

MANAGEMENT DISCUSSION AND ANALYSIS OF 4Q/2023 AND FOR THE YEAR 2023

Economy

The National Economic and Social Development Board (NESDB) reported an estimated economic growth rate of 1.9% for 2023 and projected a growth rate of 2.2%-3.2% for 2024. In this regard, positive factors come from the robust expansion of private sector consumption, particularly in the categories of services, employment support, and increased labor income. However, the recovery of exports and the tourism sector has been slower than expected, partly due to subdued growth in China and the global electronics cycle, which has not fully recovered. However, there remains an inclination for further growth in the upcoming period. Headline inflation has decreased from lower energy prices in the global market and government measures to reduce gasoline prices, while the core inflation rate has decreased slightly from the previous year's high. The exchange rate of the Thai Baht has appreciated against the US Dollar, influenced by adjustments in the money market following diminished expectations of the Federal Reserve's sustained tight monetary policy, prompted by lower-than-expected economic indicators for the United States.

Tourism Industry

The Ministry of Tourism and Sports reported Thai tourist numbers from January 1 to December 24, 2023. The data revealed that 27 million international tourists visited Thailand during this period. The top five countries with the highest number of foreign tourists were: 1. Malaysia, 2. China, 3. South Korea, 4. India, and 5. Russia. In Q4/2023, there was continuous growth compared to the previous quarter, aligning with the government's target of attracting approximately 25-28 million foreign tourists to Thailand, which corresponds to the high season. The Cabinet approved measures to stimulate tourism with the visa-free program for tourists from five countries, which was initially implemented for Chinese and Kazakhstani tourists from September 25, 2023, to February 29, 2024. In the second phase, this program was extended to Indian and Taiwanese tourists from November 10, 2023, to May 10, 2024 and for Russian tourists from November 1, 2023, to April 30, 2024. In addition, the government implemented additional measures to stimulate tourism, including a permanent visa exemption for Thai-Chinese tourists, effective from March 1, 2024. The Tourism Authority of Thailand (TAT) expects that this measure will attract Chinese tourists to visit Thailand, aiming to reach the target of 8.5 million of the total target of 35 million international tourists in 2024. Additionally, as a component of the government's

measures, there are efforts to promote events across Thailand with the goal of establishing year-round attractions that captivate both domestic and international tourists. In 2024, the government has set an ambitious target to raise tourism revenue to 3.5 trillion baht (from the earlier goal of 3 trillion baht). This will be achieved by promoting tourism in secondary cities, aiming to transform Thailand into a year-round high season destination, enhancing tourist facilities, improving transportation connectivity, and facilitating an increase in tourist spending. Furthermore, the TAT has initiated the "STGs Travel 4D" program to promote the sustainable development of tourism goals (Sustainable Tourism Goals: STGs). The program encourages tourism entrepreneurs to participate in the Sustainable Tourism Acceleration Rating (STAR) project, urging them to adopt the STGs objectives that cover all four dimensions within the environmental tourism system. These dimensions include economic, social, environmental, and cultural aspects, serving as guidelines for conducting their business.

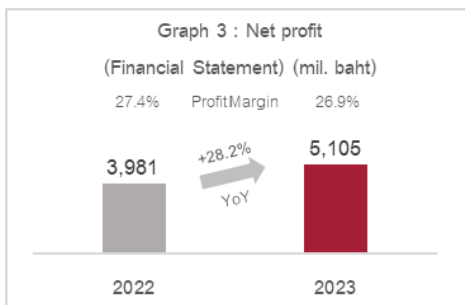
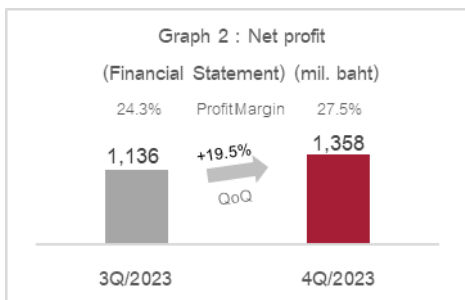
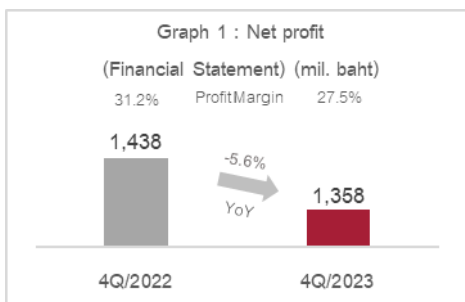
Retail and Commercial Industries

During Q4/2023, the retail business sustained its continual growth due to the festive season and this trend is expected to extend into the early months of 2024. The momentum is attributed to increased consumer spending and the recovery of the tourism sector, supported by governmental measures and promotional campaigns by businesses, in particular the implementation of the Easy E-Receipt program which allows individuals to receive a tax deduction for purchases of goods and services domestically until February 15, 2024. Moreover, the purchasing power of domestic consumers is gradually rebounding in line with the recovery of the Thai economy, and a rising number of foreign tourists actively contributed to the surge in retail sales in tourist provinces. Large-scale infrastructure investment projects continued to progress, contributing to income and employment and attracting investment to support community expansion. For the retail business trends through online channels (E-Commerce), it is expected to expand by an average of 6%-10% in 2024, driven by the recovery of the tourism sector together with the government's digital wallet project, which aims to stimulate consumer spending and support retail businesses.

For the commercial business, there continues to be a rising trend in supply, driven by the construction of new office spaces that are gradually being completed. Most of new supplies are situated in CBDs. In 2024, the business of leasing office buildings is expected to expand slightly, particularly among the Grade A office leasing group.

Furthermore, international companies tend to consider leasing new green office buildings that prioritize sustainable concepts (ESG), such as energy and environmental conservation, health or construction that adheres to global standards, such as LEED's green building standards, etc. However, the office building business still faces challenges from various factors. These include the hybrid workplace model and outsourcing, resulting in reduced demand for leased office spaces. The oversupply is expected to increase due to the opening of new projects, requiring business operators to adjust strategies. They need to present new options to tenants and create differentiation to enhance competitiveness in the future.

Overview of Asset World Corporation (“the Company” or “AWC”)¹



The Company generated EBITDA growth by implementing a strategy to transform assets from DEVELOPING ASSETS into OPERATING ASSETS and by enhancing the capabilities of assets to reach a MATURE stage. In 2023, the Company has achieved the new high record in five aspects: 1) Net Profit increased by 28.2% from the previous year to 5,105 million baht. 2) the Net Operating Profit of business units (BU EBITDA) grew by 26.6% from the previous year to 10,639 million baht, 3) the RevPAR for the Hospitality Business grew by 54.8% from the previous year to 3,658 baht, 4) the Average Daily Rate (ADR) increased by 17.4% from the previous year to 5,661 baht per night, and 5) new operating assets and approved investment projects with a total value of over 20,000 million baht. As of year-end 2023, gross asset value amounted to 146,799 million baht, a 3.6% increase from 141,699 million baht in 2022, with growth from both the Hospitality and Retail & Commercial Business. The operating assets which generated revenue comprise over 70% of the portfolio, and the assets have moved from the ramp-up to the mature stage. Over the past period, the assets grew by 52% and the equity grew by 16% compared to 2019. The debt-to-equity ratio was 0.97 times, indicating the Company's strong capital structure.

The Company achieved growth of 19.5% in 4Q/2023 from 3Q/2023, with a net profit of 1,358 million baht. The occupancy rate in the 4Q/2023 was at 65.3%, up from 63.5% in the same period of the previous year, including Bangkok City, Non-Bangkok City and Luxury Resort. The Average Daily Rate (ADR) was 5,733 baht per night, growing by 1.3% compared to 4Q/2022. For the Retail Business, the Company has developed the properties to align with marketing strategies to serve as a Lifestyle

¹ The operating results for 2023 in this document are before restatement.

Hub to attract more customers visiting the retail properties. The Commercial Business remained steady, generating consistent cash flow. The Investment Properties also performed well, generating a gain of 1,096 million baht in 4Q/2023.

Moreover, in Q4/2023, the Company also launched the "InterContinental Chiang Mai The Mae Ping" in Chiang Mai, "Kissuisen", with four premium authentic local, Japanese restaurants at the Bangkok Marriott Hotel The Surawongse, "Asiatique Ancient Tea House", a premium dim sum and tea house at Asiatique The Riverfront Destination, "Café Pittore", an Italian-style café presenting Asian flavors, and "Co-Living Collective: Empower Future" located at 'The Empire'.

The Company has implemented a GROWTH-LED strategy with a unique business model and high-quality portfolio to maximize long-term value, which comprises three stages as below:

- (1) Near-Term Growth: The Company achieved growth by accelerating the transformation of assets from RAMP UP and REPOSITIONING them to MATURE stage. This includes increasing the EBITDA yield of assets to MATURE stage at more than 15% per year. The new operating assets since 2019 include Melia Koh Samui, Banyan Tree Krabi, Melia Chiang Mai, Courtyard by Marriott Phuket Town, Westin Siray Bay Resort & Spa Phuket (tentatively to operate under The Ritz Carlton Phuket), INNSiDE by Melia Bangkok Sukhumvit, InterContinental Chiang Mai The Mae Ping and Chiang Mai Marriott Hotel and Gateway Ekamai, etc. Furthermore, near-term growth is expected to strengthen profitability from the operating assets.
- (2) Medium-Term Growth: The Company leveraged its strengths to efficiently manage projects, aiming to expedite the transformation of development assets to operating assets. The projects for this growth are Vignette Collection, Pattaya Marriott Resort & Spa at Jomtien Beach and Kimpton Hua Hin etc. In addition, Plaza Athénée Nobu Hotel and Spa New York and The Plaza Athénée Nobu Hotel and Spa Bangkok will create synergy values between two global city destinations – Bangkok and New York and enhance AWC's portfolio. In addition, The Plaza Athénée Nobu Hotel and Spa Bangkok will be the reception hub for the 'River Journey Project', connecting AWC properties along the Chao Phraya River, creating an ultra-luxury experience through these two iconic heritage buildings.

(3) Long-Term Growth: The Company aims to achieve long-term growth through the investment plan under the GOR Agreement with TCC Group, while 3rd party assets also provide growth opportunities to generate cash flow and strengthen the quality of our portfolio. Currently, there are several projects being developed such as Aquatique by the Beach, Asiatique 2.2 and Weng Nakorn Kasem.

Furthermore, to support long-term growth, the Company has implemented a strategy to drive the development of large-scale projects while reducing the burden of capital structure during the project development phase. This strategy includes generating revenue through additional investment and project management. The operating model for this strategy is as follows: (1) Strategic investment with a call option: The Company was capable of investing in assets with high potential at predefined prices and has flexibility in investment timelines, all while avoiding the burden of debt during the development phase and enhanced with high return. (2) Joint venture with global investors: The Company has collaborated with global investors and established a joint venture with plans to increase capital by 10,800 million baht in the future. The objective is to participate in investments and developments in the hotel business with high potential in Thailand. This will enable the Company to generate additional revenue in the form of asset management fees and incentive fees based on the project's performance and generate capital gains upon the future sale of assets.

The Company aims to foster the growth of cash flow by transforming DEVELOPING ASSETS into OPERATING ASSETS, together with enhancing the assets' capabilities to reach a MATURE stage through the GROWTH-LED strategy, with four components as follows:

(1) Growth From Development

The Company prioritizes speeding up the transformation of DEVELOPING ASSETS into OPERATING ASSETS. In addition, the Company holds more than 90% of freehold assets, and as a result, we can continuously develop the assets which have the capability to develop robustly to increase the value of assets with competitive costs. The Company also benefits from a favorable portfolio size, resulting in lower development costs in terms of investment value per square meter and development costs per square meter. This proportion is lower when compared to similar markets in the surrounding area in previous periods. For developed projects, there will be a

higher Average Daily Rate (ADR), such as the InterContinental Chiang Mai The Mae Ping. Additionally, the return from operations tends to increase due to the influx of high-value customer groups and the diversity of customer segments.

(2) Growth From Ramp-Up Capability

The Company aims to generate cash flow by driving the ability to generate cash flow from assets in the initial period (RAMP UP) to reach a MATURE stage. The Company applies a unique business model, which encompass MICE, Bangkok City, Luxury Resort, and Non-Bangkok City, while also having global partnerships in hotel management. The Company has a global network of over 600 million members, up more than 47% since 2019. As a result, the Company can attract a significant number of international tourists with strong purchasing power to visit our hotels. This was evident from the higher growth in RevPAR during the same period in 2019. The Company also enhanced its cost efficiency with a direct booking rate of 69% for 2023, up from 66% in 2019, resulting in the Company reducing costs by over 100 million baht per year. Comparing the Company's performance to its competitors in the same segment during 2023, the Company's RGI Index of Courtyard by Marriott Phuket Town was 214, Bangkok Marriott Hotel The Surawongse, Le Méridien Bangkok and Banyan Tree Krabi were 189, 148 and 146, respectively.

For the Retail Business, the Company has enhanced its properties to align with marketing strategies to address the evolving demands of customers and harness their full potential to create a dynamic and thriving environment. One of the examples includes Asiatique The Riverfront Destination, which successfully repositioned itself as Thailand's largest riverfront 'Retail-Tainment' hub to attract more Thai and foreign tourists. For the Commercial Business, it continued its strong performance to consistently generate strong EBITDA, driven by Grade A office demand in prime locations.

(3) Growth From Repositioning

The Company has adjusted strategies to enhance competitiveness against projects in the portfolio, allowing the Company to continuously develop and improve projects to bring a continual sense of newness. With global partnerships, the Company is able to develop the projects that align directly with the needs of customers worldwide. For example, in the Hospitality Business, there has been a successful transformation of Le Méridien Chiang Mai into Chiang Mai Marriott Hotel.

For the Retail Business, the Company focuses on enhancing projects to create experiences and lifestyle centers that meet the specific needs of customers and communities in each location. The Pantip at Ngamwongwan project was revamped with the Treasure Hunt concept, presenting the largest amulet center in Thailand, along with the biggest food and lifestyle market. Similarly, The Pantip Lifestyle Hub at Chiang Mai is an integral part of the Lannatique project, transforming the entire shopping center concept under the idea of "Every Happiness for Everyone".

For the Commercial Business, the Company continuously develops and upgrades service offerings. For instance, the CO-LIVING COLLECTIVE: EMPOWER FUTURE at 'The Empire'. This is considered the first project that has elevated the building to become a new lifestyle space, catering to future trends and with upgraded amenities to meet ESG standards.

(4) Growth From Cost Management

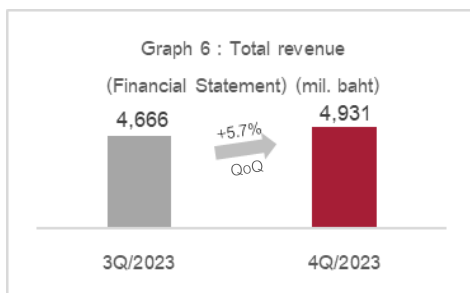
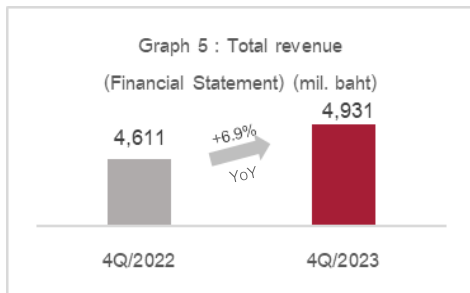
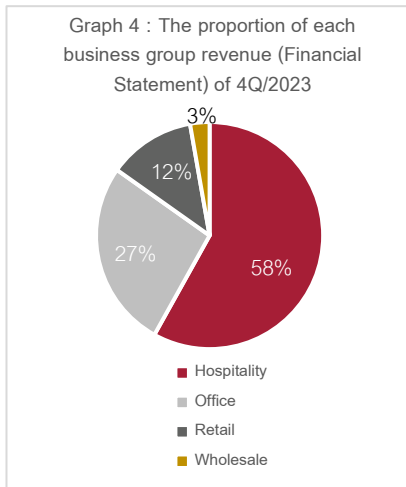
Even though the Company has various high-quality projects in its portfolio and is developing in the future, the Company still emphasizes efficient cost management and operational efficiency through economies of scale. It benefits from being part of the TCC Group, having a global network of partners, serving both local and international customers, and adopting best practices from leading global partners. This enables the Company to manage its revenues in each business segment and exceed the targeted EBITDA flow-through. For instance, Hua Hin Marriott Resort and Spa had EBITDA flow-through at 71%, and Empire Tower had EBITDA flow-through at 96% in 2023 which has compared to the previous year etc.

In addition, the Company places a strong emphasis on operational efficiency by developing various work systems to make them more effective. This involves utilizing Data Insight Implementation, Process Transformation and Digitalized Operational Flows. These systems enable the Company to operate efficiently and utilize accurate data, thereby enhancing its competitive capabilities in the long term.

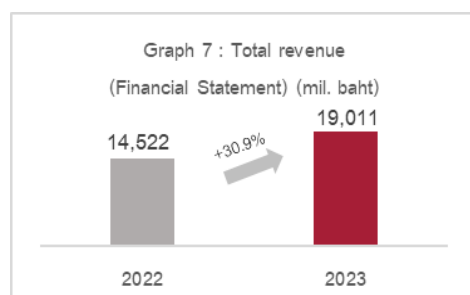
SUMMARY OF OPERATING RESULTS

Total Revenue

According to the Financial Statement, the Company's total revenue in 4Q/2023 was 4,931 million baht, increasing YoY, and representing stronger growth than in 2019 before COVID-19, reflecting the implementation of the GROWTH-LED strategy to generate efficient cash flow. This was mainly from growth in the Hospitality Business in line with the significant increase in the number of Thai and foreign tourists staying at the Company's hotels, with the proportion of revenue in this group at 58%, mostly from growth in Luxury Resort, Bangkok City and Non-Bangkok City. For the Retail Business, there was growth owing to the repositioning of the Retail properties to align with marketing strategies, while more customers returned to visiting the properties compared to the same period last year. The Office Building Business continued its strong performance, driven by demand for fully furnished Grade A office space in response to the growing trend of hybrid work models. Additionally, the Company gained from the fair value of Investment Properties of 1,096 million baht in 4Q/2023.

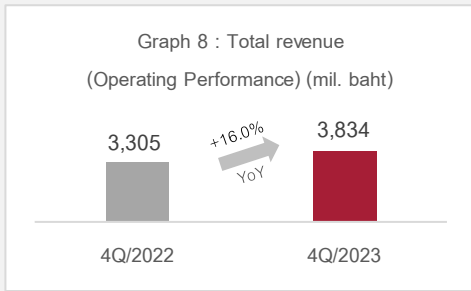


In comparison to the previous quarter (QoQ), total revenue reported in the Financial Statement increased by 5.7% QoQ, demonstrating the continuous growth from all business groups, primarily driven by the growth of the hospitality business in accordance with the high season.



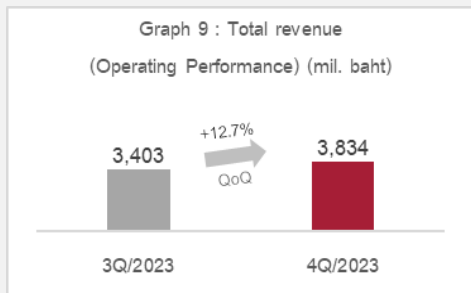
For 2023, total revenue reported in the Financial Statement was 19,011 million baht, increasing by 30.9% YoY, with significant growth in the Hospitality Business in line with more visitors coming to stay at our hotels. The Retail Business also grew in line with more customers returning to visit properties, surpassing the figures from the previous year.

Additional Information (Operating Performance)



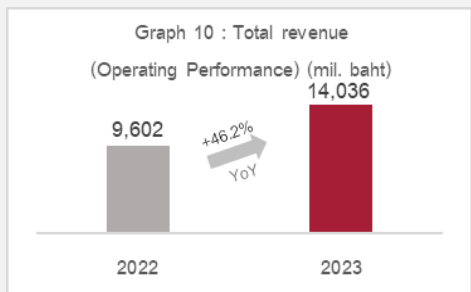
Total revenue from the Operating Performance in 4Q/2023 was 3,834 million baht, an increase of 16.0% YoY, with growth in all business units due to an increase in economic activities, resulting from more customers visiting our hotels and retail properties.

Additional Information (Operating Performance)



Total revenue from the Operating Performance in 4Q/2023 was 3,834 million baht, an increase of 12.7% QoQ, as a result of the growth of hospitality business.

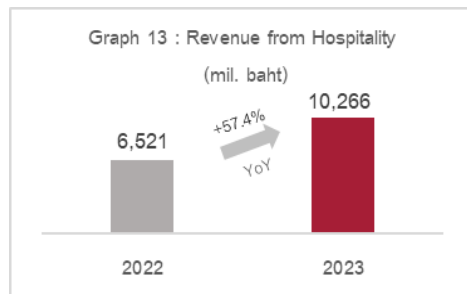
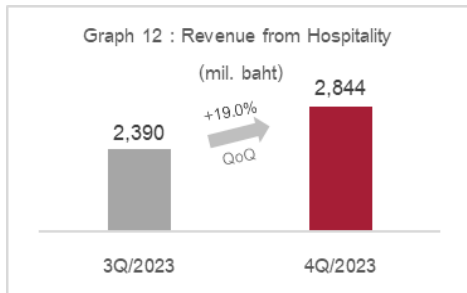
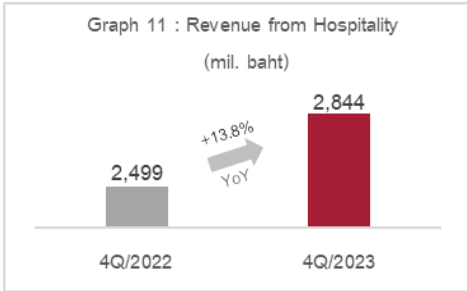
Additional Information (Operating Performance)



For 2023, revenue from the operating performance was 14,036 million baht, up 46.2% YoY, with growth in all business units following the increase in economic activities, resulting from more customers visiting our hotel and retail properties.

Revenue generated by each business group was as follows:

Hospitality



According to the Financial Statement, revenue from the Hospitality Business was 2,844 million baht in 4Q/2023, growing 13.8% YoY. The overall occupancy rate in 4Q/2023 was 65.2%, with remarkable growth in all segments compared to the previous year especially in Luxury Resort and Non-Bangkok City. The Average Daily Rate (ADR) was 5,773 baht per night, growing by 1.3% YoY. The RevPAR was 3,767 baht per night, indicating growth of 4.1% YoY. In 4Q/2023, total revenue from the Hospitality Business reported in the Financial Statement increased by 19.0% QoQ due to the higher number of customers visiting our hotels, even during the high season.

For 2023, the Company's revenue in the Hospitality Business, according to the Financial Statement, was 10,266 million baht, an increase of 57.4% YoY. The overall hotel occupancy rate in 2023 was 64.6%, an increase from 49.0% in 2022, with growth in all segments owing to the significant increase in the number of Thai and foreign tourists staying at the Company's hotels.

In addition, revenue from the Hospitality Business recorded a gain from the fair value of Investment Properties of 3 million baht due to rental income from dusitD2 Chiang Mai. As a result, revenue from the Operating Performance was 10,263 million baht.

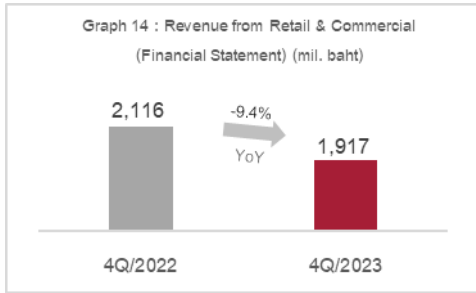
Table 1: Revenue of the Hospitality Business and related services*

Categories	2023 (MB)	YoY	4Q/2023 (MB)	QoQ	YoY	Explanation
MICE ¹ (50%;48%)**	5,164	43.8%	1,481	25.8%	5.1%	The revenue for MICE grew 5.1% YoY, resulting from more customers staying at our hotels. Bangkok Marriott Hotel The Surawongse showed a stronger performance with RGI of 165.5, showing greater growth potential than the market.
Bangkok City (11%;15%)**	1,181	79.5%	351	21.9%	27.0%	Revenue for 4Q/2023 climbed by 27.0% YoY, resulting in a significant increase in the number of tourists from the previous year especially at Le Meridien Bangkok, which had an RGI of 133.3.
Luxury Resort (13%;13%)**	1,394	64.2%	352	5.9%	17.8%	Revenue for 4Q/2023 climbed by 17.8% YoY, Banyan Tree Krabi where the highly popular, had an RGI at 184.8.
Non-Bangkok City (25%;25%)**	2,631	80.4%	688	10.3%	30.9%	Revenue for 4Q/2023 climbed by 30.9% YoY. Courtyard by Marriott Phuket Town, a popular hotel for tourists, had an RGI of 184.1.
Total	10,370	58.2%	2,872	18.6%	14.4%	

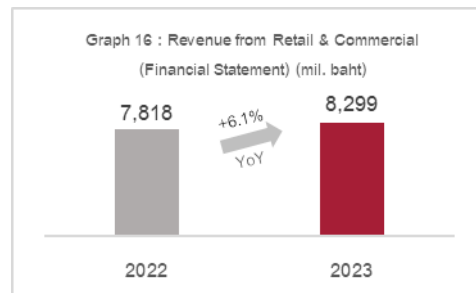
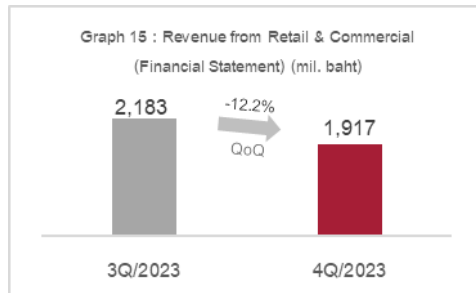
¹ Including InterContinental Chiang Mai The Mae Ping and Chiang Mai Marriott Hotel

* Each business unit is referred to only the operating assets of the Company. Revenue before elimination of related party transactions is excluded management fees, interest income and fair value gains on Investment Properties.

** Revenue proportion of operating assets of the Hospitality Business; asset value proportion of operating assets of the Hospitality Business.

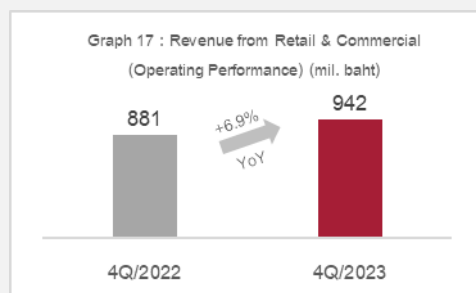


Retail & Commercial* According to the Financial Statement, revenue from the Retail and Commercial Business amounted to 1,917 million Baht in 4Q/2023, decreasing by 9.4% YoY due to higher adjustments in the fair value of investment properties in 4Q/2022 from the return scenario after the COVID-19 situation. and when compared to the previous quarter, revenue from the commercial real estate business decreased by 12.2% due to some assets undergoing marketing strategies adjustments.



For 2023, the Company reported revenue from the Retail and Commercial Business, according to the Financial Statement, of 8,299 million baht, a 6.1% increase YoY due to the growth of the Retail Business and the repositioning of the Retail properties to align with marketing strategies. There were more visitors returning to visit our shopping centers compared to the same period last year. For the Commercial Business, there was a consistently strong performance due to the demand for Grade A office space with full amenities to cater to the increasing trend of hybrid working.

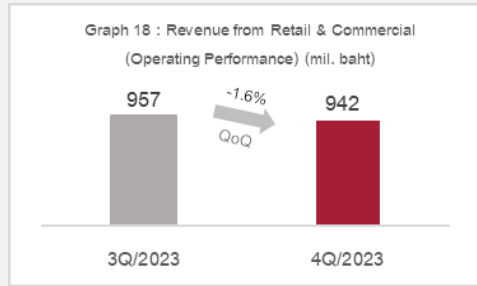
Additional Information (Operating Performance)



In 4Q/2023, revenue from the Operating Performance of the Retail and Commercial Business was 942 million baht, up 6.9% YoY, mainly driven by Retail Business growth in visitors to the Retail properties. In addition, the Company repositioned the Retail properties to align with marketing strategies.

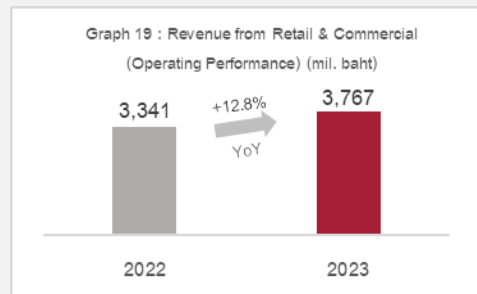
* Revenue before excluding related transaction between business groups.

Additional Information (Operating Performance)



In 4Q/2023, revenue from the Operating Performance of the Retail and Commercial Business was 942 million baht, slightly declined 1.6% QoQ.

Additional Information (Operating Performance)



For 2023, revenue from the operating performance of the Retail and Commercial Business was 3,767 million baht, up 12.8% YoY, mainly driven by the Retail Business due to more visitors returning to visit our shopping centers and the repositioning of the Retail properties to align with marketing strategies.

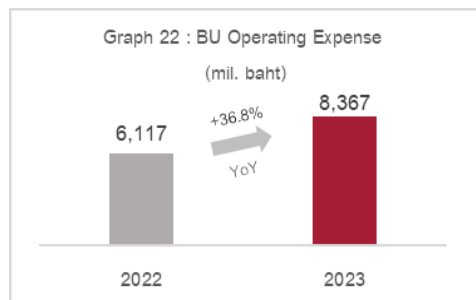
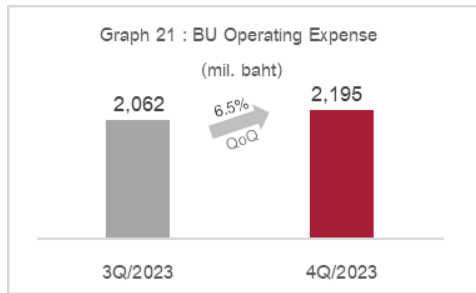
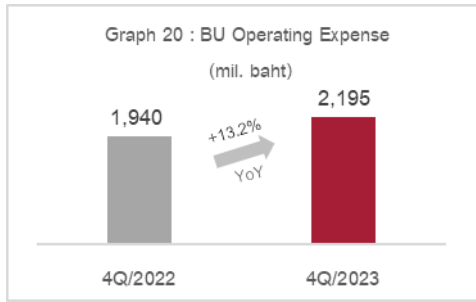
Table 2: Revenue of the Retail and Commercial Business*

Categories	2023 (MB)	YoY	4Q/2023 (MB)	QoQ	YoY	Explanation
Community Shopping Malls (23%;26%)**	832	6.8%	214	0.4%	10.6%	Revenue from Community Shopping Malls in 4Q/2023 increased by 10.6% YoY due to an increasing number of visitors to our Retail properties.
Tourist Lifestyle Destination (15%;12%)**	532	148.2%	133	(9.3%)	86.4%	Revenue from the Tourist Lifestyle Destination in 4Q/2023 grew by 86.4% YoY because the repositioning of Asiatique the Riverfront Destination resulted in increased visitor numbers, both Thais and foreigners.
Community Market ¹ (3%;1%)**	95	16.6%	24	(4.4%)	10.7%	Revenue from the Community Market in 4Q/2023 increased by 10.7% YoY since the public returned to shopping centers as normal.
Commercial Building (60%;61%)**	2,201	2.8%	545	(0.3%)	(3.1%)	Revenue from the Office Building Business in 4Q/2023 decreased slightly by 3.1% YoY. The Office Building Business maintained its stable and sustainable revenue.
Total	3,660	13.8%	917	(1.6%)	7.9%	

¹ Excluded Tawanna Bangkapi and Tawanna Market

* Each business unit is referred to only the operating assets of the Company. Revenue before elimination of related party transactions, is excluded management fees, interest income and gains on Investment Properties.

** Revenue proportion of operating assets of the Retail and Commercial; asset value proportion of operating assets of the Retail and Commercial Group.



Operating Expenses of Business Units (BU)*

In 4Q/2023, the operating expenses of the Business Group (BU) totaled 2,195 million baht, up 13.2% YoY and 6.5% QoQ. This increase corresponds to the increase in the Company's revenue, especially for the Hospitality Business during the high season, along with the increasing number of operational assets, leading to an increase in business operations in common area as well. Furthermore, the flow through ratio improved in all business units compared to the same period last year. In 4Q/2023, the flow through ratio of the Hospitality Business was 60%; Courtyard by Marriott Phuket Town's flow through was 107%. The flow through ratio of the Retail Business and Commercial Business was 113%, due to effective cost management.

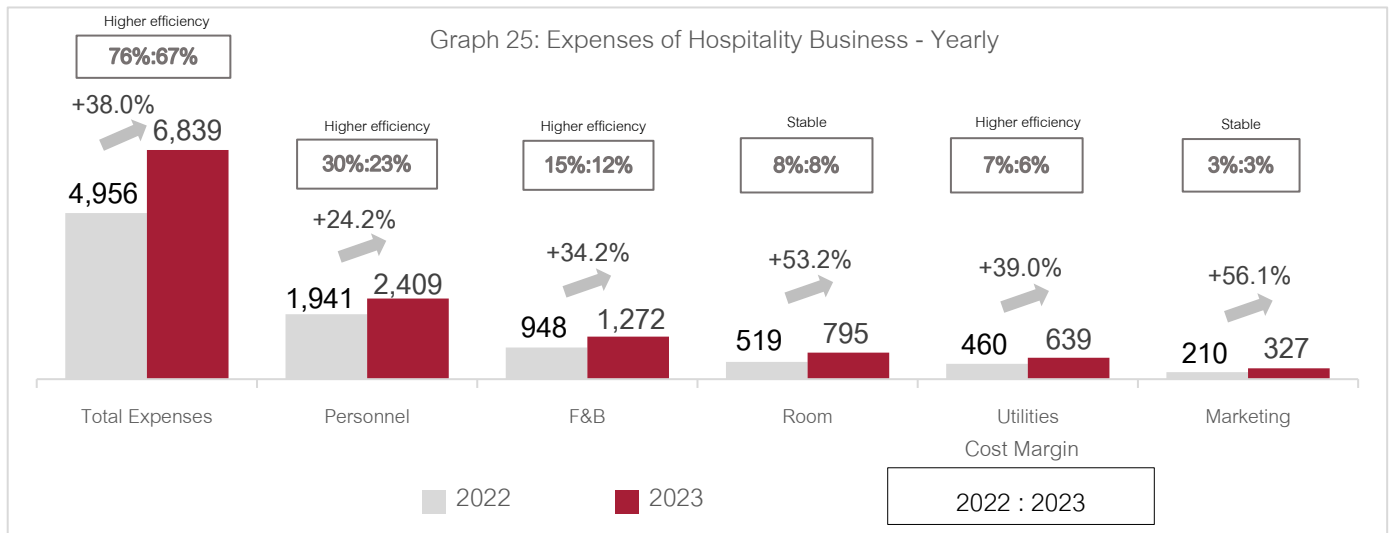
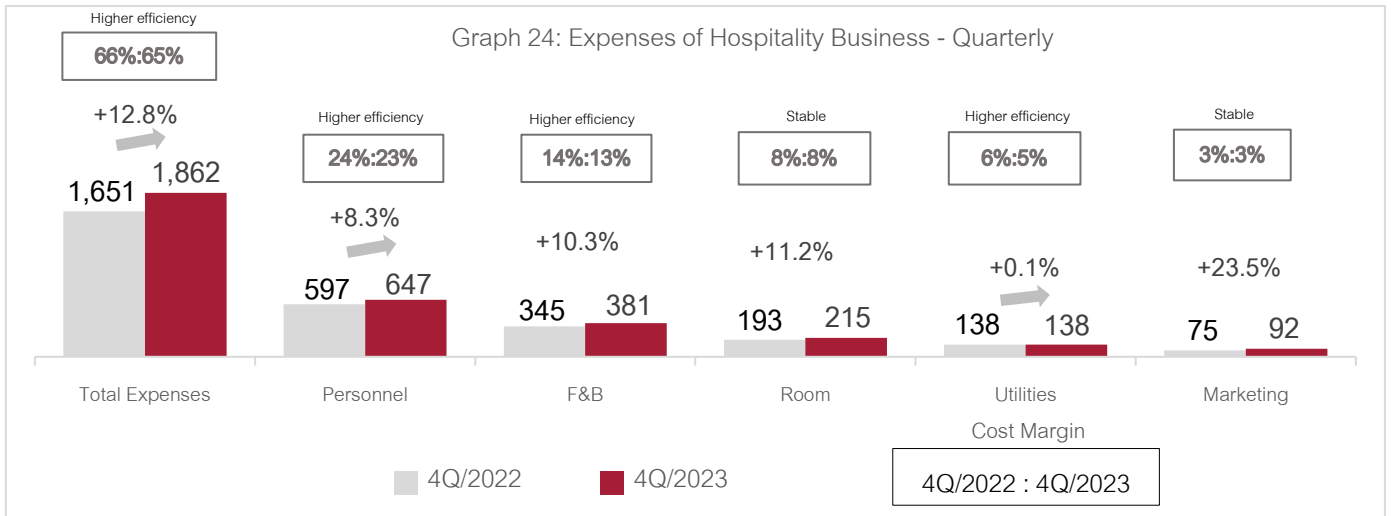
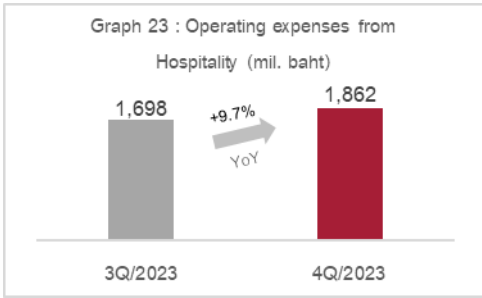
For 2023, the operating expenses of business units (BU) totaled 8,367 million baht, up 36.8% YoY in line with the increase in the Company's revenue: for the Hospitality Business, there was an increase in customers visiting our hotels and for the Retail Business there were more visitors returning to our shopping centers compared to the same period last year. The significant increase in operating expenses were in variable expenses, amounting to 4,537 million baht, representing a 47.2% increase YoY, mostly due to an increase in utility expenses. Meanwhile, fixed expenses were at 3,830 million baht, showing a 26.2% increase YoY. This increase was attributed to the expansion of the common area to accommodate customer service and the growth in operating assets, including INNSiDE by Meliá Bangkok Sukhumvit and InterContinental Chiang Mai The Mae Ping.

* No elimination and exclude transactions between business groups.

Hospitality*

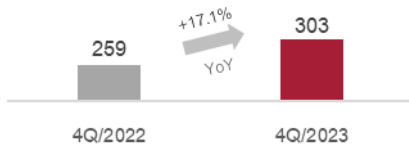
The Company had operating expenses for the Hospitality Business in 4Q/2023 of 1,862 million baht, up 12.8% YoY and 9.7% QoQ, in line with the increase in the Hospitality Business's revenue.

For 2023, the operating expenses of the Hospitality Business totaled 6,839 million baht, up 38.0% YoY, which was in line with its revenue growth. When considering the cost margin, it stood at 66.6%, representing an improvement from 76.0% in 2022.



* The operating expense is before excluding related transactions between business groups.

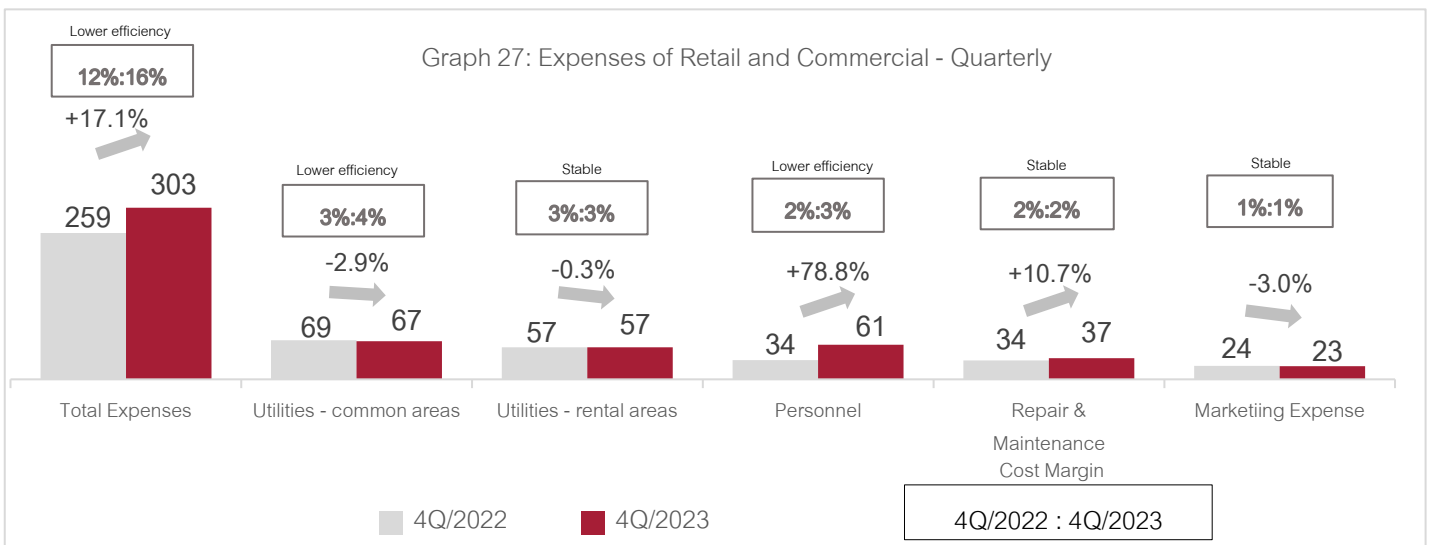
Graph 26 : Operating expenses from Retail & Commercial (mil. baht)



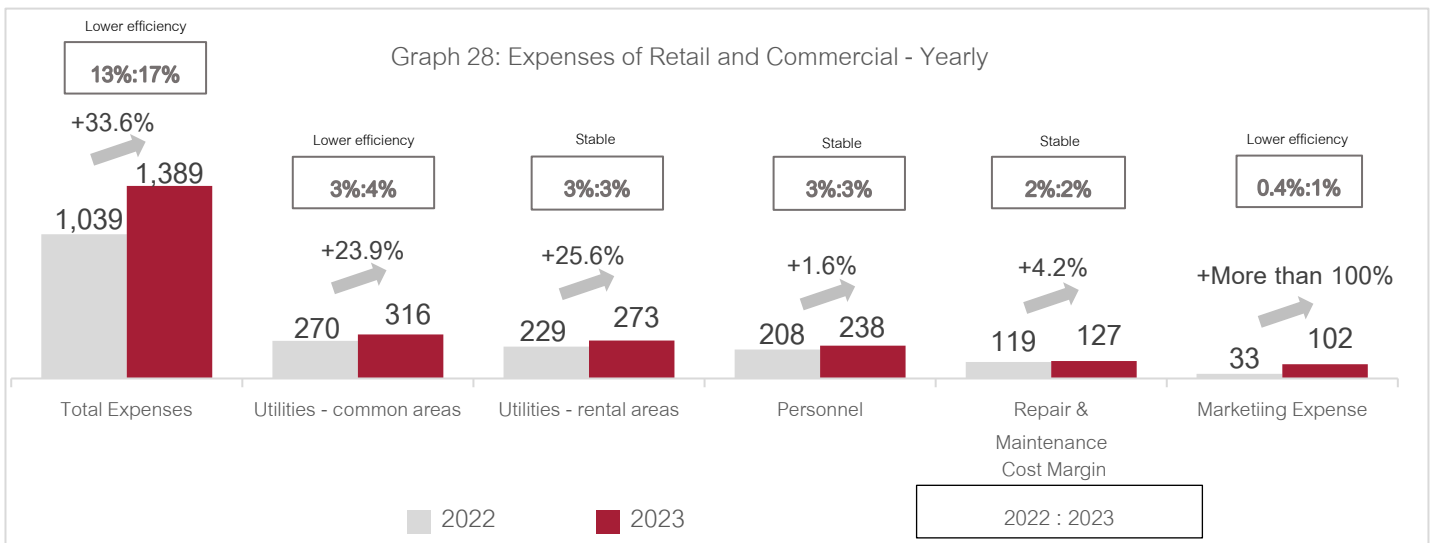
Retail & Commercial* According to both the Financial Statement and Operating Performance, the operating expenses of the Retail and Commercial Business in 4Q/2023 totaled 303 million baht, increasing 17.1% YoY. In comparison to the previous quarter, operating expenses decreased 8.1% due to higher efficiency cost management.

For 2023, operating expenses, as stated in the Financial Statement, amounted to 1,389 million baht, increasing 33.6% YoY. The cost margin was 16.7%, increasing 3.4% YoY. This was mainly due to an increase in marketing expenses resulting from the repositioning strategies, as well as higher utility expenses.

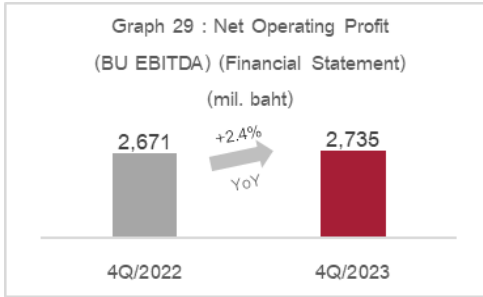
Graph 27: Expenses of Retail and Commercial - Quarterly



Graph 28: Expenses of Retail and Commercial - Yearly

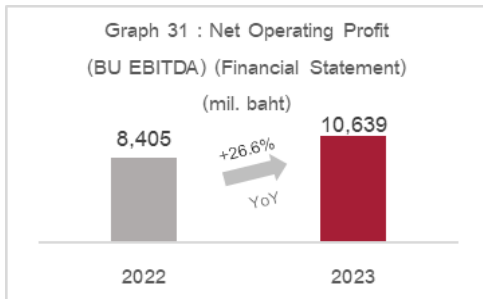
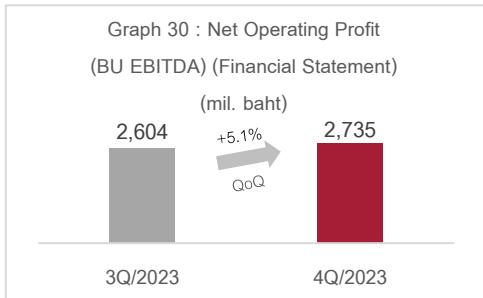


* The operating expenses of the business group is the operating expenses before excluding related transactions between business groups.



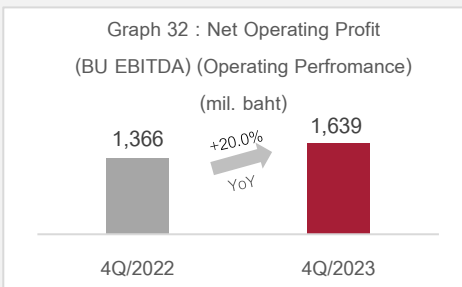
Net Operating Profit (BU EBITDA)*

According to the 4Q/2023 Financial Statement, the Company had a Net Operating Profit (BU EBITDA) of 2,735 million baht, increasing 2.4% YoY and 5.1% QoQ. This was mainly driven by growth from the growth of hospitality business and gain from the increased fair value adjustment.



For 2023, the Net Operating Profit of business units (BU EBITDA), according to the Financial Statement, totaled 10,639 million baht, up 26.6% YoY, mainly because of growth in the Hospitality Business. In addition, the Retail Business also grew as more customers visited our Retail properties.

Additional Information (Operating Performance)



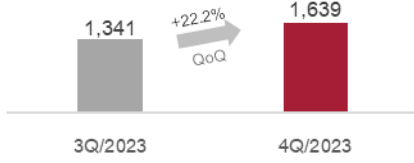
In 4Q/2023, the Net Operating Profit (BU EBITDA) from the Operating Performance was 1,639 million baht, up 20.0% YoY due to growth momentum across segments, particularly in the Hospitality Business.

* Net Operating Profit (BU EBITDA) is excluded related party transactions between business groups.

Additional Information (Operating Performance)

**Graph 33 : Net Operating Profit
(BU EBITDA) (Operating Performance)**

(mil. baht)

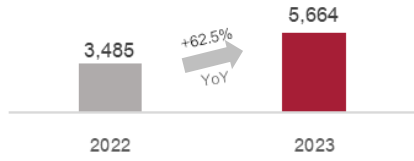


In 4Q/2023, the Net Operating Profit (BU EBITDA) from the Operating Performance was 1,639 million baht, up 22.2% YoY due to growth momentum across segments, particularly in the Hospitality Business.

Additional Information (Operating Performance)

**Graph 34 : Net Operating Profit
(BU EBITDA) (Operating Performance)**

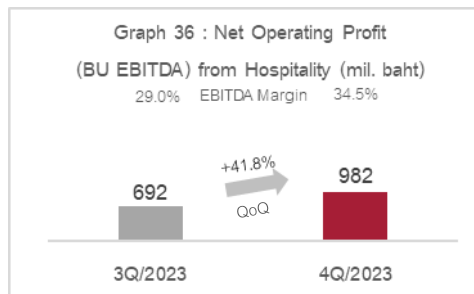
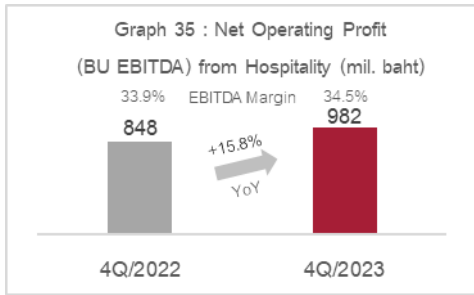
(mil. baht)



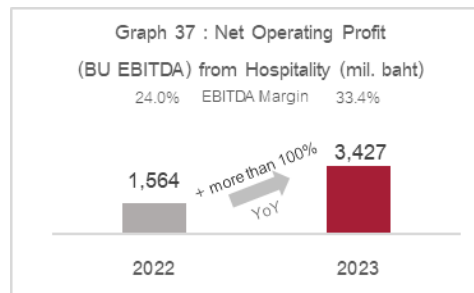
For 2023, the Company's BU EBITDA from the Operating Performance was 5,664 million baht, up 62.5% YoY, representing remarkable growth in all segments as business activities operated at a normal level.

Hospitality

The Net Operating Profit (EBITDA) in 4Q/2023, according to the Financial Statement, was 982 million baht, an increase of 15.8% YoY, due to an increase in the number of Thai and foreign tourists staying at our hotels, particularly in Luxury Resort, Bangkok City and Non-Bangkok City. This reinforced the strengths of having high-quality assets and a global partners' network, enabling the Company to capture High-to-Luxury tourists. Moreover, the Company's effective cost controls resulted in an EBITDA margin at 34.5%, up from 33.9% of 4Q/2022. In comparison to the previous quarter (QoQ), the Net Operating Profit (EBITDA) rose 41.8%.



The Net Operating Profit (EBITDA) from the Operating Performance in 4Q/2023 was 982 million baht, an increase of 15.8% YoY and 41.5% QoQ.



For 2023, the Net Operating Profit (BU EBITDA) of the Hospitality Business, according to the Financial Statement, totaled 3,427 million baht, up more than 100% YoY. This was due to the increased number of tourists staying at our hotels, which is a result of the ability to travel internationally more than in the previous year, and efficient cost management. The EBITDA margin was at 33.4%, an increase from 24.0% for the previous year.

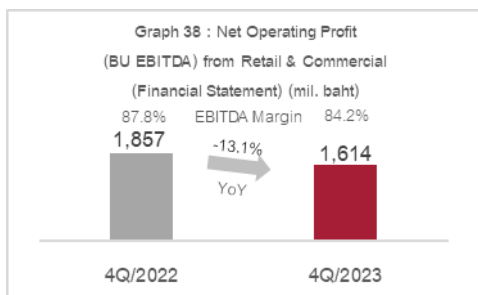
The Net Operating Profit (EBITDA) from the Operating Performance of 2023 was 3,424 million baht, an increase of more than 100% YoY.

Table 3: Net Operating Profit (BU EBITDA) of the Hospitality Business*

Categories	2023 (MB)	YoY	4Q/2023 (MB)	QoQ	YoY	Explanation
MICE ¹	1,593	81.3%	480	59.3%	(0.9%)	The Group's net operating profit increased 59.3% QoQ, as a result of the surge in hotel reservations for events, together with higher occupancy rate.
Bangkok City	387	225.1%	135	75.2%	42.5%	The Group's net operating profit increased by 42.5% YoY due to an increase in the number of hotel guests, resulting in higher occupancy rate and Average Daily Rate (ADR).
Luxury Resort	548	121.2%	130	6.0%	23.1%	The Group's net operating profit increased by 23.1% YoY because of the increase in Thai and foreign tourists staying in attractive tourist destinations, together with higher Average Daily Rate (ADR).
Non-Bangkok City	885	158.2%	233	22.7%	40.5%	The Group's net operating profit increased 40.5% YoY because of the increase in Thai and foreign tourists staying in attractive tourist destinations, together with higher Average Daily Rate (ADR).
Total	3,413	114.9%	977	41.6%	15.0%	

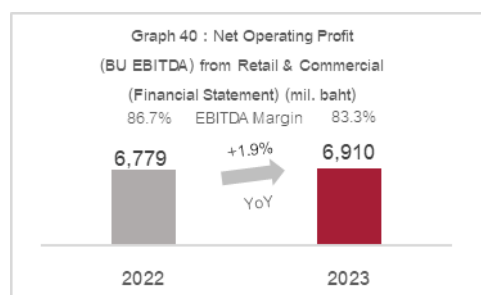
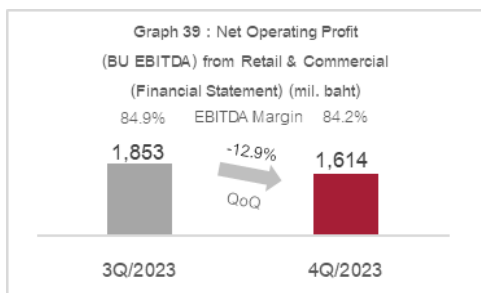
¹ Including InterContinental Chiang Mai The Mae Ping and Chiang Mai Marriott Hotel

* Each business unit is referred to only the operating assets of the Company. BU EBITDA before elimination of related party transactions is excluded management fees, interest income and fair value gains on Investment Properties.



Retail & Commercial*

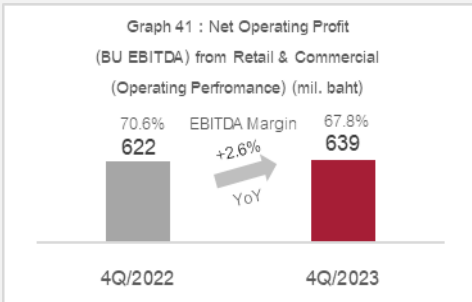
According to the 4Q/2023 Financial Statement, the Company's Net Operating Profit (BU EBITDA) was 1,614 million baht, decreasing 13.1% YoY and 12.9% QoQ. This decline was linked to alterations in marketing strategies, causing some operational expenses to rise. Consequently, the EBITDA margin decreased to 84.2% compared to the previous quarter's 84.9%.



For 2023, the Net Operating Profit (BU EBITDA) of the Retail and Commercial Business, as reported in the Financial Statement, totaled 6,910 million baht, up 1.9% YoY, with growth in the Retail Business resulting from more customers visiting our Retail properties.

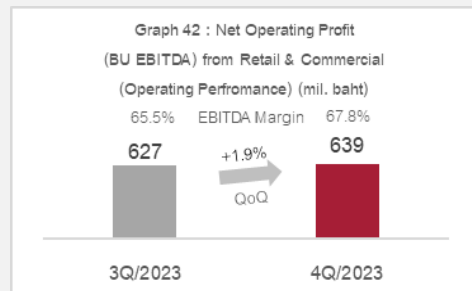
* Net Operating Profit (BU EBITDA) is excluded related party transactions between business groups.

Additional Information (Operating Performance)



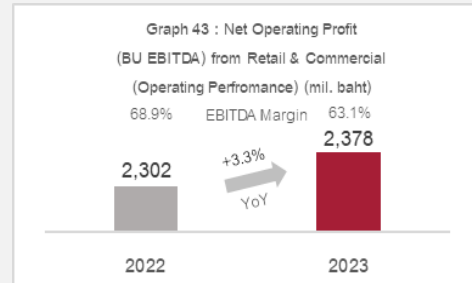
The Net Operating Profit (BU EBITDA) of the Retail and Commercial Business from the Operating Performance in 4Q/2023 was 639 million baht, up 2.6% YoY. This was due to more customers visiting our Retail properties and the repositioning of the Retail properties to align with marketing strategies.

Additional Information (Operating Performance)



The Net Operating Profit (BU EBITDA) of the Retail and Commercial Business from the Operating Performance in 4Q/2023 increased by 1.9% QoQ due to efficiency cost management.

Additional Information (Operating Performance)



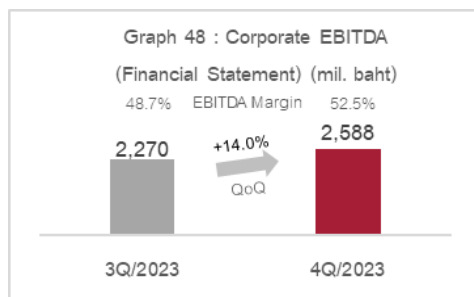
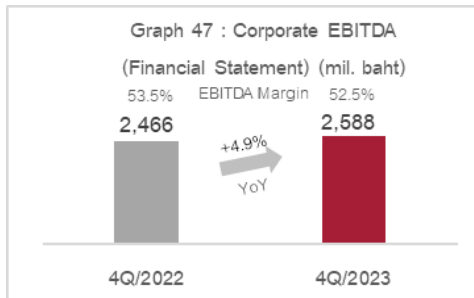
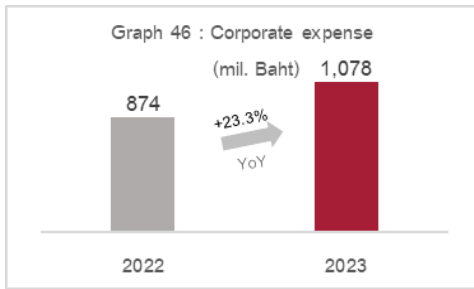
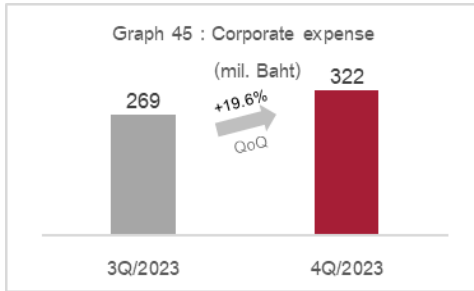
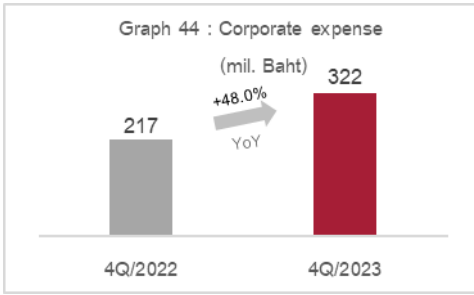
For 2023, the Net Operating Profit (BU EBITDA) from the Operating Performance of the Retail and Commercial Business totaled 2,378 million baht, up 3.3% YoY.

Table 4: Net Operating Profit (BU EBITDA) of the Retail & Commercial Business*

Categories	2023 (MB)	YoY	4Q/2023 (MB)	QoQ	YoY	Explanation
Community Shopping Mall	434	2.9%	111	(5.6%)	15.0%	The Net Operating Profit in 4Q/2023 increased by 15.0% YoY owing to more customers visiting our Retail properties.
Tourist Lifestyle Destination	186	47.7%	88	35.5%	54.9%	The Net Operating Profit increased by 54.9% YoY due to increased visitor numbers, both Thais and foreigners.
Community Markets	57	24.6%	15	(4.6%)	24.1%	The Net Operating Profit in 4Q/2023 increased 24.1% YoY due to more customers visiting our Retail properties.
Office	1,667	0.8%	417	0.0%	(5.4%)	The net Operating Profit decreased slightly by 5.4% YoY. The Office Building Business maintained its stable and sustainable revenue.
Total	2,342	4.3%	632	2.6%	4.1%	

The Wholesale Business Group has conducted strategic planning. Therefore, in 4Q/2023, the business group had cash outflow of 15 million baht to prepare for the commencement of its operation.

* Each business unit is referred to only the operating assets of the Company. BU EBITDA before elimination of related party transactions is excluded management fees, interest income and fair value gains on Investment Properties.



Corporate Expenses

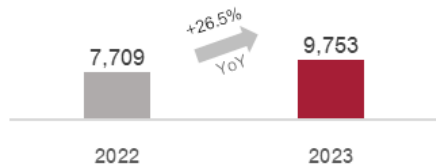
The Company incurred corporate expenses of 322 million baht in 4Q/2023, a 48.0% increase YoY and 19.6% QoQ. This was from the preparation for the Company's investment expansion in the future.

For 2023, the Company had corporate expenses of 1,078 million baht, up 23.3% YoY to support investment expansion in the future.

Corporate EBITDA

According to the Financial Statement, the Corporate EBITDA in 4Q/2023 was 2,588 million baht, up 4.9% YoY mainly due to growth in the Hospitality Business and recognized fair value gains on Investment Properties. The Corporate EBITDA margin in 4Q/2023 was 52.5% and improved 14.0% QoQ owing to efficient cost management in the Retail Business.

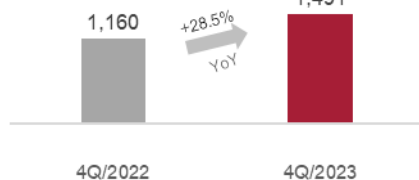
**Graph 49 : Corporate EBITDA
(Financial Statement) (mil. baht)**
53.1% EBITDA Margin 51.3%



For 2023, the Corporate EBITDA, as reported in the Financial Statement, totaled 9,753 million baht, up 26.5% YoY mostly due to growth in the Hospitality Business because of an increase in the number of tourists staying at our hotels. Also, the Commercial Business has managed costs efficiently.

Additional Information (Operating Performance)

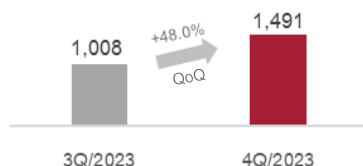
**Graph 50 : Corporate EBITDA
(Operating Performance) (mil. baht)**
35.1% EBITDA Margin 38.9%



For 4Q/2566, the Corporate EBITDA, excluding fair value adjustments, increased by 28.5% to 1,491 million baht compared to the same period last year. This growth was predominantly driven by the Hospitality Business. For the Retail Business, there was an increase in the number of customers visiting our Retail properties, together with the repositioning of the Retail properties to align with marketing strategies.

Additional Information (Operating Performance)

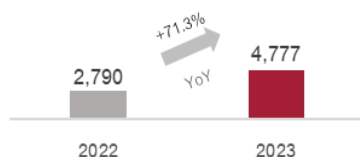
**Graph 51 : Corporate EBITDA
(Operating Performance) (mil. baht)**
29.6% EBITDA Margin 38.9%



Compared to the previous quarter (QoQ), the Corporate EBITDA increased by 48.0%. This was due to growth in the Retail Business, resulting from more customers visiting our Retail properties and the repositioning of the Retail properties to align with marketing strategies. Likewise, the Hospitality Business has experienced similar growth.

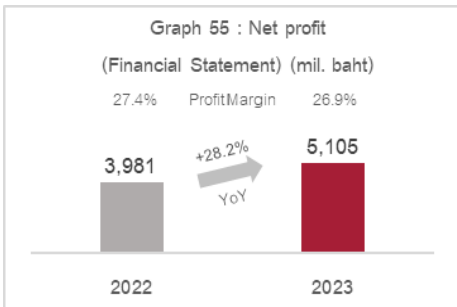
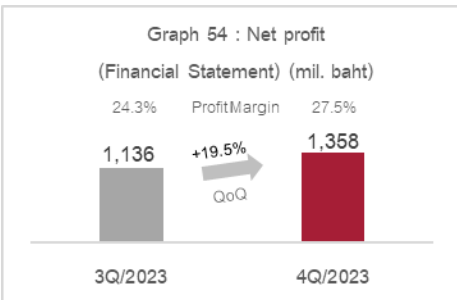
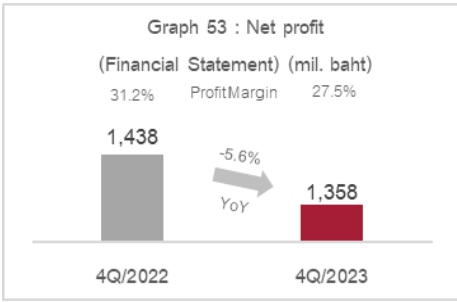
Additional Information (Operating Performance)

**Graph 52 : Corporate EBITDA
(Operating Performance) (mil. baht)**
29.1% EBITDA Margin 34.0%



For 2023, the Company's EBITDA from the Operating Performance was 4,777 million baht, increasing by 71.3% compared to the previous year, driven by regular business activities.

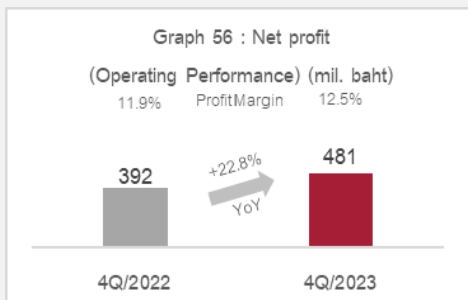
Net Profit



For 4Q/2023, the Company had a net profit, according to the Financial Statement, of 1,358 million baht, an increase of 19.5% YoY. The operational performance of the Hospitality Business was growing, the overall hotel occupancy rate in 4Q/2023 was 65.2%, with remarkable growth in all segments compared to the same quarter in the previous year, especially in Luxury Resort and Non-Bangkok City. The Average Daily Rate (ADR) was 5,773 baht per night, an increase of 1.3% YoY. The RevPAR was 3,767 baht, indicating growth of 4.1% YoY and surpassing the pre-COVID-19 levels of 4Q/2019. For the Retail Business, the Company has developed the properties to align with marketing strategies to serve as a Lifestyle Hub to attract more visitors to the retail properties. The Commercial Business remained steady, generating consistent cash flow. The Investment Properties also performed well, generating a gain of 1,096 million baht in 4Q/2023.

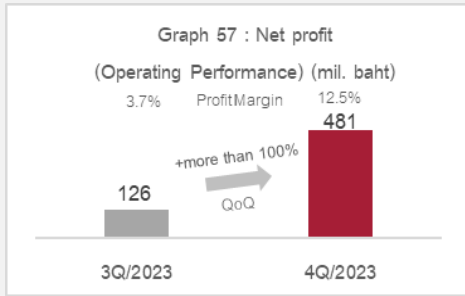
For 2023, the Company had a net profit, according to the Financial Statement, of 5,105 million baht, representing a 28.2% increase YoY. This increase could be attributed to a continuous influx of both Thai and foreign tourists staying at our hotels while the Retail Business had efficient cost management.

Additional Information (Operating Performance)



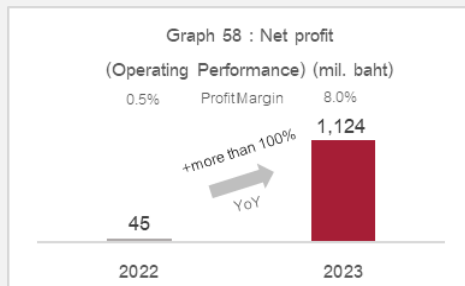
In 4Q/2023, the Company's net profit from the Operating Performance was 481 million baht, up 22.8% YoY. The Company had continuous growth in all business segments, which was shown in the profit margin of 11.0%.

Additional Information (Operating Performance)



In 4Q/2023, the Company's net profit from the Operating Performance increased more than 100% QoQ. This was due to growth in the Hospitality Business and effective cost

Additional Information (Operating Performance)



For 2023, the Company's net profit from the Operating Performance increased more than 100% YoY, with growth in all segments.

Capital Structure, Liability and Return

Total Assets

The Company had total assets as of 31 December 2023 valued at 172,437 million baht, of which the main assets were operating assets.

The fixed assets consisted of property, plant and equipment, investment properties and leasehold rights. As of 31 December 2023, the total value of fixed assets was 166,667 million baht, while the value of operating assets* was 166,578 million baht. Other assets, excluding property, plant and equipment and investment properties, as of 31 December 2023 were valued at 5,770 million baht. These other assets included current assets, which may vary from time to time depending on the normal operation and the other non-current assets such as withholding tax and refundable VAT.

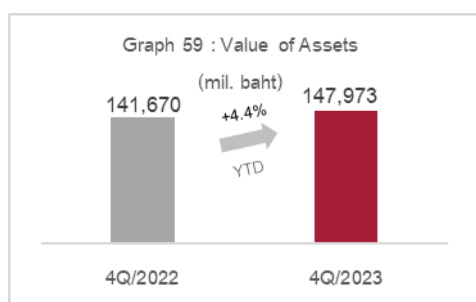
The asset value as of 31 December 2023 was 147,973 million baht, an increase of 6,304 million baht, or 4.4% year to date, and the value of fixed assets was the value before deducting accumulated depreciation and excluding assets' revaluation, totaling 108,987 million baht, decreasing 10,431 million baht or 9.6% from the end of 2022. This was due to transferring some assets from assets under repositioning to assets under development. The assets were relocated to enhance the new marketing strategy to align with customer needs.

The return on investment was calculated by the return on Net Operating Profit (BU EBITDA) to fixed assets (Table 5), which increased due to the ability to generate cash flow from operating results and effective cost management. Operating profit, excluding fair value gain, was 5,670 million baht, an increase of 1,952 million baht or 51.3% from the end of 2022.

The return on the Net Operating Profit (BU EBITDA) to fixed assets, based on the Financial Statement, as of 31 December 2023 was at 7.2%, up from 6.2% in 2022.

The return on the Net Operating Profit (BU EBITDA) to fixed assets from the Operating Performance, as of 31 December 2023 was at 3.8%, up from 2.7% in 2022.

The return on the Net Operating Profit (BU EBITDA), based on the Financial Statement of operating assets, comprised of assets in the BAU period (BAU), assets in the initial period (RAMP UP), and assets under repositioning



* The fixed assets value excluding assets in the headquarter as of 4Q/2023 was to 89 million baht.

(REPOSITION) to total fixed assets, as of 31 December 2023 was at 8.6%, up from 7.3% in 2022.

The return on the Net Operating Profit (BU EBITDA) from the Operating Performance, comprised of assets in the BAU period (BAU), assets in the initial period (RAMP UP), and assets under repositioning (REPOSITION) to total fixed assets, as of 31 December 2023 was 5.3%, up from 3.2% in 2022.

The Company's assets in the BAU period (BAU), which accounted for 14.3% of its total fixed assets, generated a 12.4% return on the Net Operating Profit as reported in the Financial Statement, as of 31 December 2023, down from 26.6% in 2022 due to the increased proportion of the company's operating assets in the mature stage.

The Company's assets in the BAU period (BAU) generated a return from the Operating Performance to fixed assets, as of 31 December 2023, at 9.5%, down from 13.3% in 2022 due to the increased proportion of the company's operating assets in the mature stage. The Retail and Commercial Businesses in the BAU period (BAU) created the high yields, demonstrating the Company's competitive advantage on having a balanced and diversified asset portfolio.

Table 5: Return on Net Operating Assets EBITDA of the Business Group according to the Financial Statement and Operating Performance to Fixed Assets (Past 12 months) as of 31 December 2023

The value of fixed assets is before deducting the accumulated depreciation and excludes the added value from land revaluation.

Assets	Net Operating Profit excluding valuation gain (Past 12 months)	Asset Value		Return on Net Operating Profit excluding valuation gain to fixed assets As of 31 December 2023 (Past 12 months)	Return on Net Operating Profit excluding valuation gain to fixed assets 2022	Return on Net Operating Profit excluding valuation gain to fixed assets 2019	Return on Net Operating Profit according to the Financial Statement to fixed assets As of 31 December 2023 (Past 12 months)	Return on Net Operating Profit according to the Financial Statement to fixed assets 2022
		Amount (MB)	%					
Hospitality								
Assets in the BAU period (BAU)	1,327	14,785	16.7%	9.0%	-	8.1%	9.0%	-
Assets in the initial period (RAMP UP)	1,898	48,391	54.6%	3.9%	3.1%	5.3%	3.9%	3.1%
Assets under repositioning (REPOSITION)	187	5,486	6.2%	3.4%	0.3%	6.7%	3.4%	0.3%
Assets under development (DEVELOPING)	15	19,965	22.5%	0.1%	0.0%	-0.6%	0.1%	0.0%
Total	3,428	88,626	100.0%	3.9%	1.9%	5.8%	3.9%	1.9%
Retail and Commercial								
Assets in the BAU period (BAU)	684	6,331	10.7%	10.8%	13.3%	8.5%	20.4%	26.6%
Assets in the initial period (RAMP UP)	1,667	33,480	56.4%	5.0%	5.4%	6.2%	14.0%	17.9%
Assets under repositioning (REPOSITION)	(9)	514	0.9%	-1.7%	1.6%	5.6%	-7.8%	6.6%
Assets under development (DEVELOPING)	(100)	19,021	32.1%	-0.5%	0.0%	-1.8%	6.6%	0.0%
Total	2,242	59,347	100.0%	3.8%	3.9%	5.4%	12.2%	12.5%
Total of Fixed Assets	5,670	147,973	100.0%	3.8%	2.7%	5.6%	7.2%	6.2%
Fixed Assets of the Company								
Assets in the BAU period (BAU)	2,012	21,116	14.3%	9.5%	13.3%	8.3%	12.4%	26.6%
Assets in the initial period (RAMP UP)	3,565	81,871	55.3%	4.4%	5.3%	3.8%	8.1%	7.9%
Assets under repositioning (REPOSITION)	178	6,000	4.1%	3.0%	1.2%	6.0%	2.4%	4.7%
Assets under development (DEVELOPING)	(85)	38,986	26.3%	-0.2%	0.0%	-1.4%	3.3%	0.0%
Total of Fixed Assets	5,670	147,973	100.0%	3.8%	2.7%	5.6%	7.2%	6.2%

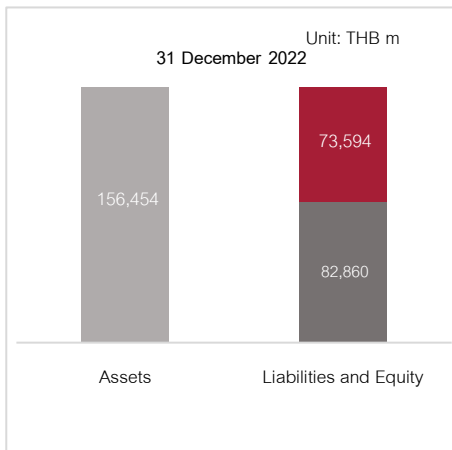
- Note:
- 1) The Net Operating Profit (EBITDA) of the business group is equated to the total income (excluded Related Party Transactions, Management fees, Interest Income, and other income) which all expense has been deducted (excluding the financial cost). Credit Note is adjusted as deemed appropriate with the applicable quarter. The above assets are referred to only the operating assets of the Company.
 - 2) The value of fixed assets before deducting the accumulated depreciation and excluding assets revaluation as to display the return of investment

Liabilities and Shareholder's Equity

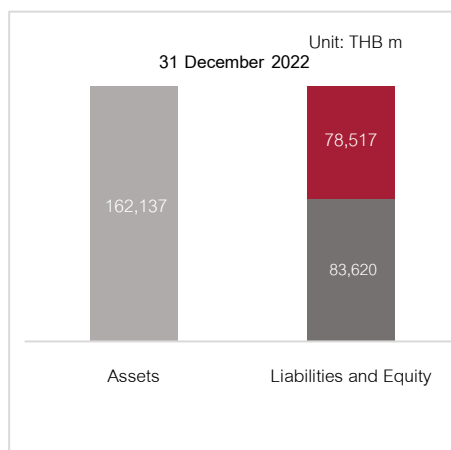
As of 31 December 2023, the Company recorded total liabilities of 84,961 million baht, increasing by 6,444 million baht or 8.2% compared to the restated Financial Statement at the end of 2022 (Graph 60.2 and 60.3). The liabilities consisted of interest-bearing debt (IBD), amounting to 66,332 million baht, while other liabilities amounted to 18,629 million baht, mostly due to an increase in the loans from Financial Institutions to support new asset investment and project development, and financial leasing. As of 31 December 2023, shareholder's equity amounted to 87,476 million baht (Graph 60.3), mostly because of the recognition of positive operating results and unappropriated retained earnings.

Graph 60: Financial Structure

Graph 60.1 Financial Statement
at end of 2022 (before restated)



Graph 60.2 Financial Statement
at end of 2022 (restated)



Graph 60.3 Financial Statement
as of December 31, 2023



■ Assets

■ Liabilities

■ Equity

Table 6: Financial Ratio

Financial Ratio		Year		Quarter		
		2022	2023	4Q/2022	3Q/2023	4Q/2023
Financial Statement	EBITDA Margin	53.1%	51.3%	53.5%	48.7%	52.5%
	Net Profit Margin	27.4%	26.9%	31.2%	24.3%	27.5%
Operating Performance	EBITDA Margin	29.1%	34.0%	35.1%	29.6%	38.9%
	Net Profit Margin	0.5%	8.0%	11.9%	3.7%	12.5%

The EBITDA margin in the 4Q/2023 Financial Statement was 52.5%, marking a decrease from the previous year's margin of 53.5%. For 2023, it was at 51.3%, down from 53.1% in 2022 due to higher utility expenses of the Commercial Business. However, efficient cost management has mitigated these impacts. The net profit margin in the 4Q/2023 Financial Statement was 27.5%, decreasing compared to the previous year, which was at 31.2%. However, it has increased compared to the previous quarter due to the efficient management of company expenses. Meanwhile, the net profit margin was at 26.9% in 2023.

The EBITDA margin from the Operating Performance in 4Q/2023 stood at 38.9%, compared to 35.1% the previous year and showing growth compared to the previous quarter. For 2023, EBITDA margin was at 34.0%, up from 29.1% in 2022 due to more effective cost management. The net profit margin was at 12.5%, showing a positive adjustment from the previous quarter due to the year-end period being a high season. In addition, the net profit margin was at 8.0% in 2023, growing from 0.5% in 2022, resulting in a continuous increase in both Thai and foreign tourists staying and utilizing the hotel's food and beverage services for Hospitality Business and effective cost management in the Retail Business.

Table 7: Debt to Equity Ratio

Ratio	2022 (Before Restated 2Q/2023)	2022 (Restated 2Q/2023)	2023
Debt to Equity Ratio	0.89 times	0.94 times	0.97 times

The Debt-to-Equity Ratio as of 31 December 2023 was at 0.97 times, an increase of 0.03 times from the end of 2022. This was mainly due to an increase in loans from Financial Institutions to support new asset investment and project development for the growth pipeline. Nevertheless, the capital structure remained robust, and the Company maintained the capacity to secure loans for investment expansion in alignment with its business plan and suitable investment opportunities.

The Company's commitment to sustainable development

Driven by the Company's long-term vision of "Building a Better Future", AWC remains committed to creating social values and sustainable economic growth for all stakeholders, underpinned by "the Three Pillars" of the Sustainability Strategy: BETTER PLANET, BETTER PEOPLE, and BETTER PROSPERITY, covering nine important dimensions. In 4Q/2023, the Company was selected as a member of the Dow Jones Sustainability Indices (DJSI) in the DJSI Emerging Markets Indices for the first time. AWC achieved the highest sustainability score as per the Corporate Sustainability Assessment (CSA) by S&P Global, ranking 1st in the Hotels, Resorts & Cruise Lines industry, reflecting the Company's ability to drive sustainable business throughout the value chain.

BETTER PLANET

Under this pillar, the Company is determined to proactively make measurable progress on building a better planet as a step toward becoming a carbon-neutral company by 2030. We set ambitious annual goals and work plans to guide the implementation of activities and projects and regularly monitor/measure performances and outcomes.

Under AWC's Energy Efficiency Plan, the Company reduced the specific energy consumption (SEC) to 5.5% across all AWC properties in 2023 compared to the base year (2017 – 2019). Reducing energy consumption also saved THB 54 million from electricity bills. This reduced 15,285 megawatt-hours, equivalent to 7,641 Tons CO₂e in greenhouse gas emissions. In addition, the energy-saving performance in the first nine months of 2023 was equal to the energy consumed for one year by Banyan Tree Krabi and Banyan Tree Samui, or carbon dioxide absorbed by 343,849 trees. Compared to the YoY performance, the Company made significant progress in its climate strategy goal to reduce greenhouse gas emissions by 36.3%.

In 2023, the Company received EDGE certification for INNSiDE by Meliá Bangkok Sukhumvit. Moreover, the InterContinental Chiang Mai Mae Ping Hotel also received the LEED standards for building design and construction (BD+C) and the WELL Health-Safety Rating certification. Both hotels opened and began to operate in 2023. These achievements not only support sustainable tourism in

Thailand, but also resonate with the expectations of the new generation and the evolving lifestyles of tourists and guests. Consequently, they contribute to creating positive impacts for all stakeholders. In addition, Banyan Tree Samui achieved a significant milestone as the first and only hotel in Thailand to be awarded the EarthCheck Platinum Certification, reflecting its continuous commitment and focus on environmental sustainability, setting an exemplary standard for the past 10 years in Thailand.

BETTER PEOPLE

AWC, in collaboration with the Bangkok Metropolitan Administration (BMA) and more than 50 business partners, launched the annual "GIVE GREEN CBD 2023" project for the 10th consecutive year. The proceed from this initiative will be contributed to Asset World Foundation for Charity (AWFC)'s key 'Pun' initiatives: 'Pun Fun' for supporting education, 'Pun Dee' for the country's preservation of religion and culture, and 'Pun Sook' for supporting good health and community well-being. Our overarching aim is to drive long-term sustainability for all stakeholders and work towards 'Building a Better Future' together, comprising three main activities: 1) "AWC Charity Market Around", 2) "A Charity Christmas Tree," the environmentally friendly Christmas tree, and 3) "CBD We Run", the charity half marathon run in the city.

The Company continues to create social and community value and actively engages with communities where our properties are located. We conducted the second public hearings of "Woeng Nakornkasem, Yaowaraj", the large mixed-use development project on 17th December 2023. This time, we focused on listening, consulting, and gaining feedback from the communities to continuously improve our procedures and operations, ensuring positive impacts for the people and communities close to the project. The Company strongly believes that the project will bring out the charm of the old commercial district and preserve the culture, history, and color of Chinatown, and be a part of presenting their tradition and lifestyle to tourists from all over the world to experience the pride of Thailand.

BETTER PROSPERITY

AWC and Marriott International launched the 'Chiang Mai Marriott Hotel', enhancing Chiang Mai as a center of luxury and MICE hospitality in Thailand with

a total area of about 6,200 square meters across 10 state-of-the-art meeting rooms and an extended area of multiple facilities, each tailored to offer a unique experience. It includes Suthep Hall, which can host over 800 attendees with the decoration inspired from both Thai and Lannan culture. The project supports AWC's GROWTH-LED strategy to enhance asset capabilities to generate cash flow and diversify the Group's hospitality and lifestyle portfolio in a prime location to become a global MICE sustainable destination.

AWC is dedicated to sustainable development in all dimensions of the business, with a commitment to the economic, social, environmental, and ethical aspects of corporate responsibility. This effort aims to create long-term sustainable value for all stakeholders and contribute to Thailand's goal of becoming a global sustainable tourism destination. In 2023, the hotel and retail operations, totaling 25 projects under AWC, have been awarded 5-star and 4-star certificates under the STAR program "Stars of Sustainability," aligning with Thailand's Sustainable Tourism Goals (STGs) of the Tourism Authority of Thailand (TAT).

AWC has signed a memorandum of understanding (MOU) with the Thai Chamber of Commerce and the University of the Thai Chamber of Commerce to develop a sustainable workforce. The collaboration aims to create a new generation of qualified professionals, known as AWC NextGen Workforce, who are aligned with the needs of both organizations and the global labor market. This initiative will support the growth of Thailand's real estate and tourism industries.

ACTIVITIES TO PROMOTE GOOD CORPORATE GOVERNANCE IN 4Q/2023

The Company prioritizes maintaining a consistent standard of good corporate governance, regularly communicating anti-corruption measures to all business partners to raise their awareness of the Company's commitment to good corporate governance and has also communicated the policies and practices regarding ethical interactions with trading partners.

Furthermore, one of the key principles of good corporate governance is prioritizing shareholder rights, equal treatment, and transparency, holding our Board of Directors accountable for upholding these values and delivering on their responsibilities. Our dedication to comprehensive governance practices has earned us the highest rating of 5 stars ("Excellent") for three consecutive years in

the Corporate Governance Report of Thai Listed Companies (CGR Checklist) by the Thai Institute of Directors (IOD). Additionally, the Thai Investor Relations Association (TIS) has awarded us 5 stars in the AGM Checklist (Evaluation of the Quality of Shareholders' Meetings).

In 4Q/2023, AWC continuously developed properties to meet the diverse lifestyles of our customers both in development and the opening of hotels, restaurants, shopping centers, and Co-Living Spaces within office buildings, resulting in the operations achieving all time high from both the Hospitality and Retail & Commercial Business. Net profit for both 4Q/2023 and the full year showed substantial increases compared to pre-COVID-19 levels in 2019. AWC remains committed to executing the GROWTH-LED strategy to transform DEVELOPING ASSETS into OPERATING ASSETS, by enhancing the capabilities of assets to reach a MATURE stage to ensure long-term returns for shareholders. Additionally, in 2023 AWC was selected as a member of DJSI in the Emerging Markets Indices, achieving a score of 77, the No. 1 sustainability score by the S&P Global in the Hotels, Resorts & Cruise Lines industry, reaffirming its dedication to creating sustainable value for stakeholders and driving the industry in Thailand to grow while supporting Thailand as a sustainable global tourism destination.