Central Plaza Hotel Public Company Limited: Analyst Meeting Q1/23



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



Q1/23 Performance Summary

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)





HOTEL BUSINESS OVERVIEW: Q1/23

THAILAND TOURISM OVERVIEW Q1/23:

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



Source: Ministry of Tourism and Sport, Thailand



Hotel Business Overview

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MALDIVES TOURISM OVERVIEW Q1/23: Q1/23 KEEP GROWING DRIVEN BY RUSSIA, INDIA, AND EUROPE



Source: Ministry of Tourism, Maldives

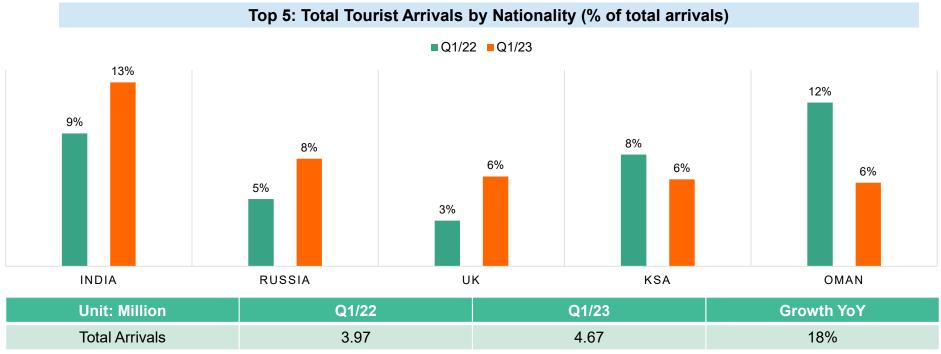


Hotel Business Overview

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DUBAI TOURISM OVERVIEW Q1/23:

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



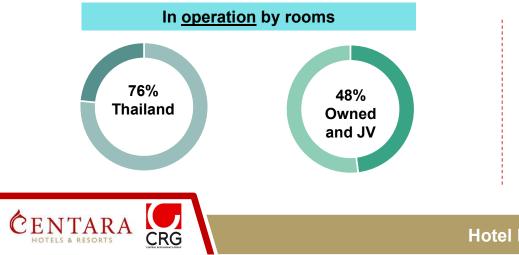
Source: Dubai Economy and Tourism

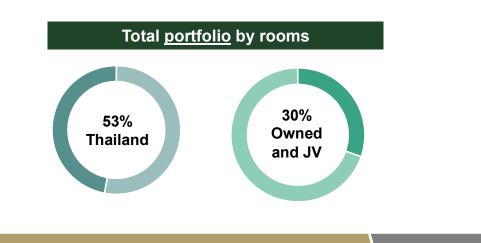


HOTEL PORTFOLIO 19,775 ROOMS MORE OVERSEAS DIVERSIFICATION

		Nun	nber o	of hotels						Nur	nber of r	rooms		
	In operation Pipeline							In	operatio	n	F	Pipeline		
	Thailand	Overseas	Total	Thailand	Overseas	Total	Grand total		Thailand	Overseas	s Total	Thailand	Oversea	s Total
Owned and JV	16	3	19	1	3	4	23	Owned and JV	4,192	859	5,051	130	802	932
Managed	25	6	31	12	26	38	69	Managed	3,846	1,615	5,461	2,311	6,020	8,331
Total	41	9	50	13	29	42	92	Total	8,038	2,474	10,512	2,441	6,822	9,263

As of March 2023





Hotel Business Overview

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Grand

total

5,983

8,331 13,792

6,822 **9,263 19,775**

PIPELINE – 9,263 ROOMS: SOUTHEAST ASIA ACCOUNTS FOR 70% OF PIPELINE

Summary of pipeline									
# of rooms		Owned and JV Managed Hotels							
Year	2023	2024	2025	2026 onwards	2023	2024	2025	2026 onwards	Total
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

Summary of nineline

Number of hotels as of March 2023



Hotel Business Overview

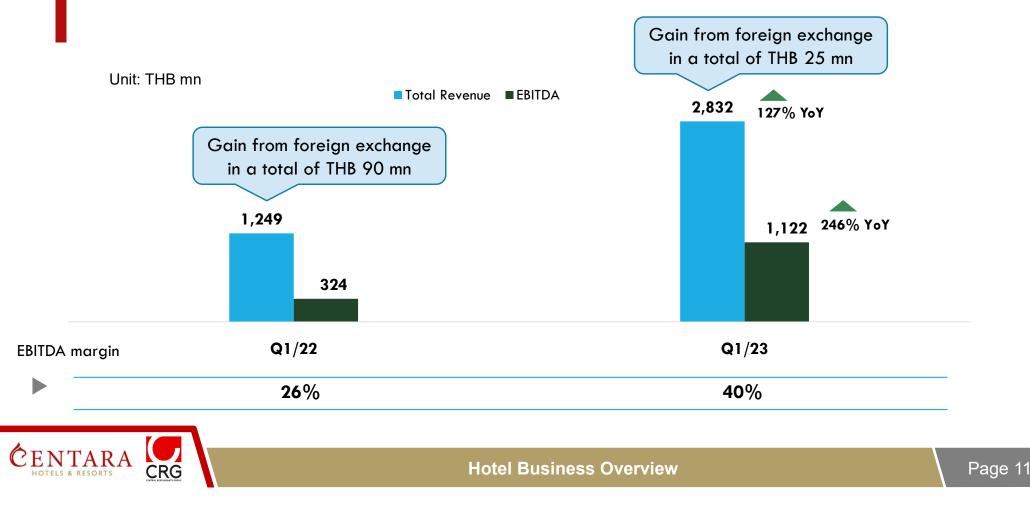
Number of rooms by region

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

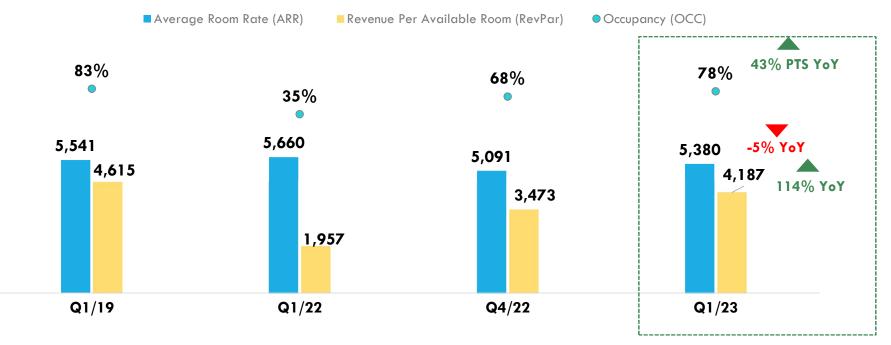
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HOTEL PERFORMANCE:

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



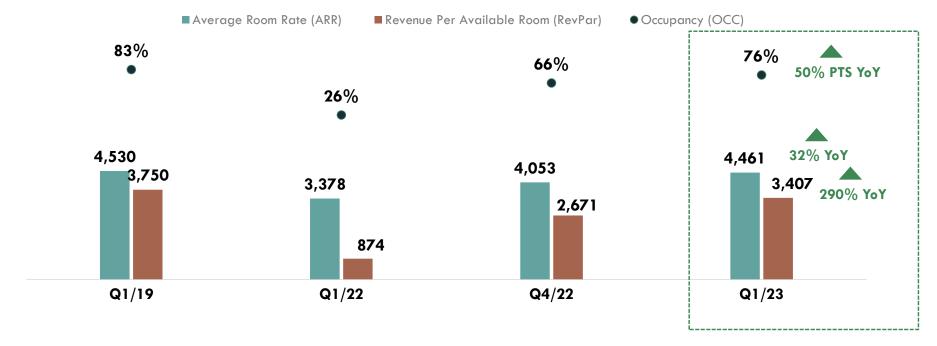
TOTAL OWN PORTFOLIO: Q1/23 REVPAR SIGNIFICANTLY GROWTH YOY BY 114% DRIVEN BY RECOVERY IN THAILAND, BUT IT IS STILL SIGHTLY BEHIND VS Q1/19 BY 9%



Note: PTS stands for a percentage point



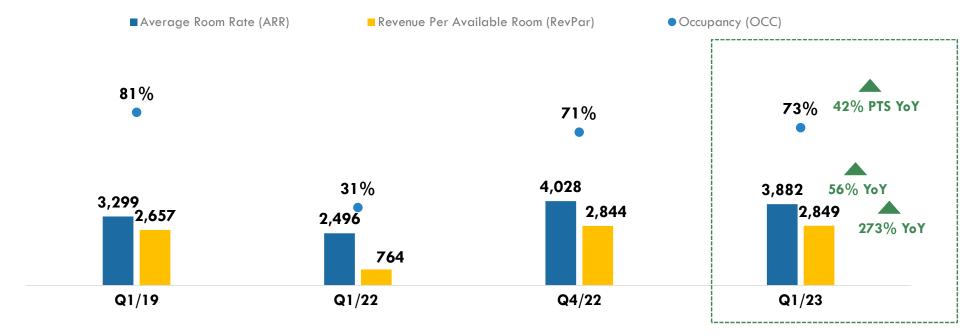
THAILAND PORTFOLIO: Q1/23 REVPAR GROWTH BY 290% YOY DRIVEN BY UPCOUNTRY BUT STILL BEHIND Q1/19 BY 8%



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.



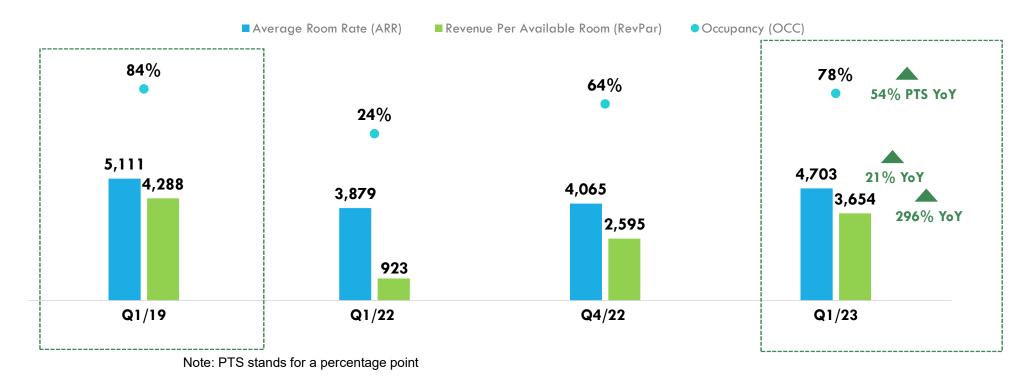
Note: - PTS stands for percentage point

- 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%

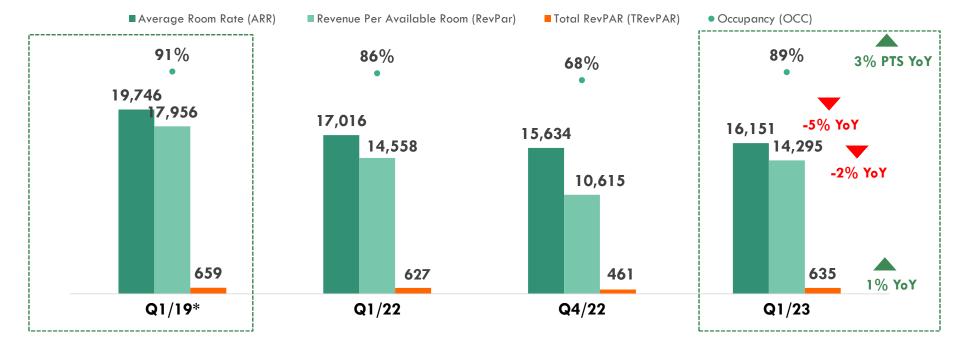


Hotel Business Overview

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MALDIVES PORTFOLIO:

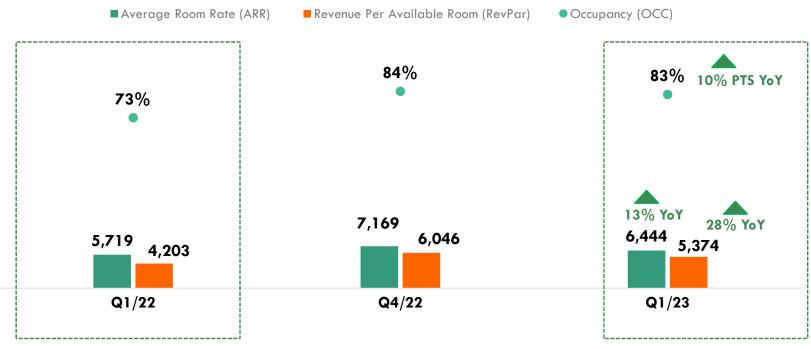
Q1/23 REVPAR -2% YOY DUE TO HIGH BASE IN Q1/22 BUT TREVEPAR IN Q1/23 IS SLIGHTLY INCREASE BY 1% YOY



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

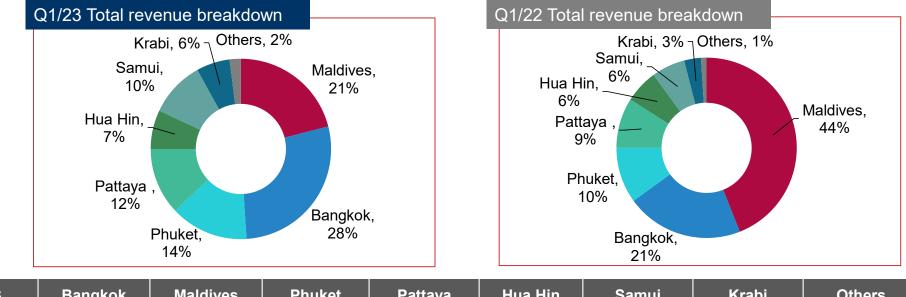


Note: PTS stands for a percentage point



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	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



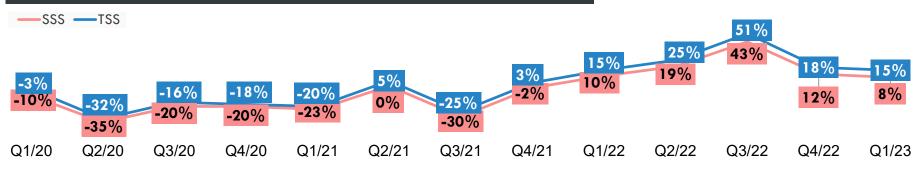
AS OF 31 MAR 23: 1,599 OUTLETS, +201 (14% GROWTH YOY) KEY EXPANSION WAS FROM KFC, BAKERY & BEVERAGE (MISTER DONUT, ARIGATO – INCLUDING SHOP-IN-SHOP), AND SHINKANZEN SUSHI (NEW JV).

Nu	mber of out	lets by location	Brands	# of outlets	Change yoy	Brands	# of outlets	Change yoy
			10 Franchised	brands		5 Owned brands		
		Bangkok 36%	KFC	322	+18	The Terrace*	6	-1
		3070	Mister Donut	471	+40	Aroi Dee	29	-5
	QI	/23	Auntie Anne's	213	+17	Kowlune	1	_
Upcount	try	/ = 0	Ootoya	47	+1	Arigato	195	+62
64 %			Pepper Lunch	51	+3	Grab Kitchen by Every Foood	18	-6
			Chabuton/		. 4	Total	249	+50
Note: A	All brands in Th	hailand	Kagetsu	17	+1		245	+50
			Arashi			5 Joint Ventures' brands	<u>0</u> 4	
Q1/22-2	23 SSS: Ban	gkok vs Upcountry	Yoshinoya T	29	-1	Salad Factory	31	+9
	Bangkok	Upcountry	Tenya	12		Brown Café	10	-3
	10%	11%	Katsuya	61	+11	Café Amazon – Vietnam	20	+10
8%	/0	7%	Cold Stone	16	-	Somtam Nua	5	-1
			Total	1,239	+91	Shinkanzen Sushi/	45	+45
			* Excluded manage	d outlets		Nak-La Mookata		
(ຊ1/22	Q1/23				Total	111	+60
Note: I	Excluded JVs					Grand Total	1,599	+201
4								
CEN	S & RESORTS	CRG		Food Business Overview				

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*



	SS	S	TS	SS
	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%

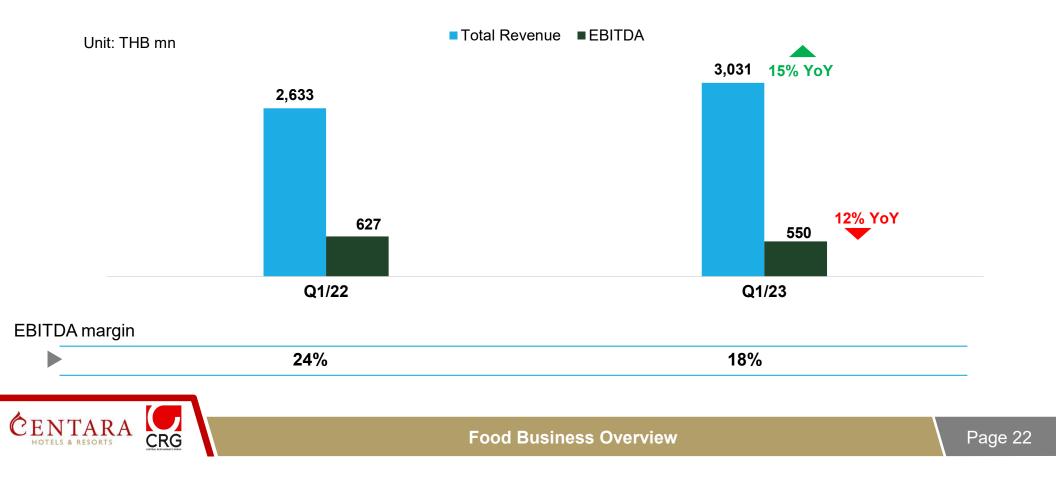
*CRG only excluded Joint Ventures brands (Salad Factory, Brown Café, Café Amazon – Vietnam, Somtam Nua, and Shinkanzen Sushi)



Food Business Overview

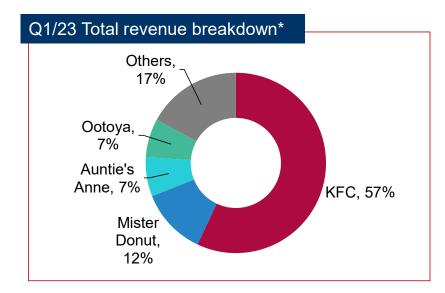
FOOD FINANCIAL PERFORMANCE:

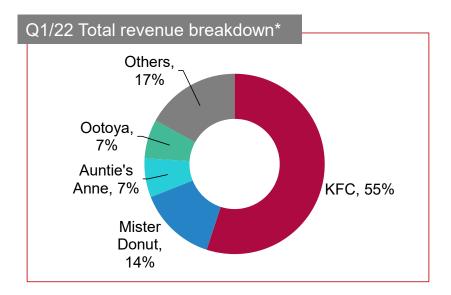
Q1/23 RAW MATERIAL PRICE INFLATION, ELECTRICITY COST & RENT PRESSURED ON PROFIT MARGIN



TOTAL FOOD REVENUE BY KEY BRANDS:

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





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



Food Business Overview

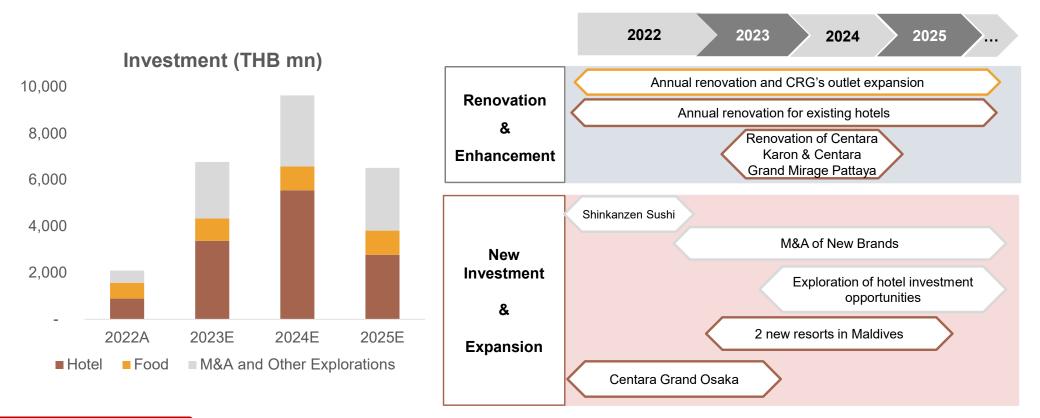
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INVESTMENT PLAN & GUIDANCE



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

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





Investment Plan & Guidance 2023

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

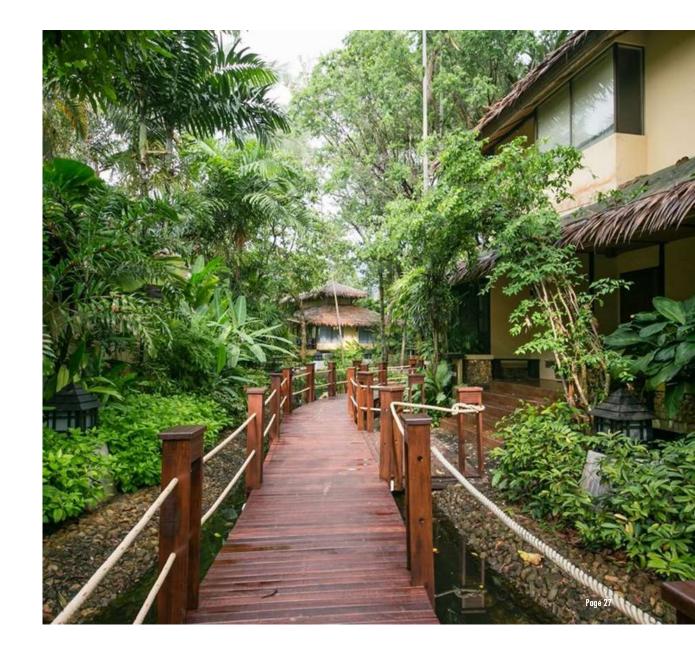
	2023
Hotel	
Occupancy Rate (%)	68% - 72%
RevPar (THB)	3,350 – 3,650
Food	
SSS	7% - 9%
TSS	13% - 15%
Number of outlets	+120 to +150 net number of outlets (Including shop-in-shop of Arigato in Mister Donut)



Investment Plan & Guidance 2023

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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 tCO2e	-
Total greenhouse gas emissions in the hotel business operation	Totally 95,829.63 tCO2e	-
Total greenhouse gas emissions in the food business operation	Totally 63,568.76 tCO2e	-
Greenhouse gas emissions reduction by 20% within 2029 compared to 2019	14 % MTCO2e	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

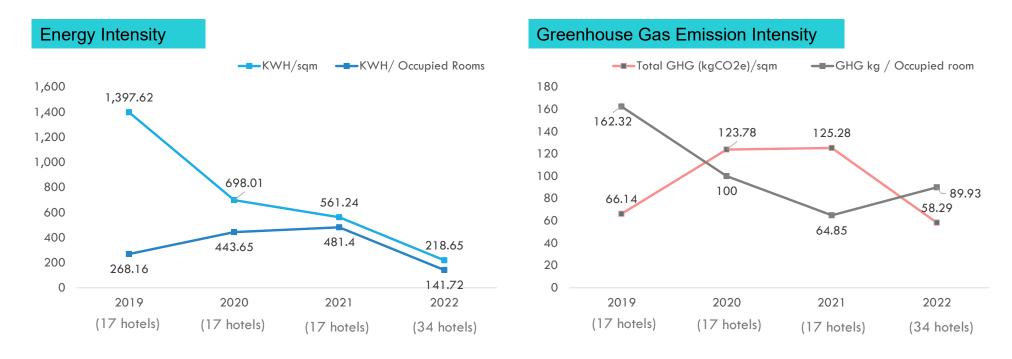


Sustainability

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





Sustainability

HOTEL BUSINESS: WATER & WASTE MANAGEMENT

Goal:

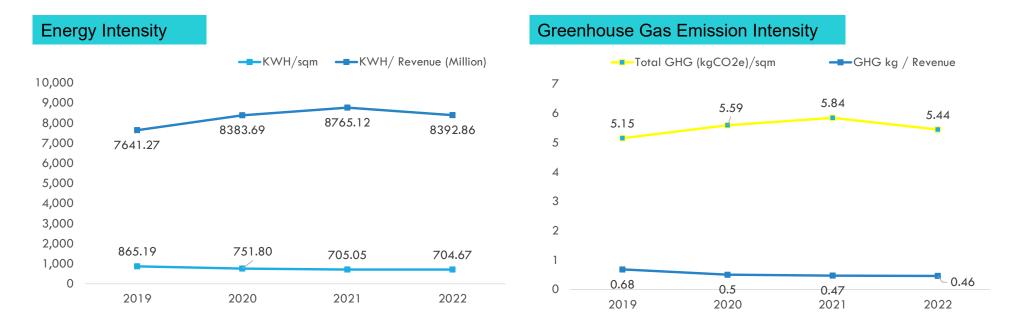
- To reduce water consumption by 20% within 2029, by measuring from the intensity rate of water consumption (unit: liters per square meter compared to the Baseline Year (2019)
- To reduce waste by 20% from the Baseline Year 2019 (unit: kilograms per occupied room)



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

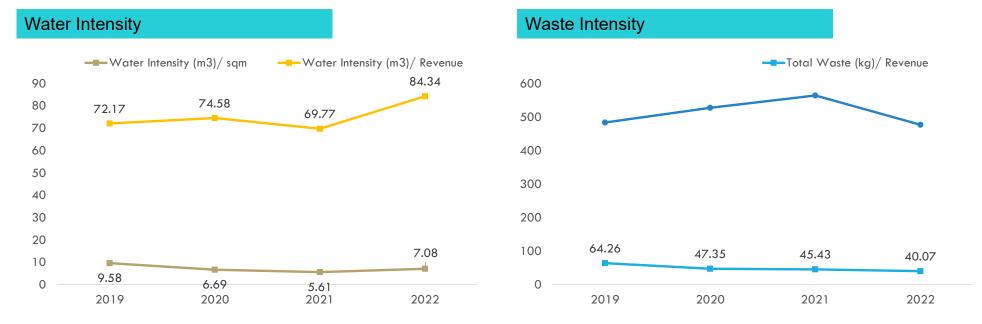




WATER & WASTE MANAGEMENT

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)





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.







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

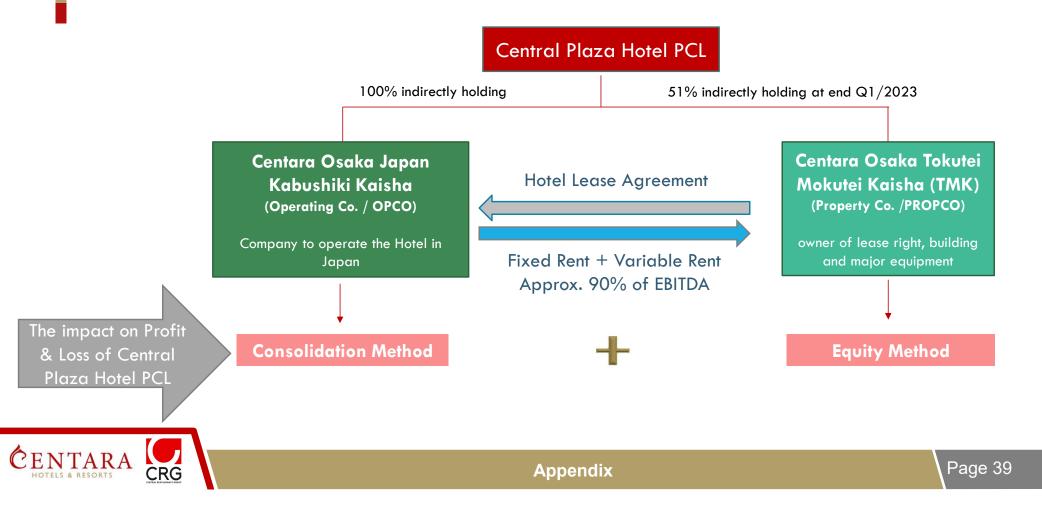


HOTELS IN OPERATION AS OF 31 MARCH 2023 (4/4)

	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



Thailand **Global Sustainable Sustainability Tourism Council (GSTC) Investment (THSI)** 00 CAC GSTC SET GSTC CERTIFICATE Certificate of Mem CENTRAL PLAZA HOTEL PCL Centara Hotels & Reso TH-S ERTIFIED CENTRAL PLAZA HOTE RUNARA EARTHCAR A.A. Har Resided <u> 11-51 11-51 11-51</u> TH THS 👗 🤤 😂 🎉 🛞 🧕 🛆 💩 🗛 Certificate of Membership Sustainability Model Organization Centara EarthCare Thailand Sustainability 12 hotels are recognised for Thailand's Private Sector in the Thai Capital Market receives GSTC-Investment (THSI) **GSTC** certification for Supporting Persons with **Recognized Standard Collective Action Coalition** Our Goal is to have All hotels & 2018-2022 Against Corruption (CAC) from Global Sustainability resorts certified by 2025 **Disabilities 2022** 2022-2025 Tourism Council (GSTC) The 5th consecutive The first Asia hospitality year group to formally incorporate GSTC CENTARA

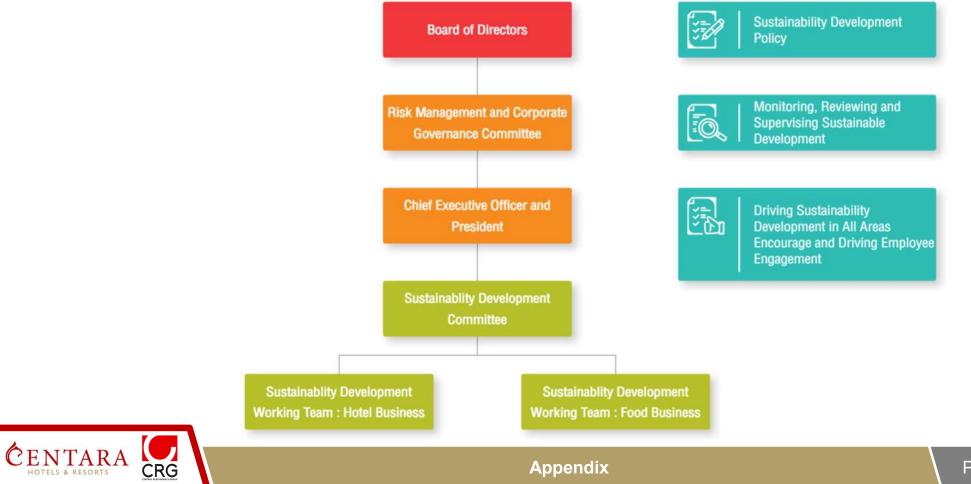
Sustainability

SUSTAINABILITY AWARDS

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SUSTAINABILITY STRUCTURE



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SUSTAINABLE MANAGEMENT GOALS







