



**CENTARA
GRAND**
LAGOON MALDIVES
Perspective picture

central plaza HOTEL PUBLIC COMPANY LIMITED

Opportunity Day Q3/2024

AGENDA

- **Q3/24 performance summary**
- **Hotel business and Food business overview**
- **CAPEX plan and guidance 2024**
- **Appendix**

CONSOLIDATED EARNING Q3/24 AND 9M24:

Q3/24: Profit margin increased YoY due to better cost management & improvement in gain/loss from JV mainly from Osaka hotel and Shinkanzen.

THB million	Q3/23	Q2/24	Q3/24	% Chg QoQ	% Chg YoY	9M23	9M24	% Chg YoY
Total hotel revenue	2,333	2,454	2,422	-1%	4%	7,194	8,121	13%
Total food revenue	3,083	3,393	3,180	-6%	3%	9,336	9,717	4%
Total revenues	5,416	5,847	5,602	-4%	3%	16,530	17,838	8%
EBITDA	1,165	1,344	1,348	0%	16%	4,060	4,607	13%
EBITDA margin (%)	22%	23%	24%	+1% pts	+2% pts	25%	26%	+1% pts
EBIT	390	536	495	-8%	27%	1,794	2,192	22%
EBIT margin (%)	7%	9%	9%	0% pts	+2% pts	11%	12%	+1% pts
Net Profit	73	168	163	-3%	123%	823	1,086	32%
% net profit	1%	3%	3%	0% pts	+2% pts	5%	6%	+1% pts

Note: - pts stands for a percentage point

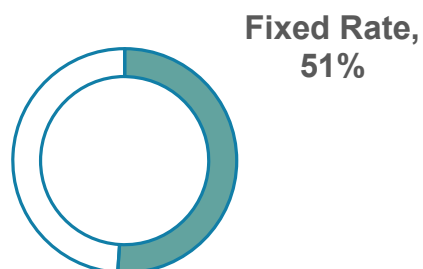
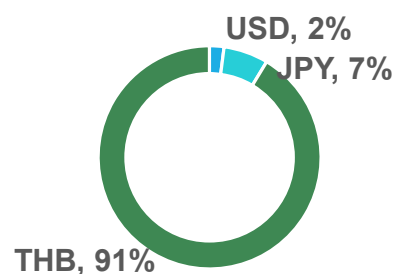
- Gains from changes in the foreign exchange rates of THB 8mn in Q3/2024 (Q3/2023, THB 3 mn) and for 9 months 2024/2023:THB 69mn/THB 66mn)
- Pre-opening expenses of hotels in the Maldives of Baht 11mn (9 months 2024:THB12mn)
- Provision for Goodwill written-off Brown Café of Baht 21mn in Q3/2024.

GEARING RATIO & DEBT COMPONENT:

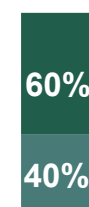
Q3/24: AVERAGE FINANCE COST AT 3.3% REDUCED QOQ (Q2/24: 3.4%) WITH LOWER INTEREST RATE LOANS.

Gearing ratio	Dec 2023	Sep 2024
Interest bearing debt/Equity	1.4	1.5
Interest-bearing Debt (excluding lease liabilities) / Equity	0.7	0.8

Total interest-bearing debt
(Excluding Lease Liabilities)



THB 13.7 bn



Dec 2023

THB 15.8 bn ▲ 15%



Sep 2024

■ Non-Current IBD
■ Current IBD

Note: IBD = Interest Bearing Debt

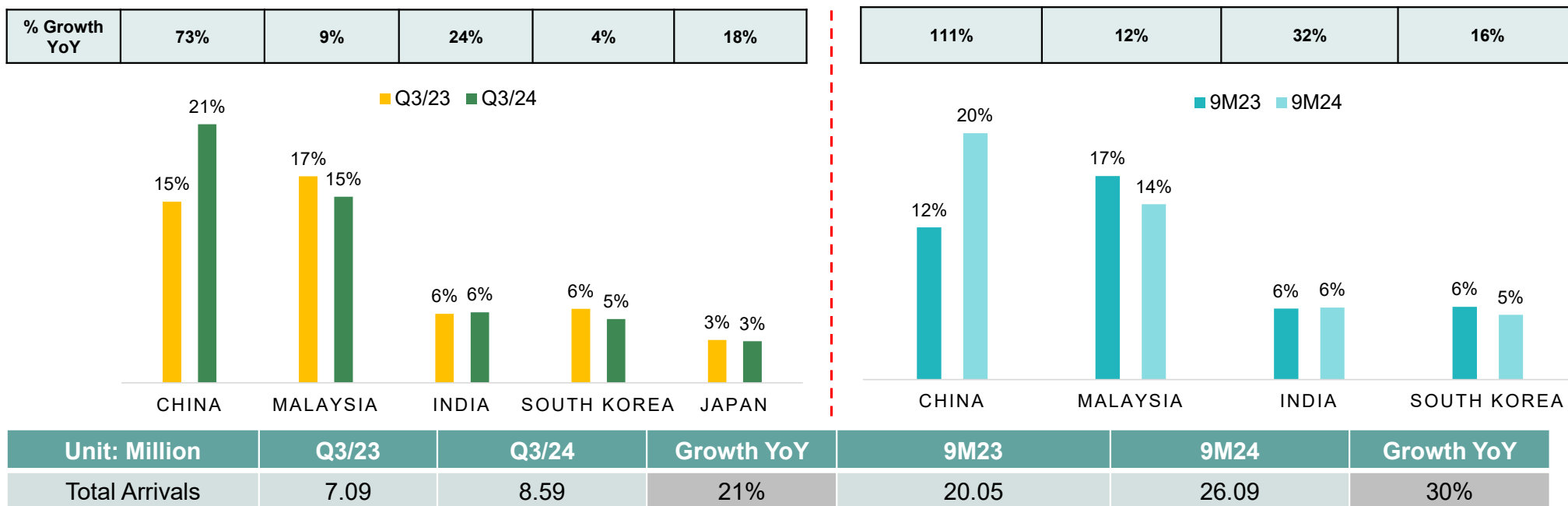
HOTEL BUSINESS OVERVIEW:

Q3/24

THAILAND TOURISM OVERVIEW Q3/24 AND 9M24:

Q3/24: A KEY DRIVER FROM CHINA WITH CONTINUOUS STRONG GROWTH YOY

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



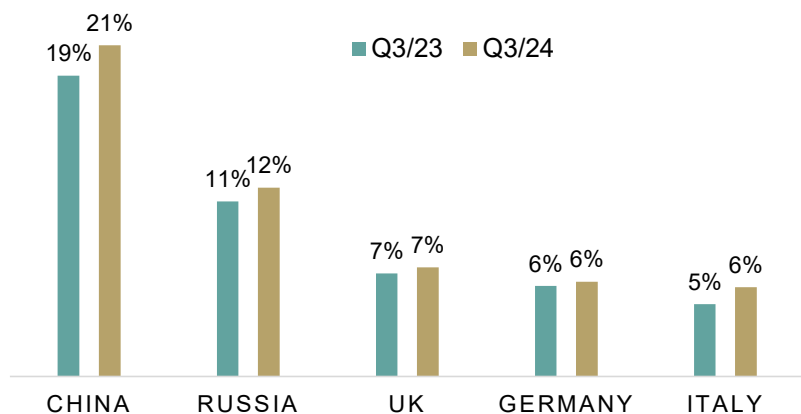
Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q3/24 AND 9M24:

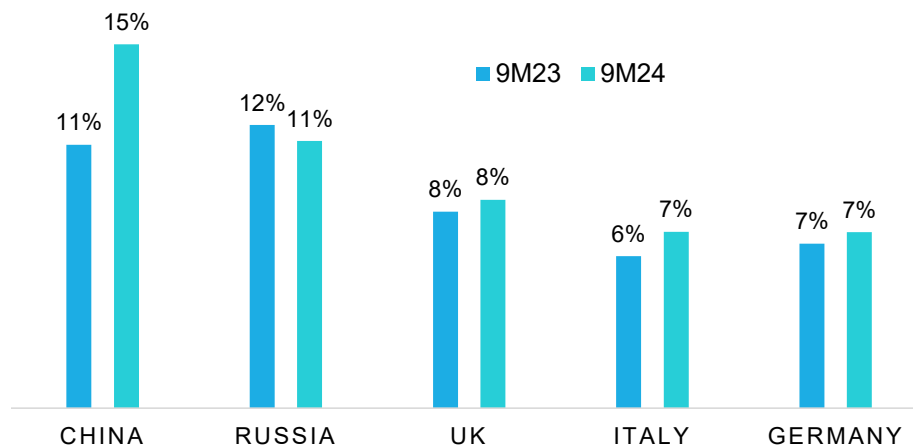
Q3/24: MAJOR CONTRIBUTION FROM EUROPE >50% OF TOTAL ARRIVALS BUT CHINESE LEADING THE GROWTH

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

% Growth YoY	22%	19%	17%	15%	36%
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% Growth YoY	51%	3%	16%	27%	17%
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Unit: Persons	Q3/23	Q3/24	Growth YoY	9M23	9M24	Growth YoY
Total Arrivals	431,441	476,498	10%	1,361,048	1,492,027	10%

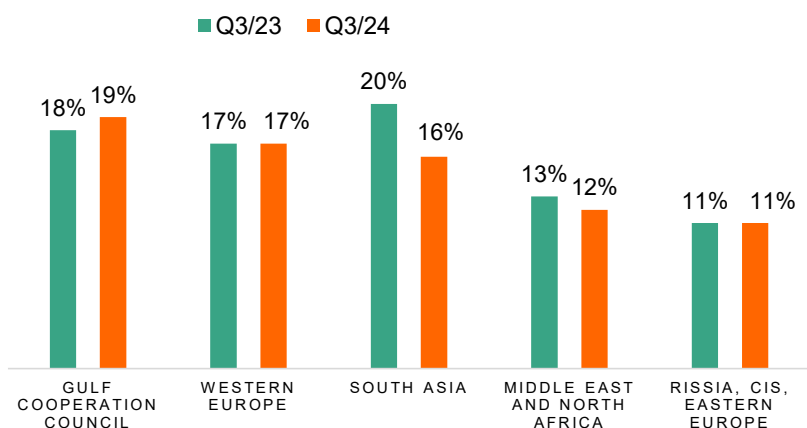
Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW QTD3/24 AND 8M24:

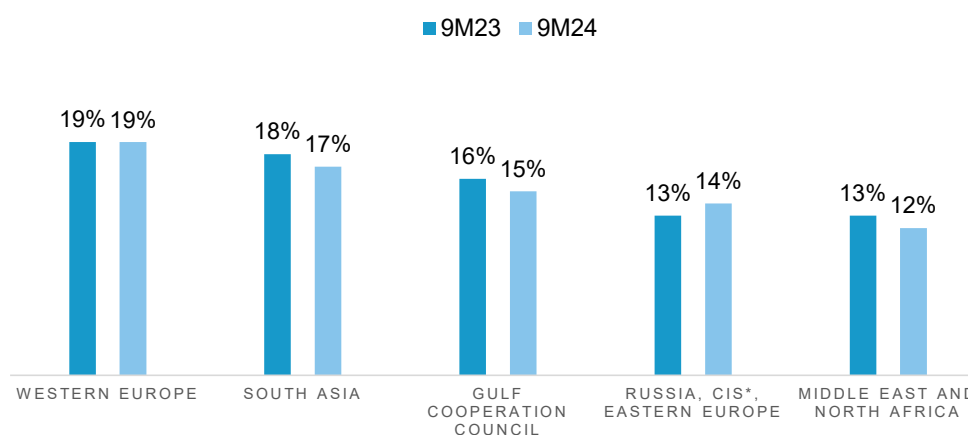
Q3/24: NOT STRONG GROWTH YOY PARTIALLY DUE TO IMPACT OF SUMMER OLYMPIC GAMES IN PARIS

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

% Growth YoY	6%	4%	-16%	-7%	8%
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	9%	2%	2%	13%	-4%
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Unit: Million	Q3/23	Q3/24	Growth YoY	9M23	9M24	Growth YoY
Total Arrivals	3.85	3.98	3%	12.40	13.29	7%

Source: Dubai Economy and Tourism

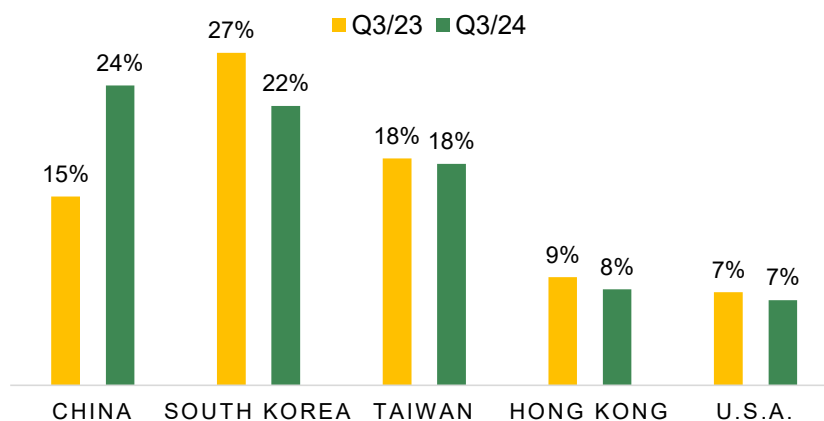
Note: *CIS stands for the Commonwealth of Independent States

JAPAN TOURISM OVERVIEW Q3/24 AND 9M24:

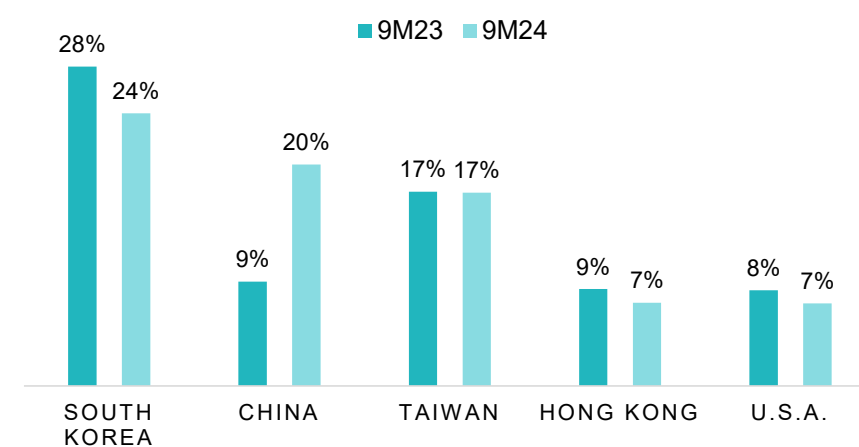
Q3/24: ASIAN DOMINATED THE MARKET WITH THE STRONGEST GROWTH FROM CHINA

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

% Growth YoY	117%	15%	33%	21%	25%
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32%	228%	54%	33%	34%
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Unit: Million	Q3/23	Q3/24	Growth YoY	9M23	9M24	Growth YoY
Total Arrivals	6.66	9.10	37%	17.37	26.88	55%

Source: Japan National Tourism Organization

HOTEL PORTFOLIO OF 20,505 ROOMS

MORE OVERSEAS DIVERSIFICATION FROM 26% 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	4	20	-	2	2	22
Managed	26	6	32	12	26	38	70
Total	42	10	52	12	28	40	92

Number of rooms

	In operation			Pipeline			Grand total
	Thailand	Overseas	Total	Thailand	Overseas	Total	
Owned and JV	4,192	1,374	5,566	-	287	287	5,853
Managed	3,990	1,545	5,535	2,248	6,869	9,117	14,652
Total	8,182	2,919	11,101	2,248	7,156	9,404	20,505

As of September 2024



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

PIPELINE – 9,404 ROOMS:

SOUTHEAST ASIA ACCOUNTS FOR 78% OF PIPELINE

Summary of pipeline

# of rooms	Owned and JV		Managed Hotels			Total
Year	2024	2025	2025	2026	2027 onwards	
China					300	300
Laos			270		548	818
Maldives	145	142			231	518
Myanmar					402	402
Qatar					761	761
Turkey					449	449
Thailand			456	68	1,724	2,248
Vietnam			977		2,931	3,908
Total Rooms	145	142	1,703	68	7,346	9,404
Total Hotels	1	1	8	1	29	40

Number of hotels as of September 2024

Number of rooms by region

East Asia

China 300 keys

West Asia

Turkey 449 keys

Southeast Asia

Laos, Myanmar, Vietnam, and Thailand 7,376 keys

South Asia

Maldives 518 keys

Middle East

Qatar 761 keys

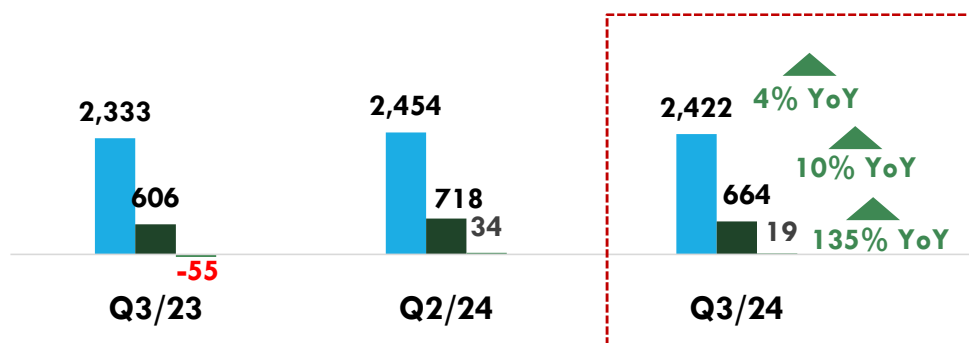
HOTEL: FINANCIAL PERFORMANCE:

Q3/24: THE SIGNIFICANT PERFORMANCE GROWTH YOY THANKS TO PROFIT MARGIN IMPROVEMENT DRIVEN BY HOTELS IN THAILAND AND OSAKA, JAPAN.

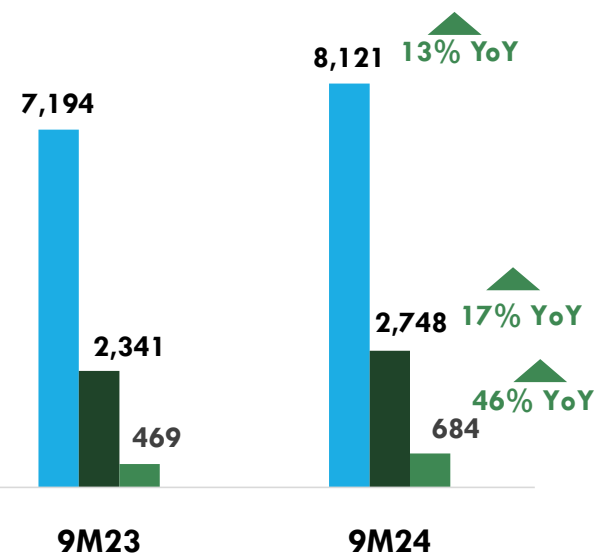
Unit: THB mn

■ Total Revenue ■ EBITDA ■ NPAT

Q3/24: Recorded pre-opening costs of two new hotels in Maldives of THB11mn



Margin	Q3/23	Q2/24	Q3/24
EBITDA	26%	29%	27%

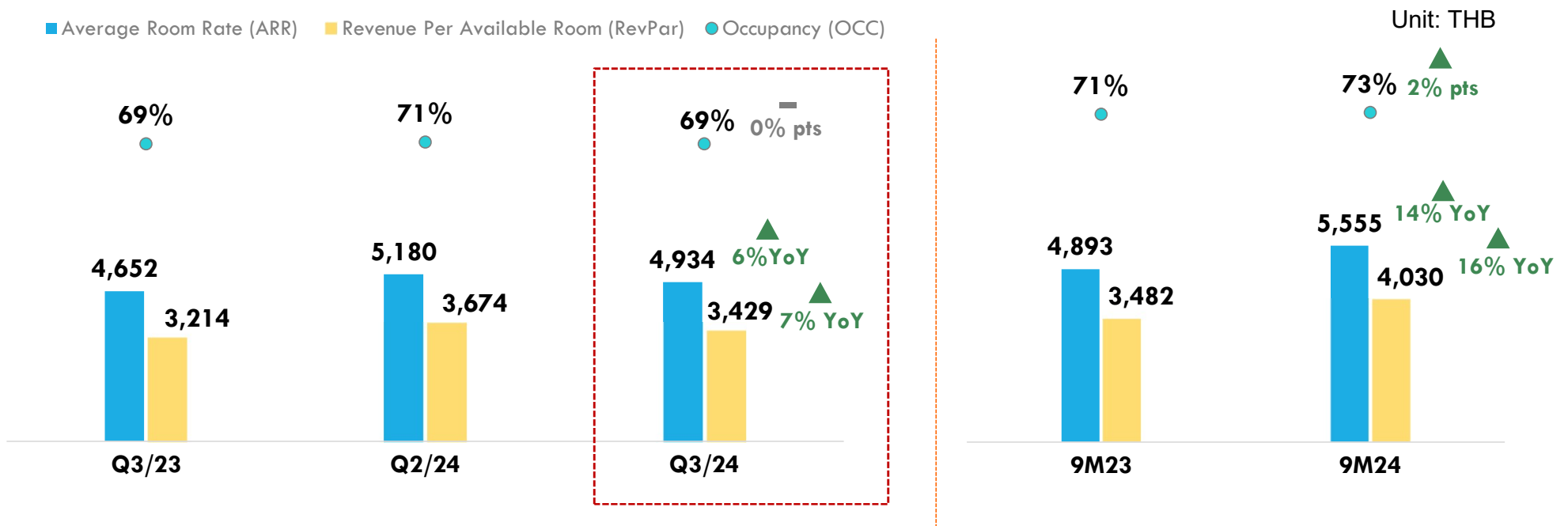


	9M23	9M24
EBITDA	33%	34%

TOTAL OWN PORTFOLIO:

Q3/24: REVPAR INCREASED BY 7% YOY DRIVEN BY THAILAND AND JAPAN

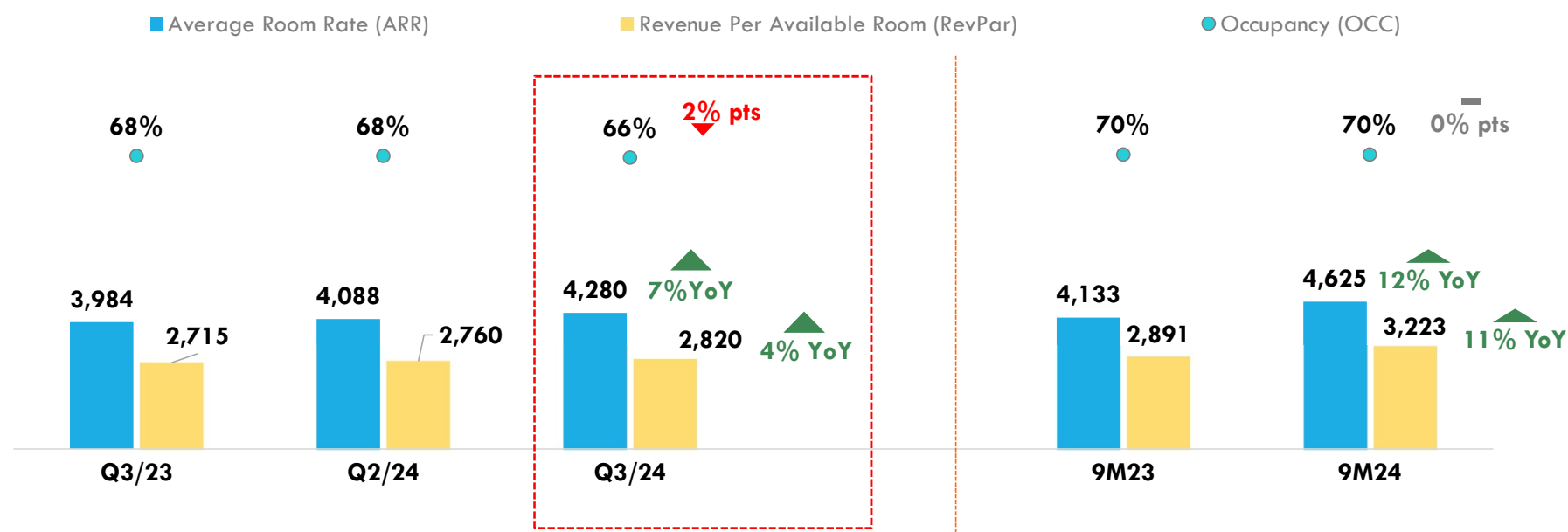
■ Average Room Rate (ARR) ■ Revenue Per Available Room (RevPar) ● Occupancy (OCC)



THAILAND PORTFOLIO:

Q3/24: REVPAR GROWTH 4% YOY DRIVEN BY BANGKOK, PHUKET, AND SAMUI

Unit: THB

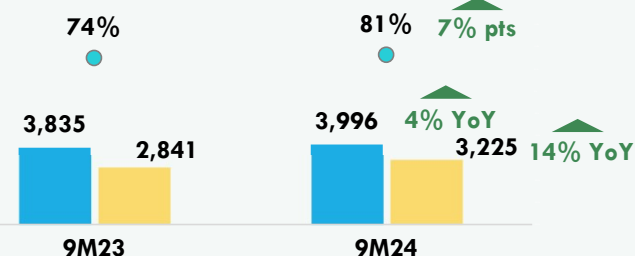
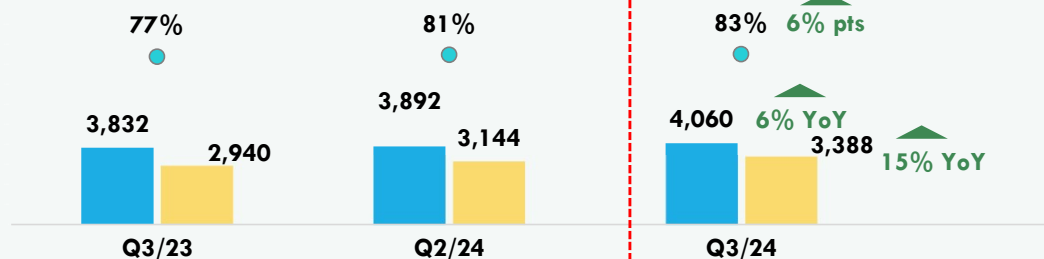


BANGKOK AND UPCOUNTRY PORTFOLIO:

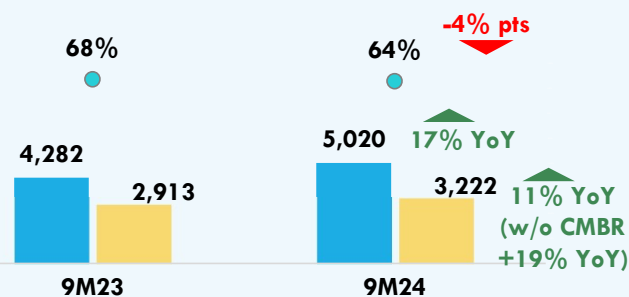
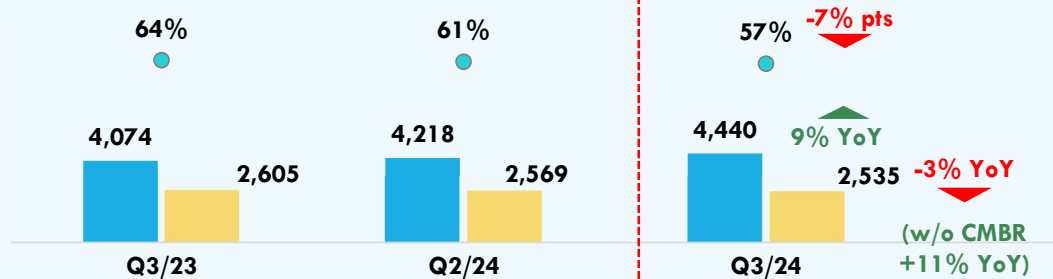
Q3/24: EXCLUDING THE IMPACT OF RENOVATION OF CENTARA GRAND MIRAGE PATTAYA, UPCOUNTRY'S REVPAR GROWTH AT 11% YOY

Bangkok

Unit: THB



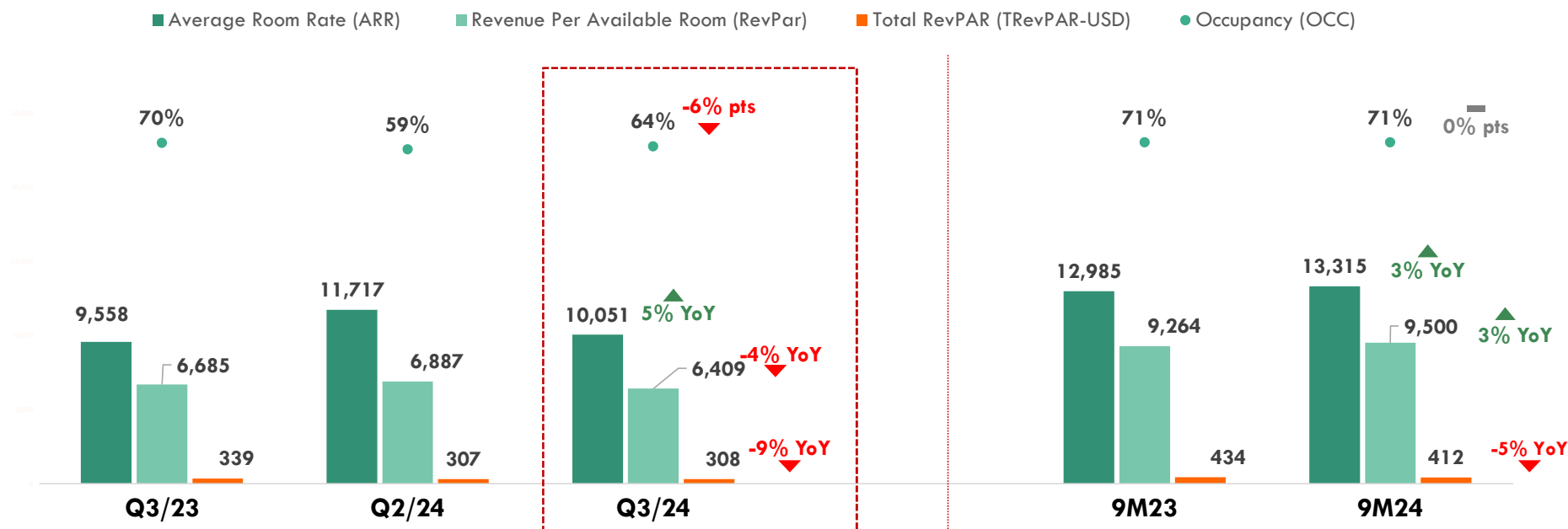
Upcountry



MALDIVES PORTFOLIO:

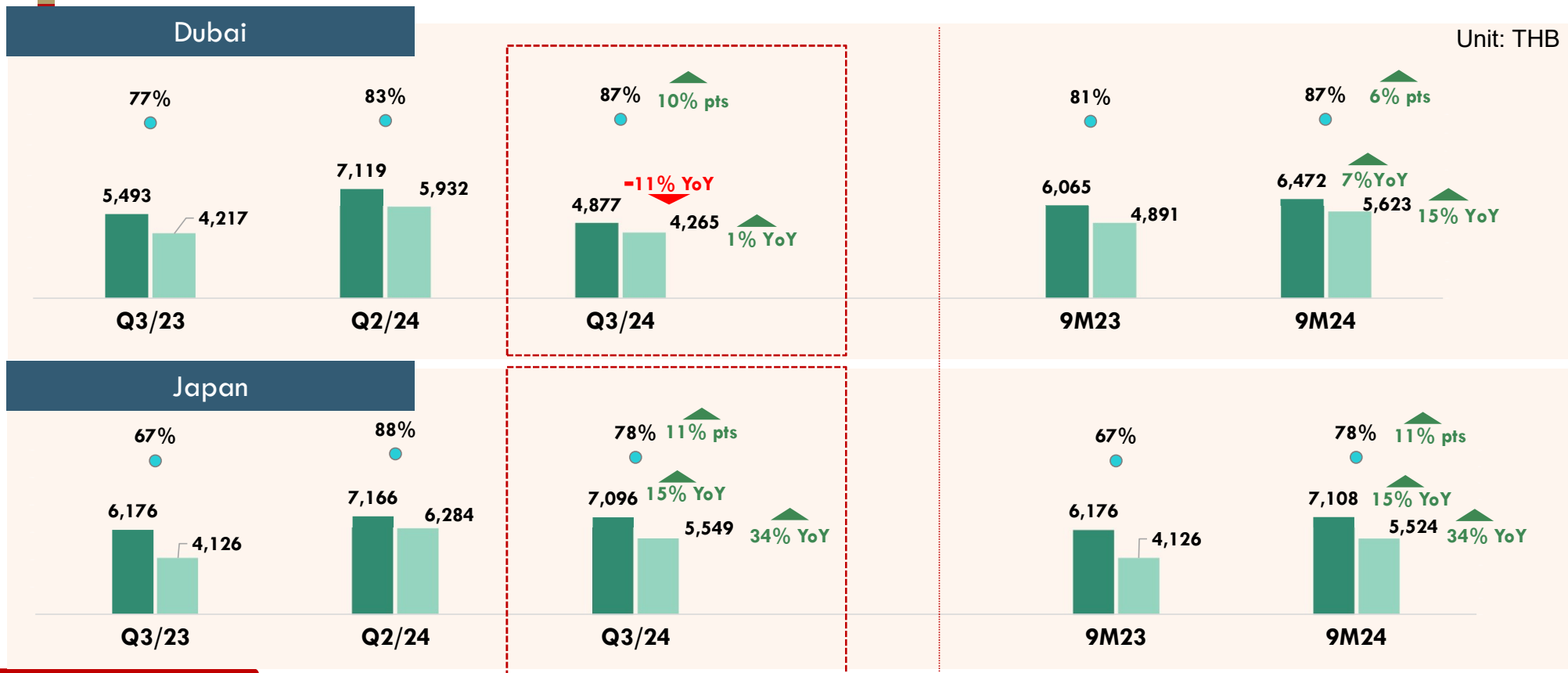
Q3/24: REVPAR DROPPED BY 4% YOY DUE TO OCCUPANCY

Unit: THB & USD



DUBAI AND JAPAN PORTFOLIO:

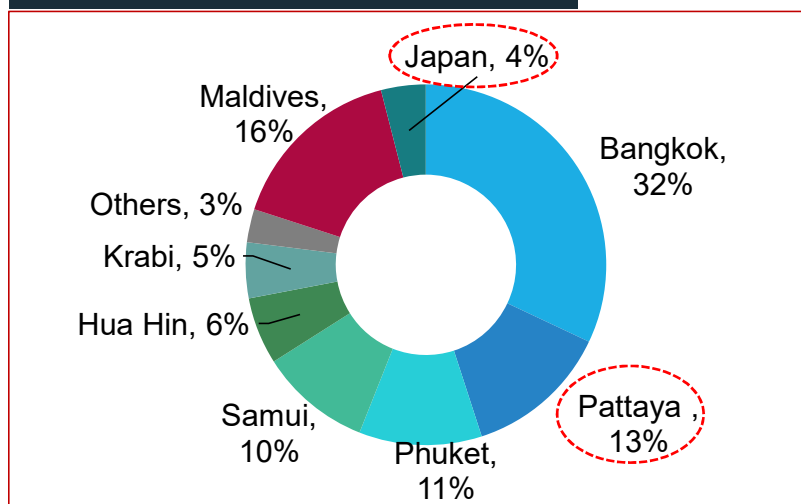
Q3/24: STRONG REVPAR GROWTH IN JAPAN YOY SINCE Q3/23 FIRST OPERATING QUARTER



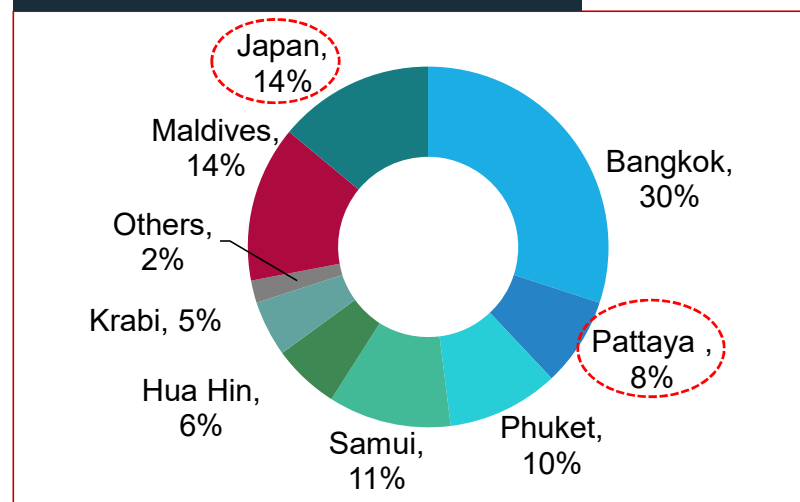
TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

9M24: JAPAN SIGNIFICANTLY INCREASED ITS CONTRIBUTION YOY, WHILE PATTAYA NOTICEABLY REDUCED DUE TO THE IMPACT OF A MAJOR RENOVATION

9M23 Total revenue breakdown



9M24 Total revenue breakdown

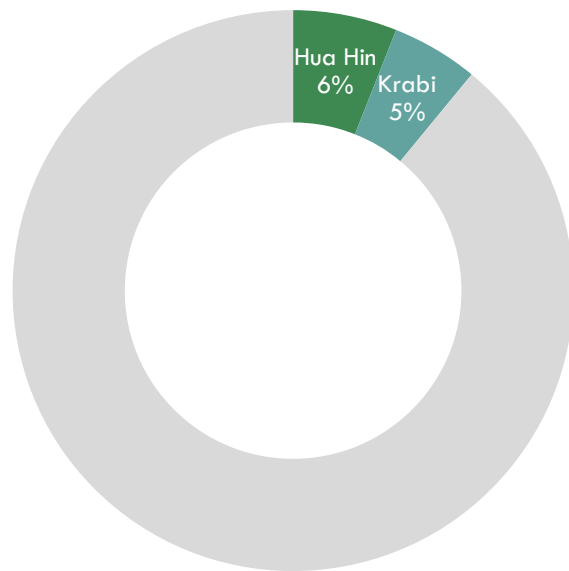


9M24	Bangkok	Maldives	Phuket	Pattaya	Hua Hin	Samui	Krabi	Osaka
% RevPar growth YoY	14%	3%	34% (Excluded Centara Karon)	-35%	11%	23%	15%	34%

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

EXPECTED REVENUE IMPACT FROM RENOVATION IN 2025

9M24 & FY23 Total revenue breakdown



The impact of major renovations:

Centara Grand Resort Krabi:

- Full closure for renovation started in mid-Q2/25
- Expected 47% - 50% lower revenue than normal operation FY24

Centara Grand Beach Resort Hua Hin:

- Continuous operation with partial renovation started in Q2/25
- Expected 25% - 30% lower revenue than normal operation FY24.

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

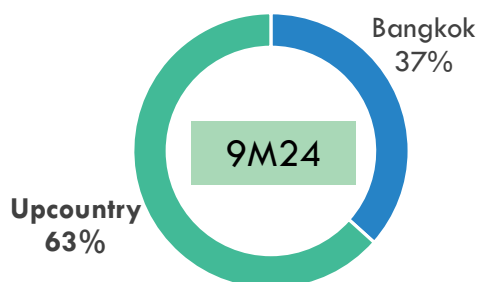
FOOD BUSINESS OVERVIEW:

Q3/24

AS OF 30 SEP 24: 1,396 OUTLETS, STABLE YOY*

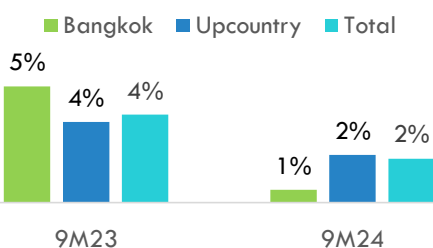
Q3/24: OUTLET EXPANSION MAINLY DRIVEN BY SHINKANZEN, AUNTIE ANNE'S, SALAD FACTORY, OOTOYA, AND KFC

Number of outlets by location



Note: Outlets in Thailand only

9M/23-24 SSS: Bangkok vs Upcountry



Note: Figures are excluded Joint Ventures.

Brands	# of outlets	Change yoy
11 Franchised brands		
KFC	336	7
Mister Donut	452	-10
Auntie Anne's	231	14
Ootoya	52	7
Pepper Lunch	49	0
Chabuton/ Kagetsu Arashi	14	-1
Yoshinoya	21	-6
Tenya	10	-2
Katsuya	55	-5
Cold Stone	17	1
Kiani	1	1
Total	1,238	6

* With new counting number of outlets shop-in-shop of Arigato in Mister Donut, total outlets in Q3/23 was 1,399 outlets.

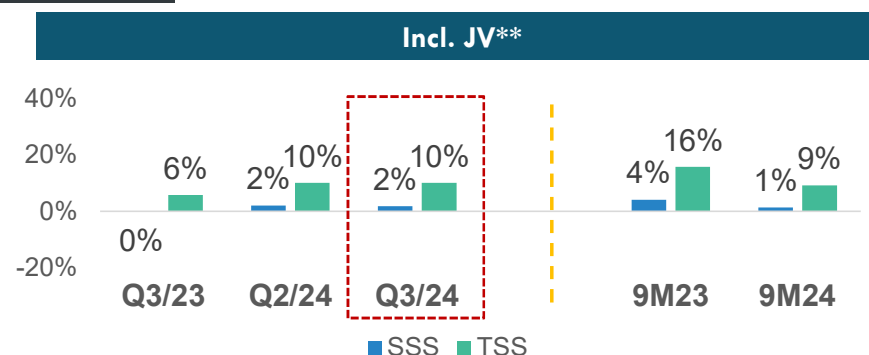
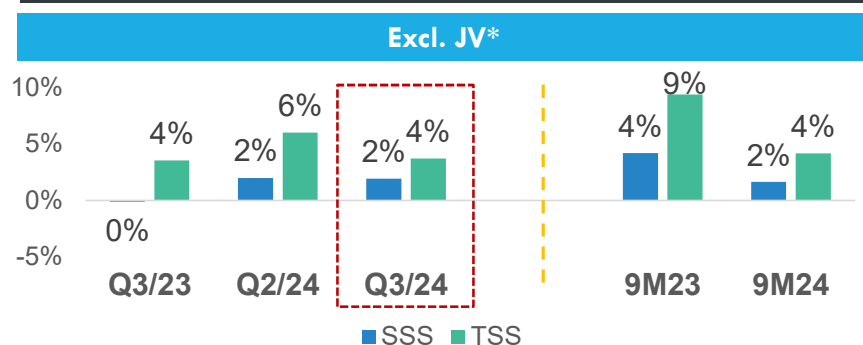
** Excluding outlets under management contract

Brands	# of outlets	Change yoy
4 Owned brands		
The Terrace**	3	-2
Aroi Dee	-	-21
Kowlune	1	-
Arigato	3	-
Grab Kitchen by Every Food	2	-14
Total	9	-37
5 Joint Ventures' brands		
Salad Factory	44	9
Brown Café	3	-5
Café Amazon - Vietnam	25	3
Somtarn Nua	10	4
Shinkanzen Sushi/ Nak-La Mookata	67	17
Total	149	28
Grand Total	1,396	-3

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

Q3/24: KEY GROWTH DRIVERS FROM THE TOP 4 BRANDS, PARTICULARLY MISTER DONUT AND OOTOYA

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



	SSS			TSS			SSS		TSS		
	Q3/23	Q2/24	Q3/24	Q3/23	Q2/24	Q3/24	9M23	9M24	9M23	9M24	9M24
Top 4 brands	0%	3%	2%	5%	7%	6%	5%	2%	9%	6%	6%
Others**	-3%	-1%	1%	-5%	-5%	-6%	1%	-1%	4%	-6%	-6%
Total Average (excl. JV)*	0%	2%	2%	4%	6%	4%	4%	2%	9%	4%	4%
Total Average (incl. JV)**	0%	2%	2%	6%	10%	10%	4%	1%	16%	9%	9%

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

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

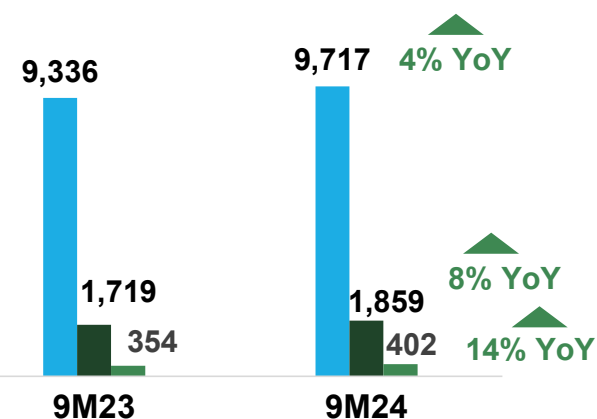
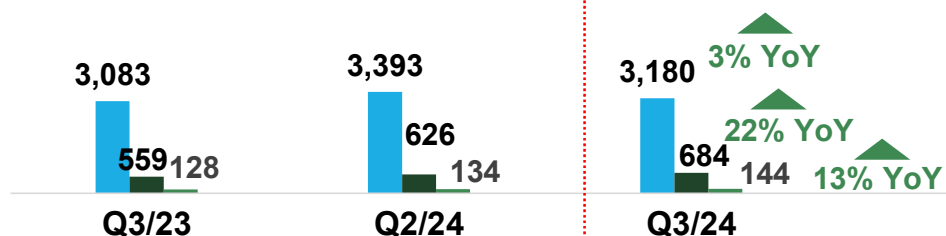
FOOD: FINANCIAL PERFORMANCE

Q3/24: AN INCREASE IN PROFIT MARGIN QOQ AND YOY DUE TO KEY BRANDS' PERFORMANCE, GAIN ON PROFIT SHARING OF JOINT VENTURES, AND POSITIVE IMPACT OF CLOSED NON-PROFIT OUTLETS

Unit: THB mn

■ Total Revenue ■ EBITDA ■ NPAT

Q3/24: Written-off goodwill of Brown Café of THB 21mn



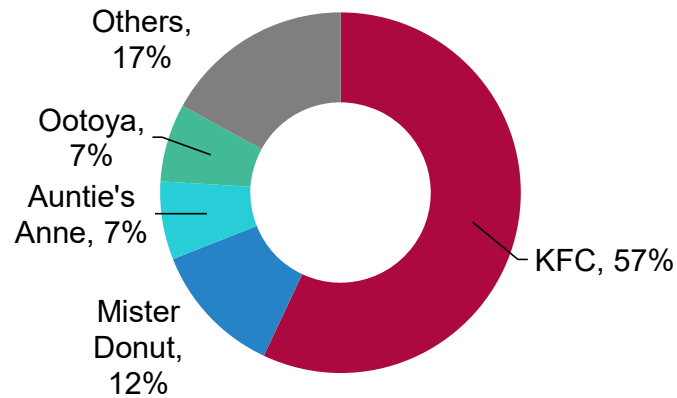
Margin	Q3/23	Q2/24	Q3/24
EBITDA	18%	18%	22%

9M23	9M24
18%	19%

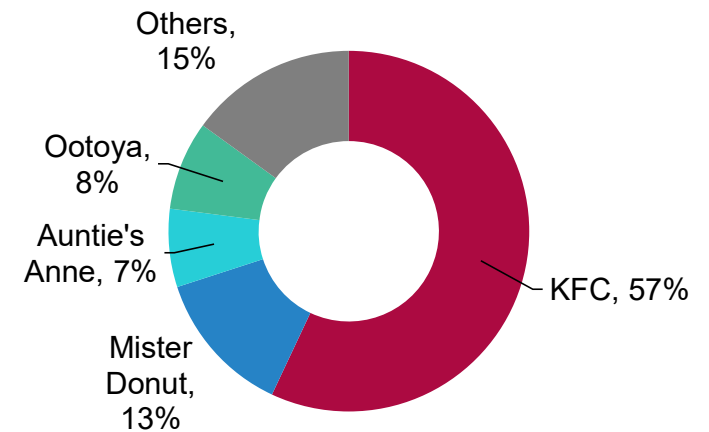
TOTAL FOOD REVENUE BY KEY BRANDS:

9M24: TOP 4 BRANDS ACCOUNTING FOR 85% OF TOTAL REVENUE

9M23 Total revenue breakdown*



9M24 Total revenue breakdown*

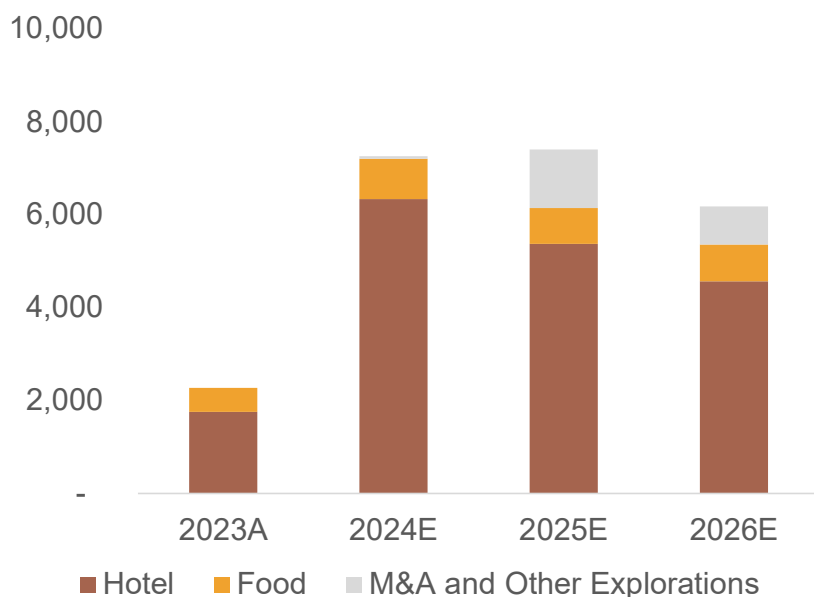


CAPEX PLAN & 2024 GUIDANCE

CAPEX PLAN:

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

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 of Centara Grand Krabi
				Renovation/ Expansion of Centara Grand Hua Hin
				Expansion of Centara Reserve Samui
New Hotels	2 new hotels in Maldives			
				Expansion of Centara Dubai
Explorations	Hotel investment opportunities			
	M&A or New franchise food brands			

2024 GUIDANCE

	2024E
Hotel – Included Dubai	
Occupancy Rate (%)	70% - 73%
RevPAR (THB)	4,000 – 4,300
Food – Excluded JVs	
SSS	1% - 3%
TSS	4% - 6%
Net change number of outlets, including the joint ventures' brands	Stable to (-20) outlets

- **Hotel business: key drivers**
 - Sustainable growth in high season (the 4th Quarter) of hotels in Thailand, Japan, and Dubai
- **Food business: key drivers**
 - Top 4 brands will be a key growth driver
 - Closed non-profitable brands and outlets that relied on delivery
 - Being cautious about outlet expansion by aiming at high profit-margin brands

SUSTAINABILITY



GSTC RECOGNITION & CERTIFICATION AND AWARDS

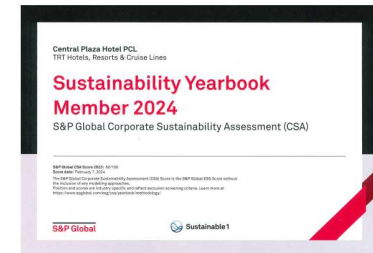


In 2021, Centara became first Asia hospitality group to formally incorporate GSTC-Recognised standards into its internal sustainability standards system called **“Centara EarthCare”**



39 Hotels are GSTC-Certified

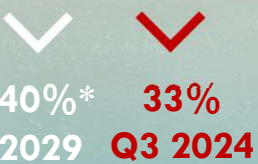
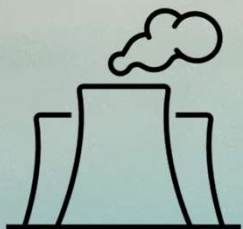
Goal: 100% of Centara properties will be GSTC-Certified by 2025



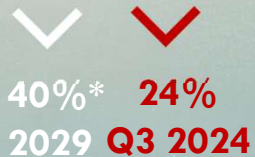
ENVIRONMENTAL LONG-TERM GOALS YEAR 2020 – 2029

Green House Gas Emission

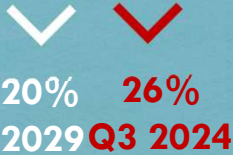
Scope 1 & 2



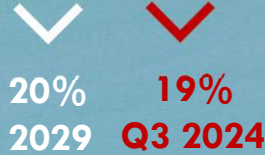
Energy Management



Water Management



Waste Management



Eliminate single-use plastic items in guest journey by 2025

*New target 40% Reduction for GHG and Energy intensity/occupied room

SUSTAINABILITY PERFORMANCE Q3/2024



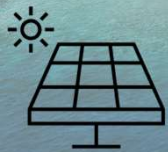
19.8 tons surplus food donation
Reduce GHG emission **646 tCO₂e**



26.37 % Recycling rate



65 EV Charger Stations in 30 hotels



Installed Solar Energy in 7 hotels: **1,294.63 MWh**
GHG Reduction **646 tCO₂e**

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

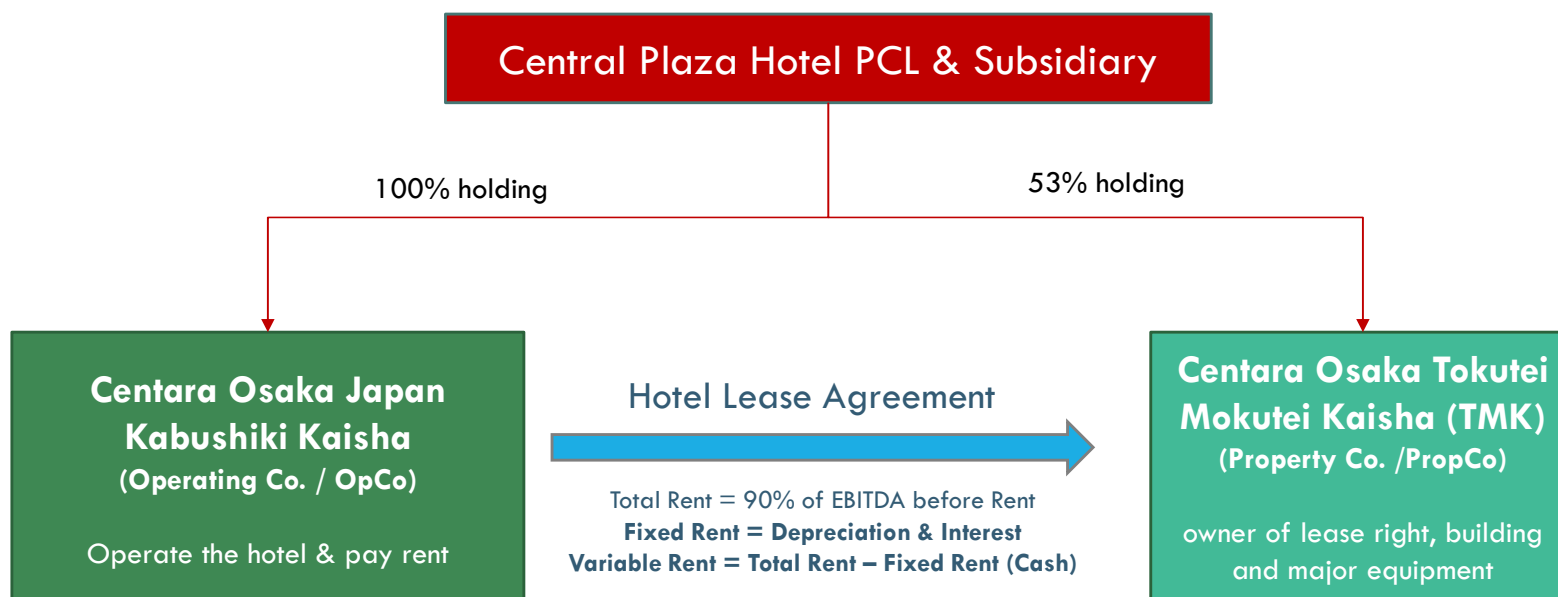
**Nakheel CT Deira Islands
Hotel FZCO**

- 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

Unit: THB mn	Q3/23				Q3/24			
	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	20	-	-	-	21	-	-	-
Interest from Shareholder Loan	62	-	-	-	64	-	-	-
Gain/Loss from JV	(44)	(27)	-	(27)	(33)	(10)	-	(10)
NPAT from Operation	-	-	(26)	(26)	-	-	16	16
Total	38	(27)	(26)	(53)	52	(10)	16	6

BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

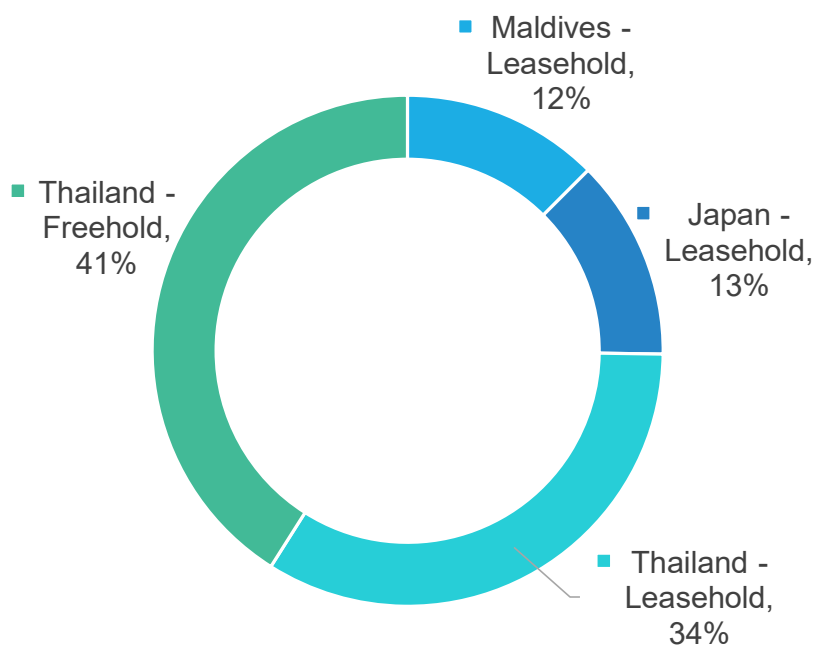
Unit: THB mn	9M23				9M24			
	Centara Mirage Dubai	Centara Grand Hotel Osaka			Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total		Property Company	Operating Company	Total
Management Fees	79	-	-	-	95	-	-	-
Interest from Shareholder Loan	180	-	-	-	194	-	-	-
Gain/Loss from JV	(56)	(19)	-	(19)	(21)	(27)	-	(27)
NPAT from Operation	-	-	(196)	(196)	-	-	40	40
Total	203	(19)	(196)	(215)	268	(27)	40	13

FOOD BUSINESS: % HOLDING IN JOINT VENTURES AND ACCOUNTING TREATMENT

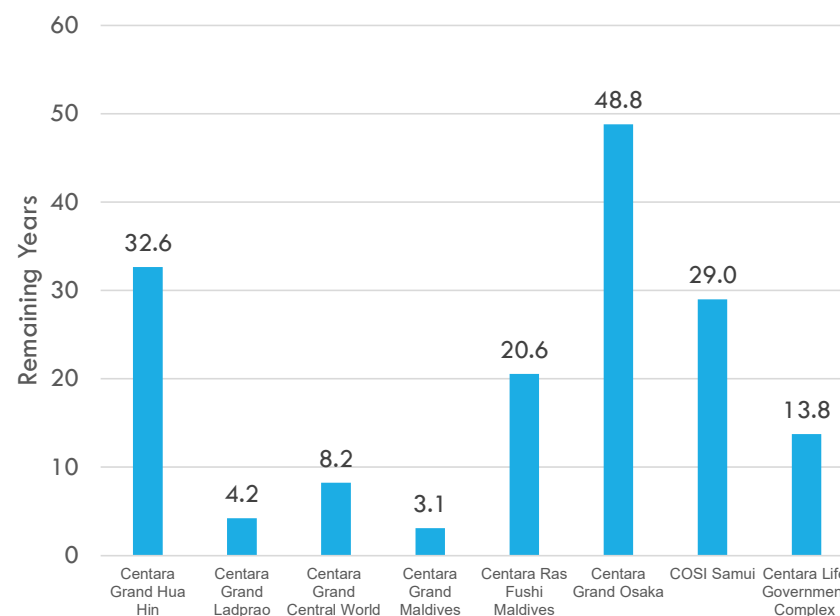
Brand	% Holding	Accounting Treatment
Brown Café	51%	Consolidation
Somtarn Nua	85%	Consolidation
Salad Factory	51%	Equity Method
Café Amazon – Vietnam	40%	Equity Method
Shinkanzen Sushi/ Nak-La Mookata	51%	Equity Method

HOTEL REVENUE BY ASSET TYPE (FREEHOLD & LEASEHOLD)

Total Revenue Contribution 9M24



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



HOTELS IN OPERATION AS OF 30 SEPTEMBER 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 SEPTEMBER 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
	Total owned hotels			5,566		

HOTELS IN OPERATION AS OF 30 SEPTEMBER 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 SEPTEMBER 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
51	Centara Life Lamai Resort Samui	4	Q3/24	61	Thailand
52	Varivana Resort Koh Phangan	5	Q3/24	39	Thailand
	Total managed hotels			5,535	
	Grand total			11,101	

THANK YOU