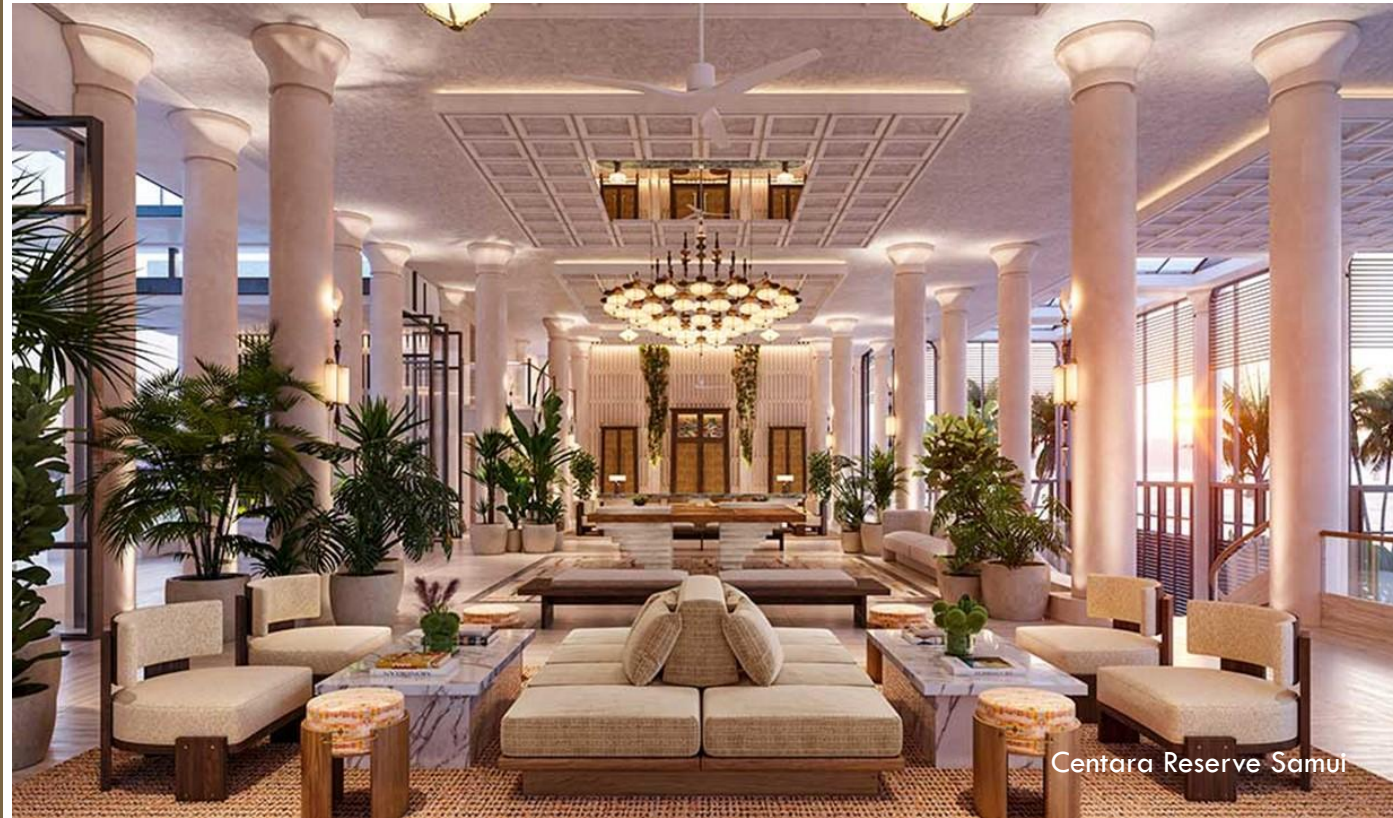


Q4/20 Opportunity Day  
Presentation  
March 10, 2021

# CENTRAL PLAZA HOTEL PUBLIC COMPANY LIMITED - CENTEL



# AGENDA

- Q4/20 and FY20 summary performance
- Hotel business overview
- Food business overview
- CAPEX and guidance 2021
- Appendix

# CONSOLIDATED EARNING Q4/20

Hotel performance before extra item improved Quarter-on-Quarter as a results of high season and strict cost control continually

THB million	Q4/19	Q4/20 (Adopted TFRS 9 & 16)	% Chg	Q4/20 (Not adopted TFRS 9 & 16)	% Chg
Total hotel revenue	2,257*	707	-69%	732*	-68%
Total food revenue	3,100	2,544	-18%	2,544	-18%
Total revenues	<b>5,357</b>	<b>3,251</b>	<b>-39%</b>	<b>3,276</b>	<b>-39%</b>
EBITDA	<b>1,094</b>	<b>458</b>	<b>-58%</b>	<b>(94)</b>	<b>-109%</b>
EBITDA margin (%)	20%	14%	-6%	(3%)	-23%
Net profit from operation	<b>471</b>	<b>(178)</b>	<b>-138%</b>	<b>(137)</b>	<b>-129%</b>
Less: Provision of asset impairment	-	(1,189)	NA	(1,189)	NA
<b>Net (Loss) Profit after Tax</b>	<b>471</b>	<b>(1,367)</b>	<b>-390%</b>	<b>(1,326)</b>	<b>-382%</b>

Note: \* Total hotel revenue included deferred rental income

# CONSOLIDATED EARNING FY20: ADVERSE IMPACT OF COVID-19

THB million	FY19	FY20 (Adopted TFRS 9 & 16)	% Chg	FY20 (Not adopted TFRS 9 & 16)	% Chg
Total hotel revenue	8,896*	3,117	-65%	3,218*	-64%
Total food revenue	12,295	10,132	-18%	10,132	-18%
Total revenues	21,191	13,249	-37%	13,350	-37%
EBITDA	4,298	1,981	-54%	71	-98%
EBITDA margin (%)	20%	15%	-5%	(1%)	-21%
Net profit from operation	1,721	(1,551)	-190%	(1,342)	-178%
Extraordinary items					
Add: Insurance claim (net tax)**	81	-	-100%	-	-100%
Less: Provision of assets impairment	-	(1,225)	NA	(1,225)	NA
Less: Provisions for long term employee benefits	(58)	-	-100%	-	-100%
Net profit after extraordinary items	1,744	(2,776)	-259%	(2,567)	-247%

Note: \* Total hotel revenue included deferred rental income

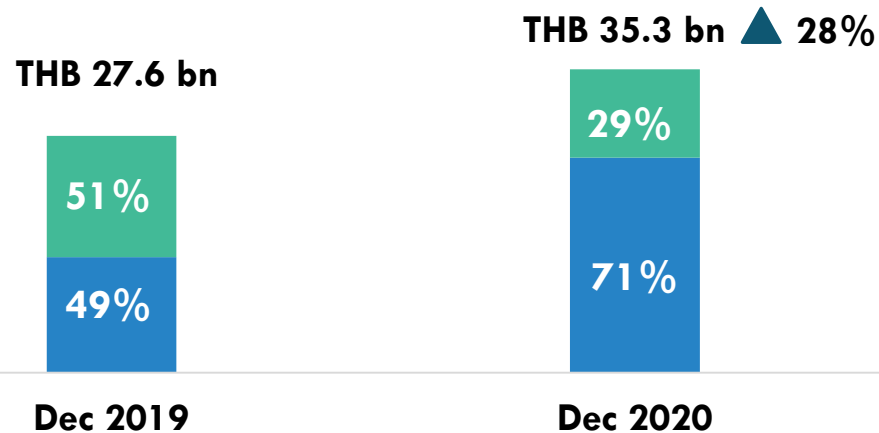
\*\* Insurance claim from fire at Central World, Big C Rajdamri and Center One in 2010

# GEARING RATIO & DEBT COMPONENT: FY20 AVERAGE FINANCE COST OF 2.5%

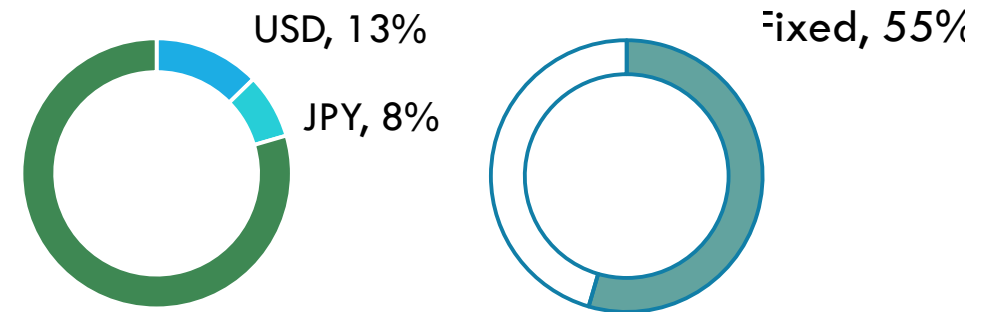
Gearing ratio	Dec 2019	Dec 2020
Interest bearing debt/Equity	0.5	2.2
Interest-bearing Debt (excluding lease liabilities) / Equity	0.5	1.1

## Financial position

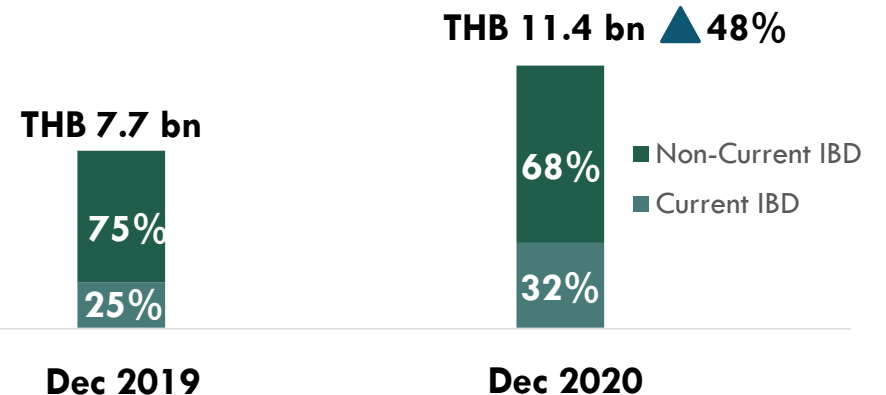
■ Total liabilities ■ Total equity



## Total interest-bearing debt (Excluded Lease Liabilities)



## Interest-bearing debt (Excluded Lease Liabilities)



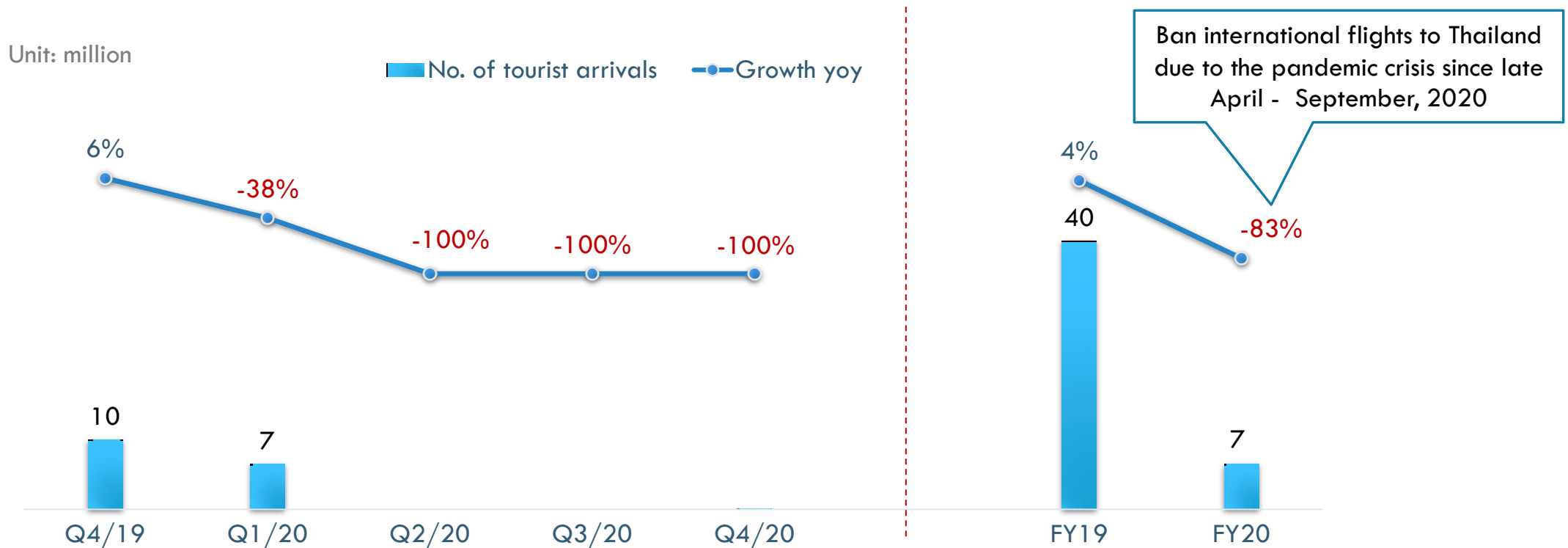
Note: IBD = Interest Bearing Debt



## HOTEL BUSINESS OVERVIEW

# THAILAND TOURISM OVERVIEW 2020

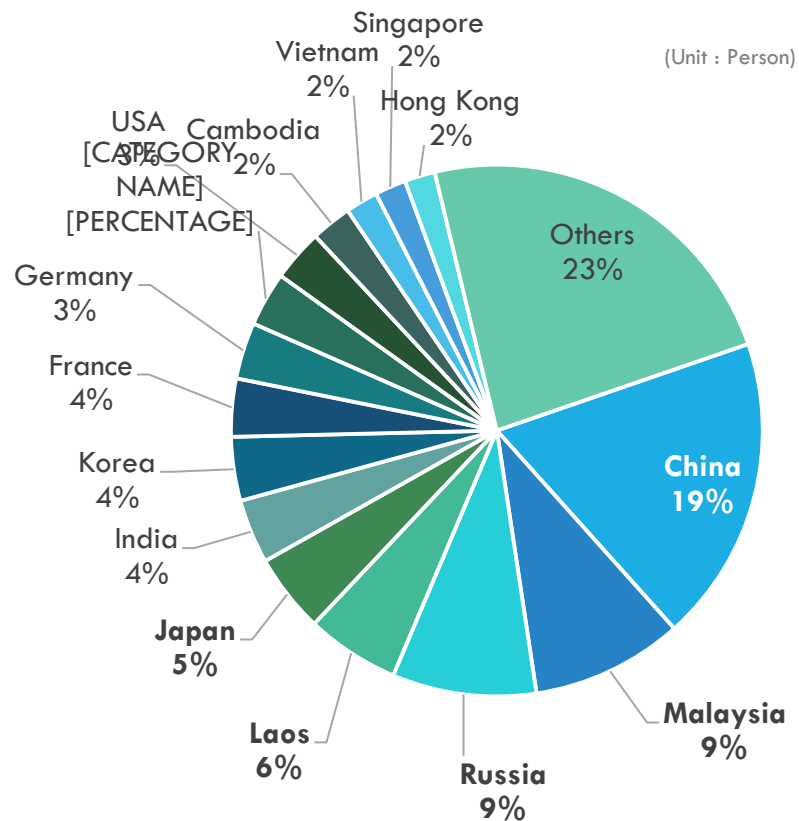
Thailand number of tourist arrivals: resumed welcoming international tourists in October 2020 with 10,822 total arrivals in Q4/20



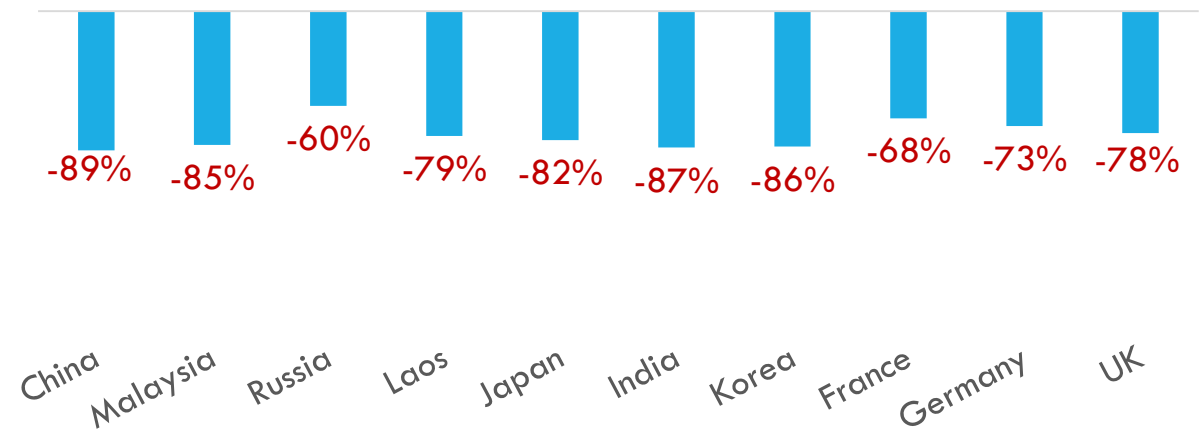
Source: Ministry of Tourism and Sport

# THAILAND TOURISM OVERVIEW FY20

## Top 15 - International Tourist Contribution as of December 2020



## Top 10 - International Tourist Arrivals decrease (%) – FY20



Source: Ministry of Tourism and Sport



# MALDIVES TOURISM OVERVIEW 2020:

## SIGNIFICANT IMPROVEMENT QUARTER ON QUARTER

Unit: persons

■ No. of arrivals

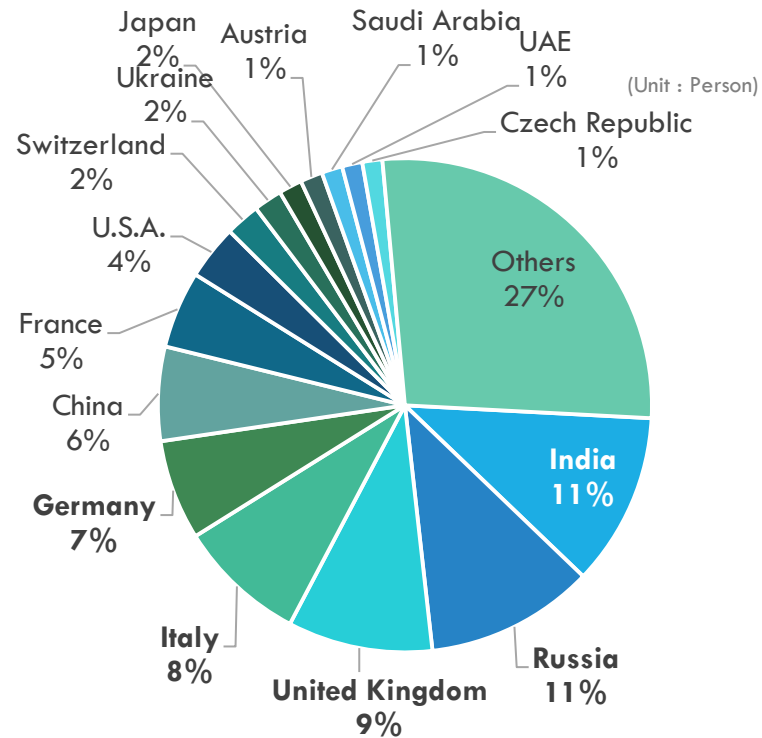
% Growth yoy



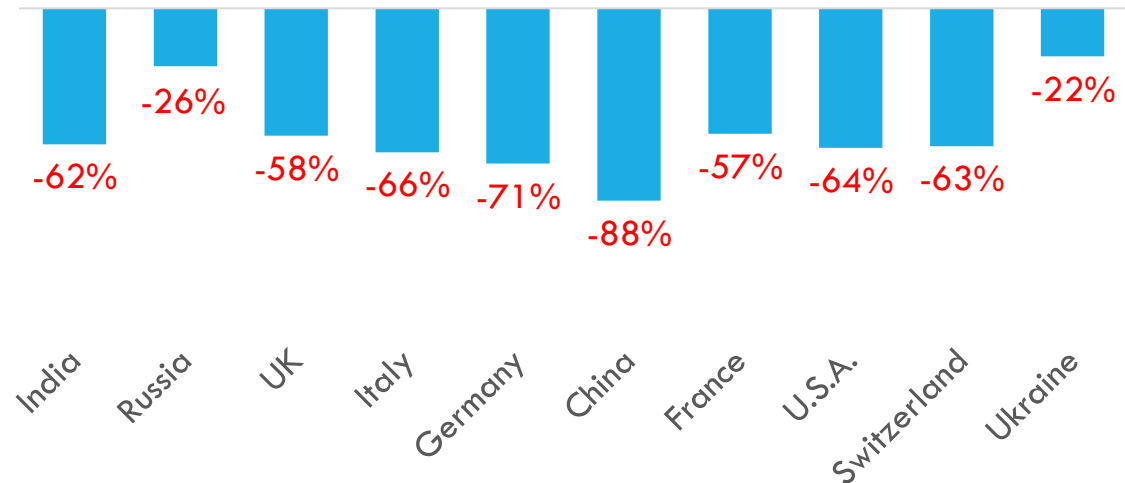
Source: Ministry of Tourism, Republic of Maldives

# MALDIVES TOURISM OVERVIEW FY20

Top 15 - International Tourist Contribution as of December 2020



Top 10 – International Tourist Arrivals decrease (%) – FY20



Source: Ministry of Tourism Republic of Maldives

# HOTEL PORTFOLIO 17,358 ROOMS: ADDED 11 NEW CONTRACTS IN 2020

## Number of hotels

	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
<b>Owned</b>	16	2	<b>18</b>	1	4	<b>5</b>	<b>23</b>
<b>Managed</b>	22	5	<b>27</b>	9	25	<b>34</b>	<b>61</b>
<b>Total</b>	38	7	<b>45</b>	10	29	<b>39</b>	<b>84</b>

As of December 2020

## In operation by rooms



## Number of rooms

	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
<b>Owned</b>	4,192*	252	<b>4,444</b>	130*	1,432	<b>1,562</b>	<b>6,006</b>
<b>Managed</b>	2,816*	757*	<b>3,573</b>	1,714	6,065	<b>7,779</b>	<b>11,352</b>
<b>Total</b>	7,008	1,009	<b>8,017</b>	1,844	7,497	<b>9,341</b>	<b>17,358</b>

\*Revised number based on available rooms

## Total portfolio by rooms



# PIPELINE — 9,341 ROOMS: ASIA & MIDDLE EAST

## Summary of pipeline 2021E-2024E

# of rooms	Owned			Managed				Total
Year	2021E	2022E	2023E	2021E	2022E	2023E	2024E	
Bali							210	210
Cambodia							240	240
China					300	296		596
Dubai	607							607
Japan			515					515
Laos				292	366		260	918
Maldives			310				231	541
Myanmar				77	125		200	402
Qatar				85	676			761
Turkey				449				449
Thailand		130			619	245	850	1,844
Vietnam				984		1,274		2,258
<b>Total Rooms</b>	<b>607</b>	<b>130</b>	<b>825</b>	<b>1,887</b>	<b>2,086</b>	<b>1,815</b>	<b>1,991</b>	<b>9,341</b>
<b>Total Hotels</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>6</b>	<b>13</b>	<b>4</b>	<b>11</b>	<b>39</b>

## Number of rooms by region

### East Asia

Japan and China 1,111 keys

### West Asia

Turkey 449 keys

### Southeast Asia

Bali, Cambodia, Laos, Myanmar  
Vietnam and Thailand 5,872 keys

### South Asia

Maldives 541 keys

### Middle East

Dubai and Qatar 1,368 keys

As of December 2020

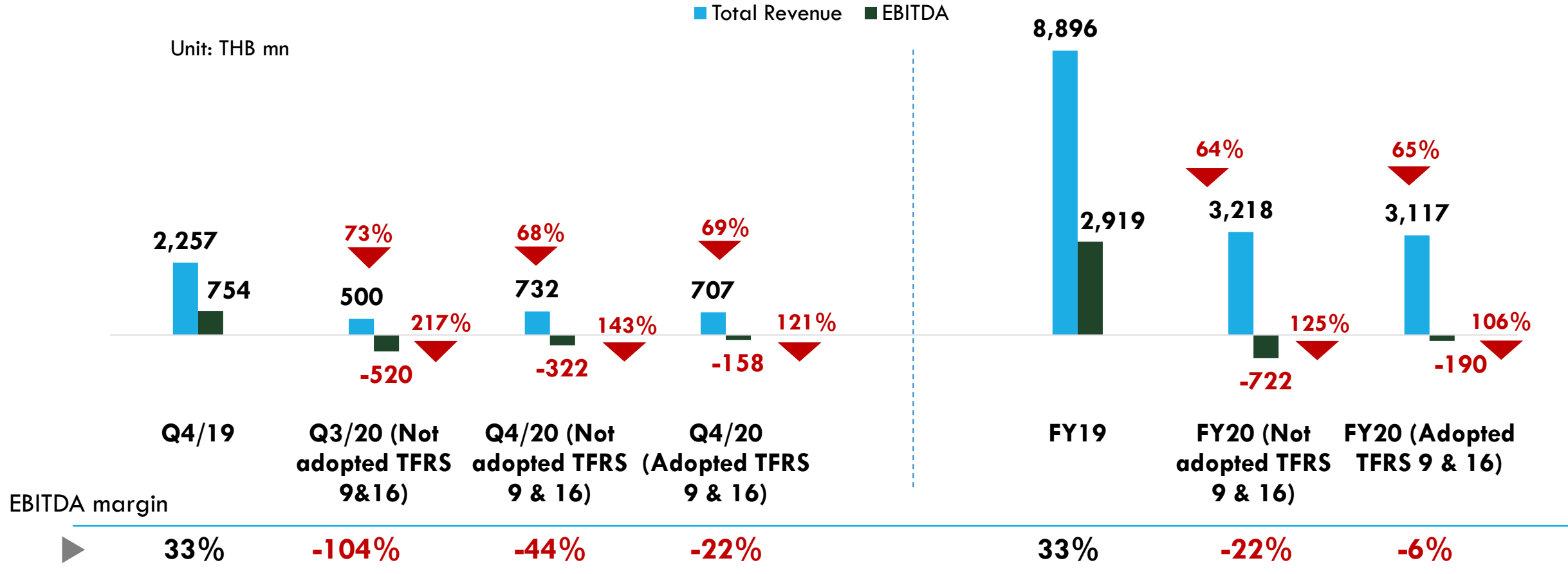
# OWN HOTELS OPERATING AS OF DECEMBER 2020

	Own hotels	# of Rooms	Location
1	Centara Grand at CentralWorld	510	Thailand
2	Centara Grand Beach Resort & Villas Hua Hin	251	Thailand
3	Centara Grand Mirage Beach Resort, Pattaya	553	Thailand
4	Centara Grand at Central Plaza Ladprao Bangkok	565	Thailand
5	Centara Grand Beach Resort & Villas Krabi	192	Thailand
6	Centara Hotel Hat Yai	247	Thailand
7	Centara Villas Samui	102	Thailand
8	Centra by Centara Hotel Mae Sot	113	Thailand
9	Centra by Centara Government Complex Hotel & Convention Centre Cheang Watthana	212	Thailand
10	COSI Pattaya Wong Amat Beach	282	Thailand
11	Centara Grand Beach Resort Phuket	261	Thailand
12	Centara Ras Fushi Resort & Spa Maldives	140	Maldives
13	Centara Grand Island Resort and Spa Maldives	112	Maldives
	<b>Total</b>	<b>3,540</b>	

# HOTEL PERFORMANCE: Q4/20 IMPROVING QUARTER-ON-QUARTER

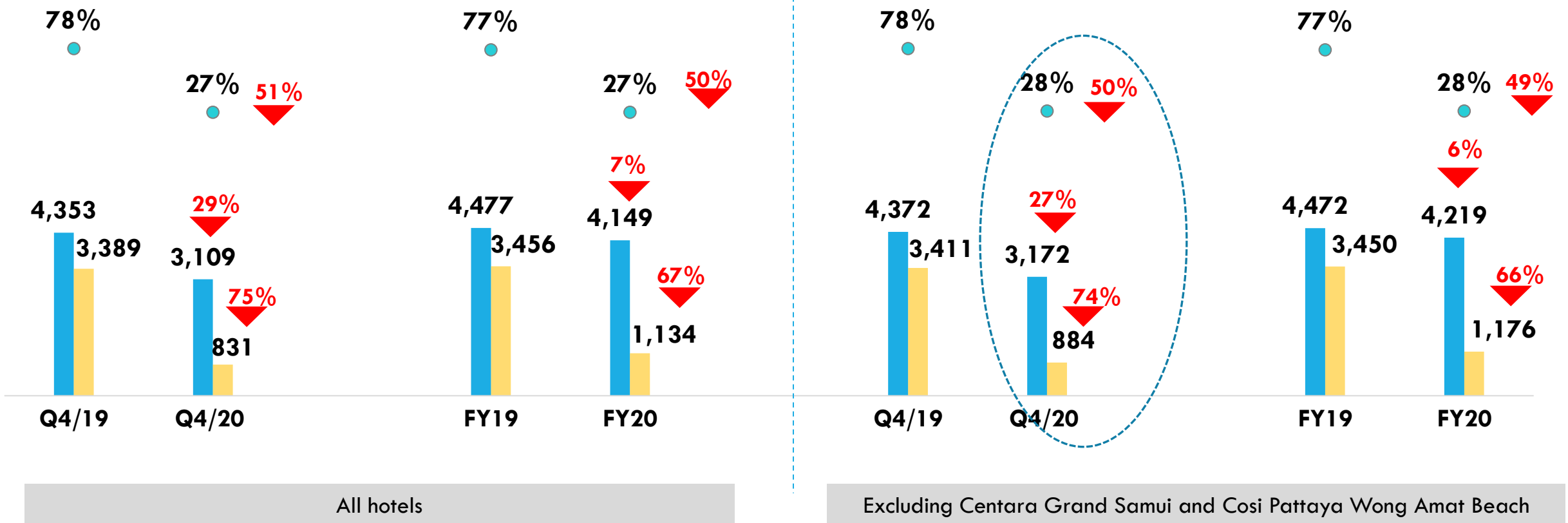
Unit: THB mn

■ Total Revenue ■ EBITDA



# TOTAL OWN PORTFOLIO: Q4/20 REVPAR -74% YOY

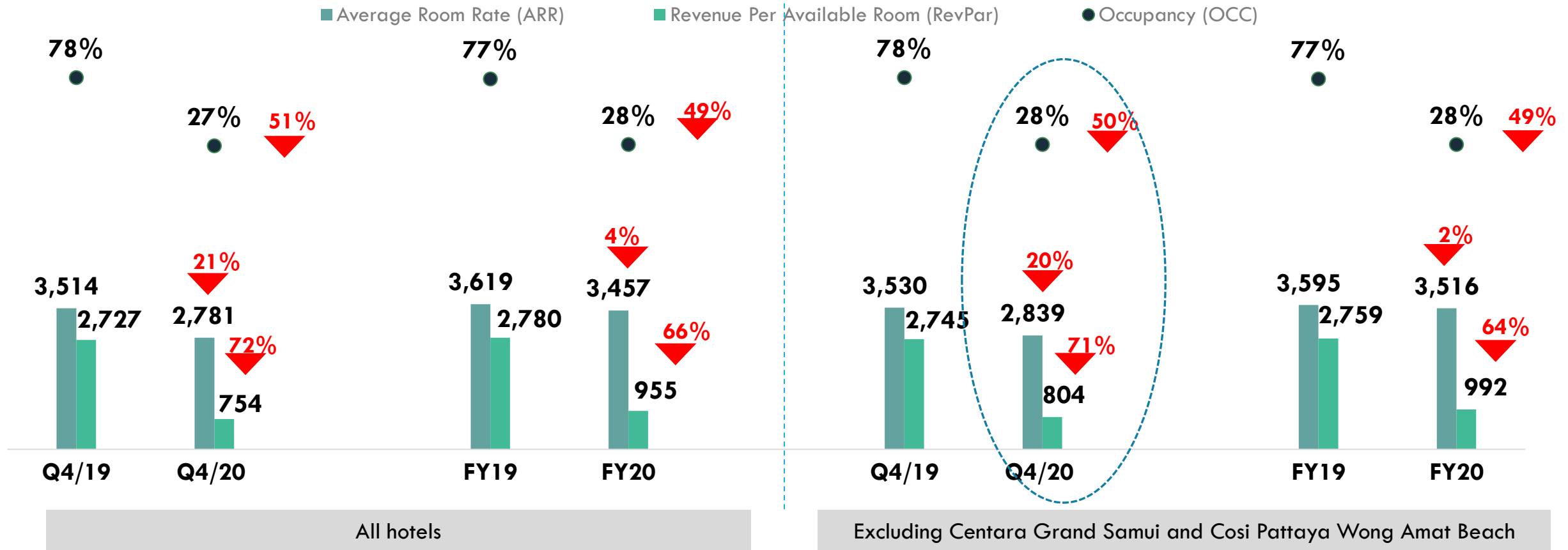
■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



All hotels

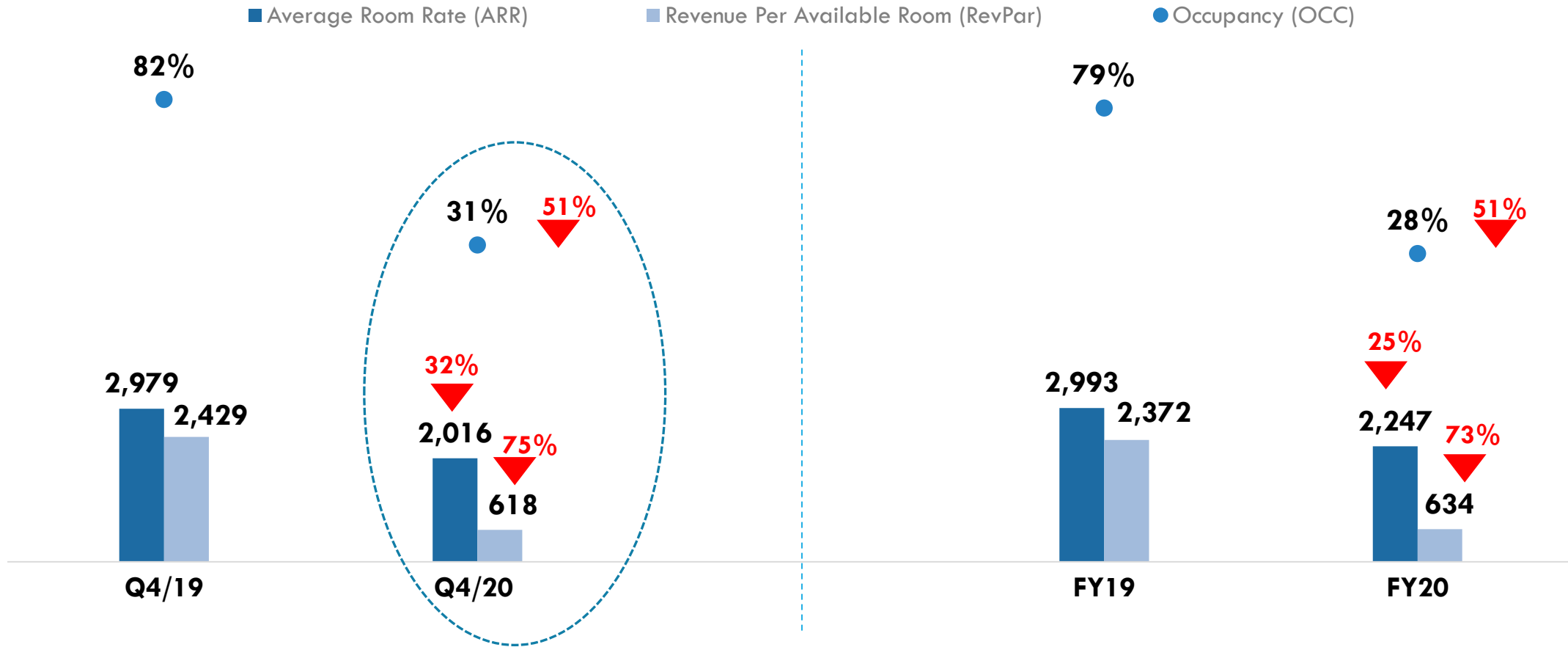
Excluding Centara Grand Samui and Cusi Pattaya Wong Amat Beach

# THAILAND PORTFOLIO: Q4/20 REVPAR -71% YOY



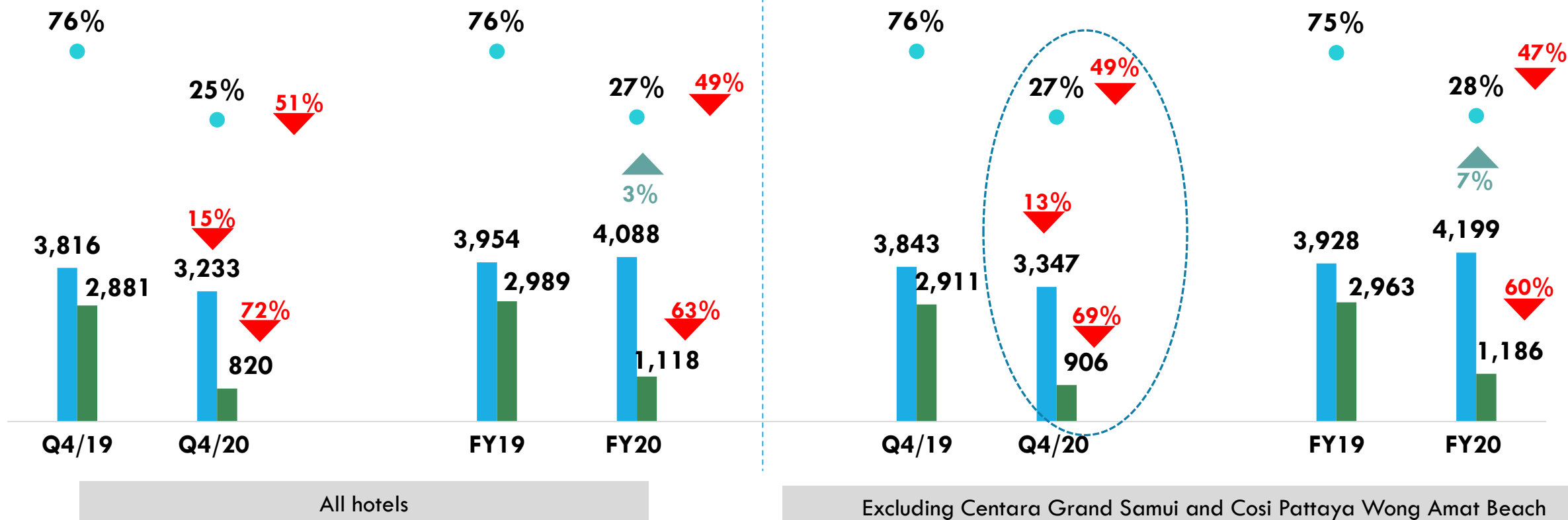


# BANGKOK PORTFOLIO: Q4/20 REVPAR **-75%** YOY



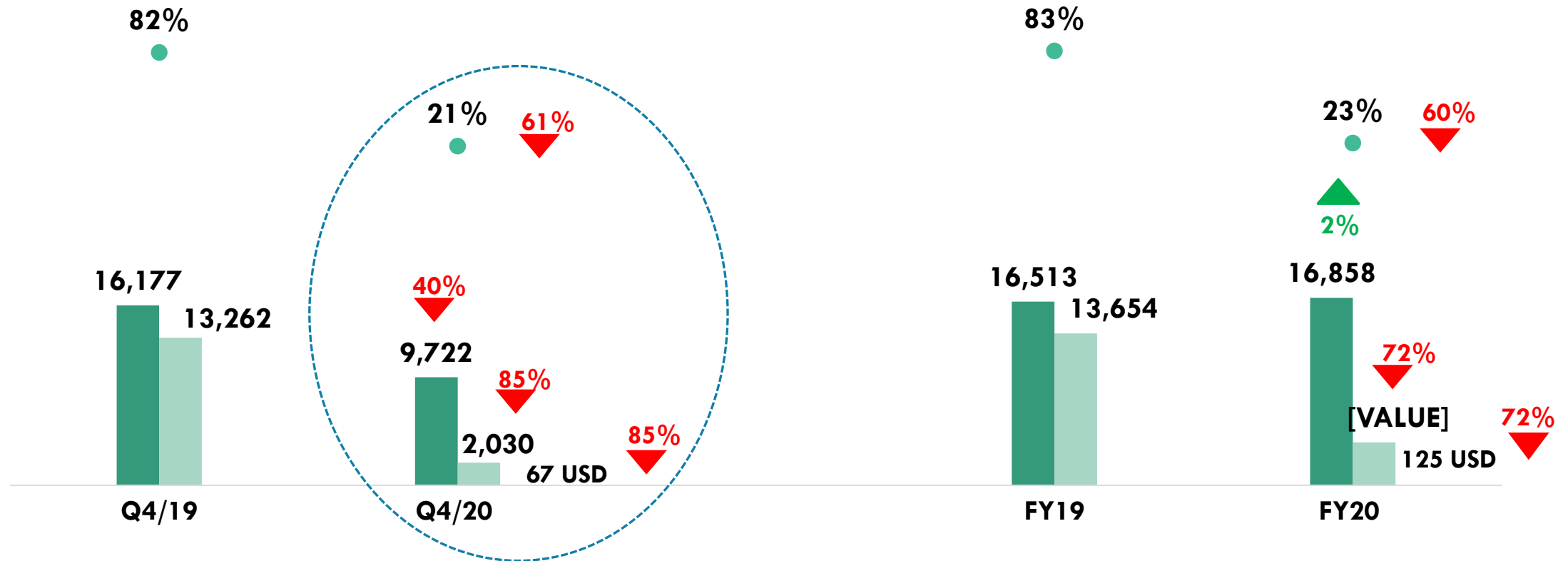
# UPCOUNTRY PORTFOLIO: Q4/20 REVPAR -69% YOY

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



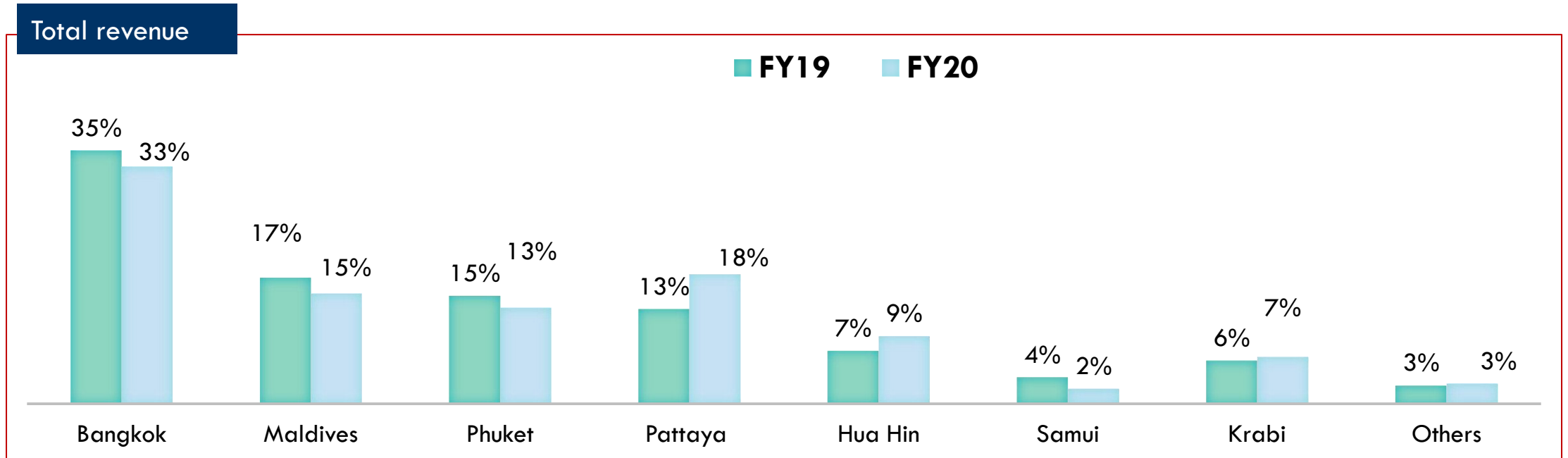
# MALDIVES PORTFOLIO: Q4/20 REVPAR -85% YOY

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



# HOTEL TOTAL REVENUE BREAKDOWN BY REGION:

## > 80% FROM THAILAND



FY20	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi	Hat Yai	Tak
% RevPar Growth yoy	-73%	-72%	-67%	-62%	-55%	-79%	-62%	-70%	-60%

-53%



Excluding COSI Pattaya

-67%



Excluding Centara Grand Samui

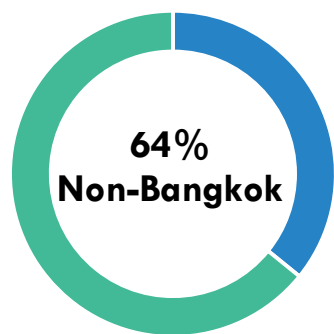
# FOOD BUSINESS OVERVIEW

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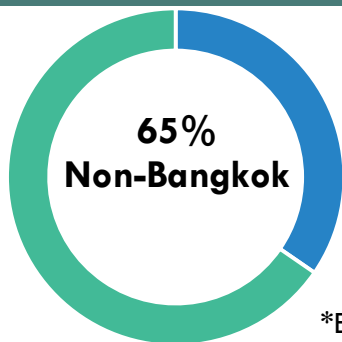
# FY20: PORTFOLIO OF 1,120 OUTLETS GROWTH 5% YOY

## Number of outlets by location\*



■ Bangkok ■ Non-Bangkok

## Revenue contribution by location\*



\*Excluded Salad Factory and Café Amazon-Vietnam

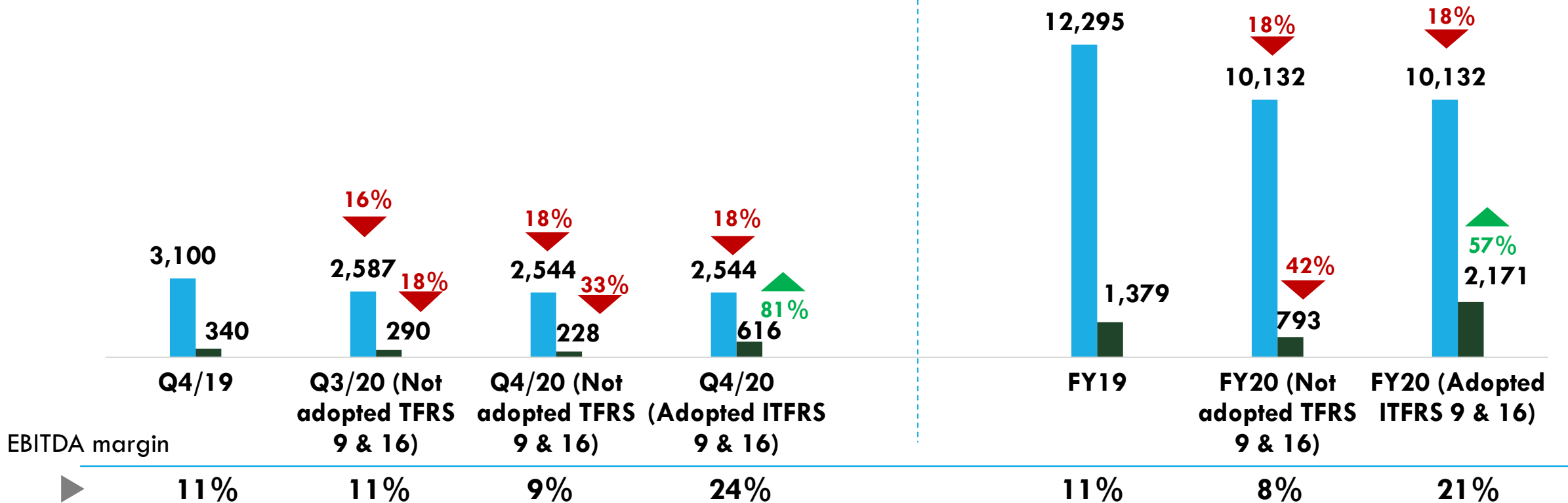
Brands	# of outlets	Change yoy
<b>10 Franchised brands</b>		
KFC	289	+10
Mister Donut	375	+5
Auntie Anne's	188	+6
Ootoya	47	-3
Pepper Lunch	46	-1
Chabuton	17	-2
Yoshinoya	19	-
Tenya	14	-1
Katsuya	39	+3
Cold Stone	17	-
<b>Total</b>	<b>1,051</b>	<b>+17</b>

Brands	# of outlets	Change yoy
<b>6 Own brands</b>		
The Terrace	10	-
Aroi Dee	22	+7
Suki House	-	-3
Soft Air	-	-1
Kowlune	7	+6
Every Food	4	+4
<b>Total</b>	<b>43</b>	<b>+13</b>
<b>3 Joint Ventures' brands</b>		
Salad Factory	11	+4
Brown Café	11	+11
Café Amazon – Vietnam	4	+4
<b>Total</b>	<b>26</b>	<b>+19</b>
<b>Grand Total</b>	<b>1,120</b>	<b>+49</b>

# FOOD BUSINESS PERFORMANCE: NEW WAVE OF COVID-19 IMPACT TO Q4/20 PERFORMANCE

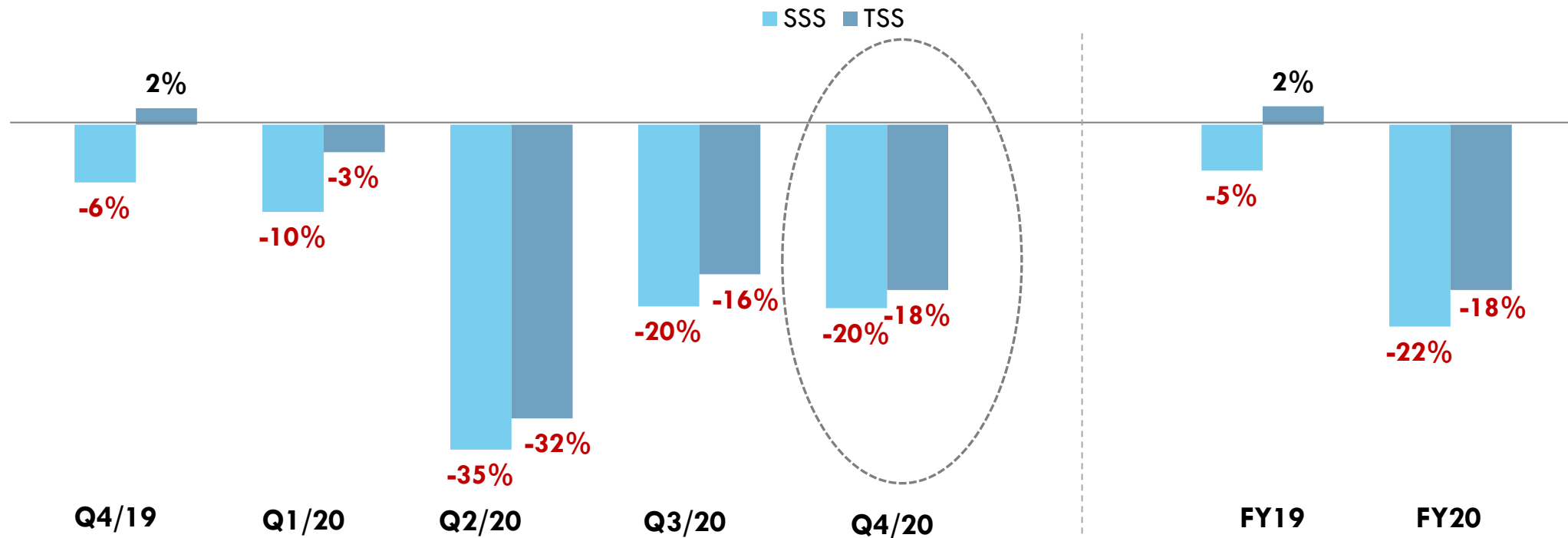
Unit: THB mn

■ Total Revenue ■ EBITDA



# SSS & TSS GROWTHS: Q4/20 TSS SLIGHTLY DROP QUARTER-ON-QUARTER PARTLY FROM NEW WAVE OF COVID-19

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



\*Excluded Brown Café, Salad Factory and Café Amazon-Vietnam



# BREAKDOWN SSS AND TSS: EXCLUDED JOINT VENTURES' BRANDS

	SSS		TSS	
	Q4/19	Q4/20	Q4/19	Q4/20
Top 4 brands	-6%	-19%	0%	-18%
Others*	-7%	-25%	11%	-19%
<b>Total Average</b>	<b>-6%</b>	<b>-20%</b>	<b>2%</b>	<b>-18%</b>

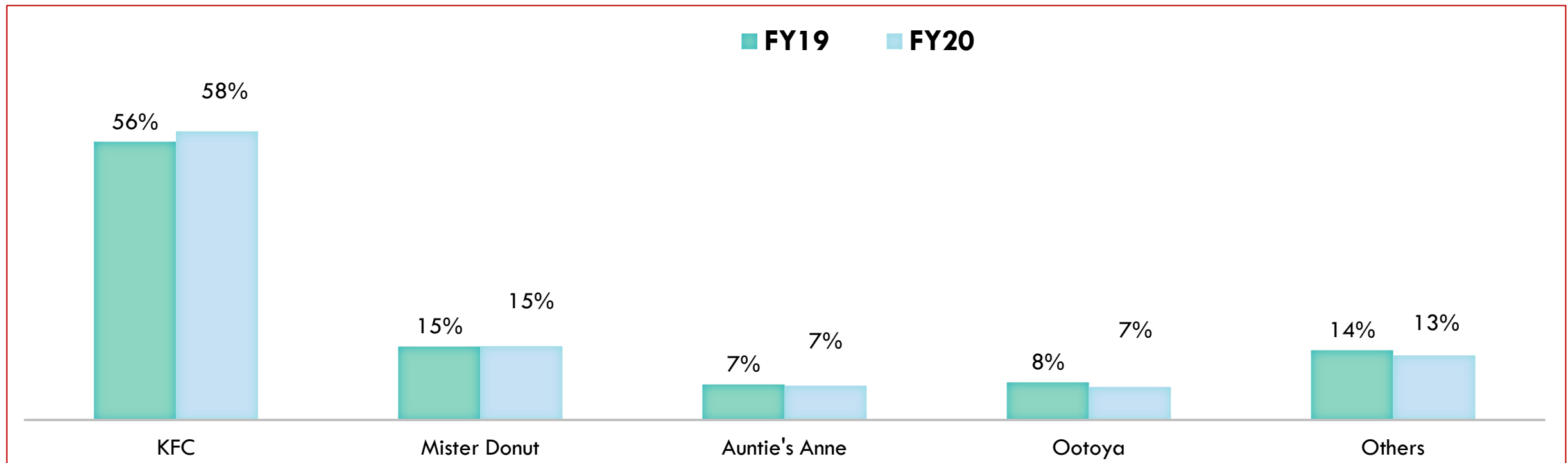
	SSS		TSS		Number of outlets		Number of outlets % Change yoy
	FY19	FY20	FY19	FY20	FY19	FY20	
Top 4 brands	-5%	-19%	1%	-17%	881	899	2%
Others*	-5%	-36%	9%	-24%	183	195	7%
<b>Total Average</b>	<b>-5%</b>	<b>-22%</b>	<b>2%</b>	<b>-18%</b>	<b>1,064</b>	<b>1,094</b>	<b>3%</b>

Note: \*SSS excluded Every Food, Brown Café and Café Amazon -Vietnam

TSS excluded Every Food and Café Amazon -Vietnam

# FOOD TOTAL REVENUE BREAKDOWN

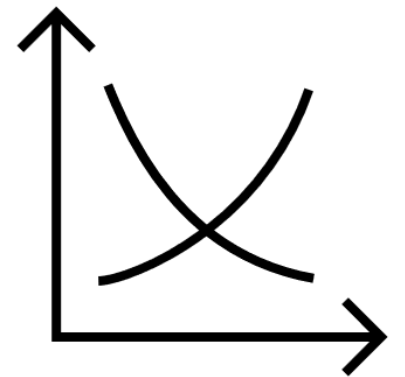
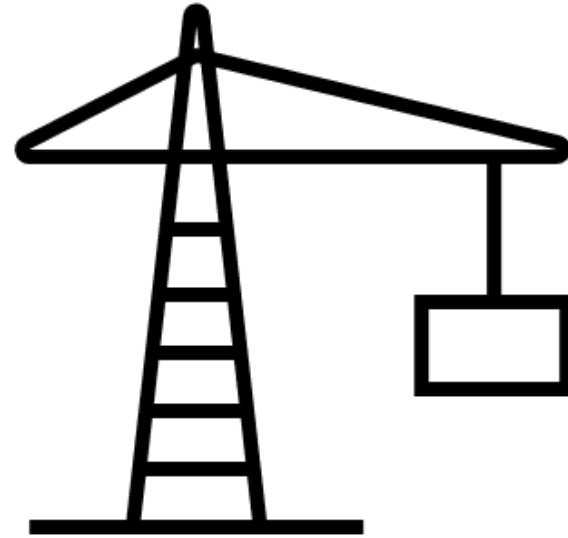
Total revenue\*



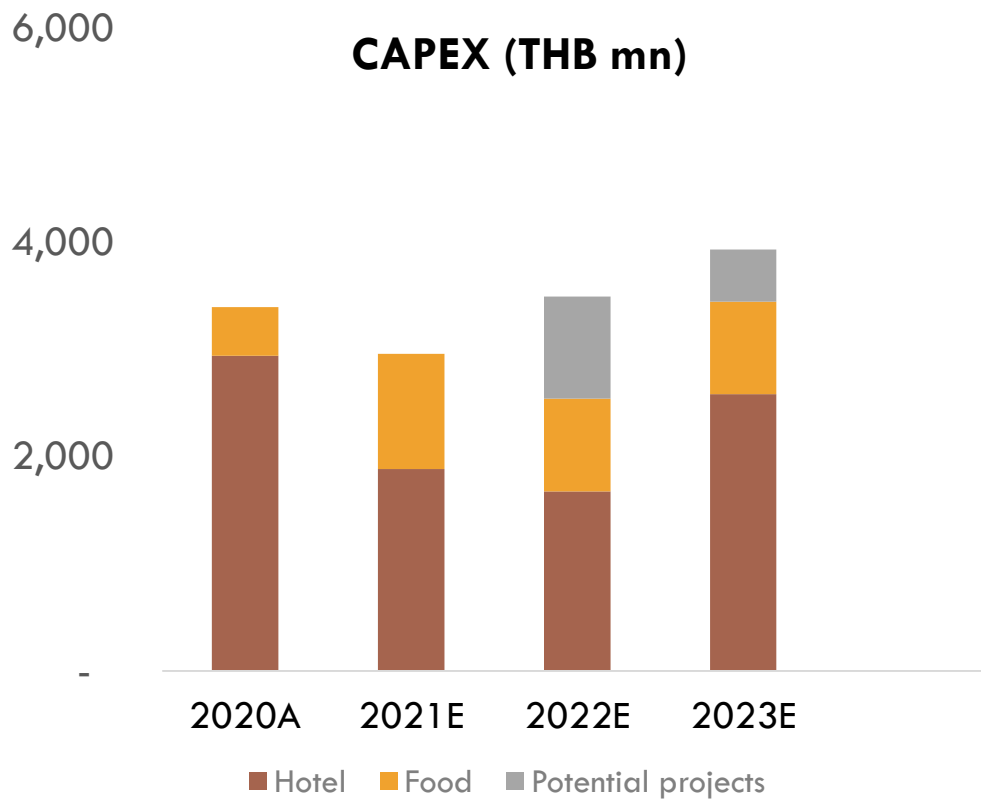
\*Excluded Salad Factory and Café Amazon-Vietnam

# CAPEX & GUIDANCE 2020

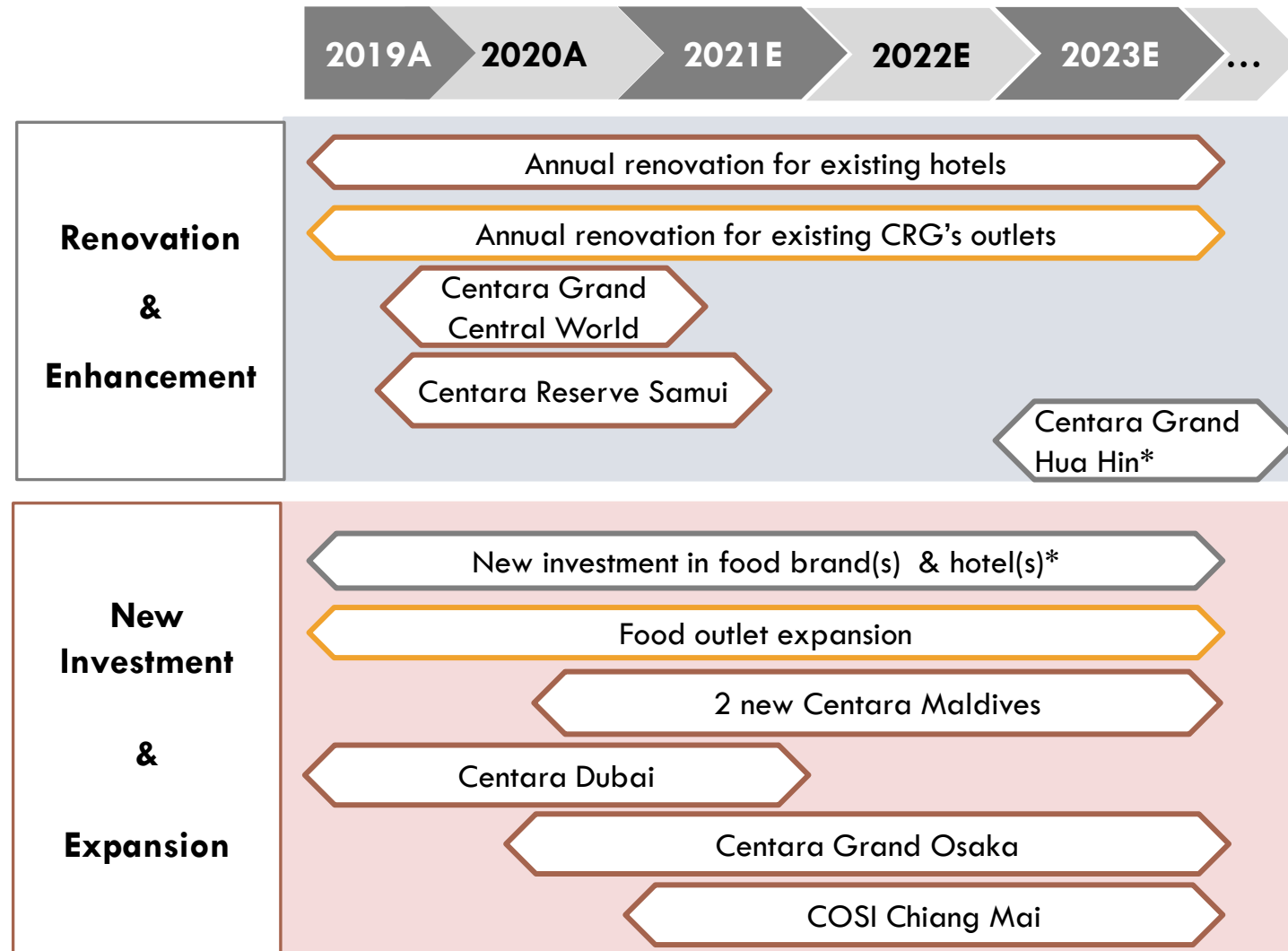
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# 3 YEARS CAPEX PLAN



Note: \*potential projects are under feasibility study



# CENTEL GUIDANCE 2021

	2021 E
<b>Hotel</b>	
Occupancy Rate (%)	35% to 40%
RevPar (THB)	+30% to +40% YoY
<b>Food</b>	
SSS	+13% to +15% YoY
TSS	+18% to +20% YoY
Number of outlets	+100 to +120 net number of outlets

## More Information please Contract: Investor Relations department



Central Plaza Public Company Limited  
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Bangkok 10330 Thailand



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# DISCLAIMER

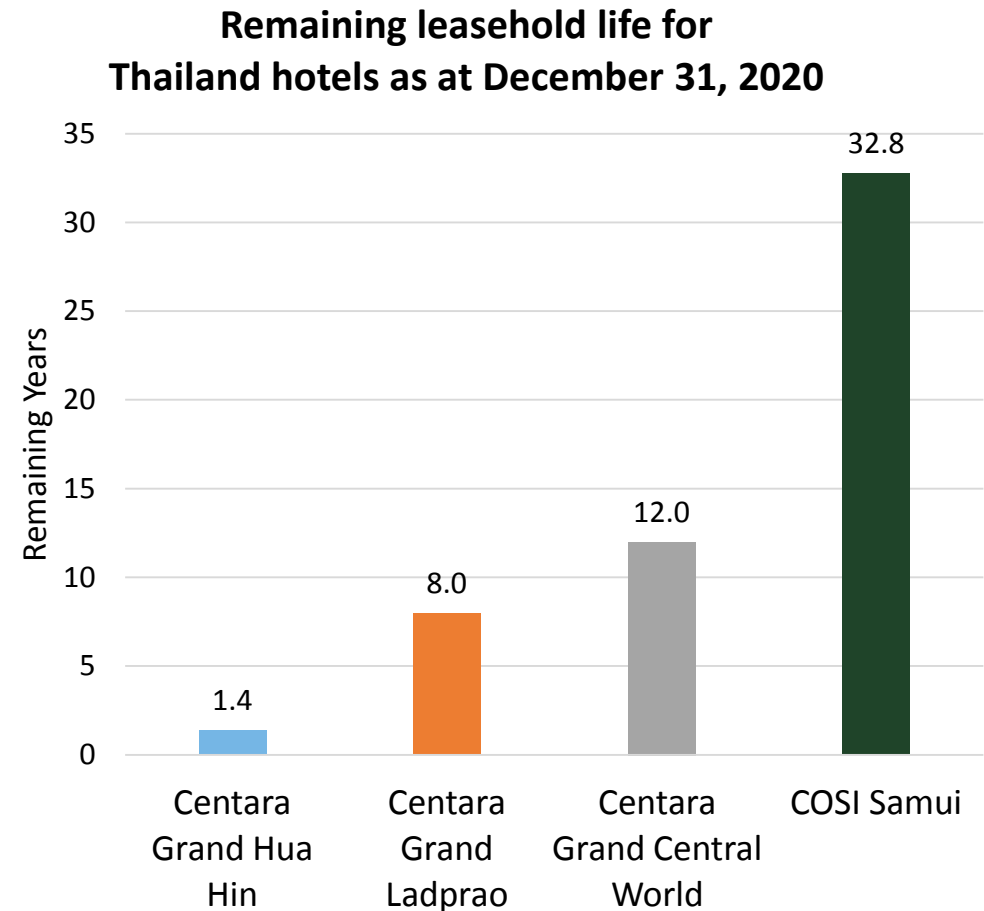
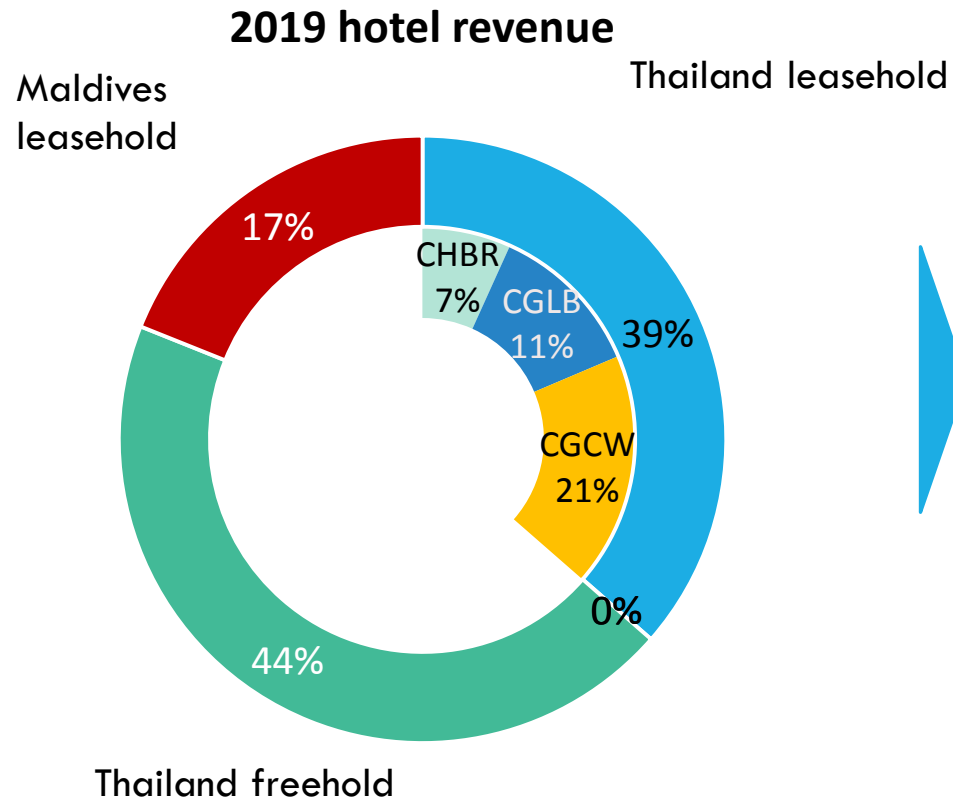
This presentation contains certain forward looking statements. Such forward looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in the forward looking statements as a result of various factors and circumstances. The 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**



# HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)



# HOTELS IN OPERATION AS AT DECEMBER 31, 2020 (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	247	100%	Thailand
5	Centara Reserve Samui	Luxury	Q2/96	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	510	100%	Thailand
12	Centara Grand Mirage Beach Resort Pattaya	5	Q4/09	553	100%	Thailand

# HOTELS IN OPERATION AS AT DECEMBER 31, 2020 (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
	<b>Total owned hotels</b>			<b>4,444</b>		

# HOTELS IN OPERATION AS AT DECEMBER 31, 2020 (3/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
19	Centara Chaan Talay Resort & Villas Trat	4	Q1/08	43	Thailand
20	Centara Hotel & Convention Centre Udon Thani	4	Q2/10	259	Thailand
21	Centara Q Resort Rayong	4	Q2/10	41	Thailand
22	Khum Phaya Resort, Centara Boutique Collection	Boutique	Q3/10	85	Thailand
23	Waterfront Suites Phuket by Centara	Residence	Q1/11	39	Thailand
24	Centara Anda Dhevi Resort & Spa Krabi	4	Q4/11	135	Thailand
25	Centara Pattaya Hotel	4	Q4/11	226	Thailand
26	Centara Nova Hotel & Spa Pattaya	4	Q4/11	79	Thailand
27	Centara Koh Chang Tropicana Resort	4	Q2/12	157	Thailand
28	Centra Coconut Beach Resort Samui	3	Q3/12	54	Thailand
29	Centara Sandy Beach Resort Danang	4	Q4/12	197	Vietnam
30	Centara Watergate Hotel & Spa Bangkok	4	Q2/13	281	Thailand
31	Centara Ceysands Resort & Spa Srilanka	4	2Q14	165	Sri Lanka
32	Centra by Centara Avenue Hotel Pattaya	3	4Q14	51	Thailand

# HOTELS IN OPERATION AS AT DECEMBER 31, 2020 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
33	Centra by Centara Maris Resort Jomtien	3	Q1/16	282	Thailand
34	Centra by Centara Phu Pano Resort Krabi	3	Q4/16	158	Thailand
35	Centara Azure Hotel Pattaya	4	Q4/16	96	Thailand
36	Centara Muscat Hotel	4	Q2/17	152	Oman
37	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
38	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand
39	Maikhao Hotel	Boutique	Q3/19	142	Thailand
40	Maikhao Dream Villa Resort & Spa	Boutique	Q3/19	22	Thailand
41	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
42	Centra by Centara Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand
43	Muscat Dunes Hotel managed by Centara	Economy	3Q/20	71	Oman
44	COSI Krabi Ao Nang Beach – Newly opened	Affordable lifestyle	Q4/20	142	Thailand
45	Roukh Kiri Khaoyai – Newly opened	Boutique	Q4/20	12	Thailand
	<b>Total managed hotels</b>			<b>3,573</b>	
	<b>Grand total</b>			<b>8,017</b>	

**THANK YOU**