



2023 BUSINESS DIRECTION

SINGHA ESTATE

20 MARCH 2023



**2022
BUSINESS
RECAP**

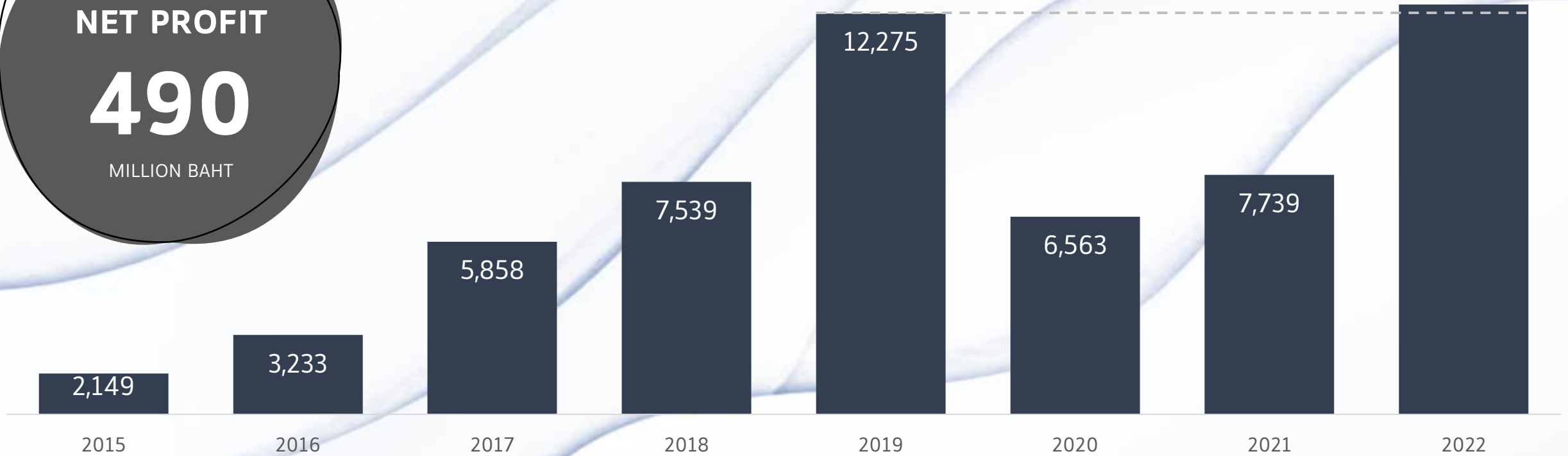
2022 RECAP

WITH ONLY 1 YEAR SINCE OUR FIRST STEP IN HOUSING MARKET AND NOT-YET-FULLY OPERATION OF OUR HOTEL PORTFOLIOS, SINGHA ESTATE SUCCESSFULLY SET A **NEW BASE OF REVENUE** AT ABOVE 12.5 BILLION BAHT.

Unit: Million Baht

2022 REVENUE
12,530

2022
NET PROFIT
490
MILLION BAHT



2022 RECAP

KEY DRIVERS OF REMARKABLE SUCCESS IN 2022

1

REMARKABLE
SUCCESS
OF
SIRANINN
RESIDENCES

77% SOLD
30% TRANSFERRED

2

GRAUDUAL
RECOVERY
OF
COMMERCIAL
BUILDINGS

OCCUPANCY OF S-METRO
REACHED 92%

3

BECAME
NO.2
HIGHEST REVENUE
HOTEL OPERATOR
IN THAILAND

8.7 BILLION BAHT REVENUE
28% INCREASE IN ADR

4

STARTED TO REALIZE
REVENUE
FROM
LAND
TRANSFER

COMPLETION OF
77RAIS LAND TRANSFER

2023 BUSINESS DIRECTION

S EXCELS

มุ่งสู่ความเป็น"เลิศ"ในทุกมิติ

WE

EXCELS

ALL-TIME-HIGH
PERFORMANCE

WE

CO

INTERNAL • EXTERNAL
COLLABORATION

WE

CARE

ENRICHING
STAKEHOLDERS' VALUE

2023 BUSINESS DIRECTION

S EXCELS

WE EXCELS

WE CO

WE CARE

2023

ALL-TIME-HIGH

REVENUE

16,700

MILLION BAHT

34% GROWTH RATE

RESIDENTIAL BUSINESS



REVENUE GROWTH DRIVERS

1

ALL-TIME-HIGH
LAUNCH

10

BILLION BAHT

5 LANDED PROPERTY PROJECTS

2

INCREASE STAKE IN RTM CONDO
THE ESSE SKV36

TO HAVE

100%

OWNERSHIP

RESPONSE TO STRONG CONDO DEMAND
BY DOUBLING SIZE INVENTORY

RESIDENTIAL

BUSINESS

ALL-TIME-HIGH LAUNCH OF 10 BILLION BAHT

ALL 5 NEW PROJECT LAUNCHES LOCATE IN DIVERSE PRIME LOCATIONS



FILLING UP NEW LUXURY HOUSING SERIES TO **BROADEN PRODUCT SEGMENT COVERAGE**

LUXURY

HOUSING

15-30 MILLION BAHT

NEW
BRAND

PREMIUM LUXURY

HOUSING

30-50 MILLION BAHT

NEW
BRAND

SUPER LUXURY

HOUSING

50-100 MILLION BAHT

SIRANINN
RESIDENCES

ULTRA LUXURY

HOUSING

>100 MILLION BAHT

SANTIBURI
THE RESIDENCES

COMMERCIAL BUSINESS

2023 REVENUE
COMMERCIAL

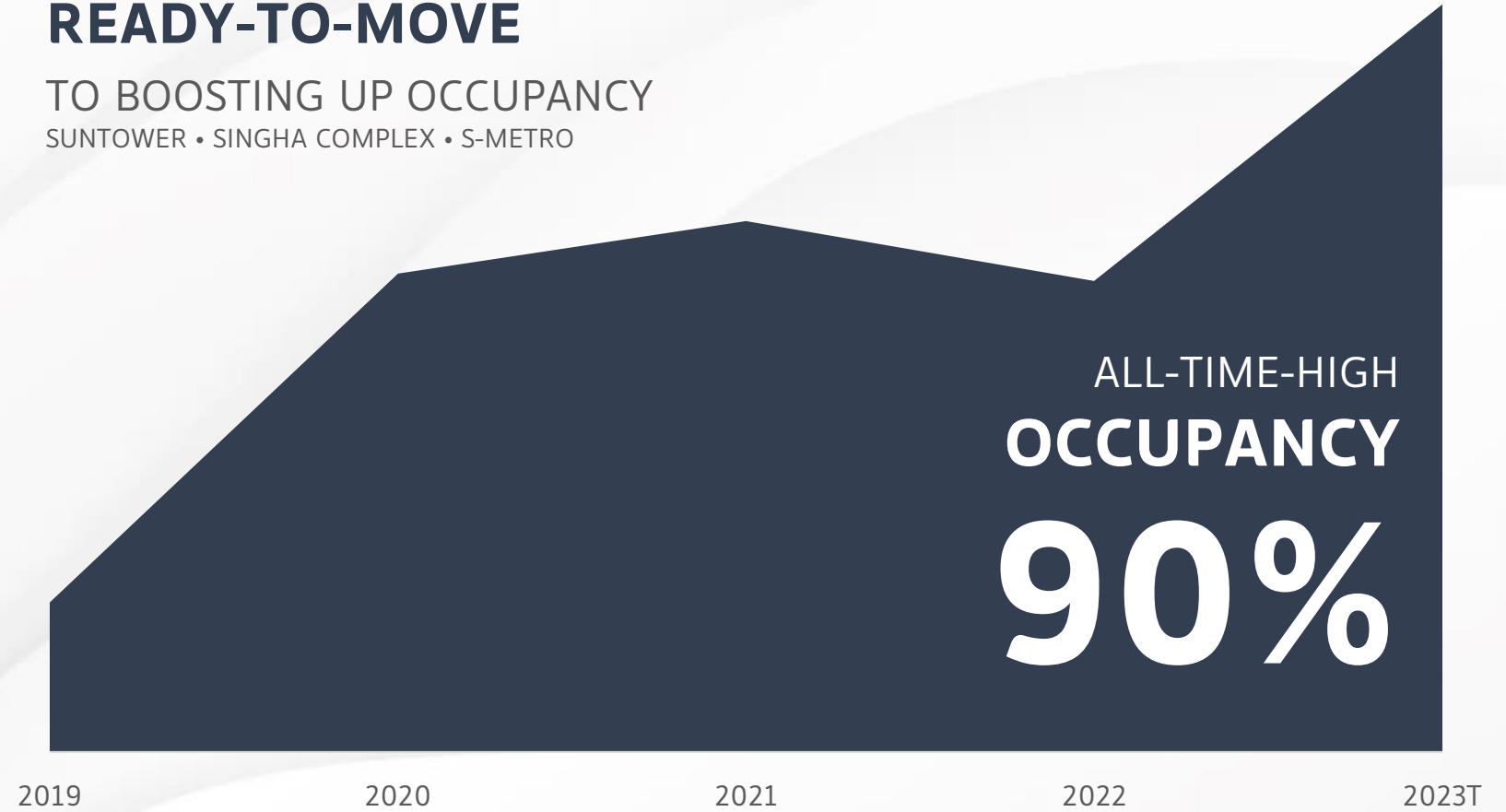
+20%

OFFICE FOR RENT MARKET BECAME MORE CHALLENGING,

STRATEGY

**RIGHT SIZING
READY-TO-MOVE**

TO BOOSTING UP OCCUPANCY
SUNTOWER • SINGHA COMPLEX • S-METRO



NEW COMMERCIAL BUILDING
OFFICIAL LAUNCH IN 2023

S-OASIS

TOP NOTCH MODERN WORKPLACE
LOCATING AT "S DISTRICT"

53,500
SQUARE METRE

S-OASIS

HOSPITALITY

BUSINESS

UNDER SHR'S OPERATION



WITH THE RECOVERY OF TOURISM INDUSTRY AROUND THE GLOBE,
IN 2023, WE AIM TO REPORT **ALL-TIME-HIGH REVENUE** AT >10 BILLION BAHT.

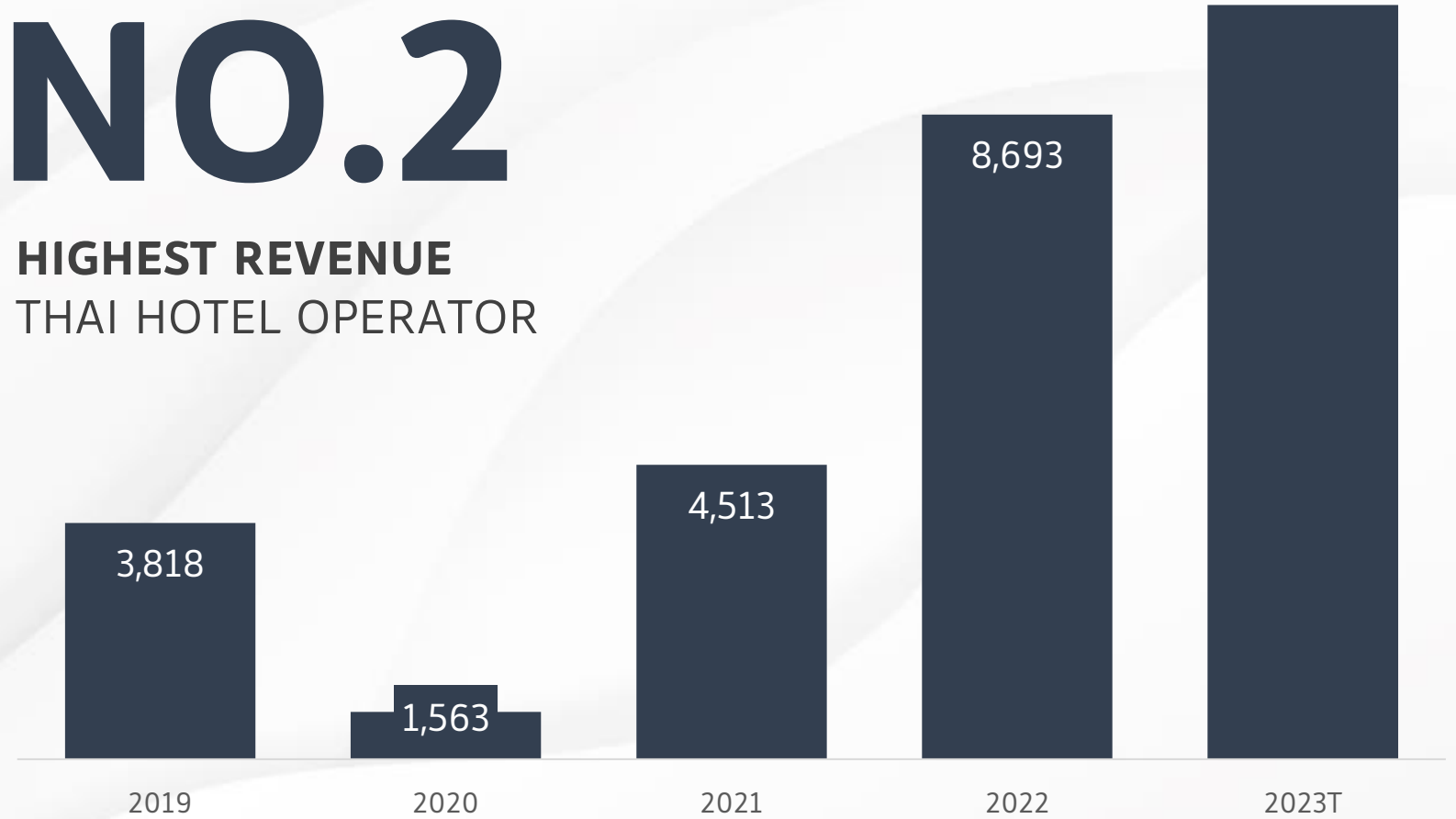
Unit: Million baht

STANDS FIRM AT

>10,000

NO.2

HIGHEST REVENUE
THAI HOTEL OPERATOR



HOSPITALITY

BUSINESS

UNDER SHR'S OPERATION

ALL-TIME-HIGH REVENUE AT >10 BILLION BAHT IS DRIVEN BY REVENUE GROWTH OF ALL HOTEL PORTFOLIO.

+10%
UNITED KINGDOM
[STABLE GROWTH PORT]

+60%
THAILAND

+30%
MALDIVES

+30%
MAURITIUS

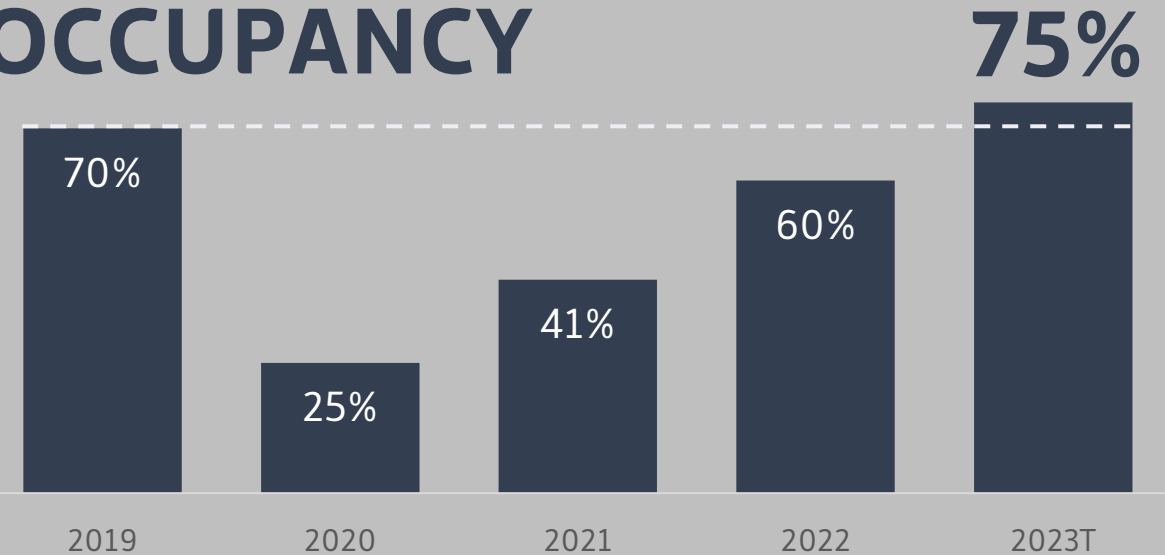
FIJI
STABLE GROWTH
DUE TO MAJOR
RENOVATION

2023 REVENUE
HOSPITALITY

+20%

REGARDLESS **NEW HIGH ADR** IN 2022, **+28% YOY**, WE MANAGE TO GROW ADR AT SINGLE DIGIT GROWTH RATE IN 2023. SO, ALL-TIME-HIGH REVENUE WILL MAINLY DRIVEN BY

ALL-TIME-HIGH OCCUPANCY



HOSPITALITY

BUSINESS

UNDER SHR'S OPERATION

PORTFOLIO OPTIMIZATION

ASSET ROTATION • ASSET ENHANCEMENT • MERGER AND ACQUISITION

DISPOSAL

MATURE ASSETS



MERCURE BURTON



MERCURE WATFORD



FURTHER DISPOSE
IDENTIFIED ASSETS IN 2023



HOTELS AT CROSSROADS
MALDIVES



TO UNLEASH REAL
VALUE OF HOTEL
ROOM IN MALDIVES
BY ADDING PREMIUM
ASSETS AND OFFERING
EXTRA VALUE SERVICE

UPLIFT / REPOSITIONING

POTENTIAL HOTEL PORTFOLIOS

CAPEX

2023-2025

UP TO

2.0

BILLION BAHT

OUTRIGGER FIJI BEACH



3 HOTELS IN UK-PORT



SAII LAGONA PHUK



SAII PHI PHI ISLAND



M&A

2023-2025

UP TO

7.5

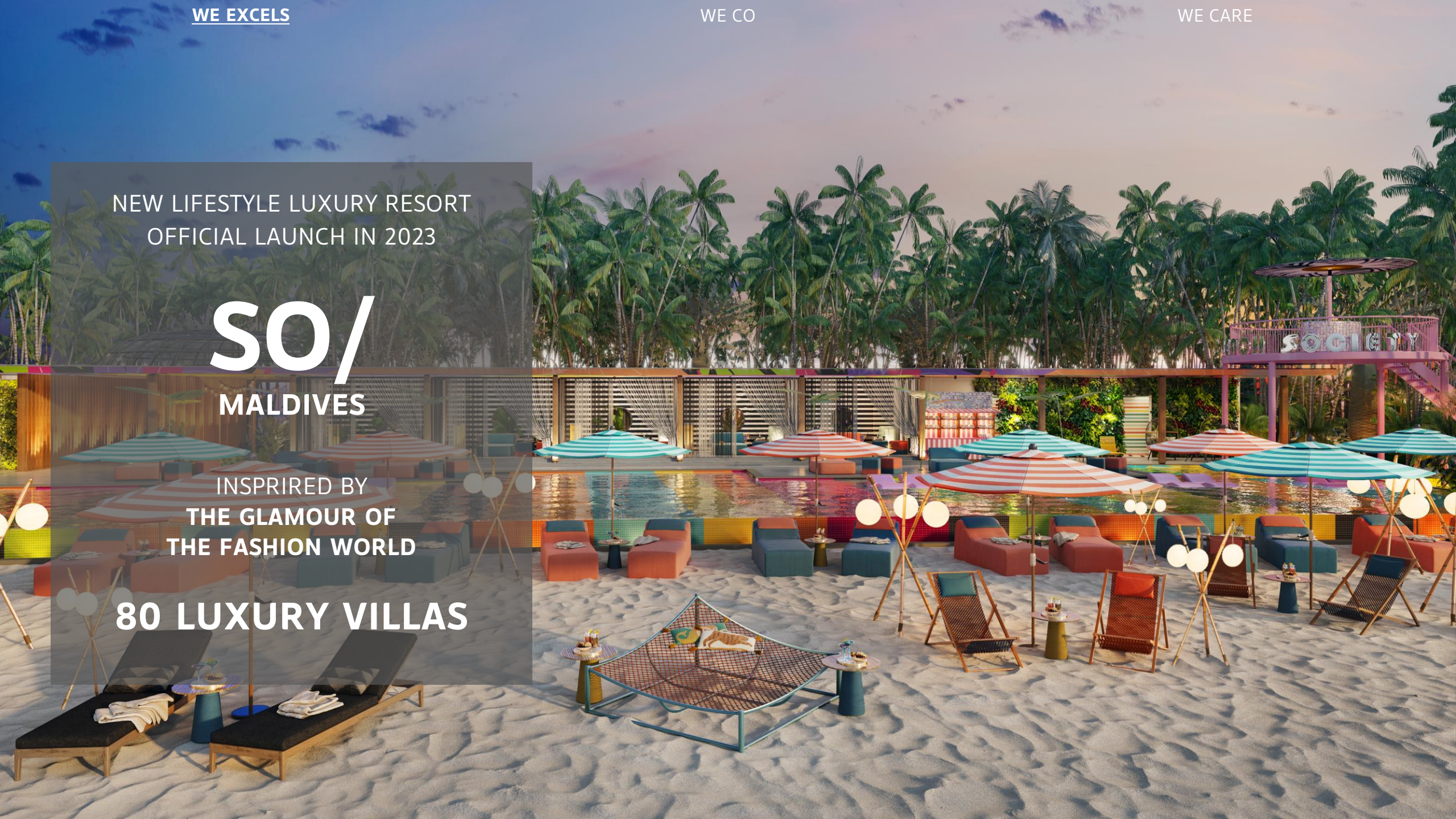
BILLION BAHT

NEW LIFESTYLE LUXURY RESORT
OFFICIAL LAUNCH IN 2023

SO/ MALDIVES

INSPIRED BY
THE GLAMOUR OF
THE FASHION WORLD

80 LUXURY VILLAS



INDUSTRIAL ESTATE & INFRASTRUCTURE

BUSINESS



REVENUE GROWTH DRIVER

DOUBLE SIZE LAND TRANSFER

1

PARTNERING
WITH

INDUSTRIAL ESTATE
AUTHORITY OF
THAILAND

2

KEY PROJECT HIGHLIGHTS
S INDUSTRIAL ANGTHONG

PRIME LOCATION

SOURCE OF WIDE RANGE
OF RAW MATERIALS

CONNECTIVITY TO
ASIAN HIGHWAY

ENERGY SECURITY

3 CO-GEN POWER PLANTS
WITH CAPACITY OF 400 MW

FLOATING SOLAR AS
ALTERNATIVE CLEAN ENERGY

CLEAN WATER

WATER RESERVIORS
6.12 MILLION M³/YEAR

GOOD QUALITY FOR
F&B MANUFACTURER

WE EXCELS

WE CO

WE CARE

2023 BUSINESS DIRECTION

S EXCELS

WE EXCELS

WE CO

WE CARE



COLLABORATION

INTERNAL SYNERGY • STRATEGIC PARTNERS

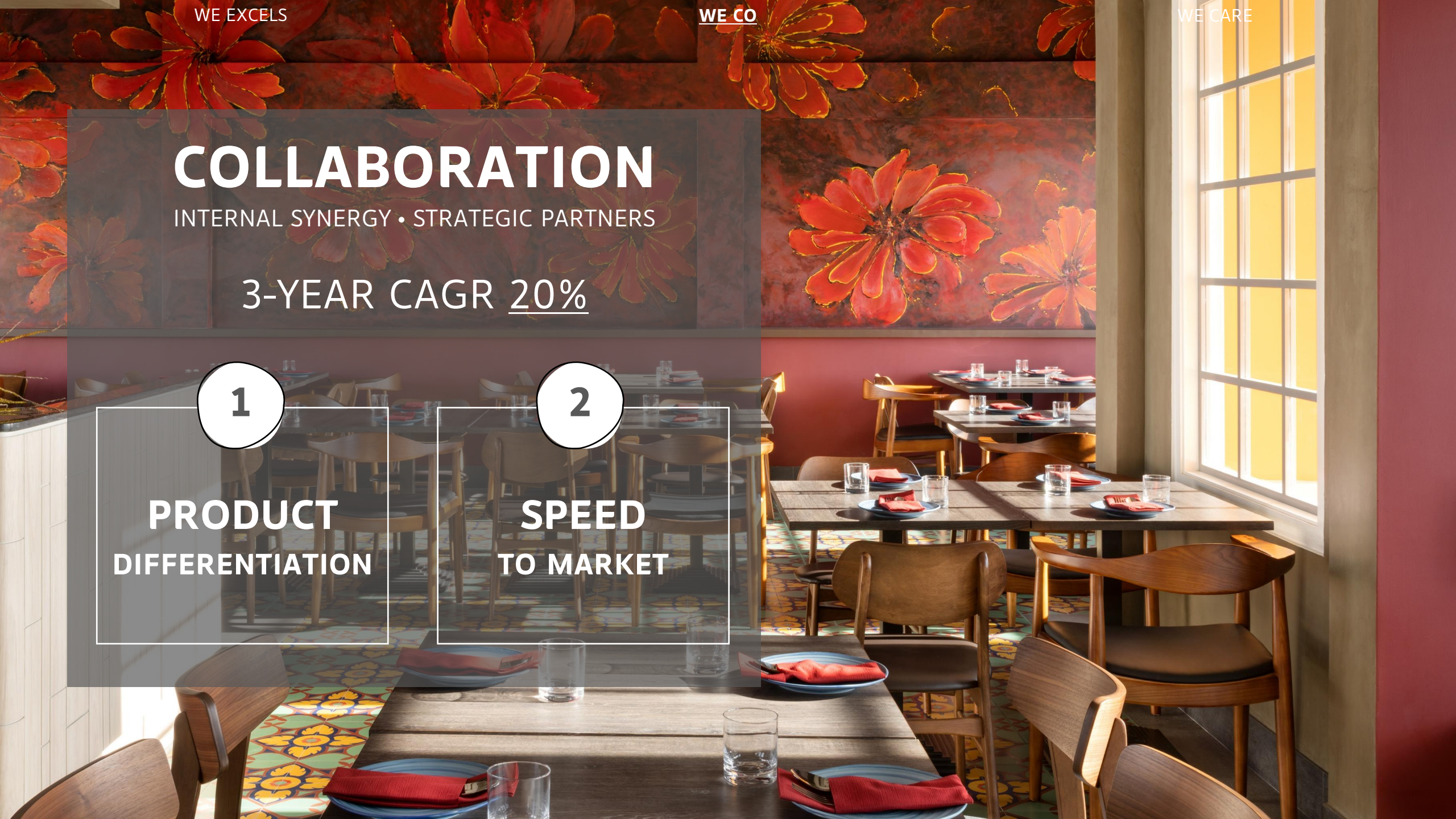
3-YEAR CAGR 20%

1

**PRODUCT
DIFFERENTIATION**

2

**SPEED
TO MARKET**



COLLABORATION

INTERNAL SYNERGY • STRATEGIC PARTNERS

1

PRODUCT

DIFFERENTIATION

BRANDED RESIDENCES

INTERNAL COLLABORATION

RESIDENTIAL BUSINESS & HOSPITALITY BUSINESS

COLLABORATION

INTERNAL SYNERGY • STRATEGIC PARTNERS

2

SPEED
TO
MARKET



COLLABORATION

INTERNAL SYNERGY • STRATEGIC PARTNERS

2

SPEED TO MARKET

ASSET-LIGHT PLATFORMS

HMA / FRANCHISE UNDER BRAND "SAii"

WHITE LABEL PLATFORM

THIRD-PARTY OPERATOR PLATFORM





2023 BUSINESS DIRECTION

S EXCELS

WE EXCELS

WE CO

WE CARE

CLIMATE CHANGE

CARBON NEUTRAL

2030



- Carbon Reduce **40%**
- Solar Cell **2.8 MW**
- Low Carbon Electricity
- S District Community

BIODIVERSITY

30%

KEY BIODIVERSITY AREA IN 2030



- Phi Phi Island Mangrove **192,000 sq.m**
- CROSSROADS, Maldives marine protected area **2,400,000 sq.m.**
- Singha Park **1,000,000 sq.m.**

ETHNIC DIVERSITY

HUMAN CAPITAL DEVELOPMENT

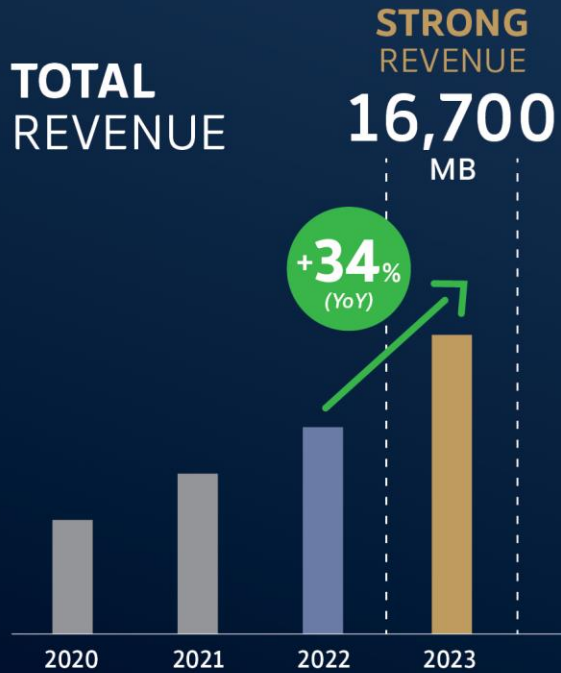


- Human Right Policy
- Body of knowledge Center
- Corporate Governance Score 5
- Vulnerable Group Support Program

S-EXCELS

SINGHA ESTATE 2023

ALL TIME HIGH PERFORMANCE



ABILITY TO PAY DIVIDEND

ALL TIME HIGH	REVENUE
RESIDENTIAL NEW LAUNCH 5 PROJECTS 10,000 MB	+70% (YoY)
COMMERCIAL OCCUPANCY 90%	+20% (YoY)
HOSPITALITY TOP 2 OCCUPANCY 75%	+20% (YoY)
IE & INFRA DOUBLE SIZE LAND TRANSFER	+200% (YoY)

COLLABORATION

INTERNAL SYNERGY • STRATEGIC PARTNERS



SUSTAINABILITY

CARBON NEUTRAL • BIODIVERSITY AREA • COMMUNITY

SUSTAINABLE DIVERSITY



Thank You