



Central Plaza Hotel Public Company Limited Opportunity Day Presentation Q2/2022

perspective image

AGENDA

- **Q2/22 performance summary**
- **Hotel business overview**
- **Food business overview**
- **CAPEX plan and guidance 2022**
- **Appendix**

CONSOLIDATED EARNING Q2/22:

PERFORMANCE IMPROVED QOQ & YOY FROM THAILAND REOPENING & LESS STRICT MEASURES AGAINST COVID-19

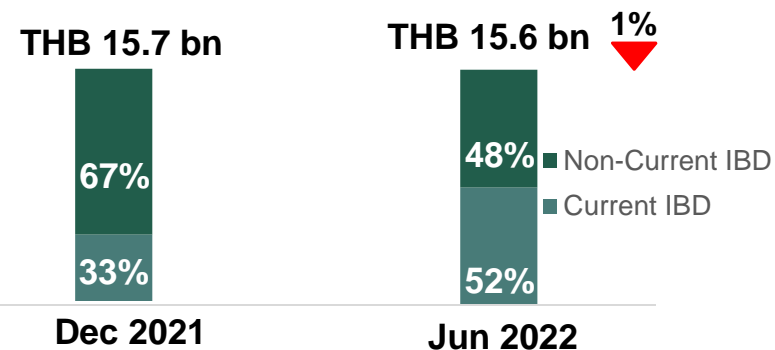
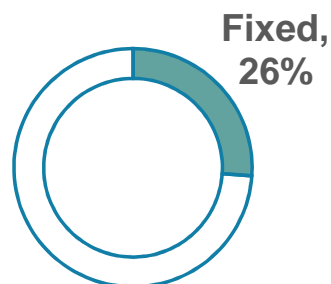
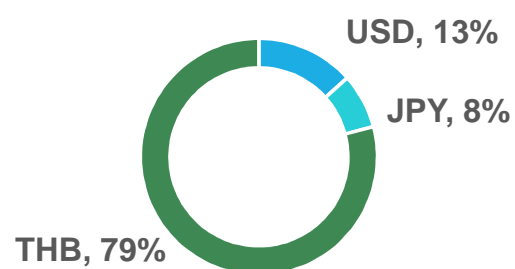
THB million	Q2/21	Q1/22	Q2/22	% Chg QoQ	% Chg YoY	H1/21	H1/22	% Chg YoY
Total hotel revenue	322	1,249	1,421	14%	341%	822	2,669	225%
Total food revenue	2,368	2,633	2,919	11%	23%	4,641	5,552	20%
Total revenues	2,690	3,882	4,340	12%	61%	5,463	8,221	50%
EBITDA	302	951	992	4%	228%	788	1,942	146%
EBITDA margin (%)	11%	24%	23%	-1% pts.	12% pts.	14%	24%	10% pts.
Net Profit (Loss) from operation	(652)	(44)	22	150%	103%	(1,127)	(21)	98%
Reversal (Provision) of asset impairment	45	-	-	-	-	45	-	-100%
Net Profit (Loss)	(607)	(44)	22	150%	104%	(1,082)	(21)	98%
% net profit (loss)	-23%	-1%	1%	2% pts.	24% pts.	-20%	0%	20% pts.

GEARING RATIO & DEBT COMPONENT:

1H/22 AVERAGE FINANCE COST OF 2.3% & SLIGHTLY IMPROVED GEARING RATIO*

Gearing ratio	Dec 2021	Jun 2022
Interest bearing debt/Equity	1.3	1.3
Interest-bearing Debt (excluding lease liabilities) / Equity	0.9	0.8

Total interest-bearing debt
(Excluded Lease Liabilities)



Note: IBD = Interest Bearing Debt

*Interest-bearing Debt (excluding lease liabilities) / Equity



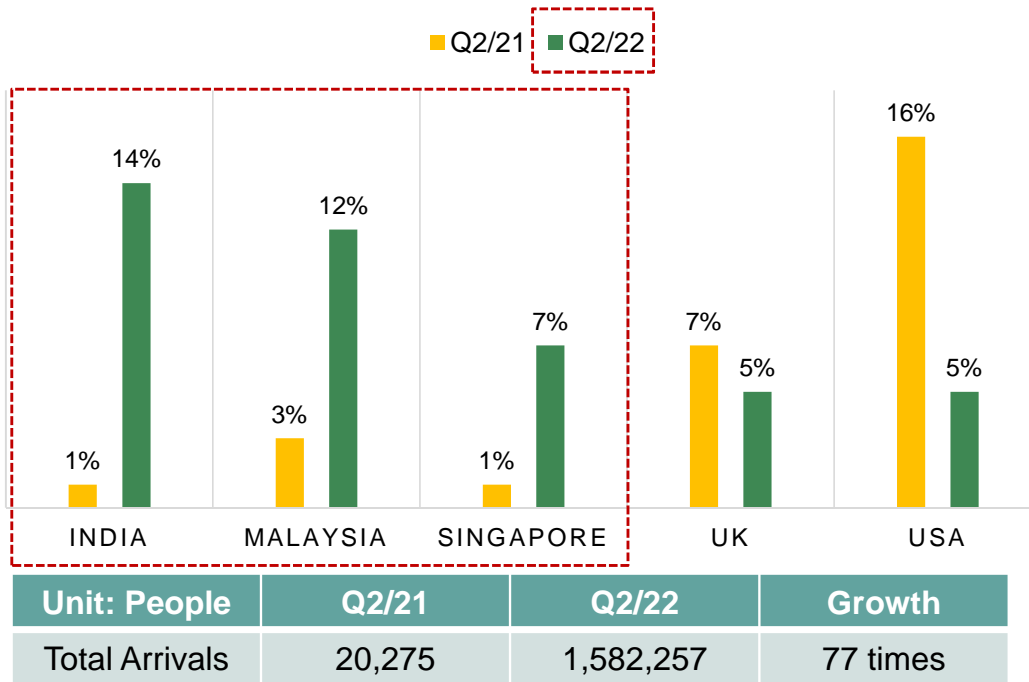
Centara Grand Hotel Osaka: Business Lounge perspective image

HOTEL BUSINESS OVERVIEW Q2 2022

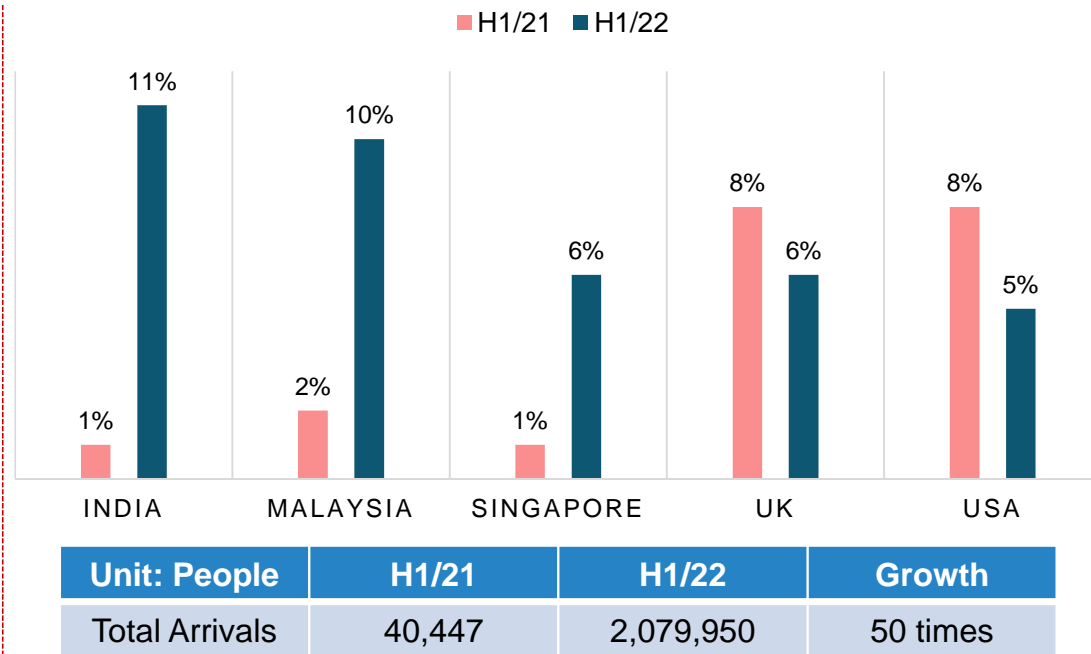
THAILAND TOURISM OVERVIEW Q2/22 & H1/22:

Q2/22 GREAT BENEFIT FROM REOPENING COUNTRY DRIVEN BY ASIAN

Top 5: Total Tourist Arrivals by Nationality (% of total arrivals)



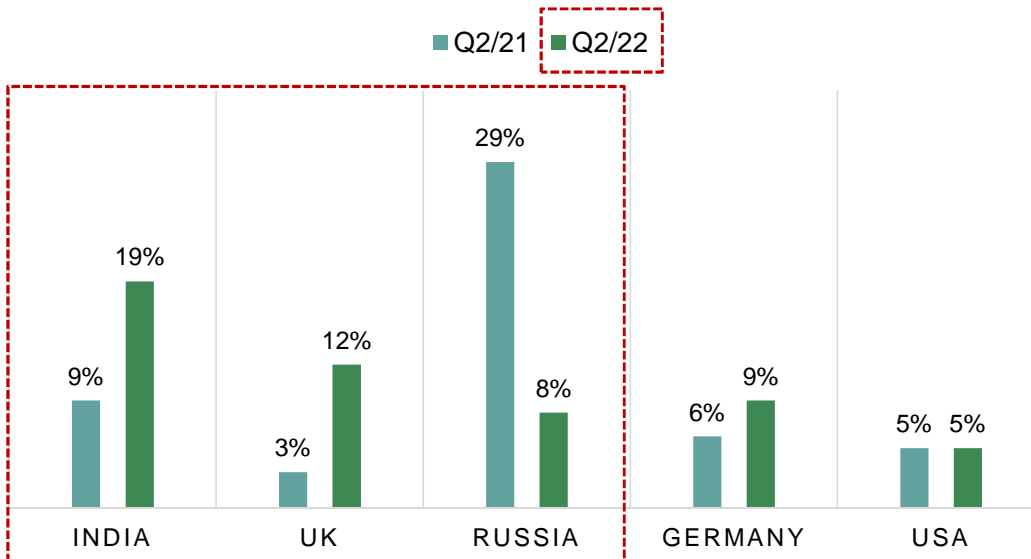
Source: Ministry of Tourism and Sport



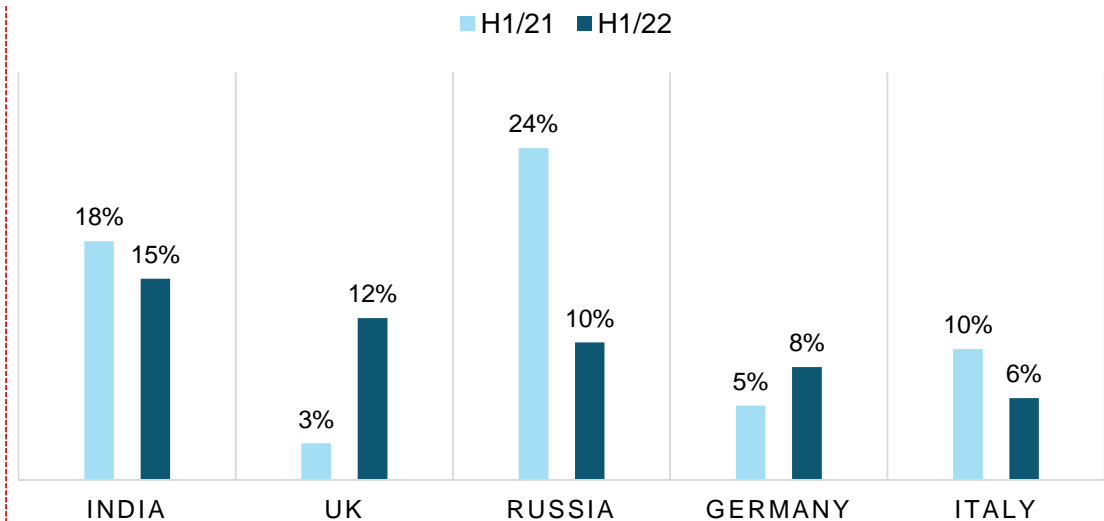
MALDIVES TOURISM OVERVIEW Q2/22 & H1/22:

Q2/22 SUBSTANTIAL GROWTH YOY DRIVEN BY INDIA AND EUROPE

Top 5: Total Tourist Arrivals by Nationality (% of total arrivals)



Unit: People	Q2/21	Q2/22	Growth
Total Arrivals	211,979	381,691	80%



Unit: People	H1/21	H1/22	Growth
Total Arrivals	510,549	813,211	59%

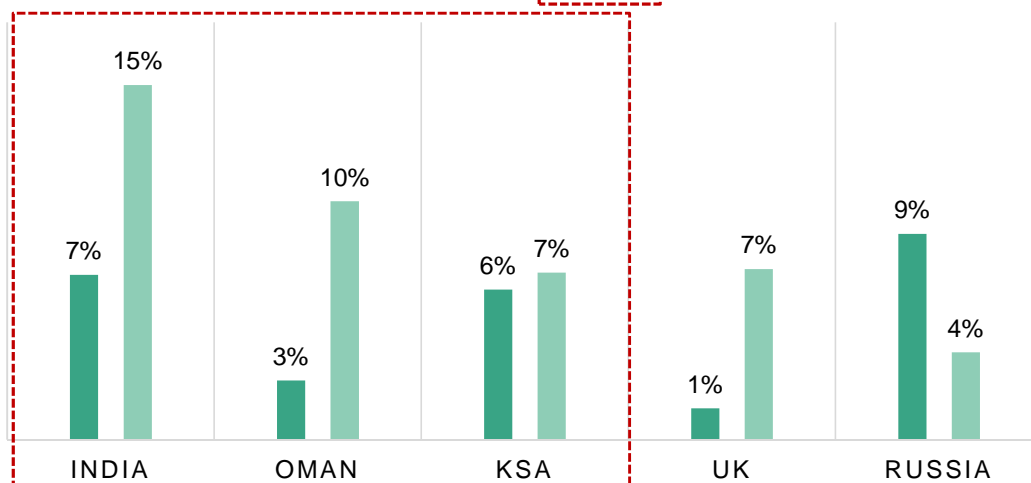
Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW Q2/22 & H1/22:

Q2/22 CONTINUED GROWTH YOY DRIVEN BY INDIA AND MIDDLE EAST

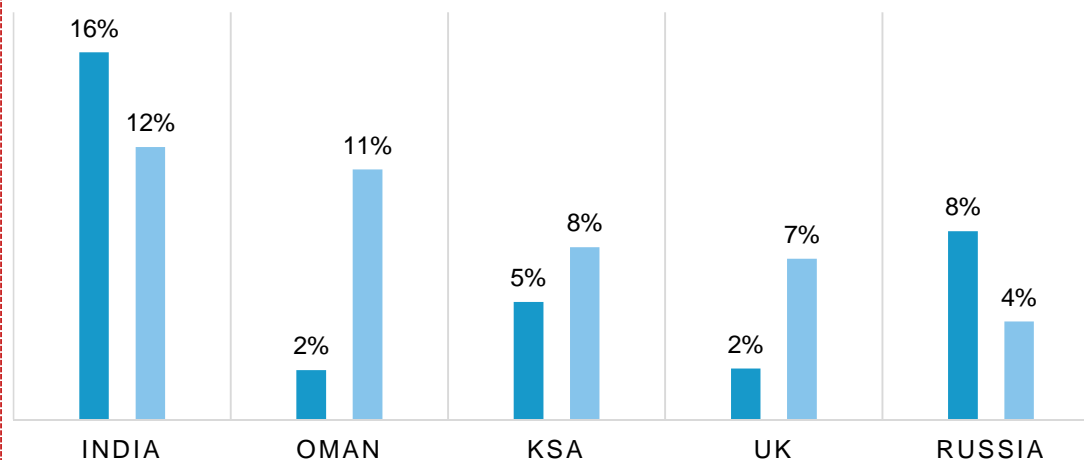
Top 5: Total Tourist Arrivals by Nationality (% of total arrivals)

■ Q2/21 ■ Q2/22



Unit: Million	Q2/21	Q2/22	Growth
Total Arrivals	1.25	3.15	152%

■ H1/21 ■ H1/22



Unit: Million	H1/21	H1/22	Growth
Total Arrivals	2.52	7.12	183%

Source: Dubai Economy and Tourism

HOTEL PORTFOLIO 19,149 ROOMS

MORE OVERSEAS DIVERSIFICATION

Number of hotels

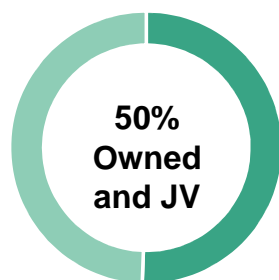
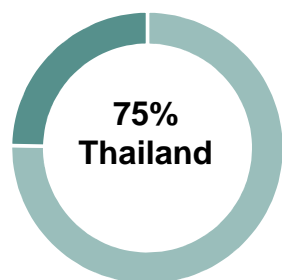
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	16	3	19	1	3	4	23
Managed	24	5	29	15	24	39	68
Total	40	8	48	16	27	43	91

Number of rooms

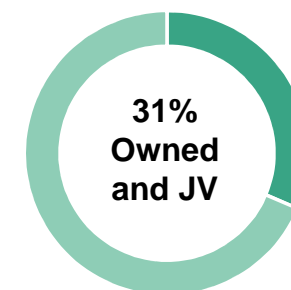
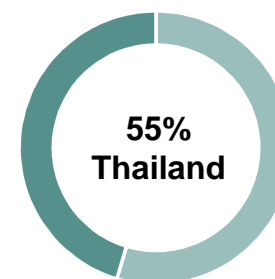
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	4,191	859	5,050	130	825	955	6,005
Managed	3,342	1,615	4,957	2,798	5,389	8,187	13,144
Total	7,533	2,474	10,007	2,928	6,214	9,142	19,149

As of June 2022

In operation by rooms



Total portfolio by rooms



PIPELINE – 9,142 ROOMS:

SOUTHEAST ASIA ACCOUNT AROUND 70% OF TOTAL PIPELINE

Summary of pipeline 2022-2026

# of rooms	Owned and JV			Managed					
Year	2023	2024	2025	2022	2023	2024	2025	2026 onwards	Total
Indonesia*								210	210
Cambodia								240	240
China								596	596
Japan	515								515
Laos					662			256	918
Maldives		145	165					231	541
Myanmar				77		30	200	95	402
Qatar								761	761
Turkey					449				449
Thailand			130	378	704	757		959	2,928
Vietnam						308		1,274	1,582
Total Rooms	515	145	295	455	1,815	1,095	200	4,622	9,142
Total Hotels	1	1	2	4	11	6	1	17	43

Number of hotels as of June 2022

*Deal is subsequently terminated in July-22

Number of rooms by region

East Asia

Japan and China 1,111 keys

West Asia

Turkey 449 keys

Southeast Asia

Bail, Cambodia, Laos, Myanmar
Vietnam and Thailand 6,280 keys

South Asia

Maldives 541 keys

Middle East

Qatar 761 keys

18 OWNED AND JOINT VENTURE HOTELS OPERATING AS OF 30 JUNE 2022 (1/2)

	Owned and Joint Venture hotels	# of Rooms	Location
1	Centara Grand at Central Plaza Ladprao Bangkok	565	Thailand
2	Centara Grand Beach Resort & Villas Hua Hin	251	Thailand
3	Centra by Centara Hotel Mae Sot	113	Thailand
4	Centara Reserve Samui	184	Thailand
5	Centara Villas Samui	102	Thailand
6	Centara Villas Phuket	72	Thailand
7	Centara Grand Beach Resort & Villas Krabi	192	Thailand
8	Centara Grand at CentralWorld	509	Thailand
9	Centara Grand Mirage Beach Resort Pattaya	553	Thailand
10	Centara Grand Island Resort & Spa Maldives	112	Maldives
11	Centara Grand Beach Resort Phuket	261	Thailand
12	Centara Ras Fushi Resort & Spa Maldives	140	Maldives
13	Centra by Centara Government Complex Hotel & Convention Centre Cheang Watthana	212	Thailand

18 OWNED AND JOINT VENTURE HOTELS OPERATING

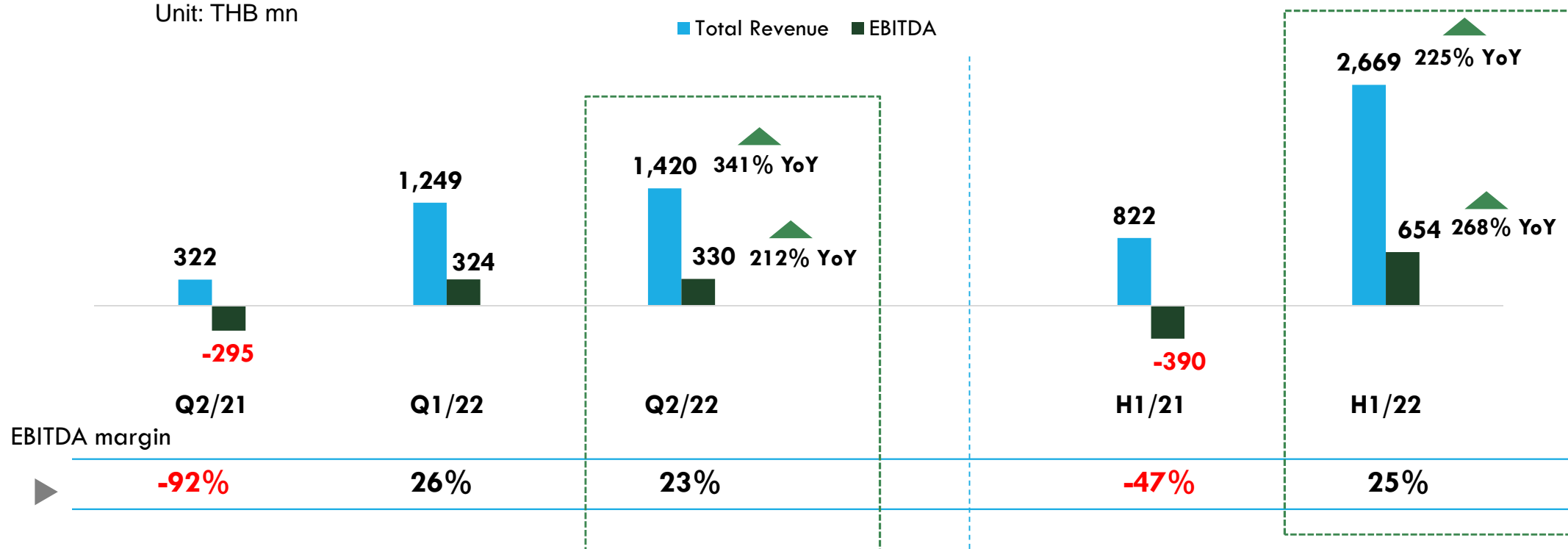
AS OF 30 JUNE 2022 (2/2)

	Owned and Joint Venture hotels	# of Rooms	Location
14	Cosi Pattaya Wong Amat Beach	282	Thailand
15	Centara Mirage Beach Resort Dubai	607	Dubai
16	Centara Hotel Hat Yai	247	Thailand
17	Centara Karon Resort Phuket	335	Thailand
18	COSI Samui Chaweng Beach	150	Thailand
	Total	4,887	

HOTEL PERFORMANCE:

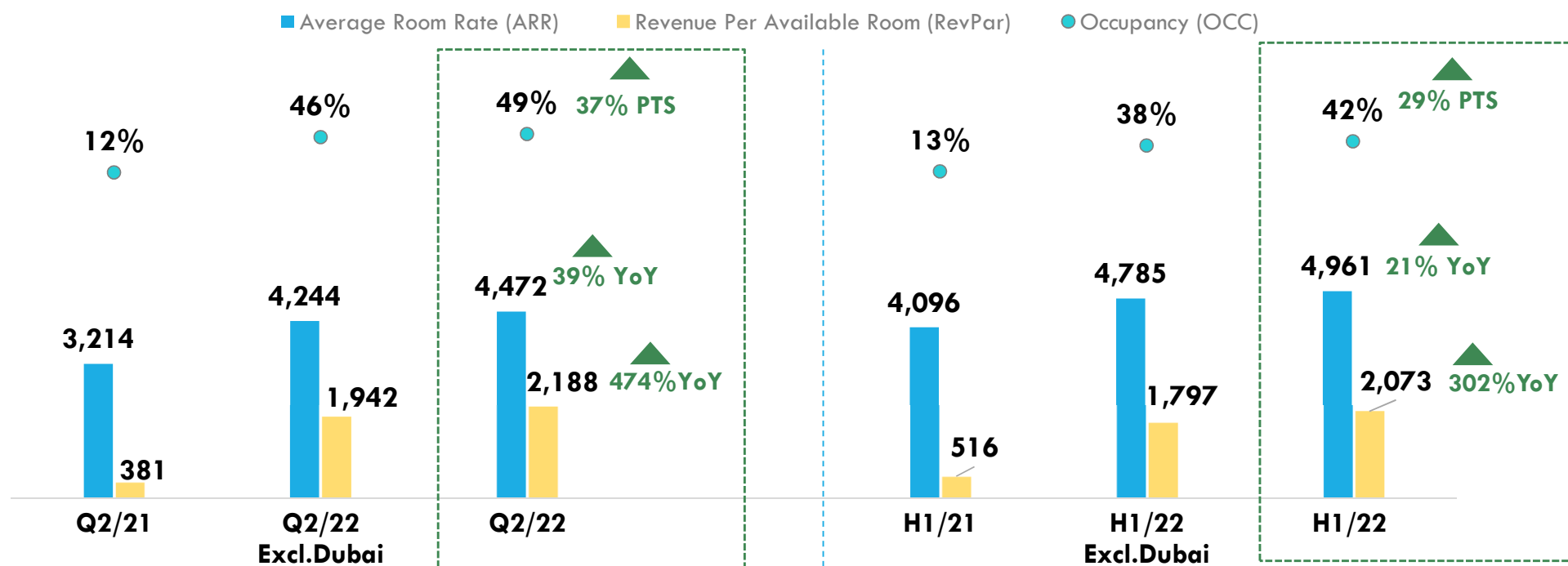
Q2/22 REVENUE AND EBITDA GROWTH QOQ AND YOY THANKS TO THAILAND RECOVERY

Unit: THB mn



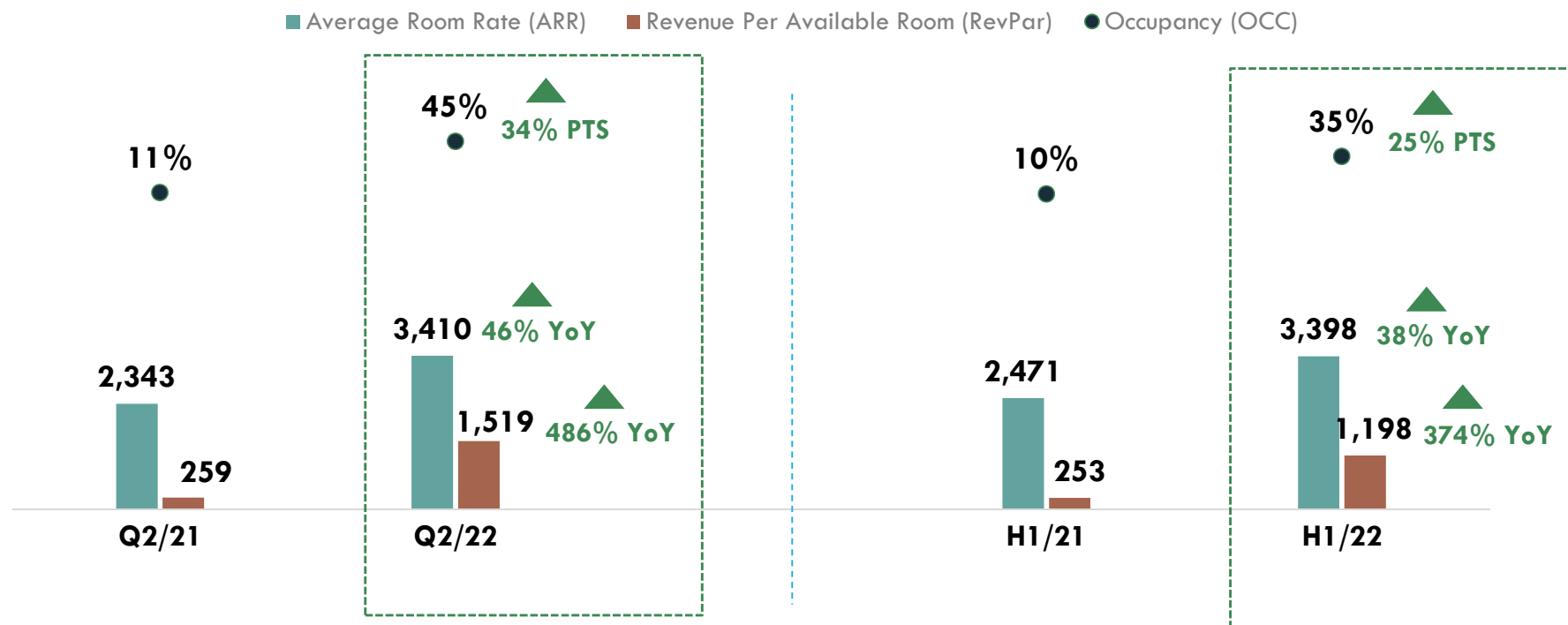
TOTAL OWN PORTFOLIO:

Q2/22 REVPAR +474% YOY WITH GROWTH ALL LOCATIONS



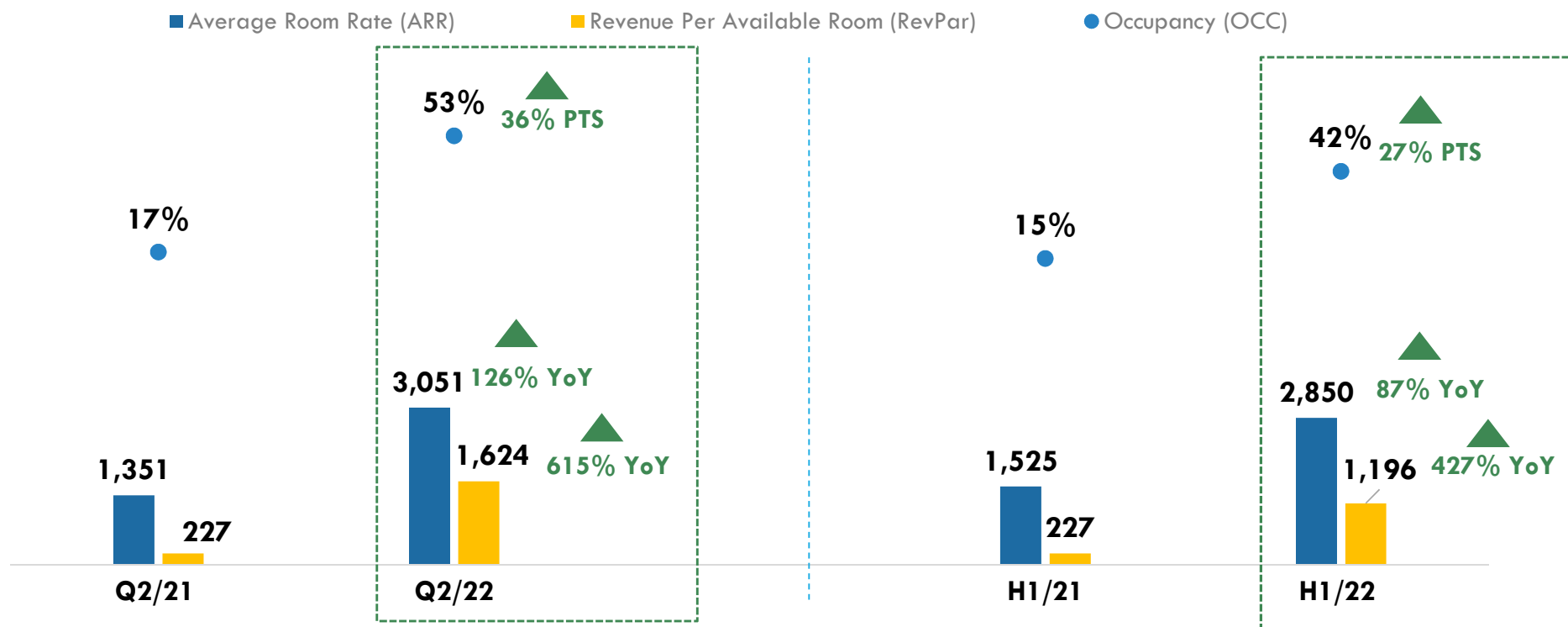
Note:- Calculation based on total available rooms of operating and temporary closing hotels
- PTS stands for percentage point

THAILAND PORTFOLIO: Q2/22 REVPAR +486% YOY DRIVEN BY KEY DESTINATIONS – BANGKOK, KRABI, AND PHUKET



Note: - Calculation based on total available rooms of operating and temporary closing hotels
 - PTS stands for percentage point

BANGKOK PORTFOLIO: Q2/22 REVPAR +615% YOY THANKS TO RECAPTURING MICE MARKET

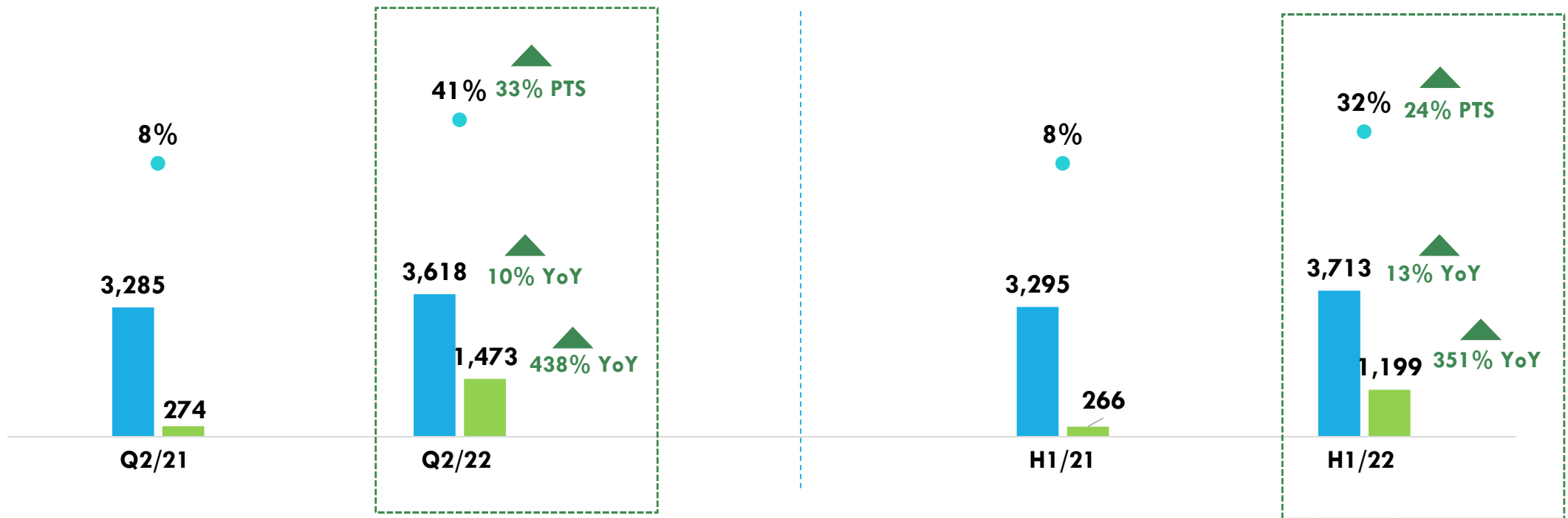


Note: - Calculation based on total available rooms of operating and temporary closing hotels
 - PTS stands for percentage point
 - Meetings, Incentives, Conferences, Exhibitions (MICE)

UPCOUNTRY PORTFOLIO: Q2/22 REVPAR +438% YOY

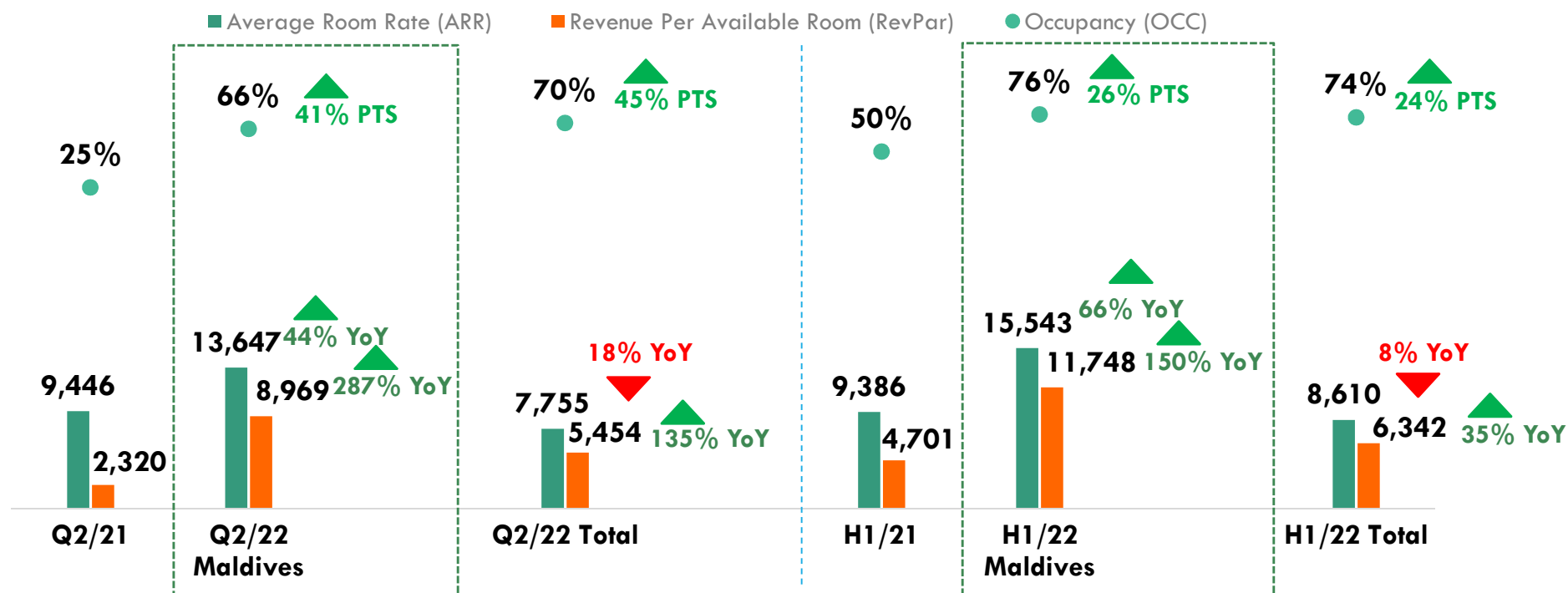
DRIVEN BY BOTH DRIVING-DISTANCE DESTINATION & SOUTHERN PROVINCES
(HUA HIN, PATTAYA, PHUKET, KRABI & SAMUI)

■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



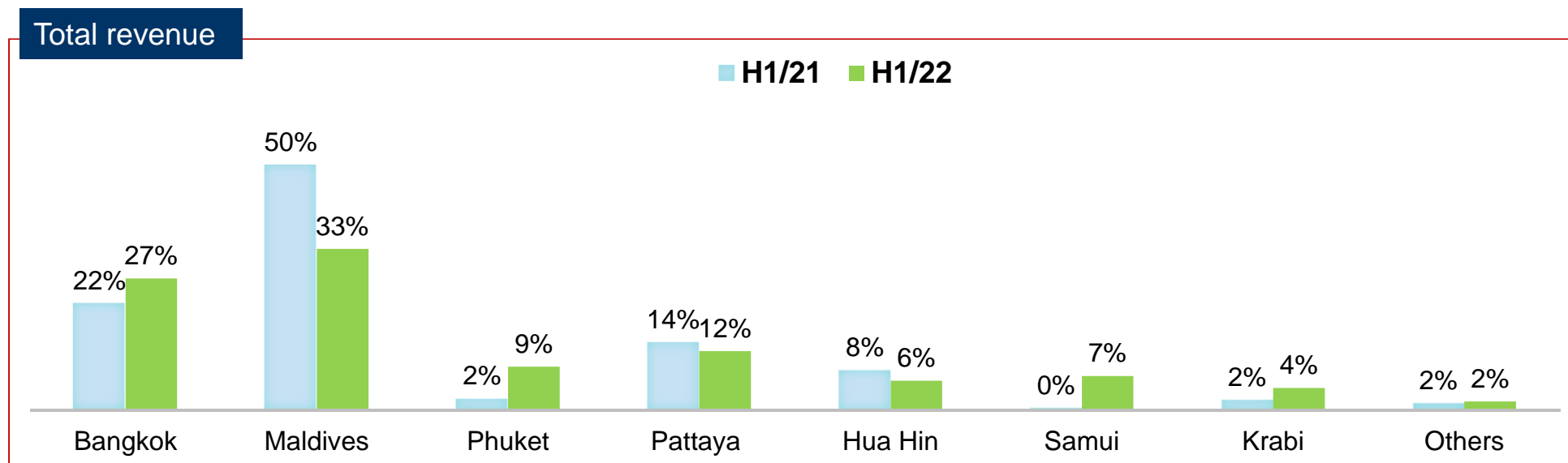
Note: Calculation based on total available rooms of operating and temporary closing hotels
PTS stands for percentage point

OVERSEAS PORTFOLIO: Q2/22 THE MALDIVES GROWTH YOY FROM LOW BASE LAST YEAR



Note: - Calculation based on total available rooms of operating and temporary closing hotels
 - PTS stands for percentage point
 - In Q2/2021, Maldives issued a travel ban for South Asian travelers starting from 13 May 2021

HOTEL TOTAL REVENUE BREAKDOWN BY REGION: THAILAND'S SIGNIFICANT REBOUND BOTH LEISURE TRAVEL AND MICE



H1/22	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi	Others
% RevPar growth YoY	427%	150%	1304%	198%	156%	31420%	607%	1250%

Note: Excluded Centara Mirage Beach Resort Dubai since it is JV and using equity method.

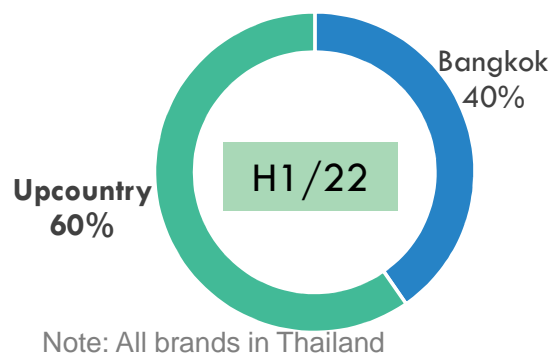


FOOD BUSINESS OVERVIEW Q2 2022

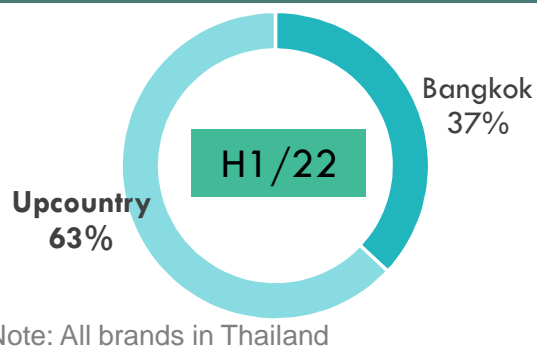
AS @ 30 JUNE 22: 1,512 OUTLETS, +307 OR 25% GROWTH YOY.

KEY EXPANSION WAS FROM KFC, BAKERY & BEVERAGE (MISTER DONUT, ARIGATO) JAPANESE HYBRID CLOUD, CLOUD KITCHEN AND SHINKANZEN (NEW JV).

Number of outlets by location



Revenue contribution by location



Brands	# of outlets	Change yoy
10 Franchised brands		
KFC	305	+19
Mister Donut	457	+83
Auntie Anne's	202	+10
Ootoya	46	+1
Pepper Lunch	48	+3
Chabuton	16	-1
Yoshinoya	32	+10
Tenya	12	-2
Katsuya	52	+10
Cold Stone	16	-
Total	1,186	133

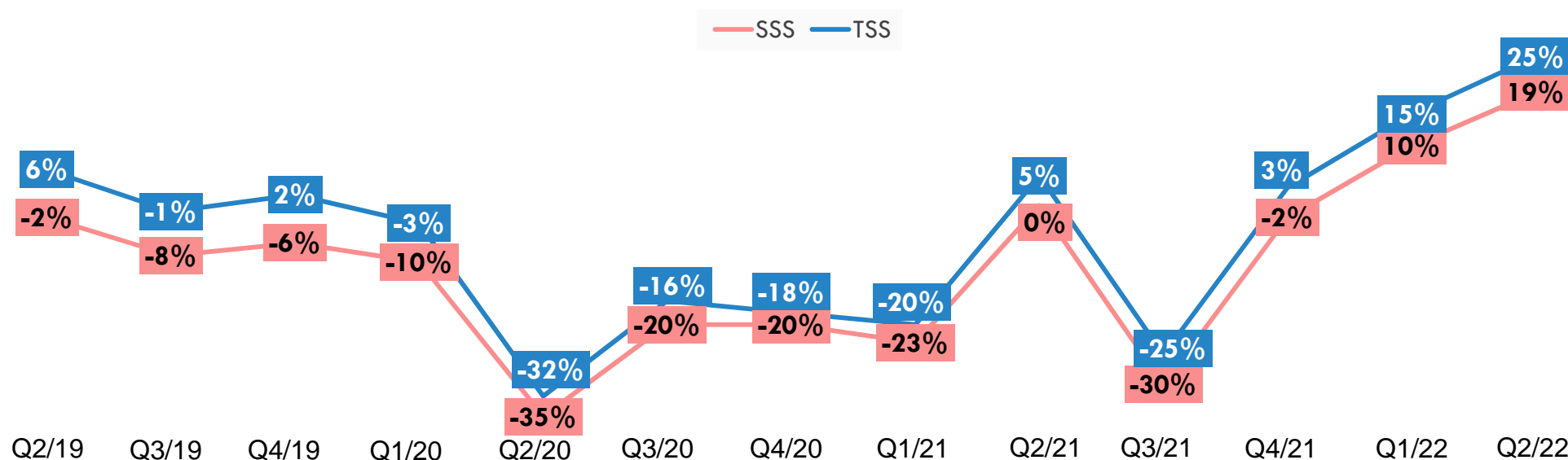
* Excluded managed outlets

Brands	# of outlets	Change yoy
5 Owned brands		
The Terrace*	6	-4
Aroi Dee	37	+10
Kowlune	1	-8
Arigato	162	+104
GrabKitchen by Every Food	25	+14
Total	231	+116
5 Joint Ventures' brands		
Salad Factory	25	+11
Brown Café	15	+4
Café Amazon – Vietnam	12	+6
SomTum Nua	5	-1
Shinkanzen Sushi	38	+38
Total	95	+58
Grand Total	1,512	307

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

RECOVERY TREND WAS NOTED SINCE Q4/21. SSS GROWTH IN Q1/22 AND Q2/22 WAS DRIVEN BY GROWTH FROM DINE-IN AND TAKEAWAY.

Same store sales (SSS) and Total system sales (TSS) growths YoY*



*CRG only excluded Joint Ventures brands (Salad Factory, Brown Café, Café Amazon – Vietnam, SomTum Nua, and Shinkanzen Sushi)

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH BY GROUP: Q2/22 GROWTH CONTRIBUTION FROM BOTH SSS AND EXPANSION.

	SSS		TSS	
	Q2/21	Q2/22	Q2/21	Q2/22
Top 4 brands	-2%	16%	0%	22%
Others**	28%	45%	47%	45%
Total Average	0%	19%	5%	25%

	SSS		TSS	
	H1/21	H1/22	H1/21	H1/22
Top 4 brands	-14%	12%	-11%	18%
Others**	-6%	29%	8%	36%
Total Average	-13%	14%	-9%	20%

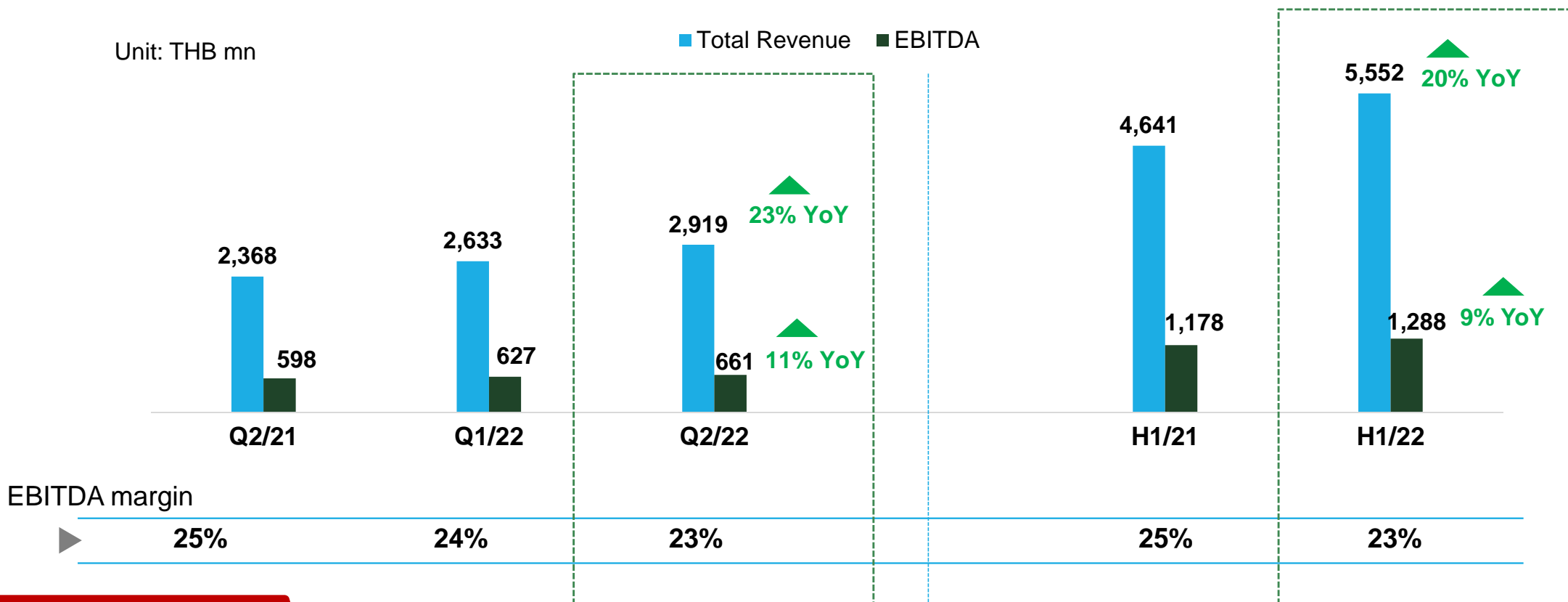
**CRG only excluded Joint Ventures brands (Salad Factory, Brown Café, Café Amazon – Vietnam, SomTum Nua, and Shinkanzen Sushi)

FOOD FINANCIAL PERFORMANCE:

Q2/22 REVENUE AND EBITDA GREW BOTH QOQ AND YOY. REVENUE GROWTH WAS FROM ALL CHANNELS, PARTICULARLY DINE-IN. EBITDA MARGIN DROPPED YOY, PRIMARILY FROM COST INFLATION PRESSURE.

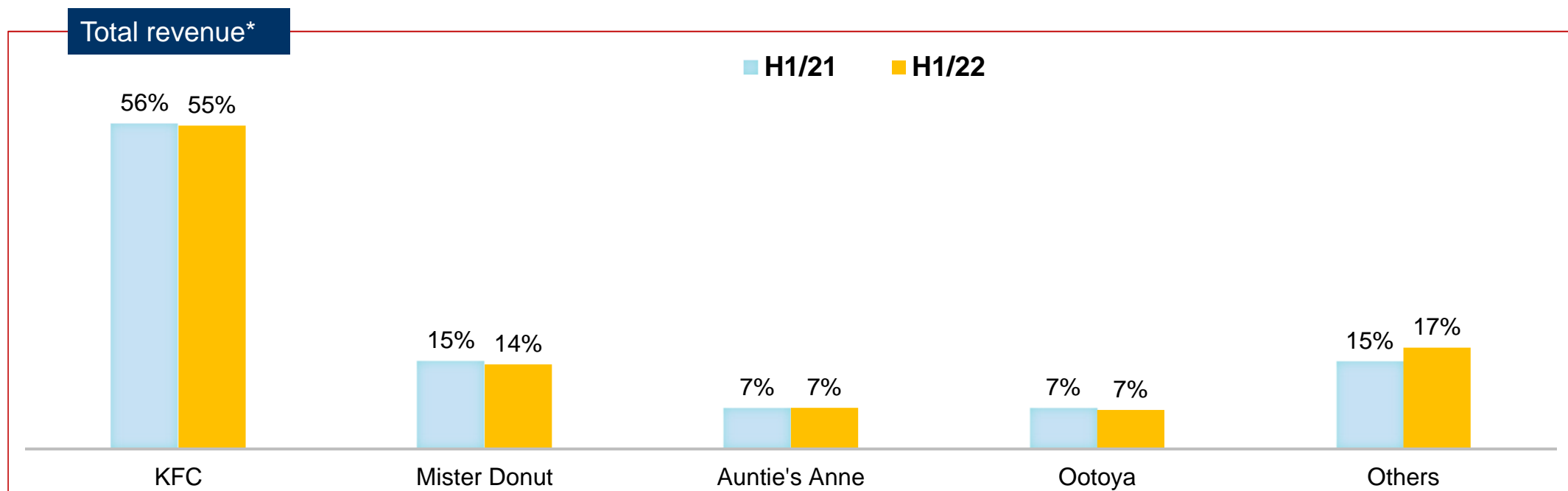
Unit: THB mn

■ Total Revenue ■ EBITDA



TOTAL FOOD REVENUE BY KEY BRANDS:

OTHER BRANDS SHOWED GREATER CONTRIBUTION COMPARED TO LY, DRIVEN MAINLY BY KATSUYA AND SOMTUM NUA



*Excluded Salad Factory, Shinkanzen Sushi and Café Amazon-Vietnam since they are JVs and using equity method

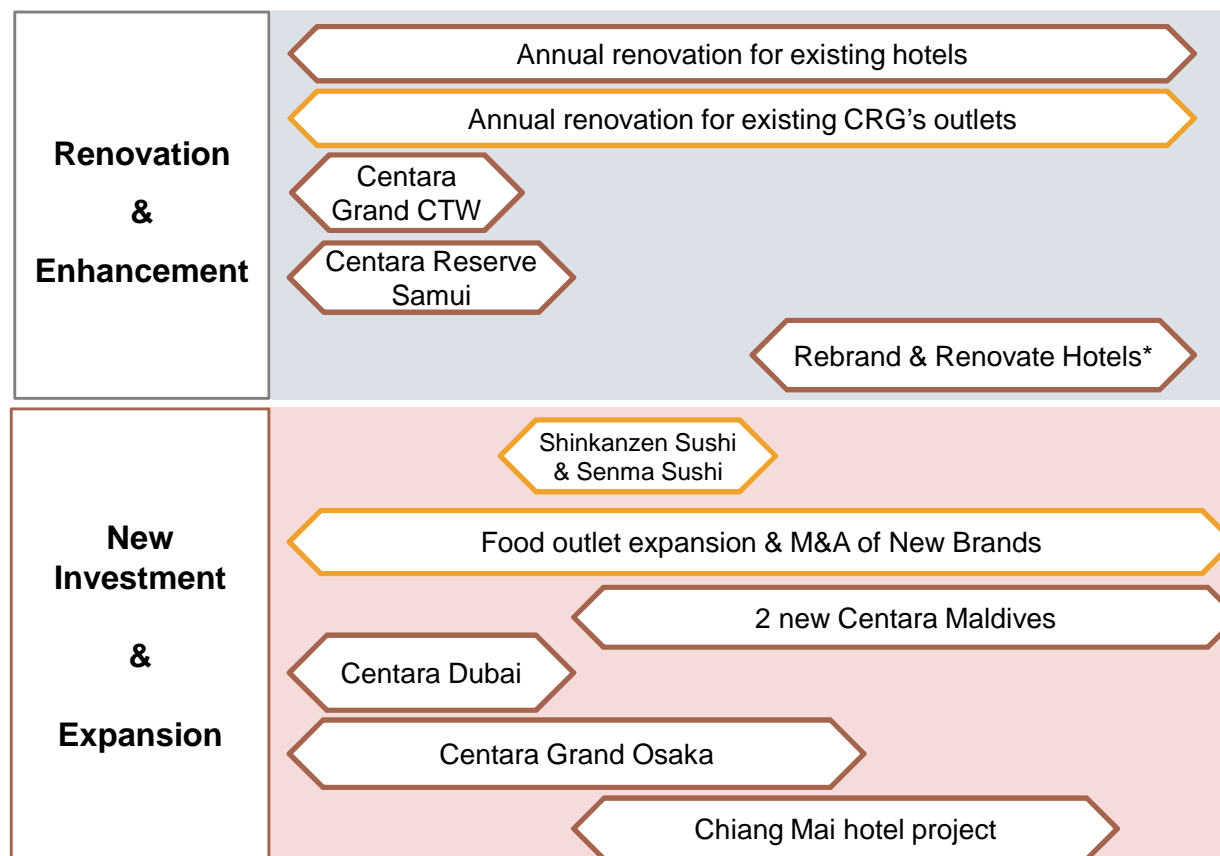
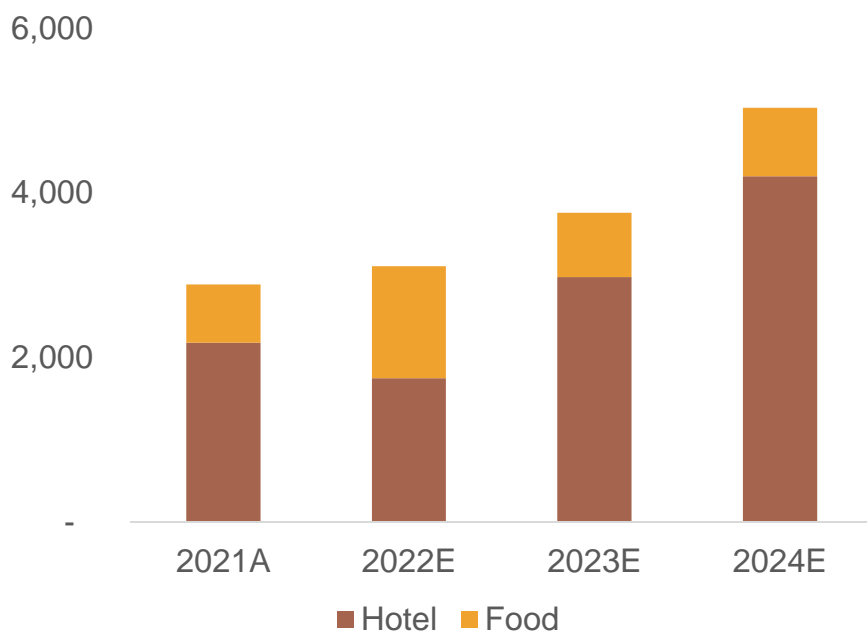


Centara Grand Hotel Osaka: Thai Social Hub perspective image

CAPEX PLAN AND GUIDANCE 2022

3 YEARS CAPEX PLAN

CAPEX (THB mn)



*Under feasibility study

GUIDANCE 2022

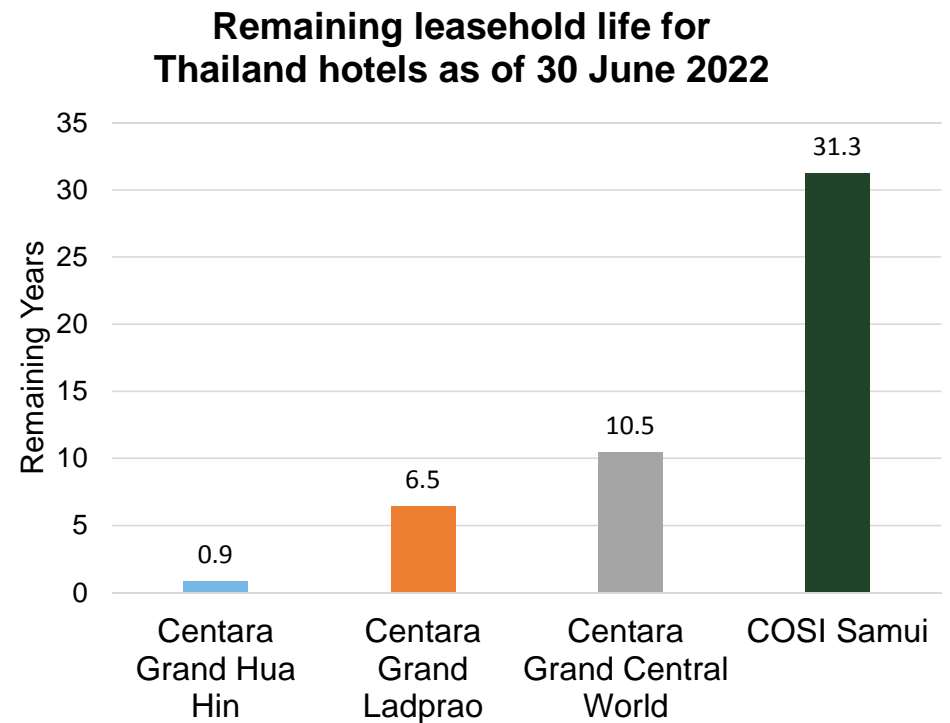
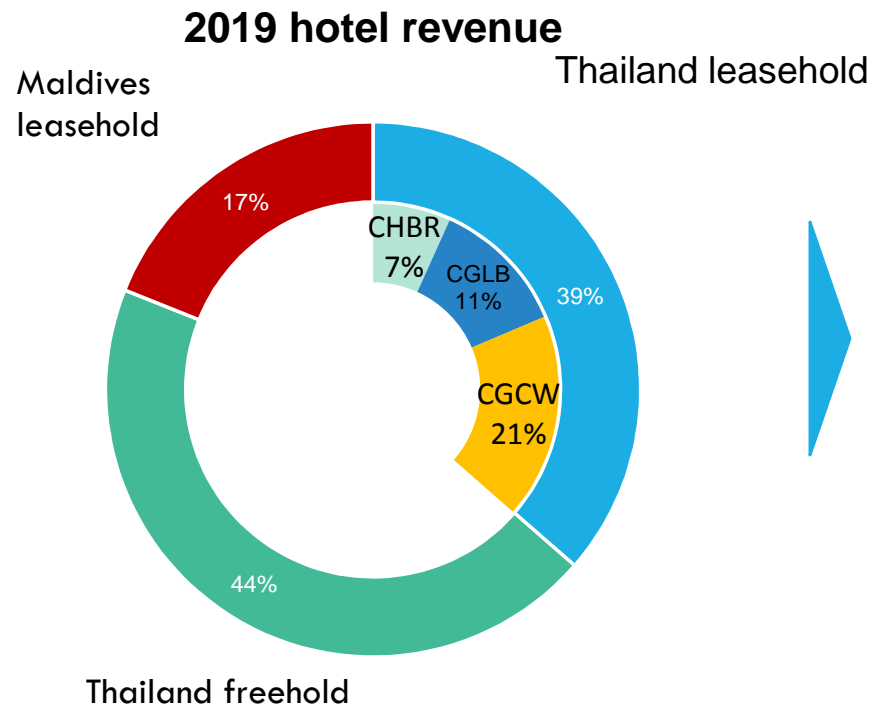
	2022
Hotel	
Occupancy Rate (%)	45% to 50%
RevPar (THB)	1,900 – 2,200
Food	
SSS	10% to 15% YoY
TSS	20% to 25% YoY
Number of outlets	+200 to +250 net number of outlets (Including shop-in-shop of Arigato in Mister Donut)

DISCLAIMER

This presentation contains certain forward looking statements. Such forward looking statements 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 presentation should not be relied upon as any recommendation, view, opinion, representation or forecast of “Central Plaza Hotel Plc.” Nothing in this presentation 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.

APPENDIX

HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)



HOTELS IN OPERATION AS OF 30 JUNE 2022 (1/4)

	Own hotels	Stars	Opened	# of Rooms	% Ownership	Location
1	Centara Grand at Central Plaza Ladprao Bangkok	5	Q2/83	565	100%	Thailand
2	Centara Grand Beach Resort & Villas Hua Hin	5	Q1/86	251	64%	Thailand
3	Centra by Centara Hotel Mae Sot	3	Q4/89	113	100%	Thailand
4	Centara Hotel Hat Yai	4	Q4/95	247	100%	Thailand
5	Centara Reserve Samui	Luxury	Q4/21	184	25% in Property Fund	Thailand
6	Centara Villas Samui	4	Q2/00	102	100%	Thailand
7	Centara Villas Phuket	4	Q2/00	72	100%	Thailand
8	Centara Grand Beach Resort & Villas Krabi	5	Q4/05	192	100%	Thailand
9	Centara Kata Resort Phuket	4	Q2/06	163	100%	Thailand
10	Centara Karon Resort Phuket	4	Q2/06	335	100%	Thailand
11	Centara Grand at CentralWorld	5	Q4/08	509	100%	Thailand
12	Centara Grand Mirage Beach Resort Pattaya	5	Q4/09	553	100%	Thailand

HOTELS IN OPERATION AS OF 30 JUNE 2022 (2/4)

	Owned hotels	Stars	Opened	# of Rooms	% Ownership	Location
13	Centara Grand Island Resort & Spa Maldives	5	Q4/09	112	74%	Maldives
14	Centara Grand Beach Resort Phuket	5	Q4/10	261	100%	Thailand
15	Centara Ras Fushi Resort & Spa Maldives	4	Q1/13	140	75%	Maldives
16	COSI Samui Chaweng Beach	Affordable lifestyle	Q1/17	150	100%	Thailand
17	Centra by Centara Government Complex Hotel & Convention Centre Cheang Watthana	3	Q4/12	212	100%	Thailand
18	Cosi Pattaya Wong Amat Beach	Affordable lifestyle	Q4/19	282	100%	Thailand
19	Centara Mirage Beach Resort Dubai	4	Q4/21	607	40%	Dubai
	Total owned hotels			5,050		

HOTELS IN OPERATION AS OF 30 JUNE 2022 (3/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
20	Centara Chaan Talay Resort & Villas Trat	4	Q1/08	43	Thailand
21	Centara Hotel & Convention Centre Udon Thani	4	Q2/10	259	Thailand
22	Centara Q Resort Rayong	4	Q2/10	41	Thailand
23	Khum Phaya Resort, Centara Boutique Collection	Boutique	Q3/10	85	Thailand
24	Waterfront Suites Phuket by Centara	Residence	Q1/11	39	Thailand
25	Centara Anda Dhevi Resort & Spa Krabi	4	Q4/11	135	Thailand
26	Centara Pattaya Hotel	4	Q4/11	226	Thailand
27	Centara Nova Hotel & Spa Pattaya	4	Q4/11	79	Thailand
28	Centara Koh Chang Tropicana Resort	4	Q2/12	157	Thailand
29	Centra Coconut Beach Resort Samui	3	Q3/12	54	Thailand
30	Centara Watergate Hotel & Spa Bangkok	4	Q2/13	281	Thailand
31	Centara Ceysands Resort & Spa Srilanka	4	Q2/14	165	Sri Lanka
32	Centra by Centara Avenue Hotel Pattaya	3	Q4/14	51	Thailand
33	Centra by Centara Maris Resort Jomtien	3	Q1/16	282	Thailand
34	Centra by Centara Phu Pano Resort Krabi	3	Q4/16	158	Thailand

HOTELS IN OPERATION AS OF 30 JUNE 2022 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
35	Centara Azure Hotel Pattaya	4	Q4/16	96	Thailand
36	Centara Muscat Hotel	4	Q2/17	152	Oman
37	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
38	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand
39	Maikhao Hotel	Boutique	Q3/19	142	Thailand
40	Maikhao Dream Villa Resort & Spa	Boutique	Q3/19	22	Thailand
41	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
42	Centra by Centara Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand
43	Muscat Dunes Hotel managed by Centara	Economy	Q3/20	78	Oman
44	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
45	Roukh Kiri Khaoyai	Boutique	Q4/20	12	Thailand
46	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
47	Amouage Al Hail Hotel managed by Centara	4	Q1/22	64	Oman
48	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
	Total managed hotels			4,957	
	Grand total			10,007	

SUSTAINABILITY AWARDS



THAILAND SUSTAINABILITY
INVESTMENT 2021



GSTC-RECOGNIZED
STANDARDS FOR HOTELS



LOW CARBON BUSINESS
WASTE MANAGEMENT AWARD 2021

SUSTAINABILITY STRUCTURE



SUSTAINABILITY FRAMEWORK AND GOALS















For more information: <https://investor.centarahotelsresorts.com/th/sustainability/corporate-governances-document>

SUSTAINABLE MATERIALITY MATRIX



GOALS AND PERFORMANCE IN ECONOMIC DIMENSION

Performance in Governance	Excellent corporate governance every year	     
	Certification of the Thai Private Sector Collective Action Coalition Against Corruption (CAC)	 
Target 16.5 / Indicator 16.5.1	100 percent of employees received a training on anti-corruption and business ethics	 100%
Performance in Economic Dimension	Customer satisfaction of all brands meets the goal.	 88.9%
	Suppliers signed and acknowledged the Code of Conduct & Guidelines for Business Partners and Suppliers.	 37%



Achieved the goal



Achieving the goal

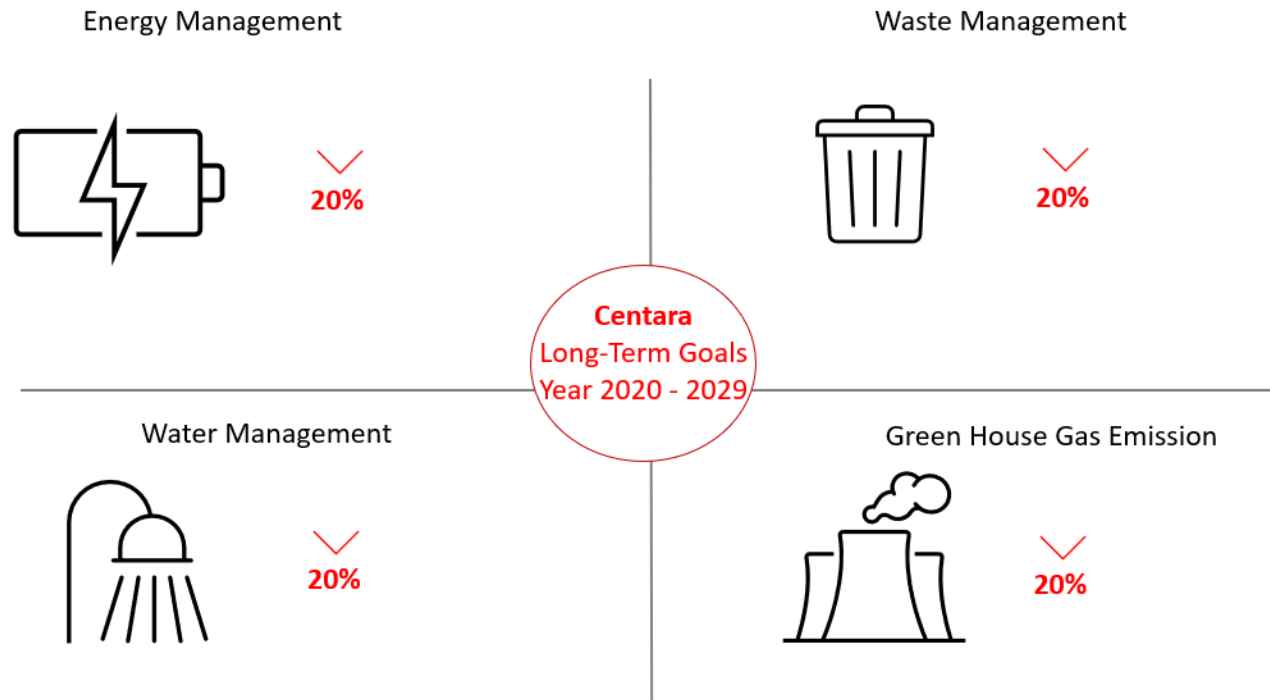


In progress

MATERIAL ISSUES

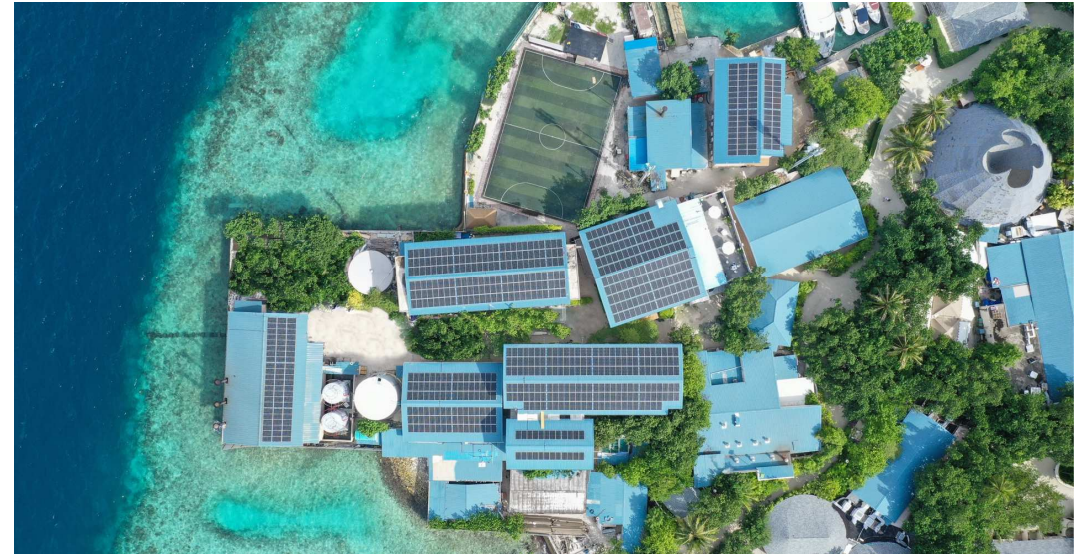
#	Material Issues	Scope of Impact (In/Outside Organization)	Aspects Stated in the Report
1	Business Progression	Scope of Impact (In/Outside Organization)	Market and competition
2	Guest Satisfaction	All departments / Customers, Suppliers, Shareholder	Customer relationship management
3	Supply Chain Management	All departments / Customers	Supply chain management
4	Corporate Governance	All departments / Suppliers, Communities	Corporate Governance
5	Data Privacy	All departments / Customers, Suppliers, Shareholders	Personal data protection and privacy
6	Technology disruption	All departments / Customers	Market and competition
7	Human Rights	All departments / Customers	Human resource management
8	Human Capital Development	All departments / Suppliers	Competency and skill enhancement for employees
9	Well being	All departments / Customers	<ul style="list-style-type: none"> • Human resource management • Social and community development
10	Safety and Security	All departments / Communities	Occupational health and safety
11	Climate Change Management	All departments / Customers, Communities	Environment Dimensions
12	Waste Management	All departments / Customers, Communities	Environment Dimensions
13	Water Management	All departments / Customers, Communities	Environment Dimensions

CENTARA ENVIRONMENTAL LONG-TERM GOALS 2020-2029



Eliminate single-use plastic items in guest journey by 2025
100% of Centara properties certified to an international sustainability standard

CLEAN ENERGY TO REDUCE CARBON FOOTPRINT



Centara Ras Fushi Resort & Spa Maldives can generate enough pollution free power to supply close to 40% of its energy needs, resulting in an annual energy savings equivalent to 307,000 kilowatt hours (kWh) or about 83,000 litres of diesel fuel.

EV CHARGER

Electric Vehicle Charging Stations are available for guests at Centara Grand at CentralWorld, Centara Grand Central Plaza Ladprao and Centara Hotel & Convention Centre Udon Thani.



ELIMINATION OF SINGLE-USE PLASTIC

Elimination of plastic straws, plastic laundry bags, plastic take-away containers, amenities in guest room



Surplus food

7 properties of Centara has been an active partner of Scholars of Sustenance Foundation (SOS) – Thailand since 2017, where the company's belief is aligned with their objective that everyone can have fair access to good food whilst enabling operations to be conducted in an ethical and environmentally friendly manner to prevent good food from being wasted.

Total: more than 250,000 Serving, 150,000 KGCO2e GHG reduction



THANK YOU