



Q4 2025 Analyst Meeting

Central Plaza Hotel Public Company Limited

CENTARA
HOTELS & RESORTS



*Aerial View of Overwater Villas
Centara Grand Lagoon Maldives
North Male Atoll, Maldives*

AGENDA

- **Q4 2025 Performance Summary**
- **Hotel Business and Food Business Overview**
- **CAPEX Plan and Guidance 2026**
- **Appendix**

CONSOLIDATED EARNINGS Q4 2025:

Key Takeaways

- Revenue growth was driven by the hotel business, supported by newly renovated hotels and turn around in existing Maldives performance.
- Food margins improved from better cost management, while the performance of new Maldives properties continued to improve.

Core Performance (THB million)	Q4/25	Q4/24	% Chg YoY	FY25	FY24	% Chg YoY
Total Hotel Revenue	3,345	2,989	12%	12,026	11,041	9%
Total Food Revenue	3,258	3,361	-3%	12,982	13,077	-1%
Total Revenues	6,603	6,350	4%	25,008	24,118	4%
EBITDA	2,037	1,835	11%	7,042	6,456	9%
<i>EBITDA Margin (%)</i>	31%	29%	2% pts	28%	27%	1% pts
EBIT	1,146	993	15%	3,518	3,199	10%
<i>EBIT Margin (%)</i>	17%	16%	1% pts	14%	13%	1% pts
Core Net Profit from Operation	784	650	21%	1,927	1,844	5%
<i>% Net Profit</i>	12%	10%	2% pts	8%	8%	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 Q4 2025:

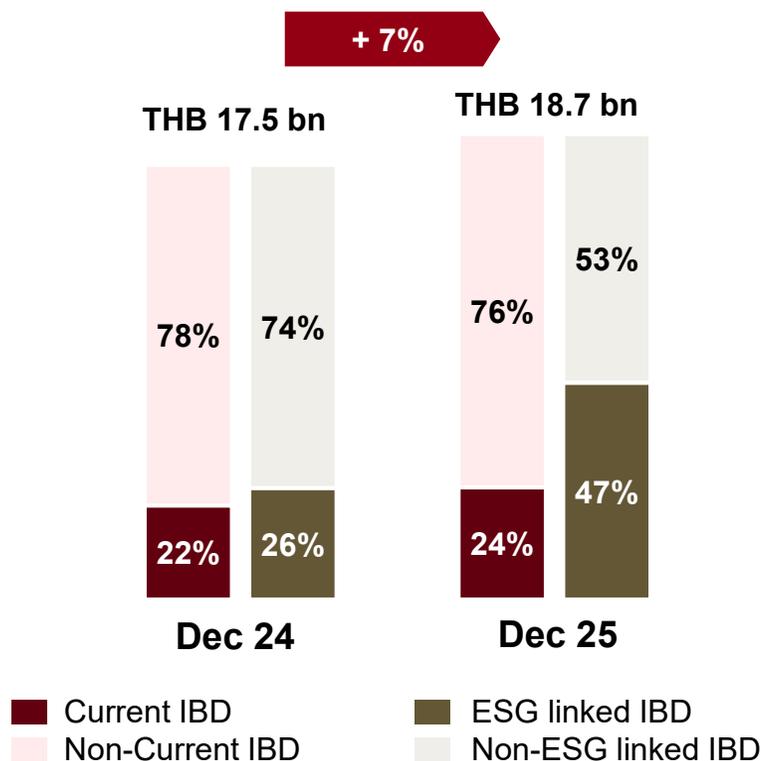
Q4/25: Including non-recurring items, reported net profit increased 46% YoY.

THB million	Q4/25	Q4/24	% Chg YoY	FY25	FY24	% Chg YoY
Core Net Profit from Operation	784	650	21%	1,927	1,844	5%
Gain/Loss from foreign exchange rate						
+ Gain from change in foreign exchange rate	64	52		59	121	
Pre-opening costs						
+ Pre-opening costs of Maldives resorts	-	(51)		(48)	(63)	
Other non-recurring items						
+ Reversal of impairment of subsidiary's assets netted off depreciation and deferred income tax	130	124		130	124	
+ Reversal of provision for contingent liabilities according to labor laws netted off deferred tax expense	35	-		35	(39)	
+ Impairment of subsidiary's assets	(38)	(107)		(38)	(107)	
+ Withholding Tax Written-Off	-	-		(23)	(106)	
+ Impairment of Investment in Joint Ventures	-	-		(49)	(21)	
Total Adjustments	191	18		66	(91)	
Net Profit (As reported)	975	668	46%	1,993	1,753	14%

DEBT COMPONENT & GEARING RATIO:

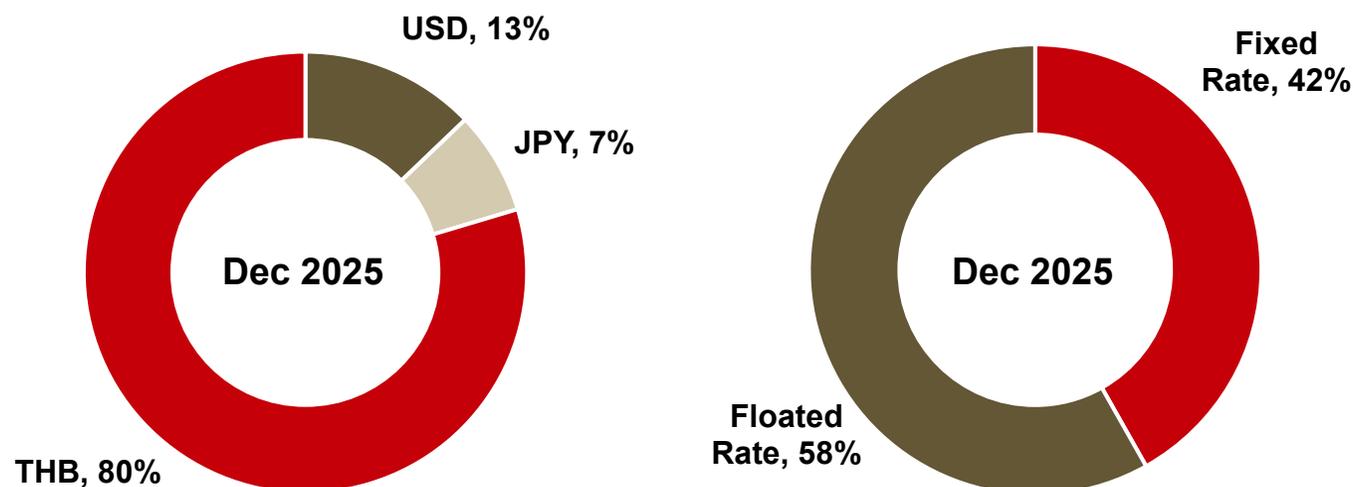
Average Finance cost at 3.4% Increased YoY (FY24: 3.2%) driven by the greater portion of USD outstanding.

Total interest-bearing debt (Excluding Lease Liabilities)



Note: IBD = Interest Bearing Debt

Debt profile



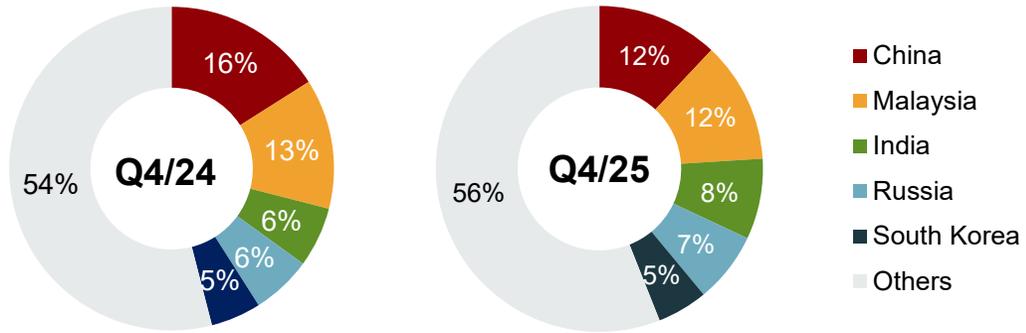
Gearing ratio	Dec 24	Dec 25
Interest bearing debt/Equity	1.5	1.4
Interest-bearing debt (excl. lease liabilities) / Equity	0.8	0.8
Interest bearing debt/EBITDA	4.7	4.4

HOTEL BUSINESS OVERVIEW: Q4 2025

THAILAND TOURISM OVERVIEW Q4/25 AND FY25:

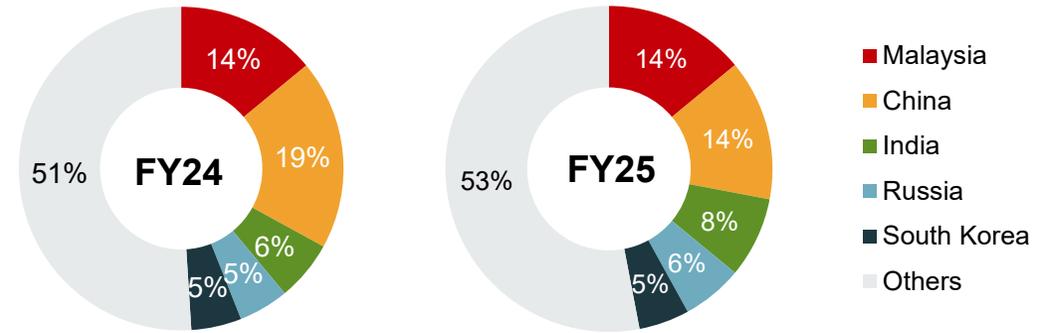
Q4/25: Arrivals declined mainly from the Chinese market, while the Indian market showed solid growth.

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



Unit: Million

Rank	Nationality	Q4/24	Q4/25	Growth YoY
1	China	1.48	1.06	-29%
2	Malaysia	1.21	1.04	-14%
3	India	0.59	0.72	21%
4	Russia	0.59	0.63	7%
5	South Korea	0.49	0.42	-14%
	Total Arrivals	9.46	8.86	-6%



Unit: Million

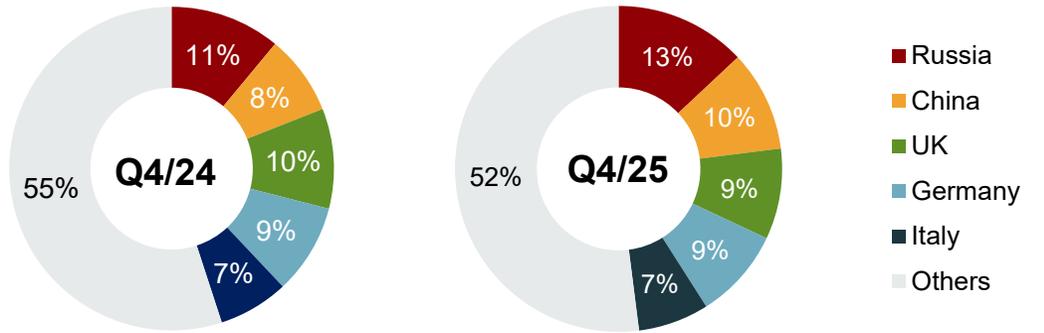
Rank	Nationality	FY24	FY25	Growth YoY
1	Malaysia	4.95	4.52	-9%
2	China	6.73	4.47	-34%
3	India	2.13	2.49	17%
4	Russia	1.75	1.90	9%
5	South Korea	1.87	1.56	-17%
	Total Arrivals	35.55	32.97	-7%

Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q4/25 AND FY25:

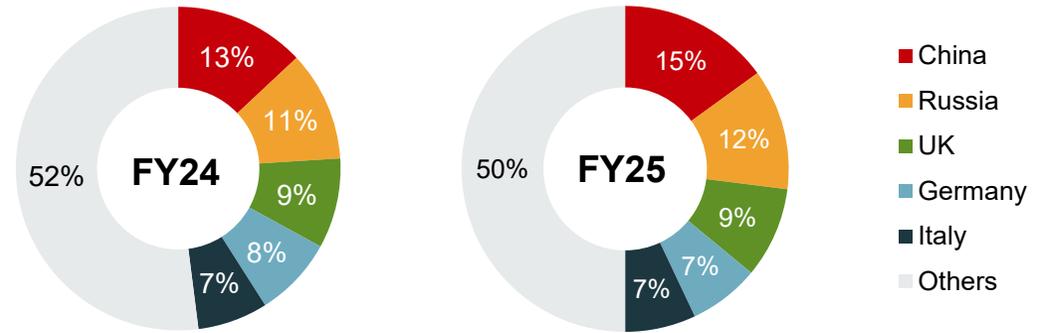
Q4/25: Tourist arrivals grew across markets, led by China and Russia.

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



Unit: Person

Rank	Nationality	Q4/24	Q4/25	Growth YoY
1	Russia	62,915	79,195	26%
2	China	42,196	63,879	51%
3	UK	55,111	57,207	4%
4	Germany	50,441	53,208	5%
5	Italy	38,617	40,766	6%
	Total Arrivals	554,588	610,027	10%



Unit: Person

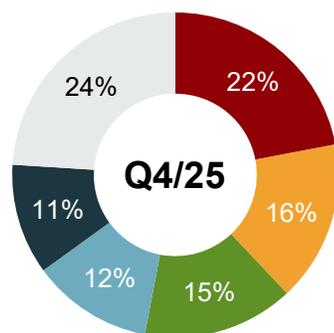
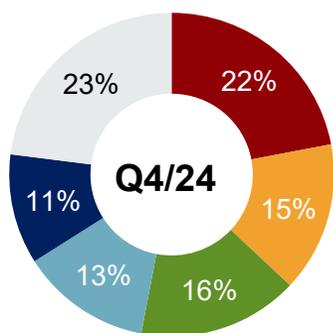
Rank	Nationality	FY24	FY25	Growth YoY
1	China	263,340	329,110	25%
2	Russia	225,204	278,761	24%
3	UK	181,645	202,172	11%
4	Germany	157,246	167,822	7%
5	Italy	145,672	153,414	5%
	Total Arrivals	2,046,612	2,246,516	10%

Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW Q4/25 AND FY25:

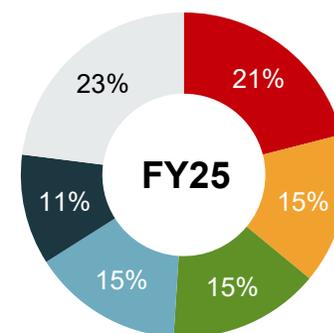
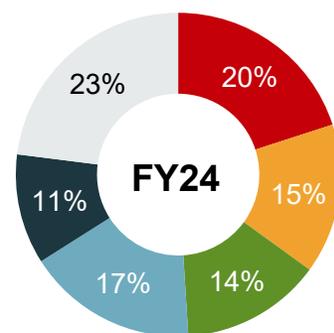
Q4/25: Growth driven by Russia, the CIS, Eastern & Western Europe, and MENA.

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



Unit: Million

Rank	Nationality	Q4/24	Q4/25	Growth YoY
1	Western Europe	1.18	1.24	5%
2	Russia, CIS*, Eastern EU	0.80	0.91	13%
3	South Asia	0.87	0.84	-3%
4	Gulf Cooperation Council	0.72	0.70	-3%
5	Middle East and North Africa	0.58	0.61	6%
	Total Arrivals	5.43	5.64	4%



Unit: Million

Rank	Nationality	FY24	FY25	Growth YoY
1	Western Europe	3.74	4.10	10%
2	Gulf Cooperation Council	2.74	3.00	9%
3	Russia, CIS*, Eastern EU	2.63	2.89	10%
4	South Asia	3.14	2.89	-8%
5	Middle East and North Africa	2.13	2.17	2%
	Total Arrivals	18.72	19.59	5%

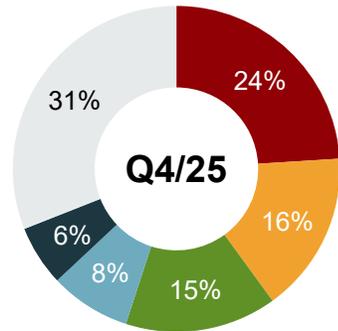
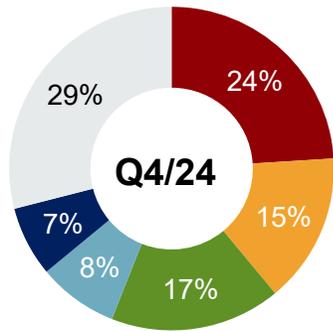
Source: Dubai Economy and Tourism

Note: *CIS stands for the Commonwealth of Independent States

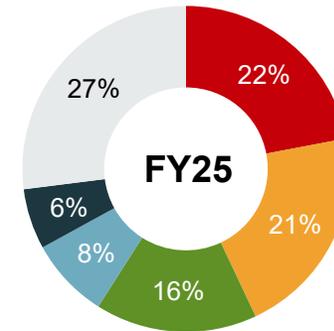
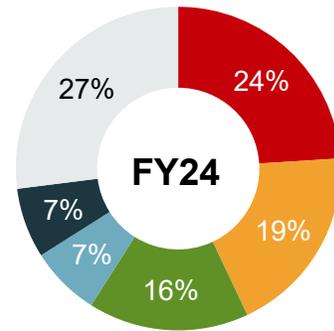
JAPAN TOURISM OVERVIEW Q4/25 AND FY25:

Q4/25: Total arrivals growth was supported by South Korea, Taiwan, and U.S., despite weaker arrivals from China.

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



- South Korea
- Taiwan
- China
- U.S.A.
- Hong Kong
- Others



- South Korea
- China
- Taiwan
- U.S.A.
- Hong Kong
- Others

Unit: Million

Rank	Nationality	Q4/24	Q4/25	Growth YoY
1	South Korea	2.35	2.67	13%
2	Taiwan	1.46	1.73	18%
3	China	1.73	1.61	-7%
4	U.S.A.	0.76	0.91	19%
5	Hong Kong	0.71	0.69	-2%
	Total Arrivals	9.99	11.03	10%

Unit: Million

Rank	Nationality	FY24	FY25	Growth YoY
1	South Korea	8.82	9.46	7%
2	China	6.98	9.10	30%
3	Taiwan	6.04	6.76	12%
4	U.S.A.	2.72	3.31	21%
5	Hong Kong	2.68	2.52	-6%
	Total Arrivals	36.87	42.68	16%

Source: Japan National Tourism Organization

HOTEL PORTFOLIO OF 18,982 ROOMS

More overseas Diversification from 28% of operating rooms to 48% of total portfolio

Number of hotels

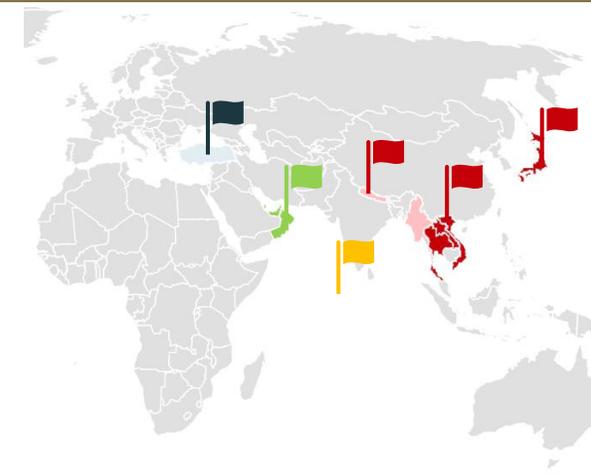
	In operation			Pipeline			Grand Total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned/JV	16	6	22	-	1	1	23
Managed	24	5	29	11	21	*32	61
Total	40	11	51	11	22	*33	84

Number of rooms

	In operation			Pipeline			Grand Total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned/JV	4,166	1,661	5,827	-	300	300	6,127
Managed	3,843	1,467	5,310	1,814	5,731	*7,545	12,855
Total	8,009	3,128	11,137	1,814	6,031	*7,845	18,982

*As of Dec 2025, Including 5,282 rooms (20 hotels) inactive deals.

Locations



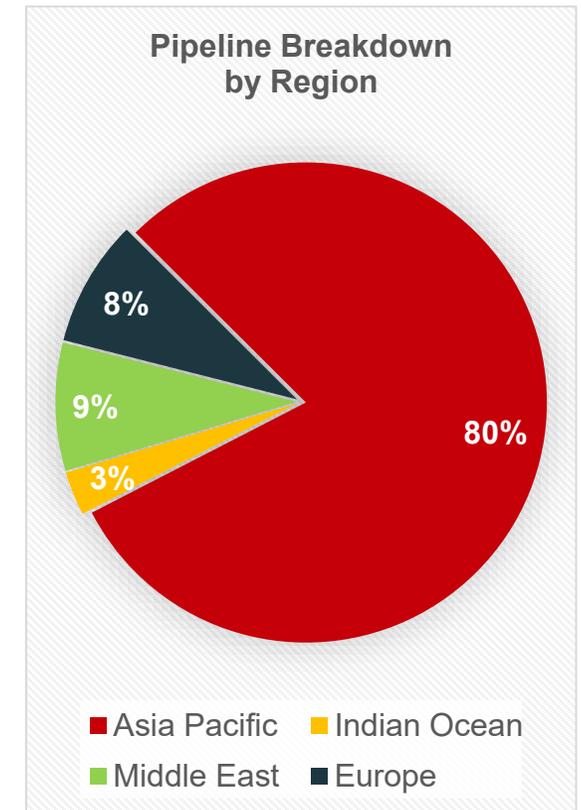
● Asia Pacific	Thailand, Japan, Vietnam, Laos Nepal*, Myanmar*
● Indian Ocean	Maldives
● Middle East	Oman, Qatar, UAE
● Europe	Turkey*, Cyprus*

*Indicates locations in the development pipeline.

TOTAL PIPELINE OF 7,845 ROOMS:

Asia Pacific accounts For 80% of pipeline

# of rooms		Owned and JV	Managed Hotels			Total	#of rooms by region
Region	Country	2026	2026	2027 onwards	Inactive*		
■ Asia Pacific	Thailand		321	599	894	1,814	6,269
	Laos		48	56	654	758	
	Myanmar				307	307	
	Vietnam		977		2,071	3,048	
	Japan	300				300	
	Nepal		42			42	
■ Indian Ocean	Maldives				231	231	231
■ Middle East	Qatar				676	676	676
■ Europe	Cyprus		220			220	669
	Turkey				449	449	
Total Rooms		300	1,608	655	5,282	7,845	
Total Hotels		1	9	3	20	33	



*Inactive deals are the deals without any activity during the last 6 months.

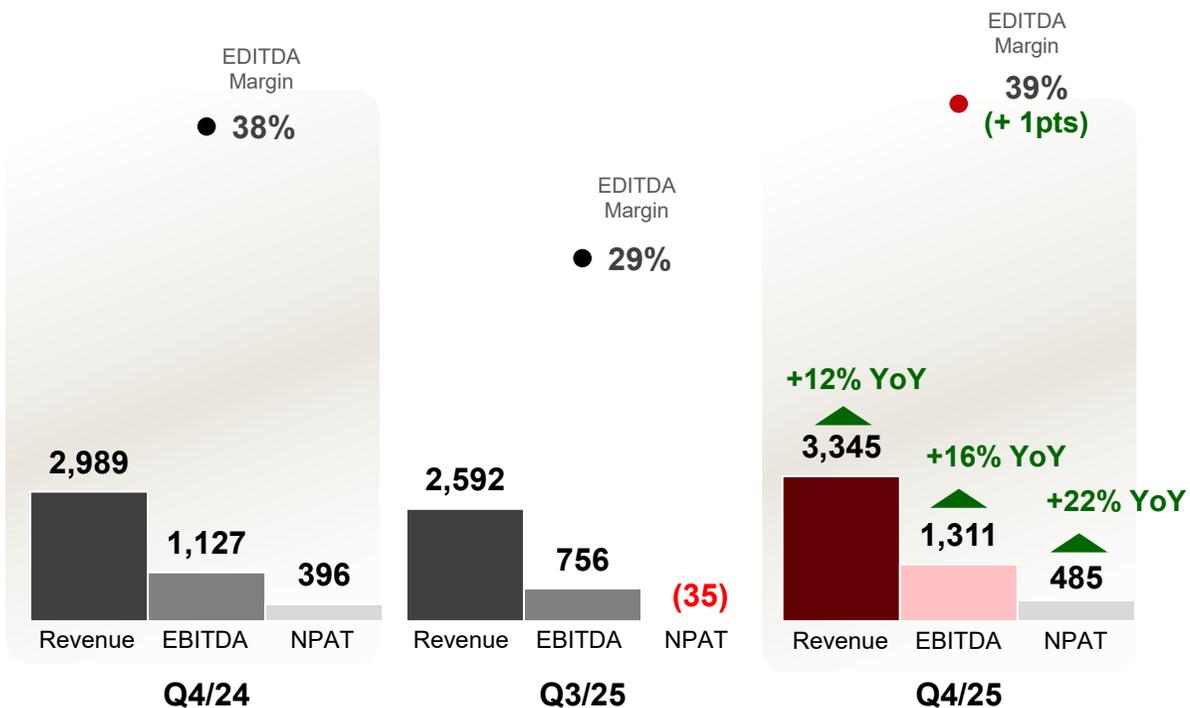
HOTEL: CORE PERFORMANCE

Key Takeaways

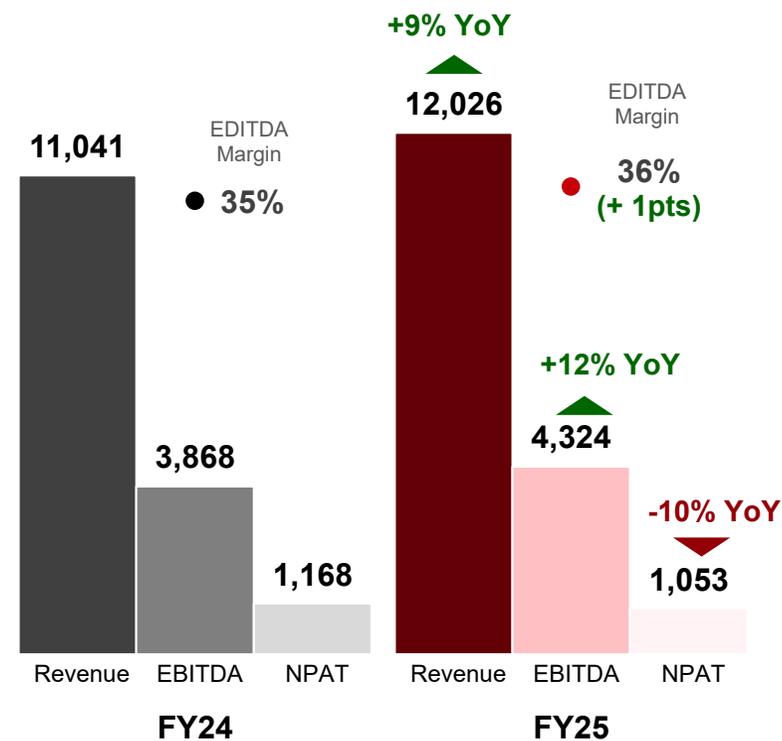
Despite on-going renovation of 2 hotels at Hua Hin and Krabi, the improvement in hotel performance was driven by fully reopening of Mirage Pattaya and Karon Phuket, including additional villa zone, together with 2 new resorts in Maldives.

Unit: THB mn

Quarterly Performance (Q4)



Full-Year 2025 Performance

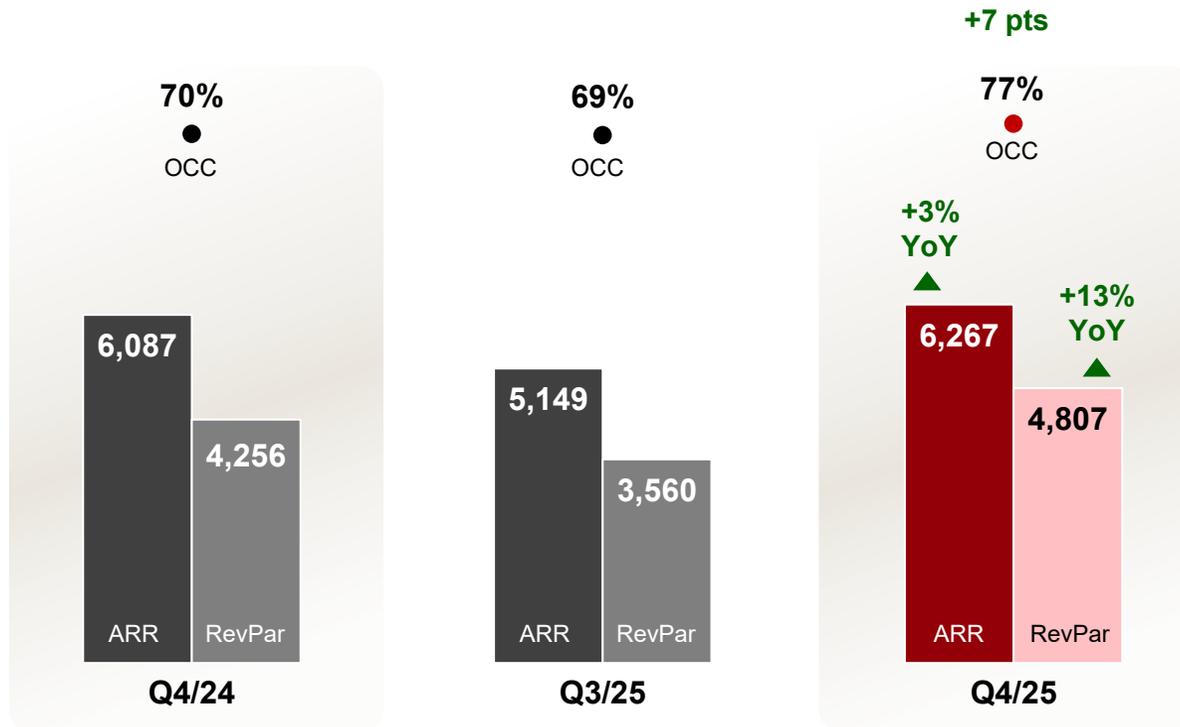


TOTAL OWN PORTFOLIO:

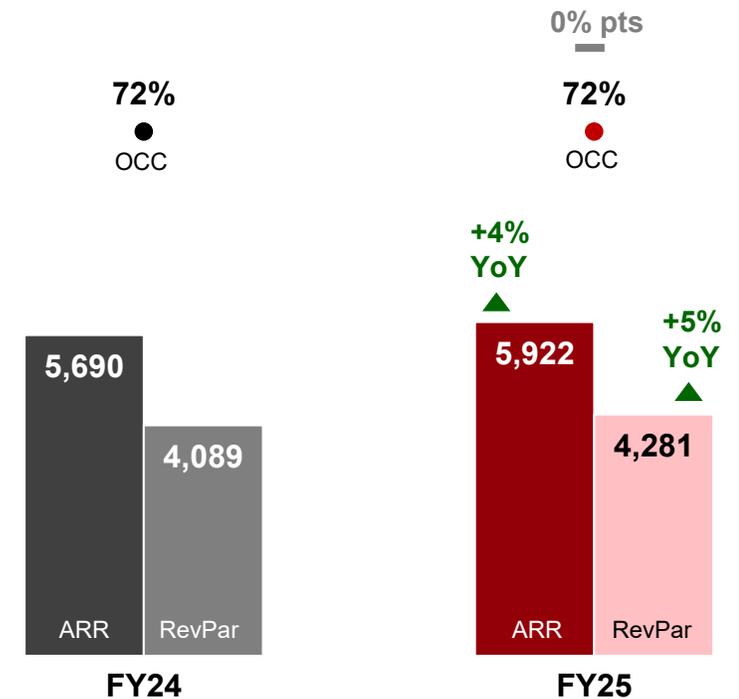
Q4/25: RevPAR Growth 13%, mainly driven by hotels in Maldives, upcountry hotels in Thailand, and Japan.

Unit: THB

Quarterly Performance (Q4)



Full-Year 2025 Performance



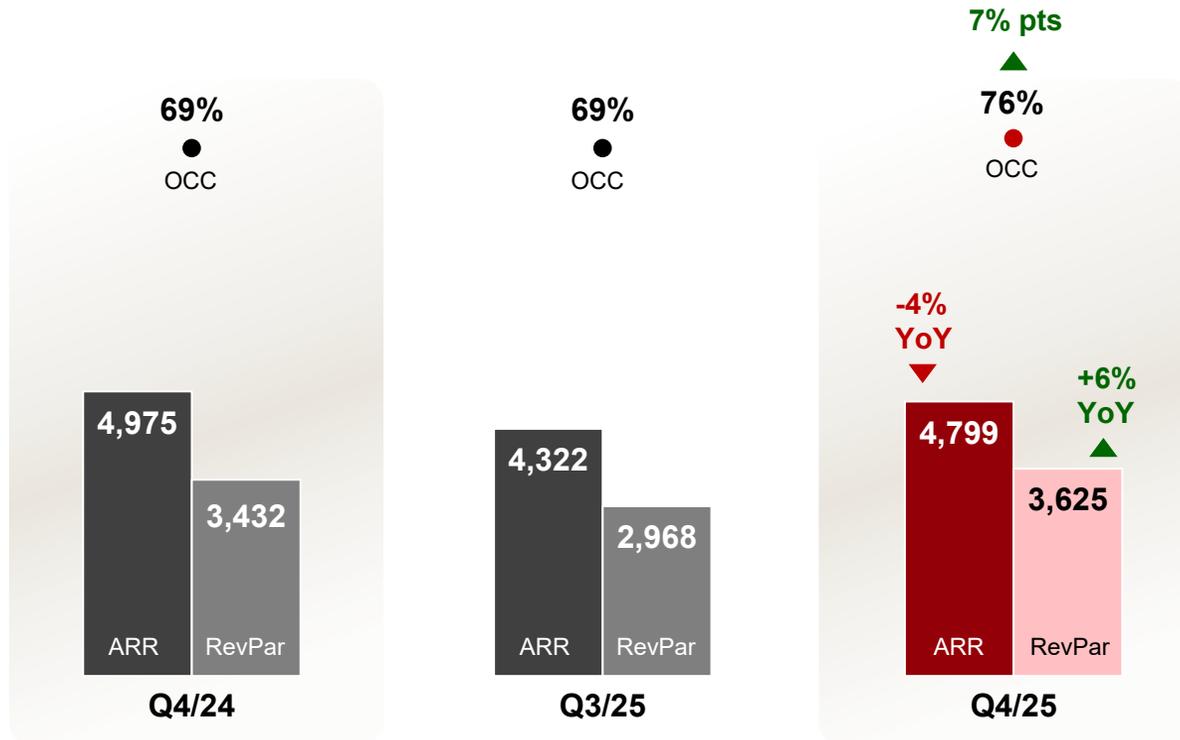
Abbreviations: OCC (Occupancy), ARR (Average Room Rate), RevPar (Revenue per Available Room), TRRevPar (Total Revenue per Available Room).

THAILAND PORTFOLIO:

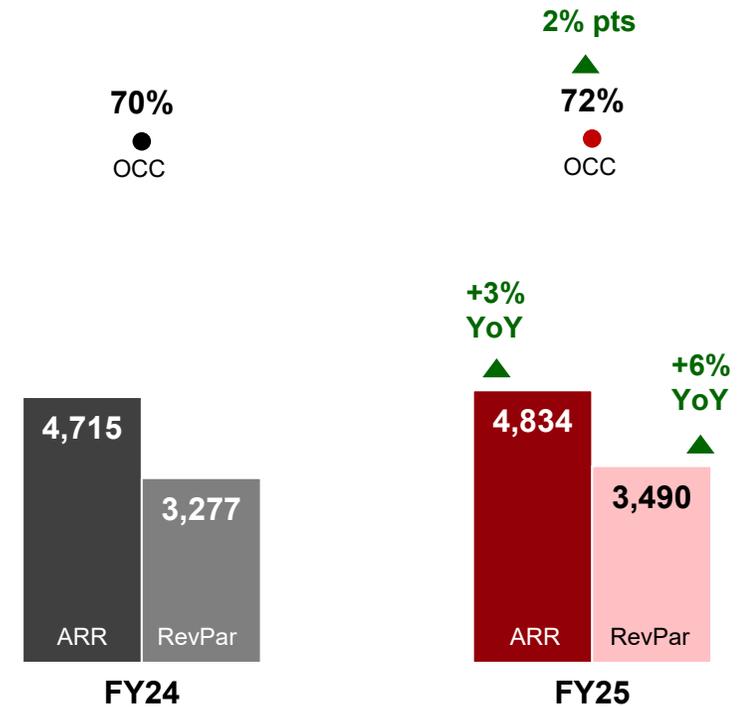
Q4/25: RevPAR growth 6% YoY mainly from the performance of upcountry hotels

Unit: THB

Quarterly Performance (Q4)



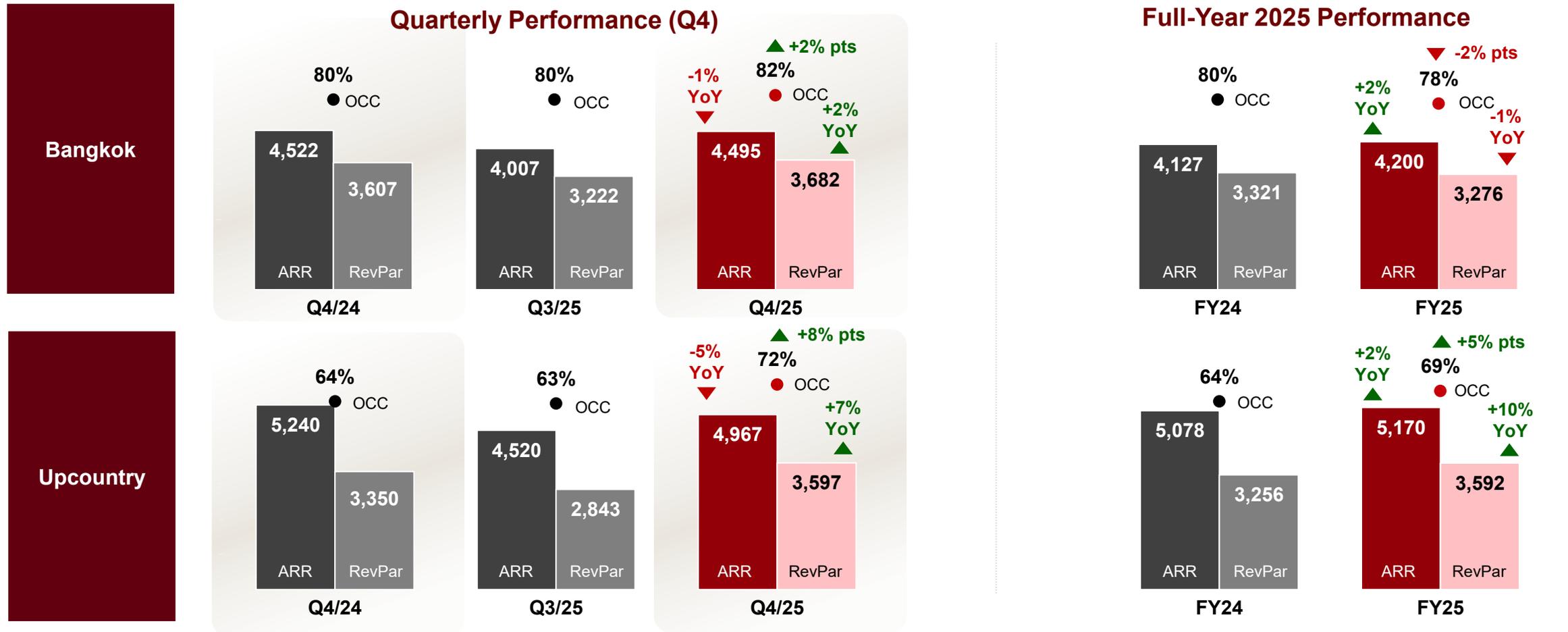
Full-Year 2025 Performance



BANGKOK AND UPCOUNTRY PORTFOLIO:

Q4/25: Upcountry RevPAR increased 7% YoY, mainly driven by the renovated hotel in Pattaya

Unit: THB



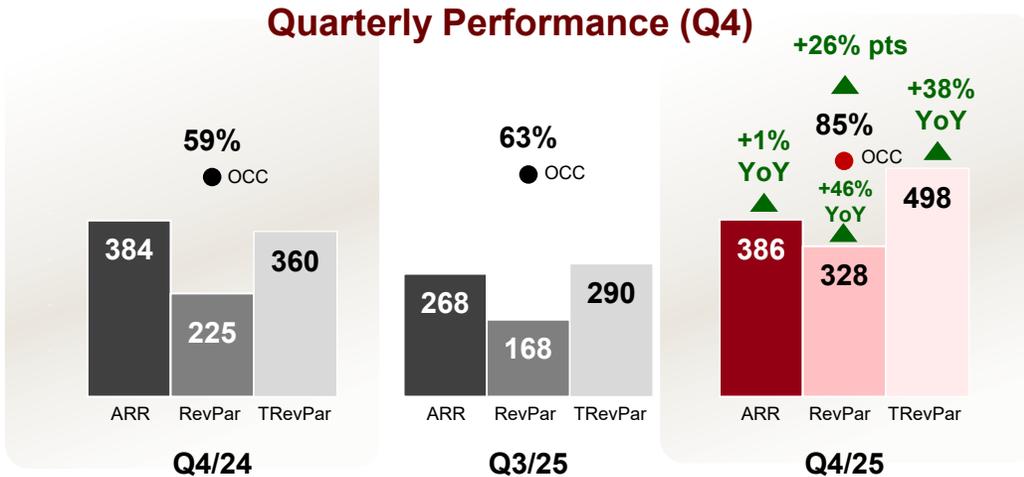
MALDIVES PORTFOLIO:

Q4/25: TRevPAR for the existing Maldives hotels +38% while the new Maldives hotels continued to ramp-up strongly.

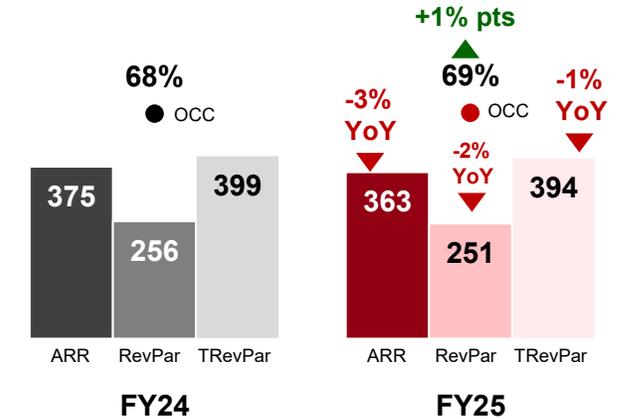
Unit: USD

Existing Maldives

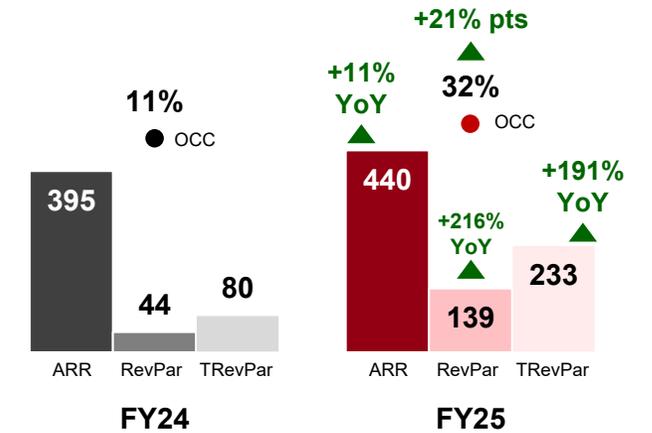
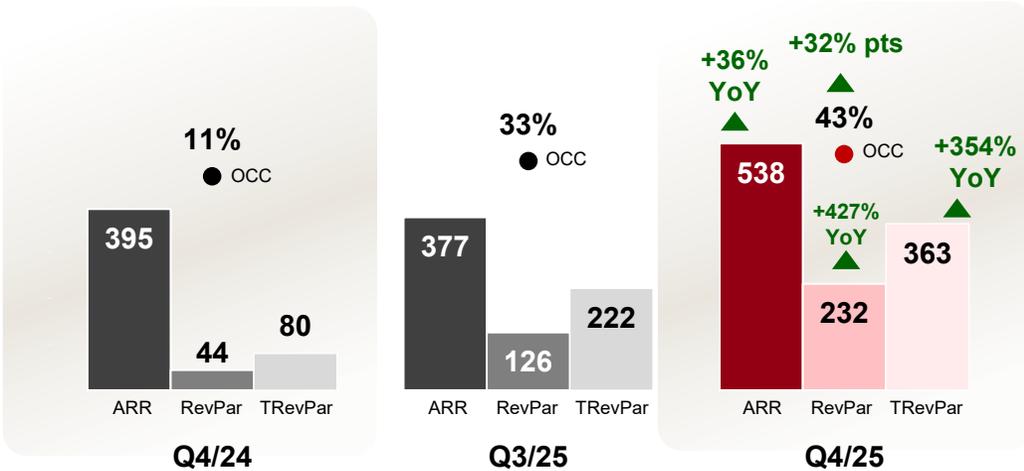
Quarterly Performance (Q4)



Full-Year 2025 Performance



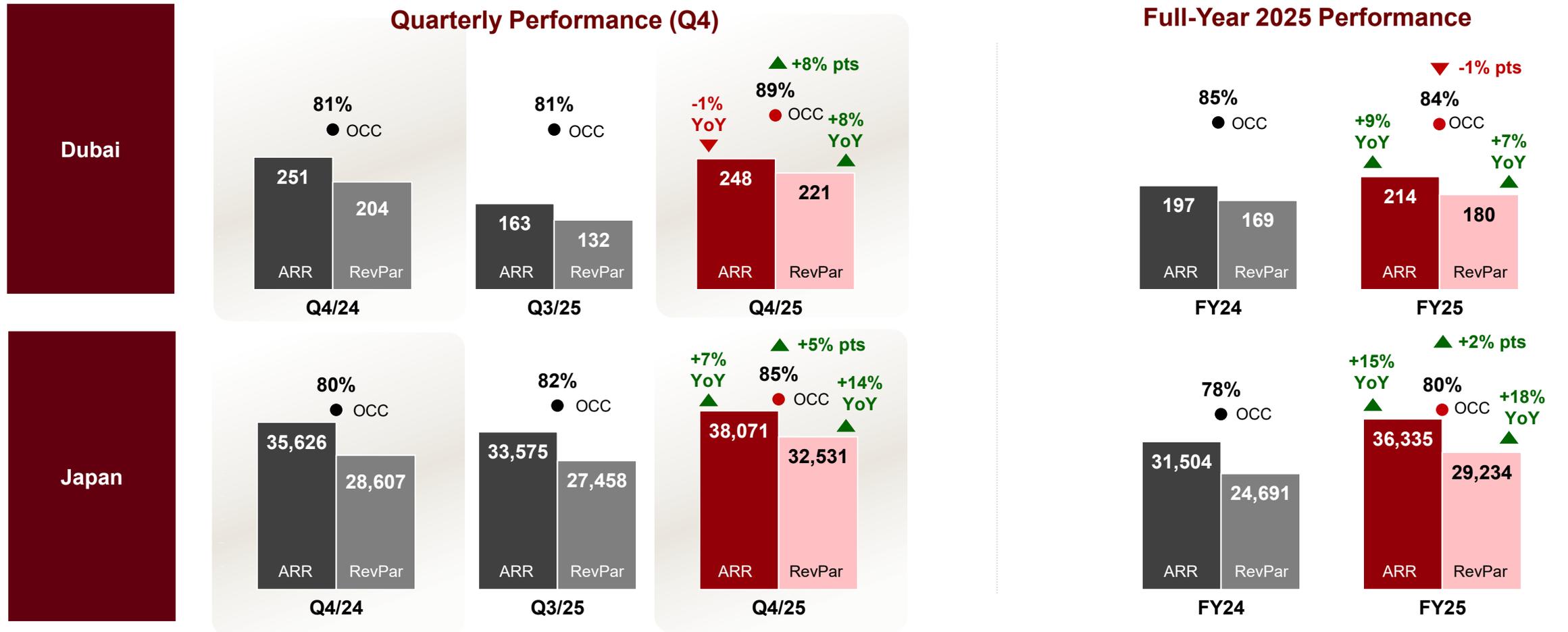
New Maldives



DUBAI AND JAPAN PORTFOLIO:

Q4/25: Dubai recorded RevPAR growth of 8%, while Japan maintained solid RevPAR growth of 14%.

Unit: USD and JPY

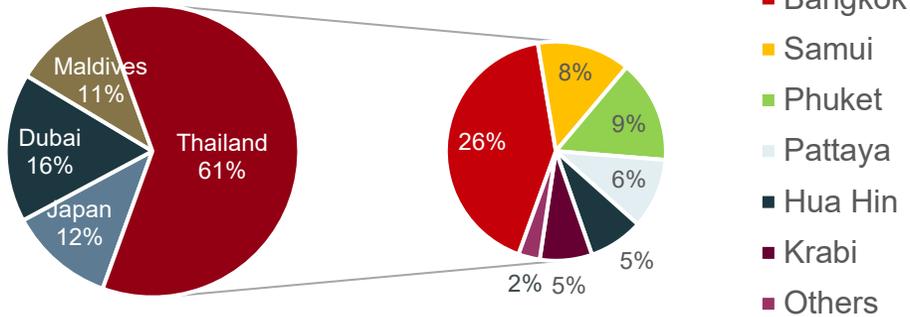


TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

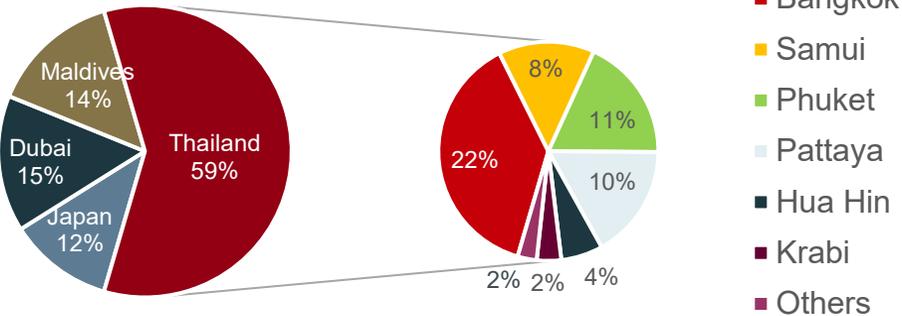
FY25: Maldives portion expanded from the contribution of 2 new resorts, while upcountry portion increased from reopening of Mirage Pattaya and Karon Phuket after major renovations.

Total Hotel Revenue Breakdown (incl. JV)

FY2024



FY2025



Location*	% RevPar Growth YoY (THB)
Bangkok	-1%
Samui	+10%
Phuket	-17%
Maldives	-2%** (USD)
Dubai	+7% (USD)
Japan (Osaka)	+18% (JPY)

*Excluding the location with properties under major renovation during 2024-2025

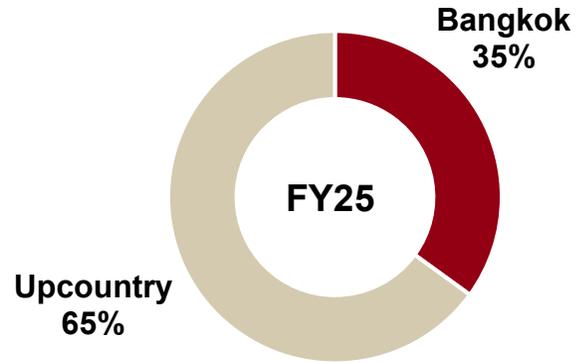
**Excl. Centara Mirage Lagoon Maldives and Centara Grand Lagoon Maldives

FOOD BUSINESS OVERVIEW: Q4 2025

AS OF 31 DEC 25: 1,429 OUTLETS, +58* OUTLETS (4% YOY)

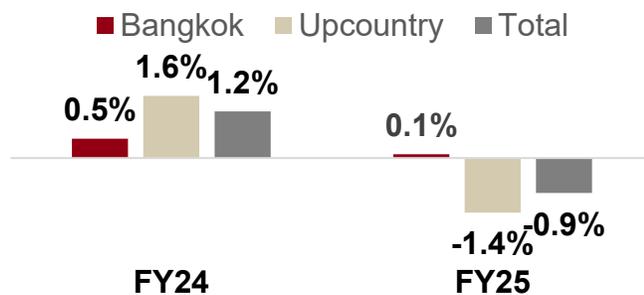
Q4/25: Outlet expansion mainly from KFC, Mister Donut, Auntie Anne's, and Shinkanzen

Number of outlets by location



Note: Outlets in Thailand only

FY24-25 SSS: Bangkok vs Upcountry



Note: Excluded Joint Ventures

Owned & Franchised brands

JV brands



454 outlets
▲ 15 YoY



351 outlets
▲ 11 YoY



257 outlets
▲ 20 YoY



91 outlets
▲ 19 YoY



58 outlets
▲ 3 YoY



56 outlets
▲ 1 YoY



54 outlets
▲ 3 YoY



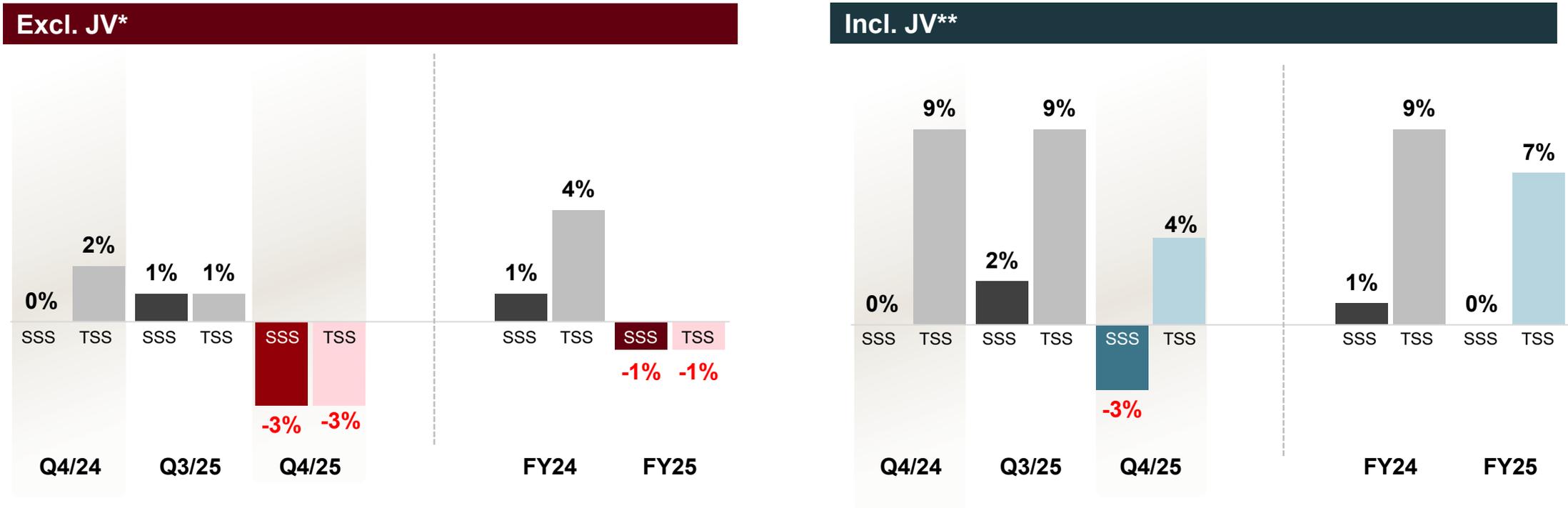
53 outlets
▲ 7 YoY

*Outlets in Thailand only

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

Q4/25: SSS% -3% YoY, mainly due to the softened performance of KFC, Mister Donut, and Auntie Anne's, partly impacted by the "Half-Half Plus" stimulus program

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



*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

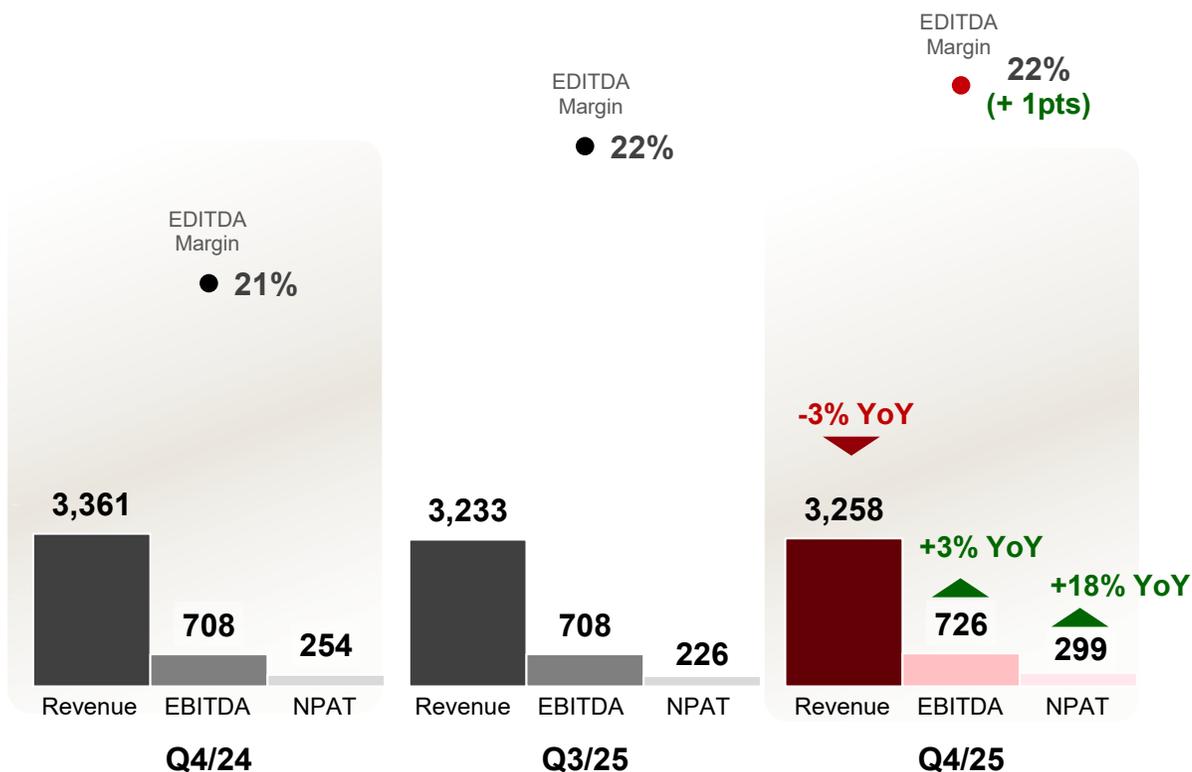
FOOD: CORE PERFORMANCE

Key Takeaways

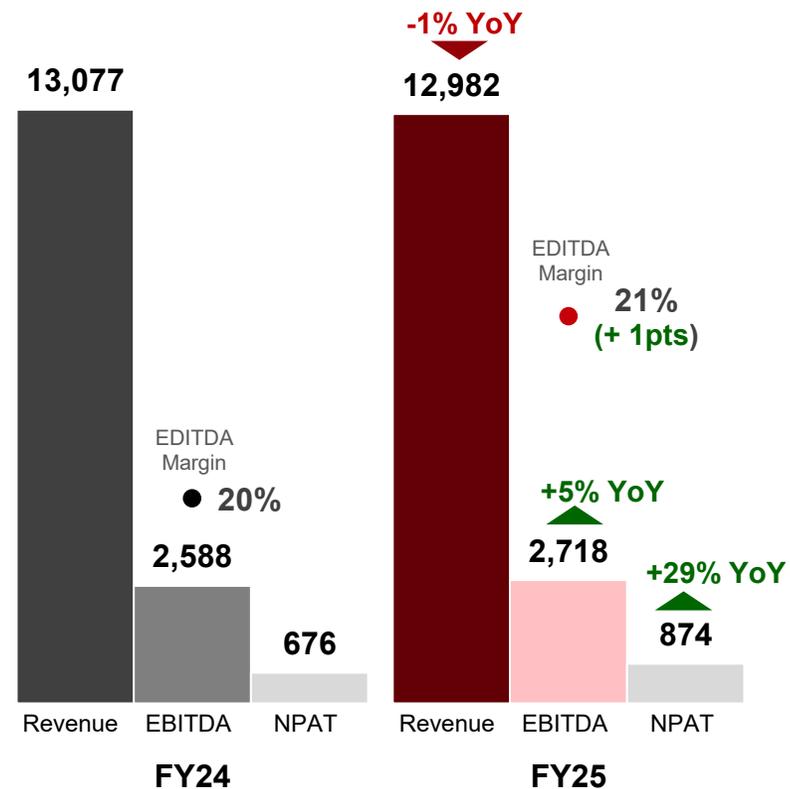
- Revenue declined due to softer performance of major brands including KFC, Auntie Anne's, and Mister Donut
- Improved margin result from closing non-perform outlets alongside improvement in cost management efficiency

Unit: THB mn

Quarterly Performance (Q4)



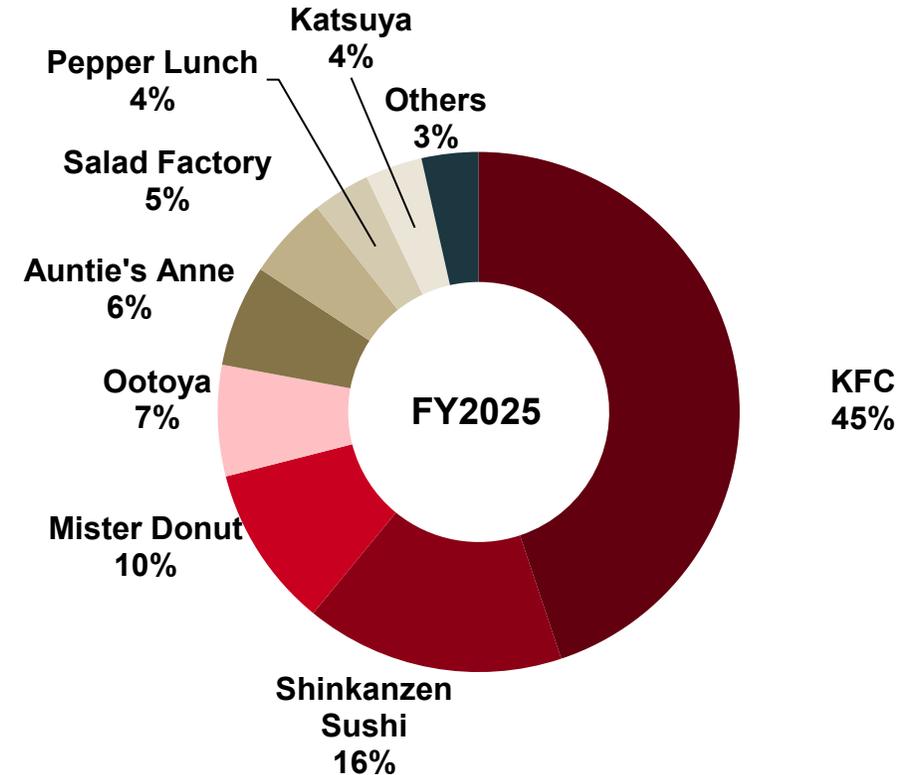
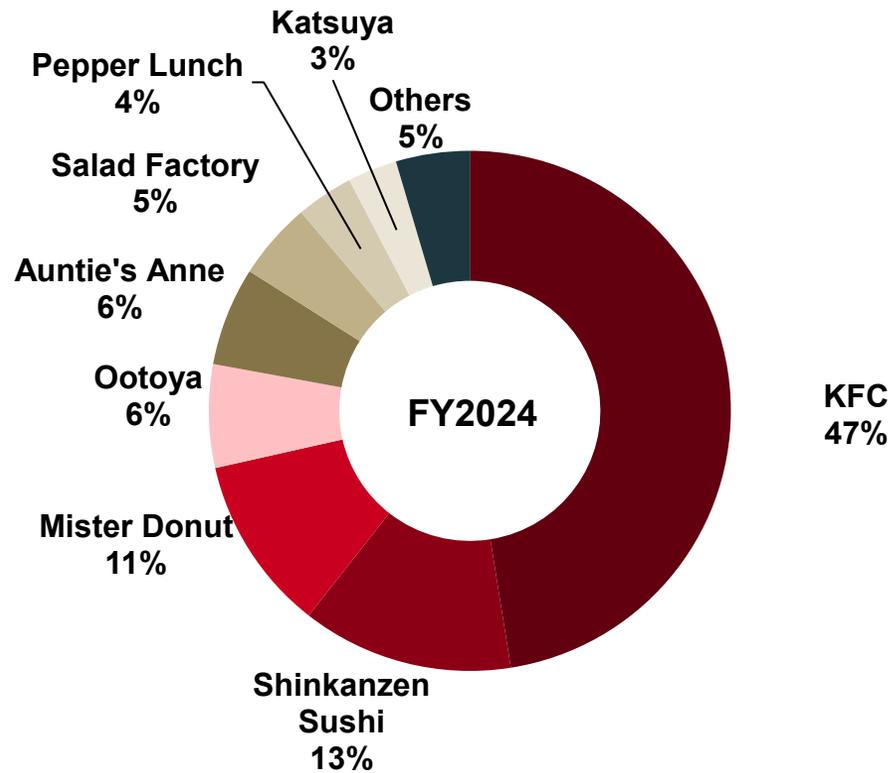
Full-Year 2025 Performance



TOTAL FOOD REVENUE BY KEY BRANDS:

FY25: top 8 brands accounting for 97% of total revenue (incl. JV)

Total Food Revenue Breakdown



CAPEX PLAN & 2026 GUIDANCE

CAPEX PLAN:

3-year CAPEX of total THB 19 bn Baseline (THB 13 bn) + Opportunistic (THB 6 bn)



		2025	2026F	2027F	2028F
Food	Outlet Expansion	CRG's outlet expansion			
	M&A	JV Lucky Suki			
Hotel	Normal CAPEX	Hotel Normal CAPEX			
	Renovation	Renovation of Centara Grand Krabi		Renovation of Centara Grand Hua Hin	
		Centara Life Osaka			
	New Hotels	Grand Lagoon	Budget Hotel – JV with OR		
Exploration on New Investment & M&A					

2026 GUIDANCE

HOTEL (Including Dubai)



Occupancy Rate

75% - 78%



RevPar (THB)

4,600 - 4,800



Revenue Growth

14% - 15%

Total Revenue (inc. JV)
THB 15.7 – 15.9 bn

Key drivers

- Ramp-up of **renovated and newly opened hotels** across key destinations
- Opening of **Centara Life Osaka** in April 2026, providing additional support to earnings growth
- **Organic recovery** of Thailand hotels following an abnormal operating year in 2025
- **Increased demand** for Maldives properties supported by the new airport terminal and improved air connectivity

FOOD (Including JVs)



Outlets Growth

5% - 6%



%SSS Growth

3% - 5%



% TSS Growth

12% - 14%

Total Revenue (inc. JV)*
THB 19.0 – 19.3 bn

Key drivers

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

**Included all Thai JVs but excluding lucky suki*

SUSTAINABILITY

Recognition - Certification - Awards



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

CERTIFIED
GSTC



100% GSTC-Certified All Brands:
Reserve, Centara Grand, Centara, Centara Life and Cosi (42 Hotels)



16 Hotels - Green Hotel certification
3 Hotels - Green Hotel Plus Certified
2 Hotels - Thailand Tourism Sustainability Award
4 Hotels - Asian Green Hotel Standard certification



Sustainability Yearbook 2024-2025



CSA Score 2025



ESG100 2016-2019, 2024-2025



Sustainability Disclosure Recognition 2020-2025



ENVIRONMENTAL GOALS YEAR 2020 – 2029

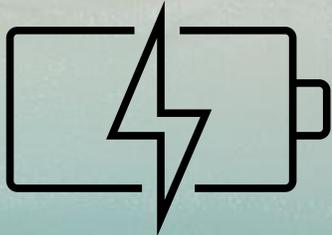
Green House Gas Emission
Scope 1 & 2



40%
2029

38.40%
FY25

Energy Management

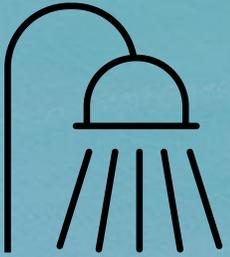


40%
2029

26.43%
FY25



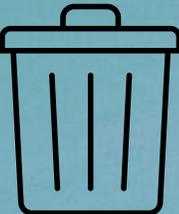
Water Management



20%
2029

33.20%
FY25

Waste Management



20%
2029

22.90%
FY25

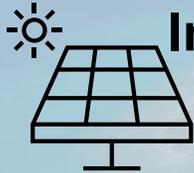
SUSTAINABILITY PERFORMANCE 2025



29.90
kgCO₂/Occupied Room
Greenhouse gas emissions



27.63 tons
Surplus food donation
69 tCO₂e
GHG Reduction



5,792.27 MWh
Installed Solar Energy in 18 hotels
7,959.79 tCO₂e
GHG Reduction



29.29 %
Recycling rate
2.39 kg/Occupied Room
Waste to Landfill



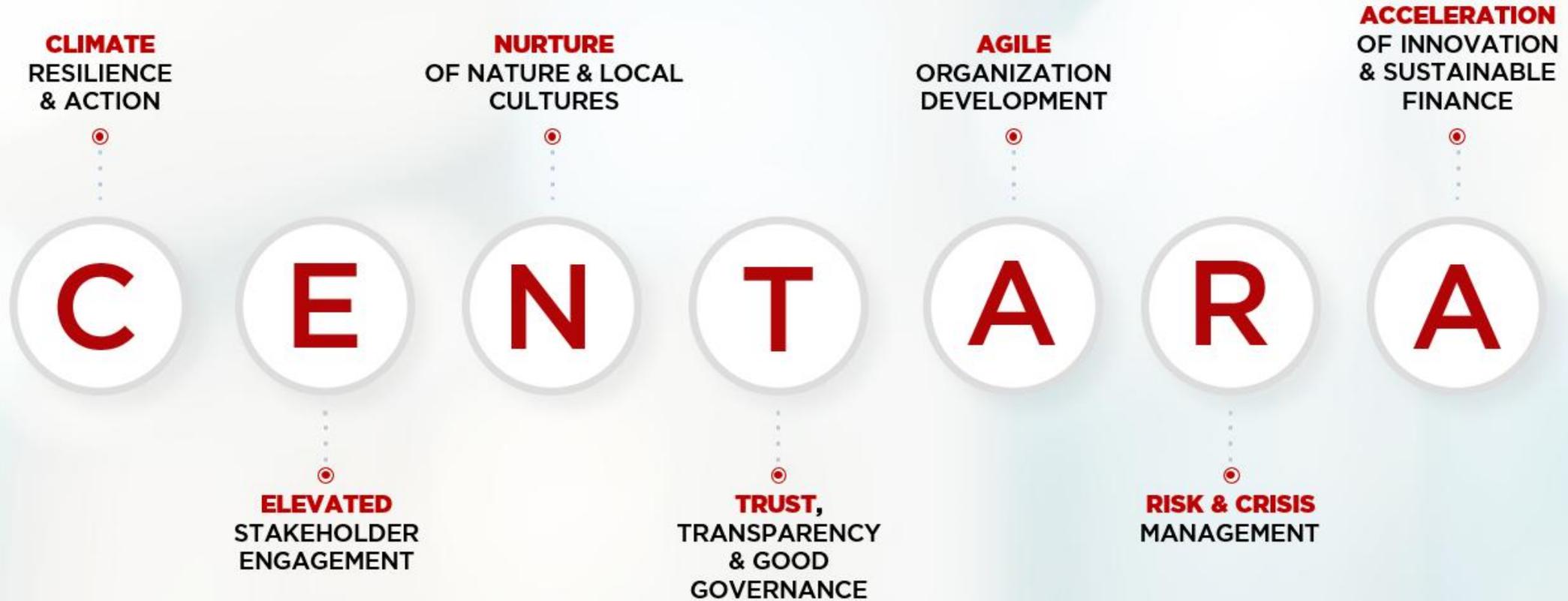
41 EV Charger Stations
in 18 hotels

66.7 tons
Used Cooking Oil to Bio-Diesel



1,090.98
Litre/Occupied Room

CENTARA SUSTAINABILITY BLUEPRINT

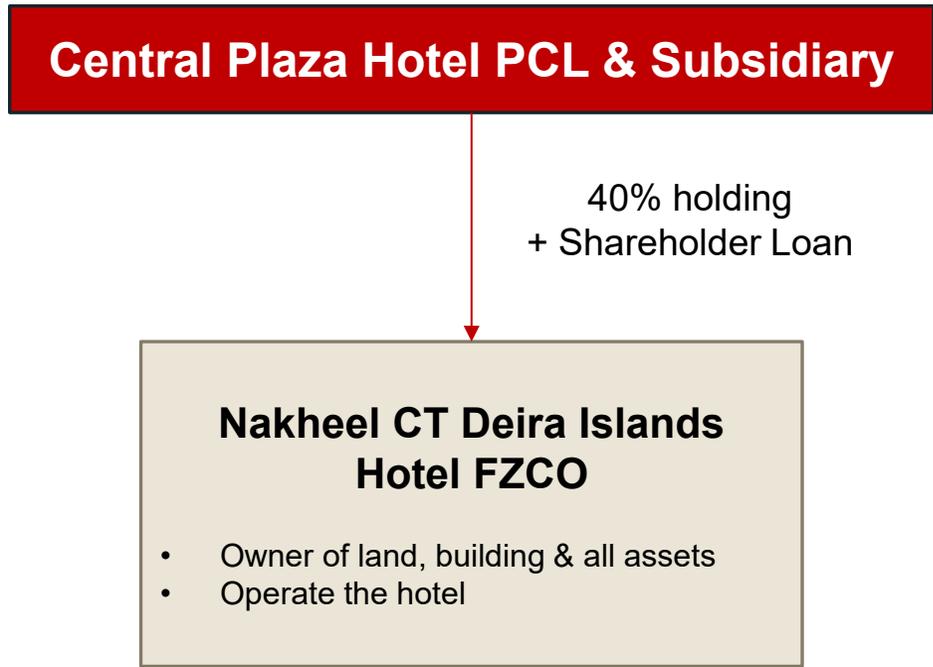


DISCLAIMER

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

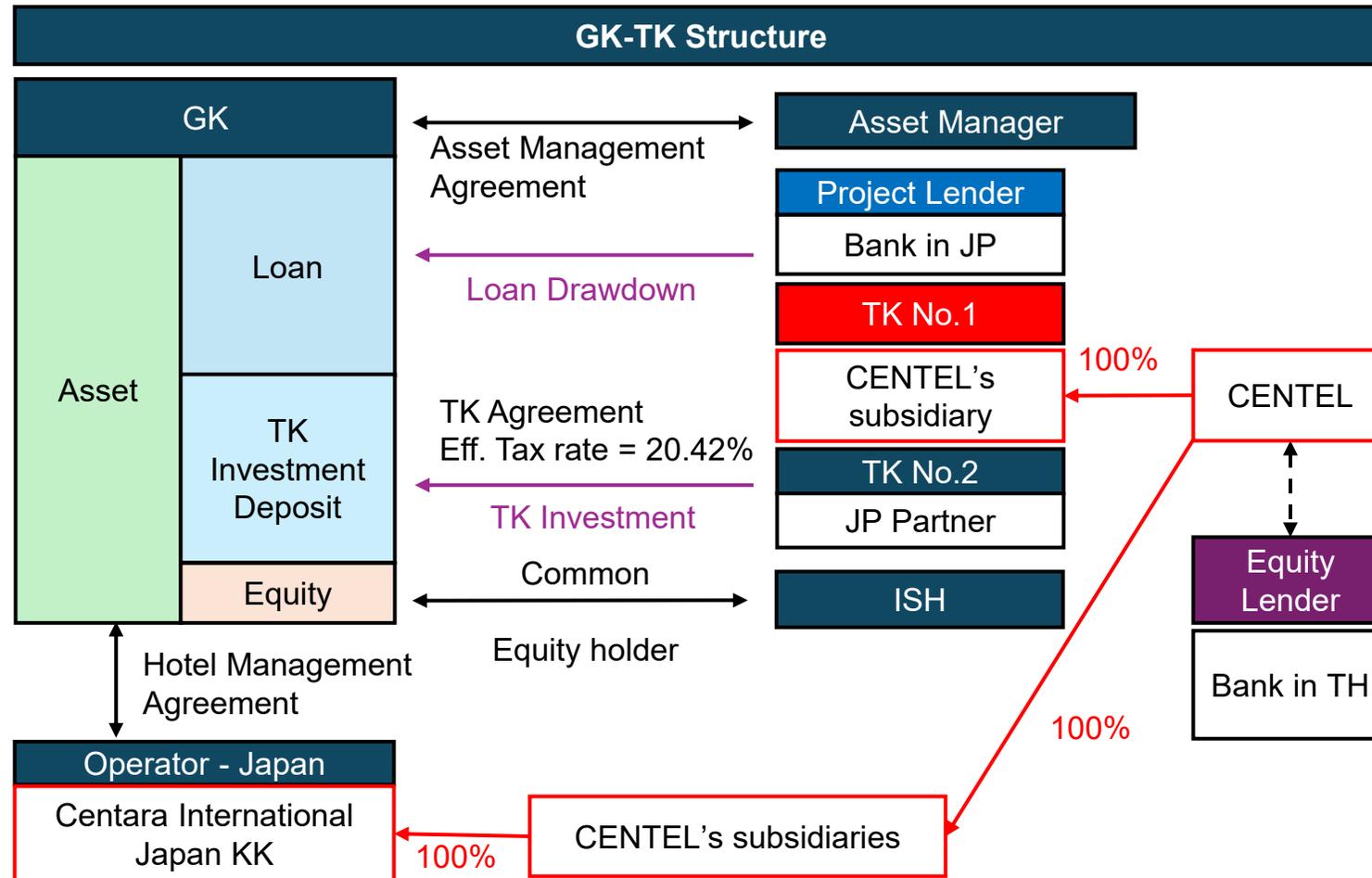
STRUCTURE OF CENTARA MIRAGE BEACH RESORT DUBAI



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 LIFE OSAKA



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

Unit: THB Million	Hotel Business				Food Business			
	Q4/2025	Q4/2024	Change YoY		Q4/2025	Q4/2024	Change YoY	
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	793	745	48	6%	1,154	896	258	29%
EBITDA	464	558	(94)	-17%	227	192	35	18%
Net Profit	204	163	41	25%	(28)*	107	(135)	-126%
Gain/Loss from JV	80	63	17	27%	25*	58	(33)	-57%

*Share of profit (loss) from investment in joint ventures – The Company has ceased recognition of its share of profit (loss) from ORC Coffee Passion Group Joint Stock Company after fully impairing the investment.

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

Unit: THB Million	Hotel Business				Food Business			
	Q4/2025	Q3/2025	Change QoQ		Q4/2025	Q3/2025**	Change QoQ	
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	793	501	292	58%	1,154	1,089	65	6%
EBITDA	464	213	251	118%	227	185	42	23%
Net Profit	204	(47)	251	534%	(28)*	74	(102)	-138%
Gain/Loss from JV	80	(18)	98	544%	25*	41	(16)	-39%

*Share of profit (loss) from investment in joint ventures – The Company has ceased recognition of its share of profit (loss) from ORC Coffee Passion Group Joint Stock Company after fully impairing the investment.

**The Q3/2025 figures have been revised from those previously announced in the prior quarter.

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

Unit: THB Million	Hotel Business				Food Business			
	FY2025	FY2024	Change YoY		FY2025	FY2024	Change YoY	
	Amount	Amount	Amount	%	Amount	Amount	Amount	%
Total revenues	2,654	2,577	77	3%	4,161	3,010	1,151	38%
EBITDA	1,401	1,401	-	0%	720	492	228	46%
Net Profit	337	102	235	230%	104*	171	(67)	-39%
Gain/Loss from JV	144	37	107	289%	99*	99	-	0%

*Share of profit (loss) from investment in joint ventures – The Company has ceased recognition of its share of profit (loss) from ORC Coffee Passion Group Joint Stock Company after fully impairing the investment.

SUMMARY OF RECOGNITION IN DUBAI & OSAKA AT CENTEL

	Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total
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	Q4/24				Q4/25			
	Centara Mirage Dubai	Centara Grand Hotel Osaka			Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total		Property Company	Operating Company	Total
Management Fees	41	-	-	-	44	-	-	-
Interest from Shareholder Loan	62	-	-	-	47	-	-	-
Gain/Loss from JV	33	11	-	11	44	19	-	19
NPAT from Operation	-	-	19	19	-	-	22	22
Total	136	11	19	30	135	19	22	41

BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

Unit: THB mn	FY24				FY25			
	Centara Mirage Dubai	Centara Grand Hotel Osaka			Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total		Property Company	Operating Company	Total
Management Fees	136	-	-	-	137	-	-	-
Interest from Shareholder Loan	256	-	-	-	206	-	-	-
Gain/Loss from JV	12	(16)	-	(16)	68	39	-	39
NPAT from Operation	-	-	59	59	-	-	86	86
Total	404	(16)	59	43	411	39	86	125

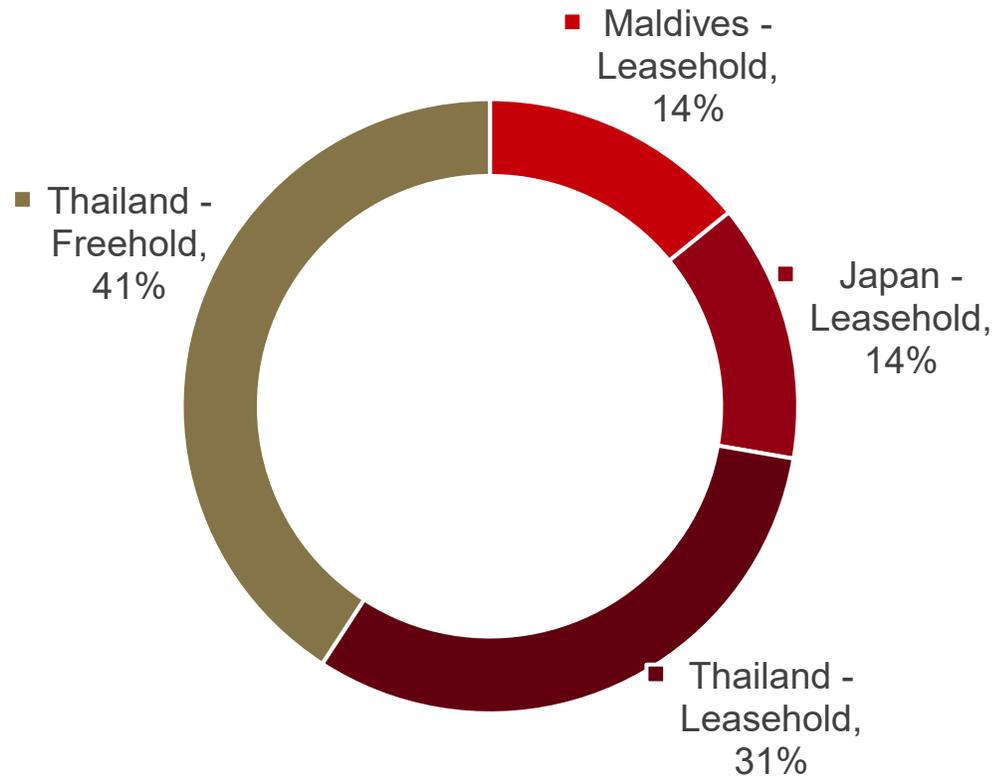
FOOD BUSINESS: % HOLDING IN JOINT VENTURES AND ACCOUNTING TREATMENT

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
Lucky Suki	40%	Equity Method

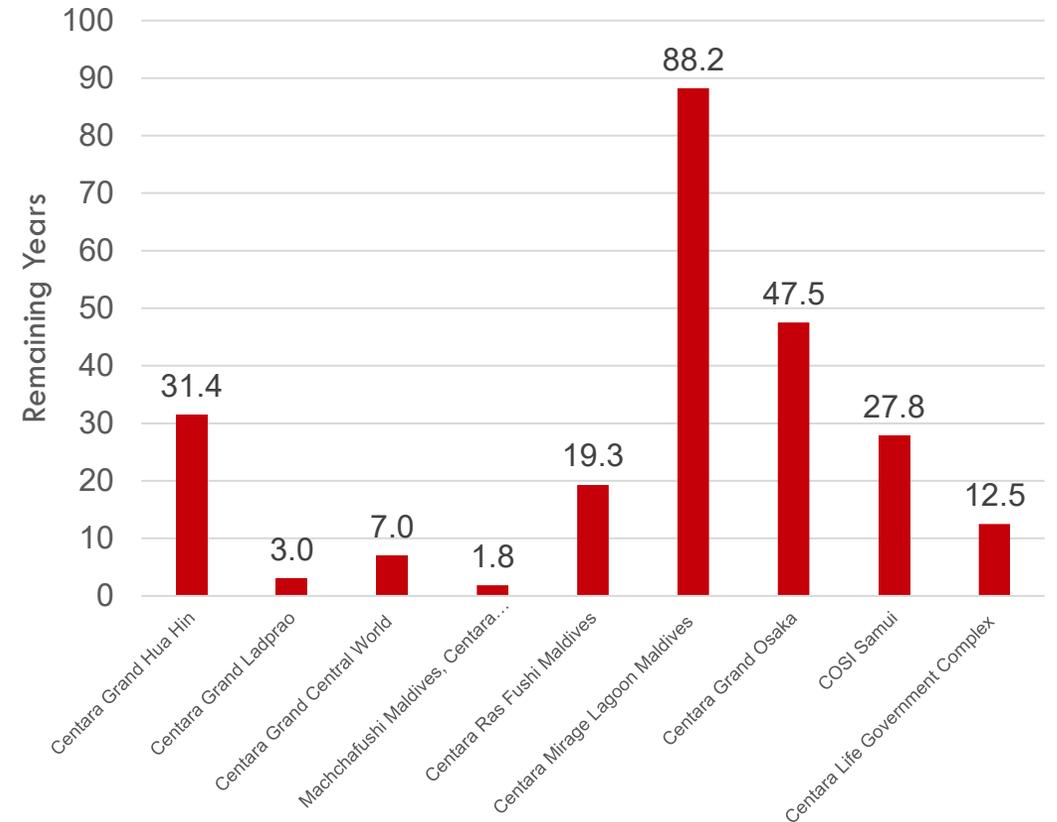
*The company dissolved the joint venture in Vietnam and began closing all Café Amazon Vietnam outlets starting in Q3 2025.

HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)

Total Revenue Contribution FY2025



Remaining leasehold life for Thailand and Overseas hotels as of Dec 31, 2025



HOTELS IN OPERATION AS OF 31 DECEMBER 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	120	100%	Thailand
9	Centara Kata Resort Phuket	4	Q2/06	163	100%	Thailand
10	Centara Karon Resort Phuket	4	Q2/06	380	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 DECEMBER 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			5,827		

HOTELS IN OPERATION AS OF 31 DECEMBER 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	Waterfront Suites Phuket by Centara	Residence	Q1/11	39	Thailand
26	Centara Anda Dhevi Resort & Spa Krabi	4	Q4/11	135	Thailand
27	Centara Pattaya Hotel	4	Q4/11	226	Thailand
28	Centara Nova Hotel & Spa Pattaya	4	Q4/11	79	Thailand
29	Centara Koh Chang Tropicana Resort	4	Q2/12	157	Thailand
30	Centara Watergate Pavillion Hotel Bangkok	4	Q2/13	281	Thailand
31	Centara Life Maris Resort Jomtien	3	Q1/16	282	Thailand
32	Centara Life Phu Pano Resort Krabi	3	Q4/16	158	Thailand
33	Centara Muscat Hotel	4	Q2/17	152	Oman
34	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
35	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand
36	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
37	Centara Life Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand

HOTELS IN OPERATION AS OF 31 DECEMBER 2025 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
38	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
39	Roukh Kiri Khaoyai	The Centara Collection	Q4/20	13	Thailand
40	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
41	Al Hail Waves Hotel	4	Q1/22	64	Oman
42	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
43	Centara Korat	4	Q3/22	218	Thailand
44	Centara Life Hotel Bangkok Phra Nakhon	3	Q4/22	180	Thailand
45	Centara Hotel Ubon	4	Q1/23	160	Thailand
46	Centara Ayutthaya	4	Q4/23	224	Thailand
47	COSI Vientiane Nam Phu	Affordable lifestyle	Q1/24	95	Laos
48	Centara Life Lamai Resort Samui	4	Q3/24	61	Thailand
49	Varivana Resort Koh Phangan	5	Q3/24	39	Thailand
50	Centara Life Wisma Hotel Ratchaburi	3	Q1/25	69	Thailand
51	Centara Villas Phi Phi Island	4	Q2/25	40	Thailand
	Total managed hotels			5,310	
	Grand total			11,137	

THANK YOU

