



Central Plaza Hotel PCL

Presentation Q2/2023

A MODERN MASTERPIECE
IN THE HEART OF OSAKA

**CENTARA
GRAND**
HOTEL OSAKA

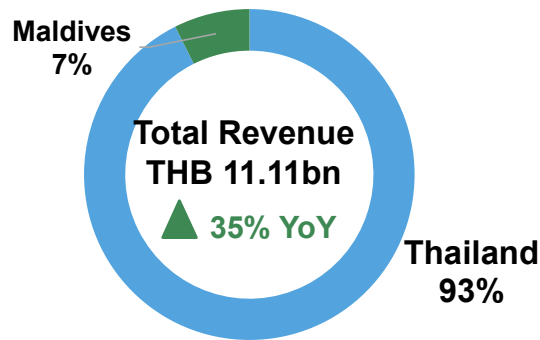
OPENING 1st JULY

AGENDA

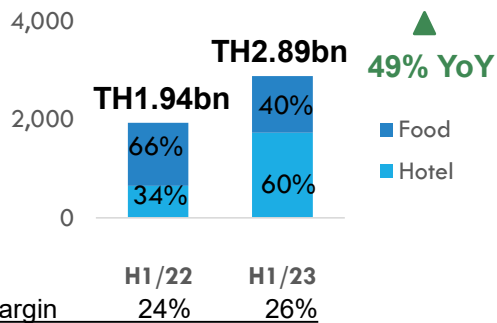
- **CENTEL's Overview**
- **Hotel business overview**
- **Food business overview**
- **Investment plan and guidance 2023**
- **Appendix**

CENTEL OVERVIEW H1/23

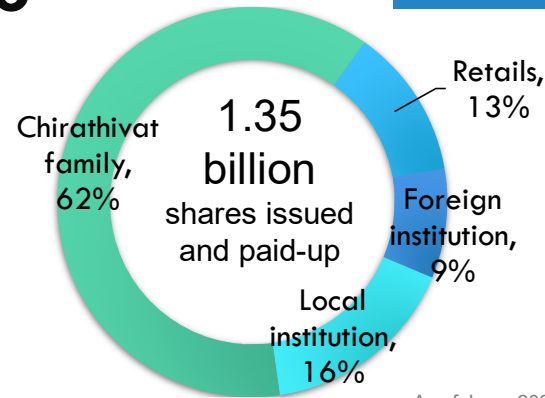
Total Revenue Contribution H1/23



Total EBITDA Contribution H1/23



CENTEL shareholding structure



As of June 2023

Hotel : 6 brands



Food : 20 brands



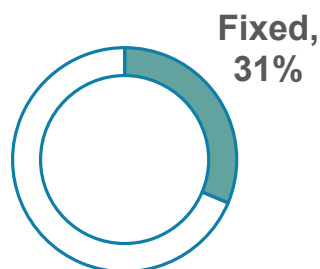
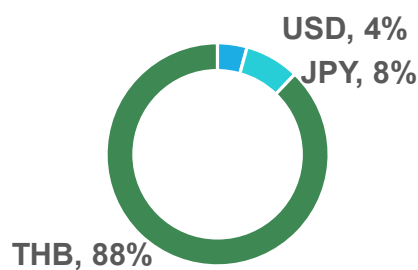
CENTEL Overview

GEARING RATIO & DEBT COMPONENT:

H1/23 AVERAGE FINANCE COST OF 3.5%, FIXED INTEREST RATE INCREASED FROM 19% TO 31% OF TOTAL INTEREST-BEARING DEBT QOQ

Gearing ratio	Dec 2022	Jun 2023
Interest bearing debt/Equity	1.2	1.5
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 15.3 bn



Jun 2023

Note: IBD = Interest Bearing Debt

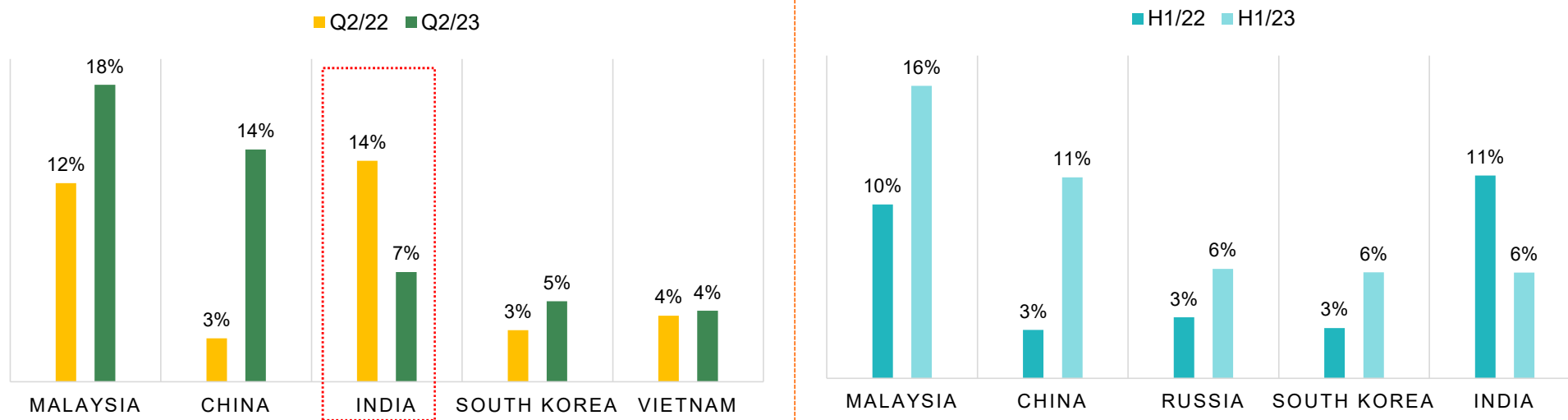
HOTEL BUSINESS OVERVIEW: Q2/23



THAILAND TOURISM OVERVIEW Q2/23 & H1/23:

CHINESE TOURIST INCREASED SIGNIFICANTLY IN Q2/22 & H1/23

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



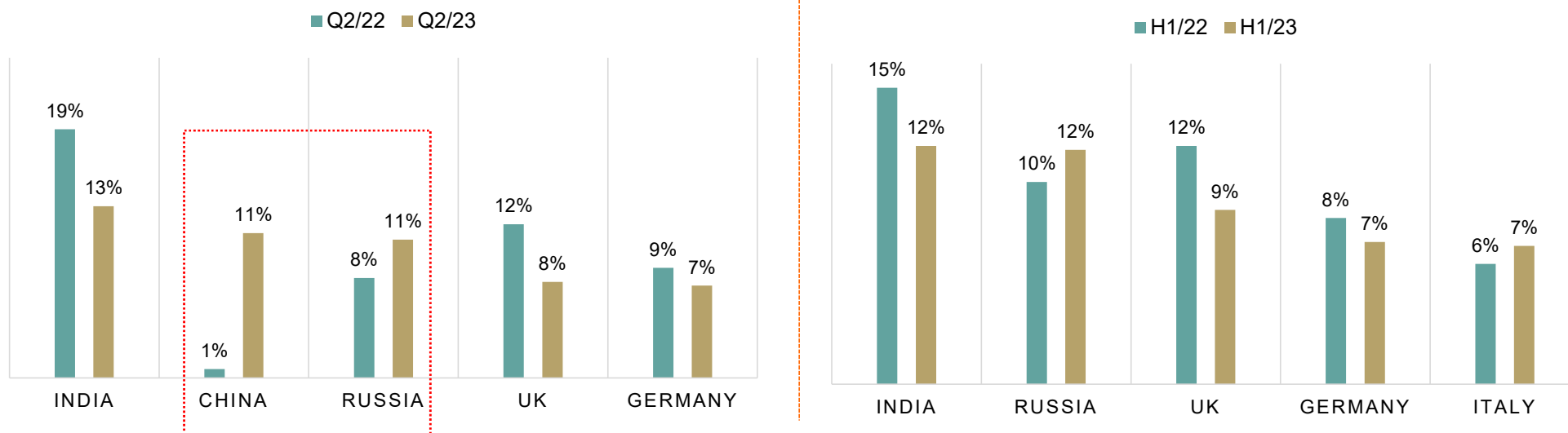
Unit: Million	Q2/22	Q2/23	Growth YoY	H1/22	H1/23	Growth YoY
Total Arrivals	1.58	6.44	307%	2.08	12.91	521%

Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q2/23 & H1/23:

Q2/23 CHINESE TOURIST DRAMATICALLY IMPROVED BUT NOT IN TOP 5 FOR H1/23, WHILE INDIA WAS DECLINING YOY.

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



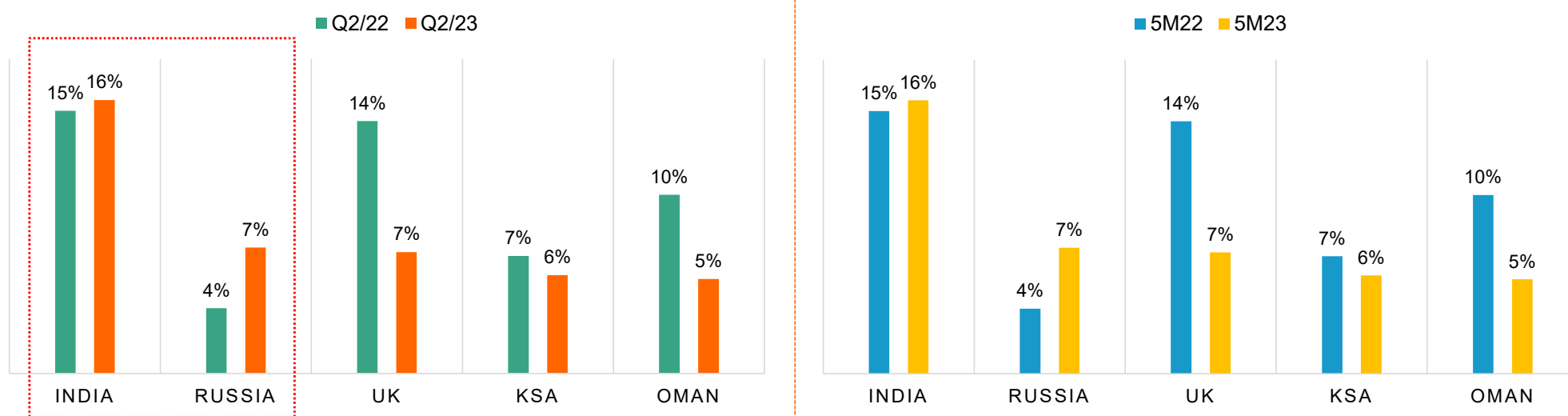
Unit: Persons	Q2/22	Q2/23	Growth YoY	H1/22	H1/23	Growth YoY
Total Arrivals	381,699	405,679	6%	813,219	929,607	14%

Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW 2QTD23 & 5M23:

2QTD/23 THANKS TO STRONG GROWTH FROM RUSSIA AND INDIA

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



Unit: Persons	2QTD22	2QTD23	Growth YoY	5M22	5M23	Growth YoY
Total Arrivals	2.20	2.72	24%	6.17	7.39	20%

Source: Dubai Economy and Tourism

HOTEL PORTFOLIO 20,081 ROOMS

MORE OVERSEAS DIVERSIFICATION

Number of hotels

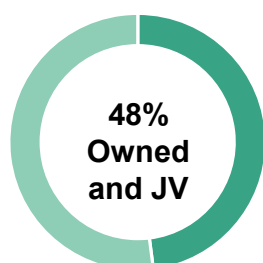
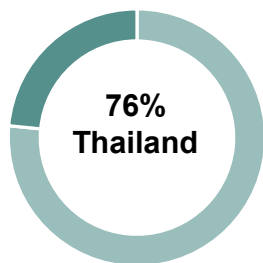
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	16	3	19	1	3	4	23
Managed	25	6	31	12	27	39	70
Total	41	9	50	13	30	43	93

Number of rooms

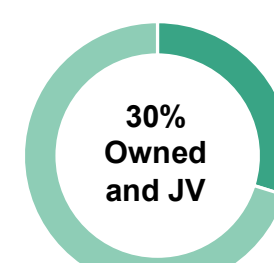
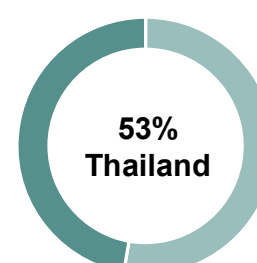
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	4,192	859	5,051	130	802	932	5,983
Managed	3,846	1,615	5,461	2,425	6,212	8,637	14,098
Total	8,038	2,474	10,512	2,555	7,014	9,569	20,081

As of June 2023

In operation by rooms



Total portfolio by rooms



PIPELINE – 9,569 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	485	416	245	1,471	2,747
Vietnam							1,149	1,274	2,423
Total Rooms	515	145	142	130	485	970	1,442	5,740	9,569
Total Hotels	1	1	1	1	3	6	5	25	43

Number of hotels as of June 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 6,730 keys

South Asia

Maldives 518 keys

Middle East

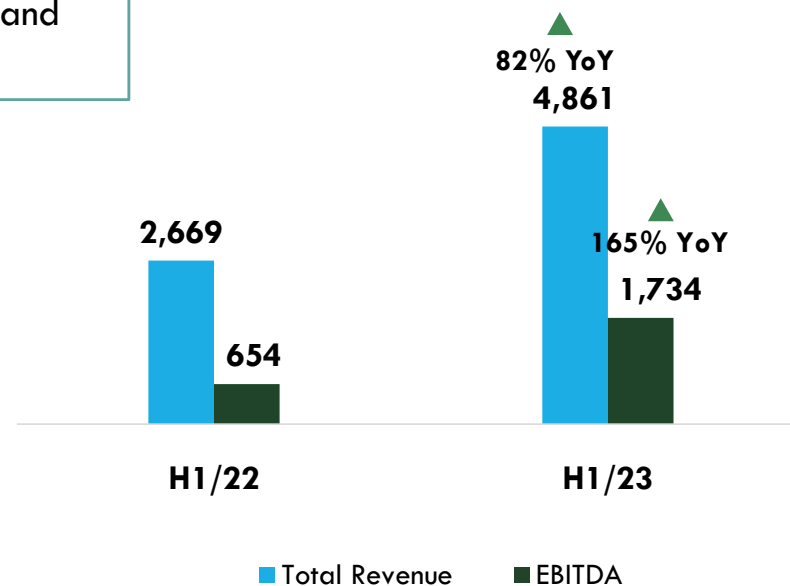
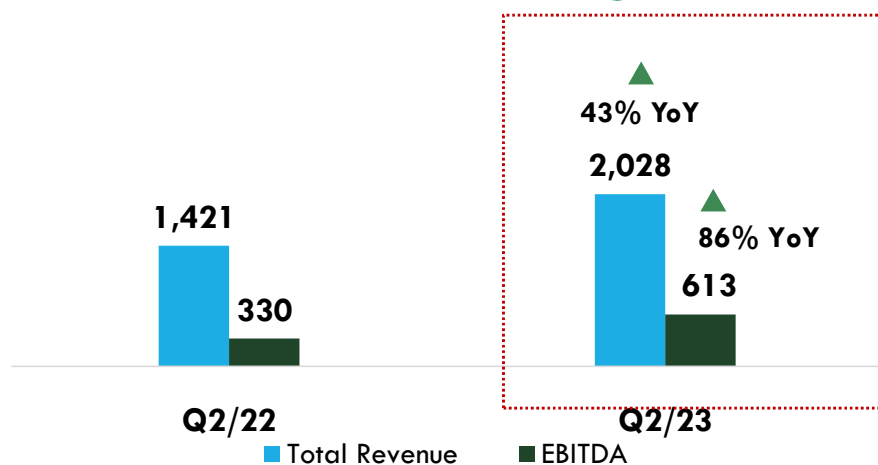
Qatar 761 keys

HOTEL PERFORMANCE:

Q2/23 PERFORMANCE SIGNIFICANTLY IMPROVED YOY DRIVEN BY THAILAND

Unit: THB mn

Pre-opening costs of Centara Grand
Osaka of THB77mn



Margin	Q2/22	Q2/23
EBITDA	23%	30%

H1/22	H1/23
25%	36%

KEY EXTRAORDINARY ITEMS AND DETAILS OF FINANCE COSTS:

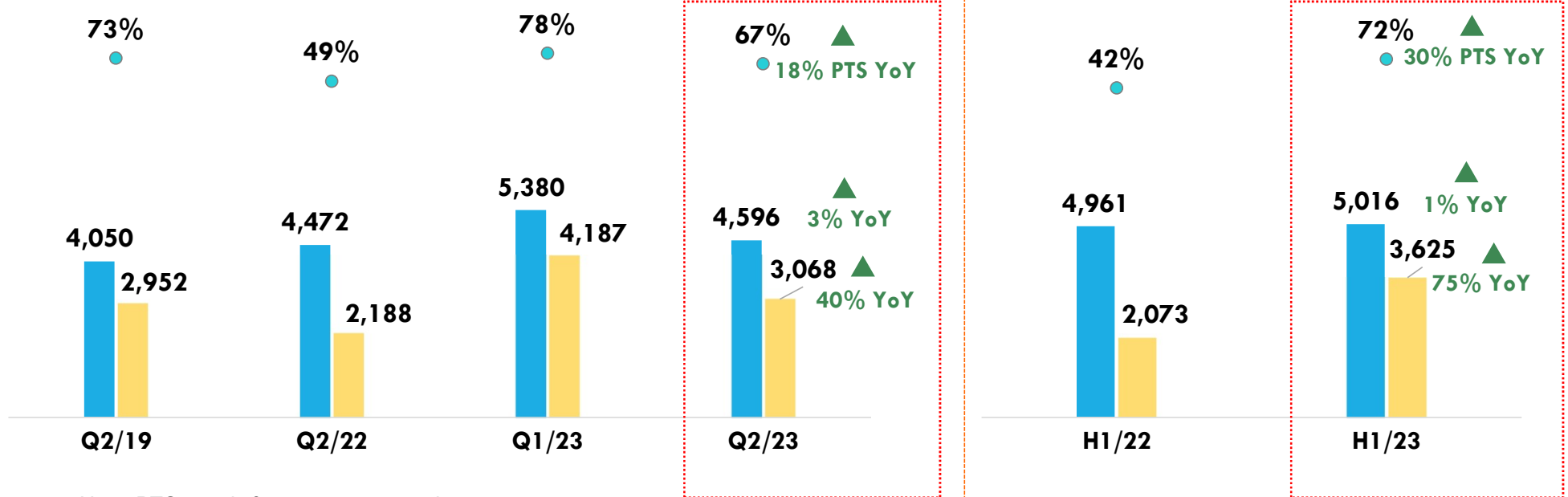
Items (Unit: THBmn)	Q2/2022	Q2/2023	H1/2022	H1/2023
Pre-opening costs of Centara Grand Osaka (Opened July 1, 2023)	(9)	(77)	(11)	(100)
Depreciation related to the Lease Contract of Centara Grand Osaka	-	(28)	-	(28)
Interest Expenses related to the Lease Contract of Centara Grand Osaka	-	(42)	-	(42)
Gain (Loss) from Foreign Exchange Rate	(10)	38	80	63
Depreciation related to the Lease Contract of Centara Grand Beach Resort and Villas Hua Hin	-	(8)	-	(8)
Interest Expenses related to the Lease Contract of Centara Grand Beach Resort and Villas Hua Hin	-	(13)	-	(13)
Grand Total	(19)	(130)	69	(128)

Items (Unit: THBmn)	Q2/2022	Q2/2023	H1/2022	H2/2023
Interest Expenses Related to the Lease Liabilities	(82)	(128)	(168)	(193)
Interest Expenses Related to the Interest Bearing Debts	(95)	(145)	(181)	(266)
Grand Total Finance Costs	(177)	(273)	(349)	(459)

TOTAL OWN PORTFOLIO:

Q2/23 REVPAR INCREASED BY 40% YOY DRIVEN BY THAILAND AND DUBAI

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

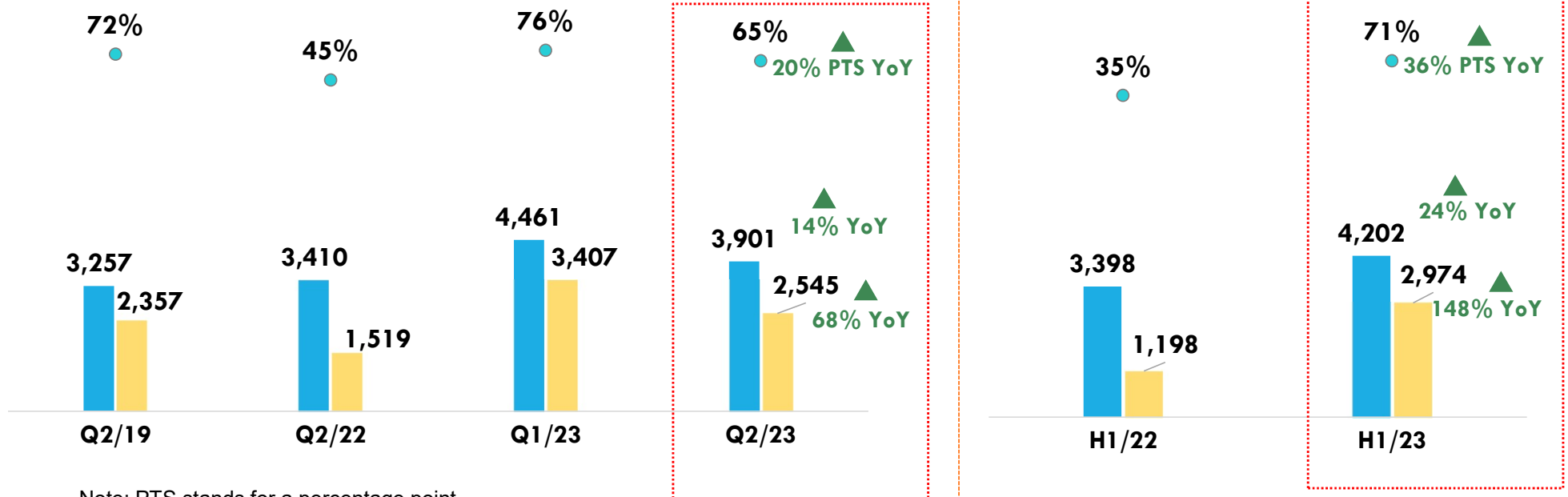


Note: PTS stands for a percentage point

THAILAND PORTFOLIO:

Q2/23 REVPAR INCREASED BY 68% YOY SIGNIFICANT GROWTH FROM BANGKOK, HAT YAI, SAMUI, AND PHUKET

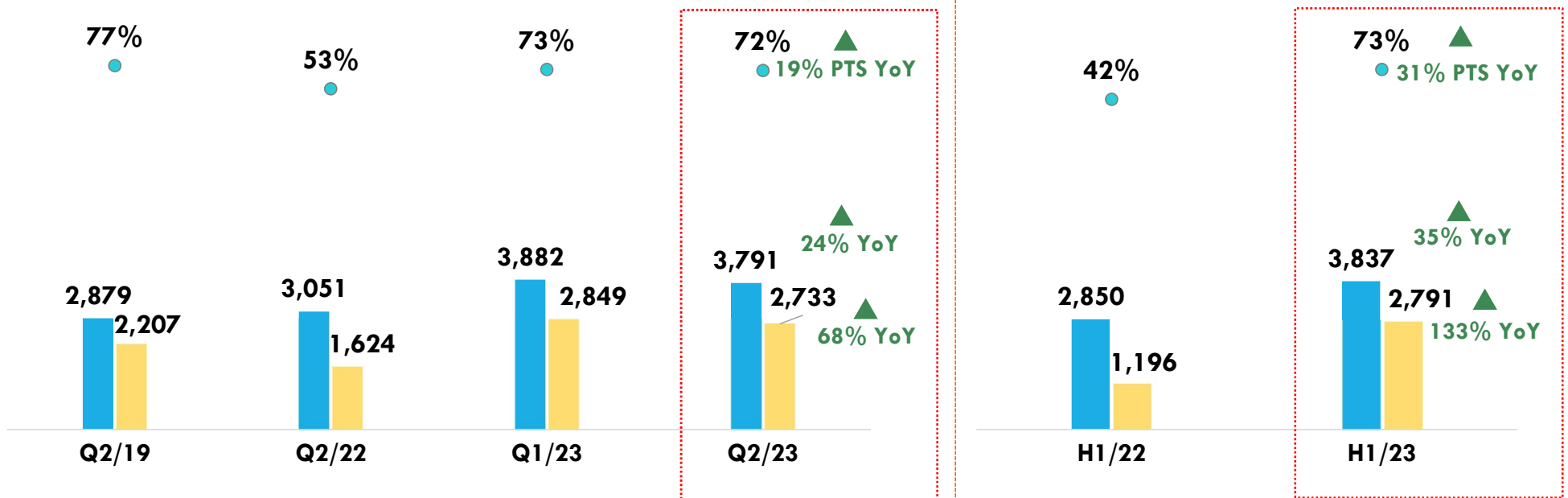
■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



BANGKOK PORTFOLIO :

Q2/23 REVPAR RAISED BY 68% YOY DRIVEN BY STRONG PERFORMANCE OF FIVE-STAR HOTELS

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

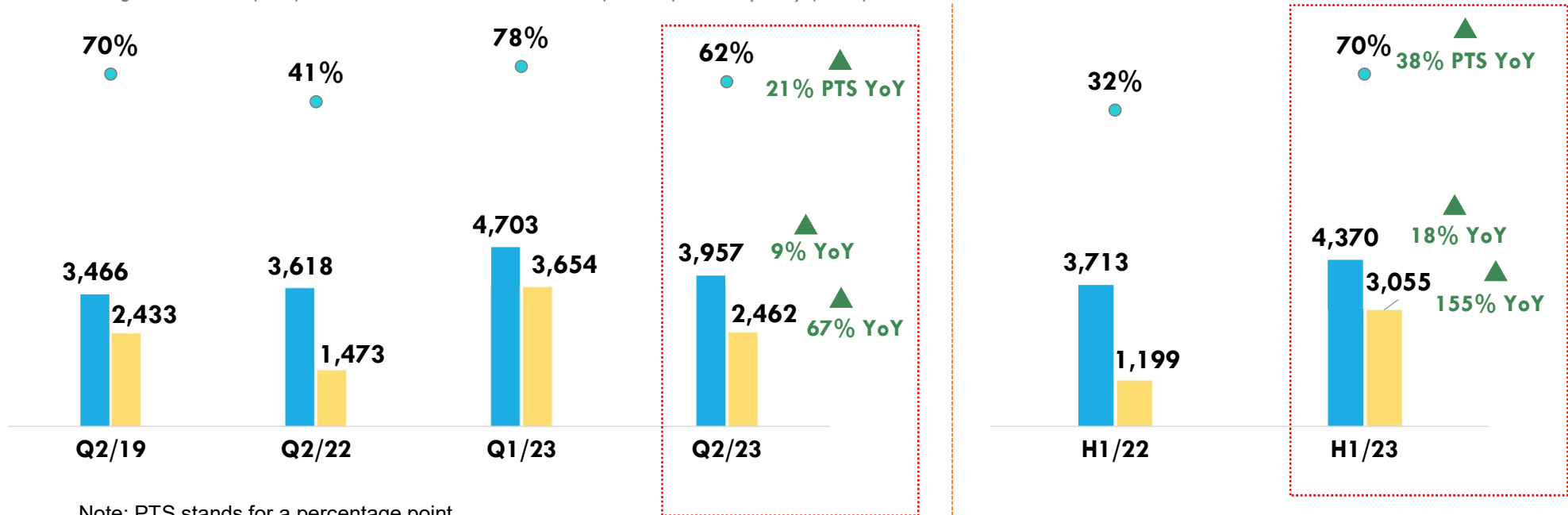


Note: PTS stands for a percentage point

UPCOUNTRY PORTFOLIO:

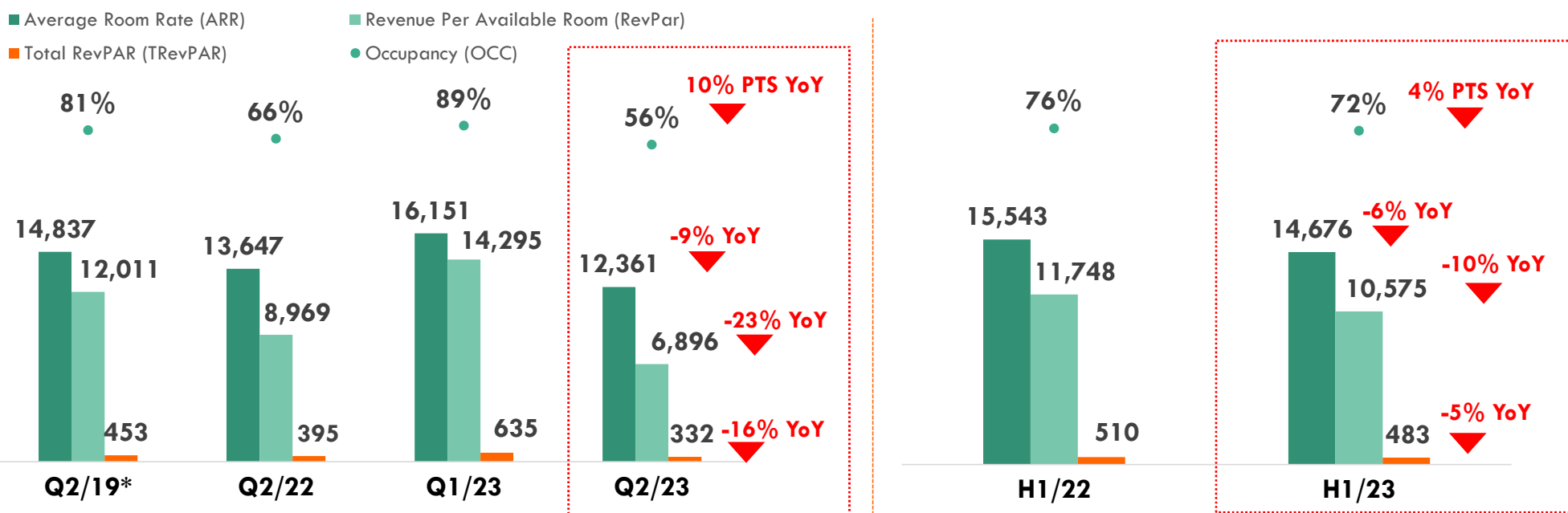
Q2/23 REVPAR IMPROVED BY 67% YOY MAINLY DRIVEN BY THE OCCUPANCY

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



MALDIVES PORTFOLIO:

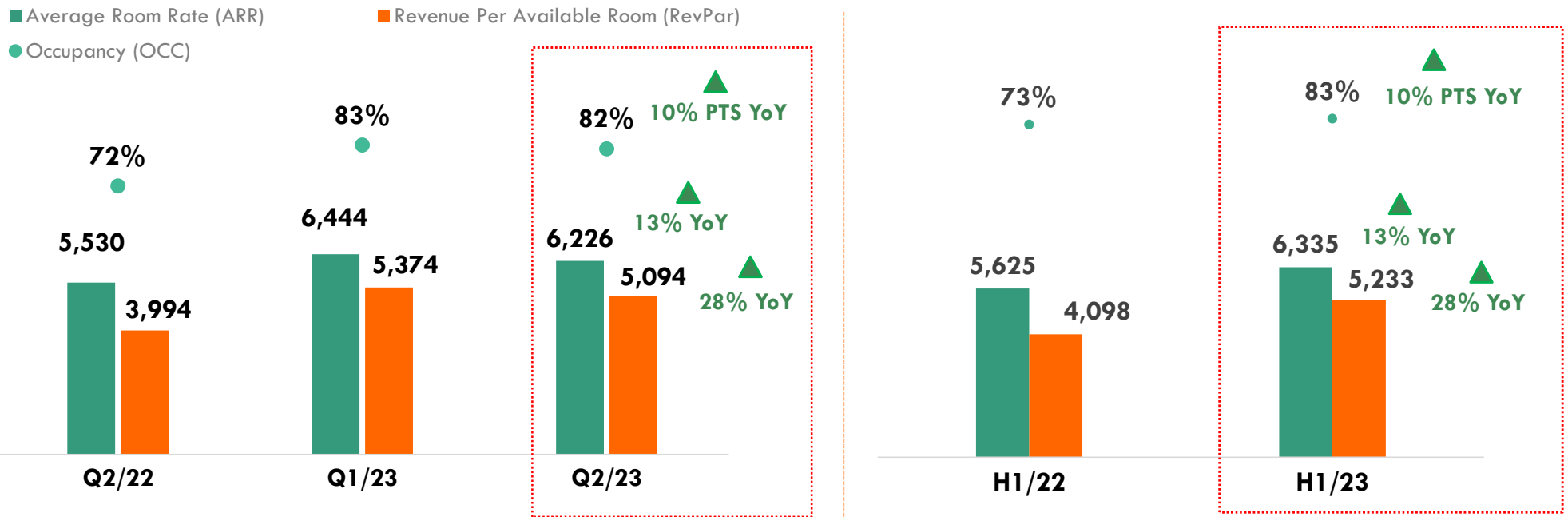
Q2/23 REVPAR DRECREASED BY 23% YOY DUE TO INDIAN, A KEY CUSTOMER, SHITFING DEMAND WHILE CHINESE RECOVERY IS WEAKER THAN EXPECTED.



Note: *Q2/19 F&B included in Room Revenue
PTS stands for a percentage point

DUBAI PORTFOLIO:

Q2/23 REVPAR INCREASED BY 28% YOY FROM OCCUPANCY AND ROOM RATE GROWTH

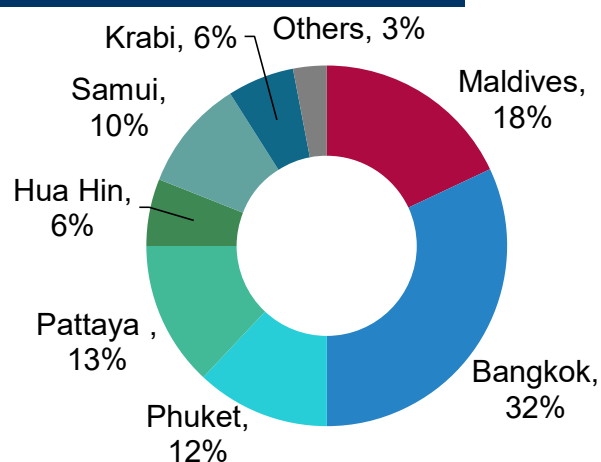


Note: PTS stands for a percentage point

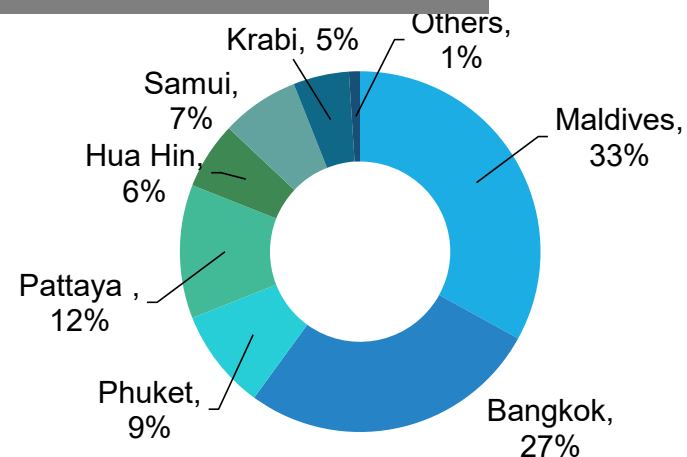
TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

THAILAND'S OUTSTANDING PERFORMANCE WAS DRIVEN BY INTERNATIONAL TOURIST ARRIVALS

H1/23 Total revenue breakdown



H1/22 Total revenue breakdown



H1/23	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi
% RevPar growth YoY	133%	-10%	191%	111%	99%	235%	164%

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

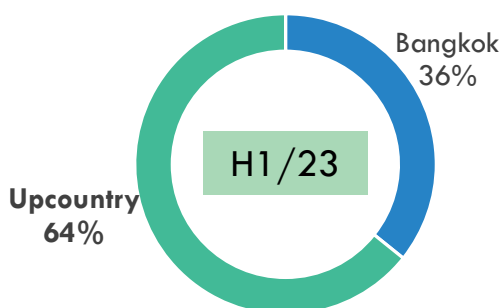
FOOD BUSINESS OVERVIEW Q2/2023



AS OF 30 JUN 23: 1,590 OUTLETS, +78 (5% GROWTH YOY)

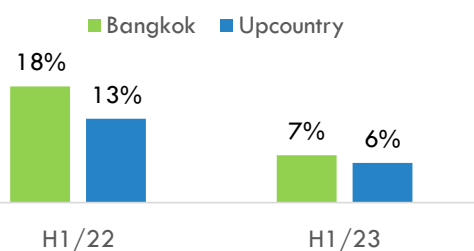
MAJOR EXPANSION INCLUDED KFC, MISTER DONUT, ARIGATO (SHOP-IN-SHOP MODEL) AUNTIE ANNES'S, KATSUYA, SALAD FACTORY AND SHINZANZEN

Number of outlets by location



Note: All brands in Thailand

H1/22-23 SSS: Bangkok vs Upcountry



Note: Excluded JVs

Brands	# of outlets	Change yoy
10 Franchised brands		
KFC	324	+19
Mister Donut	467	+10
Auntie Anne's	214	+12
Ootoya	45	-1
Pepper Lunch	50	+2
Chabuton/ Kagetsu Arashi	16	-
Yoshinoya	27	-5
Tenya	12	-
Katsuya	60	+8
Cold Stone	16	-
Total	1,231	+45

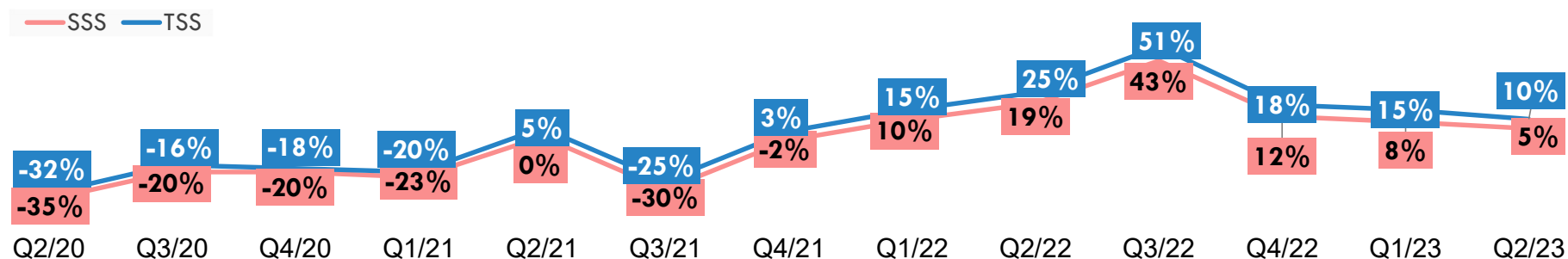
* Excluded managed outlets

Brands	# of outlets	Change yoy
5 Owned brands		
The Terrace*	5	-1
Aroi Dee	25	-12
Kowlune	1	-
Arigato	198	+36
Grab Kitchen by Every Food	17	-8
Total	246	+15
5 Joint Ventures' brands		
Salad Factory	33	+8
Brown Café	9	-6
Café Amazon – Vietnam	21	+9
Somtarn Nua	5	-
Shinkanzen Sushi/ Nak-La Mookata	45	+7
Total	113	+18
Grand Total	1,590	+78

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

KFC AND JAPANESE BRANDS WERE KEY GROWTH DRIVERS IN Q2/23

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



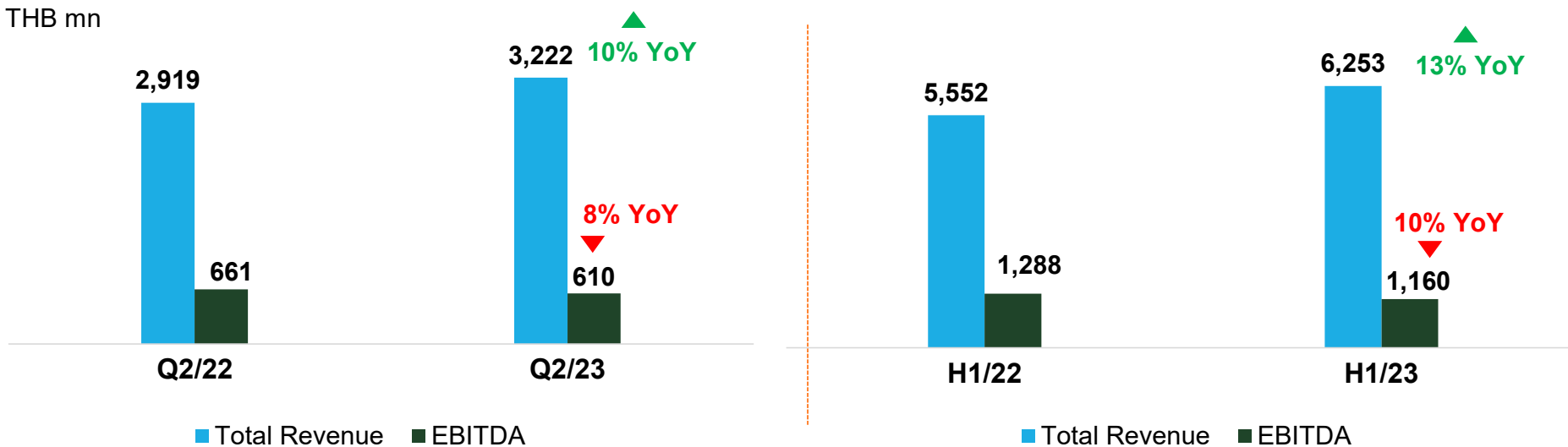
	SSS		TSS		SSS		TSS	
	Q2/22	Q2/23	Q2/22	Q2/23	H1/22	H1/23	H1/22	H1/23
Top 4 brands	16%	5%	22%	9%	12%	7%	18%	11%
Others**	45%	0%	45%	13%	29%	3%	36%	18%
Total Average	19%	5%	25%	10%	14%	6%	20%	13%

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

FOOD FINANCIAL PERFORMANCE:

Q2/23 COST INFLATION CONTINUED PRESSURE PROFIT MARGIN

Unit: THB mn



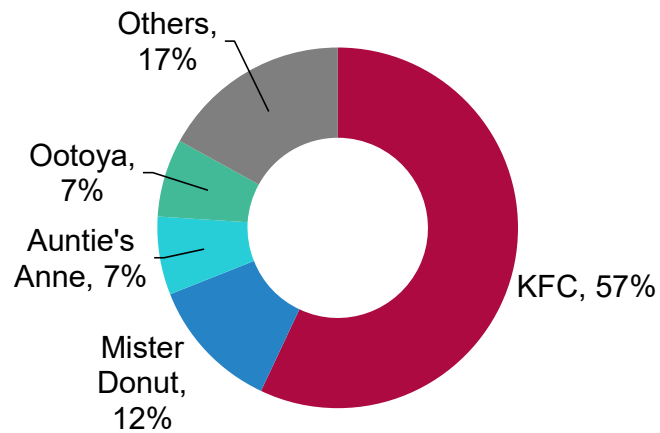
Margin	Q2/22	Q2/23
EBITDA	23%	19%

H1/22	H1/23
23%	19%

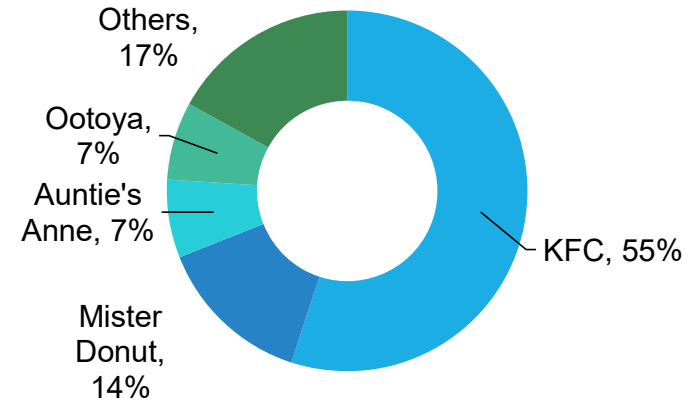
TOTAL FOOD REVENUE BY KEY BRANDS:

TOP 4 BRANDS CONTRUBUTED ABOUT 83% OF TOTAL SALES, LEADING BY KFC

H1/23 Total revenue breakdown*



H1/22 Total revenue breakdown*



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

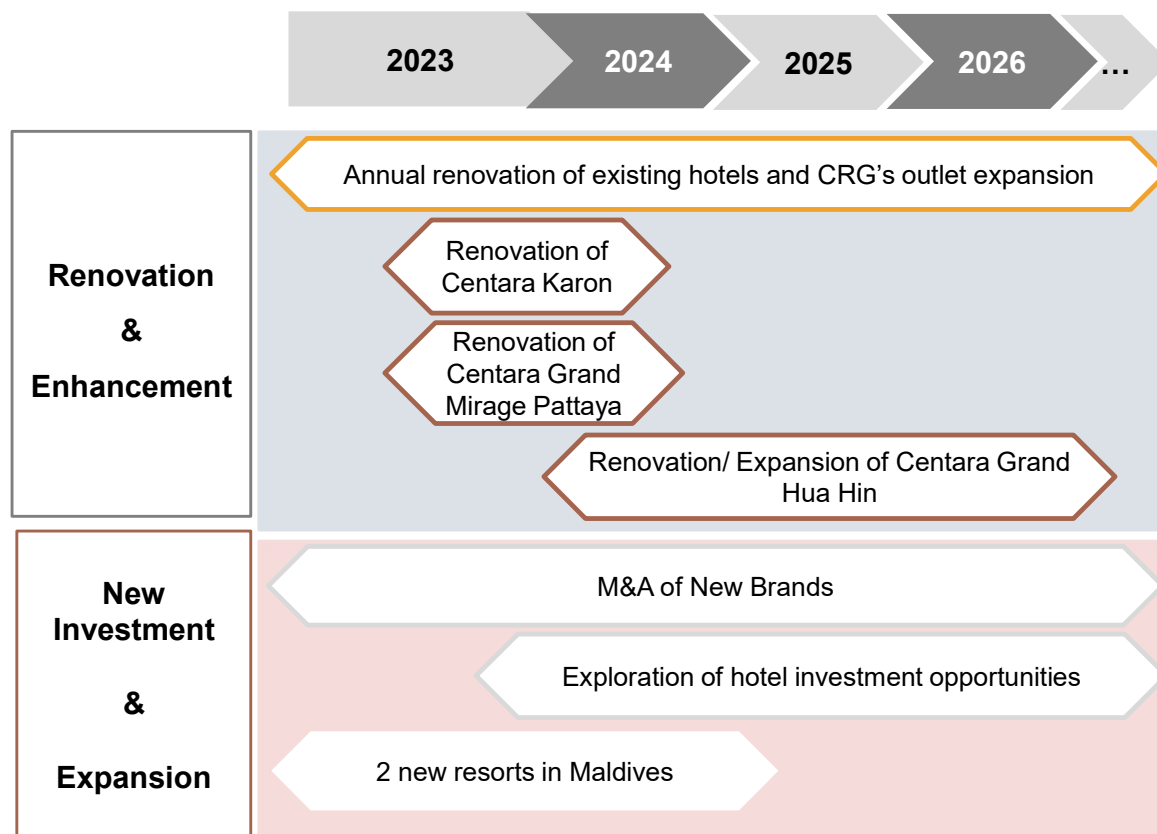
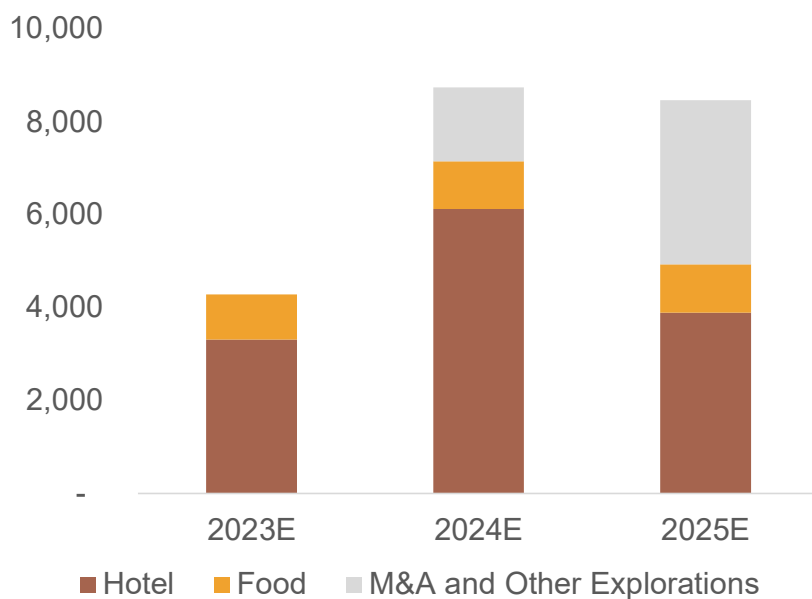
INVESTMENT PLAN & GUIDANCE



CENTEL'S CAPEX PLAN:

PARTIAL CAPEX IN 2023 HAS BEEN SHIFT TO 2024-2025

Investment (THB mn)



GUIDANCE 2023

- **Hotel:** Thailand drove the growth with a higher occupancy rate, while Japan would drive the ARR in H2/23.
- **Food:** Revenue growth is driven by dine-in & take away and heavy outlet expansion in H2/23. However, the guidance reflects a sign of a slowdown in consumption since late Q2/23, and also the high base in H2/22 due to pent-up demand after lifting the COVID-19 restrictions.

	2023
Hotel	
Occupancy Rate (%)	68% - 72%
RevPar (THB)	3,400 – 3,700
Food	
SSS	5% - 7%
TSS	10% - 12%
Number of outlets	+110 to +130 net number of outlets (Including shop-in-shop of Arigato in Mister Donut)

THE IMPACT OF LEASE CONTRACTS IN HUA HIN'S AND JAPAN'S HOTELS IN Q3-Q4/2023

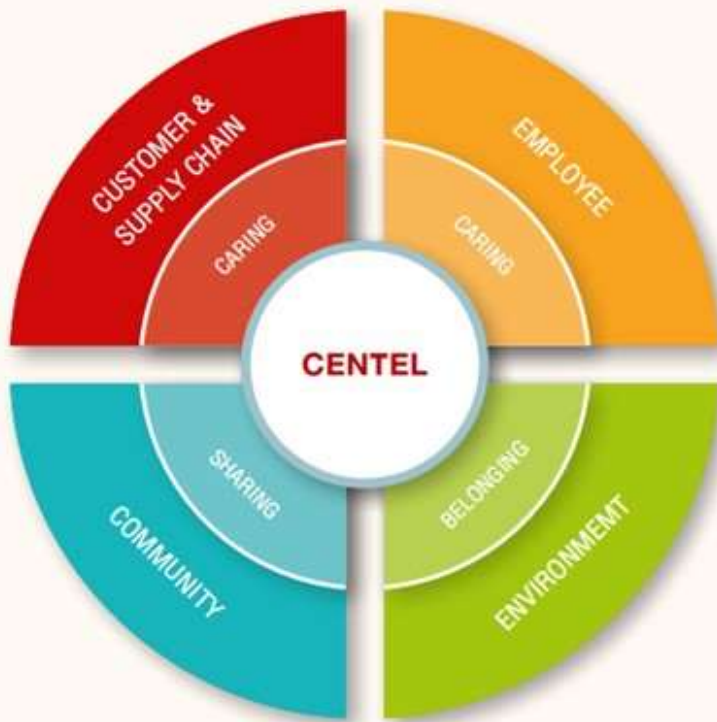
The impact of Lease Contracts (Unit: in Baht Million)	Q3/2023	Q4/2023
Centara Grand Beach Resort and Villas Hua Hin		
• Depreciation	(15)	(15)
• Interest Expenses	(25)	(24)
• Income tax income (expense) from Deferred Tax	(32)	8
Centara Grand Osaka		
• Depreciation	(28)	(28)
• Interest Expenses	(42)	(42)

SUSTAINABILITY



Centara Ras Fushi Resort & Spa Maldives

SUSTAINABLE MANAGEMENT



- The company has determined the three pillars of sustainable management, including Caring-Sharing-Belonging which focuses on the 4 stakeholders which are customers-suppliers, employees, communities, and environment.
- The Risk Management and Corporate Governance Committee proposed the Net Zero goal to the Board of Directors with the first phase goal in 10 years from 2020-2029 of reducing greenhouse gas emissions to 20% compared to the base year in 2019 and the second phase goal in 2040 of reducing greenhouse gas emissions by 50% compared to the base year with the goal of increasing the clean energy share, planting trees to absorb carbon dioxide of 200,000 trees, and declaring its commitment to achieving Net Zero by 2050 with the goals of achieving net zero in Scope 1 and 2 and expanding to Scope 3 in 2023.

SUSTAINABLE MANAGEMENT GOALS

The sustainable development policy has led to sustainability strategy and goals for sustainable business growth covering the economic, social, and environmental dimensions.



MATERIAL TOPICS AND SCOPE OF MATERIAL TOPICS

CENTEL material sustainability topics that impact its business and stakeholders covering the economic, social, and environmental aspects are as follows:



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

CONSOLIDATED EARNING Q2/23:

OPERATING PERFORMANCE SIGNIFICANTLY IMPROVED YOY THANKS TO RECOVERY OF HOTELS IN THAILAND

THB million	Q2/22	Q2/23	% Chg YoY	H1/22	H1/23	% Chg YoY
Total hotel revenue	1,421	2,028	43%	2,669	4,861	82%
Total food revenue	2,919	3,222	10%	5,552	6,253	13%
Total revenues	4,340	5,250	21%	8,221	11,114	35%
EBITDA	992	1,223	23%	1,942	2,894	49%
EBITDA margin (%)	23%	23%	-	24%	26%	2% pts
EBIT	184	454	147%	367	1,404	283%
EBIT margin (%)	4%	9%	5% pts	4%	13%	9% pts
Net Profit (Loss)	22	121	450%	(21)	750	3671%
% net profit (loss)	1%	2%	1% pts	0%	7%	7% pts

Note: pts stands for percentage point

HOTELS IN OPERATION AS OF 30 JUNE 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 30 JUNE 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		

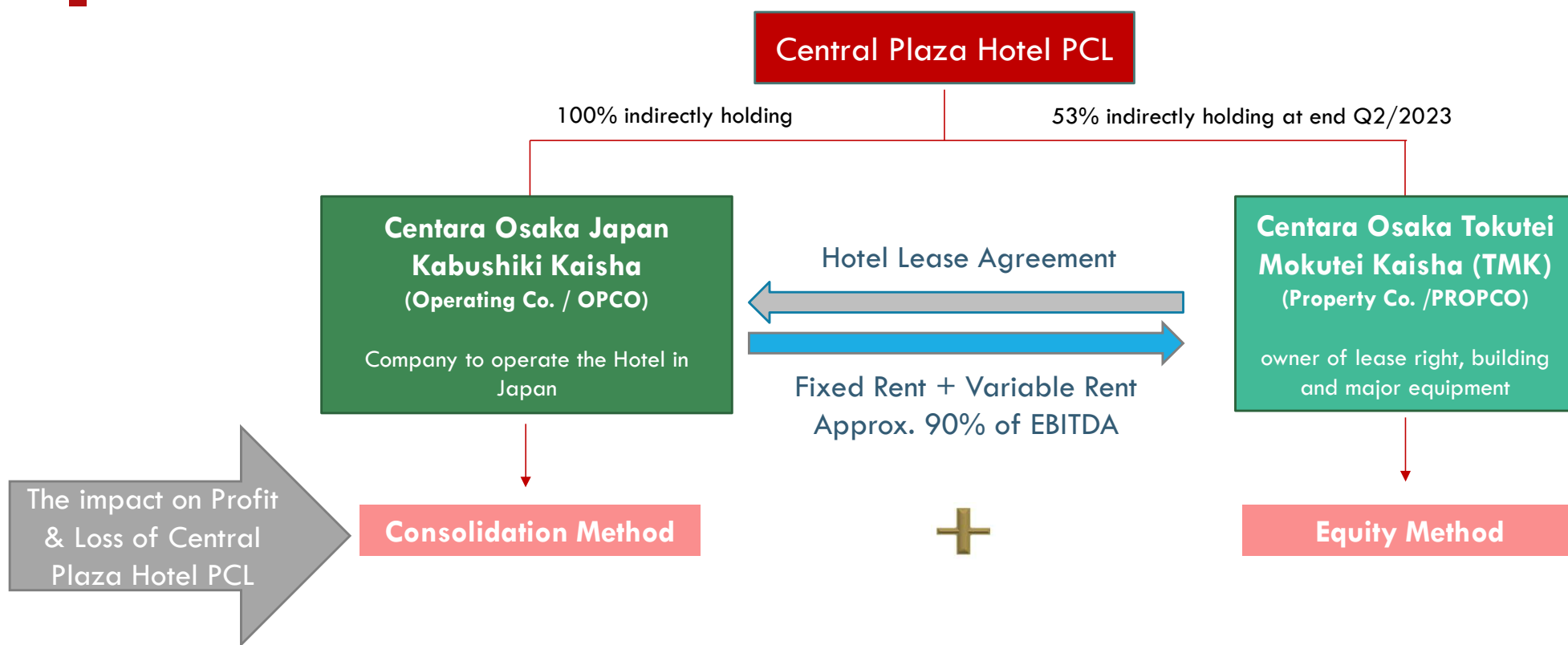
HOTELS IN OPERATION AS OF 30 JUNE 2023 (3/4)

	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 30 JUNE 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

THANK YOU