



**Central Plaza Hotel  
Public Company Limited:**

**Opportunity Day Q2/2024**



# AGENDA

- **Q2/24 performance summary**
- **Hotel business and Food business overview**
- **CAPEX plan and guidance 2024**
- **Appendix**

# CONSOLIDATED EARNING Q2/24 AND H1/24:

Q2/24 IMPROVING PERFORMANCE YOY MAINLY DRIVEN HOTEL BUSINESS PARTICULARLY FROM CENTARA GRAND HOTEL OSAKA

THB million	Q2/23	Q2/24	% Chg YoY	H1/23	H1/24	% Chg YoY
Total hotel revenue	2,028	2,454	21%	4,861	5,699	17%
Total food revenue	3,222	3,393	5%	6,253	6,537	5%
<b>Total revenues</b>	<b>5,250</b>	<b>5,847</b>	<b>11%</b>	<b>11,114</b>	<b>12,236</b>	<b>10%</b>
<b>EBITDA</b>	<b>1,223</b>	<b>1,344</b>	<b>10%</b>	<b>2,894</b>	<b>3,260</b>	<b>13%</b>
EBITDA margin (%)	23%	23%	-	26%	27%	1% pts
<b>EBIT</b>	<b>454</b>	<b>536</b>	18%	<b>1,404</b>	<b>1,698</b>	21%
EBIT margin (%)	9%	9%	-	13%	14%	1% pts
<b>Net Profit (Loss)</b>	<b>121</b>	<b>168</b>	39%	<b>750</b>	<b>923</b>	23%
% net profit (loss)	2%	3%	1% pts	7%	8%	1% pts

Note: pts stands for a percentage point

# NON-CORE ITEMS ADJUSTMENT Q2/24:

CORE NET PROFIT FROM OPERATION GROWTH 64% YOY

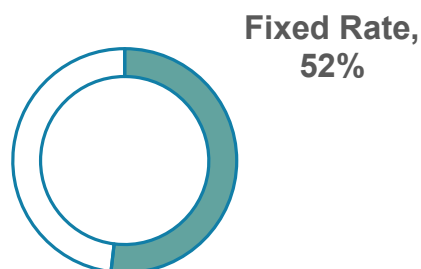
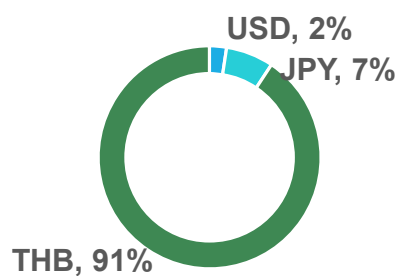
THB million	Q2/23	Q2/24	% Chg YoY
<b>Net Profit</b>	<b>121</b>	<b>168</b>	39%
- Gain from change in foreign exchange rate	(38)	(55)	45%
+ Estimated liability from legal expenses after netted off deferred tax income	-	39	NA
<b><u>New Lease Agreement</u></b>			
+ Depreciation and amortization related to TFRS 16 of new lease agreement from Centara Grand Beach Resort and Villars Hua Hin	8	15	88%
+ Interest expenses related to TFRS 16 of new lease agreement from Centara Grand Beach Resort and Villas Hua Hin	13	24	85%
<b><u>Income tax related to deferred tax from Loss Carry Forward</u></b>			
+ Income tax related to written-off deferred tax asset of Centara Grand Island Resort & Spa, Maldives	-	106	NA
<b><u>Pre-opening costs</u></b>			
+ Pre-opening costs of Centara Grand Hotel Osaka	77	-	NA
<b>Total Adjustment</b>	<b>60</b>	<b>129</b>	115%
<b>Core Net Profit from Operation</b>	<b>181</b>	<b>297</b>	64%

# GEARING RATIO & DEBT COMPONENT:

Q2/24 AVERAGE FINANCE COST OF 3.4% REDUCING QOQ FROM 3.7%  
FROM PREPAYMENT OF HIGH-COST LT LOAN AND UTILIZATION OF LOW-COST ST LOAN

Gearing ratio	Dec 2023	Jun 2024
Interest bearing debt/Equity	1.4	1.4
Interest-bearing Debt (excluding lease liabilities) / Equity	0.7	0.7

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



THB 13.7 bn



Dec 2023

THB 14.9 bn ▲ 9%



Jun 2024

Note: IBD = Interest Bearing Debt

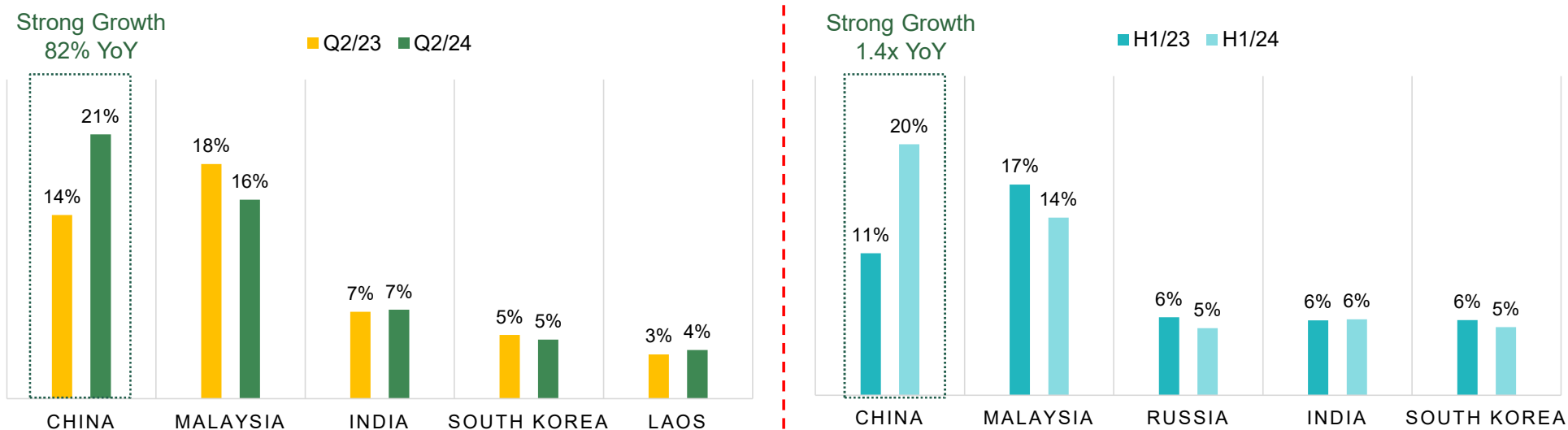


# HOTEL BUSINESS OVERVIEW: Q2/24

# THAILAND TOURISM OVERVIEW Q2/24 AND H1/24:

## Q2/24: STRONG GROWTH FROM CHINESE

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



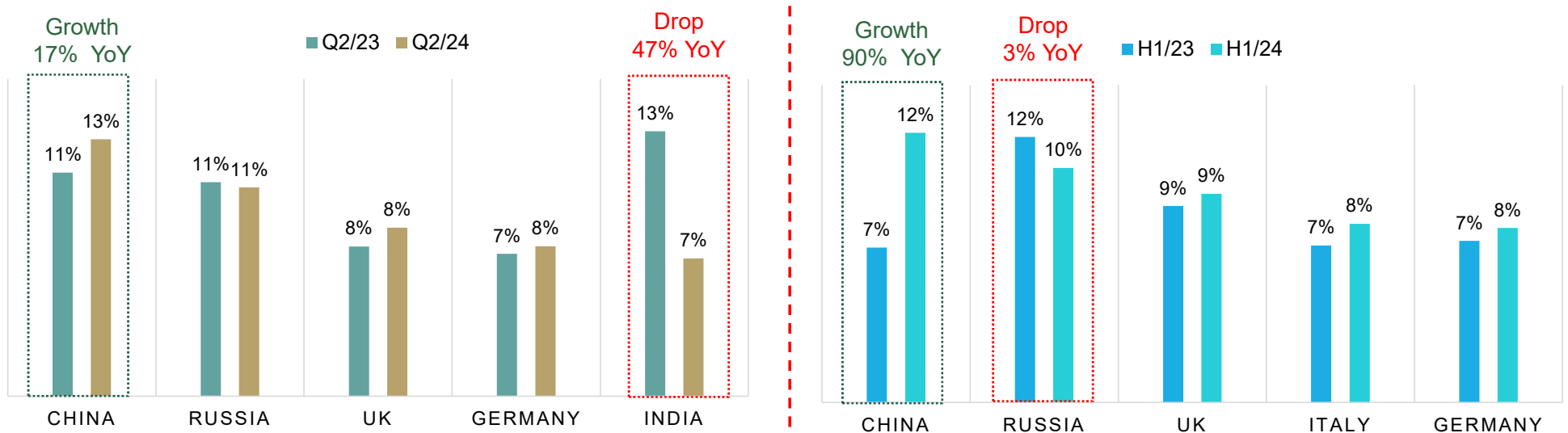
Unit: Million	Q2/23	Q2/24	Growth YoY	1H/23	1H/24	Growth YoY
Total Arrivals	6.4	8.1	26%	13.0	17.5	35%

Source: Ministry of Tourism and Sport, Thailand

# MALDIVES TOURISM OVERVIEW Q2/24 AND H1/24:

Q2/24: GROWTH FLAT YOY WITH CHINESE AND EUROPEANS INCREASE WHILE INDIAN DROPS

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



Unit: Persons	Q2/23	Q2/24	Growth YoY	H1/23	H1/24	Growth YoY
Total Arrivals	405,679	411,525	1%	929,607	1,015,529	9%

Source: Ministry of Tourism, Maldives



# DUBAI TOURISM OVERVIEW Q2/24 AND H1/24:

Q2/24: GROWTH ACROSS THE BOARD PARTICULARLY ON WESTERN EUROPE AND RUSSIA, CIS, EASTERN EUROPE

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



Unit: Million	Q2/23	Q2/24	Growth YoY	H1/23	H1/24	Growth YoY
Total Arrivals	3.88	4.13	6%	8.55	9.31	9%

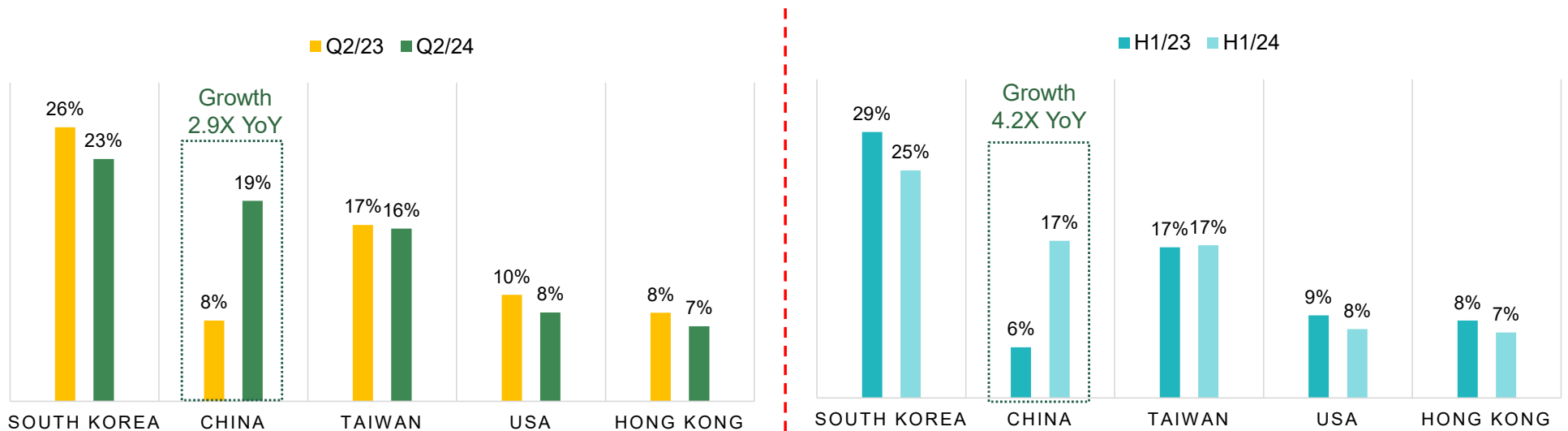
Source: Dubai Economy and Tourism

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

# JAPAN TOURISM OVERVIEW Q2/24 AND H1/24:

Q2/24: ASIAN DOMINATED THE MARKET WITH THE STRONGEST GROWTH FROM CHINA

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



Unit: Million	Q2/23	Q2/24	Growth YoY	H1/23	H1/24	Growth YoY
Total Arrivals	5.9	9.2	56%	10.7	17.8	66%

Source: Japan National Tourism Organization

# HOTEL PORTFOLIO 20,466 ROOMS

MORE OVERSEAS DIVERSIFICATION FROM 27% OF OPERATING ROOMS TO 51% OF TOTAL PORTFOLIO

## Number of hotels

	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
<b>Owned and JV</b>	16	4	<b>20</b>	-	2	<b>2</b>	<b>22</b>
<b>Managed</b>	24	6	<b>30</b>	13	26	<b>39</b>	<b>69</b>
<b>Total</b>	40	10	<b>50</b>	13	28	<b>41</b>	<b>91</b>

## Number of rooms

	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
<b>Owned and JV</b>	4,192	1,374	<b>5,566</b>	-	287	<b>287</b>	<b>5,853</b>
<b>Managed</b>	3,890	1,545	<b>5,435</b>	2,309	6,869	<b>9,178</b>	<b>14,613</b>
<b>Total</b>	8,082	2,919	<b>11,001</b>	2,309	7,156	<b>9,465</b>	<b>20,466</b>

As of June 2024



- 📍 **Europe**  
Turkey
- 📍 **Middle East**  
Oman  
Qatar  
UAE
- 📍 **Indian Ocean**  
Maldives
- 📍 **Asia Pacific**  
Thailand  
Japan  
Vietnam  
Laos  
China

# PIPELINE – 9,465 ROOMS:

SOUTHEAST ASIA ACCOUNTS FOR 79% OF PIPELINE

## Summary of pipeline

# of rooms	Owned and JV		Managed Hotels			Total
	2024	2025	2024	2025	2026 onwards	
China					300	<b>300</b>
Laos				270	548	<b>818</b>
Maldives	145	142			231	<b>518</b>
Myanmar					402	<b>402</b>
Qatar					761	<b>761</b>
Turkey					449	<b>449</b>
Thailand			61	524	1,724	<b>2,309</b>
Vietnam				977	2,931	<b>3,908</b>
<b>Total Rooms</b>	<b>145</b>	<b>142</b>	<b>61</b>	<b>1,771</b>	<b>7,346</b>	<b>9,465</b>
<b>Total Hotels</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>9</b>	<b>29</b>	<b>41</b>

Number of hotels as of June 2024

## Number of rooms by region

### East Asia

China 300 keys

### West Asia

Turkey 449 keys

### Southeast Asia

Laos, Myanmar, Vietnam, and Thailand 7,437 keys

### South Asia

Maldives 518 keys

### Middle East

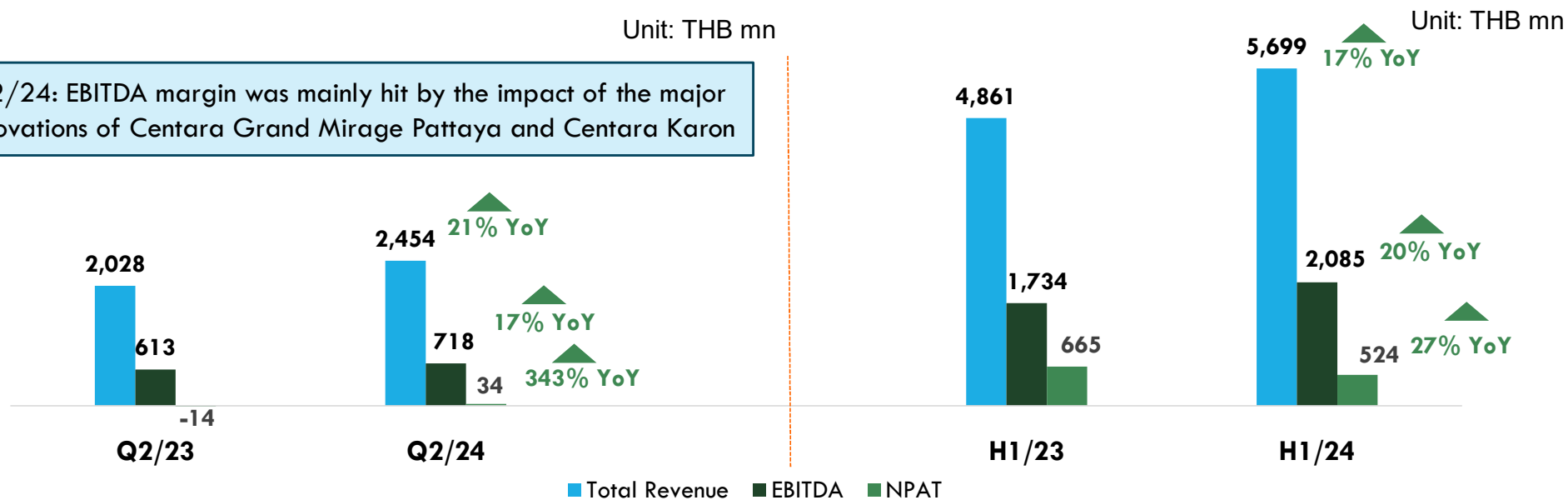
Qatar 761 keys

# HOTEL: FINANCIAL PERFORMANCE:

Q2/24: SIGNIFICANT GROWTH FROM CENTARA GRAND HOTEL OSAKA PERFORMANCE

Unit: THB mn

Q2/24: EBITDA margin was mainly hit by the impact of the major renovations of Centara Grand Mirage Pattaya and Centara Karon



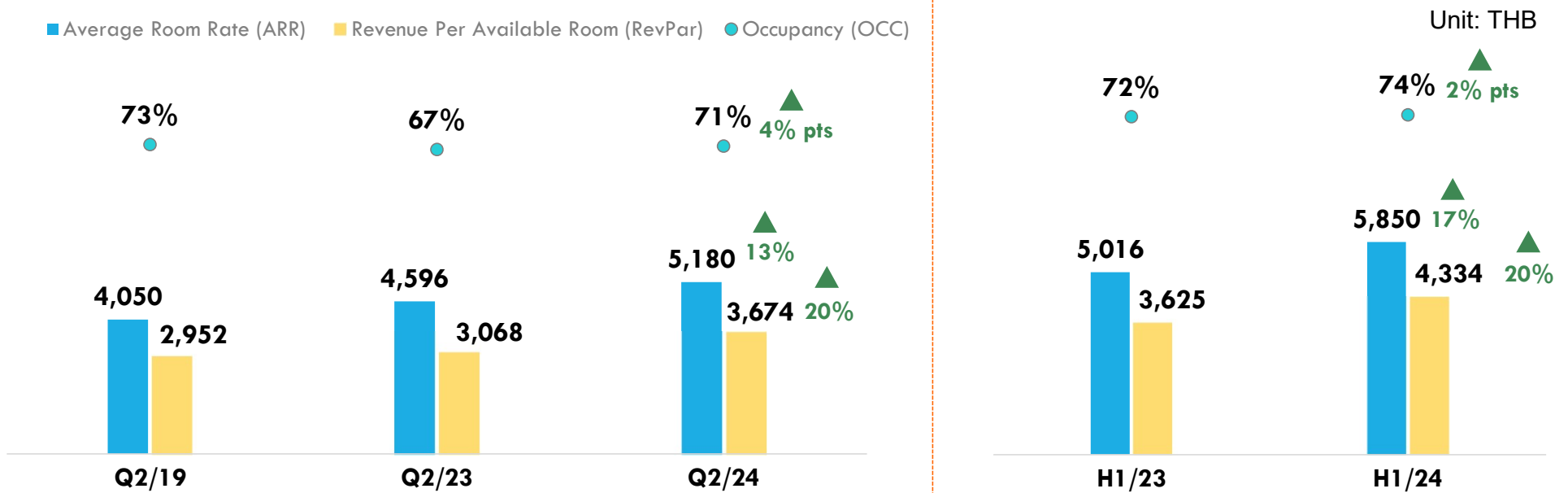
Margin	Q2/23	Q2/24
EBITDA	30%	29%

Margin	H1/23	H1/24
EBITDA	36%	37%

# TOTAL OWN PORTFOLIO:

Q2/24: REVPAR INCREASE BY 20% YOY DRIVING BY THAILAND, DUBAI, AND JAPAN

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



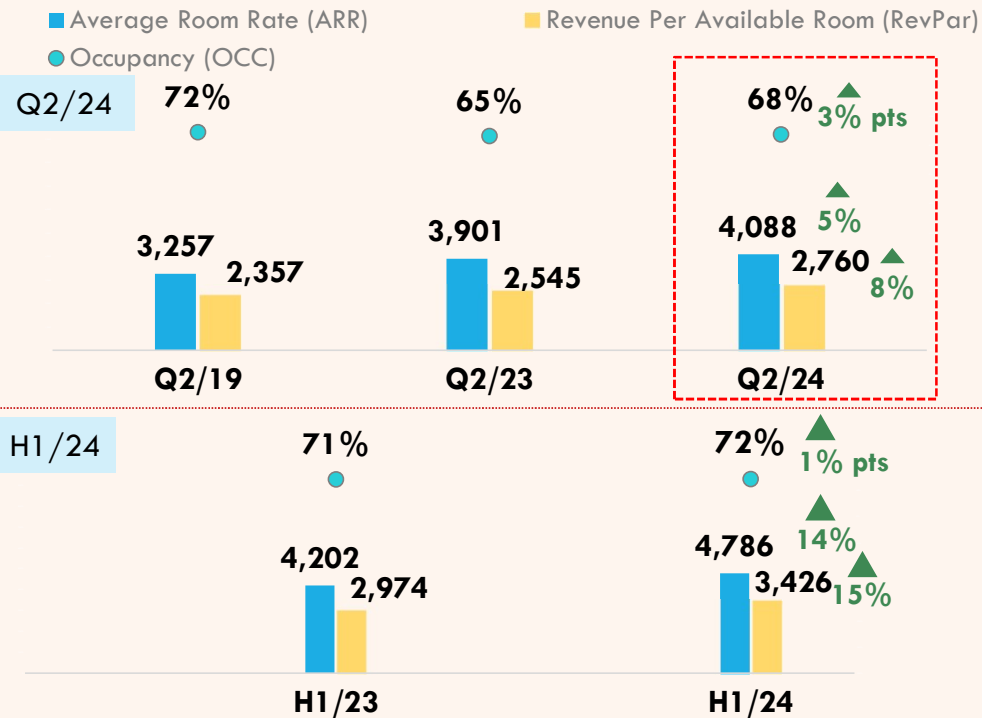
Note: % Growth YoY

# THAILAND PORTFOLIO:

Q2/24: THAILAND'S REVPAR INCREASE 8% MAINLY DRIVEN BY BANGKOK

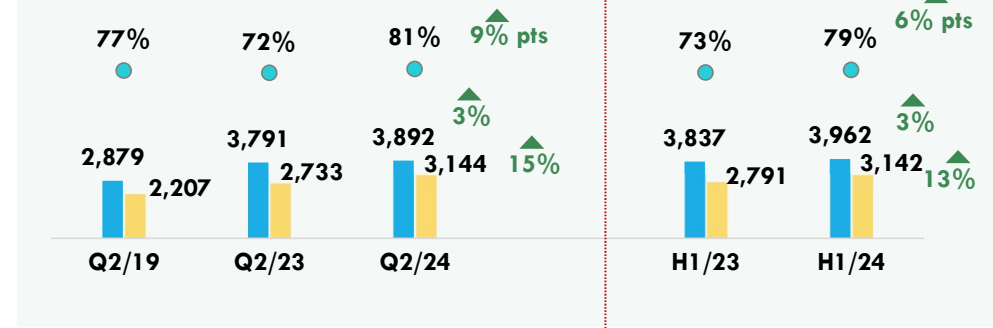
## Total Thailand

Unit: THB



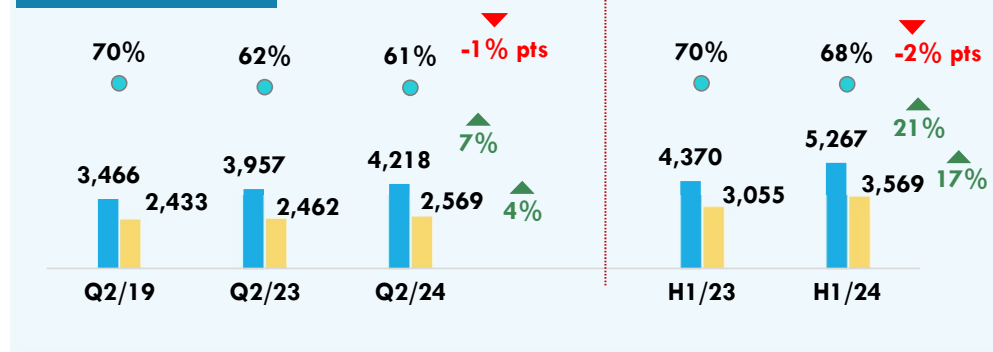
## Bangkok

Unit: THB



## Upcountry

Unit: THB



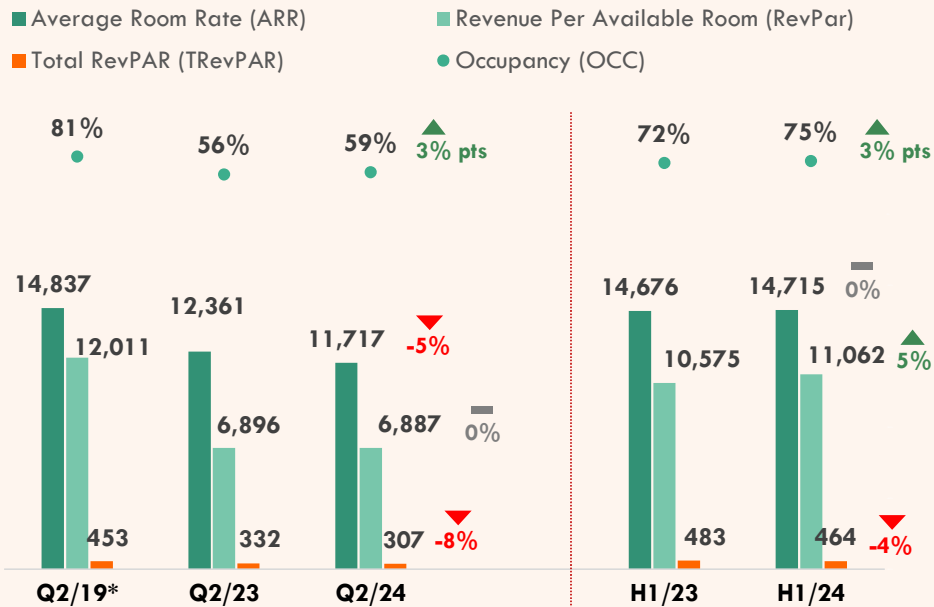
Note: % Growth YoY

# OVERSEAS PORTFOLIO:

## Q2/24: JAPAN AND DUBAI REPORTED STRONG PERFORMANCE

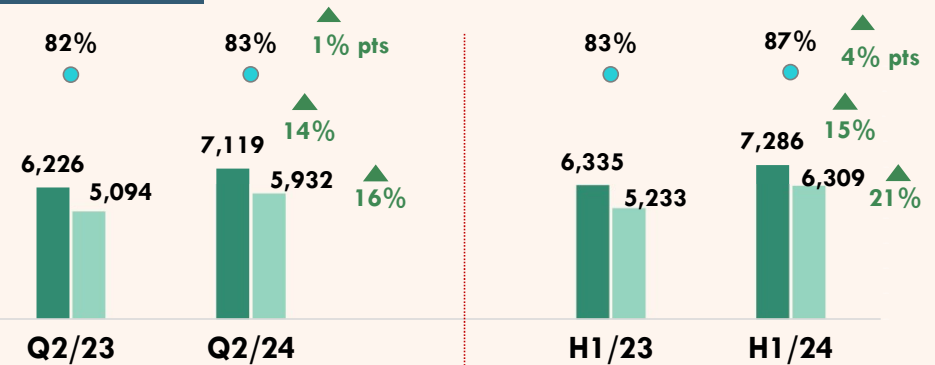
### Maldives

Unit: THB & USD



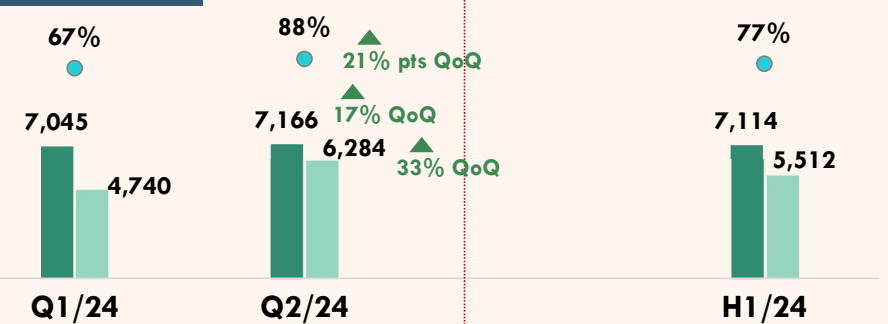
### Dubai

Unit: THB



### Japan

Unit: THB



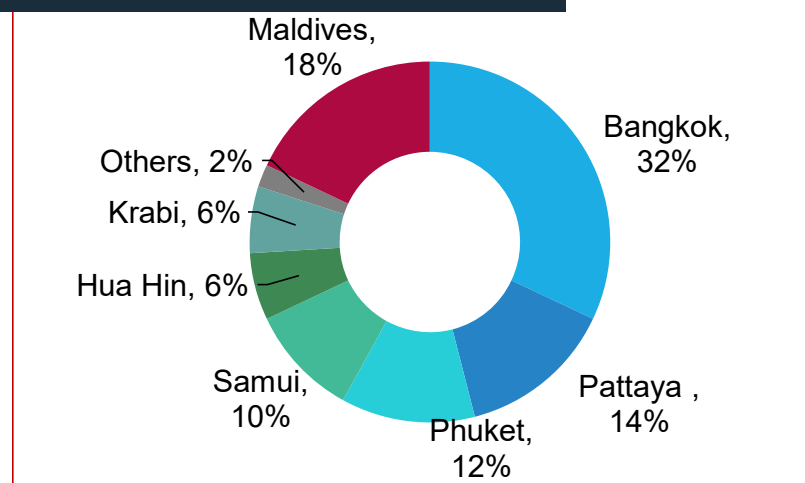
Note: - \*Q2/19 F&B included in Room Revenue  
- % Growth YoY



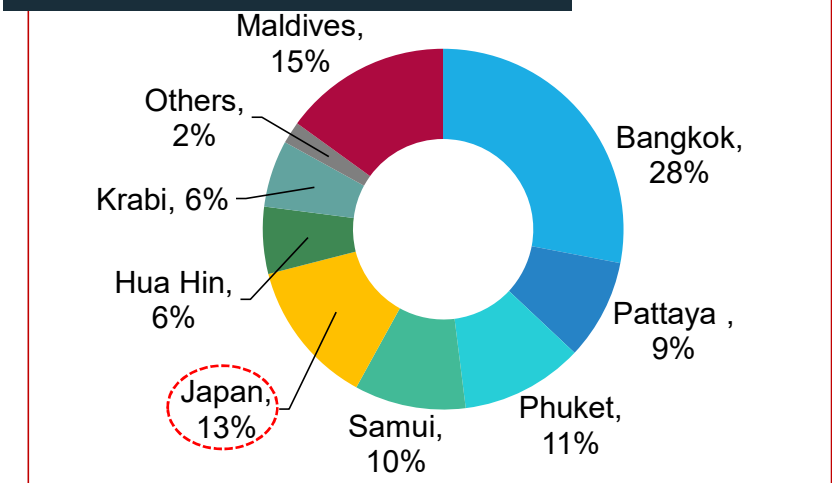
# TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

H1/24: JAPAN INCREASED IN PORTION DUE TO CENTARA GRAND HOTEL OSAKA WHILE PATTAYA DECREASED FROM PARTIAL CLOSURE FOR RENOVATION

H1/23 Total revenue breakdown



H1/24 Total revenue breakdown



H1/24	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi
% RevPar growth YoY	13%	5%	81%	-26%	10%	25%	17%

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



**FOOD BUSINESS OVERVIEW:  
Q2/24**

**NAMA**

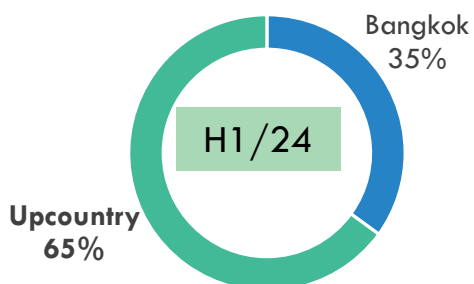
JAPANESE & SEAFOOD BUFFET

@Centara Grand Central World 24<sup>th</sup> Floor

# AS OF 30 JUNE 24: 1,609 OUTLETS, +19 (1% GROWTH YOY)

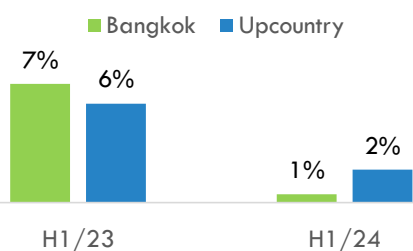
KEY EXPANSION: KFC, AUNTIE ANNE'S, ARIGATO (SHOP-IN-SHOP), SHINKANZEN, AND SALAD FACTORY

## Number of outlets by location



Note: Outlets in Thailand only

## H1/22-23 SSS: Bangkok vs Upcountry



Note: Figures are excluded Joint Ventures.

Brands	# of outlets	Change yoy
<b>11 Franchised brands</b>		
KFC	338	14
Mister Donut	458	-9
Auntie Anne's	231	17
Ootoya	50	5
Pepper Lunch	50	-
Chabuton/ Kagetsu Arashi	14	-2
Yoshinoya	24	-3
Tenya	12	-
Katsuya	58	-2
Cold Stone	15	-1
Kiani	1	1
<b>Total</b>	<b>1,251</b>	<b>20</b>

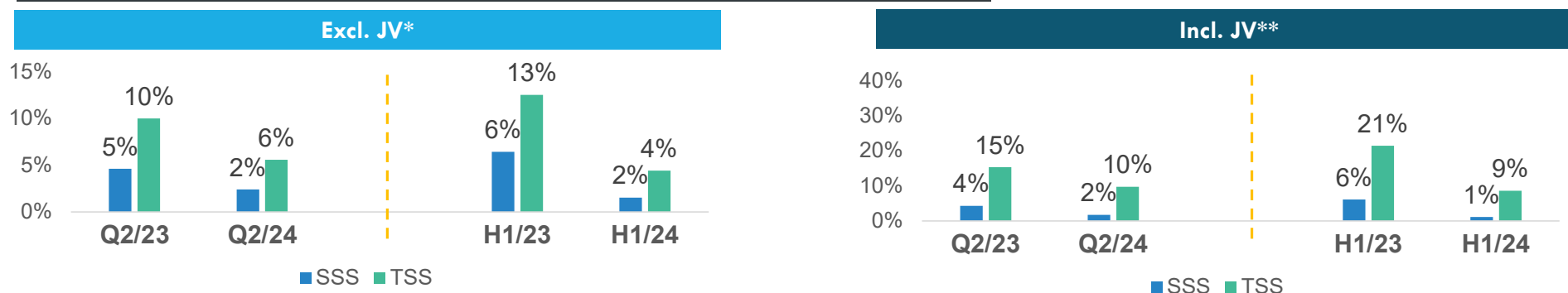
\* Excluding outlets under management contract

Brandsn/a	# of outlets	Change yoy
<b>5 Owned brands</b>		
The Terrace*	4	-1
Aroi Dee	0	-25
Kowlune	1	-
Arigato	209	11
Grab Kitchen by Every Food	3	-14
<b>Total</b>	<b>217</b>	<b>-29</b>
<b>4 Joint Ventures' brands</b>		
Salad Factory	41	8
Brown Café	4	-5
Café Amazon - Vietnam	24	3
Somtam Nua	8	3
Shinkanzen Sushi/ Nak-La Mookata	64	19
<b>Total</b>	<b>141</b>	<b>28</b>
<b>Grand Total</b>	<b>1,609</b>	<b>19</b>

# SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

TOP 4 BRANDS WERE KEY GROWTH DRIVERS, LEADING BY MISTER DONUT IN BOTH Q2 AND 6M.

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



	SSS		TSS		SSS		TSS	
	Q2/23	Q2/24	Q2/23	Q2/24	H1/23	H1/24	H1/23	H1/24
Top 4 brands	5%	3%	9%	7%	7%	2%	11%	6%
Others**	0%	-1%	13%	-5%	3%	-2%	18%	-3%
<b>Total Average (excl. JV)*</b>	<b>5%</b>	<b>2%</b>	<b>10%</b>	<b>6%</b>	<b>6%</b>	<b>2%</b>	<b>13%</b>	<b>4%</b>
<b>Total Average (incl. JV)**</b>	<b>4%</b>	<b>2%</b>	<b>15%</b>	<b>10%</b>	<b>6%</b>	<b>1%</b>	<b>21%</b>	<b>9%</b>

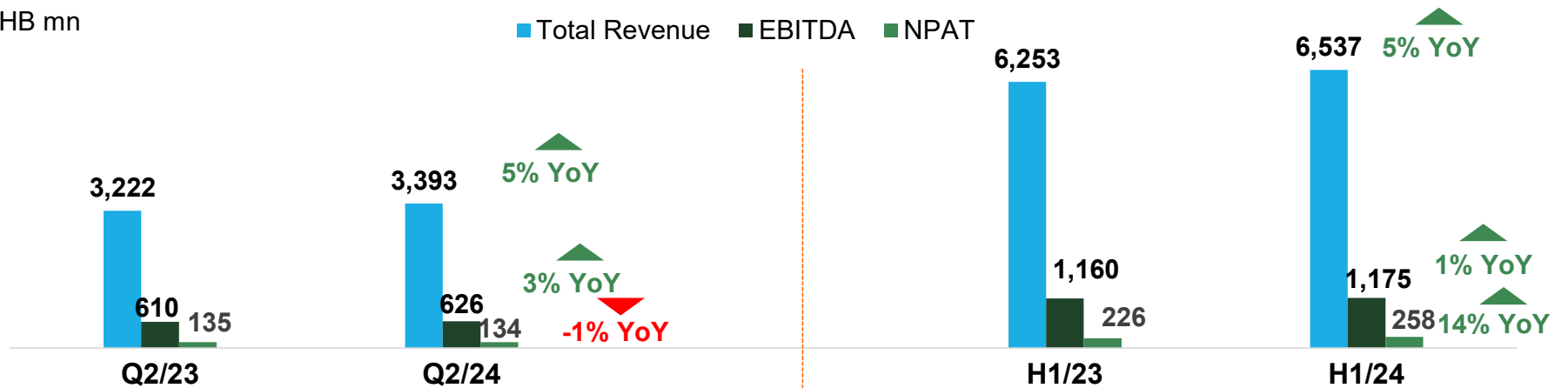
\*Excluded Joint Ventures brands (Salad Factory, Brown Café, Somtam Nua, Shinkanzen Sushi and Café Amazon - Vietnam) & The Terrace under management

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

# FOOD: FINANCIAL PERFORMANCE:

Q2/24: PERFORMANCE IMPROVEMENT YOY IS MAINLY DRIVEN BY REVENUE GROWTH AND EQUITY GAIN FROM JOINT VENTURES' BRANDS

Unit: THB mn



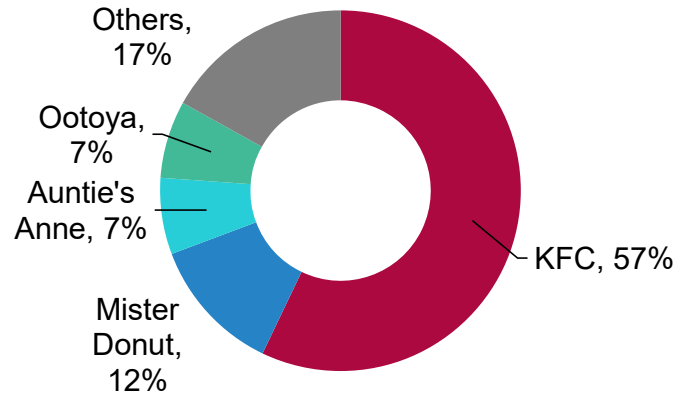
Margin	Q2/23	Q2/24
EBITDA	19%	18%

	H1/23	H1/24
EBITDA	19%	18%

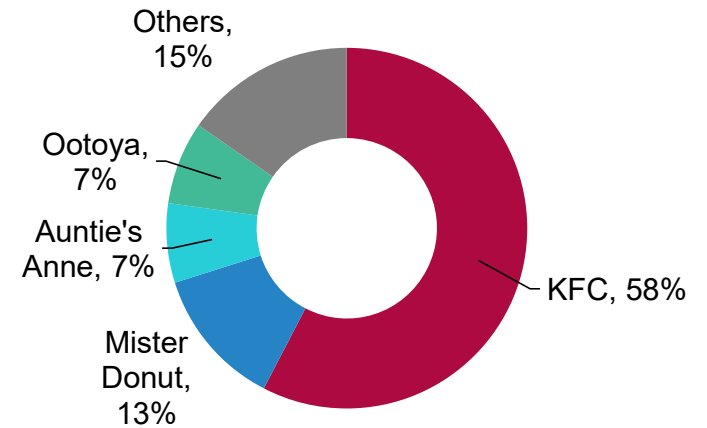
# TOTAL FOOD REVENUE BY KEY BRANDS:

Q2/24: TOP 4 BRANDS CONTRIBUTED ABOUT 85% OF TOTAL REVENUE

H1/23 Total revenue breakdown\*



H1/24 Total revenue breakdown\*



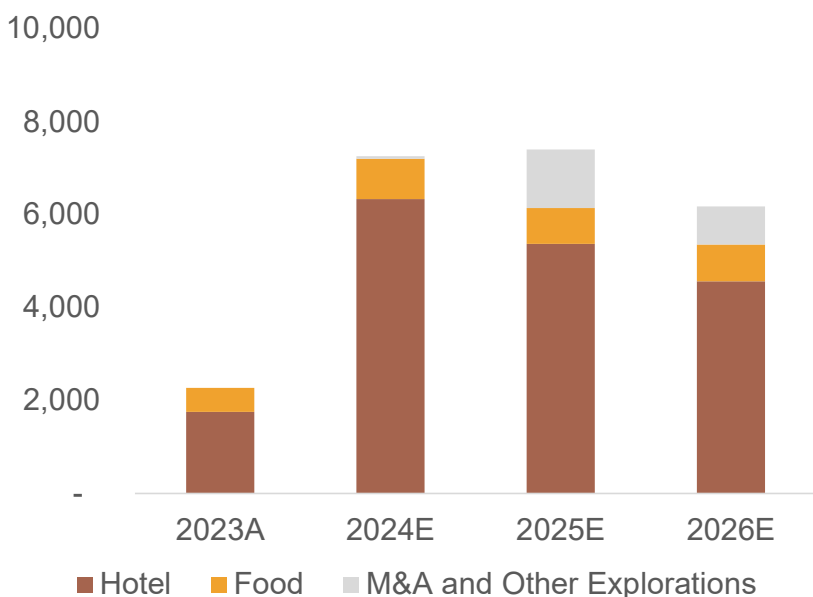
Note: \*consolidating numbers excluding corporate office

# CAPEX PLAN & 2024 GUIDANCE

# CAPEX PLAN:

BUILDING UP FUTURE GROWTH WITH MAJOR RENOVATIONS, NEW RESORTS IN MALDIVES, AND EXPANSIONS IN DUBAI AND SAMUI

Investment (THB mn)



	2023	2024	2025	2026
Renovation & Enhancement	Annual renovation of existing hotels and CRG's outlet expansion			
		Renovation Centara Karon		
		Renovation Centara Grand Mirage		
			Renovation/ Expansion of Centara Grand Hua Hin	Expansion of Centara Dubai
			Expansion of Centara Reserve Samui	
New Investment		2 new hotels in Maldives		
Explorations		Hotel investment opportunities		
		M&A or New franchise food brands		



# 2024 GUIDANCE

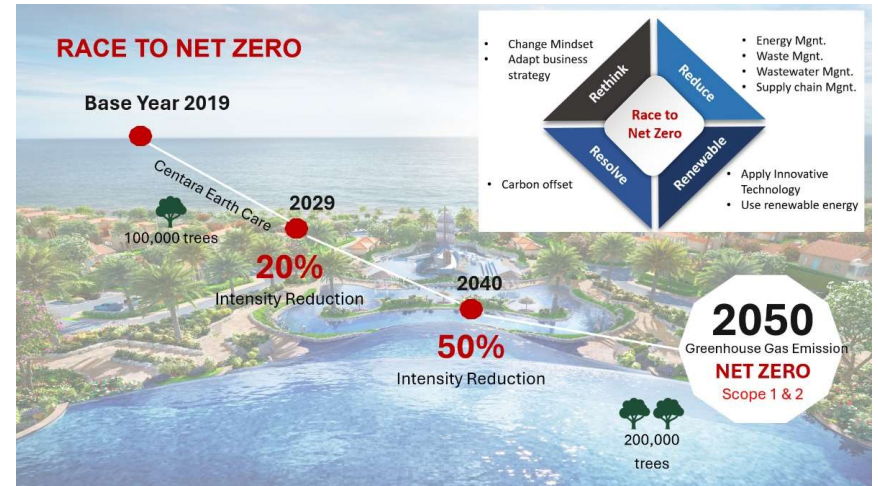
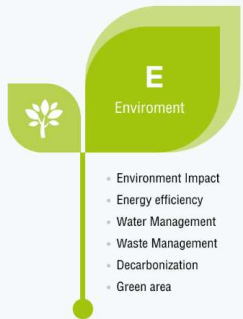
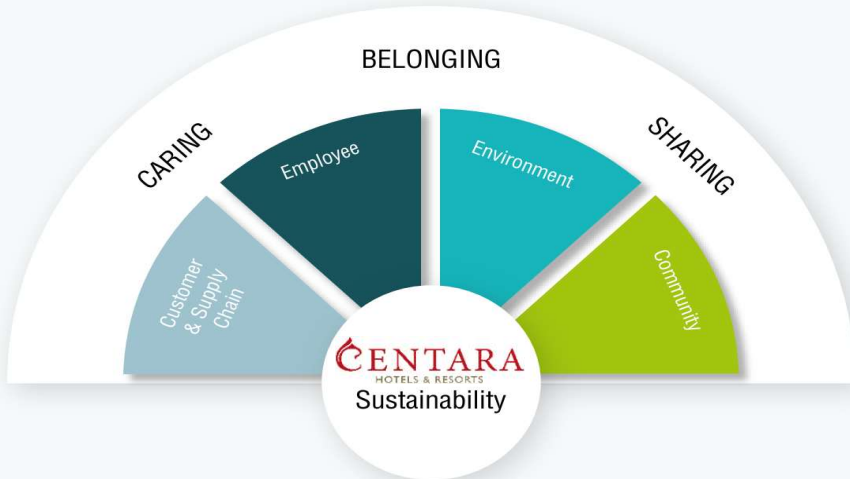
	2024E
<b>Hotel – Included Dubai</b>	
Occupancy Rate (%)	70% - 73%
RevPAR (THB)	4,000 – 4,300
<b>Food – Excluded JVs</b>	
SSS	1% - 3%
TSS	4% - 6%
Number of outlets, including the joint ventures' brands	Net increase of 30 – 50 Outlets

- **Hotel business: key drivers**
  - Sustainable growth of 5-star and luxury hotels in Thailand and Centara Mirage Beach Resort Dubai
  - Centara Grand Osaka's performance for the 1<sup>st</sup> full year of operation
- **Food business: key drivers**
  - Top 4 brands will be a key growth driver
  - Focus on profitability improvement
  - Manage portfolios – bring in 1-2 brands, focus on expansion on high-profit brands, and manage low-performing brands.

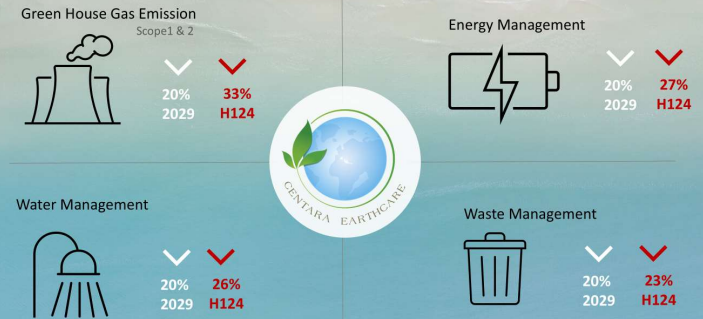


# SUSTAINABILITY

# SUSTAINABILITY FRAMEWORK

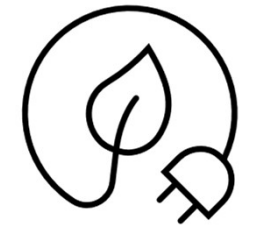
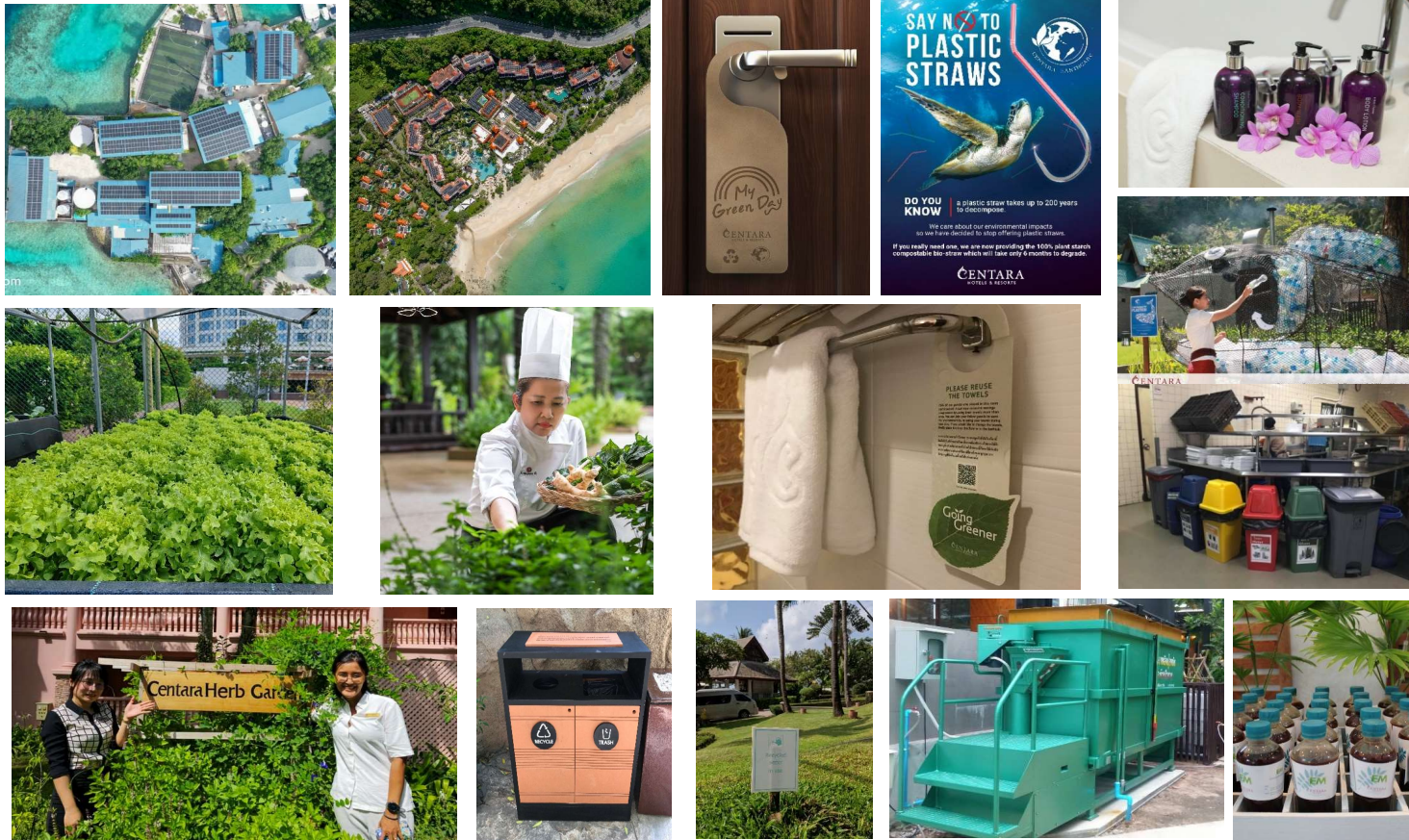


## ENVIRONMENTAL LONG-TERM GOALS YEAR 2020 – 2029

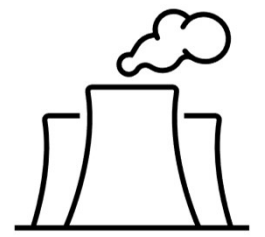


\*Baseline Year 2019  
**CENTARA**  
HOTELS & RESORTS

# Energy • Water • Waste Management



**GHG  
Emission  
Reduction**



# MY GREEN DAY & GOING GREENER PROJECT



**SAVE WATER**  
THE WORLD IS IN YOUR HANDS

**CENTARA**  
HOTELS & RESORTS

CENTARA EARTHWISE

Dear Centara Guest,

Here at Centara Hotels & Resorts, we take our environmental and sustainability responsibility seriously and in response to the current drought situation in Thailand, we invite you to help us in our efforts to conserve water during this time.

Please participate in some of our simple water saving activities:

- Sing one less song in the shower to reduce shower time.
- Please shut off the water when it is not needed. For example, while brushing your teeth or shaving.
- Opt for a shower instead of a bath.
- Join our Green Programme – opt in to not change your towels and linens.

We thank you for your understanding and participation while we help conserve water during the drought that Thailand is facing.

For more water saving tips, please visit [www.centarahotelsresorts.com](http://www.centarahotelsresorts.com)

Best regards,  
Management Team  
Centara Hotels & Resorts



**Please join our efforts in helping us to preserve the environment by not opting to have your room cleaned today.**

Each day we use hundreds of litres of water and cleaning chemicals and generate waste from the cleaning of the rooms, even at times when it is not always required.

If you are staying with us for two nights or longer please consider requesting that your room not be made up on at least one of those days. All you have to do is hang this sign outside your room when you leave.



**Please change the linen & the towels**

75% of our guests participated in our resource savings programme by using their towels and bed linen more than once. You can join to save the environment by reusing your towels and bed linen during your stay.

If you wish to change the towels, kindly place them on the floor or in the bathtub.

If you would like to change your bed linen, kindly place this card on your Pillow in the morning.

# GSTC RECOGNITION & GSTC CERTIFICATION

(GLOBAL SUSTAINABLE TOURISM COUNCIL)



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



**GSTC Certification** (Global Sustainable Tourism Council)  
**25 Hotels** are GSTC-Certified as of 30 June 2024

Goal: 100% of Centara properties will be GSTC-Certified by 2025

# 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

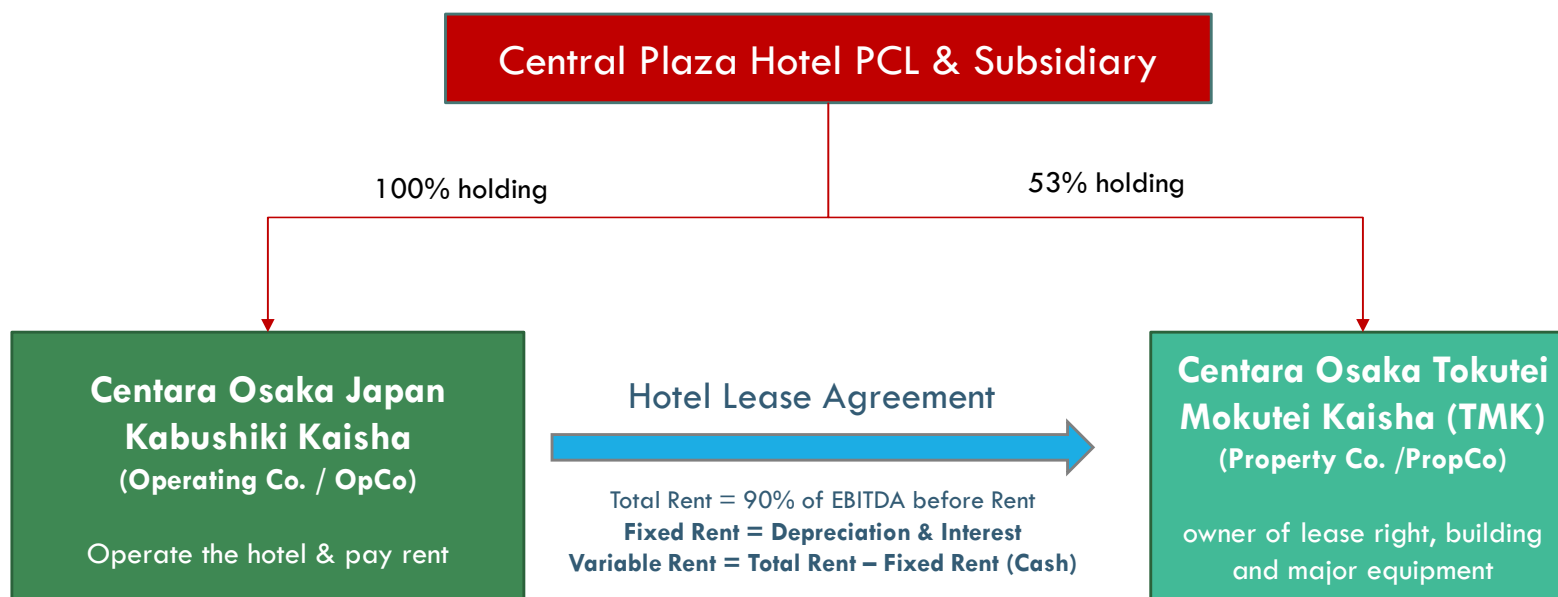
**Nakheel CT Deira Islands  
Hotel FZCO**

- 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

## 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

	Q2/23				Q2/24			
	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	15	-	-	-	34	-	-	-
Interest from Shareholder Loan	62	-	-	-	65	-	-	-
Gain/Loss from JV	(16)	21	-	21	(6)	9	-	9
NPAT from Operation	-	-	(146)	(146)	-	-	10	10
<b>Total</b>	<b>61</b>	<b>21</b>	<b>(146)</b>	<b>(125)</b>	<b>93</b>	<b>9</b>	<b>10</b>	<b>19</b>

## BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

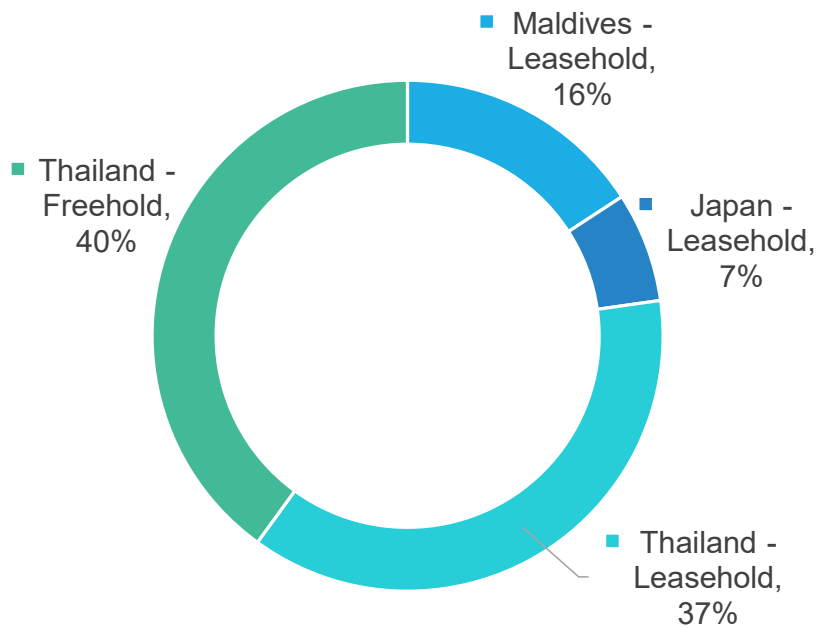
	H1/23				H1/24			
	Centara Mirage Dubai	Centara Grand Hotel Osaka			Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total		Property Company	Operating Company	Total
Management Fees	47	-	-	-	74	-	-	-
Interest from Shareholder Loan	118	-	-	-	130	-	-	-
Gain/Loss from JV	(12)	8	-	8	12	(17)	-	(17)
NPAT from Operation	-	-	(170)	(170)	-	24	24	24
<b>Total</b>	<b>153</b>	<b>8</b>	<b>(170)</b>	<b>(162)</b>	<b>216</b>	<b>(17)</b>	<b>24</b>	<b>7</b>

## FOOD BUSINESS: % HOLDING IN JOINT VENTURES AND ACCOUNTING TREATMENT

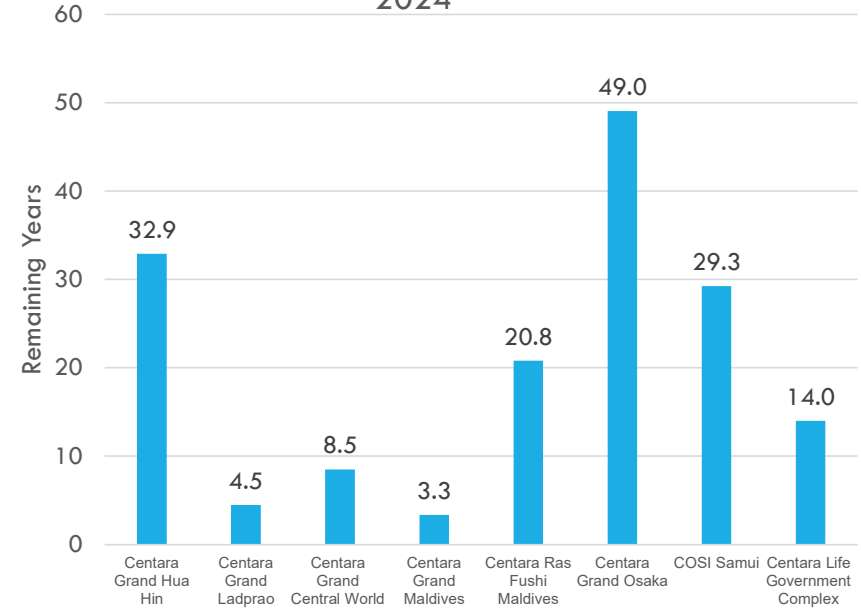
Brand	% Holding	Accounting Treatment
Brown Café	51%	Consolidation
Somtam Nua	85%	Consolidation
Salad Factory	51%	Equity Method
Café Amazon – Vietnam	40%	Equity Method
Shinkanzen Sushi/ Nak-La Mookata	51%	Equity Method

# HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)

Total Revenue Contribution 2023



Remaining leasehold life for Thailand and Overseas hotels as of June 30, 2024



## HOTELS IN OPERATION AS OF 30 JUNE 2024 (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	89%	Thailand
3	Centra 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 JUNE 2024 (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	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
	<b>Total owned hotels</b>			<b>5,566</b>		

## HOTELS IN OPERATION AS OF 30 JUNE 2024 (3/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
21	Centara Chaan Talay Resort & Villas Trat	4	Q1/08	43	Thailand
22	Centara Udon	4	Q2/10	259	Thailand
23	Centara Q Resort Rayong	4	Q2/10	41	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 Pavillion Hotel Bangkok	4	Q2/13	281	Thailand
30	Centara Life Avenue Hotel Pattaya	3	Q4/14	51	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	Maikhao Hotel	Boutique	Q3/19	142	Thailand

## HOTELS IN OPERATION AS OF 30 JUNE 2024 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
37	Maikhao Dream Villa Resort & Spa	Boutique	Q3/19	22	Thailand
38	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
39	Centara Life Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand
40	Centara Life Muscat Dunes Hotel	Economy	Q3/20	78	Oman
41	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
42	Roukh Kiri Khaoyai	Boutique	Q4/20	13	Thailand
43	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
44	Al Hail Waves Hotel	4	Q1/22	64	Oman
45	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
46	Centara Korat	4	Q3/22	218	Thailand
47	Centara Life Hotel Bangkok Phra Nakhon	3	Q4/22	180	Thailand
48	Centara Hotel Ubon	4	Q1/23	160	Thailand
49	Centara Ayutthaya	4	Q4/23	224	Thailand
50	COSI Vientiane Nam Phu	Affordable lifestyle	Q1/24	95	Laos
	<b>Total managed hotels</b>			<b>5,435</b>	
	<b>Grand total</b>			<b>11,001</b>	

**THANK YOU**