decreased by THB 36 million YoY and THB 215 million in 9M21, decreased by 13.3% YoY from changes in revenue and higher marketing expenses as mentioned above.

#### **Other Businesses**

The Company reported revenue from Other Businesses of THB 448 million in 3Q21, increased by THB 252 million or 128.6% YoY. Mainly the Company recorded gain on sale of property and equipment (Dusit Princess Chiang Mai: THB 303 million), an increase in sharing profit from DREIT (THB 61 million), an increase in gain on exchange rate (THB 14 million) while reported the gain on investment reclassification (THB 127 million) in the same period last year.

The Company reported revenue from Other Businesses of THB 790 million in 9M21, increased by THB 441 million or 126.4% YoY. Mainly the Company recorded gain on sale of property and equipment as mentioned above (THB 303 million), gain on measurement of financial asset (THB 195 million), gain on sale of investment (THB 59 million), an increase in sharing profit from DREIT (THB 13 million), an increase in gain on exchange rate (THB 8 million) offset with the decrease in revenue from Baan Dusit Thani and Dusit Hospitality Services (THB 19 million) which directly affected from COVID-19 impact while reported the gain on investment reclassification (THB 127 million) in the same period last year.

EBITDA in 3Q21 and 9M21 was THB 139 million and THB 442 million, increased by THB 101 million and THB 537 million YoY, respectively, from the increase in revenue as mentioned and the decrease in administrative expenses.

#### **Earnings before Interest, Corporate Income Tax, Depreciation and Amortization (EBITDA)**

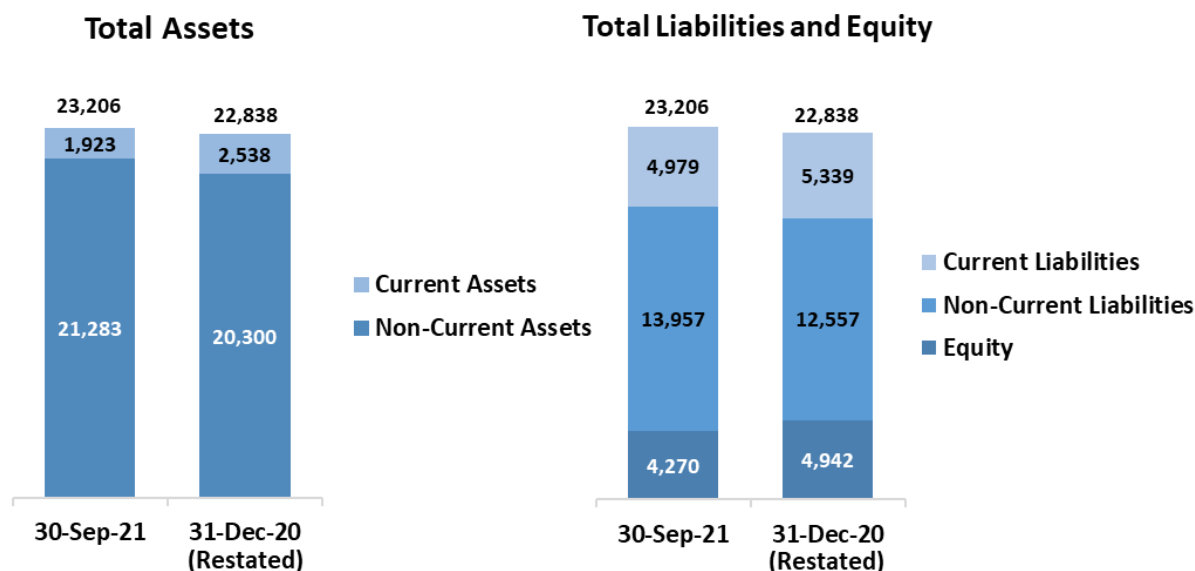
The Company's EBITDA was THB 51 million in 3Q21; increased by THB 104 million and THB 551 million in 9M21, increased by THB 570 million. The increase was driven by the increase in EBITDA mentioned above and the strict cost containment to sustainably stabilize the fixed costs, e.g., employee benefits or professional fee. The Company achieved cost saving around 2.2% from 3Q20 and 11.2% from 9M20.

#### **Finance Costs**

Finance Costs was THB 131 million in 3Q21, increased by 23.0% YoY mainly from the new tranche of debentures issuance in July for debenture redemption in September and THB 350 million in 9M21, increased by 9.1% YoY.

#### **Net Profit**

The Company reported the net loss of THB 302 million in 3Q21; improved by 11.8% YoY and of THB 604 million, improved by 31.2% YoY.



### Assets

As of 30 September 2021, the Company reported the total assets of THB 23,206 million, increased by THB 368 million or 1.6% from the total assets as of 31 December 2020.

- Current assets decreased by THB 615 million mainly from the proceed from receivable from sale of investment and decrease of net changes in cash and cash equivalents offset with the increase in other current financial assets investment.
- Non-current assets increased by THB 983 million as major results of increase in equipment and construction in process for "Dusit Central Park" and "ASAI Sathorn" projects, and ERP development, an increase in fair value of other non-current financial assets, additional invest in investment in associate and investment in joint venture and an increase in long-term loan to related parties offset with impairment and depreciation on right-of-use assets.

### Liabilities

As of 30 September 2021, total liabilities were THB 18,936 million, increased by THB 1,040 million or 5.8% from the total liabilities as of 31 December 2020.

- Current liabilities decreased by THB 360 million mainly from a redemption of debentures, a repayment in short-term loans from financial institutions, a decrease in account payables and other current liabilities offset with an increase in current portion of long-term loans from financial institutions.
- Non-current liabilities were increased by THB 1,400 million from a new tranche of debentures issuance and an increase in deposit for right to lease building, customer's deposits offset with a reclassification of long-term loans from financial institutions to short-term ones.

### Shareholders' Equity

As of 30 September 2021, Shareholders' Equity of THB 4,270 million, decreased by THB 672 million or 13.6% from the Shareholders' Equity as of 31 December 2020, consisted of the equity attributed to owners of the parent of THB 3,638 million and the non-controlling interest of THB 632 million due to loss on operating results in this period.

From 1 January 2021, the Company has changed the accounting policy regarding measurement after initial recognition of investment property from cost model to fair model. The management considered that the fair value method is more appropriate to value of its investment properties. The Company adjusted the transaction retrospectively, having impact on increase in investment properties of THB 977 million, deferred tax liabilities of THB 195 million and shareholders' equity of THB 782 million.

### **Cash Flows**

As of 30 September 2021, the Company reported cash and cash equivalents of THB 1,035 million, decreased by THB 297 million (before gain from foreign currencies of THB 88 million) from THB 1,420 million as of 31 December 2020.

### **Use of Funds**

The Company reported net cash outflows of THB 1,109 million, consisting of the followings:

- Net cash outflow of investing activities of THB 541 million for
  - Cash outflow for purchases equipment and construction in process of THB 937 million for "Dusit Central Park", "ASAI Sathorn" projects, and ERP development.
  - Cash outflow for advance payment for construction of THB 150 million.
  - Cash outflow for the additional investment in The Cooking Capital Bangkok Co., Ltd. and The Food Education Bangkok Co., Ltd. of THB 62 million.
  - Cash outflow for the additional investment in Dusit Origin Co., Ltd. of THB 16 million.
  - Cash outflow for long-term loans to related parties THB 66 million, and others of THB 18 million
  - Cash inflow from sales property plant and equipment of THB 361 million
  - Cash inflow from sales investment in associate of THB 260 million
  - Cash inflow from dividend income received from investment in associates of THB 71 million and others of THB 16 million.
- Net cash inflow from financing activities of THB 568 million mainly consisting of the repayment of short-term and long-term loans from financial institutions of THB 1,518 million and of THB 38 million, respectively, interest paid of THB 361 million, the payment of lease liabilities of THB 173 million, the payment of issuance debentures of THB 12 million and dividend payment of THB 9 million offset with the proceed of short-term and long-term loans from financial institutions and short-term loans from others of THB 1,438 million, of THB 95 million and of THB 10 million, respectively.

The Company reported net cash inflows of THB 812 million, consisting of the followings:

- Net cash inflow from operating activities of THB 812 million consisting of cash inflows from deferred revenue of THB 679 million, customer's deposits of THB 521 million offsetting with net cash inflow from sales and services deducting cash outflow for the operating results from COVID-19 pandemic impact and income tax payment from prior-year operating results.



Dusit Thani PLC  
Management Discussion and Analysis  
For 3Q21 and 9M21

Statement of Financial Position

Unit: THB mn	30-Sep-21	% to total assets	31-Dec-20 (Restated)	% to total assets	Chg
Cash and cash equivalents	1,035	4.5%	1,420	6.2%	-27.1%
Other current financial assets	203	0.9%	153	0.7%	32.7%
Trade and other receivables	392	1.7%	653	2.9%	-40.0%
Other current assets	293	1.3%	312	1.4%	-6.1%
<b>Total current assets</b>	<b>1,923</b>	<b>8.3%</b>	<b>2,538</b>	<b>11.1%</b>	<b>-24.2%</b>
Other non-current financial assets	653	2.8%	508	2.2%	28.5%
Investments in associates	1,605	6.9%	1,588	7.0%	1.1%
Investment properties	1,152	5.0%	1,152	5.0%	0.0%
Property, plant and equipment	5,485	23.6%	4,849	21.2%	13.1%
Right-of-use assets	9,227	39.8%	9,437	41.3%	-2.2%
Intangible assets other than goodwill	886	3.8%	821	3.6%	7.9%
Goodwill	652	2.8%	652	2.9%	0.0%
Advance payment for construction	585	2.5%	550	2.4%	6.4%
Other non-current assets	1,038	4.5%	743	3.3%	39.7%
<b>Total non-current assets</b>	<b>21,283</b>	<b>91.7%</b>	<b>20,300</b>	<b>88.9%</b>	<b>4.8%</b>
<b>Total assets</b>	<b>23,206</b>	<b>100.0%</b>	<b>22,838</b>	<b>100.0%</b>	<b>1.6%</b>
Short-term loans from financial institutions	2,182	9.4%	2,252	9.9%	-3.1%
Trade and other current payables	1,080	4.7%	1,388	6.1%	-22.2%
Current portion of long-term loans	1,289	5.6%	233	1.0%	453.2%
Current portion of lease liabilities	256	1.1%	243	1.1%	5.3%
Current portion of debentures	-	0.0%	999	4.4%	-100.0%
Other current liabilities	172	0.7%	224	1.0%	-23.2%
<b>Total current liabilities</b>	<b>4,979</b>	<b>21.5%</b>	<b>5,339</b>	<b>23.4%</b>	<b>-6.7%</b>
Long-term loans	1,501	6.5%	2,496	10.9%	-39.9%
Lease liabilities	7,558	32.6%	7,355	32.2%	2.8%
Debentures	989	4.3%	-	0.0%	100.0%
Deferred rental revenue	464	2.0%	483	2.1%	-3.9%
Deposit for right to lease building	2,047	8.8%	1,368	6.0%	49.6%
Customer's deposit	690	3.0%	169	0.7%	308.3%
Other non-current liabilities	708	3.1%	686	3.0%	3.2%
<b>Total non-current liabilities</b>	<b>13,957</b>	<b>60.1%</b>	<b>12,557</b>	<b>55.0%</b>	<b>11.1%</b>
<b>Total liabilities</b>	<b>18,936</b>	<b>81.6%</b>	<b>17,896</b>	<b>78.4%</b>	<b>5.8%</b>
Equity attributable to owners of the Company	3,638	15.7%	4,243	18.6%	-14.3%
Non-controlling interests	632	2.7%	699	3.1%	-9.6%
<b>Total shareholders' equity</b>	<b>4,270</b>	<b>18.4%</b>	<b>4,942</b>	<b>21.6%</b>	<b>-13.6%</b>

<b>Key Financial Ratio</b>		
<b>Profitability ratio</b>	<b>30-Sep-21</b>	<b>30-Sep-20</b>
Gross profit margin	0.1%	6.1%
EBITDA margin	21.1%	-0.8%
Net profit margin	-23.1%	-38.4%
<b>Efficiency ratio</b>	<b>30-Sep-21</b>	<b>30-Sep-20 (Restated)</b>
Return on equity	-18.3%	-12.1%
Return on asset	-1.1%	-1.6%
<b>Liquidity ratio</b>	<b>30-Sep-21</b>	<b>31-Dec-20</b>
Current ratio (time)	0.39	0.48
<b>Leverage ratio</b>	<b>30-Sep-21</b>	<b>31-Dec-20</b>
Interest bearing debt to equity (time)*	3.80	3.21
Net interest bearing debt to equity (time)*	3.46	2.84
Debt to equity (time)*	5.20	4.22
Interest bearing debt to total equity (time) (excl: TFRS16 effect)	1.41	1.22
	<b>30-Sep-21</b>	<b>30-Sep-20</b>
Interest coverage ratio (time)**	-0.73	-2.00

\* Calculated from equity attributable to owners of the Company

\*\* =EBIT/Interest expense

As of 30 September 2021, the Company had Interest bearing debt to equity attributable to owners of the Company (IBD/E) ratio at 3.80 times and IBD/E ratio excluding TFRS 16 - Lease at 1.65 times. The increase in liabilities was for the funding for the company's liquidity, investing, and new projects.

In terms of leverage, the Company's interesting bearing debts (excluding TFRS 16 - lease liability) to total shareholder equity was 1.41 times which complied with loan from financial institution's covenant and company's policy to have IBD/E ratio not exceeding 1.75 and 1.50 times, respectively.

In terms of leverage, the Company's net interesting bearing debts (excluding TFRS 16 - lease liability) to total shareholder equity was 1.12 times which complied with debenture's covenant policy to have net IBD/E ratio not exceeding 3 times.

Average collection in 9M21 was 42 days which complied with the normal credit term granted by the Group due within 30-60 days. However, the Company extended the payment terms to support the customers affected by COVID-19.

## Outlook

### Hotel Business:

Although the domestic tourism remains impacted by the COVID-19 epidemic, the Company's hotel business trend in 4Q21 is getting better as domestic and international tourists have started traveling thanks to the increasing vaccinations, the easing lockdown measures, and the reopening of the country in November 2021. Domestic hotel occupancy rate continued to improve in October from September. The overseas hotel business in the Middle East, the Republic of Maldives, the Philippines has recovered and showed a positive outlook following the less travel restrictions in many countries. With these factors, the Company expects the hotel business revenue in the last quarter of 2021 to improve QoQ should the COVID-19 situation does not get worse than the current situation. The continued recovery of tourism business depends mainly on the effective control of the epidemic and the vaccinations.

### Education Business:

The outlook for the education business in 4Q21 is expected to improve QoQ as both Dusit Thani College and Le Cordon Bleu Dusit Culinary School can resume some classes in November 2021 after adversely affected by school closure as ordered by the government. Dusit Thani College has continued to adopt blended learning between online and onsite for the bachelor's and the master's degree programs.

For the "Food School" project, the Company has postponed the project launch to around the first quarter of 2022 due to the delay in construction from the COVID-19 epidemic.

### Food business:

- International school catering business in Thailand have gradually resumed operation in most of the schools since mid-October 2021 after the temporary school closures as ordered by the government due to the COVID-19 epidemic. The Company's business in Vietnam has remained affected by the international school closures which is expected to reopen at the end of 2021.
- After opening a flagship store at Asoke area in mid-June 2021 which was well received by the new customer base before the government announced a lockdown in July, KAUAI -- the Company's healthy food business -- currently reopens the shop and in the fitness center again as the government gradually eased lockdown measures since September 2021.
- Upon re-visiting its business model, Dusit Gourmet has shifted from a gourmet food retailer to be a food sourcing hub for Dusit International hotels in Thailand and overseas as well as for external customers. Dusit Gourmet has started supplying the frozen bakery products for Dusit International hotels and already added ready-to-cook lines since August 2021.

### Property Development Business:

- Dusit Central Park project, a mixed-use project JV with Central Pattana: After completed the demolition of buildings above ground, currently the project is on progress of sub-structure works with 100% completed of piling work and started working on the basements of hotel and residences. In addition, the main contractor for super-structure construction has already been awarded. The government order in late June 2021 to shut down worker camps across Bangkok and surrounding provinces for a month to contain the spread of the construction worker cluster has some impact to the construction. It is in the process of planning to accelerate the progress to return as much as possible so as not to affect the overall project timeline. The project has successfully secured the project financing from a financial institution. Due to the

travel restriction impose among COVID-19 epidemic, the Company has adjusted its marketing plan to Private Viewing and started marketing in major cities in various regions of Thailand. By the end of September 2021, sales had been closed for about 32% of the saleable areas.

- The Hampton Sriracha by Origin and Dusit project, a condominium development JV project with Origin Property: Remained under construction with 72% of units sold up until September 2021.

Although the current COVID-19 situation is expected to put pressure on the Company's performance, the Company has planned to cope with long-term impacts that may prolong than expectation. The Company has restructured the organization with organization transformation to respond future business model to increase efficiency, reduce redundancy, and reduce costs and expenses in the long run. In July 2021, the Company successfully implemented the ERP (Enterprise Resource Planning) system which will help increase work efficiency.

In terms of financials, the Company continues to prudently manage with fixed cost and expense reduction and focus on liquidity preservation as priority. At the end of 3Q21, the Company had THB 1,237 million of cash and cash equivalents and short-term investment, and THB 1,313 million of undrawn short-term credit facilities. The Company received THB 1,418 million of project finance from financial institution of which THB 667 million were undrawn. In July 2021, the Company successfully issued the new senior unsecured debentures (No.1/2021) worth THB 1,000 million to refinance the debentures due in September 2021. Currently, the Company is the process of issuing and offering senior unsecured debentures (No.2/2021) worth not more than THB 1,000 million to reserve for the business working capital.

---

Please be informed accordingly  
Sukit Ngamsangapong  
Authorized person to disclose information