

Executive Summary

2023 tourism industry continued to recover from 2022. According to the United Nations World Tourism Organization (UNTWO), global international tourist arrivals returned to 88% of pre-COVID-19 level. The number of international tourist arrivals to Thailand significantly increased from 11.1 million in 2022 to 28.2 million, which still lower than the pre-COVID-19 level of 39.9 million (data from the Tourism Authority of Thailand).

Overall, the Company's business operation continued its recovery in 2023. In 4Q23, the Company recorded the highest quarterly total revenue of THB 1,883 million due mainly to hotel business recovery driven by higher occupancy rate and ADR during the High Season. In addition, food business continued to grow with increased revenue from franchise bakery business and international school catering business. As a result, the Company reported EBITDA of THB 274 million and a 14.6% EBITDA margin. However, higher administrative expenses from business expansion and increased interest expenses as well as The Food School Bangkok's loss during its first stage of operations led the Company to report a net loss of THB -146 million.

For 2023, the Company had total revenue of THB 6,410 million, a 25% increase from 2022 due mainly to continued hotel business recovery with a 30.5% YoY growth of RevPar. Food business also expanded as per the Company's strategy for business expansion and diversification. The Company reported EBITDA of THB 862 million, close to THB 864 million of the previous year. However, the Company reported a net loss of THB -570 million, an increase of 13.8% YoY from a net loss of THB -501 million in 2022 due mainly to the absence of THB 135 million gain on sale of investment in associated company and arrangement fee income (from real estate development business – Dusit Central Park) booked in 2022 and increased expenses as aforementioned. Excluding non-recurring items, the Company reported a core loss of THB -626 million, an increase of 5.2% from THB -595 million.

In terms of business outlook, 2024 is the year that the Company plans to unlock value creation from the reopening of Dusit Thani Bangkok hotel in 3Q24 which is the first phase of Dusit Central Park project. With a positive view on tourism industry recovery, the Company targets hotel revenue growth of 18%-20% from 2023. The outlook for food business remains promising with a target of 30%-35% revenue growth driven by outlet expansion, new products, new customers, and new revenue streams from the central kitchen and cloud dispensing network business. The outlook for education business has remained challenging from the non-degree programmes. However, education business EBITDA is expected to return positive in the first half of 2024. The Company expects the total revenue from existing business to grow approximately 18%-20% from 2023 with the estimated EBITDA margin of approximately 14%-15% of total revenue in 2024.

Unit: THB mn	4Q23	4Q22	Change		3Q23	Change		2023	2022	Change	
Hotel business	1,350	1,098	252	23.0%	950	400	42.1%	4,390	3,220	1,170	36.3%
Education business	119	145	-26	-17.9%	78	41	52.6%	400	369	31	8.4%
Food business	361	293	68	23.2%	291	70	24.1%	1,239	846	393	46.5%
Real estate development business	4	64	-60	-93.8%	4	0	0.0%	42	198	-156	-78.8%
Others	49	123	-74	-60.2%	106	-57	-53.8%	339	497	-158	-31.8%
Total revenue	1,883	1,723	160	9.3%	1,429	454	31.8%	6,410	5,130	1,280	25.0%
EBITDA	274	446	-172	-38.6%	95	179	188.4%	862	864	-2	-0.2%
EBIT	34	212	-178	-84.0%	-136	170	NM+	-47	-70	23	32.9%
Net profit (loss) attributable to parent	-146	46	-192	NM-	-247	101	40.9%	-570	-501	-69	-13.8%
EPS (THB)	-0.21	0.02	-0.22	NM-	-0.33	0.12	36.6%	-0.82	-0.65	-0.17	-25.8%
Non-recurring items	59	153	-94	-61.4%	-1	60	NM+	56	94	-38	-40.4%
Net profit (loss) attributable to parent excluding non-recurring items	-205	-107	-98	-91.6%	-246	41	16.7%	-626	-595	-31	-5.2%

Dusit Thani PLC
Management Discussion and Analysis
For 4Q23 and FY2023

Unit: THB mn	1Q23	2Q23	3Q23	3Q23	2023	1Q22	2Q22	3Q22	4Q22	2022
Gain (loss) on measurement of other financial assets	-	-	-	-	-	32	(3)	-	-	29
Gain (loss) on sale of other financial assets	-	-	-	-	-	(33)	-	-	-	(33)
Gain on revaluation of investment property	-	-	-	44	44	-	-	-	100	100
Gain on sale of property, plant and equipment (net)	-	-	-	-	-	-	-	-	68	68
Gain on write off of right-of-use asset (net)	-	-	-	-	-	-	-	-	9	9
Gain on reversal of impairment loss	-	-	-	44	44	-	-	-	-	-
Loss on under accrued expense (net)	-	-	-	(5)	(5)	-	-	-	-	-
Loss on close KAUAI branches (net)	-	-	-	(5)	(5)	-	-	-	-	-
Loss on IFRS adjustment (net)	-	-	-	(1)	(1)	-	-	-	-	-
Loss sharing	-	-	-	-	-	-	-	(41)	-	(41)
Severance pay	(2)	-	(1)	(1)	(4)	(2)	(2)	(11)	(4)	(19)
Tax (expense) income	-	-	-	(17)	(17)	-	1	-	(20)	(19)
Total non-recurring items	(2)	-	(1)	59	56	(3)	(4)	(52)	153	94

Major developments in 4Q23

Hotel Business

- The Company opened Dusit Princess Phatthalung hotel in Thailand (soft opening with 78 rooms) in 4Q23. At the end of 2023, the Company hotel portfolio includes 300 properties which comprises of 57 hotels and 243 luxury villas under management (12,575 rooms) across 19 countries.

Food Business

- In 4Q23, Bonjour Bakery opened 13 new outlets (7 outlets in Thailand and 6 outlets in new market – Vietnam), bringing its total of outlets to 94 at the end of 2023 (87 in Thailand, 6 in Vietnam, and 1 in China).
- Savor Eats was on the progress of contract signings with renowned small and medium enterprises (SMEs) as well as developing new menus. Savor Eats plans to officially launch the brand in 1Q24.
- Early 1Q24, the Company plans to close KAUAI healthy restaurant branches as per Dusit Foods's long term strategic direction.

Real Estate Development Business

- The Company entered into the Amendment to Land Lease Agreement with The Crown Property Bureau to extend the construction period of Dusit Central Park project for 2 years (from 7 years to be 9 years) starting from 1 July 2017 to 30 June 2026. The lease term remained unchanged. In other words, the land lease term covers a 30-year period with the right to extend it for another 30 years on the same terms and conditions (30+30 years) or commencing from 1 July 2026 to 30 June 2086.

Financial Resilience

- In December 2023, the Company redeemed the due debenture no. 2/2021 worth THB 1,000 million by using the proceeds from the issuance and offering of the debenture no. 2/2023 worth THB 1,000 million in November 2023 (3-year unsubordinated and unsecured debentures with a 5.55% coupon per annum. The Company has the right to redeem the debentures before the maturity date).

4Q23 and 2023 Business Segment Performance

Unit: THB mn	Revenue breakdown					EBITDA breakdown				
	4Q23	4Q22	Change	3Q23	Change	4Q23	4Q22	Change	3Q23	Change
Hotel business	1,350	1,098	23.0%	950	42.1%	379	353	7.4%	161	135.4%
Education business	119	145	-17.9%	78	52.6%	5	44	-88.6%	-34	NM+
Food business	361	293	23.2%	291	24.1%	43	29	48.3%	29	48.3%
Real estate development business	4	64	-93.8%	4	0.0%	-21	37	NM-	-16	-31.3%
Others	49	123	-60.2%	106	-53.8%	-132	-17	-676.5%	-45	-193.3%
Total	1,883	1,723	9.3%	1,429	31.8%	274	446	-38.6%	95	188.4%

Note: Revenue included share of profit (loss) of joint ventures and associates accounted for using equity method

In 4Q23, the Company reported total revenue of THB 1,883 million; an increase of THB 160 million or 9.3% YoY; and THB 454 million or 31.8% QoQ of which 71.7%, 6.3%, 19.2%, 0.2% and 2.6% of total revenue came from Hotel Business, Education Business, Food Business, Real Estate Development Business and Other Business, respectively.

Unit: THB mn	Revenue breakdown				EBITDA breakdown			
	2023	2022	Change		2023	2022	Change	
Hotel business	4,390	3,220	1,170	36.3%	1,091	824	267	32.4%
Education business	400	369	31	8.4%	-20	-26	6	23.1%
Food business	1,239	846	393	46.5%	139	38	101	265.8%
Real estate development business	42	198	-156	-78.8%	-44	111	-155	NM-
Others	339	497	-158	-31.8%	-304	-83	-221	-266.3%
Total	6,410	5,130	1,280	25.0%	862	864	-2	-0.2%

In 2023, the Company reported total revenue of THB 6,410 million; an increase of THB 1,280 million or 25.0% YoY, of which 68.5%, 6.2%, 19.3%, 0.7% and 5.3% of total revenue came from Hotel Business, Education Business, Food Business, Real Estate Development Business and Other Business, respectively.

Hotel Business

Hotel Business generated revenue of THB 1,350 million in 4Q23, an increase of 23.0% YoY and THB 4,390 million in 2023, up by 36.3% YoY mainly due to the increase in tourist travel had started since late year ended 2022. Along with the full opening of China, although the number of Chinese tourists departing the country remains lower than pre-COVID-19 levels. Compared to 3Q23, the revenue increased by 42.1% QoQ due to High Season.

Owned Hotels

	4Q23	4Q22	% Change	3Q23	% Change	2023	2022	% Change
Occupancy %	73.2%	69.0%	4.2%	67.9%	5.3%	70.4%	58.9%	11.5%
ADR (THB/night)	4,230	3,989	6.0%	3,201	32.1%	3,812	3,494	9.1%
RevPar (THB/night)	3,096	2,753	12.5%	2,174	42.4%	2,685	2,058	30.5%

Remark: For comparison purposes, the statistics do not include ASAI Bangkok Sathorn

Owned Hotels Business generated revenue of THB 1,102 million in 4Q23, an increase of 18.8% YoY and 43.7% QoQ; and THB 3,602 million in 2023, up by 30.3% YoY. This is detailed as follows:

- Revenue from Owned Hotels in Thailand in 4Q23 (High Season) increased by 27.3% YoY and in 2023 also increased by 51.9% YoY. Compared to 3Q23, the revenue has increased by 46.8%

QoQ. Mainly from increase of revenue from Dusit Thani Pattaya, Dusit Thani Laguna Phuket and Dusit Thani Hua Hin from increasing on number of travelers since late year 2022. It was result of both increase in OCC and ADR. Moreover, impairment loss was reversed of THB 44 million from Dusit Thani Laguna Phuket and Dusit Thani Hua Hin which was recorded in 1Q21 from business disruption by COVID-19 pandemic. The revenue also increased from the opening of ASAI Bangkok Sathorn in mid of 2Q23.

- Revenue from Overseas Hotels in 4Q23 increased by 8.4% YoY. The increase was mainly driven by Dusit Thani Manila increasing 10.1% YoY which ADR improved by 5.0% YoY. Compared to 3Q23, the revenue increased by 39.4% QoQ due to increase of revenue from Dusit Thani Manila and Dusit Thani Maldives from a rising number of Asian travelers and the beginning of High Season in this quarter. In 2023, revenue from Overseas Hotels increased 8.3% YoY from increase of revenue from Dusit Thani Manila by 26.0% YoY due to increase on number of international travels. For Dusit Thani Maldives, revenue decreased by 6.1% YoY due to customers having alternative destinations to travel after the COVID-19 pandemic situation around the world has eased. Additionally, there has been an increase in price competition and new players. Main customers were from China followed by South Korea, Russia, and India.

Hotel Management

Revenue from Hotel Management was THB 248 million in 4Q23, an increase of 45.9% YoY mainly due to increase of revenue from Hotel Management under Dusit brands in Japan, which opened at the end of the second quarter year 2023. The revenue increased by 35.5% QoQ mainly from increase of revenue from Hotel Management both under Dusit brands in Japan and overseas managed properties, particularly in the Middle East. Offset with the decrease in Hotel Management under Elite Havens.

In 2023, revenue from Hotel Management was THB 788 million, an increase of 73.2% YoY. The increase was driven mainly by the following factors: Firstly, the Company was in the process of pre-opening phase and opened two hotels as planned, including ASAI Kyoto Shijo (June) and Dusit Thani Kyoto (September). These openings contributed to increased revenue. Secondly, the higher revenue from overseas managed properties, particularly in the Middle East and United States of America (Guam). Thirdly, the revenue from Hotel Management under Elite Havens also constantly increased from border opening of Thailand and Japan. Besides, luxury villas are in demand.

The Company reported EBITDA from Hotel Business of THB 379 million in 4Q23, up by THB 26 million; and THB 1,091 million in 2023, increased by THB 267 million YoY. This increase was driven by the country reopening and improving on both domestic and overseas revenues, including the impairment loss on Owned Hotels was reversed. However, there was an increase in variable rent and expenses from Hotel Management. Compared to 3Q23, EBITDA also increased by THB 218 million.

The depreciation and amortization were THB 158 million in 4Q23, increased by 1.3% YoY mainly due to the newly opened ASAI Bangkok Sathorn in mid 2Q23. In 2023, the depreciation and amortization were THB 613 million, decreased by 1.8% YoY, mainly due to an increase in fully depreciated assets.

Education Business

Education Business generated the revenue of THB 119 million in 4Q23, decreased by 17.9% YoY mainly from Dusit Thani College has fewer operating days, owing to the earlier start of the semester. In 2023, the revenue was THB 400 million, increased by THB 8.4% YoY mainly due to no more loss sharing from

Dusit Hospitality Education Philippines as recorded in last year from decrease of its investment value. Despite, lower on profit sharing from Le Cordon Bleu Dusit Culinary School reflecting to decrease on number of students. Compared to 3Q23, the revenue increased by THB 41 million or 52.6% QoQ, mainly due to Dusit Thani College's semester break in the third quarter.

EBITDA from Education Business was THB 5 million in 4Q23, decreased by THB 39 million YoY mainly due to decrease in EBITDA of Dusit Thani College resulting from both decreased revenue and increased expenses. Compared to 3Q23, EBITDA increased by THB 14 million QoQ mainly due to the increase of revenue of Dusit Thani College as mentioned. In 2023, EBITDA was THB -20 million, increased THB 6 million YoY due to decrease on loss sharing from Dusit Hospitality Education Philippines. However, Dusit Thani College reported an increase in expenses from the process of launching new programmes, decrease in profit sharing from Le Cordon Bleu Dusit Culinary School and loss from business growth period of Food school.

Food Business

Food Business generated revenue of THB 361 million in 4Q23, increased by THB 68 million or 23.2% YoY.; and THB 1,239 million in 2023, increased by THB 393 million or 46.5% YoY. This mainly came from revenue of Bonjour Bakery Asia, franchise bakery business, which invested at the end of 2Q22 as well as an increased revenue of Epicure Catering from more student numbers after the full operations onsite of schools since beginning of 2Q22. In addition, Epicure Group successfully signed 12 new school contracts in 3Q23. Compared to 3Q23, Food Business revenue increased by 24.1% QoQ due to an increase in student numbers and operation days of Epicure Catering.

EBITDA from Food Business in 4Q23 was THB 43 million, up by THB 14 million YoY; and THB 139 million in 2023, increased by THB 101 million YoY. Compared to 3Q23, EBITDA increased by THB 14 million QoQ, mainly from the change in revenue mentioned above.

However, in 4Q23, Dusit Real Foods has recorded provision of THB 12 million for closing 2 branches at beginning of 2024 as per Dusit Foods's long term strategic direction.

Real Estate Development Business

In 4Q23, Real Estate Development Business reported revenue and profit sharing of THB 4 million, decreased by THB 60 million YoY mainly due to decrease of profit sharing from The Origin Dusit Co., Ltd. from decrease of revenue of Hampton project by THB 62 million, and reported revenue and profit sharing of THB 42 million in 2023, decreased by THB 156 million came from gain on sales of investment in associate of THB 131 million and arrangement fee income of THB 4 million in 1Q22. Moreover, Real Estate Development Business also decreased in profit sharing of THB 20 million from The Origin Dusit Co., Ltd. from decrease of revenue of Hampton project. Revenue from Real Estate Development Business in 4Q23 was close to that of 3Q23.

EBITDA from Real Estate Development Business was THB -21 million in 4Q23, decreased by THB 58 million YoY; and THB -44 million in 2023, decreased by THB 155 million YoY, as revenue changes as mentioned. Compared to 3Q23, EBITDA decreased 5 million QoQ, due to an increase in administrative expenses.

Other Businesses

The Company reported revenue from Other Businesses of THB 49 million in 4Q23, decreased by THB 74 million YoY, the decrease was driven mainly by decreases on gain on sales of property plant and equipment and gain from change in fair value of investment property. Although, the revenue increased from Baan Dusit Thani and Dusit Hospitality Services that operate business of outside catering, cleaning, and project management for high-end condominium in Bangkok. Moreover, the

Company has an increase in gain on exchange rate and sharing profit from DREIT. The revenue decreased of THB 57 million or 53.8% QoQ mainly due to decrease on gain on exchange rate and sharing profit from DREIT, while increase on gain from change in fair value of investment property, as well as increase of revenue from Baan Dusit Thani and Dusit Hospitality Services.

In 2023, revenue was THB 339 million, decreased by THB 158 million or 31.8% YoY from decrease of gain on sales of property plant and equipment, gain from change in fair value of investment property and other income such as rental income, service income and Information Technology income. Although, the revenue increased from profit sharing from DREIT, Baan Dusit Thani and Dusit Hospitality Services.

EBITDA from Other Businesses was THB -132 million in 4Q23, decreased by THB 115 million YoY; and decreased by THB 87 million QoQ, reported as THB -304 million in 2023, decreased by THB 221 million YoY as revenue changes as mentioned and the increase in administrative expenses.

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

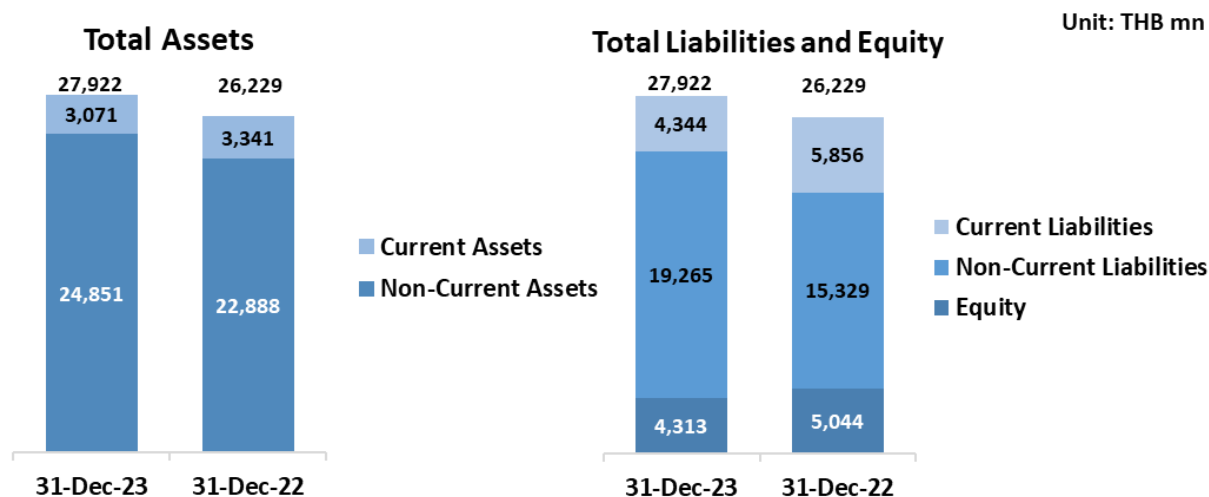
The Company's EBITDA was THB 274 million in 4Q23, down by THB 172 million YoY; and up by THB 179 million QoQ. In 2023, EBITDA was THB 862 million, down by THB 2 million YoY due to the change in EBITDA in each business as mentioned above including business expansion along with The Food School Bangkok's loss during its first stage of operations.

Finance Costs

Finance Costs was THB 140 million in 4Q23, increased by 14.9% YoY; and THB 524 million in 2023, increased by 6.4% YoY mainly from the 2 new debenture issuances in 2023 and the increase in interest rate of short/long-term loans. Compared to 3Q23, Finance Costs also increased by 5.5% QoQ due to the new debenture issuances, as mentioned.

Net Profit

The Company reported the net loss of THB -146 million in 4Q23, worsened by THB 192 million YoY; and THB -570 million in 2023, worsened by THB 69 million YoY. Compared to 3Q23, the net loss improved by THB 101 million QoQ.



Assets

As of 31 December 2023, total assets of the Group were THB 27,922 million, increasing by THB 1,693 million or 6.5% compared with 31 December 2022.

- Current assets decreased by THB 270 million, mainly from a net decrease of THB 433 million in cash and cash equivalents because of the net cash flows from operating, investing, and financing activities which were partially offset by an increase of THB 103 million in other current assets as a result of an increase in prepaid consulting fee, input VAT and advance payment.
- Non-current assets increased by THB 1,963 million, mainly due to an increase in property, plant and equipment of THB 2,934 million mainly from “Dusit Central Park” and “ASAI Bangkok Sathorn” projects, although a decrease in right-of-use assets of THB 680 million, resulting from normal depreciation and the amendment to the land lease agreement with The Crown Property Bureau, and also advance payment for construction of Dusit Central Park decreased by THB 361 million and intangible assets other than goodwill decreased by THB 112 million.

Liabilities

As of 31 December 2023, total liabilities of the Group were THB 23,609 million, increasing by THB 2,424 million or 11.4% compared with 31 December 2022.

- Current liabilities decreased by THB 1,512 million mainly due to current portion of debentures decreased by THB 1,991 million due to repayment. The decreases were offset by an increase in short-term loans from financial institutions of THB 196 million and an increase in other current liabilities of THB 136 million mainly from retention payable.
- Non-current liabilities increased by THB 3,936 million mainly due to the issuance of debenture THB 2,475 million, an increase of THB 1,456 million from deferred revenue and customers’ deposits from Dusit Central Park project and an increase of THB 396 million from long-term loans from financial institutions. The increases were offset by a decrease of THB 353 million from lease liabilities, resulting from the amendment to the land lease agreement with The Crown Property Bureau.

Shareholders’ Equity

As of 31 December 2023, Shareholders’ Equity of THB 4,313 million decreased by THB 731 million or 14.5% compared with 31 December 2022. This consisted of the equity attributed to owners of the

parent of THB 3,440 million and the non-controlling interest of THB 873 million. The decrease was a result of THB 120 million of interest on perpetual subordinated debentures, THB 580 million of total comprehensive loss for the period and THB 31 million of dividend paid to non-controlling interests.

Cash Flows

As of 31 December 2023, the Group reported cash and cash equivalents of THB 1,710 million, decreasing by THB 460 million (before effect of exchange rate changes of THB 27 million) from THB 2,143 million as of 31 December 2022.

- Net cash inflow from operating activities of THB 2,224 million mainly consisting of:
 - Cash inflows from deferred revenue of THB 207 million, customer’s deposits of THB 1,249 million offset by net cash inflow from sales and services deducted by operating cash outflow, and tax payment.
- Net cash outflow for investing activities of THB 2,740 million, mainly consisting of:
 - Cash outflow for purchases of equipment and construction mainly for “Dusit Central Park” and “ASAI Bangkok Sathorn” projects – THB 2,716 million.
 - Cash inflow from dividend received from associate– THB 129 million.
- Net cash inflow from financing activities of THB 56 million mainly consisting of:
 - Cash inflow from proceeds from debenture, net issuing fee – THB 2,472 million.
 - Cash inflow from proceeds from long-term loans from financial institutions, net – THB 430 million.
 - Cash inflow from proceeds from short-term loans from financial institutions, net – THB 196 million.
 - Cash outflow for repayment of debenture – THB 2,000 million.
 - Cash outflow for interest paid – THB 607 million.
 - Cash outflow for the payment of lease liabilities – THB 279 million.
 - Cash outflow for interest paid for perpetual subordinated debentures – THB 120 million.
 - Cash outflow for dividend paid to non-controlling interests – THB 31 million.

Dusit Thani PLC
Management Discussion and Analysis
For 4Q23 and FY2023

Statement of Financial Position

Unit: THB mn	31-Dec-23	% to total assets	31-Dec-22	% to total assets	Chg
Cash and cash equivalents	1,710	6.1%	2,143	8.2%	-20.2%
Other current financial assets	163	0.6%	160	0.6%	1.9%
Trade and other receivables	588	2.1%	534	2.0%	10.1%
Other current assets	610	2.2%	504	2.0%	21.0%
Total current assets	3,071	11.0%	3,341	12.7%	-8.1%
Other non-current financial assets	74	0.3%	37	0.1%	100.0%
Investments in associates	1,419	5.1%	1,474	5.6%	-3.7%
Investment properties	1,298	4.6%	1,252	4.8%	3.7%
Property, plant and equipment	10,215	36.6%	7,281	27.8%	40.3%
Advance payment for construction	538	1.9%	899	3.4%	-40.2%
Right-of-use assets	7,941	28.4%	8,621	32.9%	-7.9%
Intangible assets other than goodwill	755	2.7%	867	3.3%	-12.9%
Goodwill	999	3.6%	971	3.7%	2.9%
Other non-current assets	1,612	5.8%	1,486	5.8%	8.5%
Total non-current assets	24,851	89.0%	22,888	87.3%	8.6%
Total assets	27,922	100.0%	26,229	100.0%	6.5%
Short-term loans from financial institutions	1,321	4.7%	1,125	4.3%	17.4%
Trade and other current payables	1,964	7.0%	1,924	7.3%	2.1%
Current portion of long-term loans	365	1.3%	296	1.1%	23.3%
Current portion of lease liabilities	318	1.1%	275	1.0%	15.6%
Current portion of debentures	0	0.0%	1,991	7.6%	-100.0%
Other current liabilities	376	1.3%	245	0.9%	53.5%
Total current liabilities	4,344	15.6%	5,856	22.3%	-25.8%
Long-term loans	2,365	8.5%	1,985	7.6%	19.1%
Lease liabilities	7,098	25.4%	7,451	28.4%	-4.7%
Deferred rental revenue	439	1.6%	466	1.8%	-5.8%
Deferred revenue	3,417	12.2%	3,210	12.2%	6.4%
Customer's deposit	2,855	10.2%	1,606	6.1%	77.8%
Other non-current liabilities	616	2.2%	611	2.3%	0.8%
Total non-current liabilities	19,265	69.0%	15,329	58.4%	25.7%
Total liabilities	23,609	84.6%	21,185	80.8%	11.4%
Equity attributable to owners of the Company	3,440	12.3%	4,121	15.7%	-16.5%
Non-controlling interests	873	3.1%	923	3.5%	-5.4%
Total shareholders' equity	4,313	15.4%	5,044	19.2%	-14.5%

Key Financial Ratio		
Profitability ratio	31-Dec-23	31-Dec-22
Gross profit margin	32.8%	30.3%
EBITDA margin	13.4%	16.8%
Net profit margin*	-8.9%	-9.8%
Efficiency ratio	31-Dec-23	31-Dec-22
Return on equity*	-15.1%	-13.5%
Return on asset	-0.2%	-0.3%
Liquidity ratio	31-Dec-23	31-Dec-22
Current ratio (time)	0.71	0.57
Leverage ratio	31-Dec-23	31-Dec-22
Interest bearing debt to equity (time)*	4.05	3.18
Net interest bearing debt to equity (time)*	3.51	2.63
Debt to equity (time)*	6.86	5.14
Interest bearing debt to total equity (time) (excl: TFRS16 effect)	1.51	1.07
Net interest bearing debt to total equity (time) (excl: TFRS16 effect)	1.08	0.61
	31-Dec-23	31-Dec-22
Interest coverage ratio (time)**	-0.09	-0.14

* Calculated from equity attributable to owners of the Company

** =EBIT/Interest expense

As of 31 December 2023, the Company had interest bearing debt to equity attributable to owners of the Company (IBD/E) ratio at 4.05 times, and IBD/E ratio (excluding TFRS 16 – Lease) at 1.90 times.

In terms of leverage, the Company's interest bearing debts to total shareholder equity (excluding TFRS 16 - lease liability) and net interesting bearing debts to total shareholder equity (excluding TFRS 16 - lease liability) were 1.51 times and 1.08 times, respectively. This does not exceed 3 times and complies with both the loan from financial institution's covenant and debenture's covenant issued.

Average collection in 2023 was 23 days, which complied with the normal credit term granted by the Group due within 30-60 days.

Outlook

2024 is the year that the Company plans to unlock value creation from the opening of the first phase of Dusit Central Park project, ongoing hotel business recovery, and strong growth of food business. The Company expects the growth rate of total revenue from existing business to be between 18%-20% from 2023, with the estimated EBITDA margin of approximately 14%-15% of total revenue in 2024.

Hotel Business: Expects to surpass pre-pandemic levels with plan to enhance hotel profitability.

- Global tourism is expected to continue its recovery in 2024. According to United Nations World Tourism Organization (UNTWO), 2024 should see global international tourism return to pre-pandemic levels vs 88% of pre-pandemic levels in 2023. For domestic tourism, the Tourism Authority of Thailand targets 35 million tourist arrivals in Thailand in 2024, an increase of 24% from 28.2 million recorded in 2023.
- The Company plans to leverage this tourism opportunity with a target of 18%-20% hotel revenue growth from 2023, driven by RevPar growth from a higher ADR and occupancy rate as well as the reopening of Dusit Thani Bangkok hotel. Owned hotel occupancy rate is expected to be approximately 75%, improving from 70% in 2023 and surpassing the 74% pre-COVID-19 level.
- To reduce financial risk, the new hotel expansion will focus on an asset-light approach (hotel management). The Company plans to enhance expansion in the midscale segment for quick returns. The Company plans to open 8-10 new hotels in 2024, including one owned hotel – the new flagship Dusit Thani Bangkok – in 3Q24.

Education Business: Outlook for non-degree programmes remains challenging. EBITDA should return positive in the first half of 2024.

- Education business is expected to face another challenging year with overall market slowdown, particularly in terms of professional education (non-degree) programmes. Although overall industry numbers for higher-degree education have been declining, Dusit Thani College's full degree programmes have continued to attract students, as evidenced by an increase in new enrollments last year.
- In response to the challenging industrial environment, Dusit Hospitality Education (DHE) plans to focus on diversification beyond full-degree programmes towards short-term professional programmes that fit market demand. DHE also plans to balance revenue prospects against optimum resources to support high growth/profitable programmes, while disinvesting resources in poor performing programmes.
- The Company expects education revenue growth of 15% YoY driven by culinary degree enrollments and increasing revenue from The Food School Bangkok. EBITDA should return to positive in 1H24 driven by better performance of Dusit Thani College while The Food School Bangkok will remain loss making as the school requires few years more to turn profitable.

Food Business: The outlook for food business is promising with a target of 30%-35% revenue growth driven by outlet expansion, new products, new customers, and new revenue streams from the central kitchen and cloud dispensing network business.

- The outlook for **international school catering** remains positive. Epicure Catering and The Caterers maintain their leading positions in the market. Epicure Catering is also exploring business opportunities by way of expanding into new channels and new international markets.

- **Bakery franchise business** (Bonjour Bakery) plans to open 10-12 new outlets in Thailand, Vietnam, and other countries in Asia, as well as grow business-to-business (B2B) sales.
- **Dusit Gastro**, a sourcing hub for Dusit Hotels and Resorts as well as non-Dusit businesses, plans to offer more stock keeping units (SKUs) and new products to the Hotel, Restaurant, and Café/Catering (HoReCa) segment in Thailand and overseas.
- **Central kitchen and cloud dispensing network business** Savor Eats plans to officially launch the brand in 1Q24 with variety of product offerings from renowned small and medium enterprises (SMEs).

Real Estate Development Business:

- **Dusit Central Park** – a mixed-use project JV with Central Pattana.
 - At the end of November 2023, the superstructure work of hotel building completed topping off the hotel with the golden iconic spire installation of both the original and new one. In January 2024, interior decoration work is in progress for many areas of the hotel. Superstructure work of office building reached Level 19. Superstructure of residential buildings is under construction and completed Level 6. Retail construction remains at substructure work and partially handed over areas to Ritta for superstructure construction.
 - The project timeline has been arranged with the first phase set to open in 3Q24, starting with the hotel, followed by the office building, then the retail building, and lastly the residences by 2025.
 - The 2024 residence sales target is set at 85% of saleable areas. The plan is to gradually transfer the units to the unit buyers starting from end-2025.
- **The Hampton Sriracha by Origin and Dusit** – a condominium JV project with Origin Property PCL. Construction is complete. Repayment of the project finance is complete. Currently working on sale and transfer of the remaining units.

Please be informed accordingly.
Sukit Ngamsangapong
Authorized person to disclose information.