Milestone

2021
Investment brand: Som Tam Nua

2020
Developed Cloud Kitchen: Every Food
New investment brands: Brown Café

2019
Cosi Pattaya Wong Amat Beach
Developed owned brands: Aroi Dee, Suki House, Soft Air ,and Kowlune New investment brands: Salad Factory and Café Amazon

2017
Cosi Samui (1st COSI brand)
Obtained leasehold right to operate Centra Chaeng Wattana

2014
Received a Royal Warrant of appointment (1st hotel in Thailand)
Introduced Katsuya

2013
Centara Maldives (2nd hotel in the Maldives)
Introduced Tenya

2011
Acquired Ootoya Introduced Yoshinoya

2010
The Terrace, Chabuton, Cold Stone, Centara Grand Phuket

2009
Centara Grand Mirage, Pattaya Centara Grand Maldives (1st overseas property)

2008
Set up Leasehold Property Fund (CTARAF)

2007
Rebranded to Centara Hotels & Resorts Centara Grand @ Central World Intoduced Pepper Lunch

1998
Franchisee of Auntie Anne's

1990
Listed in the SET Thailand

1986
Centara Grand Hua Hin

1984
Authorized franchisee of KFC

1983
Centara Grand at Central Ladprao (1st Hotel)

1978
Introduced Mister Donut

The performance represented is historical and that past performance is not a reliable indicator of future results. Forward-looking statements in this document are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward-looking statements as a result of various factors and circumstances. The views, analyses, and opinions expressed herein contain some information derived from publicly available sources and third party information providers. No representation or warranty is made as to the accuracy, completeness, or reliability of such information. This document should not be relied upon as any recommendation, view, opinion, representation or forecast of "Central Plaza Hotel Plc." Nothing in this document should be construed as either an offer to sell, a solicitation of an offer to buy or sell shares or any type of securities in any jurisdiction. This presentation is not intended to be any type of investment advice and must not be relied upon as such. You must always seek the relevant professional advice before otherwise making any such financial, legal or commercial decisions.

CENTARA
HOTELS & RESORTS

Central Plaza Hotel Public Company Limited

Fact Sheet Q4/2021

A leader in Thailand-based hotel chain and Thailand's chain restaurant industry

Hotel Business

"To be the leading global hospitality group of Thai origin"

Centara Hotels and Resorts is a leading Thailand-based hotel chain. Currently, it has hotels in operations and under constructions in a total of more than 80 hotels, with over 17,000 rooms both owned and managed hotels in 14 countries under 6 owned brands, "Centara", range from Luxury to affordable lifestyle

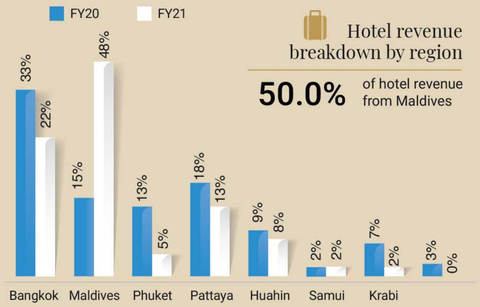
Food Business

"Being a leading QSR operator in Thailand with presence in regional markets"

Central Restaurant Group Co.,Ltd. (CRG) is one of the leaders in Thailand's chain restaurant industry. Currently, it has 10 franchises, 5 own brands and 4 joint venture brands with more than 1,300 outlets nationwide.

Hotel Business

Hotel Revenue Breakdown

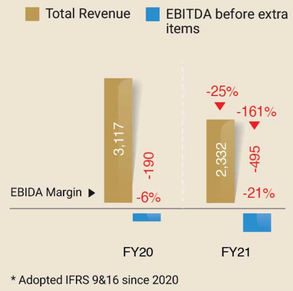


Hotel revenue breakdown by region

50.0% of hotel revenue from Maldives

Hotel Performance

Unit: THB mn



* Adopted IFRS 9&16 since 2020

Hotel Business Pipeline

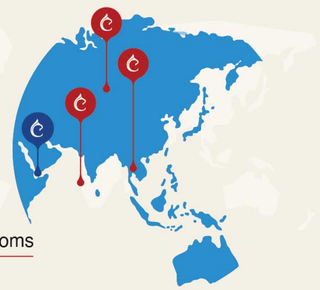
Summary of Pipeline 2022E-2026E as of December 2021

Asia

Bali	China	Laos	Myanmar	Thailand
Cambodia	Japan	Maldives	Turkey	Vietnam

Middle East

Qatar

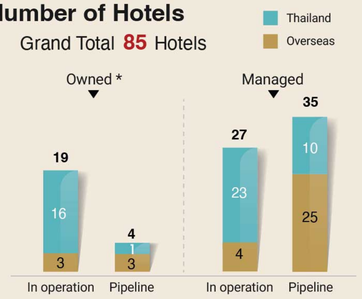


Number of Rooms by country

Bali	210	Maldives	541	Thailand	2,068
Cambodia	240	Myanmar	402	Vietnam	1,274
China	596	Oman	64		
Japan	515	Qatar	761	Total **8,038** Rooms	
Laos	918	Turkey	449	Total 39 Hotels	

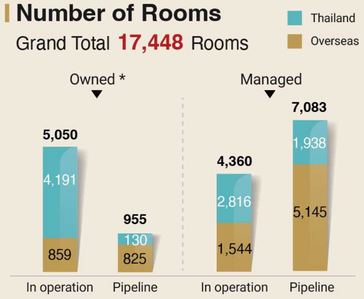
Number of Hotels

Grand Total **85** Hotels



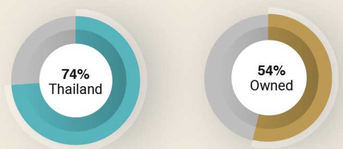
Number of Rooms

Grand Total **17,448** Rooms



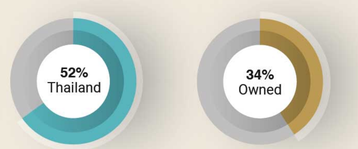
In operation by rooms As of 31 December 2021

* Including owned hotel, JV, and property fund



Total portfolio by rooms As of 31 December 2021

* Including owned hotel, JV, and property fund



Food Business

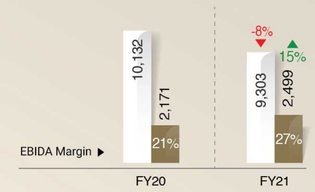
Central Restaurant Group

19 Brands

Joint Ventures

Food Performance

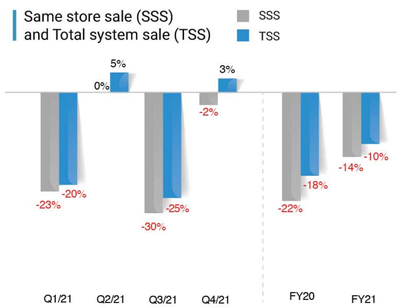
Unit: THB mn



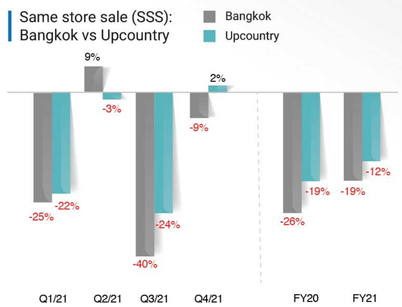
* Adopted IFRS 9&16 since 2020

Food business TSS & SSS

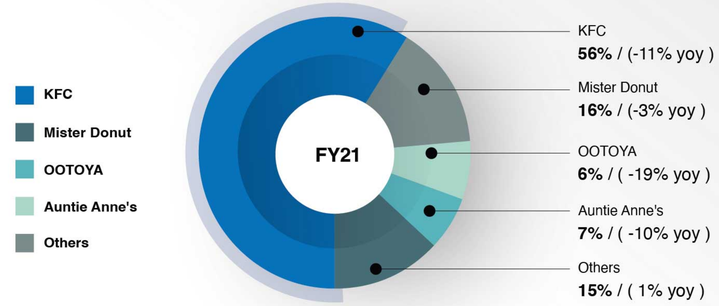
Same store sale (SSS) and Total system sale (TSS)



Same store sale (SSS): Bangkok vs Upcountry



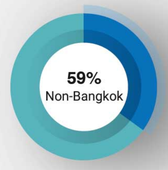
Food Revenue Breakdown



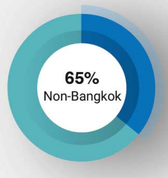
Food outlet portfolio

As of 31 December 2021

Number of outlets by location



Revenue Contribution by Location



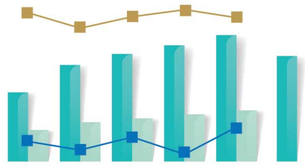
Grand total 1,389 outlets 210 outlets yoy

	KFC	Mister Donut	Auntie Anne's	Ootoya	Pepper Lunch	Chabuton	Yoshinoya	Tenya	Katsuya	Cold Stone
Outlets	303	424	197	46	48	16	27	14	49	16
Change yoy	14	49	9	-1	2	-1	8	-	10	-1

	The Terrace	Aroi Dee	Kowlune	Arigato	Every Food	Salad Factory	Brown Cafe	Café Amazon – Vietnam	Som Tam Nua
Outlets	14	37	8	110	32	18	14	9	7
Change yoy	-2	15	1	60	25	7	3	5	7

TOTAL **1,389** Outlets **210** Change yoy

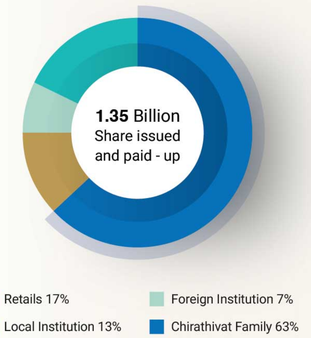
Dividend



	2014	2015	2016	2017	2018	2019
EPS	0.88	1.23	1.37	1.48	1.61	1.28
DPS	0.40	0.50	0.55	0.60	0.65	-
%Payout (Seperate F/S)	82%	62%	77%	86%	74%	-
Dividend Yield	1.3%	1.1%	1.4%	1.0%	1.6%	-

Shareholding Structure

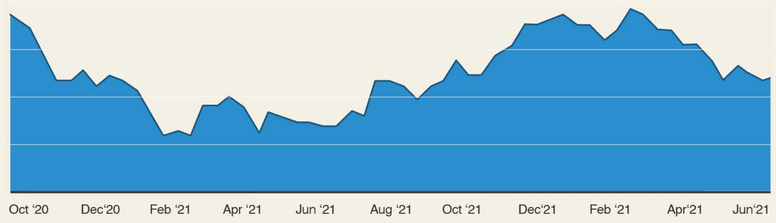
As of December 2021



Stock information

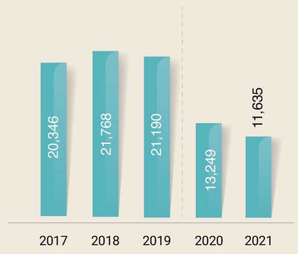
As of 31 December 2021

Last Price	52-Week High/Low	Market Cap (THB mn)	Market Cap (USD mn)	Free Float (%)
31.25	37.25/23.9	42,188	1,264	37%



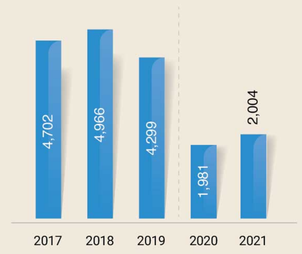
Total Revenue

Unit : THB mn



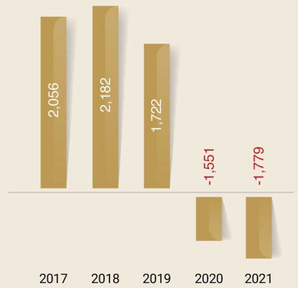
Total EBITDA

Unit : THB mn

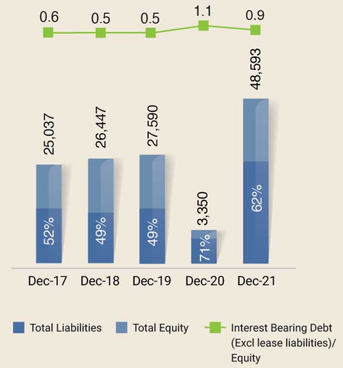


Total Core Net Profit

Unit : THB mn



Financial Position & Gearing Ratio

Adopted IFRS 9&16 since 2020

Unit : THB mn