

Central Plaza Hotel Public Company Limited:

Opportunity Day Q1/23

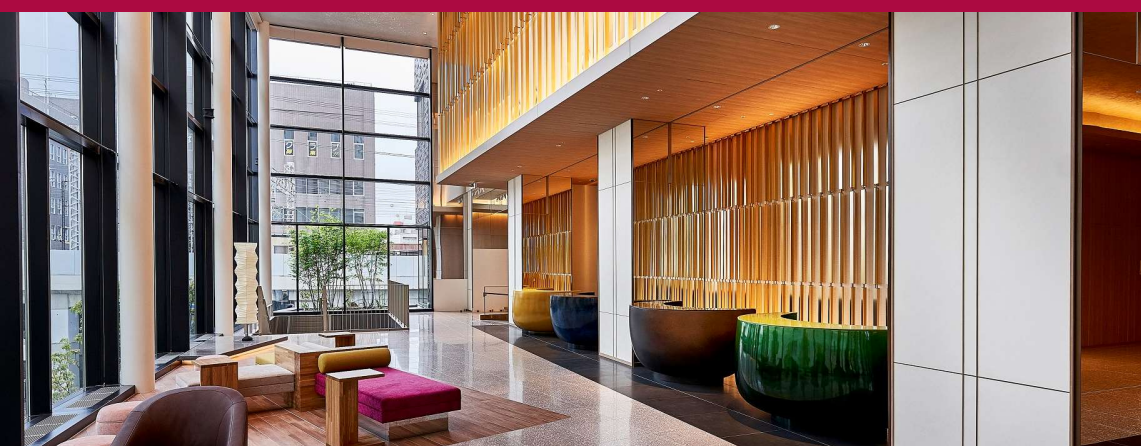


A MODERN MASTERPIECE
IN THE HEART OF OSAKA

CENTARA
GRAND

HOTEL OSAKA

OPENING 1st JULY



AGENDA

- **Q1/23 performance summary**
- **Hotel business and Food business overview**
- **Investment plan and guidance 2023**
- **Sustainability**
- **Appendix**

CONSOLIDATED EARNING Q1/23:

“CONTINUE GROWING” THANKS TO THE STRONG RECOVERY OF HOTEL BUSINESS IN THAILAND

THB million	Q1/22	Q4/22	Q1/23	% Chg QoQ	% Chg YoY
Total hotel revenue	1,249	2,363	2,832	20%	127%
Total food revenue	2,633	3,139	3,031	-3%	15%
Total revenues	3,882	5,502	5,863	7%	51%
EBITDA	951	1,531	1,672	9%	76%
EBITDA margin (%)	24%	28%	29%	1% pts	5% pts
Net Profit (Loss)	(44)	498	629	26%	1,530%
% net profit (loss)	-1%	9%	11%	2% pts	12% pts

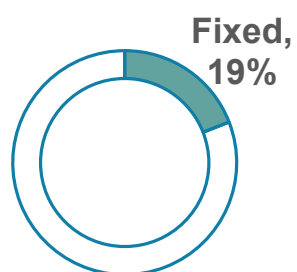
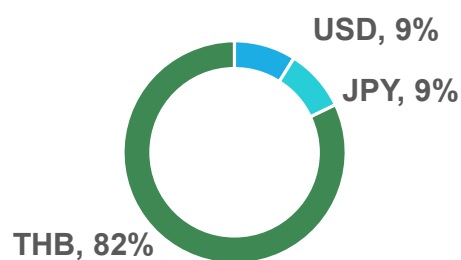
Note: pts stands for percentage point

GEARING RATIO & DEBT COMPONENT:

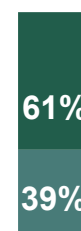
Q1/23 AVERAGE FINANCE COST OF 3.2%, FIXED INTEREST RATE INCREASED FROM 17% TO 19% OF TOTAL INTEREST-BEARING DEBT QOQ

Gearing ratio	Dec 2022	Q1/23
Interest bearing debt/Equity	1.2	1.4
Interest-bearing Debt (excluding lease liabilities) / Equity	0.8	0.8

Total interest-bearing debt
(Excluding Lease Liabilities)



THB 15.3 bn



Dec 2022

THB 14.7 bn ▼ 4%



Mar 2023

■ Non-Current IBD
■ Current IBD

Note: IBD = Interest Bearing Debt

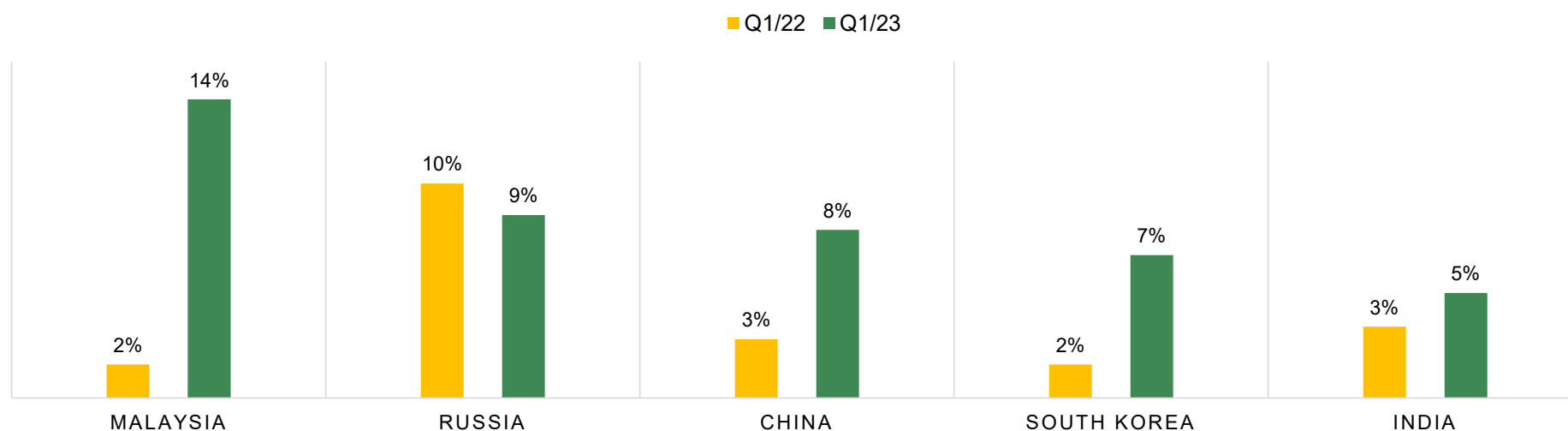


HOTEL BUSINESS OVERVIEW: Q1/23

THAILAND TOURISM OVERVIEW Q1/23:

Q1/23 GROWTH DRIVEN BY ASIAN TOURISTS THANKS TO REOPENING THE COUNTRY

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



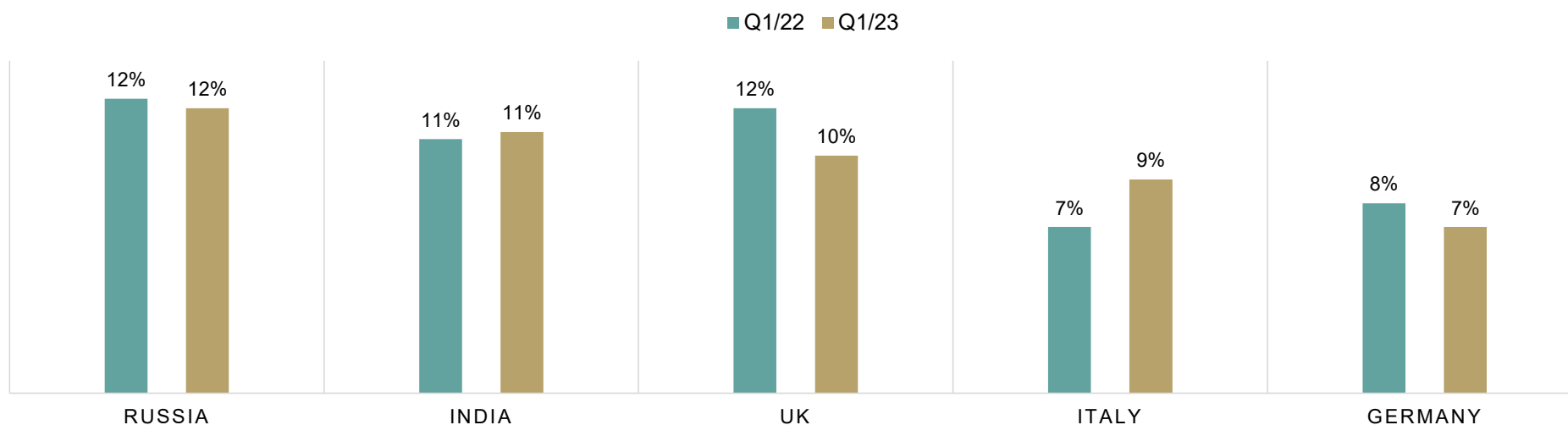
Unit: Million	Q1/22	Q1/23	Growth YoY
Total Arrivals	0.5	6.5	12 times

Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q1/23:

Q1/23 KEEP GROWING DRIVEN BY RUSSIA, INDIA, AND EUROPE

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



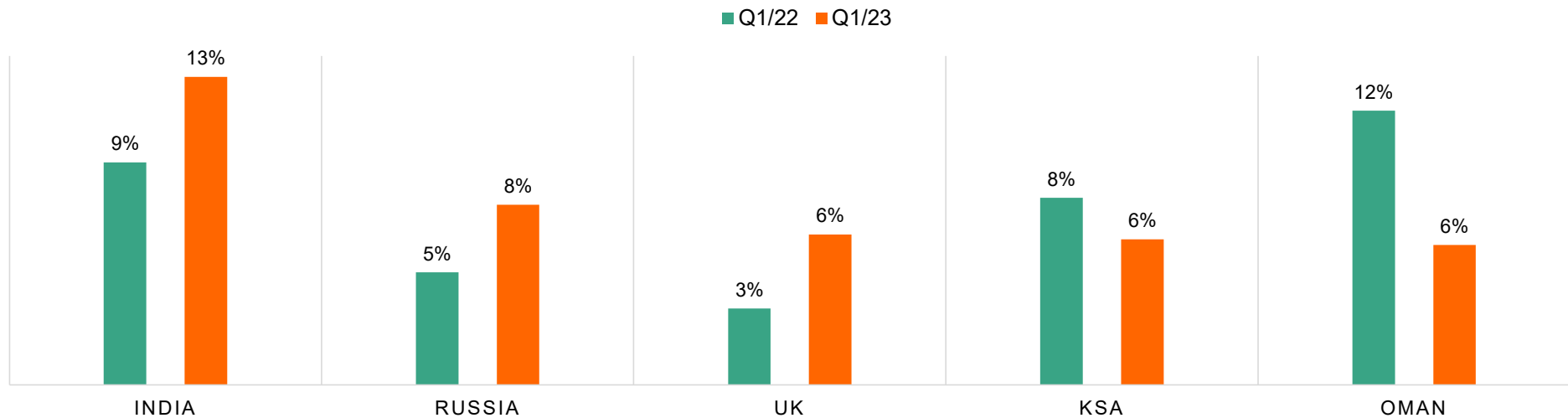
Unit: People	Q1/22	Q1/23	Growth YoY
Total Arrivals	431,520	523,928	21%

Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW Q1/23:

Q1/23 THANKS TO STRONG GROWTH FROM INDIA, RUSSIA, AND THE UK

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



Unit: Million	Q1/22	Q1/23	Growth YoY
Total Arrivals	3.97	4.67	18%

Source: Dubai Economy and Tourism

HOTEL PORTFOLIO 19,775 ROOMS

MORE OVERSEAS DIVERSIFICATION

Number of hotels

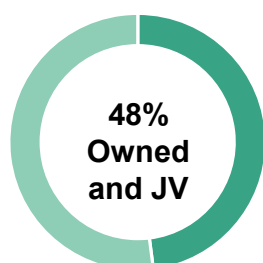
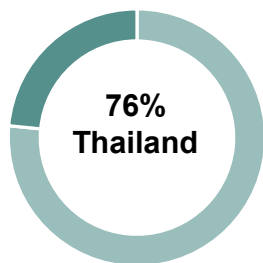
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	16	3	19	1	3	4	23
Managed	25	6	31	12	26	38	69
Total	41	9	50	13	29	42	92

Number of rooms

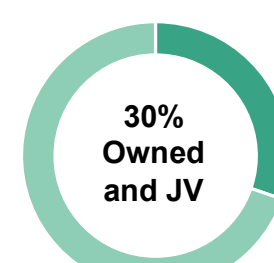
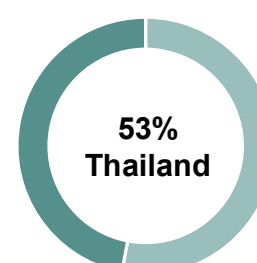
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	4,192	859	5,051	130	802	932	5,983
Managed	3,846	1,615	5,461	2,311	6,020	8,331	13,792
Total	8,038	2,474	10,512	2,441	6,822	9,263	19,775

As of March 2023

In operation by rooms



Total portfolio by rooms



PIPELINE – 9,263 ROOMS:

SOUTHEAST ASIA ACCOUNTS FOR 70% OF PIPELINE

Summary of pipeline

# of rooms	Owned and JV				Managed Hotels				Total
Year	2023	2024	2025	2026 onwards	2023	2024	2025	2026 onwards	
Cambodia								240	240
China								596	596
Japan	515								515
Laos						554	48	316	918
Maldives		145	142					231	518
Myanmar								402	402
Qatar								761	761
Turkey								449	449
Thailand				130	595	192	245	1,279	2,441
Vietnam							1,149	1,274	2,423
Total Rooms	515	145	142	130	595	746	1,442	5,548	9,263
Total Hotels	1	1	1	1	4	5	5	24	42

Number of hotels as of March 2023

Number of rooms by region

East Asia

Japan and China 1,111 keys

West Asia

Turkey 449 keys

Southeast Asia

Cambodia, Laos, Myanmar, Vietnam and Thailand 6,424 keys

South Asia

Maldives 518 keys

Middle East

Qatar 761 keys

HOTEL PERFORMANCE:

Q1/23 CONTINUED MOMENTUM DRIVEN BY THAILAND RECOVERY ACROSS THE BOARD

Unit: THB mn

■ Total Revenue ■ EBITDA

Gain from foreign exchange
in a total of THB 90 mn

1,249

324

Q1/22

26%

Gain from foreign exchange
in a total of THB 25 mn

2,832

127% YoY

1,122

246% YoY

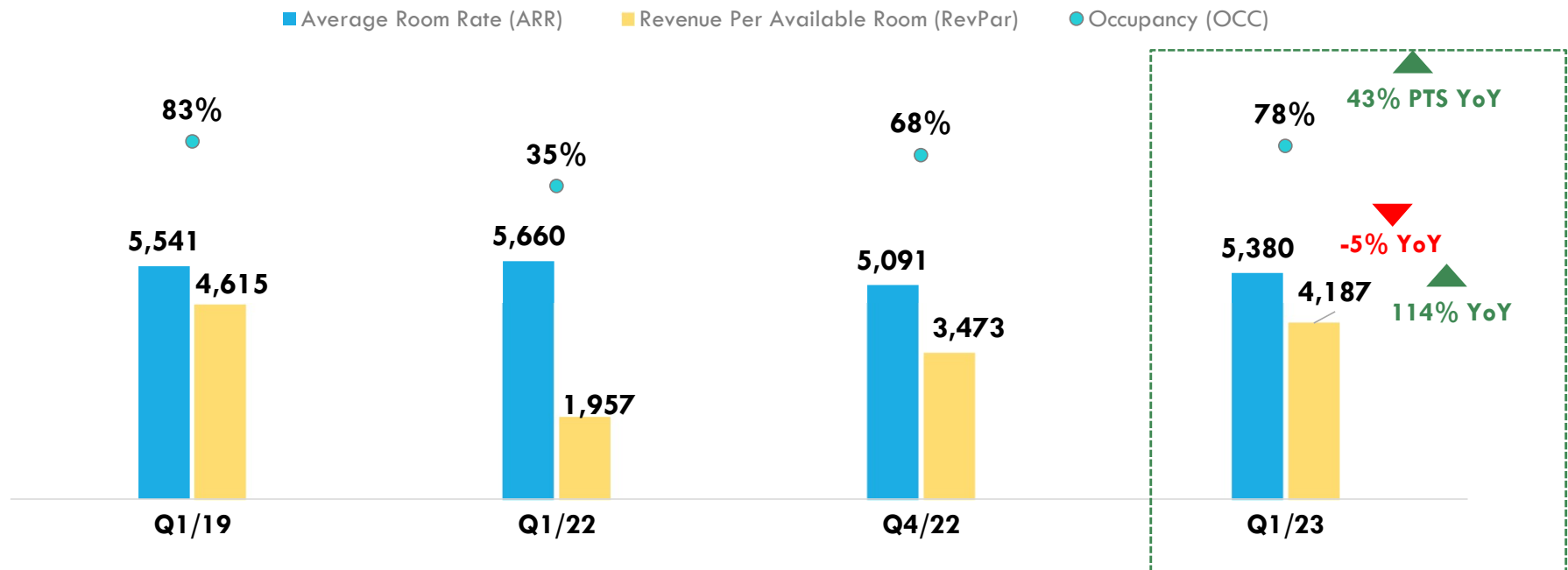
Q1/23

40%

EBITDA margin

TOTAL OWN PORTFOLIO:

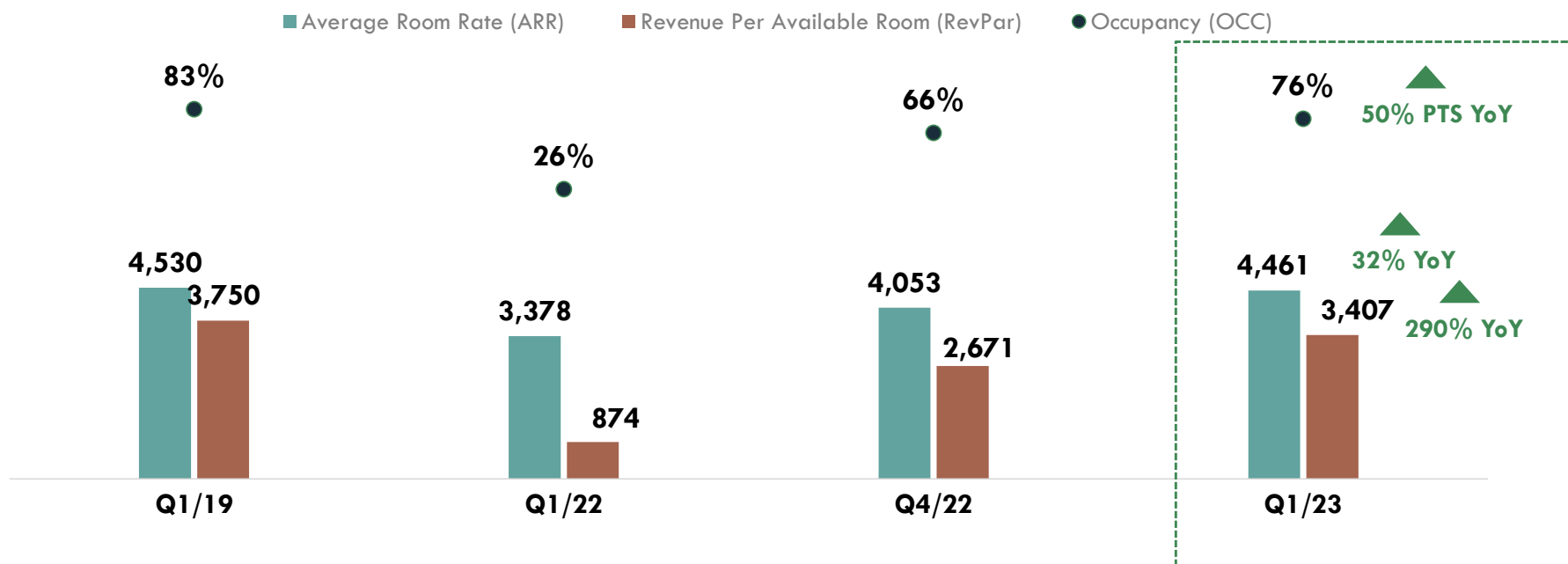
Q1/23 REVPAR SIGNIFICANTLY GROWTH YOY BY 114% DRIVEN BY RECOVERY IN THAILAND, BUT IT IS STILL SLIGHTLY BEHIND VS Q1/19 BY 9%



Note: PTS stands for a percentage point

THAILAND PORTFOLIO:

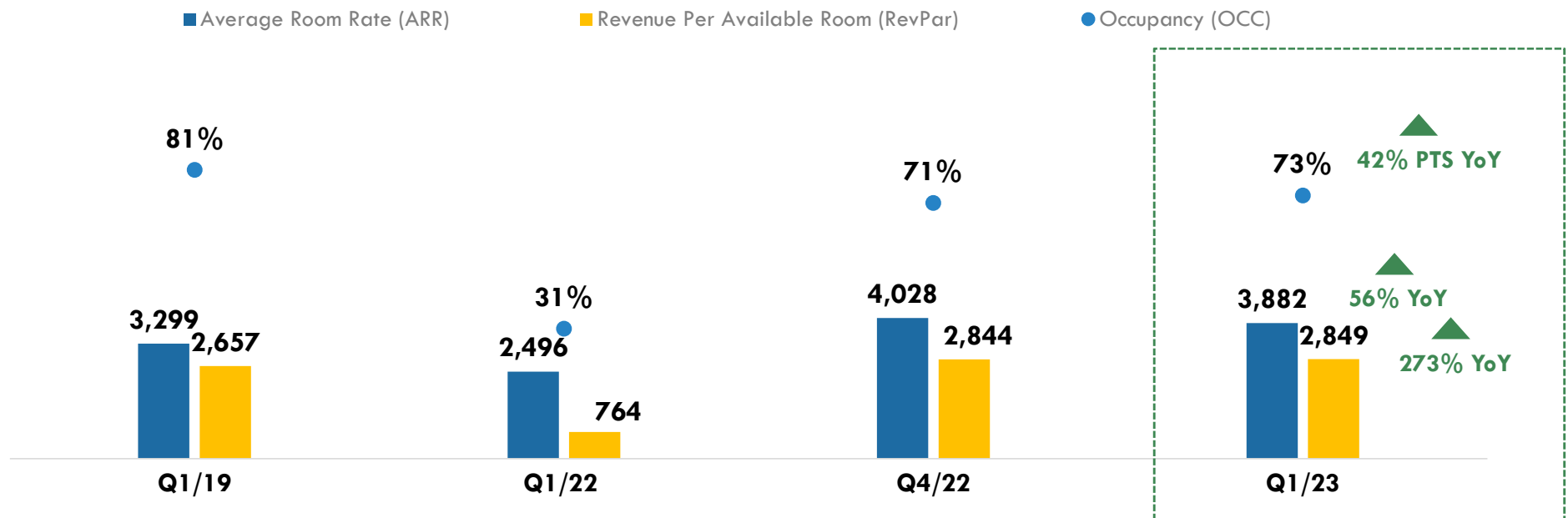
Q1/23 REVPAR GROWTH BY 290% YOY DRIVEN BY UPCOUNTRY
BUT STILL BEHIND Q1/19 BY 8%



Note: PTS stands for a percentage point

BANGKOK PORTFOLIO:

Q1/23 REVPAR GROWTH BY 273% YOY AND 7% VS Q1/19
DRIVEN BY STRONG PERFORMANCE OF CENTARA GRAND AT CENTRAL WORLD.

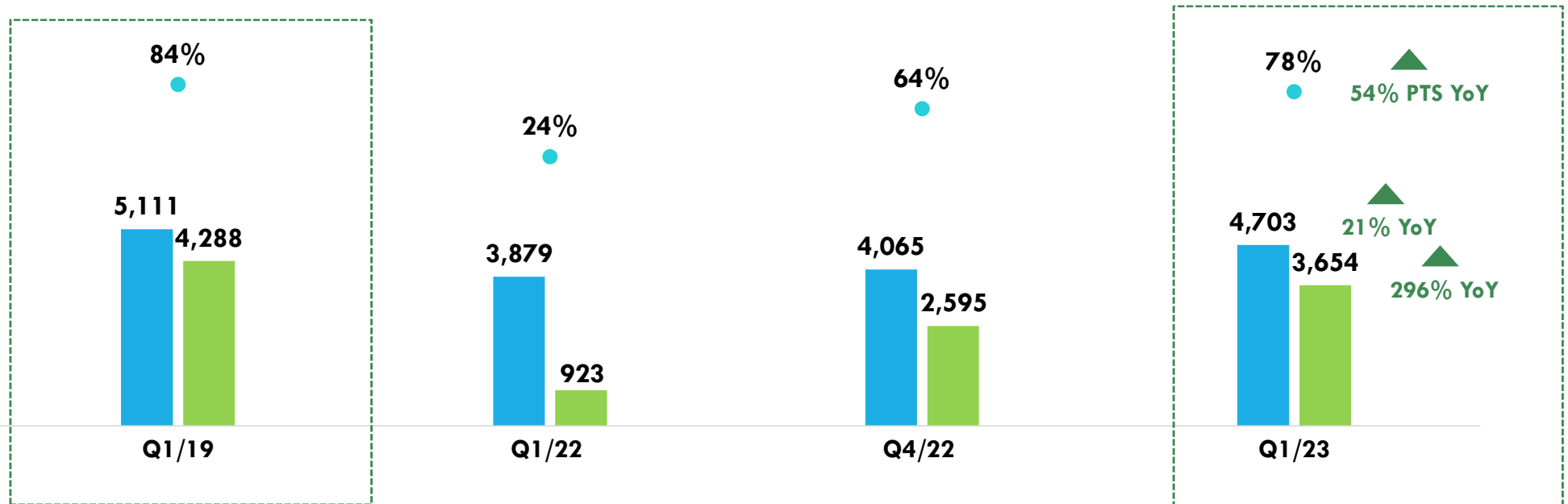


Note: - PTS stands for percentage point
- Meetings, Incentives, Conferences, Exhibitions (MICE)

UPCOUNTRY PORTFOLIO:

Q1/23 REVPAR IMPROVED BY 296% YOY DUE RECOVERY IN ALL MAJOR TOURIST DESTINATIONS IN THAILAND, BUT IT IS STILL BEHIND Q1/19 BY 15%

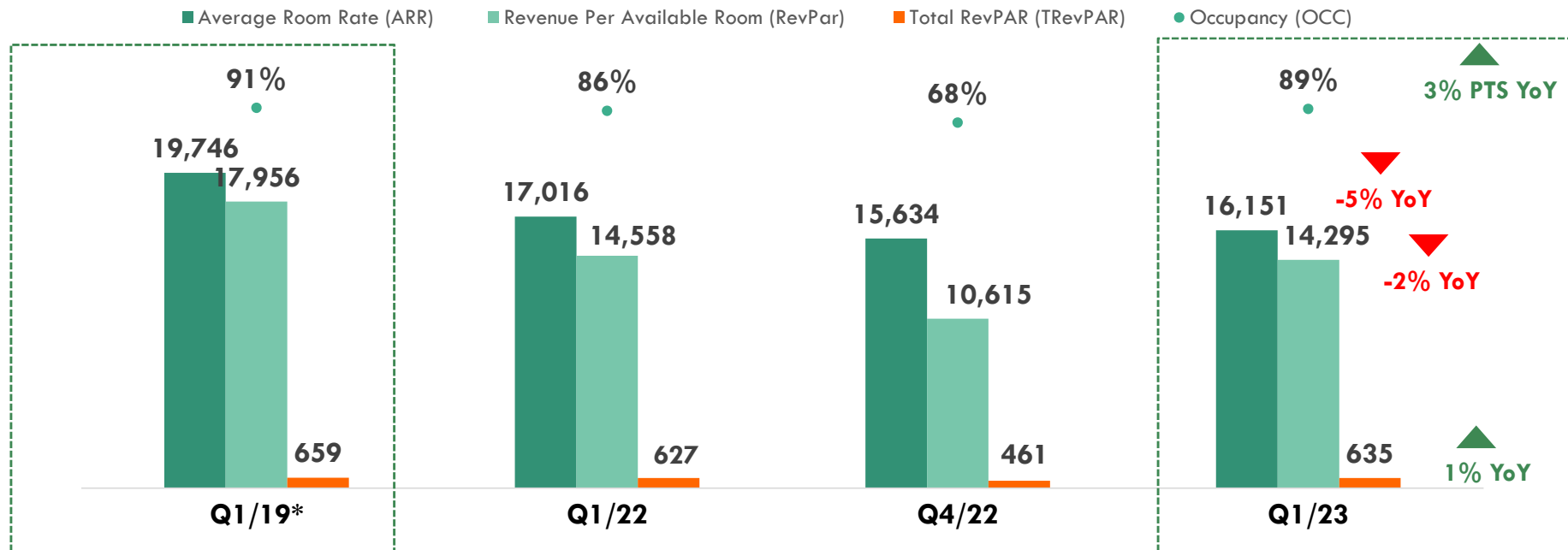
■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



Note: PTS stands for a percentage point

MALDIVES PORTFOLIO:

Q1/23 REVPAR -2% YOY DUE TO HIGH BASE IN Q1/22 BUT TREVEPAR IN Q1/23 IS SLIGHTLY INCREASE BY 1% YOY

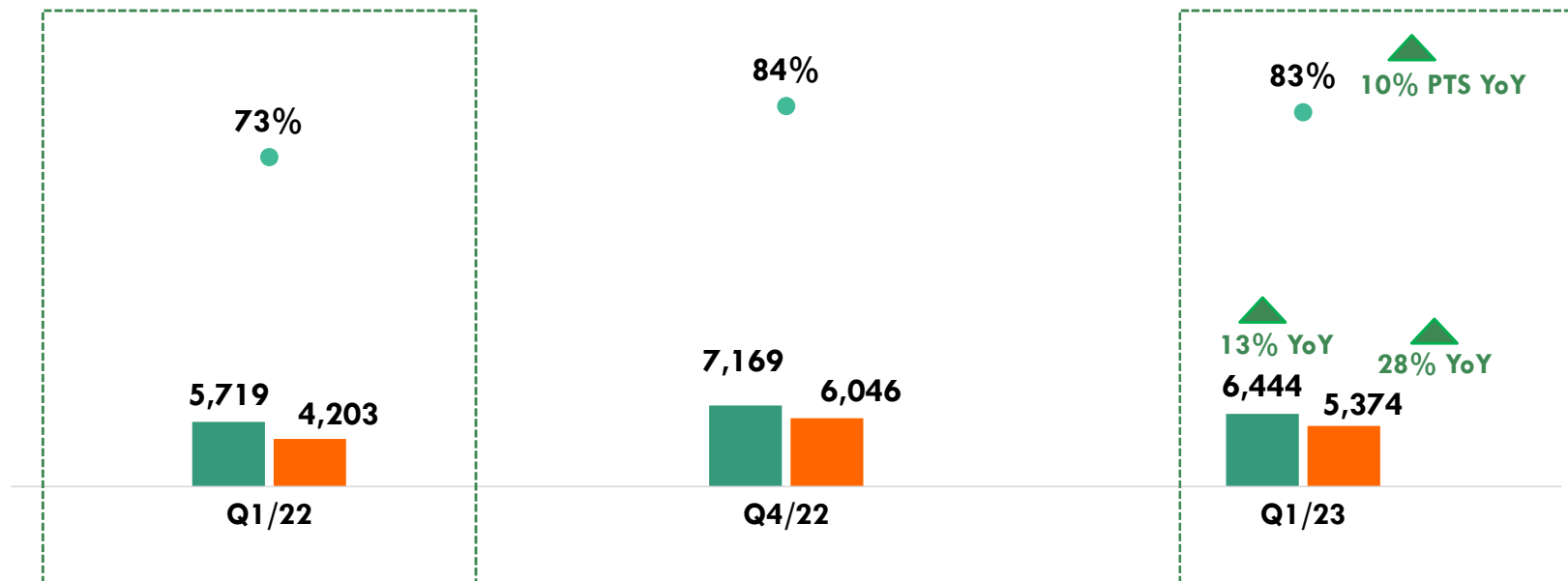


Note: *In 2019, package meal was included in room revenue.
 PTS stands for a percentage point

DUBAI PORTFOLIO:

Q1/23 REVPAR +28% YOY DRIVEN BY OCCUPANCY AND ROOM RATE
BUT DECLINE 11% QOQ, DUE TO POSITIVE IMPACT OF FIFA WORLD CUP IN Q4/22

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

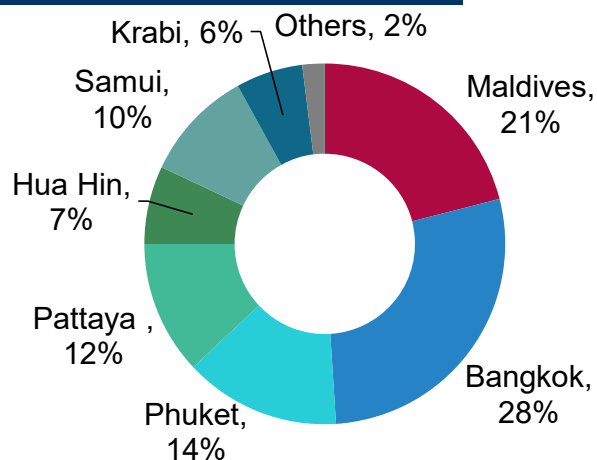


Note: PTS stands for a percentage point

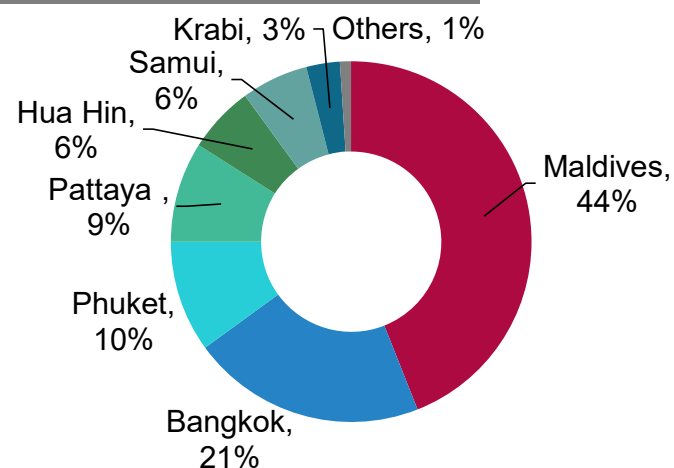
TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

INCREASE IN THAILAND CONTRIBUTION DUE TO RECOVERY IN ALL TOURIST DESTINATIONS IN THAILAND DRIVEN BY INTERNATIONAL TOURISTS

Q1/23 Total revenue breakdown



Q1/22 Total revenue breakdown



Q1/23	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi	Others
% RevPar growth YoY	273%	-2%	286%	234%	207%	493%	373%	457%

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

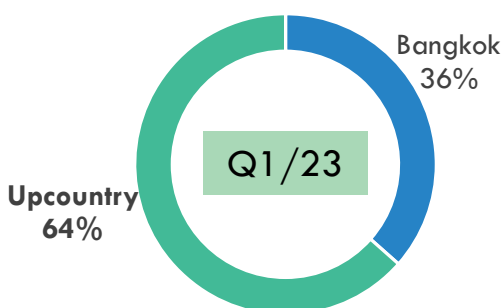
FOOD BUSINESS OVERVIEW Q1 2023



AS OF 31 MAR 23: 1,599 OUTLETS, +201 (14% GROWTH YOY)

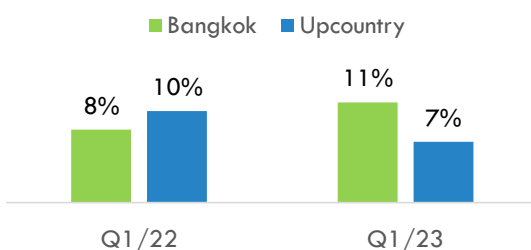
KEY EXPANSION WAS FROM KFC, BAKERY & BEVERAGE (MISTER DONUT, ARIGATO – INCLUDING SHOP-IN-SHOP), AND SHINKANZEN SUSHI (NEW JV).

Number of outlets by location



Note: All brands in Thailand

Q1/22-23 SSS: Bangkok vs Upcountry



Note: Excluded JVs

Brands	# of outlets	Change yoy
10 Franchised brands		
KFC	322	+18
Mister Donut	471	+40
Auntie Anne's	213	+17
Ootoya	47	+1
Pepper Lunch	51	+3
Chabuton/ Kagetsu Arashi	17	+1
Yoshinoya	29	+1
Tenya	12	-1
Katsuya	61	+11
Cold Stone	16	-
Total	1,239	+91

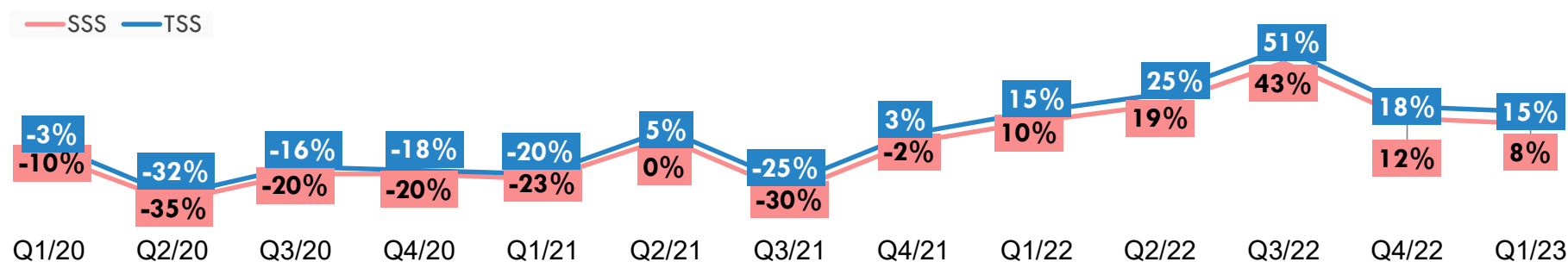
* Excluded managed outlets

Brands	# of outlets	Change yoy
5 Owned brands		
The Terrace*	6	-1
Aroi Dee	29	-5
Kowlune	1	-
Arigato	195	+62
Grab Kitchen by Every Food	18	-6
Total	249	+50
5 Joint Ventures' brands		
Salad Factory	31	+9
Brown Café	10	-3
Café Amazon – Vietnam	20	+10
Somtarn Nua	5	-1
Shinkanzen Sushi/ Nak-La Mookata	45	+45
Total	111	+60
Grand Total	1,599	+201

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

KFC, AUNTIE'S ANNE, AND OOTOYA MAINLY DROVE THE REVENUE GROWTH IN Q1/23

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



	SSS		TSS	
	Q1/22	Q1/23	Q1/22	Q1/23
Top 4 brands	9%	9%	13%	14%
Others**	15%	7%	28%	23%
Total Average	10%	8%	15%	15%

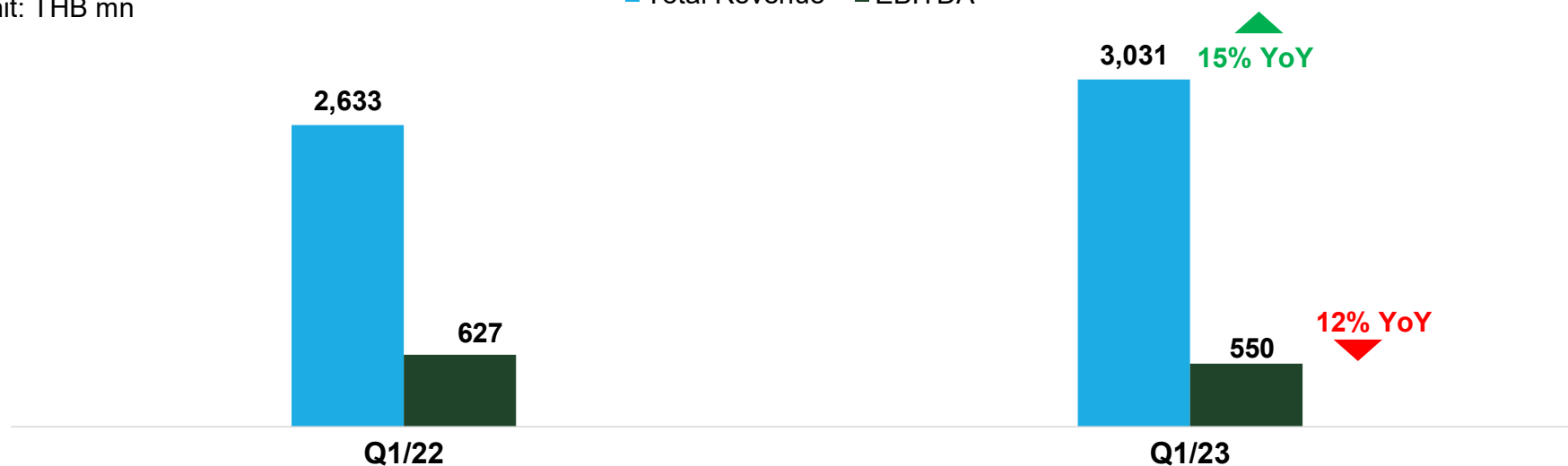
*CRG only excluded Joint Ventures brands (Salad Factory, Brown Café, Café Amazon – Vietnam, Sontam Nua, and Shinkanzen Sushi)

FOOD FINANCIAL PERFORMANCE:

Q1/23 RAW MATERIAL PRICE INFLATION, ELECTRICITY COST & RENT PRESSURED ON PROFIT MARGIN

Unit: THB mn

■ Total Revenue ■ EBITDA



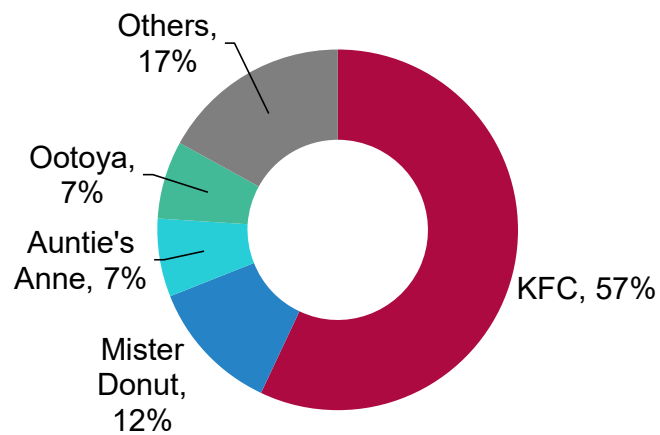
EBITDA margin



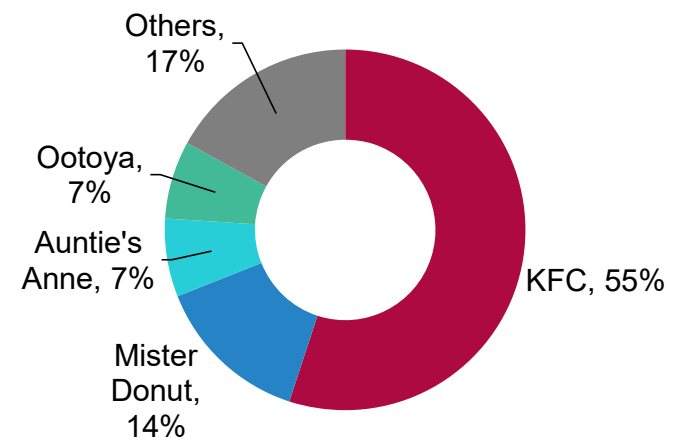
TOTAL FOOD REVENUE BY KEY BRANDS:

TOP 4 BRANDS ACCOUNT FOR MORE THAN 80% OF FOOD REVENUE

Q1/23 Total revenue breakdown*



Q1/22 Total revenue breakdown*



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

INVESTMENT PLAN & GUIDANCE

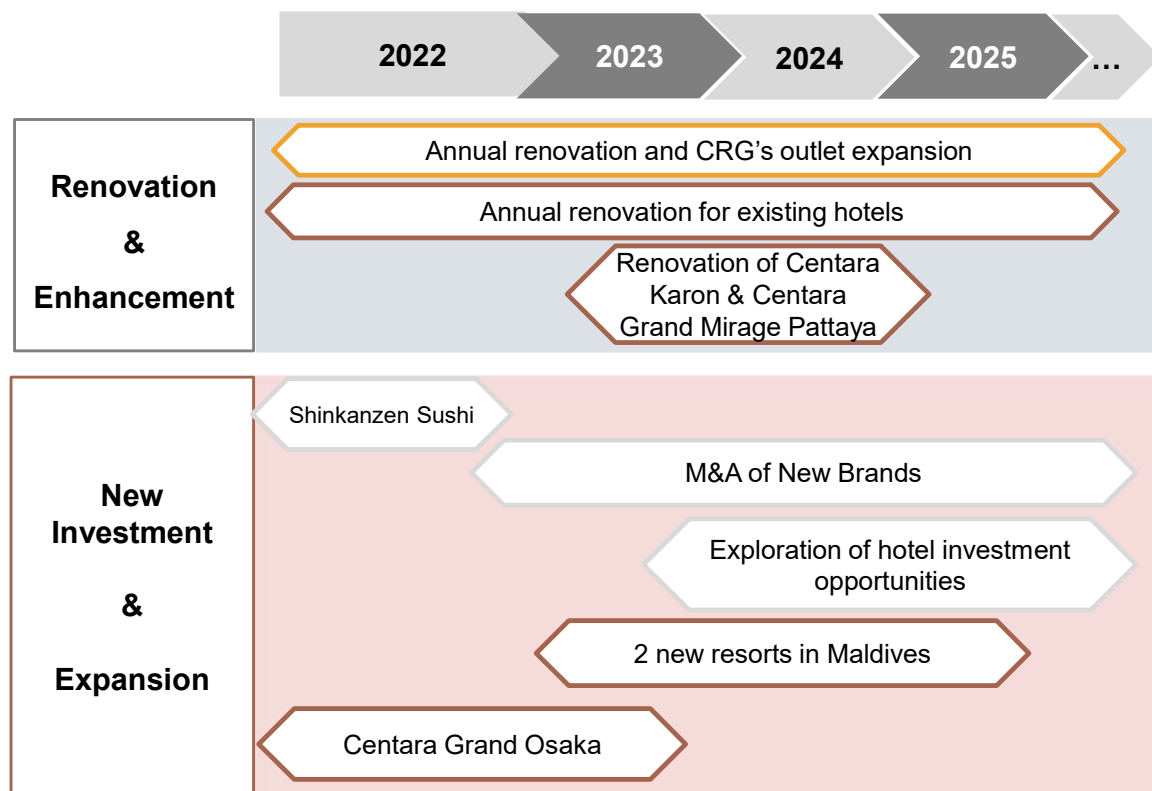
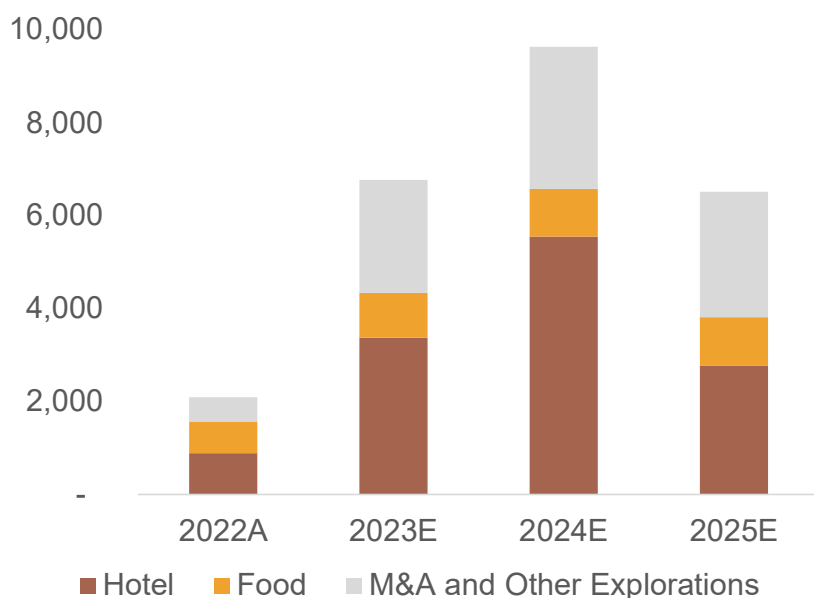


Centara Grand Hotel Osaka

3 YEARS CAPEX PLAN: THB 15-23 BN OVER 3-YEAR

INCREASE INVESTMENT IN 2023-2024 TO IMPROVE ASSET QUALITY AND FOR EXPANSION

Investment (THB mn)



GUIDANCE 2023

- **Hotel:** RevPar growth driven by Thailand's strong recovery with a higher occupancy rate
- **Food:** Revenue growth driven by dine-in with outlet expansion

	2023
Hotel	
Occupancy Rate (%)	68% - 72%
RevPar (THB)	3,350 – 3,650
Food	
SSS	7% - 9%
TSS	13% - 15%
Number of outlets	+120 to +150 net number of outlets (Including shop-in-shop of Arigato in Mister Donut)

SUSTAINABILITY



NET ZERO COMMITMENT 2050

Goal: To reduce greenhouse gas emissions, energy consumption, water consumption, waste sent to landfill by 20% compared to the base year of 2019 and aim to become a net zero emission organization in 2050 (Net Zero 2050).

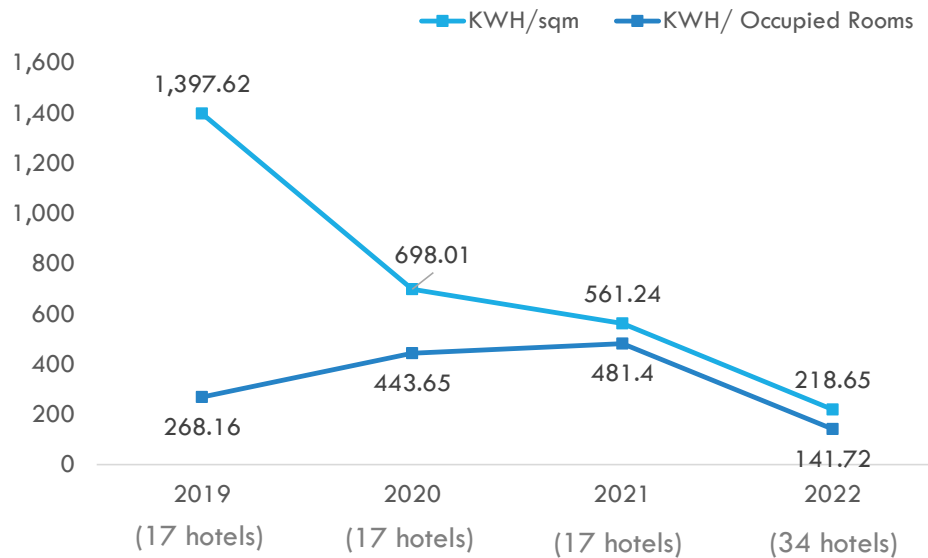
Goal of Environmental Dimension	2022 Performance	Progression
Total greenhouse gas emissions in operating process	Totally 159,398 tCO ₂ e	-
Total greenhouse gas emissions in the hotel business operation	Totally 95,829.63 tCO ₂ e	-
Total greenhouse gas emissions in the food business operation	Totally 63,568.76 tCO ₂ e	-
Greenhouse gas emissions reduction by 20% within 2029 compared to 2019	14 % MTCO ₂ e	Achieving the goal
Proportion of using solar energy increased from 2021	27%	Achieved the goal
Waste to landfill per occupied room decreased by 20% from 2019	11%	Achieving the goal
Increase the ratio of recyclable waste more than 50%	37%	Achieving the goal
Surplus Food donation to people in need	11,114.23 kilograms Totally 46,995 meals	Achieved the goal

HOTEL BUSINESS: ENERGY & GHG MANAGEMENT

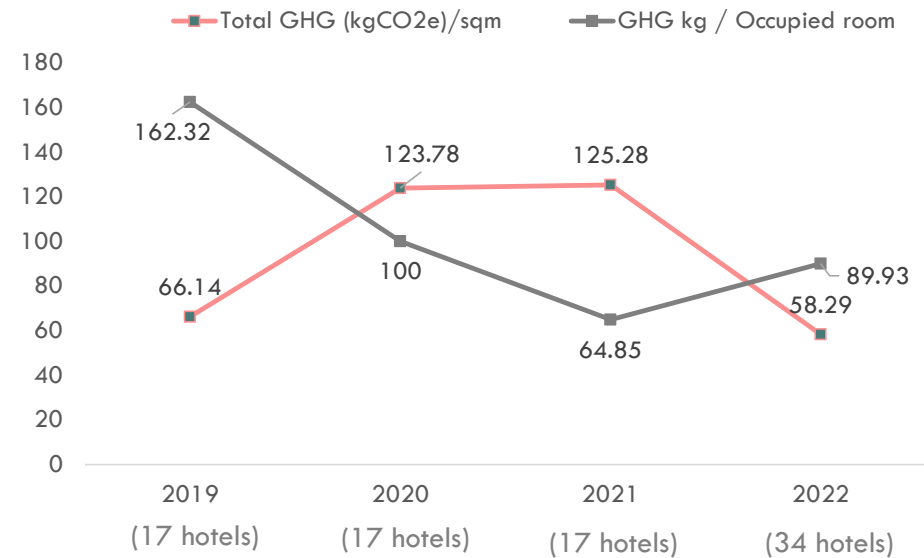
Goal:

- To reduce energy consumption by 20% within 2029 compared to the Baseline Year 2019 (unit: kWh per square meter)
- To reduce GHG by 20% within 2029 compared to the Baseline Year 2019

Energy Intensity



Greenhouse Gas Emission Intensity

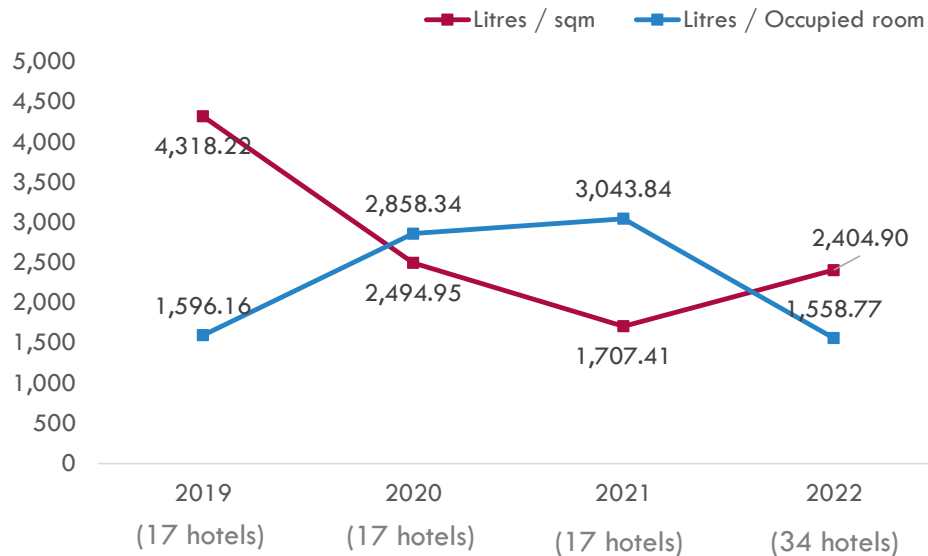


HOTEL BUSINESS: WATER & WASTE MANAGEMENT

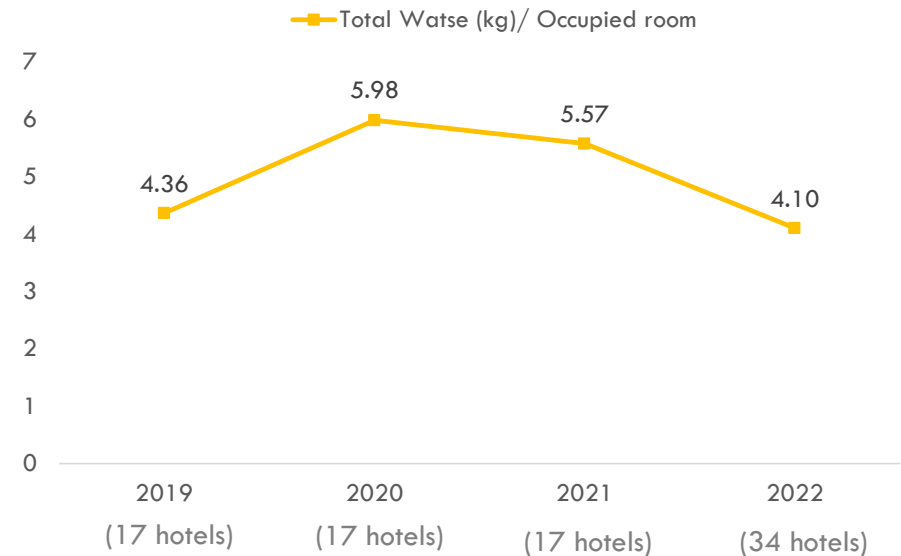
Goal:

- To reduce water consumption by 20% within 2029, by measuring from the intensity rate of water consumption (unit: liters per square meter compared to the Baseline Year (2019))
- To reduce waste by 20% from the Baseline Year 2019 (unit: kilograms per occupied room)

Water Intensity



Waste Intensity

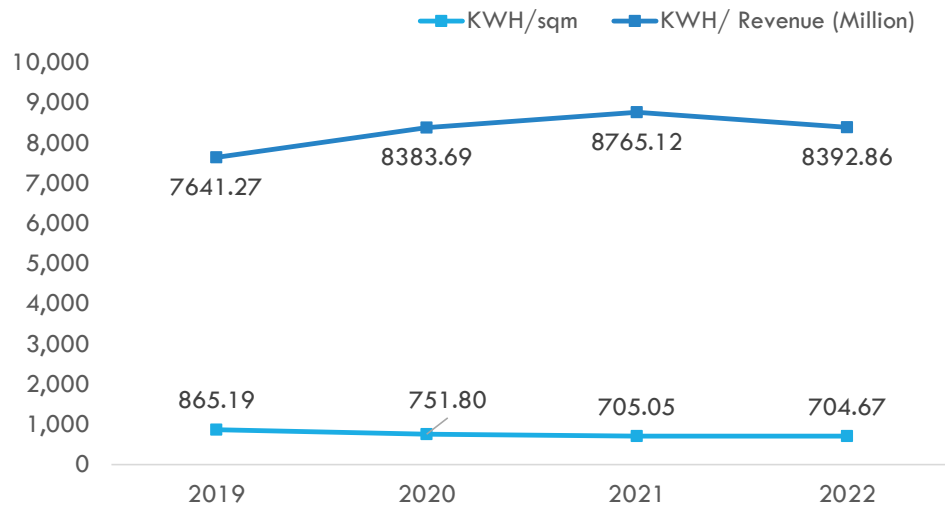


FOOD BUSINESS: ENERGY & GHG MANAGEMENT

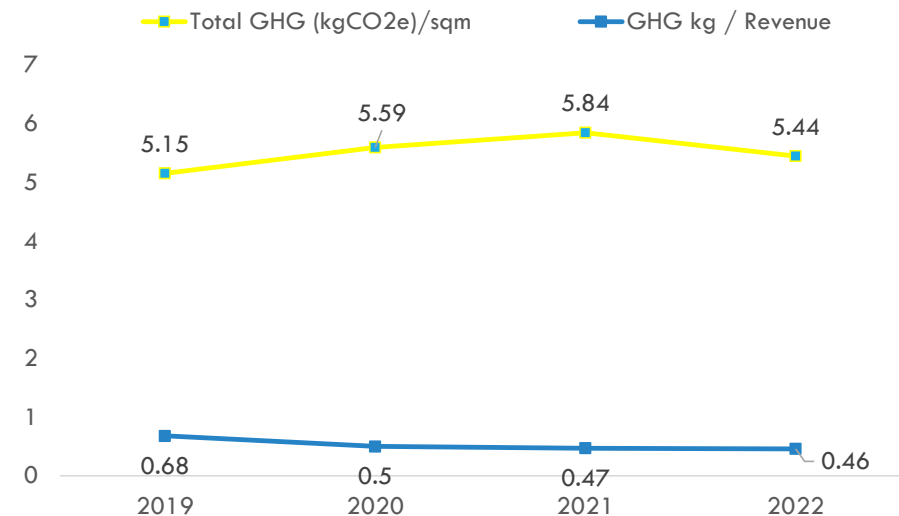
Goal:

- To reduce energy consumption by 20% within 2029 compared to the Baseline Year 2019 (unit: kWh per square meter)
- To reduce GHG by 20% within 2029 compared to the Baseline Year 2019

Energy Intensity



Greenhouse Gas Emission Intensity

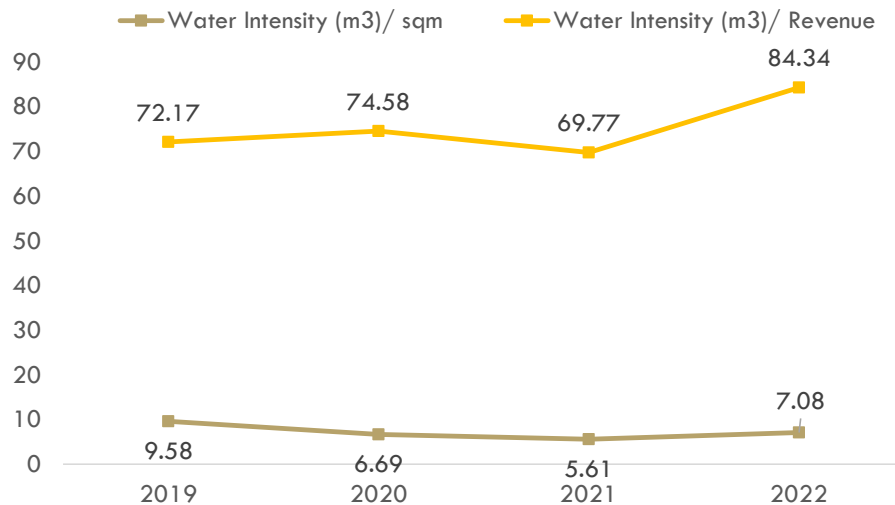


WATER & WASTE MANAGEMENT

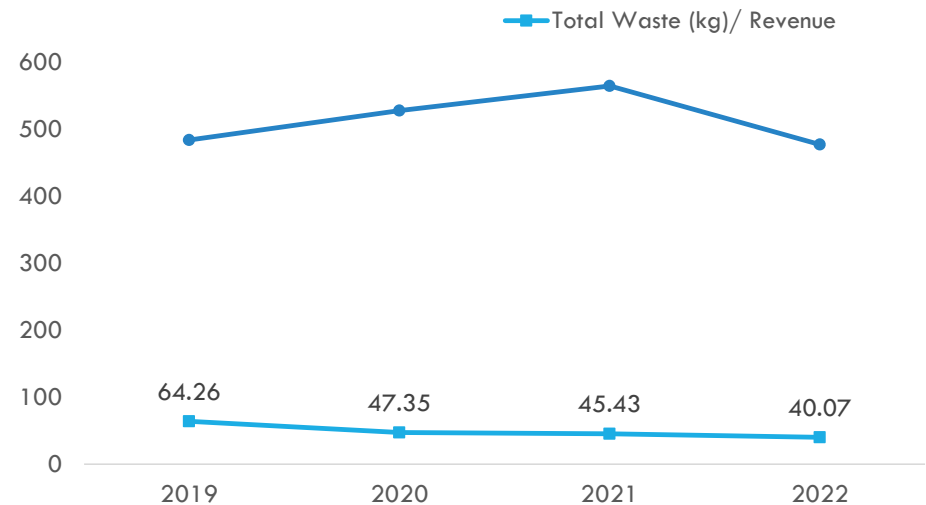
Goal:

- To reduce water consumption by 20% within 2029, by measuring from the intensity rate of water consumption (unit: m3 per square meter compared to the Baseline Year (2019))
- To reduce waste by 20% from the Baseline Year 2019 (unit: kilograms per revenue)

Water Intensity



Waste Intensity



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

HOTELS IN OPERATION AS OF 31 MARCH 2023 (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	248	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 31 MARCH 2023 (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			5,051		

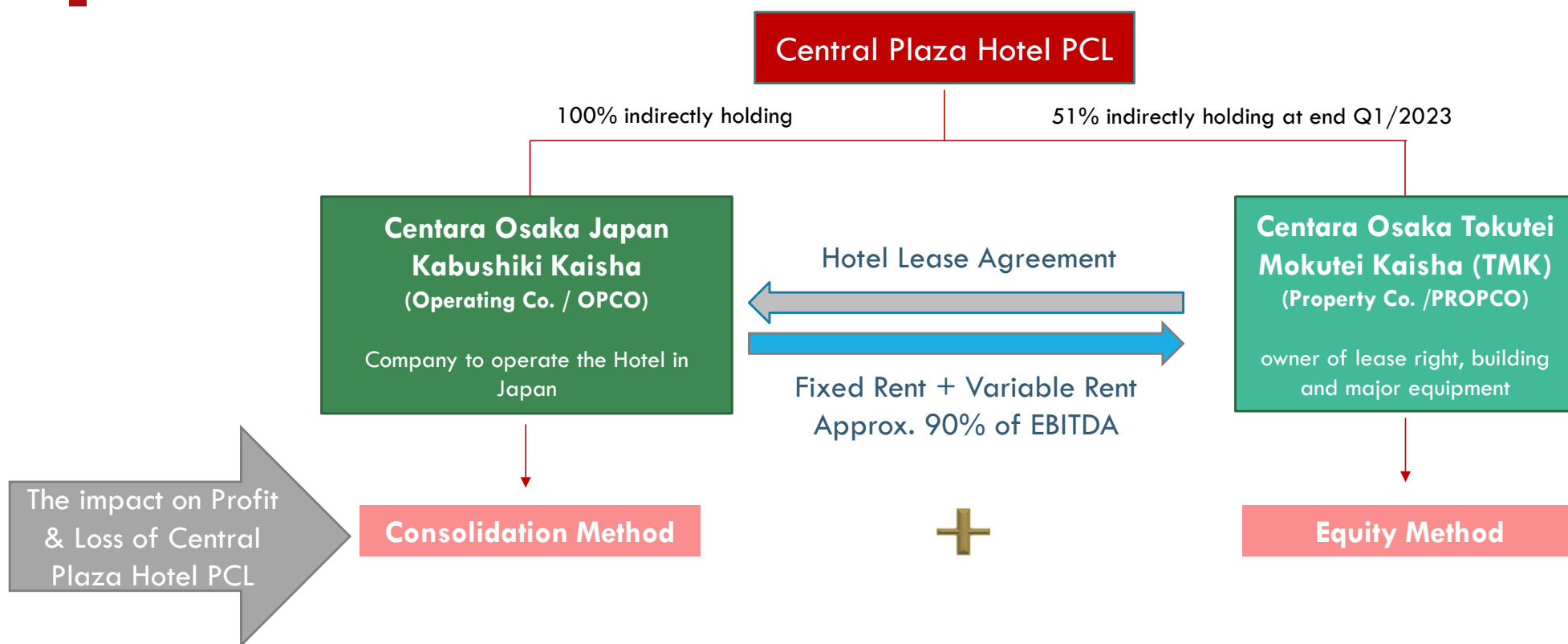
HOTELS IN OPERATION AS OF 31 MARCH 2023 (3/4)

	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	Centara Watergate Hotel & Spa Bangkok	4	Q2/13	281	Thailand
30	Centara Ceysands Resort & Spa Srilanka	4	Q2/14	165	Sri Lanka
31	Centra by Centara Avenue Hotel Pattaya	3	Q4/14	51	Thailand
32	Centra by Centara Maris Resort Jomtien	3	Q1/16	282	Thailand
33	Centra by Centara Phu Pano Resort Krabi	3	Q4/16	158	Thailand
34	Centara Azure Hotel Pattaya	4	Q4/16	96	Thailand
35	Centara Muscat Hotel	4	Q2/17	152	Oman

HOTELS IN OPERATION AS OF 31 MARCH 2023 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
36	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
37	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand
38	Maikhao Hotel	Boutique	Q3/19	142	Thailand
39	Maikhao Dream Villa Resort & Spa	Boutique	Q3/19	22	Thailand
40	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
41	Centra by Centara Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand
42	Muscat Dunes Hotel managed by Centara	Economy	Q3/20	78	Oman
43	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
44	Roukh Kiri Khaoyai	Boutique	Q4/20	12	Thailand
45	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
46	Amouage Al Hail Hotel managed by Centara	4	Q1/22	64	Oman
47	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
48	Centara Korat	4	Q3/22	218	Thailand
49	Centra by Centara Hotel Bangkok Phra Nakhon	3	Q4/22	180	Thailand
50	Centara Hotel Ubon	4	Q1/23	160	Thailand
	Total managed hotels			5,461	
	Grand total			10,512	

RECOGNITION OF CENTARA GRAND HOTEL OSAKA PROJECT



The impact on Profit
& Loss of Central
Plaza Hotel PCL

Consolidation Method



Equity Method

SUSTAINABILITY AWARDS



Certificate of Membership
Thailand's Private Sector
Collective Action Coalition
Against Corruption (CAC)
2022-2025

Sustainability Model Organization
in the Thai Capital Market
for Supporting Persons with
Disabilities 2022

Centara EarthCare
receives GSTC-
Recognized Standard
from Global Sustainability
Tourism Council (GSTC)

Thailand Sustainability
Investment (THSI)
2018-2022

The 5th consecutive
year

12 hotels are recognised for
GSTC certification
Our Goal is to have **All** hotels &
resorts certified by 2025

The first Asia hospitality
group to formally incorporate
GSTC

SUSTAINABILITY STRUCTURE



SUSTAINABLE MANAGEMENT GOALS



THANK YOU