

Executive Summary

- In 1Q24, the hospitality sector in Thailand experienced a notable resurgence in tourism, particularly fueled by increased arrivals from China and Malaysia. This uptick in tourist arrivals is projected to continue their upward trajectory and reach 90 percent of pre-pandemic levels in 2024, thus confirming a promising positive recovery for the industry. These trends highlight the sector's resilience and adaptability amidst evolving travel policies and border regulations, while positioning Thailand as a preferred destination in the region.
- Revenues from hotel operations and commercial properties in 1Q24 soared to an all-time high of THB 124.1 mn, marking a sharp 25.1% increase from 1Q23, and 8.3% increase from 4Q24. This remarkable achievement was driven by the recovering tourism industry and our highly focused asset management team.
- Our commercial project, Summer Point, reached 94% occupancy during 1Q24, an outstanding improvement from the 79% occupancy from 1Q23, driven mainly by our strong property management team. This higher level of occupancy is ideal for attracting investor interest to acquire this project.
- For the consolidated financial results, the Group's **EBITDA** for 1Q24 demonstrated a significant improvement with a positive core EBITDA of THB 29.6 mn compared to a loss of THB 1.6 mn in 1Q23. The positive QoQ EBITDA improvement was achieved mainly by cost reductions, as we are implementing clustering strategies among our hotels to leverage synergies and share resources, supported by the peak holiday tourist season.
- Meanwhile, the Group posted a core loss of THB 33.2 mn, an improved QoQ result, mainly due to the EBITDA gains whereas standalone FS posted a core profit of THB 6.0 mn.
- The net debt-to-equity (D/E) ratio dropped to 3.8x in 1Q24 from 8.1x in 1Q23, calculated based on total liabilities, even though BC generally holds a 26-51% economic interest in the projects.
- Our Thai herbs-wellness venture, Bespoke Group, is undergoing remarkable growth evident in the substantial improvement in its share of profit and loss from associates on both a QoQ and YoY basis, with an increase of 52.8% and 70.7% respectively. This noteworthy enhancement is attributable to various factors including the holiday season, implementation of cost-cutting measures, and a one-time gain on the sale of Ethereum. Moreover, we implemented right-sizing of distribution by maintaining good-performing branches in 1Q24 and opening one new branch in the Chiangmai Night Bazaar. As a result, as of 1Q24, we now have a network of 10 KANA outlets.
- Our Go Storage business, a self-storage enterprise, has achieved an occupancy rate of 78% in March 2024, while the wine storage segment has not yet secured its first client.
- BC, through a subsidiary, has developed a new commercial project, Cove Hill on Charoenkrung Road, that commenced construction in 4Q22 with an expected opening in 3Q24.

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Standalone Financial Performance

Standalone P&L

Unit: THB million	1Q24	4Q23	1Q23	%QoQ	%YoY
Revenue	47.8	32.9	228.0	45.4%	-79.0%
Management income	35.0	32.9	28.0	6.5%	25.1%
Gain on sales of investment in subsidiaries	12.8	-	-	n.m.	n.m.
Dividend Income	-	-	200.0	n.m.	-100.0%
Cost of providing services	27.8	31.1	29.1	-10.4%	-4.3%
Selling and administrative expenses	5.5	7.9	7.2	-30.0%	-23.4%
Total Operating Expenses	33.3	38.9	36.3	-14.3%	-8.1%
EBITDA	14.4	(6.1)	191.7	338.6%	-92.5%
Depreciation & amortization	1.3	1.3	1.5	-5.2%	-12.5%
Profit (loss) from operating activities	13.2	(7.4)	190.2	278.2%	-93.1%
Financial income (expenses) - net ^{1/}	(4.7)	(1.2)	3.9	305.9%	-220.6%
Income (loss) from continuing operations	8.5	(8.6)	194.1	199.2%	-95.6%
Tax expense (income)	2.5	(1.5)	0.2	-262.7%	n.m.
Net Income excluding Extraordinary Items	6.0	(7.1)	193.9	184.4%	-96.9%
Non-Recurring/ Extraordinary Items	(4.8)	-	7.4	n.m.	-165.0%
Foreign exchange gain (loss)	-	-	1.6	n.m.	-100.0%
Impairment losses ^{2/}	(5.2)	(1.8)	3.6	-192.1%	-247.3%
Exchange gain / (loss) on foreign currency loan ^{3/}	(6.7)	7.0	1.6	-196.4%	-528.0%
Other (expenses) income ^{3/}	7.2	(5.2)	0.7	237.3%	936.9%
Net Income (loss) for the Period	1.2	(7.1)	201.3	117.4%	-99.4%

Remark: 1/ The Company has presented Interest Income as a net amount of Interest Expenses in 'Financial Cost - Net' in the MD&A instead of being part of Total Revenue.

2/ In 1Q24, The Company booked a one-time net loss of THB 5.2mn from impairment losses.

3/ In 1Q24, The Company booked Exchange loss on foreign currency loan of THB 6.7 mn. The Company has hedged the foreign currency exposure and relevant gain is booked in Other (expenses) Income.

- BC's **Management Income** for 1Q24 increased by 25.1% YoY and increased by 6.5% QoQ, primarily driven by an annual increase in management fees for the year. Additionally, there were increased fees from Journeyhub Pattaya and Journeyhub Phuket, which are now operated by BC, following the termination of the Oakwood agreements,
- BC reported a **Gain on sales of investment in subsidiaries** for 1Q24 amounting to THB 12.8 mn from the divestment of a 25% stake in Nimman 3.
- In 1Q24, **Total Operating Expenses** decreased by 8.1% YoY and 14.3% QoQ to THB 33.3 mn as we had implemented new clustering strategies to leverage synergies and share resources along with tighter cost-controls.
- BC's **EBITDA** stood at a positive THB 14.4 mn in 1Q24 compared to a loss of THB 6.1 mn in 4Q23, mainly due to cost control measures and gain on sale of investment in subsidiaries. Additionally, it decreased by 92.5% YoY, primarily due to the absence of THB 200 million in dividend income in 1Q23 from the exit of Oakwood Studios Sukhumvit Bangkok.
- BC reported a **Core Profit** (Net Income excluding extraordinary items) of THB 6.0 mn in 1Q24 compared to a THB 193.9 mn profit in 1Q23 and a THB 7.1 mn loss in 4Q23.
- BC's **Net Profit** for the period was THB 1.2 mn in 1Q24 with non-recurring items, including the one-time impairment loss of THB 5.2 mn and a THB 4.9 mn foreign exchange loss on a third-party USD loan as the THB/USD slightly depreciated during the quarter. However, this FX loss would be offset by the gain on a forward contract that we made against the principal of the loan booked under Other (Expenses) Income.

Consolidated Financial Performance

Consolidated P&L

Unit: THB million	1Q24	4Q23	1Q23	%QoQ	%YoY
Total Revenue	131.8	122.0	106.2	8.0%	24.2%
Revenue from hotel operation and commercial properties	124.1	114.6	99.2	8.3%	25.1%
Management income	6.9	6.9	6.7	0.1%	2.8%
Other operating income	0.9	0.5	0.3	57.8%	204.3%
Cost of Providing Services	38.8	41.1	40.6	-5.6%	-4.4%
Selling and Administrative Expenses	63.5	77.5	67.2	-18.1%	-5.5%
Total Operating Expenses	102.3	118.6	107.8	-13.8%	-5.1%
EBITDA	29.6	3.4	(1.6)	766.4%	1913.6%
Depreciation & amortization	(17.8)	(17.9)	(17.6)	-0.4%	1.1%
Profit (loss) from operating activities	11.7	(14.5)	(19.3)	180.8%	-160.8%
Financial costs - net ^{2/}	(37.3)	(39.6)	(41.9)	-5.6%	-10.9%
Income from continuing operations	(25.6)	(54.1)	(61.2)	52.6%	58.1%
Share of profit (loss) of joint ventures - equity method	(1.7)	(2.2)	(0.7)	21.2%	-156.7%
Share of profit (loss) of associates - equity method	(1.9)	(4.1)	(6.6)	52.8%	70.7%
Tax expense (income)	3.9	3.1	0.1	28.4%	n.m.
Net Income excluding Extraordinary Items	(33.2)	(63.4)	(68.5)	47.6%	51.6%
Non-Recurring/ Extraordinary Items	1.9	1.0	2.6	92.2%	-27.5%
Gain (loss) from modified contracts ^{2/}	-	-	(0.4)	n.m.	100.0%
Impairment reversal (loss) on financial assets	-	(0.1)	0.2	100.0%	-100.0%
Exchange gain / (loss) on foreign currency loan ^{3/}	(6.7)	7.0	1.6	-196.4%	-528.1%
Other (expenses) income ^{3/}	8.6	(5.9)	1.3	246.4%	552.9%
Net Income to Owners of the Parent	(25.1)	(43.0)	(47.2)	41.6%	46.7%
Non-controlling interests	(6.2)	(19.4)	(18.7)	68.2%	67.0%
Net Income (loss) for the Period	(31.3)	(62.4)	(65.9)	49.8%	52.5%

Remark: 1/ The Company has presented Interest Income as a net amount of Interest Expenses in "Financial Cost - Net" in the MD&A instead of being part of Total Revenue.

2/ From 1Q22 onwards, The Company recalculated the impacts from the amendments of interest and principal payment terms in the credit facility agreements of BC subsidiaries.

3/ In 1Q24, The Company booked Exchange loss on foreign currency loan of THB 6.7 mn. The Company has hedged the foreign currency exposure and relevant gain is booked in Other (expenses) Income.

- BC's **Total Revenue** for 1Q24 came in at THB 131.8 mn, a increase of 8.0% QoQ and 24.2% YoY, primarily attributed to higher revenues from hotel operations and commercial properties that increased by 8.3% QoQ and 25.1% YoY mainly to the continued recovery of the tourism sector.
- BC's **Total Operating Expenses** for 1Q24 were THB 102.3 mn, a decrease of 13.8% QoQ and 5.1% YoY, mainly due to the implementation of clustering strategies among our hotels to leverage synergies and share resources.
- For the consolidated financial results, the Group's **EBITDA** for 1Q24 showed significant improvement with a positive core EBITDA of THB 29.6 mn, compared to EBITDA of THB 3.4 mn in 4Q23 and a negative EBITDA of THB 1.6 mn in 1Q23.
- The share of loss from associates and JV in 1Q24 improved to a loss of THB 1.9 mn and THB 1.7 mn, respectively, mainly due to the remarkable turnaround of our cannabis venture (associates) and the better operational performance of the Citadines portfolio (JV).
- The Group's **Core loss** improved to a THB 33.2 mn loss from a THB 68.5 mn loss in 1Q23 and a THB 63.4 mn loss in 4Q23, mainly due to higher revenues from hotel operations and commercial properties during the peak holiday season and tighter cost control measures.
- In 1Q24, BC's **Net loss** was THB 31.3 mn with non-recurring items, including a THB 4.9 mn foreign exchange loss on a third-party USD loan as the THB/USD slightly depreciated during the quarter. However, this FX loss would be offset by gain on a forward contract that we made against the principal of the loan booked under Other (Expenses) Income.

Segment Performance

Hospitality

- In IQ24, BC operated nine hotels and serviced apartments. The performance breakdown is shown in two clusters: Bangkok and upcountry. BC also managed a third-party project in Phuket Karon under its own brand, JONO X, earning fees from both revenue management and hotel management.
- During IQ24, BC Group's Bangkok portfolio comprised Citadines 8, Citadines 11, Citadines 16, Oakwood Residence Sukhumvit 24 and JONO Asok.
- The portfolio of the upcountry cluster included Journeyhub Phuket, Journeyhub Pattaya, Novotel Chiang Mai Nimman Journeyhub and Ibis Chiang Mai Nimman Journeyhub.
- The operating status of BC Group's operating properties are shown below:

Cluster	Properties	In Operation*	Closing period
BKK	Oakwood 24	Yes	
	Jono Asok	Yes	
	Citadines 8	Yes	
	Citadines 11	Yes	
	Citadines 16	Yes	July 2023 - October 2023 **
UPC	Novotel Nimman	Yes	
	Ibis Nimman	Yes	
	Journeyhub Phuket	Yes	
	Journeyhub Pattaya	Yes	

* Status as of 31 March 2024

** Closed from July 2023 to October 2023 for renovation.

Hospitality	1Q24	4Q23	1Q23	%QoQ	%YoY
ADR - BKK	1,998	1,966	1,835	1.7%	8.9%
ADR - UPC	1,311	1,333	1,113	-1.7%	17.8%
%OCC - BKK	81.9%	78.6%	82.5%	3.2	(0.6)
%OCC - UPC	85.0%	75.2%	74.6%	9.8	10.3
Total Rev - BKK (THB mn)	79.8	73.8	70.1	8.2%	13.8%
Total Rev - UPC (THB mn)	75.5	67.6	45.7	11.6%	65.1%

- Total revenues from Bangkok properties in IQ24 was THB 79.8 mn, an increase of 8.2% QoQ and 13.8% YoY, attributable mainly to the recovery in tourism. Meanwhile, ADR improved to THB 1,998 from THB 1,835 in IQ23 and THB 1,966 in 4Q23, with an occupancy rate from 81.9% in IQ24.
- Total revenues from the upcountry hotel portfolio was THB 75.5 mn in IQ24, an increase of 11.6% QoQ and 65.1% YoY. The sharp rise was attributable to the recovery in tourism. ADR and occupancy showing continuous improvement in QoQ and YoY.

Commercial/ Retail

Retail	1Q24	4Q23	1Q23	%QoQ	%YoY
ARR-Summer Point (THB)	854	854	847	0.0%	0.8%
%OCC - Summer Point	94.2%	91.3%	77.0%	2.9	17.1
Rev - Summer Point (THB mn)	16.8	16.5	13.2	2.3%	27.1%
%EBITDA margin - Summer Point	58.3%	49.4%	47.7%	8.9%	10.6%

- Currently, BC has one mixed-use commercial property in operation, Summer Point, located near the Phrakanong BTS station.
- Meanwhile, the development of our new commercial project, Cove Hill, in Charoenkrung commenced in 4Q22 with an expected opening in 3Q24.
- In IQ24, revenues from space rentals increased by 2.3% QoQ and an impressive growth of 27.1% YoY to THB 16.8 mn. This revenue growth was driven by a rise in occupancy to 94.2% for IQ24 from 77.0% in IQ23 thanks to our strong property management team. Our EBITDA margin for this quarter stands at 58.3%.
- This level of occupancy is ideal for attracting investor interest to acquire this project.

Statement of Financial Position

Unit: THB million	1Q24	4Q23	1Q23	%QoQ	%YoY
Cash and cash equivalents	76.3	68.7	203.4	11.2%	-62.5%
Total current assets	171.9	165.0	283.5	4.2%	-39.4%
Total non-current assets	3,686.5	3,686.0	3,531.9	0.0%	4.4%
Total assets	3,858.5	3,850.9	3,815.4	0.2%	1.1%
Total liabilities	3,069.4	3,243.4	3,416.7	-5.4%	-10.2%
Total equity	789.1	607.6	398.7	29.9%	97.9%
Parent	602.9	599.4	699.3	0.6%	-13.8%
NCI	186.1	8.2	(300.6)	n.m.	161.9%
Total liabilities and equity	3,858.5	3,850.9	3,815.4	0.2%	1.1%
Net D/E (x)	3.79	5.23	8.06		
Adj. D/E - proportionate consolidation* (x)	2.77	2.83	2.32		

* Proportionate consolidation of project loans / Equity attributable to BC

- As of 1Q24, BC's **Total Assets** were THB 3,858.5 mn, an slightly increase from THB 3,850.9 mn in 4Q23, mainly due to the ongoing construction Cove Hill projects in Charoenkrung.
- BC's **Total Liabilities** were THB 3,069.4 mn in 1Q24, a decrease from THB 3,243.4 mn from 4Q23 mainly due to the repayment of loans from other parties extended by Investors and then subsequently injecting

new capital in the form of equity.

- Total Shareholders' Equity**, which includes equity attributable to owners of the Parent and Non-Controlling Interest (NCI), stood at THB 789.1 mn, a notable rise from THB 607.6 mn at the end of 4Q23 mainly due repayment of loans from other parties extended by Investors and subsequently injecting the capital in form of equity during the quarter.
- Net D/E ratio was 3.8x as of 1Q24, which was calculated based on total project loans, including bank loans and shareholders' loans, even though BC generally holds a 26%-51% economic interest in the projects.
- Adjusted D/E ratio by proportionate consolidation of loans at the project level and 100% loans at BC level was actually a modest 2.8x as of 1Q24.
- Overall, the exit of investments which are a core element of our B-O-S model will continue to play the key role in strengthening BC's financial position and to drive business expansion and diversification going forward.

Consolidated Cash Flows

Unit: THB million	1Q24	4Q23	1Q23	%QoQ	%YoY
Cash flows from (used in) operating activities	47.0	19.0	(1.9)	146.8%	2597.9%
Cash flows from (used in) investing activities	(29.9)	(62.8)	(322.3)	52.3%	90.7%
Free Cash Flow	17.0	(43.7)	(324.1)	139.0%	105.3%
Cash flows from (used in) Financing	(9.4)	26.0	(29.1)	-136.0%	67.8%
Net Change in Cash	7.7	(17.7)	(353.2)	143.3%	102.2%
Beginning Cash - previous year's end	68.7	86.4	556.6	-20.5%	-87.7%
Ending Cash	76.4	68.7	203.4	11.3%	-62.4%

- Cash Flows from Operating Activities** improved QoQ / YoY to THB 47 mn in 1Q24 attributable to a better operating performance which can be seen in the higher EBITDA for this quarter and the stretching of our working capital cycle.
- Cash Flows from Investing Activities** were a negative THB 29.9 mn in 1Q24 from a negative THB 62.8 mn (cash used) in 4Q23 and THB 322.3 mn in 1Q23. Mainly attributed to cash used for the

construction of the Cove Hill project whereas in 1Q23, cash was mainly used for purchasing land for the Sukhumvit 5 project.

- Cash Flows from Financing** in 1Q24 were a negative THB 9.4 mn from a positive THB 26.0 mn in 4Q23 and a negative THB 29.1 mn. In 1Q23, cash was mainly used for capital reduction and dividends to investor of Sukhumvit36 project in 1Q23.

Key Developments

Project	Location	# Keys/NLA	Status
Hospitality			
Kamala 1 (Movenpick)	Phuket	197	EIA and construction permit approved. resumed construction in 2Q24.
Kamala 2	Phuket	200	EIA and construction permit approved. Construction schedule to be reviewed in accordance with tourism situation.
Nimman 3	Chiang Mai	141	Under design development process. Construction schedule to be reviewed in accordance with tourism situation.
Sukhumvit 5 (JonoX)	Bangkok	194	Aor I, EIA and BOI approval obtained. Piling work was completed, currently engaged in value engineering and negotiation process to select of main contractor.
Commercial			
Cove Hill (Charoenkrung Project)	Bangkok	2,233 sqm	Construction and piling work began in late 2022, with the expected opening date in 3Q24.
Logistic Business			
Self-Storage business	Bangkok	-	Our Go Storage business, a self-storage segment has achieved occupancy rate of 78% in Marh 2024 whereas wine storage segment has not yet secured its first client.
Cannabis-based Thai traditional wellness business			
Cannabis-based Thai traditional wellness business (Bespoke)	Nan/ Bangkok/Chiangmai /Pattaya/Phuket	-	In our cannabis wellness venture, Bespoke Group is undergoing a remarkable turnaround, evident in the substantial improvement in share of profit and loss from associates on both QoQ and YoY basis, with increase of 52.8% and 70.7% respectively. This noteworthy enhancement is attributable to various factors including the holiday season, implementation of cost-cutting measures, and a one-time gain on the sale of Ethereum. Moreover, we have closed down 2 underperforming branches in 1Q24 namely Chong Nonsi in January 2024 and Prakhnong in February 2024 and open 1 new branch in Chiangmai Night Bazaar. As a result of this, as at 1Q24, we have network of 10 KANA outlets.

Remark: Development plans are subject to change