



Central Plaza Hotel PCL

Opportunity Day Q2/2023

A MODERN MASTERPIECE  
IN THE HEART OF OSAKA

**CENTARA  
GRAND**  
HOTEL OSAKA

OPENING 1<sup>st</sup> JULY



# AGENDA

- **Q2/23 performance summary**
- **Hotel business and Food business overview**
- **Investment plan and guidance 2023**
- **Sustainability**
- **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%        |
| <b>Total revenues</b>    | <b>4,340</b> | <b>5,250</b> | <b>21%</b> | <b>8,221</b> | <b>11,114</b> | <b>35%</b> |
| <b>EBITDA</b>            | <b>992</b>   | <b>1,223</b> | <b>23%</b> | <b>1,942</b> | <b>2,894</b>  | <b>49%</b> |
| EBITDA margin (%)        | 23%          | 23%          | -          | 24%          | 26%           | 2% pts     |
| <b>EBIT</b>              | <b>184</b>   | <b>454</b>   | 147%       | 367          | 1,404         | 283%       |
| EBIT margin (%)          | 4%           | 9%           | 5% pts     | 4%           | 13%           | 9% pts     |
| <b>Net Profit (Loss)</b> | <b>22</b>    | <b>121</b>   | 450%       | (21)         | 750           | 3671%      |
| % net profit (loss)      | 1%           | 2%           | 1% pts     | 0%           | 7%            | 7% pts     |

Note: pts stands for percentage point

## KEY EXTRAORDINARY ITEMS AND DETAILS OF FINANCE COSTS (1/2) :

| Items (Unit: THBmn)  | Q1/2022   | Q2/2022     | Q1/2023  | Q2/2023      |
|--|-----------|-------------|----------|--------------|
| Pre-opening costs of Centara Grand Osaka (Opened July 1, 2023)                                   | (2)       | (9)         | (23)     | (77)         |
| Depreciation related to the Lease Contract of Centara Grand Osaka                                | -         | -           | -        | (28)         |
| Interest Expenses related to the Lease Contract of Centara Grand Osaka                           | -         | -           | -        | (42)         |
| Gain (Loss) from Foreign Exchange Rate   | 90        | (10)        | 25       | 38           |
| Depreciation related to the Lease Contract of Centara Grand Beach Resort and Villas Hua Hin      | -         | -           | -        | (8)          |
| Interest Expenses related to the Lease Contract of Centara Grand Beach Resort and Villas Hua Hin | -         | -           | -        | (13)         |
| <b>Grand Total</b>   | <b>88</b> | <b>(19)</b> | <b>2</b> | <b>(130)</b> |

| Items (Unit: THBmn)                                     | Q1/2022      | Q2/2022      | Q1/2023      | Q2/2023      |
|---|--------------|--------------|--------------|--------------|
| Interest Expenses Related to the Lease Liabilities      | (86)         | (82)         | (65)         | (128)        |
| Interest Expenses Related to the Interest Bearing Debts | (86)         | (95)         | (121)        | (145)        |
| <b>Grand Total Finance Costs</b>                        | <b>(172)</b> | <b>(177)</b> | <b>(186)</b> | <b>(273)</b> |

## KEY EXTRAORDINARY ITEMS AND DETAILS OF FINANCE COSTS (1/2) :

| 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)         |
| <b>Grand Total</b>   | <b>(19)</b> | <b>(130)</b> | <b>69</b> | <b>(128)</b> |

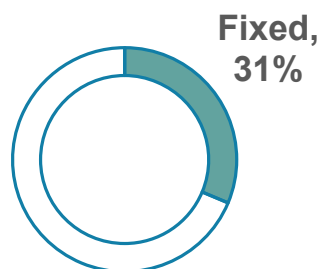
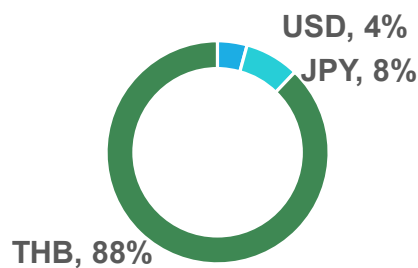
| Items (Unit: THBmn)                                     | Q2/2022      | Q2/2023      | H1/2022      | H2/2023      |
|---|--------------|--------------|--------------|--------------|
| Interest Expenses Related to the Lease Liabilities      | (82)         | (128)        | (168)        | (193)    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

# GEARING RATIO & DEBT COMPONENT:

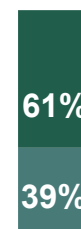
H1/23 AVERAGE FINANCE COST OF 3.5%, FIXED INTEREST RATE INCREASED FROM 19% TO 31% OF TOTAL INTEREST-BEARING DEBT QOQ

| 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**

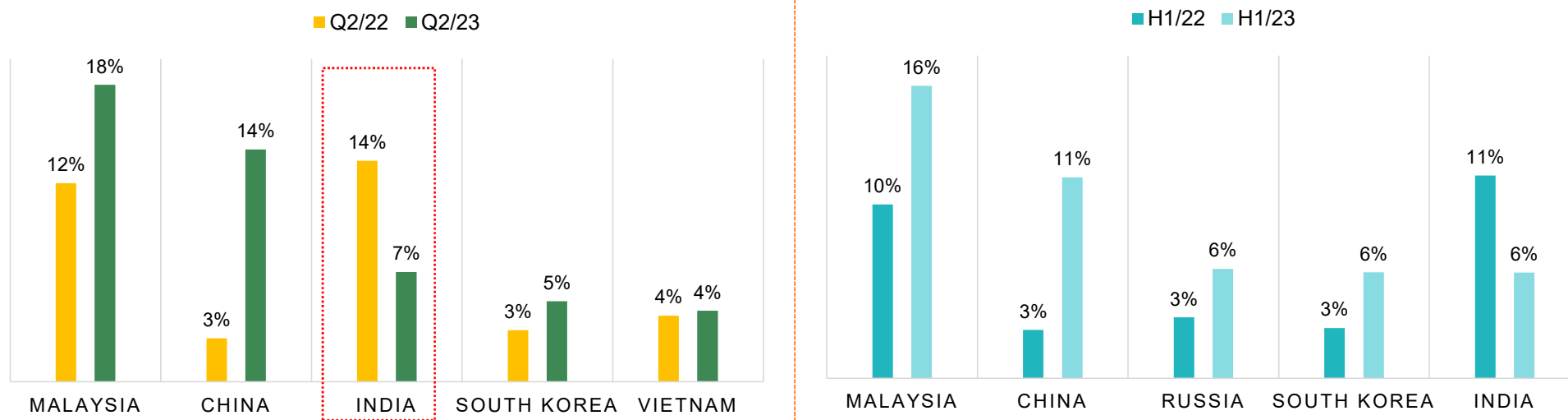
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# THAILAND TOURISM OVERVIEW Q2/23 & H1/23:

## 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%       |

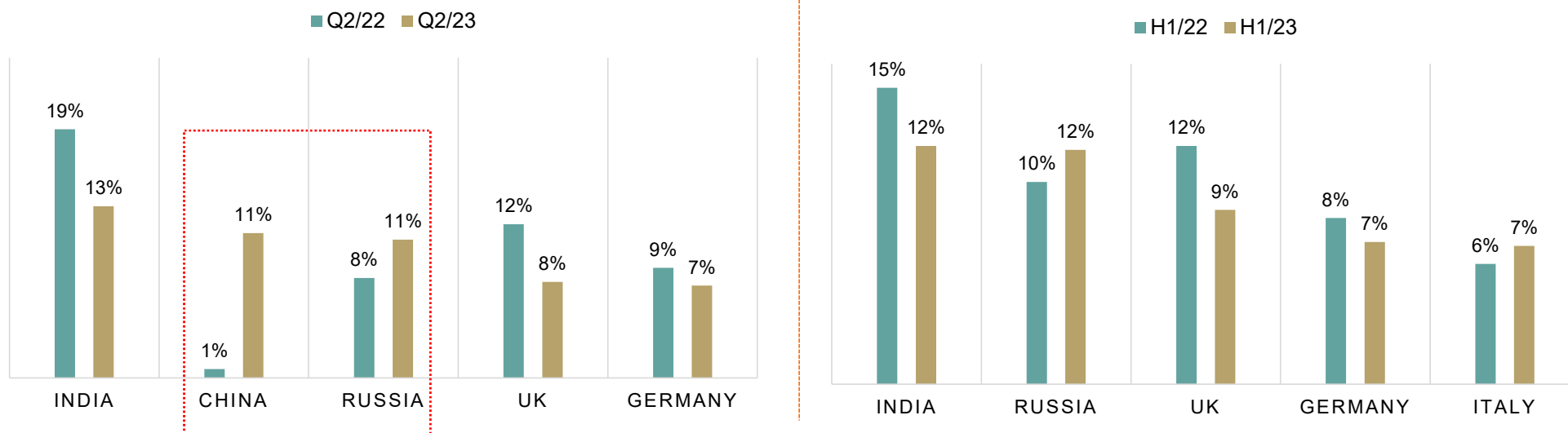
Source: Ministry of Tourism and Sport, Thailand



## 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)



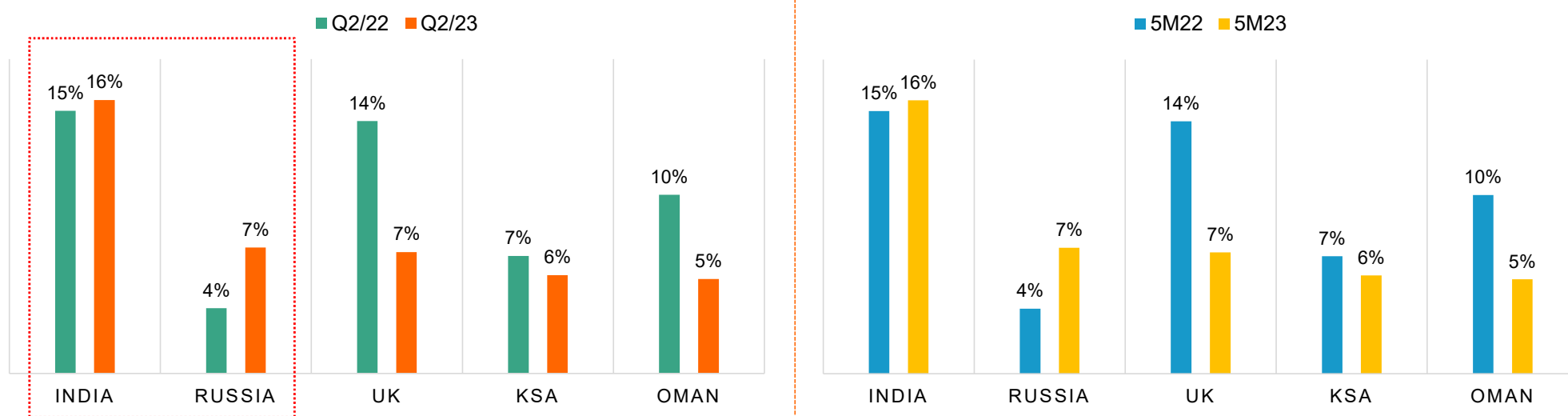
| Unit: Persons  | Q2/22   | Q2/23   | Growth YoY | H1/22   | H1/23   | Growth YoY |
|----------------|---------|---------|------------|---------|---------|------------|
| Total Arrivals | 381,699 | 405,679 | 6%         | 813,219 | 929,607 | 14%        |

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

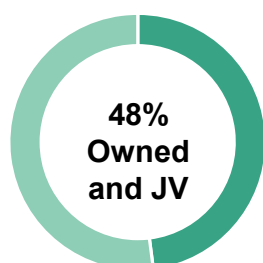
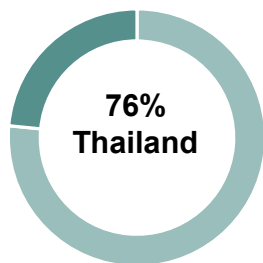
|                     | In operation |          |       | Pipeline |          |       | Grand total |
|---------------------|--------------|----------|-------|----------|----------|-------|-------------|
|                     | Thailand     | Overseas | Total | Thailand | Overseas | Total |         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

### Number of rooms

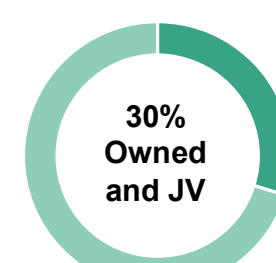
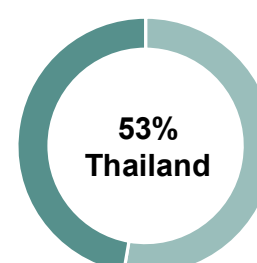
|                     | In operation |          |        | Pipeline |          |       | Grand total |
|---------------------|--------------|----------|--------|----------|----------|-------|-------------|
|                     | Thailand     | Overseas | Total  | Thailand | Overseas | Total |             |
| <b>Owned and JV</b> | 4,192        | 859      | 5,051  | 130      | 802      | 932   | 5,983       |
| <b>Managed</b>      | 3,846        | 1,615    | 5,461  | 2,425    | 6,212    | 8,637 | 14,098      |
| <b>Total</b>        | 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        |
| <b>Total Rooms</b>  | <b>515</b>   | <b>145</b> | <b>142</b> | <b>130</b>   | <b>485</b>     | <b>970</b> | <b>1,442</b> | <b>5,740</b> | <b>9,569</b> |
| <b>Total Hotels</b> | <b>1</b>     | <b>1</b>   | <b>1</b>   | <b>1</b>     | <b>3</b>       | <b>6</b>   | <b>5</b>     | <b>25</b>    | <b>43</b>    |

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

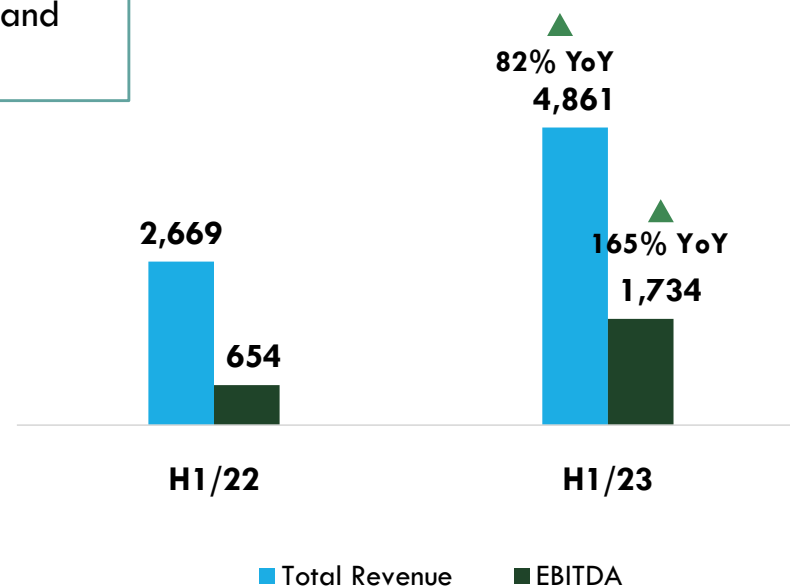
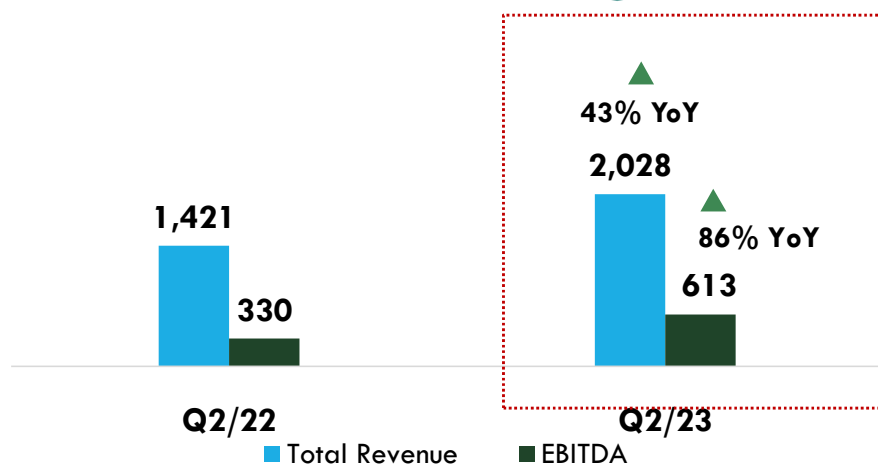


# HOTEL PERFORMANCE:

Q2/23 PERFORMANCE SIGNIFICANTLY IMPROVED YOY DRIVEN BY THAILAND

Unit: THB mn

Pre-opening costs of Centara Grand  
Osaka of THB77mn



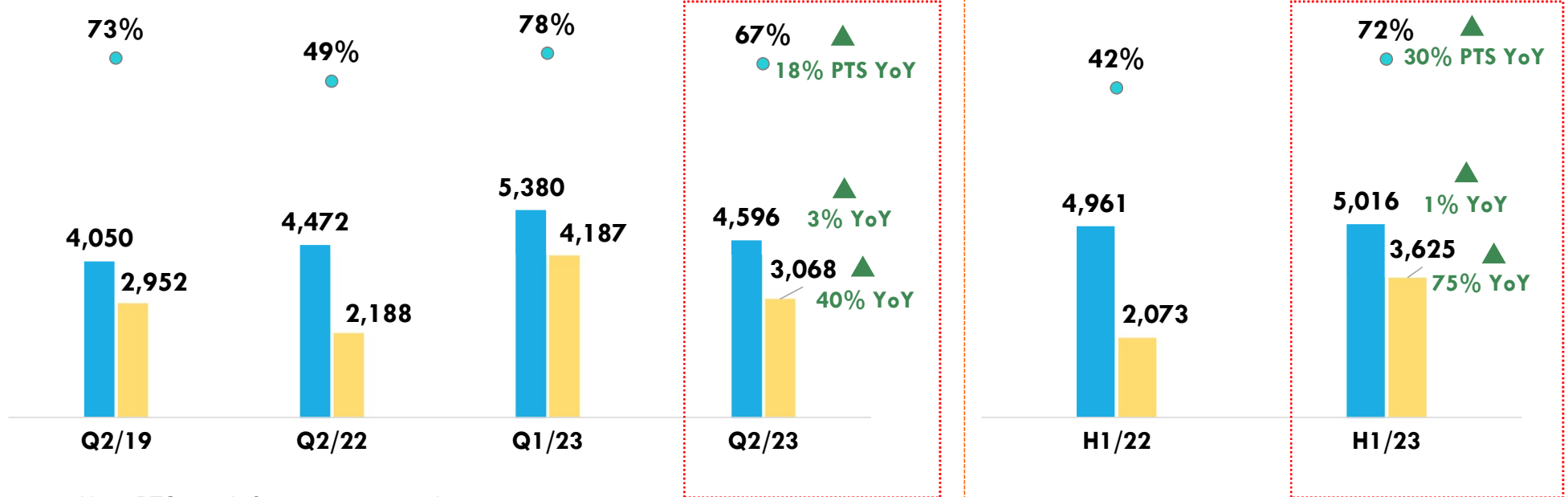
| Margin | Q2/22 | Q2/23 |
|--------|-------|-------|
| EBITDA | 23%   | 30%   |

| H1/22 | H1/23 |
|-------|-------|
| 25%   | 36%   |

# 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)

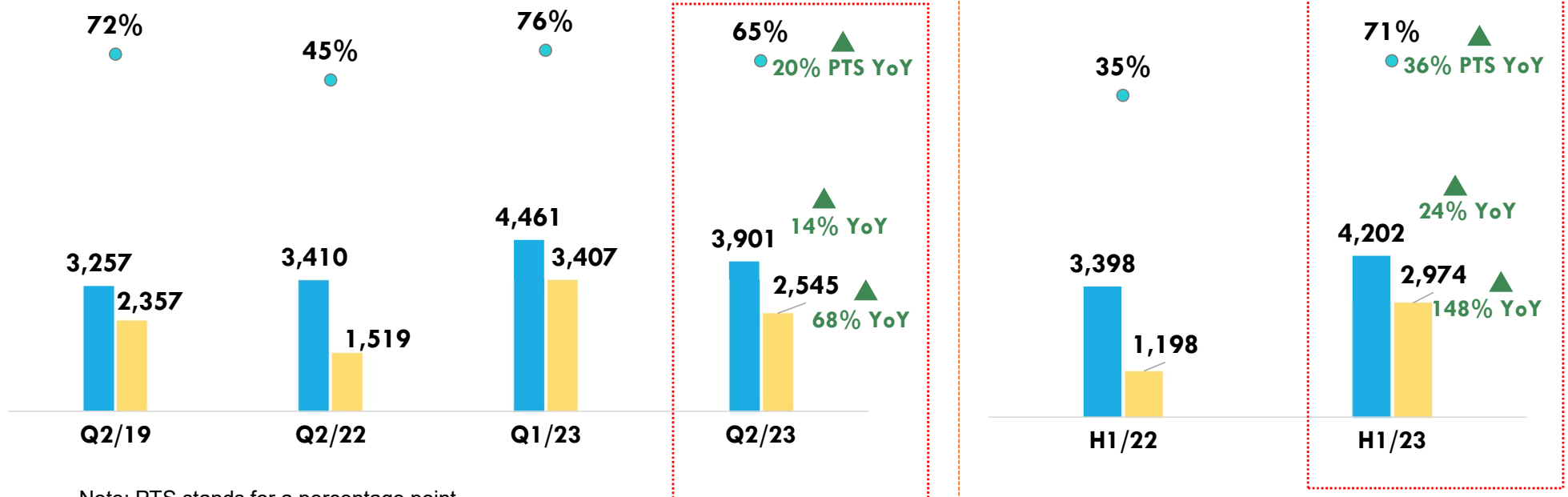


Note: PTS stands for a percentage point

# 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)

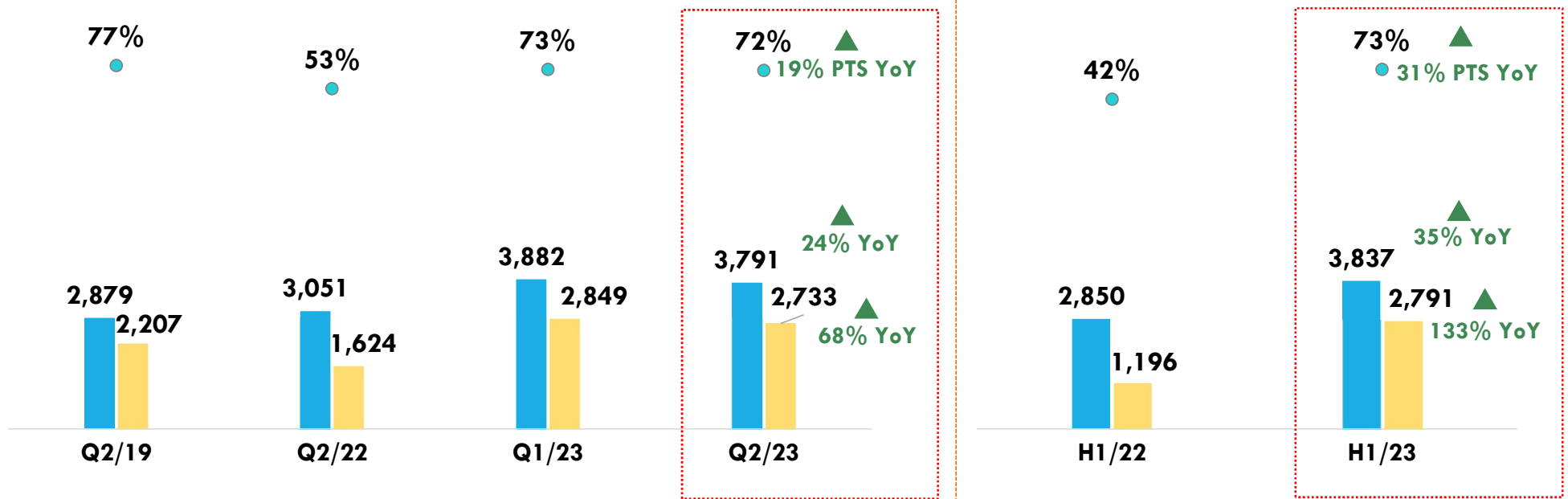


Note: PTS stands for a percentage point

# 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)



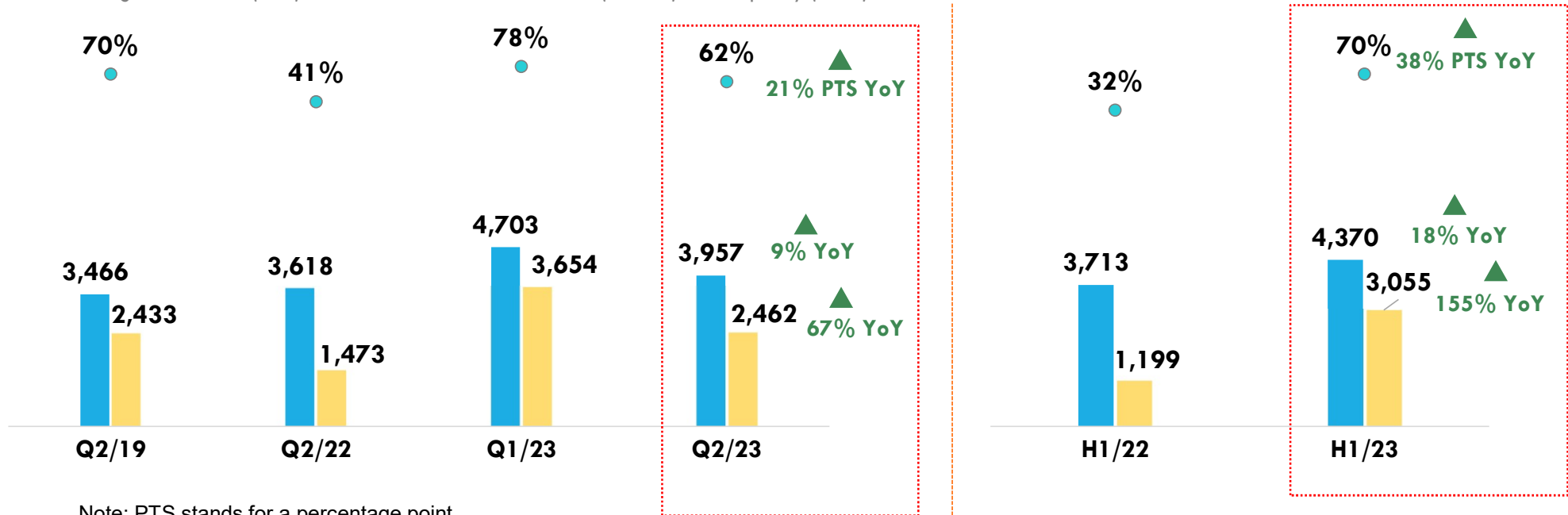
Note: PTS stands for a percentage point



# UPCOUNTRY PORTFOLIO:

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

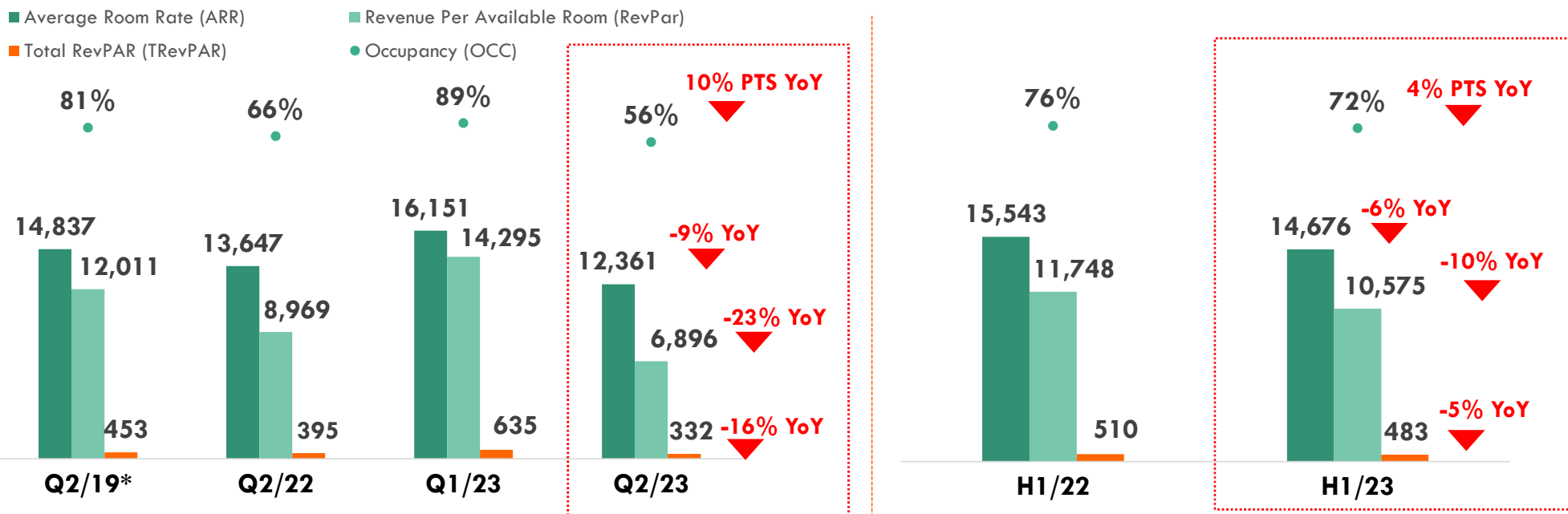
■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



Note: PTS stands for a percentage point

# MALDIVES PORTFOLIO:

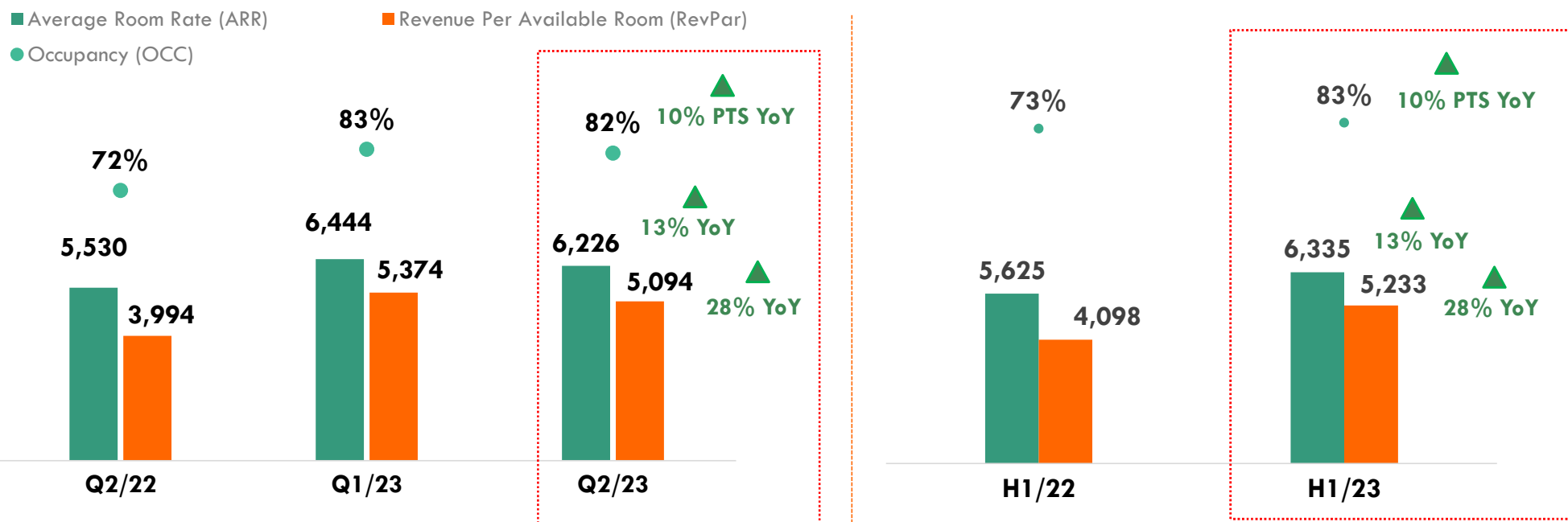
Q2/23 REVPAR DRECREASED BY 23% YOY DUE TO INDIAN, A KEY CUSTOMER, SHITFING DEMAND WHILE CHINESE RECOVERY IS WEAKER THAN EXPECTED.



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

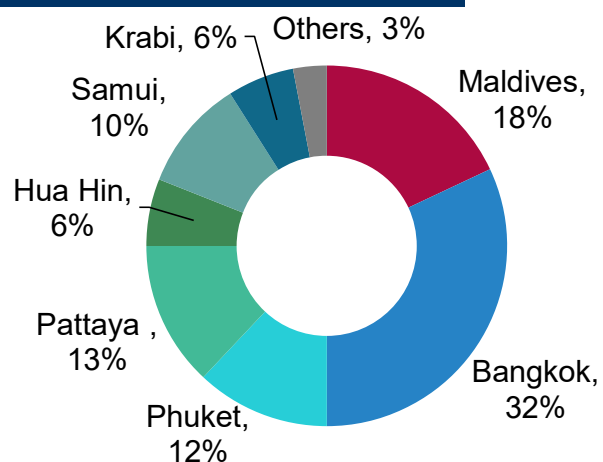


Note: PTS stands for a percentage point

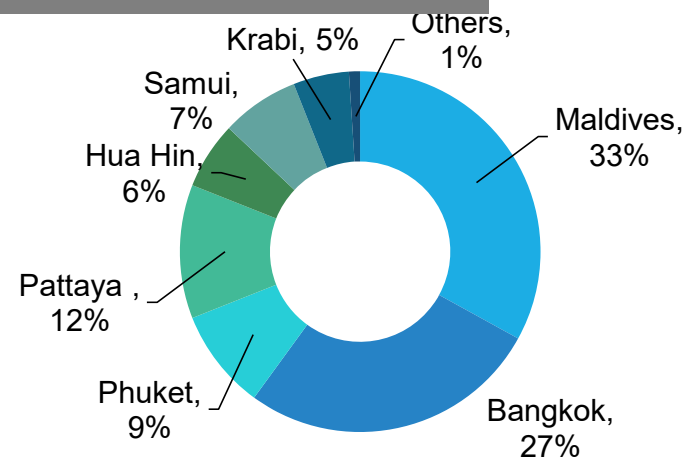
# TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

## 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

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

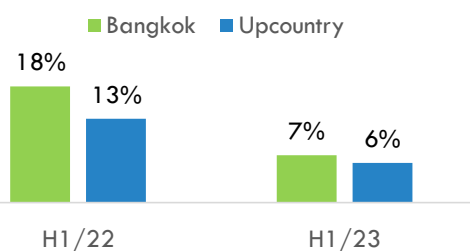
KEY EXPANSION WAS FROM KFC, BAKERY & BEVERAGE (MISTER DONUT, ARIGATO – INCLUDING SHOP-IN-SHOP).

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

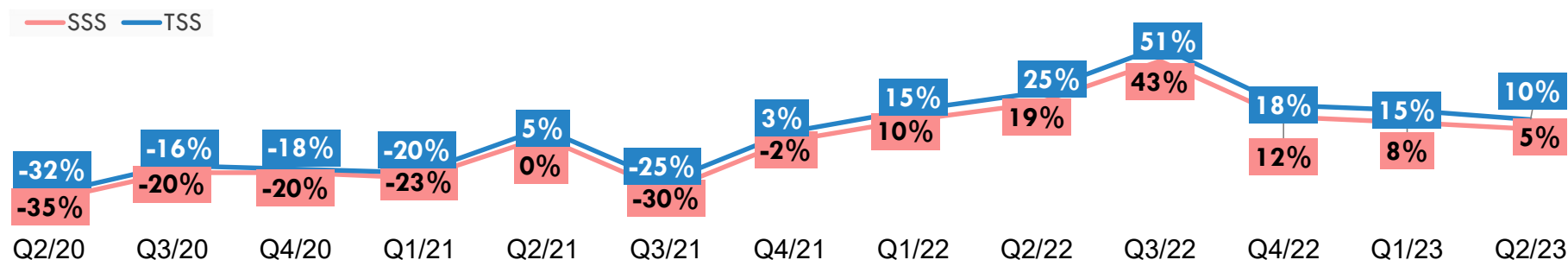
\* Excluded managed outlets

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

# SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

KFC DROVE THE REVENUE GROWTH IN Q2/23

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



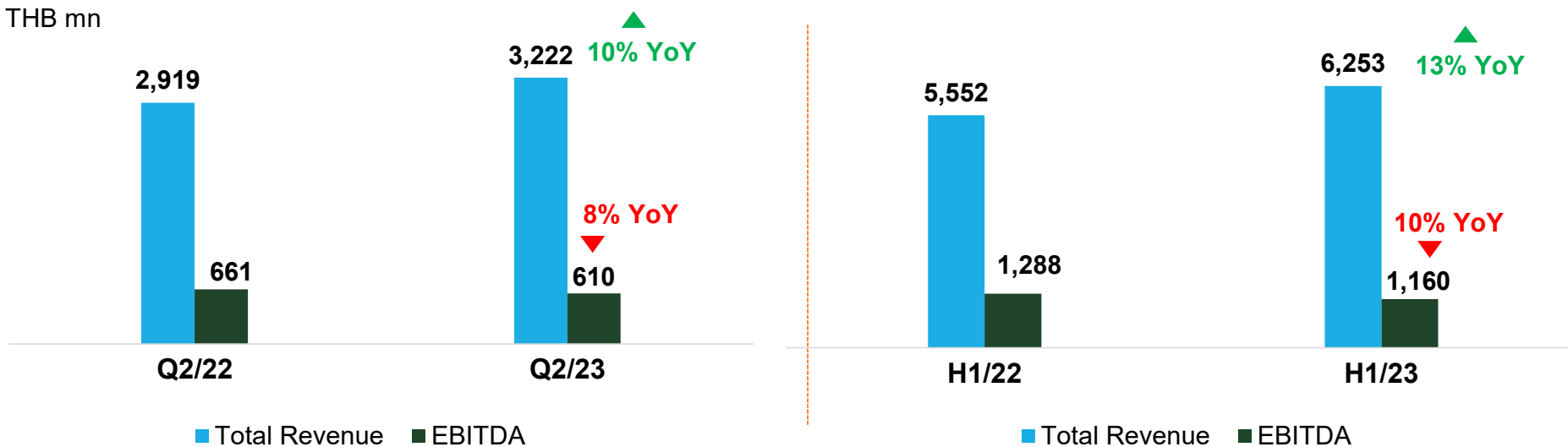
|                      | SSS        |           | TSS        |            | SSS        |           | TSS        |            |
|----------------------|------------|-----------|------------|------------|------------|-----------|------------|------------|
|                      | Q2/22      | Q2/23     | 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%        |
| <b>Total Average</b> | <b>19%</b> | <b>5%</b> | <b>25%</b> | <b>10%</b> | <b>14%</b> | <b>6%</b> | <b>20%</b> | <b>13%</b> |

\*CRG only excluded Joint Ventures brands (Salad Factory, Brown Café, Café Amazon – Vietnam, Sontam 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%   |

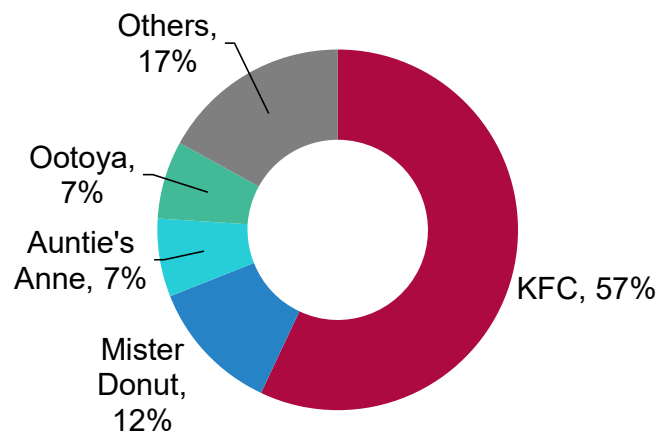
| H1/22 | H1/23 |
|-------|-------|
| 23%   | 19%   |



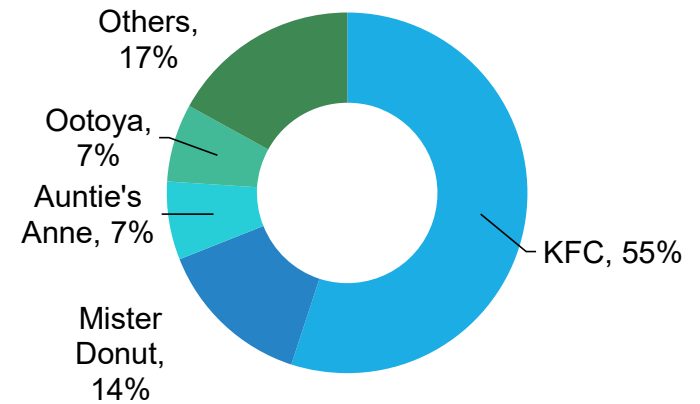
## TOTAL FOOD REVENUE BY KEY BRANDS:

TOP 4 BRANDS ACCOUNT >80% OF FOOD REVENUE LEAD 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

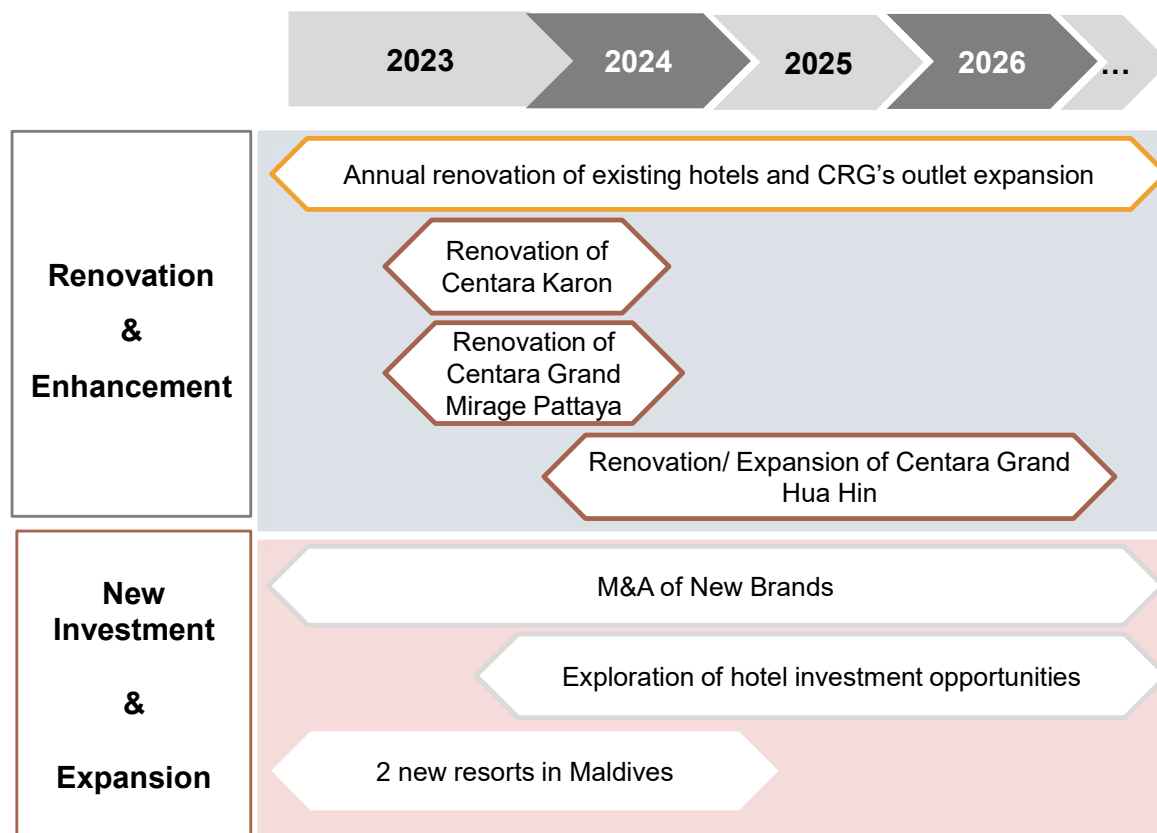
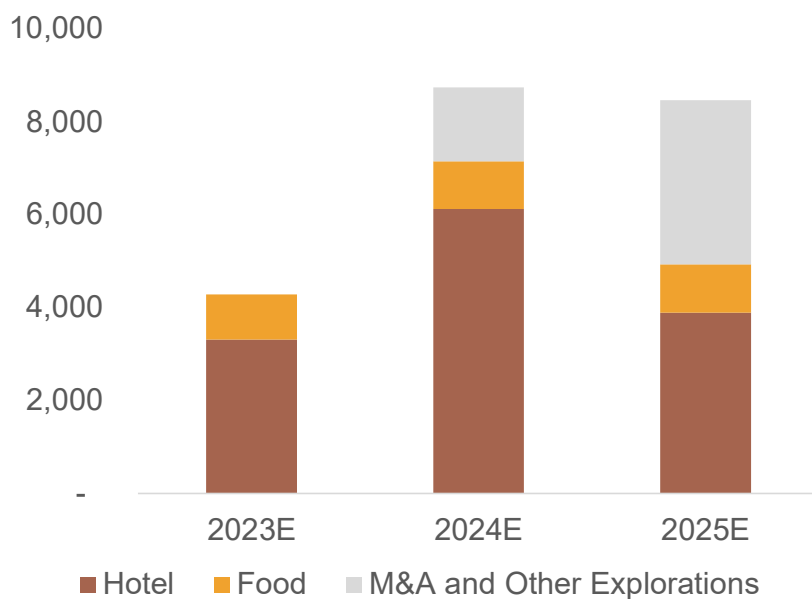
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# CENTEL'S CAPEX PLAN:

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  |
|--------------------|---|
| <b>Hotel</b>       |   |
| Occupancy Rate (%) | 68% - 72%   |
| RevPar (THB)       | 3,400 – 3,700   |
| <b>Food</b>        |   |
| SSS                | 5% - 7%   |
| TSS                | 10% - 12%   |
| Number of outlets  | +110 to +130 net number of outlets<br>(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 |
|---|---------|---------|
| <b>Centara Grand Beach Resort and Villas Hua Hin</b>  |         |         |
| • Depreciation  | (15)    | (15)    |
| • Interest Expenses                                   | (25)    | (24)    |
| • Income tax income (expense) from Deferred Tax       | (32)    | 8       |
| <b>Centara Grand Osaka</b>                            |         |         |
| • Depreciation  | (28)    | (28)    |
| • Interest Expenses                                   | (42)    | (42)    |



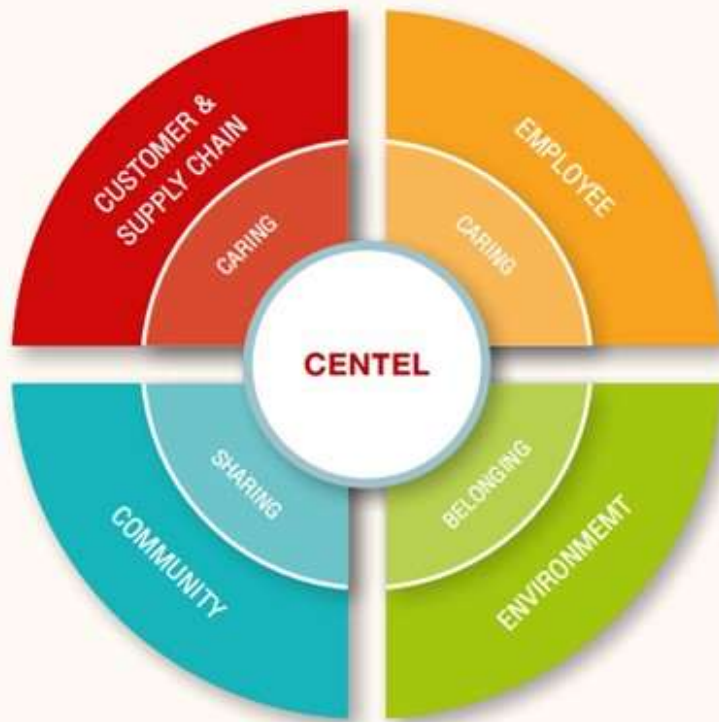
# SUSTAINABILITY

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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 2030 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

## 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    |
|    | <b>Total owned hotels</b>  |                      |        | <b>5,051</b> |             |          |

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

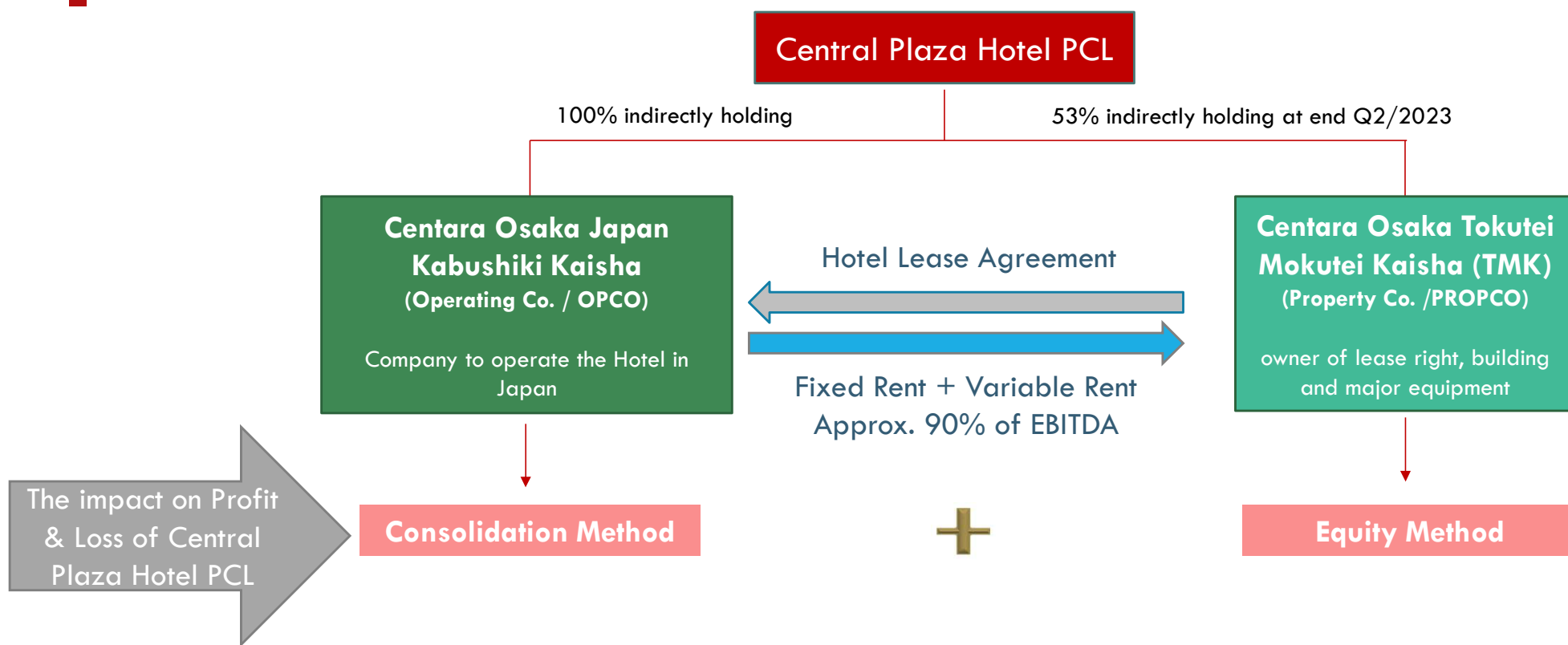
|    | Managed hotels                                 | Stars     | Opened | # of Rooms | Country   |
|----|--|-----------|--------|------------|-----------|
| 20 | Centara Chaan Talay Resort & Villas Trat       | 4         | Q1/08  | 43         | Thailand  |
| 21 | Centara Hotel & Convention Centre 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 |
|    | <b>Total managed hotels</b>                   |                      |        | <b>5,461</b>  |          |
|    | <b>Grand total</b>                            |                      |        | <b>10,512</b> |          |

# 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 5<sup>th</sup> 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**