



Central Plaza Hotel Public Company Limited

Opportunity Day Q3/2025

AGENDA

- **Q3/25 performance summary**
- **Hotel business and Food business overview**
- **CAPEX plan and guidance 2025**
- **Appendix**

CONSOLIDATED EARNING Q3/25:

Q3/25: EBITDA IMPROVED YOY, DRIVEN BY THE PERFORMANCE OF HOTELS THAT FULLY REOPENED AFTER RENOVATION, AS WELL AS BETTER COST CONTROL AND JV GAINS IN THE FOOD BUSINESS.

Core Performance (THB million)	Q3/24	Q2/25	Q3/25	% Chg QoQ	% Chg YoY
Total hotel revenue	2,414	2,530	2,592	2%	7%
Total food revenue	3,180	3,298	3,233	-2%	2%
Total revenues	5,594	5,828	5,825	0%	4%
EBITDA	1,373	1,390	1,464	5%	7%
EBITDA margin (%)	25%	24%	25%	1% pts	0% pts
EBIT	520	472	584	24%	12%
EBIT margin (%)	9%	8%	10%	2% pts	1% pts
Core Net Profit from Operation	188	104	191	84%	2%
% net profit	3%	2%	3%	1% pts	0% pts

Note: - Excludes non-recurring items such as Foreign Exchange Gain/Loss, or other non-operating items that are not part of the company's main business operations.
- pts stands for a percentage point

PERFORMANCE ADJUSTMENT Q3/25:

AFTER ADJUSTING FOR NON-RECURRING ITEMS, REPORTED NET PROFIT DECREASED 2% YOY

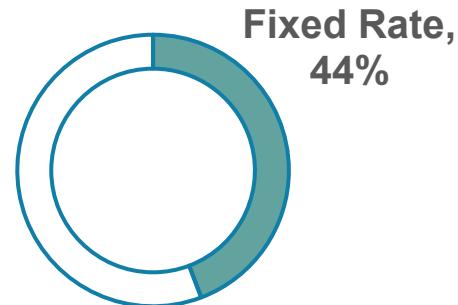
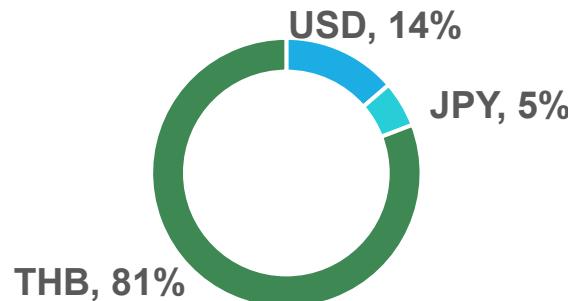
THB million	Q3/24	Q2/25	Q3/25	% Chg QoQ	% Chg YoY
Core Net Profit from Operation	188	104	191	84%	2%
<u>Gain/Loss from foreign exchange rate</u>					
+ Gain from change in foreign exchange rate	8	6	41		
<u>Pre-opening costs</u>					
+ Pre-opening costs of Maldives hotel	(12)	-	-		
<u>Other non-recurring items</u>					
+ Impairment of Investment in Joint Ventures	(21)	-	(49)		
+ Withholding Tax Written-Off			(23)		
Total Adjustments	(25)	6	(31)		
Net Profit (As reported)	163	110	160	45%	-2%

GEARING RATIO & DEBT COMPONENT:

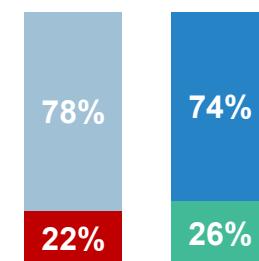
Q3/25: FINANCE COST AT 3.6% DECREASED QOQ (Q2/25: 3.8%) DRIVEN BY THE DOWNWARD TREND IN INTEREST RATES.

Gearing ratio	Dec 2024	Sep 2025
Interest bearing debt/Equity	1.5	1.5
Interest-bearing Debt (excluding lease liabilities) / Equity	0.8	0.8

**Total interest-bearing debt
(Excluding Lease Liabilities)**

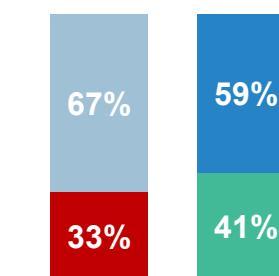


THB 17.5 bn



Dec 2024

THB 18.4 bn ▲ 5%



Sep 2025

- Current IBD
- Non-Current IBD
- ESG linked IBD
- Non-ESG linked IBD

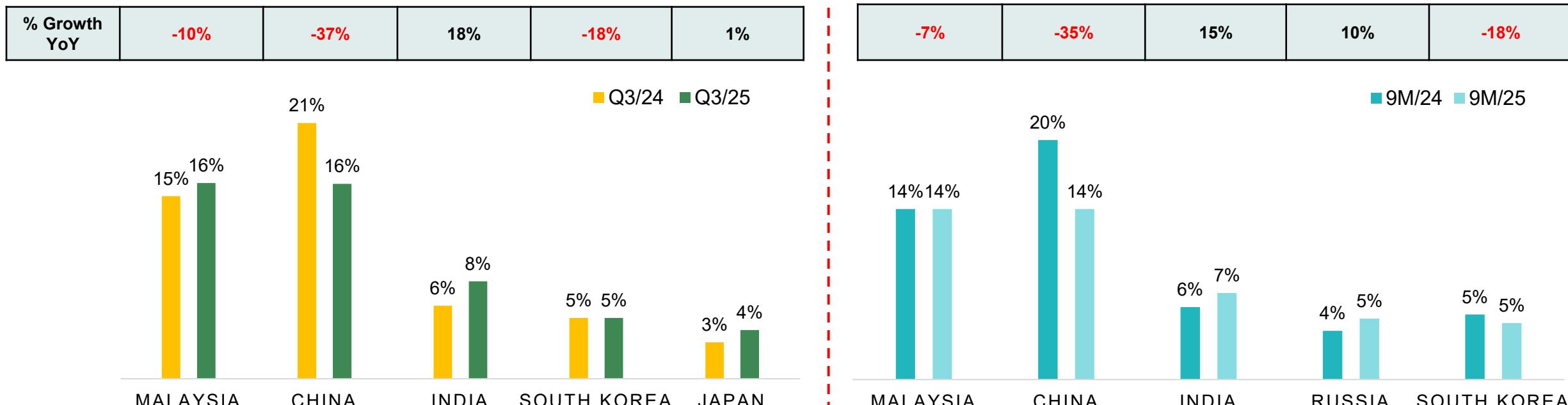
Note: IBD = Interest Bearing Debt

HOTEL BUSINESS OVERVIEW: Q3/25

THAILAND TOURISM OVERVIEW Q3/25 AND 9M/25:

Q3/25: DECLINE OF ARRIVALS FROM CHINA WHILE STRONG GROWTH FROM INDIA MARKET.

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



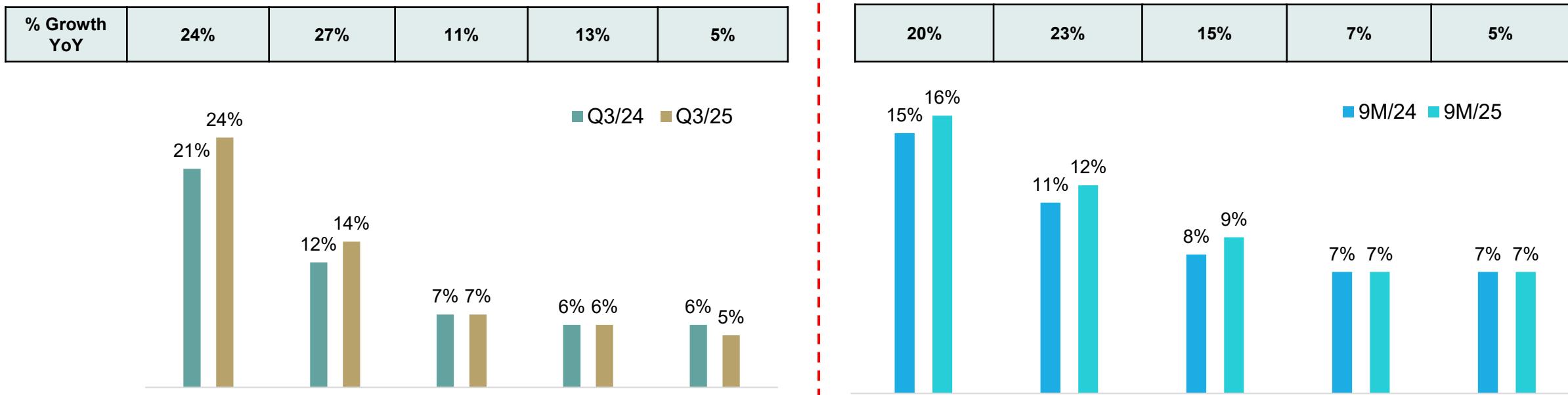
Unit: Million	Q3/24	Q3/25	Growth YoY	9M/24	9M/25	Growth YoY
Total Arrivals	8.59	7.43	-13%	26.09	24.12	-8%

Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q3/25 AND 9M/25:

Q3/25: TOURIST ARRIVALS GREW ACROSS MARKETS, LED BY CHINA AND RUSSIA.

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



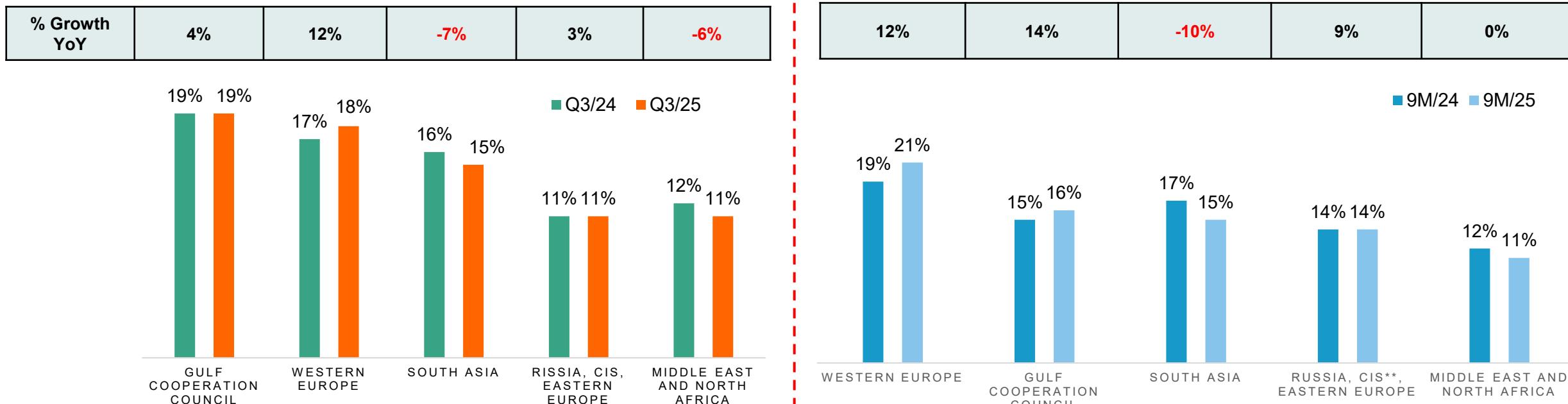
Unit: Persons	Q3/24	Q3/25	Growth YoY	9M/24	9M/25	Growth YoY
Total Arrivals	476,497	528,359	11%	1,492,024	1,636,489	10%

Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW Q3/25 AND 9M/25:

Q3/25: GROWTH LED BY GCC AND WESTERN EUROPE, OFFSET BY SOFTER DEMAND FROM SOUTH ASIA AND MENA.

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



Unit: Million	Q3/24	Q3/25	Growth YoY	9M/24	9M/25	Growth YoY
Total Arrivals	3.98	4.07	2%	13.29	13.95	5%

Source: Dubai Economy and Tourism

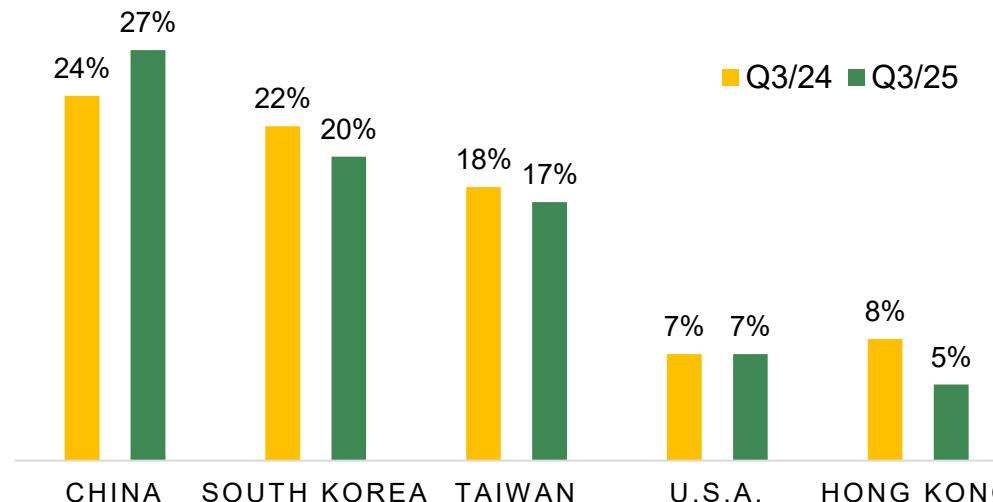
Note: *CIS stands for the Commonwealth of Independent States.

JAPAN TOURISM OVERVIEW Q3/25 AND 9M/25:

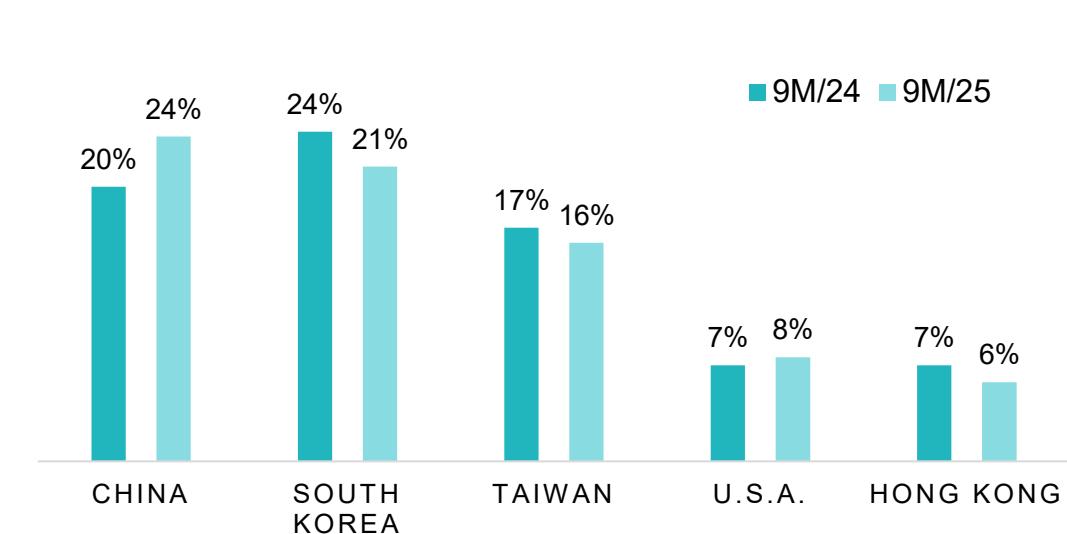
Q3/25: SOLID GROWTH FROM CHINA, HOWEVER ARRIVALS FROM HONG KONG AND SOUTH KOREA SOFTENED YOY.

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

% Growth YoY	27%	-1%	9%	13%	-21%
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	43%	5%	10%	22%	-8%
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Unit: Million	Q3/24	Q3/25	Growth YoY	9M/24	9M/25	Growth YoY
Total Arrivals	9.10	10.13	11%	26.88	31.65	18%

Source: Japan National Tourism Organization

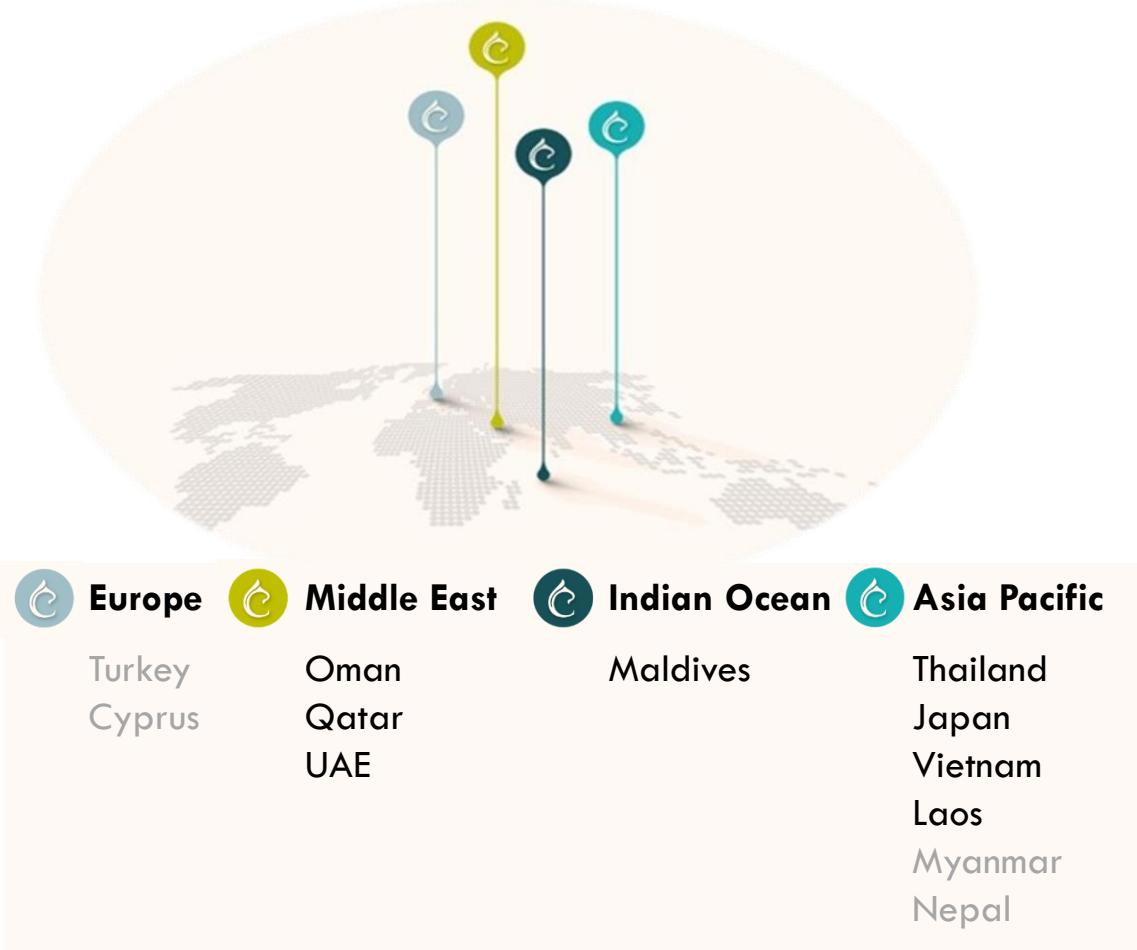
HOTEL PORTFOLIO OF 19,038 ROOMS

MORE OVERSEAS DIVERSIFICATION FROM 28% OF OPERATING ROOMS TO 49% OF TOTAL PORTFOLIO

	Number of hotels						
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	16	6	22	-	1	1	23
Managed	25	6	31	10*	21*	31*	62*
Total	41	12	53	10	22	32	85

	Number of rooms						
	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	4,193	1,661	5,854	-	300	300	6,154
Managed	3,884	1,545	5,429	1,724*	5,731*	7,455*	12,884*
Total	8,077	3,206	11,283	1,724	6,031	7,755	19,038

*As of Sep 2025, Including 5,282 rooms (21 hotels) inactive deals.



PIPELINE – 7,755 ROOMS:

SOUTHEAST ASIA ACCOUNTS FOR 75% OF PIPELINE

Summary of pipeline

# of rooms	Owned and JV	Managed Hotels				Total
		2026	2025	2026	2027 onwards	
Cyprus				220		220
Japan	300					300
Laos				104		654
Maldives						231
Myanmar						307
Nepal		42				42
Qatar					676	676
Thailand			231	599	894	1,724
Turkey					449	449
Vietnam			977		2,071	3,048
Total Rooms	300	42	1,532	599	5,282	7,755
Total Hotels	1	1	7	2	21	32

Number of hotels as of September 2025, *For inactive deals, if they are still inactive will be removed in the next quarter.

Number of rooms by region

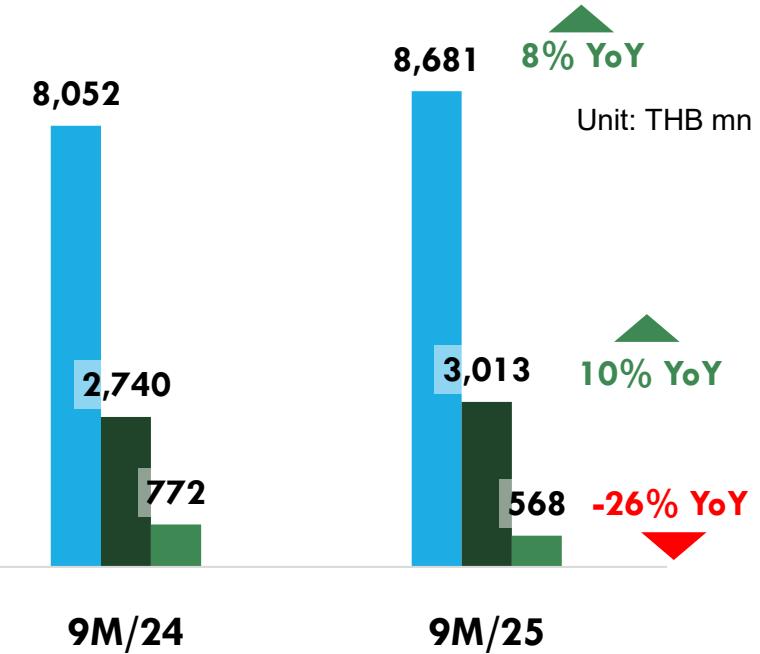
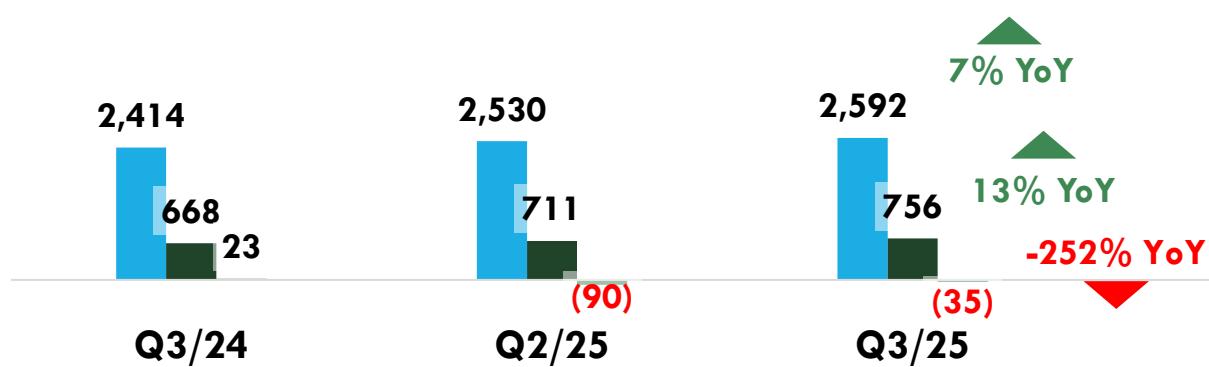
East Asia	Japan 300 keys
West Asia	Turkey, Cyprus 669 keys
Southeast Asia	Laos, Myanmar, Vietnam, and Thailand 5,837 keys
South Asia	Maldives, Nepal 273 keys
Middle East	Qatar 676 keys

HOTEL: CORE PERFORMANCE

Q3/25: REVENUE INCREASED YOY, SUPPORTED BY THE FULL REOPENING OF THE RENOVATED HOTELS IN PATTAYA AND KARON AND CONTRIBUTIONS FROM NEW MALDIVES HOTELS, WHICH ARE STILL IN THE EARLY RAMP-UP STAGE.

■ Total Revenue ■ EBITDA ■ NPAT

Unit: THB mn

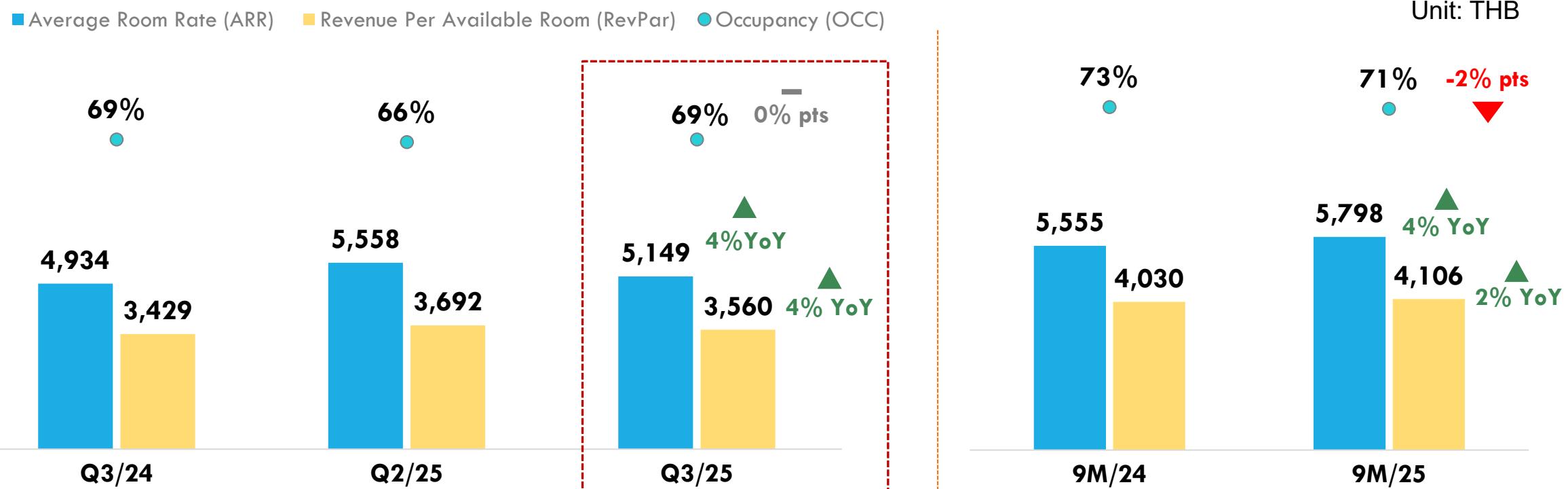


Margin	Q3/24	Q2/25	Q3/25
EBITDA	28%	28%	29%

Margin	9M/24	9M/25
EBITDA	34%	35%

TOTAL OWN PORTFOLIO:

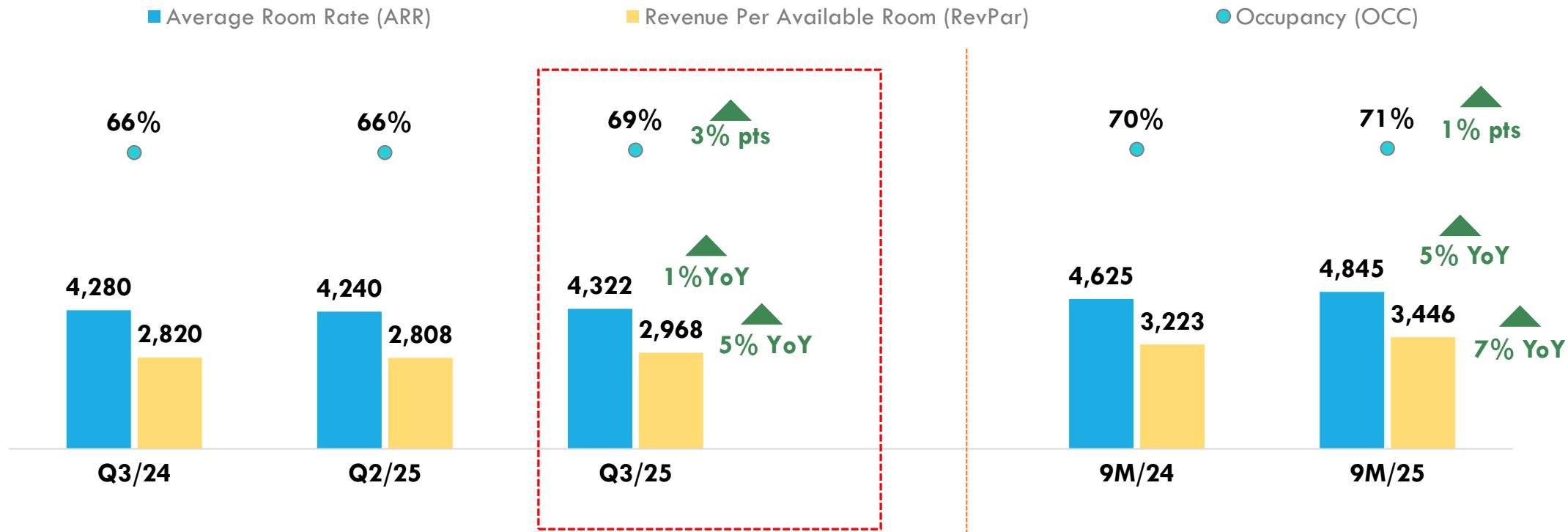
Q3/25: REVPAR GROWTH 4%, MAINLY DRIVEN BY HOTELS IN UPCOUNTRY AND JAPAN



THAILAND PORTFOLIO:

Q3/25: REVPAR GROWTH 5% YOY FROM THE PERFORMANCE OF UPCOUNTRY HOTELS

Unit: THB

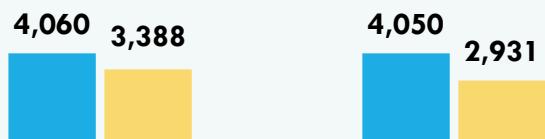


BANGKOK AND UPCOUNTRY PORTFOLIO:

Q3/25: UPCOUNTRY REVPAR ROSE 12% YOY, DRIVEN BY THE RENOVATED HOTEL IN PATTAYA AND STRONG PERFORMANCE FROM HOTELS IN SAMUI.

Bangkok

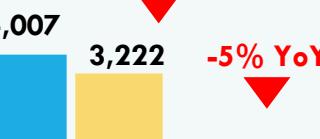
83% 72%



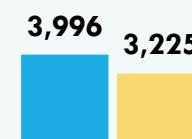
80% -3% pts

-1% YoY

-5% YoY



81%



77% -4% pts

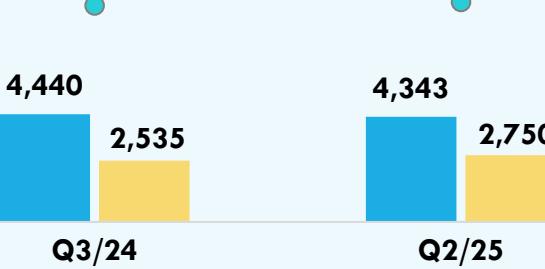
2% YoY

-3% YoY

Unit: THB

Upcountry

57% 63%



63% 6% pts

2% YoY

12% YoY



64%



69% 5% pts

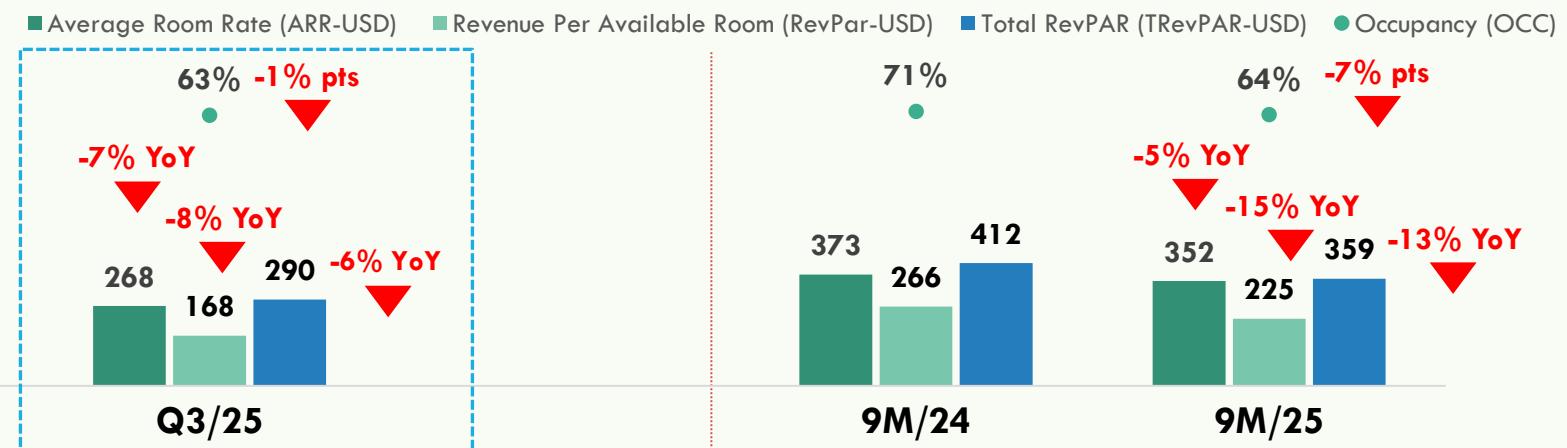
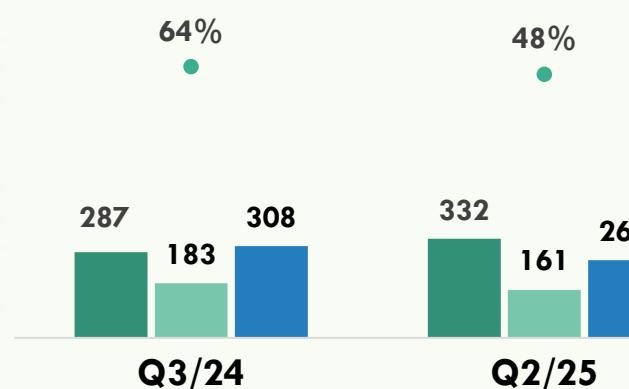
4% YoY

11% YoY

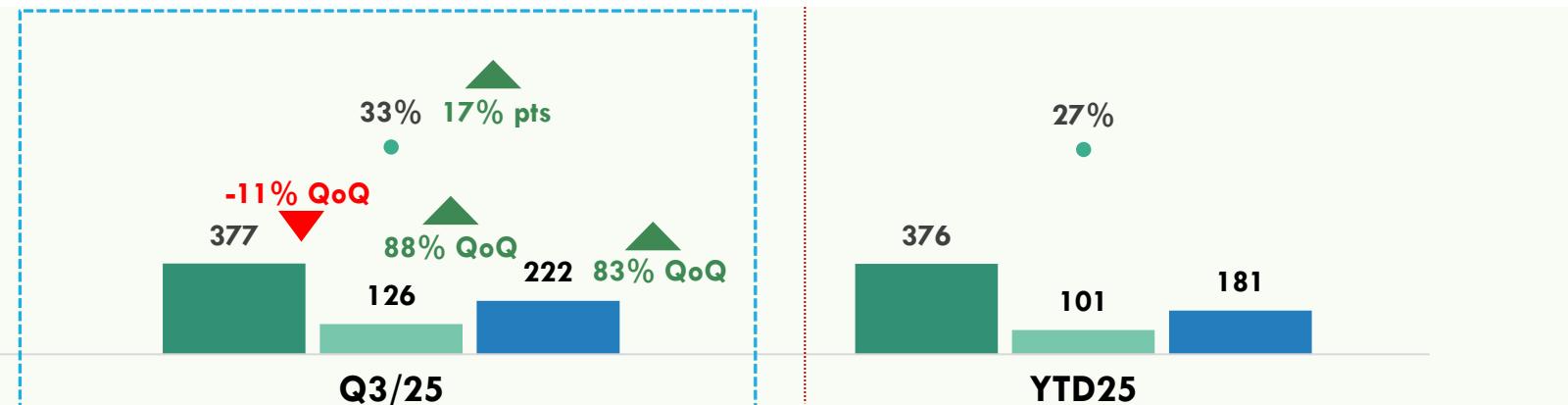
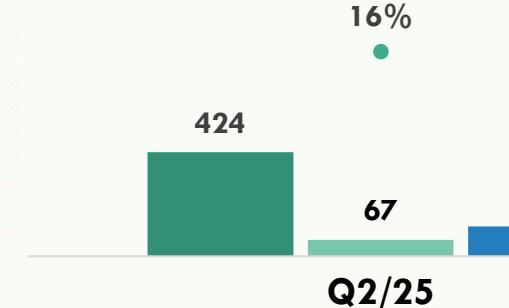
MALDIVES PORTFOLIO:

Q3/25: TREVPAR DECLINED 6% FOR THE EXISTING MALDIVES HOTELS, WHILE THE NEW MALDIVES HOTELS SHOWED SOLID QOQ IMPROVEMENT.

Existing Maldives Hotels



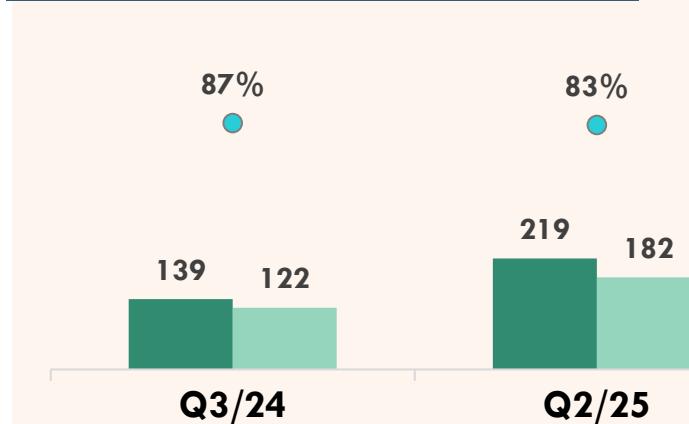
New Maldives Hotels



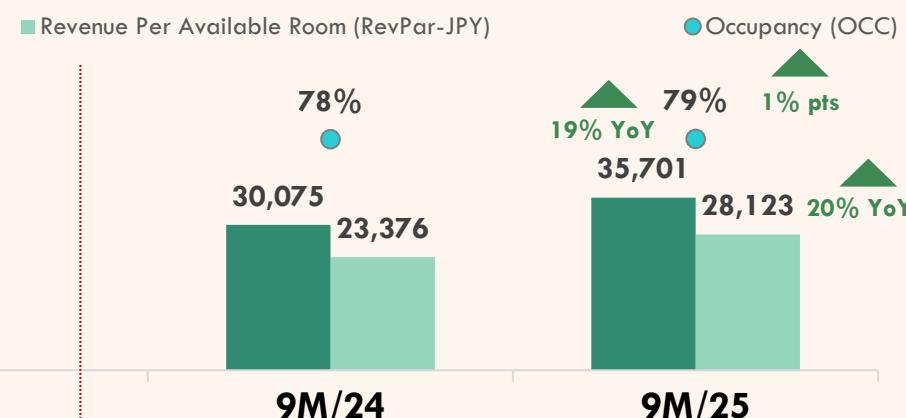
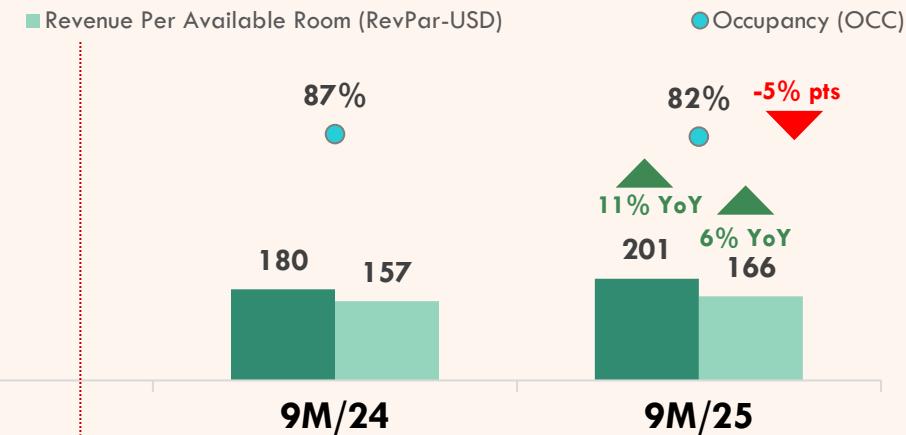
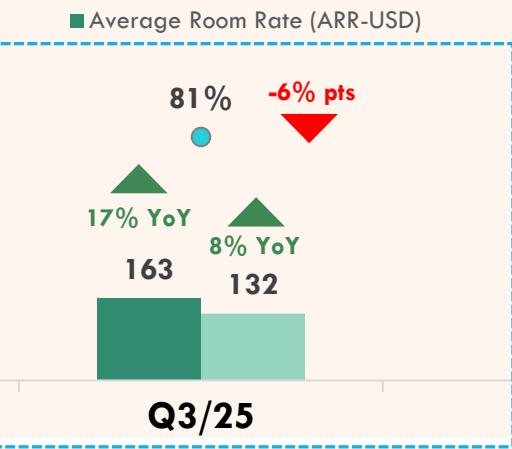
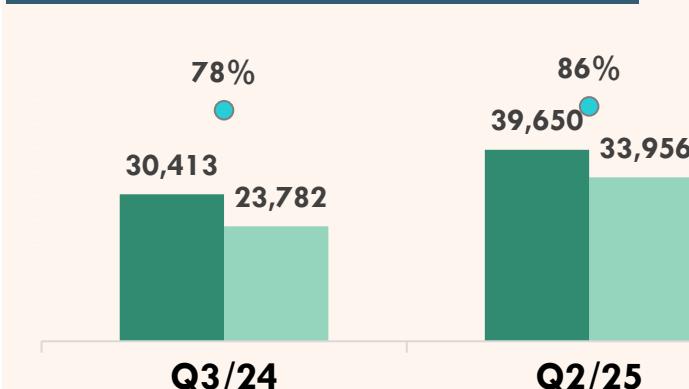
DUBAI AND JAPAN PORTFOLIO:

Q3/25: JAPAN HOTELS MAINTAINED SOLID REVPAR GROWTH OF 15%, SUPPORTED BY RISING TOURISM DEMAND AND EXPO EVENTS, WHILE DUBAI CONTINUED TO RECORD YOY REVPAR GROWTH.

Dubai



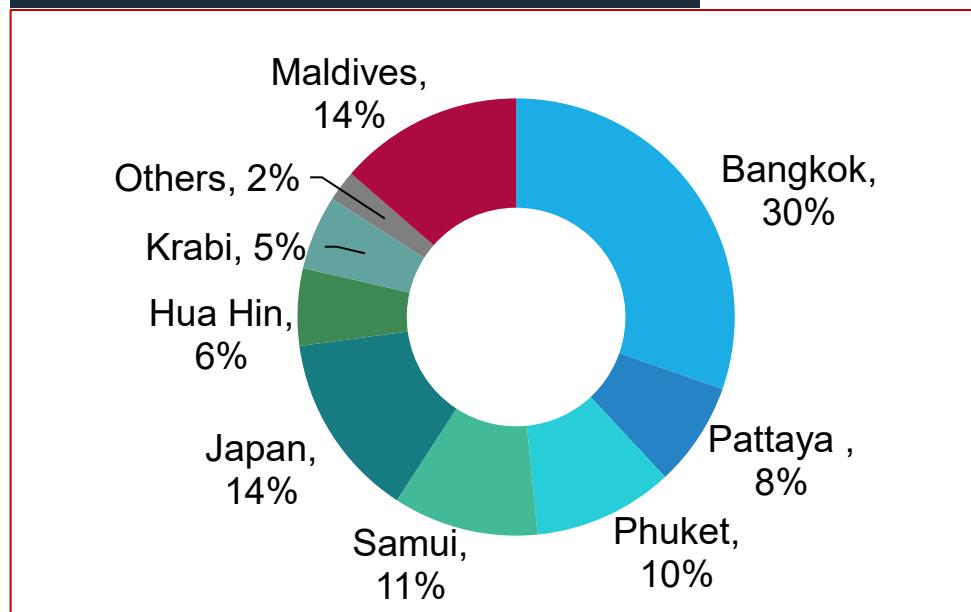
Japan (Osaka)



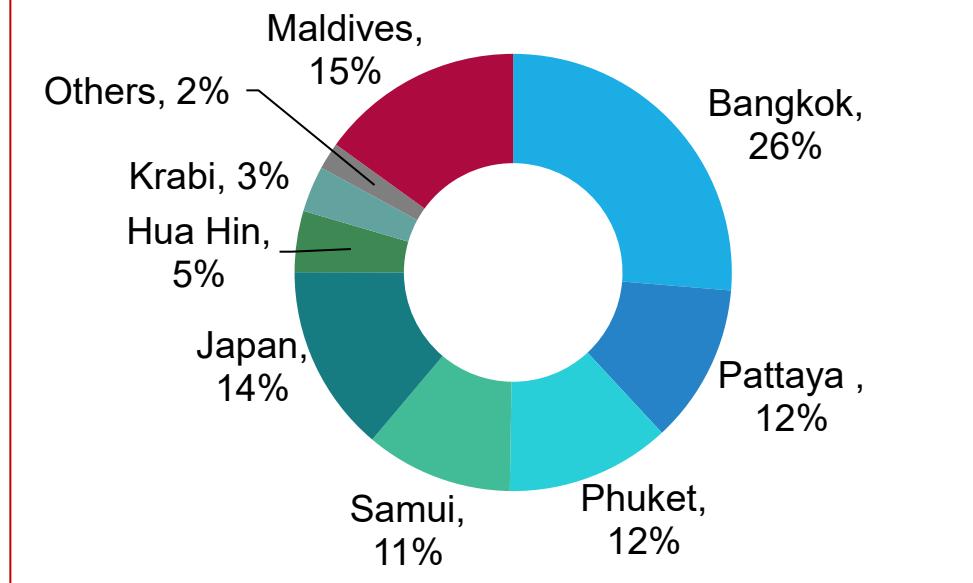
TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

9M/25: UPCOUNTRY PORTION IMPROVED FOLLOWING THE FULL REOPENING OF CENTARA GRAND MIRAGE BEACH RESORT PATTAYA AND CENTARA KARON AFTER MAJOR RENOVATIONS.

9M/24 Total revenue breakdown



9M/25 Total revenue breakdown



9M/25	Bangkok	Pattaya	Phuket	Samui	Hua Hin	Krabi	Japan (Osaka)	Maldives
% RevPar growth YoY	THB Local Currency	-3%	70%	-22%	13%	17%	39%	14%
							20% (JPY)	-15% (USD)

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

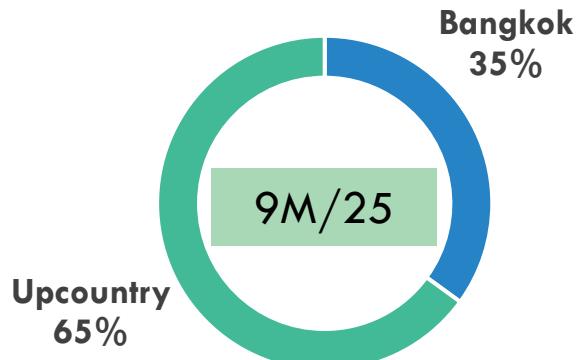
*Excl. Centara Mirage Lagoon Maldives and Centara Grand Lagoon Maldives

FOOD BUSINESS OVERVIEW: Q3/25

AS OF 30 SEP 25: 1,414 OUTLETS, +18 OUTLETS (1% YOY)

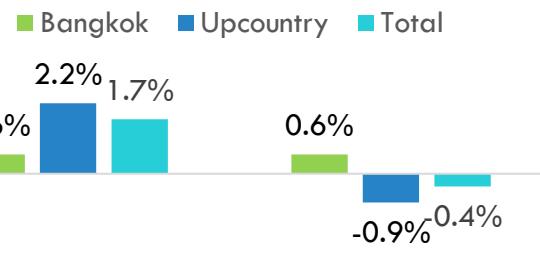
Q3/25: OUTLET EXPANSION MAINLY FROM AUNTIE ANNE AND SHINKANZEN

Number of outlets by location



Note: Outlets in Thailand only

9M/24-25 SSS: Bangkok vs Upcountry



Note: Excluded Joint Ventures



448 outlets
▼ 7 YoY



341 outlets
▲ 5 YoY



247 outlets
▲ 16 YoY



83 outlets
▲ 16 YoY



57 outlets
▲ 5 YoY



55 outlets
0 YoY



52 outlets
▲ 3 YoY

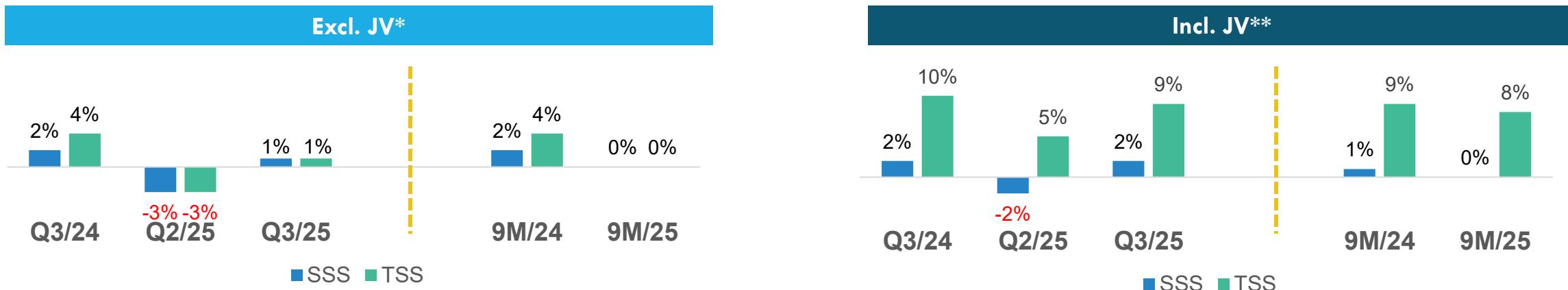


49 outlets
▲ 5 YoY

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

Q3/25: SSS% +1% YOY, SUPPORTED BY STRONG GROWTH FROM OOTOYA, KATSUYA, PEPPER LUNCH AND AUNTIE ANNE'S WITH JV BRANDS MAINTAINING SOLID MOMENTUM.

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



	SSS			TSS			SSS		TSS	
	Q3/24	Q2/25	Q3/25	Q3/24	Q2/25	Q3/25	9M/24	9M/25	9M/24	9M/25
Top 4 brands	2%	-4%	1%	6%	-2%	2%	2%	-1%	6%	1%
Others**	1%	3%	6%	-4%	-5%	5%	-1%	6%	-6%	0%
Total Average (excl. JV)*	2%	-3%	1%	4%	-3%	1%	2%	0%	4%	0%
Total Average (incl. JV)**	2%	-2%	2%	10%	5%	9%	1%	0%	9%	8%

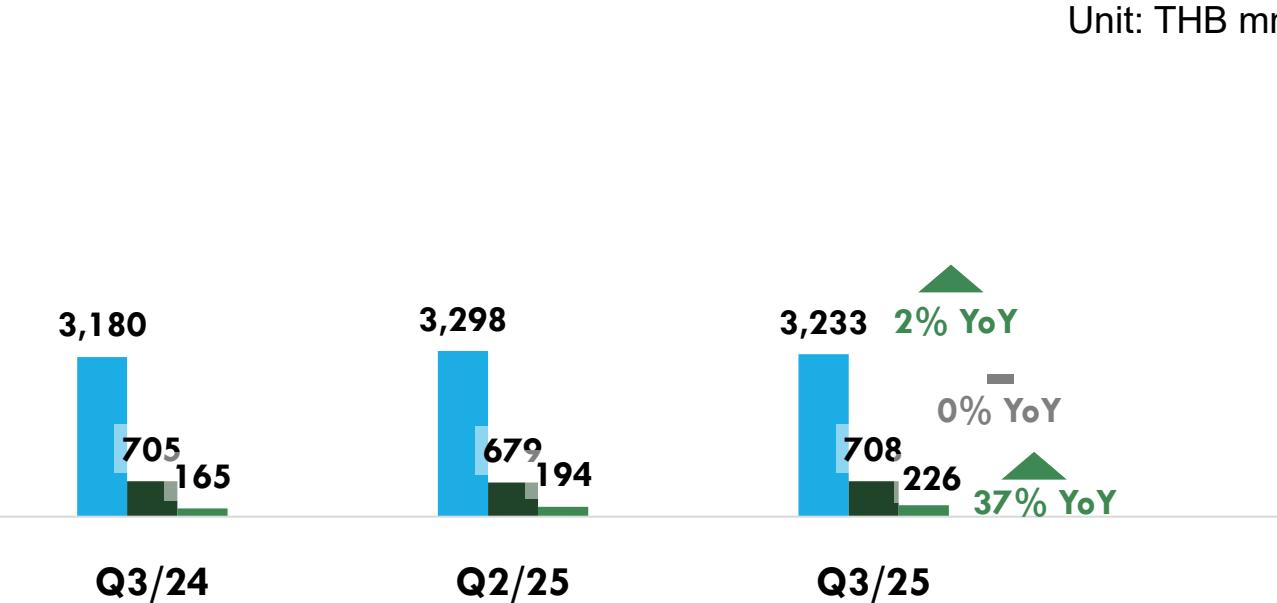
*Excluded Joint Ventures brands (Salad Factory, Brown Café, Somtam Nua, Shinkanzen Sushi and Café Amazon - Vietnam) & The Terrace under management

**Included all Thai JVs but excluding Café Amazon - Vietnam

FOOD: CORE PERFORMANCE

Q3/25: MAIN INCREASE IN NET PROFIT COMES FROM GAIN FROM JV AND BETTER MARGIN FROM CLOSING NON-PERFORM OUTLETS.

■ Total Revenue ■ EBITDA ■ NPAT



9,717

1,880

9M/24

9,724

1,992

9M/25

0% YoY

Unit: THB mn

6% YoY
36% YoY

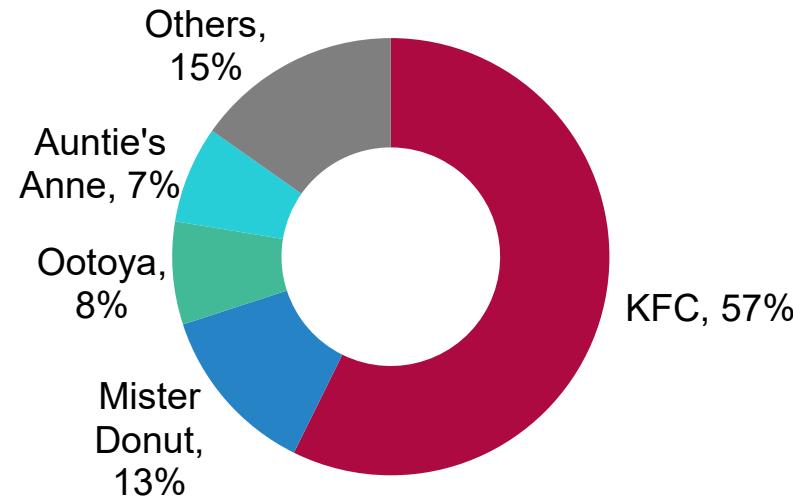
Margin	Q3/24	Q2/25	Q3/25
EBITDA	22%	21%	22%

Margin	9M/24	9M/25
EBITDA	19%	20%

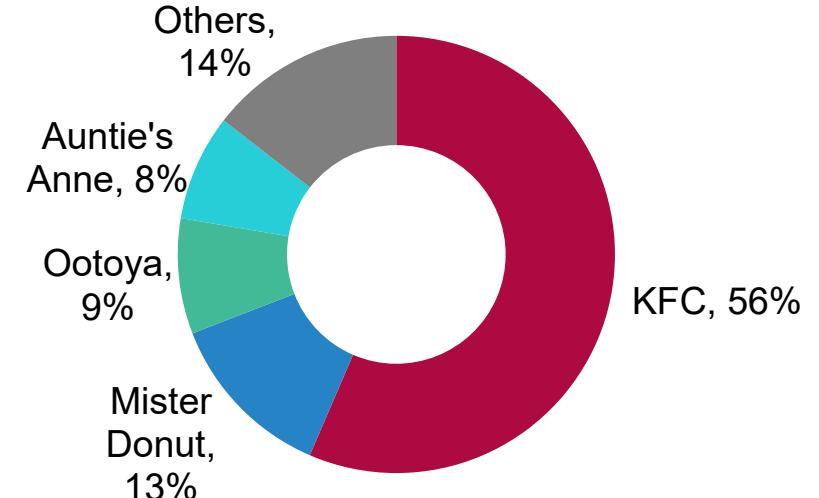
TOTAL FOOD REVENUE BY KEY BRANDS:

9M/25: TOP 4 BRANDS ACCOUNTING FOR 86% OF TOTAL REVENUE (EXCL. JV)

9M/24 Total revenue breakdown



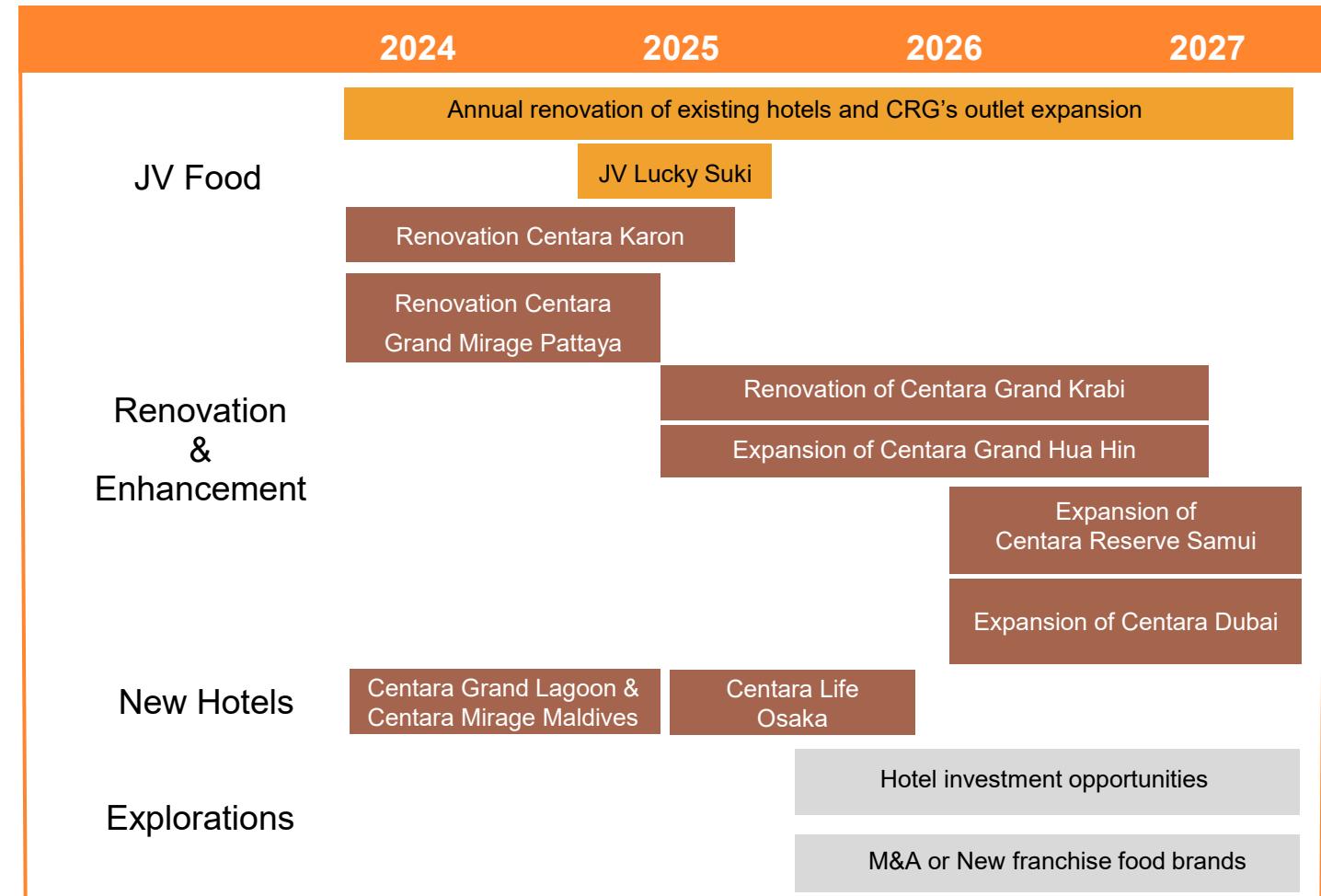
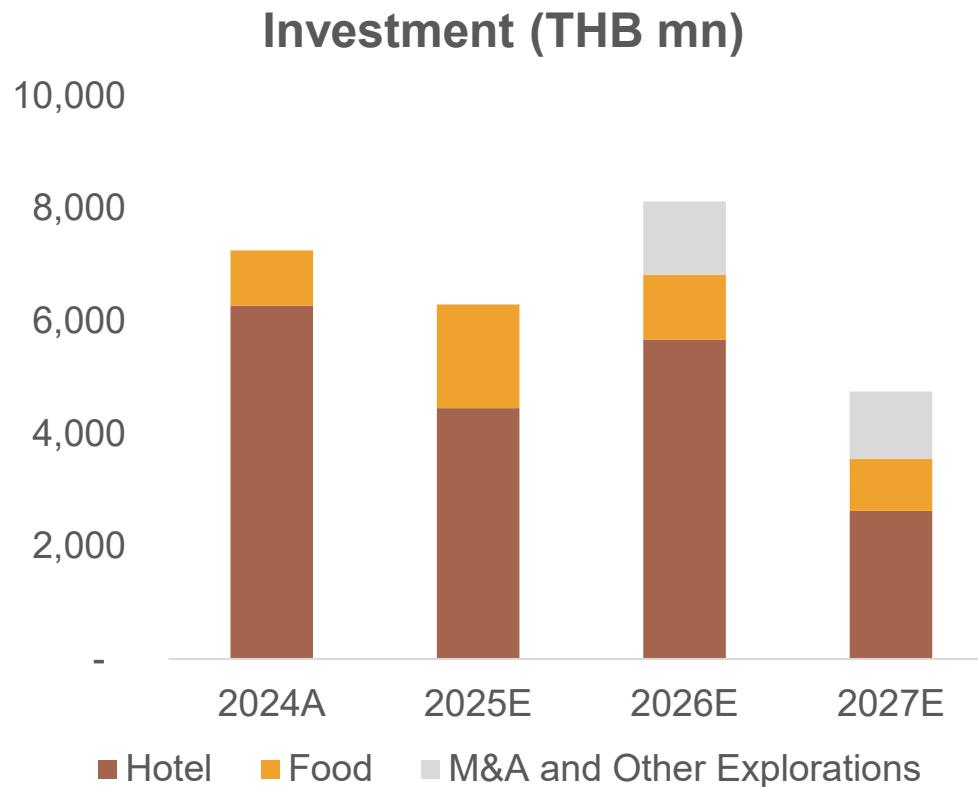
9M/25 Total revenue breakdown



CAPEX PLAN & 2025 GUIDANCE

CAPEX PLAN:

3-YEAR CAPEX OF TOTAL THB 19 BN
BASELINE (THB 16 BN) + OPPORTUNISTIC (THB 3 BN)



2025 GUIDANCE

	2025E
Hotel – Included Dubai	
Occupancy Rate (%)	70% - 73%
RevPAR (THB)	4,200 - 4,500
Revenue Growth (%)	7% - 10%
Food – Included JVs	
SSS	1% - 2%
TSS	8% - 9%
Net change number of outlets, including the joint ventures' brands	3% - 4%

Hotel business: Key drivers

- **Organic growth** of existing upcountry hotels in Thailand
- **High growth in Japan** due to World EXPO 2025
- **Ramp-up of the 2 newly renovated hotel**
(Centara Mirage Pattaya and Centara Karon)
- **Ramp-up of 2 newly opening hotel in Maldives** (Centara Mirage Lagoon & Centara Grand Lagoon Maldives)

Food business: key drivers

- Prioritize the **expansion of high-margin brands** while discontinuing non-profitable outlets/brands.
- **Opportunistic M&A** of new brand

SUSTAINABILITY

GSTC Recognition & certification and awards



In 2021, Centara became first Asia hospitality group to formally incorporate GSTC-Recognised standards into its internal sustainability standards system called "**Centara EarthCare**"



100% GSTC-Certified

All Brands:

Reserve, Centara Grand, Centara, Centara Life and Cosi (42 Hotels)



16 Hotels received Green Hotel certification
3 Hotels received Green Hotel Plus Certified
2 Hotels received Thailand Tourism Sustainability Award



4 Hotels received Asian Green Hotel Standard certified



Sustainability Yearbook 2024-2025



ESG100 2016-2019, 2024-2025

ENVIRONMENTAL GOALS YEAR 2020 – 2029

(YTD)

Green House Gas Emission

Scope1 & 2

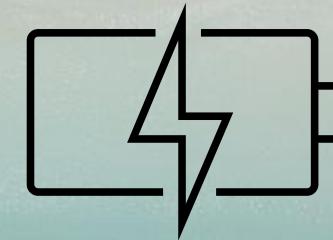


40%
2029



36.63%
Q3/25

Energy Management

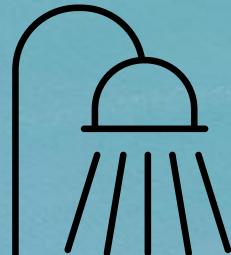


40%
2029



23.59%
Q3/25

Water Management

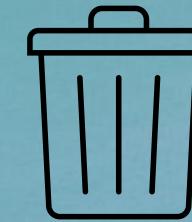


20%
2029



29.06%
Q3/25

Waste Management



20%
2029



23.55%
Q3/25



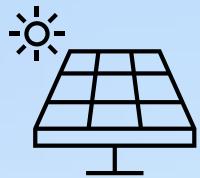
*Baseline Year 2019

CENTARA
HOTELS & RESORTS

SUSTAINABILITY PERFORMANCE Q3/2025 (YTD)



Greenhouse gas emissions
30.76
kgCO2/Occupied Room



Installed Solar Energy in 14 hotels:
4,273.72 MWh
2,649.98 tCO2e
GHG Reduction



37 EV Charger Stations
in **23** hotels



1,158.60
Litre/Occupied Room



20.67 tons
Surplus food donation
52.29 tCO2e
GHG Reduction



28.74 %
Recycling rate
2.37 kg/Occupied Room
Waste to Landfill
51.59 tons
Used Cooking Oil to Bio-Diesel

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 Pcl." 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

STRUCTURE OF CENTARA MIRAGE BEACH RESORT DUBAI

Central Plaza Hotel PCL & Subsidiary

40% holding
+ Shareholder Loan

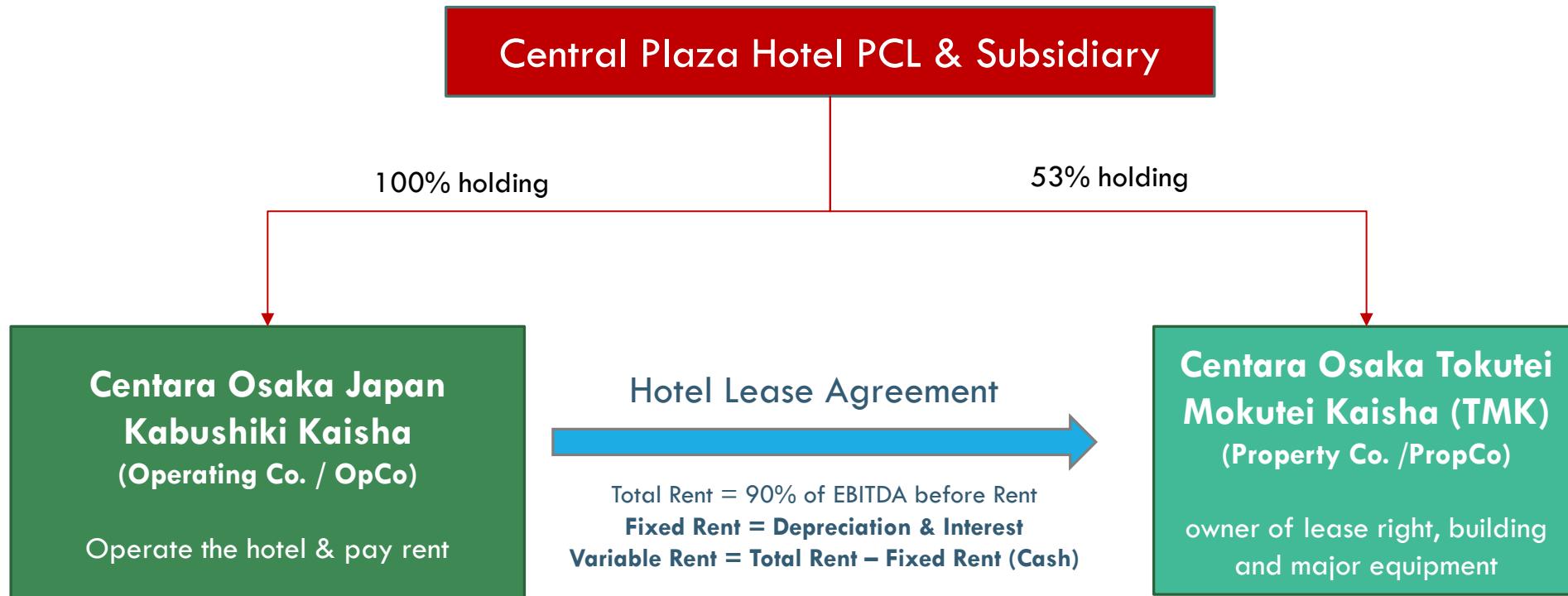
**Nakheel CT Deira Islands
Hotel FZCO**

- Owner of land, building & all assets
- Operate the hotel

Equity Method in CENTEL Financial Statement

1. Interest from Shareholder Loan
2. Management Fees
3. Gain/Loss from JV = 40% of NPAT

STRUCTURE OF CENTARA GRAND HOTEL OSAKA



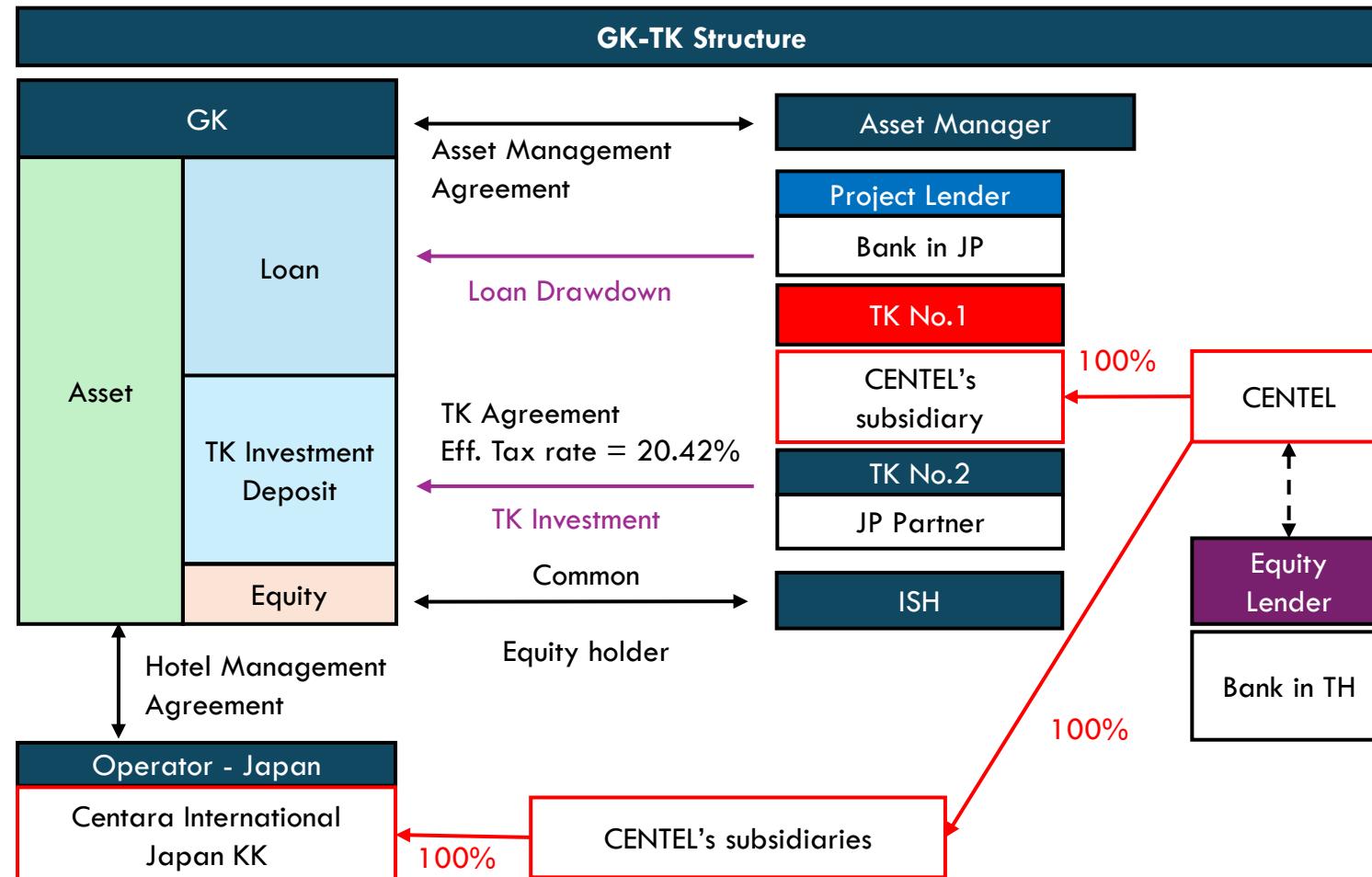
Consolidation in CENTEL Financial Statement

1. Revenue from operation
2. Expense from operation
3. EBITDA from operation
4. NPAT from operation

Equity Method in CENTEL Financial Statement

1. Gain/Loss from JV = 53% of NPAT

STRUCTURE OF CENTARA LIFE OSAKA



SHARE OF PROFIT (LOSS) FROM INVESTMENTS IN JOINT VENTURES (1/3)

Unit: THB Million	Hotel Business				Food Business			
	Q3/2025	Q3/2024	Change YoY		Q3/2025	Q3/2024	Change YoY	
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	501	507	(6)	-1%	2,554	778	1,776	228%
EBITDA	213	202	11	5%	480	132	348	264%
Net Profit	(47)	(88)	41	47%	74	52	22	42%
Gain/Loss from JV	(18)	(36)	18	50%	41	29	12	41%

SHARE OF PROFIT (LOSS) FROM INVESTMENTS IN JOINT VENTURES (2/3)

Unit: THB Million	Hotel Business				Food Business			
	Q3/2025	Q2/2025	Change QoQ		Q3/2025	Q2/2025	Change QoQ	
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	501	702	(201)	-29%	2,554	1,696	858	51%
EBITDA	213	377	(164)	-44%	480	333	147	44%
Net Profit	(47)	107	(154)	-144%	74	59	15	25%
Gain/Loss from JV	(18)	51	(69)	-135%	41	32	9	28%

SHARE OF PROFIT (LOSS) FROM INVESTMENTS IN JOINT VENTURES (3/3)

Unit: THB Million	Hotel Business				Food Business			
	9M/2025	9M/2024	Change YoY	9M/2025	9M/2024	Change YoY		
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	1,861	1,832	29	2%	5,177	2,114	3,063	145%
EBITDA	937	843	94	11%	981	300	681	227%
Net Profit	133	(61)	194	318%	132	64	68	106%
Gain/Loss from JV	64	(26)	90	346%	74	40	34	85%

SUMMARY OF RECOGNITION IN DUBAI & OSAKA AT CENTEL

	Centara Mirage Dubai	Centara Grand Hotel Osaka			Total
		Property Company	Operating Company		
Revenue from Operation	-	-	X		Operating Company
Expenses from Operation	-	-	X		Operating Company
Management Fees	X	-	Eliminate		-
Interest from Shareholder Loan	X	-	-		-
Gain/Loss from JV	X	X	-		Property Company
NPAT from Operation	-	-	X		Operating Company

BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

Unit: THB mn	Q3/24			Q3/25		
	Centara Mirage Dubai	Centara Grand Hotel Osaka		Centara Mirage Dubai	Centara Grand Hotel Osaka	
		Property Company	Operating Company		Property Company	Operating Company
Management Fees	21	-	-	-	22	-
Interest from Shareholder Loan	64	-	-	-	52	-
Gain/Loss from JV	(33)	(10)	-	(10)	(20)	(4)
NPAT from Operation	-	-	16	16	-	19
Total	52	(10)	16	6	54	(4)
						15

BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

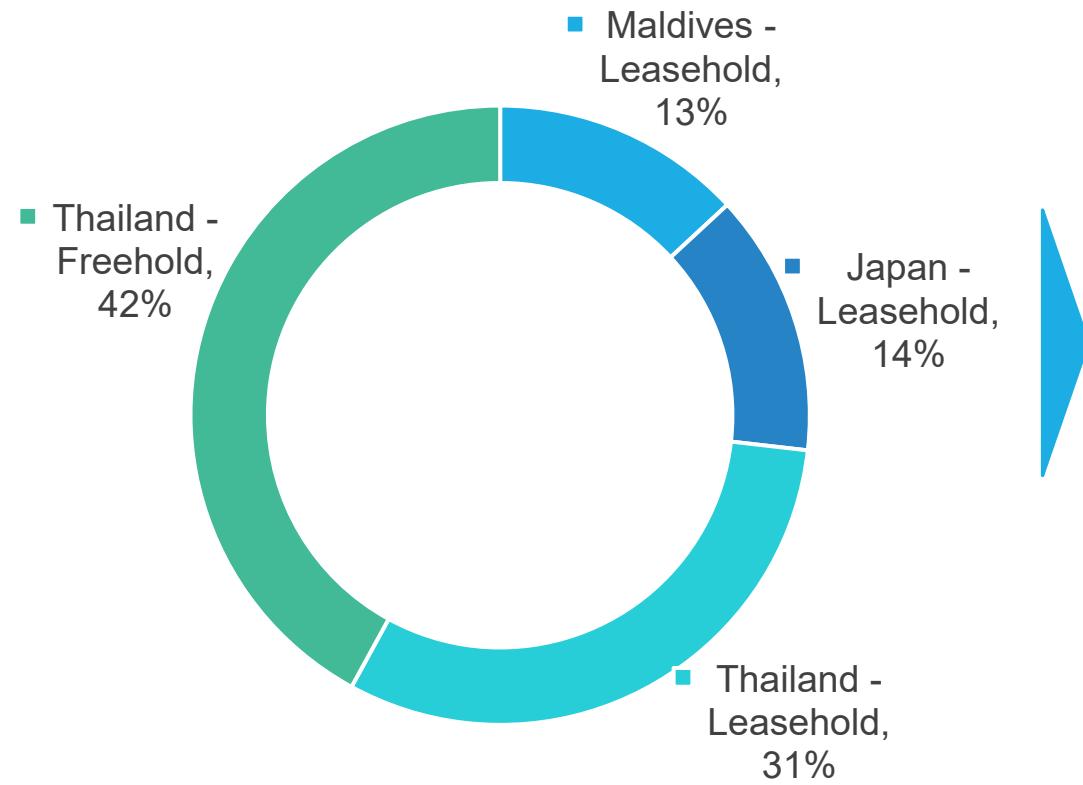
Unit: THB mn	9M/24			9M/25		
	Centara Mirage Dubai	Centara Grand Hotel Osaka		Centara Mirage Dubai	Centara Grand Hotel Osaka	
		Property Company	Operating Company		Property Company	Operating Company
Management Fees	95	-	-	-	93	-
Interest from Shareholder Loan	194	-	-	-	159	-
Gain/Loss from JV	(21)	(27)	-	(27)	24	20
NPAT from Operation	-	-	40	40	-	64
Total	268	(27)	40	13	276	20
						64
						84

FOOD BUSINESS: % HOLDING IN JOINT VENTURES AND ACCOUNTING TREATMENT

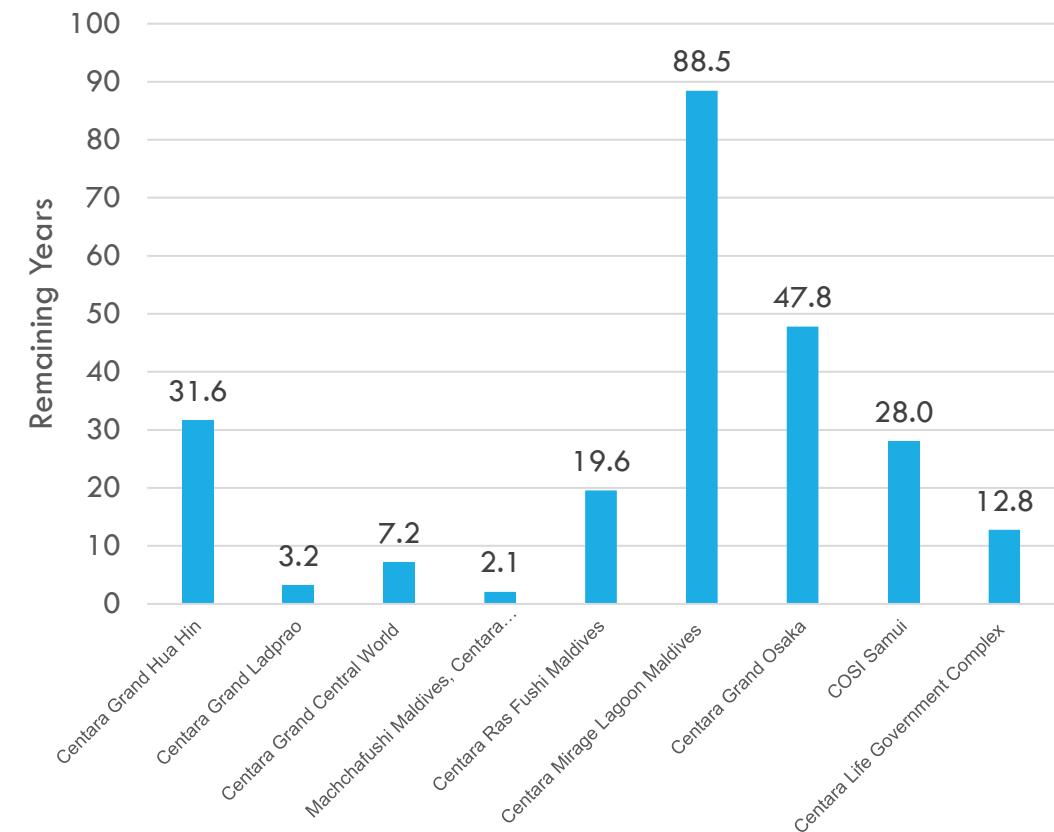
Brand	% Holding	Accounting Treatment
Brown Café	51%	Consolidation
Somtam Nua	85%	Consolidation
Salad Factory	51%	Equity Method
Café Amazon – Vietnam	40%	Equity Method
Shinkanzen Sushi/ Nak-La Mookata	51%	Equity Method

HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)

Total Revenue Contribution 9M-2025



Remaining leasehold life for Thailand and Overseas hotels as of Sep 30, 2025



HOTELS IN OPERATION AS OF 30 SEPTEMBER 2025 (1/4)

	Owned 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	89%	Thailand
3	Centara Life 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 SEPTEMBER 2025 (2/4)

	Owned hotels	Stars	Opened	# of Rooms	% Ownership	Location
13	Machchafushi Island Resort & Spa Maldives, Centara Collection	5	Q4/09	112	74%	Maldives
14	Centara Grand Beach Resort Phuket	5	Q4/10	262	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	Centara Life 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
20	Centara Grand Hotel Osaka, Japan	5	Q3/23	515	53%	Japan
21	Centara Mirage Lagoon Maldives	4	Q4/24	145	100%	Maldives
22	Centara Grand Lagoon Maldives	5	Q2/25	142	100%	Maldives
Total owned hotels				5,854		

HOTELS IN OPERATION AS OF 30 SEPTEMBER 2025 (3/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
23	Centara Chaan Talay Resort & Villas Trat	4	Q1/08	43	Thailand
24	Centara Udon	4	Q2/10	259	Thailand
25	Centara Q Resort Rayong	4	Q2/10	41	Thailand
26	Waterfront Suites Phuket by Centara	Residence	Q1/11	39	Thailand
27	Centara Anda Dhevi Resort & Spa Krabi	4	Q4/11	135	Thailand
28	Centara Pattaya Hotel	4	Q4/11	226	Thailand
29	Centara Nova Hotel & Spa Pattaya	4	Q4/11	79	Thailand
30	Centara Koh Chang Tropicana Resort	4	Q2/12	157	Thailand
31	Centara Watergate Pavillion Hotel Bangkok	4	Q2/13	281	Thailand
32	Centara Life Maris Resort Jomtien	3	Q1/16	282	Thailand
33	Centara Life Phu Pano Resort Krabi	3	Q4/16	158	Thailand
34	Centara Muscat Hotel	4	Q2/17	152	Oman
35	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
36	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand
37	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
38	Centara Life Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand

HOTELS IN OPERATION AS OF 30 SEPTEMBER 2025 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
39	Centara Life Muscat Dunes Hotel	Economy	Q3/20	78	Oman
40	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
41	Roukh Kiri Khaoyai	The Centara Collection	Q4/20	13	Thailand
42	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
43	Al Hail Waves Hotel	4	Q1/22	64	Oman
44	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
45	Centara Korat	4	Q3/22	218	Thailand
46	Centara Life Hotel Bangkok Phra Nakhon	3	Q4/22	180	Thailand
47	Centara Hotel Ubon	4	Q1/23	160	Thailand
48	Centara Ayutthaya	4	Q4/23	224	Thailand
49	COSI Vientiane Nam Phu	Affordable lifestyle	Q1/24	95	Laos
50	Centara Life Lamai Resort Samui	4	Q3/24	61	Thailand
51	Varivana Resort Koh Phangan	5	Q3/24	39	Thailand
52	Centara Life Wisma Hotel Ratchaburi	3	Q1/25	69	Thailand
53	Centara Villas Phi Phi Island	4	Q2/25	40	Thailand
Total managed hotels				5,429	
Grand total				11,283	

THANK YOU