

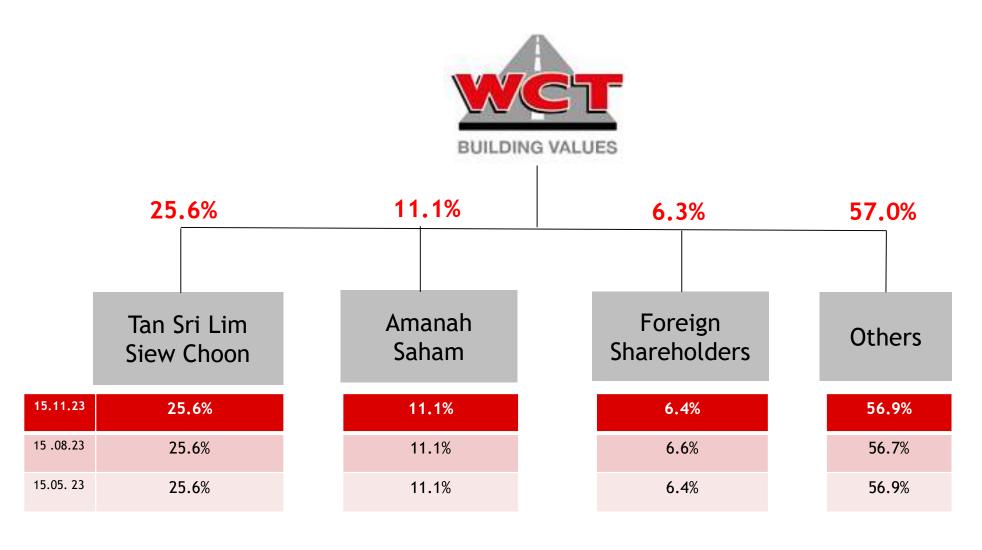
WCT Holdings Berhad

■ QUARTERLY PRESENTATION- 4th Quarter 2023



Key Shareholding as at 15 Feb 2024









Financial Highlights

Segmental Results Q4 2023 (3 months)



	E&C	PD	PI&M	Consolidated
	RM'mil	RM'mil	RM'mil	RM'mil
Revenue	220.3	122.4	59.0	401.7
Profit/(loss) from operations	(237.3)	(4.3)	45.4	(196.2)
Share of results of associates				4.7
Share of results of joint ventures		(11.7)	11.3	(0.4)
Finance costs				(34.4)
Taxation				(20.6)
Loss for the period				(246.9)
Holders of Perpetual Sukuk				-
Non-controlling interest				1.0
Net Loss				(245.9)

 $\hbox{\bf E\&C - Engineering \& Construction Division}$

PD - Property Development Division

PI&M - Property Investment & Management Division



Segmental Results YTD 4Q 2023 (12 months)

	E&C	PD	PI&M	Consolidated
	RM'mil	RM'mil	RM'mil	RM'mil
Revenue	1,148.2	362.0	217.1	1,727.3
Profit/(loss) from operations	(219.8)	20.2	121.4	(78.2)
Share of results of associates				15.0
Share of results of joint ventures	0.5	(17.0)	31.4	14.9
Finance costs				(129.4)
Taxation				(31.7)
Loss for the period				(209.4)
Holders of Perpetual Sukuk				(48.1)
Non-controlling interest				3.3
Net Loss				(254.2)

E&C - Engineering & Construction Division

PD - Property Development Division

PI&M - Property Investment & Management Division

Debt to Equity (DE) Ratio



	As at 31 Dec 2023 RM'mil	As at 31 Dec 2022 RM'mil
Total bank borrowings	3,093	2,798
Cash & bank balances & fixed deposits	(415)	(234)
Net borrowings	2,678	2,564
Shareholders equity (including Perpetual Sukuk & non-controlling interest)	3,687	3,907
Gross DE ratio	0.84	0.72
Net DE ratio	0.73	0.66





Engineering & Construction

Ongoing Projects/ Outstanding Order Book as at 31 December 2023



	Expected Completion	Outstanding RM'mil
Pan Borneo Highway (66km highway from Sungai Arip Bridge to Bintulu Airport Junction)	2024	194
West Coast Expressway (Shah Alam Expressway Interchange to NKVE/FHR2 Interchange)	2024	15
Elevated Highway (Sprint Highway/Jalan Maarof to Jalan Semantan)	2024	24
LRT3 GS03 & GS02 (guideway, stations, park & ride, ancillary buildings & other associated work)	2024	103
Jetty extention of Sapangar Bay Oil Terminal	2024	19
Expansion of Sapangar Bay Container Port (60% share)	2026	478
Total - Local Civil & Infrastructure		833 (31%)
Pavilion Damansara Heights - Phase 1 (Superstructure)	2025	266
Pavilion Damansara Heights - Phase 2 (Superstructure)	2027	1,009
Hotel & Office, TRX - HOTP01 (Superstructure)	2025	65
Retail Mall, PNB	2025	306
Kota Bharu Airport, Kelantan	2025	243
Total - Local Buildings		1,889 (69%)
Total External Projects		2,722 (100%)

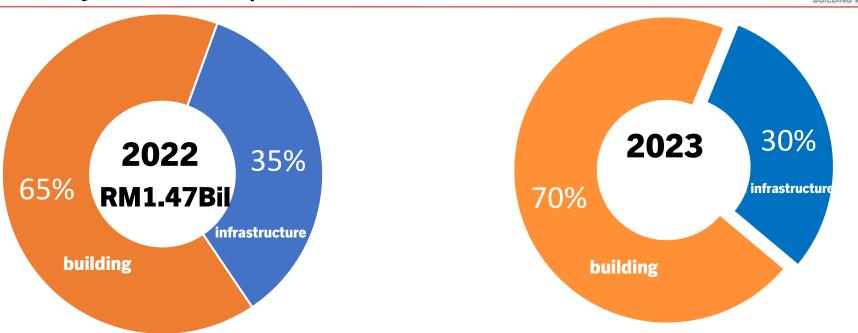


List of Tenders Submitted/Pending Submission (26 Feb 2024)

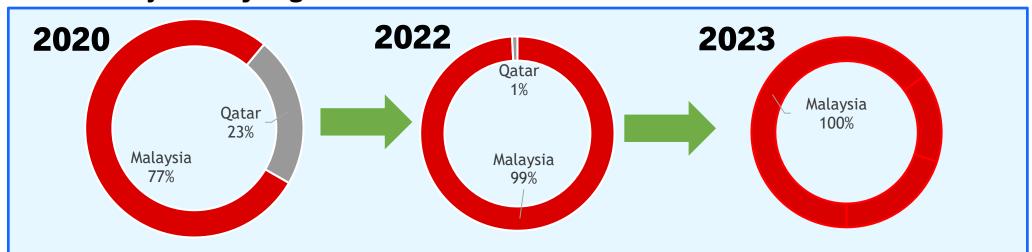
	RM' mil
Civil & Infrastructure	> 7,000
Building Works	> 5,000
Total	> 12,000

Growth Projection and Pipelines





Revenue Projection by Regions







Property Development

Property Development - Snapshot



2023 Revenue

Q1 : RM 48 mil
Q2 : RM 98 mil
Q3 : RM 94 mil
Q4 : RM 122 mil
YTD : RM 362 mil

2023 Profit Before Tax

Q1 : (RM 1.9 mil)
Q2 : RM 3.5 mil
Q3 : (RM 1.9 mil)
Q4 : (RM36.6 mil)
YTD : (RM36.9 mil)

2023 Property Sales

Q1 : RM 103 mil
Q2 : RM 108 mil
Q3 : RM 327 mil
Q4 : RM 318 mil
YTD : RM 856 mil

Total Unbilled Sales

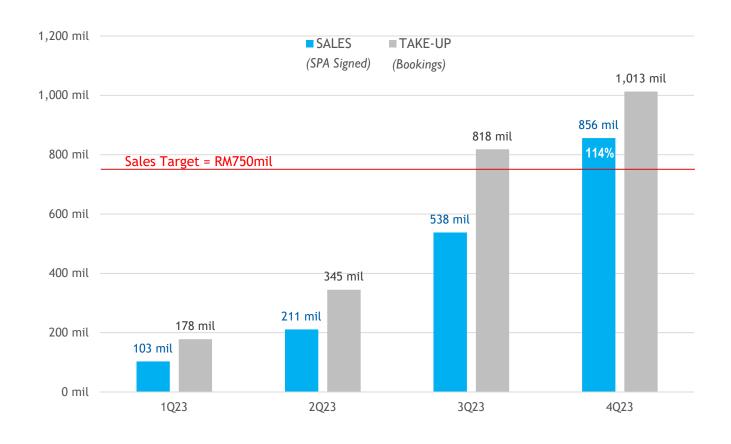
RM 640 mil (as at 31 Dec 2023)

Unsold Completed Inventories

RM 172 mil (as at 31 Dec 2023)

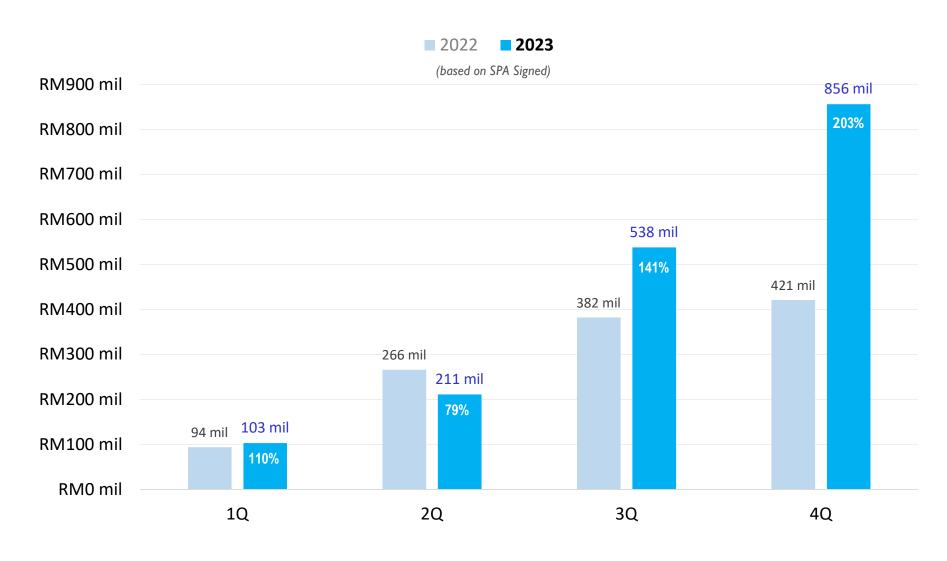
Property Development - 2023 Cumulative Sales & Take-up Performance





Property Development - Q-O-Q Cumulative Sales Performance

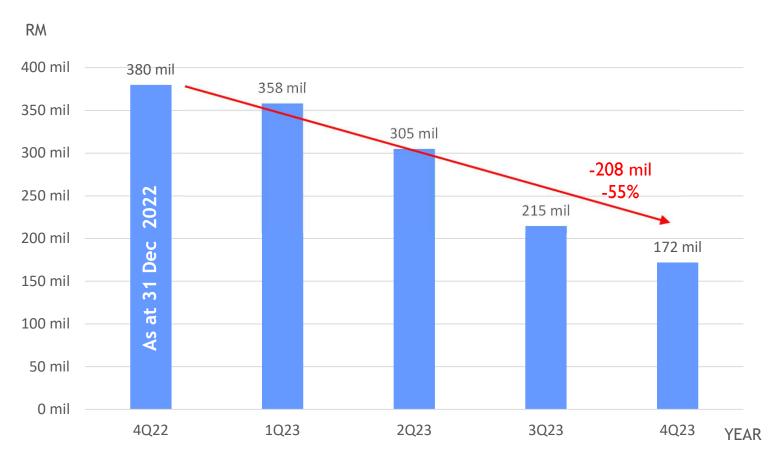






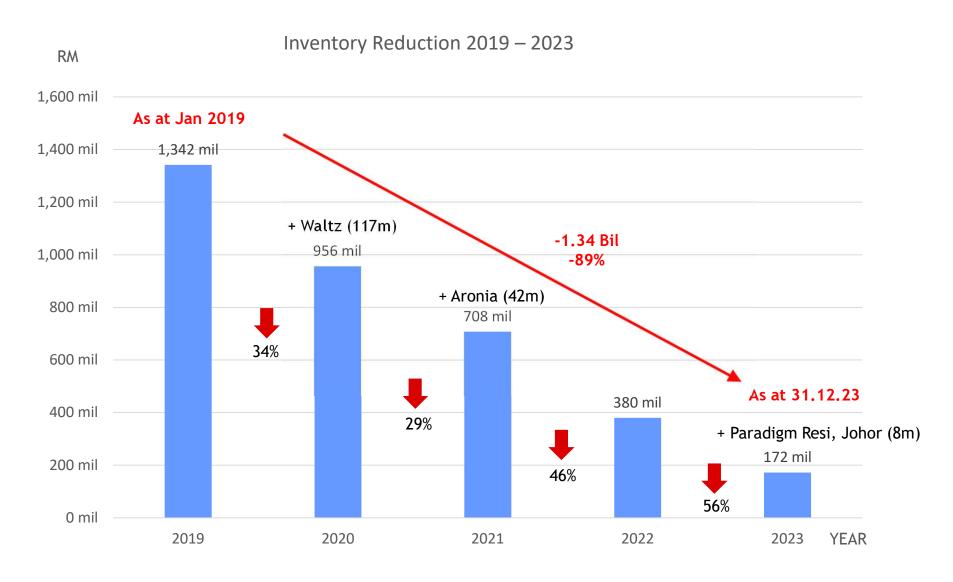


Inventory Reduction Y2023













TYPE	LOCATION	BAL UNIT(S)	BAL GDV (RM' mil)
1 Offices	Klang	5	16.7
2 Affordable Apartments (RSKu)	Klang	2	0.5
3 Service Apartments	Shah Alam	1	0.8
4 Service Apartments	Kelana Jaya	10	15
5 Condominiums	OUG	42	62
6 Service Apartments	Medini	90	75
7 Service Apartments	JB	2	2
	TOTAL =	152 units	RM172 mil

Note:

1) Bal Unit = SPA Unsigned

Sales & Marketing Strategies



- 1. Continuous opening and expansion of new sales channels (local & overseas).
- 2. Continuous exposure on Digital Platforms/Social Media for brand presence/awareness and leads generation.
- 3. Promote Buyer-Get-Buyer, Buyer-Repeat-Purchase and Staff Purchase programs to encourage re-investment & internal sales.
- 4. Participate in property road shows & exhibitions.
- 5. Participate in co-branding and sponsorship events.
- 6. Organize events at sales galleries.
- 7. Promote attractive sales campaign:
 - a. Maybank Houzkey
 - b. Easy Entry Property Purchase
 - c. Festive promotional incentives

On-going Property Projects





Pavilion Mont Kiara, Kuala Lumpur

Description 341 units

Estimated GDV RM808 million

Launch Date Aug 2023

Sales Take-up 68%

Exp. Completion Q3 2027



On-going Property Projects





Adenia Apartment, Bandar Parklands, Klang

Description 181 units of Apartment

Estimated GDV RM68 million

Launch Date Aug 2022

Sales Take-up 70%

Exp. Completion Q3 2025



Maple Residences, W City OUG @ KL

Description 940 units of Condominium

Estimated GDV RM870 million

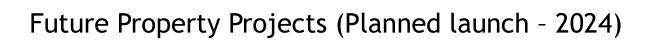
Launch Date Nov 2020 - TA (303 units, RM236 mil)

Apr 2021 - TB (295 units, RM270 mil) Dec 2021 - TC (342 units, RM364 mil)

Sales Take-up TA: 92% | TB: 80% | TC: 57%

(Overall : 76%)

Exp. Completion Q2 2025





FUTURE LAUNCHES				
PROJECT	W City Johor Bahru (Plot 1A - Resi) (Towers A, B, C, D)	W City Johor Bahru (Plot 1A - Comm)	TOTAL	
UNITS	1,024	37	1,061	
ESTIMATED GDV	RM451 mil	RM89 mil	RM540 mil	



Land Bank (future development and for sale as at 31 Dec 2023)

	LOCATION	DEVELOPMENT TYPE	LAND AREA (ac.)
1	W City OUG @ KL	Mixed	41
2	W City JGCC @ JB	Mixed	9
3	Bukit Tinggi 1,2 & 3, Klang	Mixed	69
4	Medini Iskandar, Johor	Mixed	39
5	Inanam, Kota Kinabalu	Residential	29
6	Sungai Buloh	Commercial	2
		TOTAL =	189





Property Investment & Management





Retail Malls

Retail Malls

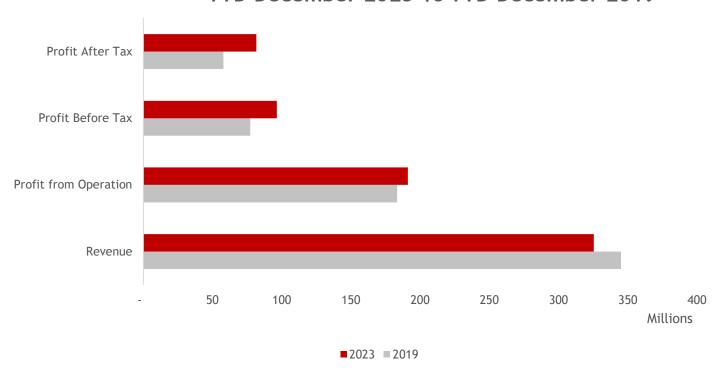


	Bandar Bukit Tinggi, Klang Bukit Tinggi	Paradigm Mall, Petaling Jaya PARADIGM PETALING JAYA	gateway@klia2, Sepang gateway @klia2 Its Skepping Mail odit Arcout.	PARADIGM	S K Y P A R K
Occupancy rate	100%	97%	95%	97%	84%
Opening Year	2007	2012	2014	2017	Acquired Apr18
WCT Ownership	100.0%	70.0%	70.0%	100.0%	60.0%
Retail Lettable Area	1,000,950 sq ft GLA	672,000 sq ft	378,000 sq ft	1,281,000 sq ft	84,000 sq ft
No. of Car Parks	3,294	3,214	5,815	3,385	553
Selected Tenants	∕€ON	Nandox Nandox AISOR Lotus's Harry Norman SEPHORA	WOLSONS WOLSONS TISSOT GIORDANO GUARDINA TOSSIUS H.M.	Village grocer Markson Village grocer KAISON KAISON PARKSON Willage grocer Rome pro SSF	OLIDOWN OF REAL PROPERTY OF THE PROPERTY OF TH

Retail Malls - Overall Financial Performance YTD December 2023 Vs YTD 2019



RETAIL MALLS FINANCIAL PERFORMANCE YTD December 2023 Vs YTD December 2019



Monthly fixed chilled water charges and the corresponding tax effect had been included in FY2019 for comparison purpose. ^ One-off extraordinary item - MTN loss on modification incurred in FY2019 had been excluded for comparison purpose.





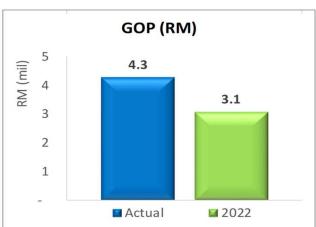
Hospitality

Hospitality - Le Meridien Petaling Jaya Overview of Performance

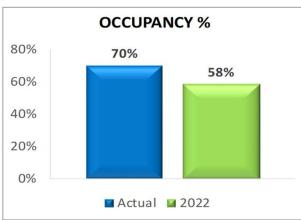


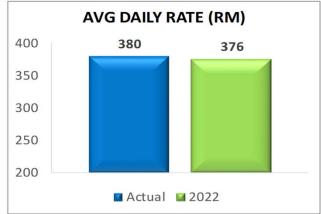
Q4 2023











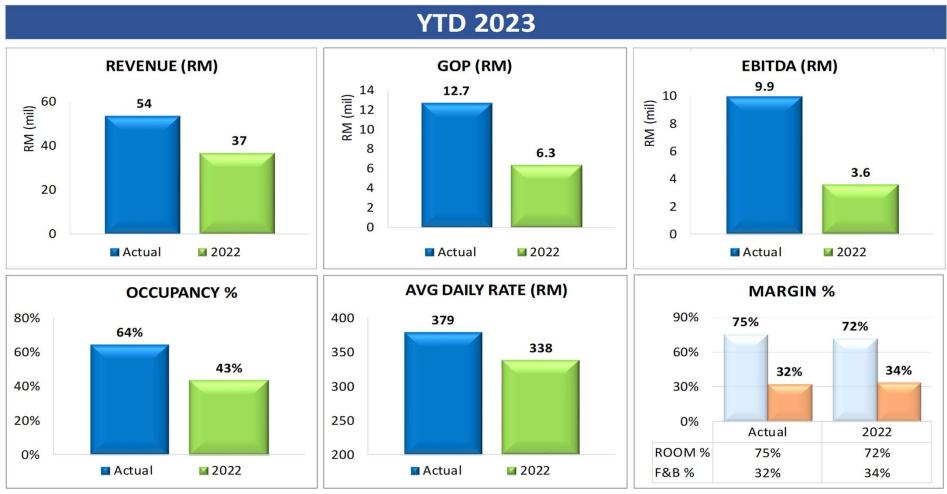


Q4 2023 was the best performing quarter since opening and the result came in solid with revenue outperforming Q4 2022 result by 20%, GOP by 39% and EBITDA by 89% :

• F&B demonstrated significant progress and achieved highest revenue in Q4 2023

Hospitality - Le Meridien Petaling Jaya Overview of Performance





On FY 2023, revenue outperforming FY 2022 result by 46%, GOP by 102% and EBITDA by 175%:

- Both Room and F&B departments made an equal contribution to the overall revenue for FY2024
- The demand for rooms has been steadily increasing since the start of the year, leading to a significant rise in both occupancy rates and average daily rates. This positive trend is expected to continue as the recovery strengthens

Hospitality - **Premiere Hotel, Klang** Overview of Performance



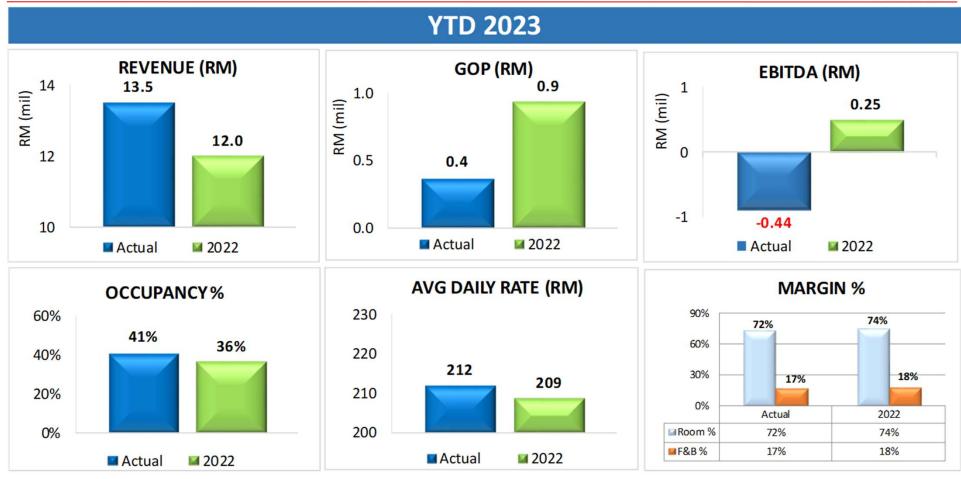


Q4 2023 results showed a decline in revenue compared to the Q3 2022 results, with a decrease of 5%. Additionally, the GOP experienced a drop of 57%

• The increment in operating expenses, driven by increased electricity tariffs and a lack of available labor, is still eroding profit

Hospitality - **Premiere Hotel, Klang** Overview of Performance





Although FY 2023 revenue exceeded the FY 2022 result by 13%, there was a decline of 56% in GOP

• FY2023 witnessed an improvement in both the Occupancy rate and Average daily rate, and this positive trend is expected to persist in FY2024, with a continued focus on achieving higher Occ% and ADR





Retail Malls Outlook & Business and Marketing Strategies

Retail Malls - Paradigm Mall PJ - Business Outlook



RETAIL OVERVIEW FOR PMPJ

1. Footfall Q3 2023 VS Q4 2023

Total 3Q of 2023	Total 4Q of 2023	Variance	Variance in %
3,183,636	3,118,794	-64,842	-2.04%

- Total footfall in 4Q2023 decreased by 2.04% as compared to 3Q2023.
- 2. Footfall 4th Quarter 2022 VS 4th Quarter 2023

Total 4Q of 2022	Total 4Q of 2023	Variance	Variance in %
3,235,907	3,118,794	-117,113	-3.62%

- Comparing 4th quarter 2022 and 4th quarter 2023, there was a decline of 3.62%.
- 3. Footfall 4th Quarter 2019 VS 4th Quarter 2023

Total 4Q of 2019	Total 4Q of 2023	Variance	Variance in %
3,800,773	3,118,794	-681,979	-17.94%

Comparing 4th quarter 2019 and 4th quarter 2023, there was a reduction of 17.94%.

Retail Malls - Paradigm Mall PJ - Business Outlook



RETAIL OVERVIEW FOR PMPJ

4. Total per person spending 4th Quarter 2019 VS 4th Quarter 2023

Total 4Q of 2019	Total 4Q of 2023	Variance	Variance in %
RM92.30	RM105.63	+RM13.33	+14.44%

• Although footfall has yet to recover to the peak in 2019, the average receipt size per shopper in 4Q2023 increased to RM105.63 compared with RM92.30 for 4Q2019.

BUSINESS OUTLOOK

- Average occupancy rate remains resilient at 97% in 4Q2023 which is higher than overall Selangor average of 79% as at 1H 2023.
- New tenants which opened in 4Q2023 in PMPJ include :-
 - > Fun Fries
 - Memorie Tart
 - > Le Petit Hamburg
 - > Ramen Hitoyoshi
 - Chon Dak
 - > Yi Poh
 - Oshare Boutique
 - Renoma
 - Easy Carrier
 - > Yin Her Bijoux

^{*}Average spending per shopper is calculated with the assumption of conversion rate at 30%.





Ongoing/In the pipeline

- Engagement Initiatives including Corporate Social Responsibility (CSR) events Notable events and campaigns held or planned for 1Q 2024 include Chinese New Year (CNY) theme 'Abundance of Prosperity and Joy'. CNY campaign featured a diverse array of activities, including talks and express Bazi reading by Joey Yap's Apprentice/Consultants on Feng Shui, Lion and Dragon Dance performances, Drum performances, Kids Lion Dance Competition, Han Fu Experience Booth and Competition, unique workshops for kids such as learning to make a Lion and Dragon head. Also, Valentine's Day campaign with photobooth and 360 video. CSR initiative include regular blood donation drive.
- New retail offerings to enhance shoppers'experience Upcoming tenants that opened or will open by 1Q 2024 are LG Puri Care, Tataa & Friends, S-CARE, Malaysia Airlines, Petite Maison, Mixue and MD Dermatics.

Proactive Asset Management

- To curate and refresh retail offerings for shoppers Opportunity to refresh tenant mix as close to 60% (% of total NLA) up for renewals in 2024. Given rising competition with the opening of new shopping malls in the Klang Valley, our target is to marginally improve rental rates while maintaining our healthy occupancy rate.
- Events activation and diverse activities in the pipeline to reach out to the community and engage with shoppers meaningfully.
- In the planning stages for 2024 asset enhancement initiatives (AEI) activation/revamp at main drop-off of concourse floor to make the floor more inviting and to create a more visible shopper channel that will lead shopper traffic to Lower Ground floor where the supermarket and other smaller F&B offerings are available. As a first step, we have removed an unutilized bus stop and canopy creating better visibility from the road.

Retail Malls - Paradigm Mall PJ New Tenants





FUN FRIES



PETIT HAMBURG



MEMORIE TARTS



RAMEN HITOYOSHI

Retail Malls - Paradigm Mall PJ New Tenants





EASY CARRIER



YI POH



IFAST REPAIR



CHON DAK

Retail Malls - Paradigm Mall PJ New Tenants





OSHARE BOUTIQUE



RENOMA



SWITCH (Relocation)



YIN HER BIJOUX



RETAIL OVERVIEW FOR PMJB

1. Footfall 3rd Quarter VS 4th Quarter 2023

Total 3Q of 2023	Total 4Q of 2023	Variance	Variance in %
3,337,708	2,946,826*	(390,882)	-11.7%

- Comparing 3rd quarter 2023 and 4th quarter 2023, there was a reduction of 11.7%.
- 2. Footfall 4th Quarter 2022 VS 4th Quarter 2023

Total 4Q of 2022	Total 4Q of 2023	Variance	Variance in %
3,558,433	2,946,826*	(611,607)	-17.2%

- Comparing 4th quarter 2022 and 4th quarter 2023, there was a reduction of 17.2%.
- 3. Footfall 4th Quarter 2019 VS 4th Quarter 2023

Total 4Q of 2019	Total 4Q of 2023	Variance	Variance in %
5,606,878	2,946,826*	(2,660,052)	-47.4%

• Comparing 4th quarter 2019 and 4th quarter 2023, there was a reduction of 47.4%.

^{*} There was disruption of Footfall number reading due to migration of old data from server to Cloud System and upgrading of 2D footfall cameras to 3D cameras from 17/10/2023 to 12/11/2023.



THE RETAIL OVERVIEW FOR PMJB

- 4. Total spending per person
- Comparing 4th quarter 2023 and 2022, it is noted that the person spending amount had increased. The month of December 2023 had reached the highest spending at RM248 per person. The main reason was due to the yearend Festive Seasons and the New Year 2024 Celebration together with the School year-end holidays and higher spending power from Singaporean and the benefits gained from the stronger Singapore currency in general.

Year	October	November	December
2022	RM186.33	RM179.47	RM181.39
2023	RM218.47	RM243.31	RM248.33

^{*}Average spending per shopper is calculated with the assumption of conversion rate at 30%.



THE CURRENT SITUATION OF THE RETAIL INDUSTRY AND RELEVANT FACTORS AFFECTING: -

The Malaysian Prime Minister cum Finance Minister Tan Sri Anwar Ibrahim had presented the 2024 Federal Government Budget in Parliament on Oct 13 2023, which generally had rolled out bolder measures and strengthen reforms for the Nation in order to improve on the economy of the Country.

Inevitably, some of the proposed reforms will affect the businesses' cost in the Retail Industry and Shopping Malls' Managements. Appended below are some of the proposed Reforms to be implemented in due course:

- 1. Goods and Services Taxes to increase from 6% to 8%, except F&B and Telecommunication industry.
- 2. The collection of a 5% to 10% Luxury Tax on luxuries products.
- 3. Price controls for chickens and eggs to be lifted.
- 4. Increased Excise Duty on sugar sweetened beverages from 40 sen to 50 sen per litre
- 5. The increase of electricity costs due to the increase in Imbalance Cost Pass-Trough (ICPT) and increase in commercial water tariff.

In general, it is estimated that the increases in all types of charges had added at least 30% to 40% rise in commercial building operation costs.

It is estimated that the average Operation Cost per sq. ft. is higher than the average Service Charges and Promotional Charges by 13% and this is expected to continue to increase with the continuous rising costs of electricity.



THE CURRENT SITUATION OF THE RETAIL INDUSTRY AND RELEVANT FACTORS AFFECTING: -

However, Property Developers are more optimistic about the Market's long term outlook in Johor Property Market in general. The Malaysian Property Market in Johor is greatly influences by Singaporeans and Malaysians working in Singapore due to the facts that they have higher spending power and the benefits gained from the stronger Singapore currency in general.

The great support given by the above category of people could also be seen and noted that it is also enabling better footfall and occupancy rate in Shopping Malls especially with F&B outlets benefiting the most.

The influx of business travelers from all over the world especially Singapore had also helped to grow the Hotel Sector and Entertainment outlets, both in and out of the Malls, which led to emergence of more high quality Hotel to meet the needs and wants of the higher expectations of the tourists.

The optimistic views of these Developers are also influences by few factors as follow:

- i. The revival of the Johor-Singapore Rapid Transit System (RTS)
- ii. The more relax Policy and Criteria for obtaining Malaysia My 2nd Home (MM2H) status
- iii. The Setting up of a Johor-Singapore Special Economic Zone (JS-SEZ)by the Malaysia and Singapore Governments
- iv. The likely implementation of the Light Rail Transit(LRT)

These would inevitably cause a positive spillover to the Property Market and in the process also boost the Economy of Johor eventually.

Retail Malls - PMJB New Tenants







Mix Store



Yun Nam Hair Care

Food Aracade - Sanwich Square







Naruwan Formosa KPIX Gatti Sports Concept Store

Retail Malls - PMJB New Tenants









Alpro Sugi Fun Box

Gentari EV Charger







J&K Rich Girl VR + Zone

Retail Malls - PMJB New Tenants





Food Arcade - Cili Pan Mee



Daruma



DCN Beauty



RUMA



Home's Harmony



Jewel Cafe





RETAIL OVERVIEW FOR GATEWAY@KLIA2

1. No. of Flights slightly decreased by 8.37% compared to the 3rd quarter of 2023.

Total Q4 2023	Total Q3 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
36,167	39,471	(8.37%)	(27.93%)

2. Traffic slightly decreased by 4.83% compared to the 3rd quarter of 2023.

Total Q4 2023	Total Q3 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
7,288,211	7,657,816	(4.83%)	(34.4%)

3. Car Park revenue slightly decreased by 5.51% compared to the 3rd quarter of 2023.

Total Q4 2023	Total Q3 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
RM10,656,238	RM11,174,853	(4.64%)	(21.09%)





RETAIL OVERVIEW FOR GATEWAY@KLIA2

4. Sales for tenants slightly decreased by 7.7% compared to the 3rd quarter of 2023.

Total Q4 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
RM87,011,508.48	(8.34%)	(22.01%)

5. Food Court collections decreased by 5.83% compared to the 3rd quarter of 2023.

Total Q4 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
RM4,625,472.50	(6.10%)	(14.68%)

6. Average Spending per Shopper decreased by 3% compared to the 3rd quarter of 2023.

Total Q4 2023	Variance Vs Q3 2023	Variance Vs Q4 2019
RM39.80	(3%)	19%

^{*}Average spending per shopper is calculated with the assumption of conversion rate at 30%.





THE CURRENT SITUATION OF THE AIR TRAVEL AND RELEVANT FACTORS AFFECTING:-

- AirAsia adds over five million seats for China, India and Malaysia flights in 2024 AirAsia announced an expansion of its services covering China, India and Malaysia, totaling 230 weekly flights for the first quarter of 2024, with up to 5.2 million seats per year.
- Malaysia grant visa-free entry to citizens of China and India for stays of up to 30 days starting from 01 Dec 2023. This is part of efforts to boost Malaysia's tourism and economy. In a statement, the Malaysian Ministry of Home Affairs said that the visa exemptions would last until 31 Dec 2024.
- The government has agreed to subsidise air tickets for those travelling from the peninsula to Sabah, Sarawak and Labuan for the Christmas holidays from 22 to 24 December. Transport Minister Anthony Loke said the subsidy policy would be continued in 2024 for other festivals such as Chinese New Year, Hari Raya Aidilfitri, Pesta Keamatan, Hari Gawai and Christmas for three days each.

KLIA 2 - New Tenants - LEVEL 1







CAFÉ MESRA





KLIA 2 - New Tenants - LEVEL 2





YGF (MALATANG)









FISH & FISH TUFF

ZUS COFFEE





KLIA 2 - New Tenants - LEVEL 3



COLD STONE CREAMERY





ZUS COFFEE

FOOD DISTRICT













1. Organized Kolam competitions, bazaars and cultural performances and activities in WCT malls during the Deepavali festive period celebrate cultural diversity, unite communities, and increase tenant sales.

Example

- PMPJ (20 Oct 13 Nov 2023)
- PMJB (19 Oct 12 Nov 2023)
- gateway@klia2 (20 Oct 4 Nov 2023)
- Skypark Terminal (15 Nov 2023)











2. Celebrated Paradigm Mall Johor Bahru's 6th Anniversary themed Sixth-anniversary Celebration: Celebration with top spender from 19 Oct - 12 Nov 2023









3. Submitted for awards to get recognition for WCT Malls campaigns and events.

Example

• Marketing Excellence Awards - Winners of Silver Award for Excellence in Retail / Shopper Marketing for Voucher Bonanza Sale











4. Made Christmas extra special by teaming up with popular characters like Robocar Poli and Sylvanian Families. This collaboration added a global touch, making the celebrations more exciting and memorable for everyone who visited.









5. Collaborated with Gentari Sdn Bhd through its subsidiary Gentari Green Mobility, to provide Electric Vehicles owners charging bays at WCT Malls. This collaborated expanded our EV charging bays from a total number of 11 to 39 bays in total.

Here's where you can find the new EV charging bays: Paradigm PJ - Basement 1, Pillar J20 & J22 Paradigm JB - Level 1 (Entrance A); Level 2, Pillar C5 to C6 gateway@klia2 - CP3-A, Pillar F1; CP4-A, Pillar E2; CP7-A, Pillar E2; CP7-B, Pillar S2











6. Activated group wide sales driven campaigns on WCT Buddy to encourage spending and footfall to tenant outlets.

Example:

- 1. 11.11 points boost 11 Nov
- 2. WCT Buddy Points Madness 24 Nov
- 3. Black Friday points knockdown 23 Nov 11 Dec
- 4. WCT x BHPetrol VBS 15 Nov 31 Dec
- 5. Extension of WCT Buddy x BHPetrol referral program 15 Nov 2023 29 Feb 2024









7. Activated events and activities for WCT Buddy and WCT Buddy Kids during the Christmas festive period to create a festive and enjoyable experience for the younger audience and assist in driving footfall to the malls

Example:

- WCT Buddy Christmas Recruitment Drive 17 Nov 2023 - 1 Jan 2024
- 2. Jingle & Mingle Christmas campaign 16 Dec







8. Value added service to tenants by offering marketing insights, fit-out design guidance & merchandise mix.

9. To maintain strong landlord & tenant relationship.

Retail Malls



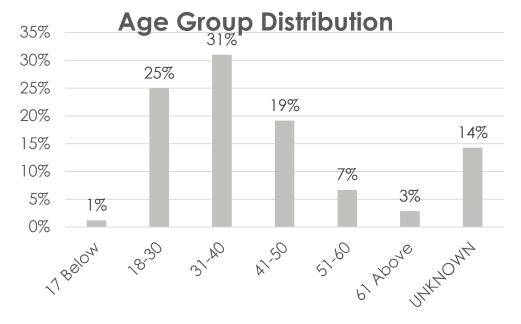
As at 31 Dec 2023

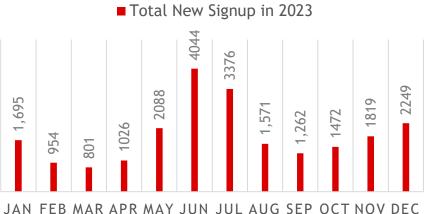


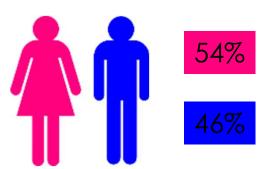
61,131
Portfolio Member Base



22,357 New Members









Thank You

