

### Executive Summary

In 4Q22, the Company recorded its highest quarterly total revenue since the COVID-19 pandemic, driven by the growth of its hotel, education, and food businesses as well as higher other income (including the gain from the change in fair value of investment property and gain on sales of land). Excluding non-recurring items, the Company also recorded the highest core revenue since the start of the pandemic. **The Company reported a net profit of THB 46 million, turning around the net loss of the previous quarters.** Excluding non-recurring items, the Company's core performance improved with a lower net loss of THB -107 million, compared to THB -109 million in 3Q22 and THB -345 million in 4Q21. **In 4Q22, the Company reported EBITDA of THB 446 million. Excluding non-recurring items, the Company posted positive core EBITDA for five consecutive quarters.**

**The Company's hotel business continued its recovery in 2022** thanks to the lifting of international travel restrictions and the surge of revenge travel. The last quarter of the year, which is the high season for tourism in Thailand, was especially positive, with the number of arrivals surpassing what the Tourism Authority of Thailand had expected. These factors helped to significantly raise the Company's occupancy rate and RevPar in the second half of the year. **2022 hotel business revenue reached 85% of hotel business revenue in 2019 (pre-COVID-19 level). This was much stronger than the Company's forecast of 75%. Food business showed significant growth** following the gradual return of international school catering business and the acquisition of the bakery and pastry shop franchise business, which the Company acquired at the end of 2Q22. **Education business revenue increased** from more onsite classes. In 2022, the Company reported total revenue of THB 5,130 million, an increase of 49.0% from 2021. The recovery of the Company's core businesses resulted in a **stronger EBITDA of THB 864 million in 2022, an increase of 67.8% from 2021.** The Company reported net loss of THB -501 million, a lower loss from THB -945 million in 2021. **Excluding non-recurring items, the Company's core performance improved YoY with a core loss of THB -595 million compared to THB -1,204 million in 2021.**

**For 2023, the Company's business outlook remains positive. Business recovery is expected to continue with greater revenue contribution from food business.** The Company expects the growth rate of total revenue from existing business to be between 30%-35% YoY, with an EBITDA margin of approximately 15%-18% of total revenue in 2023.

In 4Q22, the Company reported total revenue of THB 1,723 million, an increase of 108.8% YoY driven mainly due to economic recovery, the main businesses have increased revenue from hotel, education, food and property development business. Revenue from others business increased mainly due to gain from change in fair value of investment property and gain on sales of property plant and equipment. Although it was affected by the decline in gain on foreign exchange rate and profit sharing from DREIT. The increase of revenue resulted in improving EBITDA of THB 482 million and reported net profit of THB 46 million compared to net loss THB -341 million in 2021. Excluding non-recurring items, the Company's core performance improved YoY with a core loss of THB -107 million and core EBITDA of THB 247 million compared to a core loss of THB -303 million and core EBITDA of THB 10 million in 2021.

As the situation of the spread of COVID-19 continuously decreasing, it resulted to the revenue of main businesses increasing QoQ. While revenue from other business decreased mainly due to fluctuations in foreign exchange rate and decrease of profit sharing from DREIT after net off increase of gain from change in fair value of investment property and gain on sales of property plant and equipment in 4Q22. As a result, EBITDA improved by THB 289 million and reported net profit of THB

Dusit Thani PLC  
Management Discussion and Analysis  
For 4Q22 and FY2022

46 million compared to net loss of THB -161 million in 3Q22. Excluding non-recurring items, the Company's core loss improved by THB 2 million compared to THB -109 million in 2021, and core EBITDA improved by THB 33 million compared to THB 214 million in 2021.

In 2022, the Company reported total revenue of THB 5,130 million, an increase of 49.0% YoY due to higher revenue from hotel, education, and food business following the less severe COVID-19 situation, as well as the introduction of new food revenue from the consolidation of the Bonjour bakery business since June 2022. While revenue from property development business decreased from the lower gain on sale of investment. Revenue from other business decreased from decrease of gain on foreign exchange rate and from decrease of gain from non-recurring items. As a result, EBITDA of THB 864 million and net loss of THB -501 million, improved by THB 349 million and THB 444 million, respectively, from the absence of impairment loss (THB 106 million) and lower income tax. Excluding non-recurring items, the Company's core performance improved YoY with a core loss of THB -595 million compared to THB -1,204 million in 2021. Core EBITDA also improved to THB 730 million from THB 48 million in 2021.

Unit: THB mn	4Q22	4Q21	Change	2022	2021	Change		
Hotel business	1,098	649	449	69.2%	3,220	1,797	1,423	79.2%
Education business	148	86	62	72.1%	378	302	76	25.2%
Food business	290	60	230	383.3%	837	279	558	200.0%
Property development business	64	-1	65	NM+	198	244	-46	-18.9%
Others	123	31	92	296.8%	497	821	-324	-39.5%
<b>Total revenue</b>	<b>1,723</b>	<b>825</b>	<b>898</b>	<b>108.8%</b>	<b>5,130</b>	<b>3,443</b>	<b>1,687</b>	<b>49.0%</b>
EBITDA	446	-36	482	NM+	864	515	349	67.8%
EBIT	212	-274	486	NM+	-70	-531	461	86.8%
<b>Net profit (loss) attributable to parent</b>	<b>46</b>	<b>-341</b>	<b>387</b>	<b>113.5%</b>	<b>-501</b>	<b>-945</b>	<b>444</b>	<b>47.0%</b>
EPS (THB)	0.05	-0.40	0.47	116.0%	-0.59	-1.12	0.52	46.9%
Non-recurring items	153	-38	191	NM+	94	259	-165	-63.7%
<b>Net profit (loss) attributable to parent excluding non-recurring items</b>	<b>-107</b>	<b>-303</b>	<b>196</b>	<b>64.7%</b>	<b>-595</b>	<b>-1,204</b>	<b>609</b>	<b>50.6%</b>

Unit: THB mn	4Q22	3Q22	Change	
Hotel business	1,098	805	293	36.4%
Education business	148	15	133	886.7%
Food business	290	238	52	21.8%
Property development business	64	-	64	0.0%
Others	123	175	-52	-29.7%
<b>Total revenue</b>	<b>1,723</b>	<b>1,233</b>	<b>490</b>	<b>39.7%</b>
EBITDA	446	157	289	184.1%
EBIT	212	-82	294	358.5%
<b>Net profit (loss) attributable to parent</b>	<b>46</b>	<b>-161</b>	<b>207</b>	<b>128.6%</b>
EPS (THB)	0.05	-0.19	0.25	128.6%
Non-recurring items	153	-52	205	393.7%
<b>Net profit (loss) attributable to parent excluding non-recurring items</b>	<b>-107</b>	<b>-109</b>	<b>2</b>	<b>1.7%</b>

Dusit Thani PLC  
Management Discussion and Analysis  
For 4Q22 and FY2022

Unit: THB mn	1Q22	2Q22	3Q22	4Q22	total	1Q21	2Q21	3Q21	4Q21	total
Gain (loss) on measurement of other financial assets	32	(3)	-	-	29	278	93	(175)	(42)	154
Gain (loss) on sale of other financial assets	(33)	-	-	-	(33)	-	59	-	-	59
Gain on revaluation of investment property	-	-	-	100	100	-	-	-	-	-
Gain on sale of property, plant and equipment (net)	-	-	-	68	68	-	-	194	-	194
Gain on write off of right-of-use asset	-	-	-	9	9	-	-	-	-	-
Impairment loss	-	-	-	-	-	(106)	-	-	-	(106)
Loss sharing	-	-	(41)	-	(41)	-	-	-	-	-
Severance pay	(2)	(2)	(11)	(4)	(19)	(3)	(3)	(11)	(4)	(21)
Tax income	-	1	-	(20)	(19)	(34)	(30)	35	8	(21)
<b>Total non-recurring items</b>	<b>(3)</b>	<b>(4)</b>	<b>(52)</b>	<b>153</b>	<b>94</b>	<b>135</b>	<b>119</b>	<b>43</b>	<b>(38)</b>	<b>259</b>

## Major developments in 4Q22

### Education Business

In late October, The Food School started offering courses in Italian, Japanese, and Thai cuisines alongside food business incubation facilities and services. Designed to foster a progressive learning community, the project is located at BLOCK 28, Chula Soi 5, in Bangkok's Samyan district.

### Food Business

In late November, Savor Eats launched its first pilot cloud dispensing pod to sell Thai, Indian, and Italian food online via all leading aggregators.

## 4Q22 and 2022 Business Segment Performance

Unit: THB mn	Revenue breakdown					EBITDA breakdown				
	4Q22	4Q21	Change	3Q22	Change	4Q22	4Q21	Change	3Q22	Change
Hotel business	1,098	649	69.2%	805	36.4%	353	104	239.4%	223	58.3%
Education business	148	86	72.1%	15	886.7%	47	5	840.0%	-90	NM+
Food business	290	60	383.3%	238	21.8%	26	-30	NM+	8	225.0%
Property development business	64	-1	NM+	-	-	37	-15	NM+	-21	NM+
Others	123	31	296.8%	175	-29.7%	-17	-100	83.0%	37	NM-
<b>Total revenue</b>	<b>1,723</b>	<b>825</b>	<b>108.8%</b>	<b>1,233</b>	<b>39.7%</b>	<b>446</b>	<b>-36</b>	<b>NM+</b>	<b>157</b>	<b>184.1%</b>

In 4Q22, the Company reported total revenue of THB 1,723 million; an increase of THB 898 million or 108.8% YoY, of which 63.7%, 8.6%, 16.8%, 3.7% and 7.2% of total revenue came from Hotel Business, Education Business, Food Business, Property Development Business and Other Business, respectively.

Unit: THB mn	Revenue breakdown				EBITDA breakdown			
	2022	2021	Change		2022	2021	Change	
Hotel business	3,220	1,797	1,423	79.2%	824	80	744	930.0%
Education business	378	302	76	25.2%	-17	-6	-11	-183.3%
Food business	837	279	558	200.0%	29	-101	130	NM+
Property development business	198	244	-46	-18.9%	111	200	-89	-44.5%
Others	497	821	-324	-39.5%	-83	342	-425	NM-
<b>Total</b>	<b>5,130</b>	<b>3,443</b>	<b>1,687</b>	<b>49.0%</b>	<b>864</b>	<b>515</b>	<b>349</b>	<b>67.8%</b>

In 2022, the Company reported total revenue of THB 5,130 million; an increase of THB 1,687 million or 49.0% YoY, of which 62.8%, 7.4%, 16.3%, 3.8% and 9.7% of total revenue came from Hotel Business, Education Business, Food Business, Property Development Business, and Other Business, respectively.

## Hotel Business

Hotel Business generated revenue of THB 1,098 million in 4Q22, an increase of 69.2% YoY and 36.4% QoQ; and THB 3,220 million in 2022, up by 79.2% YoY. In 4Q21, Thailand hotel business affected by the domestic third wave of the pandemic, which emerged in April 2021 caused a surge in infections while the vaccination rate was low. The government had to impose several restriction measures, resulting in a decrease in the number of domestic and international travelers. However, the country was reopened on November 1, 2021, allowing fully vaccinated visitors from low-risk countries to enter the kingdom without quarantine. Although COVID-19 has continued to spread until now, the negative impact on the Company's hotel business has been eased thanks to the lifting of pandemic-related restrictions and the government tourism stimulus. Overseas Hotel Business has also been continuously recovering, mainly in the Philippines, United States of America (Guam), Singapore, and Middle East.

## Owned Hotels

	4Q22	4Q21	% Change	3Q22	% Change	2022	2021	% Change
Occupancy %	69.0%	50.4%	37.1%	61.7%	12.0%	58.9%	38.9%	51.3%
ADR (THB/night)	3,989	3,266	22.1%	3,057	30.5%	3,494	2,849	22.6%
RevPar (THB/night)	2,753	1,645	67.4%	1,885	46.1%	2,058	1,109	85.6%

*Remark: For comparison purposes, the statistics do not include Dusit Princess Chiang Mai.*

Owned Hotels Business generated revenue of THB 928 million in 4Q22, an increase of 64.0% YoY and 40.0% QoQ; and THB 2,765 million in 2022, up by 77.7% YoY. This is detailed as follows:

- Revenue from Owned Hotels in Thailand in 4Q22 (high season) increased by 141.7% YoY and 42.9% QoQ. The increase was mainly driven by relaxation of measures to prevent the spread of COVID-19 of government continuously and the increasing nationwide vaccination rate (including booster doses). The revenue of all owned hotels in Thailand improved, especially Dusit Thani Pattaya, Dusit Thani Hua Hin, and Dusit Thani Laguna Phuket owing to the economic continuously recovering and increasing on number of travelers. In 2022, the revenue also improved by 191.0% YoY in the direction of continuous economic recovery.
- Revenue from Overseas Hotels in 4Q22 increased by 17.7% YoY. The increase was mainly driven by Dusit Thani Manila increasing 84.8% YoY owing to the country reopening to fully vaccinated tourists who have proof of a negative COVID-19 PCR test, with no quarantine requirements, in February 2022. ADR improved by 113.0% YoY coinciding with the improving COVID-19 situation, although, the Philippines still implemented various actions to prevent the spread of COVID-19. For Dusit Thani Maldives, revenue decreased by 13.2% YoY due to customers have an alternative route to travel from other countries already opened borders for international travelers. Main customers were from South Korea followed by Russia, United Kingdom, Germany, and India. However, the revenue increased by 36.6% QoQ and, in 2022, increased by 27.3% YoY due to increase in both Dusit Thani Manila's and Dusit Thani Maldives's revenue.

## Hotel Management

Revenue from Hotel Management was THB 170 million in 4Q22, increase of 104.8% YoY and of 19.7% QoQ. The increase was driven mainly by overseas managed properties due to the lifting of international and domestic travel restrictions, particularly in the United States of America (Guam),

Philippines, Singapore, and Middle East. Moreover, the revenue from Hotel Management under Elite Havens also constantly increased following the reopening of Thailand (June 2022) and Indonesia (January 2022). However, the revenue from hotel management under Dusit brands in China earned similar to the same period last year and 3Q22 due to the impact of the government's Zero-Covid policy. In 2022, the revenue from hotel management was THB 455 million, up by 88.8% YoY from increase of both domestic and overseas managed properties and also Hotel Management under Elite Havens.

The Company reported EBITDA from Hotel Business of THB 353 million in 4Q22, up by THB 249 million YoY and THB 130 million QoQ; and THB 824 million in 2022, improved by THB 744 million YoY. This increase was driven by the country reopening and improving EBITDA margin from continuous cost containment.

The depreciation and amortization were THB 156 million in 4Q22, decreased by 2.5% YoY; and THB 624 million in 2022, decreased by 2.8% YoY because of the sale of Dusit Princess Chiang Mai in August 2021 and full depreciation of some assets of Dusit Thani Manila and Dusit Thani Pattaya.

In 2021, provision for impairment loss was recorded at THB 106 million from Dusit Suites Ratchadamri, Bangkok, Dusit Thani Laguna Phuket, Dusit Thani Hua Hin, and DusitD2 Chiang Mai, from business disruption caused by the COVID-19 pandemic in 1Q21.

### **Education Business**

Education Business generated the revenue of THB 148 million in 4Q22, increased by 72.1% YoY and THB 378 million in 2022, increased by 25.2 YoY. The increase was mainly due to Dusit Thani College generated more revenue from more on-site classes reflecting to increase on number of students for degree and short-course programmes and higher profit sharing from Le Cordon Bleu Dusit Culinary School after the temporary closure in January and April-October 2021 according to the government's order. However, increase on loss sharing from Dusit Hospitality Education Philippines due to decrease of its investment value and increase of administrative expense and from The Food Education Bangkok Co., Ltd., in process of pre-opening phase for certificate program, due to increase of employee cost and other expenses. The revenue increased by THB 133 million or 886.7% QoQ due to increase of revenue from Dusit Thani College due to 3Q22 was in the period of semester break.

EBITDA from Education Business was THB 47 million in 4Q22, increased of THB 42 million YoY and increased of THB 137 QoQ mainly due to increase of revenue from Dusit Thani College and lower on loss sharing from Dusit Hospitality Education Philippines. In 2022, EBITDA was THB -17 million, decreased by THB 11 million YoY due to higher on loss sharing from Dusit Hospitality Education Philippines and from The Food Education Bangkok Co., Ltd.

### **Food Business**

Food Business generated revenue of THB 290 million in 4Q22, from THB 60 million in 4Q21 and increased by 21.8% QoQ. In 2022, reported THB 837 million, increased from THB 558 million in 2021. This mainly came from BONJOUR, a bakery business and a franchise, which invested at the end of 2Q22. The increase in Epicure Catering revenue, which resumed full operations at 31 out of 33 schools in January 2022, and all schools in the following month. Revenue from the Caterers also increased as international schools (most in Ho Chi Minh City and Hanoi) changed from online teaching and learning in 1Q22 to on-site teaching and learning in 2Q22. In 2021, there was a temporary closure of schools in Thailand (January, and April to mid-October) and Vietnam (February, and April to September).

EBITDA from Food Business in 4Q22 was THB 26 million, up by THB 56 million YoY; and THB 29 million in 2022, up by THB 130 million YoY, mainly from the change in revenue mentioned above. EBITDA also increased by THB 18 million QoQ due to invested in BONJOUR.

### **Property Development Business**

In 4Q22, Property Development Business reported revenue of THB 64 million, increased by THB 65 million YoY mainly due to increase on profit sharing from The Origin Dusit Co., Ltd. from starting record revenue of Hampton project. In 2022, the revenue was THB 198 million, decreased by THB 46 million YoY mainly due to gain on sales of investment in associate of THB 131 million and arrangement fee income of THB 4 million in 2022, while recorded THB 251 million and THB 16 million, respectively, in 2021 and increased on profit sharing from The Origin Dusit Co., Ltd. of THB 82 million YoY due to revenue from Hampton project.

EBITDA from Property Development was THB 37 million in 4Q22, increased by THB 52 million YoY; and THB 111 million in 2022, decreased by THB 89 million YoY as revenue changes as mentioned.

### **Other Businesses**

The Company reported revenue from Other Businesses of THB 123 million in 4Q22, increased by THB 92 million YoY mainly due to increase of gain from change in fair value of investment property and gain on sales of property plant and equipment. Although it was affected by the decline in gain on foreign exchange rate and profit sharing from DREIT. The revenue decreased of THB 52 million or 29.7% QoQ mainly due to decrease of gain on foreign exchange rate and profit sharing from DREIT.

In 2022, the Company reported revenue from Other Businesses of THB 497 million, decreased by THB 324 million or 39.5% YoY mainly due to decrease of gain on measurement of other financial assets, gain on sales of property plant and equipment and gain on foreign exchange rate, net. Although, the revenue increased from gain from change in fair value of investment property and from Baan Dusit Thani and Dusit Hospitality Services that operate business of outside catering, cleaning and project management for high-end condominium in Bangkok.

EBITDA from Property Development was THB -17 million in 4Q22, increased by THB 83 million YoY; and THB -83 million in 2022, decreased by THB 425 million YoY as revenue changes as mentioned.

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

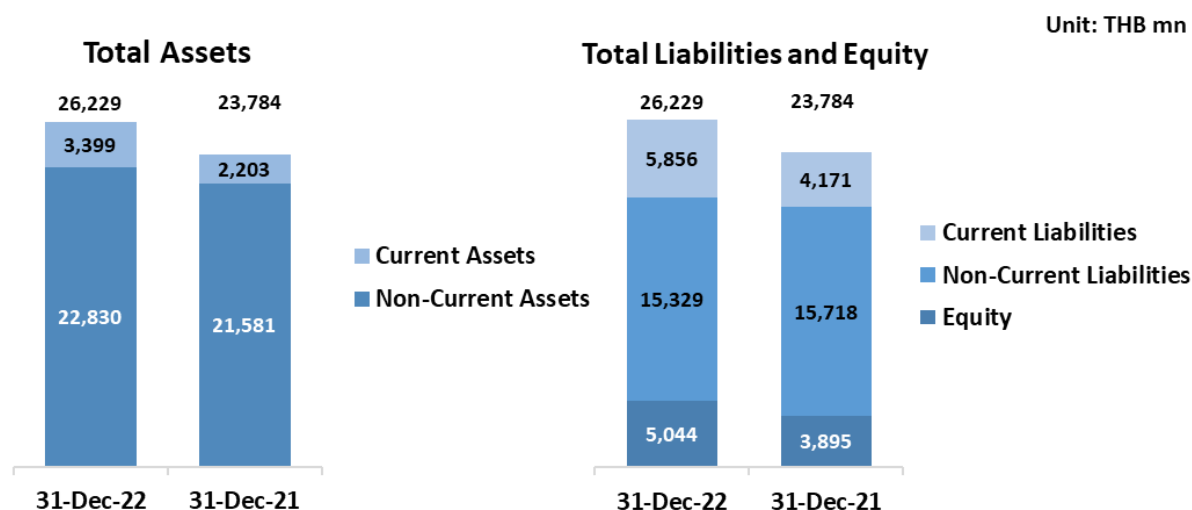
The Company's EBITDA was THB 446 million in 4Q22, up by THB 482 million YoY; and THB 864 million in 2022, up by THB 349 million YoY due to the change in EBITDA mentioned above.

### **Finance Costs**

Finance Costs was THB 122 million in 4Q22, increased by 2.3% YoY; and THB 493 million in 2022, an increase of 5.0% YoY mainly from the 2 new debenture issuances in 2021 and the increase in interest rate of short/long-term loans.

### **Net Profit**

The Company reported the net profit of THB 46 million in 4Q22, up by THB 387 million YoY; and net loss of THB -501 million in 2022, improved by THB 444 million YoY.



### Assets

As of 31 December 2022, total assets of the Group were THB 26,229 million, increasing by THB 2,445 million or 10.3% compared with 31 December 2021.

- Current assets increased by THB 1,196 million, mainly from an increase of net changes in cash and cash equivalents from operating, investing, and financing activities.
- Non-current assets increased by THB 1,249 million, mainly from an increase of property, plant and equipment for Dusit Central Park, an increase of goodwill from investment in subsidiaries, offset with a decrease from sale of other non-current financial assets, a decrease of right-of-use assets from normal depreciation and decrease in lease term of DusitD2 Chiang Mai Hotel project.

### Liabilities

As of 31 December 2022, total liabilities of the Group were THB 21,185 million, increasing by THB 1,296 or 6.5% compared with 31 December 2021.

- Current liabilities increased by THB 1,685 million mainly from an increase in current portion of debentures, net of issuance cost THB 1,991 million, an increase in trade accounts and other current payable offset with a decrease of short-term loan from financial institutions and a decrease of current portion of long-term loans from financial institutions.
- Non-current liabilities decreased by THB 389 million mainly due to debentures, net of issuance cost THB 1,979 million will be due within one year offset with the increase by THB 1,600 million of deferred revenue and customer's deposits from Dusit Central Park project.

### Shareholders' Equity

As of 31 December 2022, Shareholders' Equity of THB 5,044 million increased by THB 1,149 million or 29.5% compared with 31 December 2021. This consisted of the equity attributed to owners of the parent of THB 4,121 million and the non-controlling interest of THB 923 million mainly due to issuance of perpetual subordinated debentures offset with loss on operating results in this period.

### Cash Flows

As of 31 December 2022, the Group reported cash and cash equivalents of THB 2,143 million, up by THB 948 million (before gain from foreign currencies of THB -15 million) from THB 1,210 million as of 31 December 2021.

- Net cash inflow from operating activities of THB 2,440 million mainly consisting of:
  - Cash inflows from deferred revenue of THB 853 million, customer's deposits of THB 746 million offset by net cash inflow from sales and services deducting cash outflow for the operating results from COVID-19 pandemic impact, and tax payment.
- Net cash outflow for investing activities of THB 826 million, mainly consisting of:
  - Cash outflow for purchases of equipment and construction mainly for "Dusit Central Park" and "ASAI Sathorn" projects – THB 1,667 million.
  - Cash outflow for investment in subsidiary – THB 271 million.
  - Cash inflow from sales of other financial assets – THB 624 million.
  - Cash inflow from sales of investment in subsidiary – THB 285 million.
  - Cash inflow from sales of investment in associate – THB 137 million.
  - Cash inflow from sale of land and structure in Chiang Mai province – THB 130 million
- Net cash outflow for financing activities of THB 666 million mainly consisting of:
  - Cash outflow for the net of repayment and proceed of short-term and long-term loans from financial institutions at THB 156 million and THB 737 million, respectively.
  - Cash outflow for the repayment of long-term loans from related parties – THB 196 million.
  - Cash outflow for change in ownership interest in subsidiaries without a change in control – THB 233 million.
  - Cash outflow for interest paid – THB 538 million.
  - Cash outflow for the payment of lease liabilities – THB 261 million.
  - Cash inflow from increase in perpetual subordinated debentures, net of issuance cost – THB 1,474 million.



Dusit Thani PLC  
Management Discussion and Analysis  
For 4Q22 and FY2022

Statement of Financial Position

Unit: THB mn	31-Dec-22	% to total assets	31-Dec-21	% to total assets	Chg
Cash and cash equivalents	2,143	8.2%	1,210	5.1%	77.1%
Other current financial assets	160	0.6%	197	0.8%	-18.8%
Trade and other receivables	534	2.0%	438	1.8%	21.9%
Other current assets	562	2.1%	358	1.6%	57.0%
<b>Total current assets</b>	<b>3,399</b>	<b>13.0%</b>	<b>2,203</b>	<b>9.3%</b>	<b>54.3%</b>
Other non-current financial assets	37	0.1%	610	2.6%	-93.9%
Investments in associates	1,474	5.6%	1,631	6.9%	-9.6%
Investment properties	1,252	4.8%	1,152	4.8%	8.7%
Property, plant and equipment	7,281	27.8%	5,785	24.3%	25.9%
Right-of-use assets	8,621	32.9%	9,071	38.1%	-5.0%
Intangible assets other than goodwill	867	3.3%	853	3.6%	1.6%
Goodwill	971	3.7%	652	2.7%	48.9%
Advance payment for construction	880	3.4%	745	3.1%	18.1%
Other non-current assets	1,447	5.5%	1,082	4.6%	33.7%
<b>Total non-current assets</b>	<b>22,830</b>	<b>87.0%</b>	<b>21,581</b>	<b>90.7%</b>	<b>5.8%</b>
<b>Total assets</b>	<b>26,229</b>	<b>100.0%</b>	<b>23,784</b>	<b>100.0%</b>	<b>10.3%</b>
Short-term loans from financial institutions	1,125	4.3%	1,281	5.4%	-12.2%
Trade and other current payables	1,924	7.3%	1,121	4.7%	71.6%
Current portion of long-term loans	296	1.1%	1,315	5.5%	-77.5%
Current portion of lease liabilities	275	1.0%	252	1.2%	9.1%
Current portion of debentures	1,991	7.6%	-	-	-
Other current liabilities	245	0.9%	202	0.8%	21.3%
<b>Total current liabilities</b>	<b>5,856</b>	<b>22.3%</b>	<b>4,171</b>	<b>17.5%</b>	<b>40.4%</b>
Long-term loans	1,985	7.6%	1,905	8.0%	4.2%
Lease liabilities	7,451	28.4%	7,517	31.6%	-0.9%
Debentures	0	0.0%	1,979	8.3%	100.0%
Deferred rental revenue	466	1.8%	457	1.9%	2.0%
Deferred revenue	3,638	13.9%	2,356	9.9%	54.4%
Customer's deposit	1,178	4.5%	860	3.6%	37.0%
Other non-current liabilities	611	2.3%	644	2.7%	-5.1%
<b>Total non-current liabilities</b>	<b>15,329</b>	<b>58.4%</b>	<b>15,718</b>	<b>66.1%</b>	<b>-2.5%</b>
<b>Total liabilities</b>	<b>21,185</b>	<b>80.8%</b>	<b>19,889</b>	<b>83.6%</b>	<b>6.5%</b>
Equity attributable to owners of the Company	4,121	15.7%	3,288	13.8%	25.3%
Non-controlling interests	923	3.5%	607	2.6%	52.1%
<b>Total shareholders' equity</b>	<b>5,044</b>	<b>19.2%</b>	<b>3,895</b>	<b>16.4%</b>	<b>29.5%</b>

<b>Key Financial Ratio</b>		
<b>Profitability ratio</b>	<b>31-Dec-22</b>	<b>31-Dec-21</b>
Gross profit margin	30.3%	6.9%
EBITDA margin	16.8%	15.0%
Net profit margin*	-9.8%	-27.4%
<b>Efficiency ratio</b>	<b>31-Dec-22</b>	<b>31-Dec-21</b>
Return on equity*	-13.5%	-25.1%
Return on asset	-0.3%	-2.3%
<b>Liquidity ratio</b>	<b>31-Dec-22</b>	<b>31-Dec-21</b>
Current ratio (time)	0.58	0.53
<b>Leverage ratio</b>	<b>31-Dec-22</b>	<b>31-Dec-21</b>
Interest bearing debt to equity (time)*	3.18	4.35
Net interest bearing debt to equity (time)*	2.63	3.92
Debt to equity (time)*	5.14	6.05
Interest bearing debt to total equity (time) (excl: TFRS16 effect)	1.07	1.68
Net interest bearing debt to total equity (time) (excl: TFRS16 effect)	0.61	1.31
	<b>31-Dec-22</b>	<b>31-Dec-21</b>
Interest coverage ratio (time)**	-0.14	-1.13

\* Calculated from equity attributable to owners of the Company

\*\* =EBIT/Interest expense

As of 31 December 2022, the Company had interest bearing debt to equity attributable to owners of the Company (IBD/E) ratio at 3.18 times, and IBD/E ratio excluding TFRS 16 - Lease at 1.31 times.

In terms of leverage, the Company's interest bearing debts (excluding TFRS 16 - lease liability) to total shareholder equity and net interesting bearing debts (excluding TFRS 16 - lease liability) to total shareholder equity were 1.07 times and 0.61 times, respectively. This does not exceed 3 times and complies with both the loan from financial institution's covenant and new debenture's covenant.

Average collection in 2022 was 27 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**

For 2023, the Company's business outlook remains positive. Business recovery is expected to continue with greater revenue contribution from food business. The Company expects the growth rate of total revenue from existing business to be between 30%-35% YoY, with an EBITDA margin of approximately 15%-18% of total revenue in 2023.

### **Hotel Business:**

- The Company's hotel business outlook remains promising despite industry challenges. The Tourism Authority of Thailand targets 25 million tourist arrivals to Thailand in 2023, up by 124% on the 11.2 million arrivals welcomed in 2022.
- Despite the increasing number of tourists, hotel industry challenges remain due to expensive airfares, labour shortages, rising inflation, and the geopolitics between Russia and Ukraine. The upside is China's reopening, and the Company expects to see the positive impact of this around mid-2Q23.
- Driven by higher ADR and occupancy rates, hotel business revenue is expected to grow by 30-35% YoY, surpassing the pre-COVID-19 level. However, owned hotel occupancy is expected to be around 70%, slightly lower than the pre-COVID-19 level of 74% due to the refurbishment plan of Dusit Thani Pattaya in 2023.
- At the end of 2022, the Company's property portfolio comprised 348 properties (48 hotels and resorts, and 300 villas) with 12,372 rooms in total. In 2023, the Company plans to open 14 new hotels (approximately 1,700 rooms) in Asia and Europe, focusing on asset-light hotel expansion. This includes three hotels opening in Thailand. For owned hotel expansion, the Company plans to open ASAI Bangkok Sathorn (106 rooms) within 2Q23.

### **Education Business:**

- The Company expects a better year for its hospitality education business as both Dusit Thani College and Le Cordon Bleu Dusit Culinary School resumed operations with 100% onsite classes in 4Q22.
- The increasing number of student enrollments at Dusit Thani College and Le Cordon Bleu Dusit Culinary School are also expected to lead to a stronger educational performance in 2023. This is despite the higher expenses from The Food School, whose pre-operating costs are no longer being capitalised since the school's opening in 4Q22. There will also be no further loss sharing from Dusit Hospitality Education Philippines (DHEP) due to the divestment of DHEP in 4Q22.

### **Food Business:**

- In 2023, the Company plans to leverage food business synergies with business partners/collaborators to drive sustainable growth in line with the Company's primary strategy for balance, diversification, and expansion. Alongside driving growth, this will help to mitigate the impact of hotel business volatility by delivering diverse sources of recurring income and EBITDA.
- The Company's international school catering service outlook has been back on track since school services resumed in Thailand and Vietnam. Epicure Catering and The Caterers maintain their leading positions in the market amidst rising food costs from high inflation. Epicure Catering plans to expand into new channels (e.g., hospitals and workplaces) and new international markets in 2023.

- Bakery production business Port Royal, and its associated franchise pastry shop, Bonjour Bakery, will provide opportunities for the Company to supply OEM products to B2B customers. Key growth drivers in 2023 will include opening 20 new stores and increasing B2B sales among new customers.
- KAUAI healthy restaurant chain plans to open six new outlets in 2023, including three outlets in Thailand and three with Virgin Active in Australia. Earlier this year, a new KAUAI branch opened at the Emporium Mall in Bangkok (4th floor).
- Apart from food sourcing within DUSIT's ecosystem, Dusit Gastro (previously Dusit Gourmet) started supplying frozen baked goods to cafes and bakery chain shops throughout Thailand at the end of 2022. The company plans to expand to other chain shops in 2023. Business synergy initiatives with OR are expected to be implemented in 2Q23 at selected Café Amazon branches.
- Central kitchen and cloud dispensing network business Savor Eats had a pilot launch in Bangkok at the end of 2022 with one dispensing pod. Savor Eats plans to open up to 10 dispensing pods throughout the city by the end of 2023.

**Property Development:**

**Dusit Central Park** – a mixed-use project JV with Central Pattana.

- Superstructure work of the hotel building started in 2Q22 and is now up to Levels 14-15. Residences and Office substructures approached the ground surface towards the end of 2022 with the target to hand over to the main contractor for superstructure in 1Q23. ITD continued working on the Retail substructure with the target of handing over the space to Ritta by the end of 2023.
- The project faced some delays due to the COVID-19 situation, which caused continuous labour shortages from 2021 until early 2022. The project timeline has been rescheduled, with the first phase set to open in mid-2024, starting with the hotel, followed by the office building, then the retail building, and lastly, the residences by 2025.
- The 2023 residence sales target is 70-75% of saleable areas, mainly to foreign buyers as most countries have fully reopened. Currently, 52% of the saleable areas have been sold. The plan is to gradually transfer the units to the unit buyers starting at the end of 2025.

**The Hampton Sriracha by Origin and Dusit** – a condominium JV project with Origin Property PCL.

Construction was completed in 2022. Currently, approximately 74% of the total units have been sold. Approximately 36% of the total units have been transferred, with plans to transfer the remaining units by 1Q23.

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Please be informed accordingly  
Sukit Ngamsangapong  
Authorized person to disclose information