CENTARA GRAND
LAGOON MALDIVES

Central Plaza Hotel Public Company Limited

Opportunity Day Q4/2024

AGENDA

- Q4/24 & FY/24 performance summary
- Hotel business and Food business overview
- CAPEX plan and guidance 2025
- Appendix

CONSOLIDATED EARNING Q4/24 AND FY24:

Q4/24: All-time high NPAT with improving NPAT margin

THB million	Q4/23	Q3/24	Q4/24	% Chg QoQ	% Chg YoY	FY23	FY24	% Chg YoY
Total hotel revenue	2,739	2,422	3,041	26%	11%	9,932	11,162	12%
Total food revenue	3,279	3,180	3,361	6%	3%	12,615	13,077	4%
Total revenues	**6,018**	**5,602**	**6,402**	**14%**	**6%**	**22,547**	**24,239**	**8%**
EBITDA	**1,476**	**1,348**	**1,836**	**36%**	**24%**	**5,535**	**6,444**	**16%**
EBITDA margin (%)	*25%*	*24%*	*29%*	5% pts	4% pts	*25%*	*27%*	2% pts
EBIT	**719**	**495**	**994**	**101%**	**38%**	**2,512**	**3,187**	27%
EBIT margin (%)	*12%*	*9%*	*16%*	7% pts	4% pts	*11%*	*13%*	2% pts
Net Profit from Operation	**297**	**163**	**651**	**299%**	**119%**	**1,120**	**1,736**	**55%**
Extra item : Reverse Asset Impairment net deferred tax and depreciation	128	-	17	-	-87%	128	17	-87%
Net Profit (Loss)	**425**	**163**	**668**	**310%**	**57%**	**1,248**	**1,753**	**40%**
% net profit	7%	3%	10%	7% pts	3% pts	6%	7%	1% pts

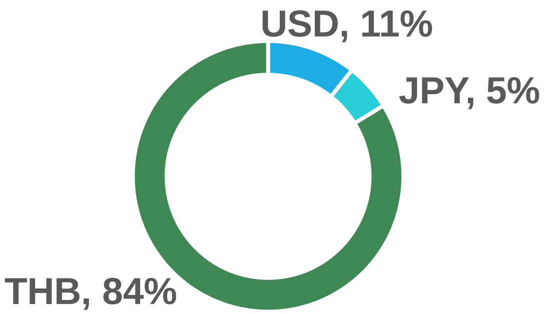
Note: - pts stands for a percentage point
- Gains from changes in the foreign exchange rates of THB 52 mn in Q4/2024 (Q4/2023, THB 13 mn) and for FY 2024/2023:THB 121 mn/THB 80 mn)
- Pre-opening expenses of hotels in the Maldives of THB 52 mn (FY 2024:THB 63mn)

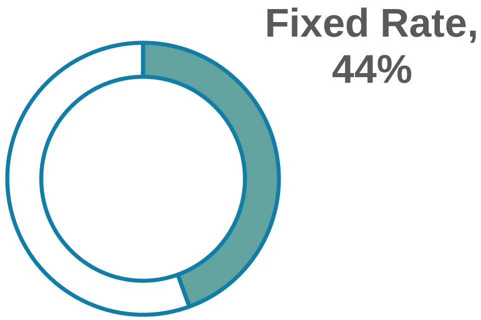
GEARING RATIO & DEBT COMPONENT:

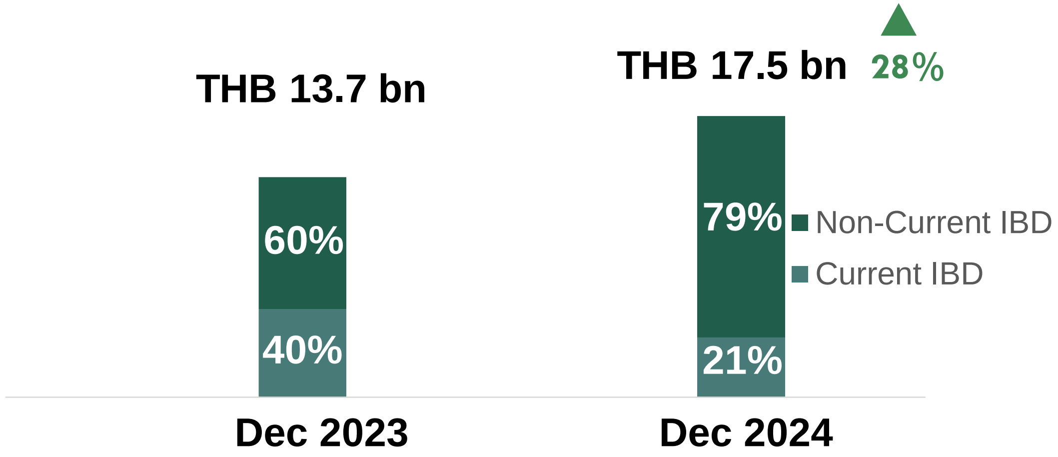
Q4/24: AVERAGE FINANCE COST AT 3.1% REDUCED QOQ (Q3/24: 3.3%) WITH LOWER INTEREST RATE LOAN. FOR FY24, AVERAGE FINANCING COST IS AT 3.2%

Gearing ratio	Dec 2023	Dec 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)







Note: IBD = Interest Bearing Debt

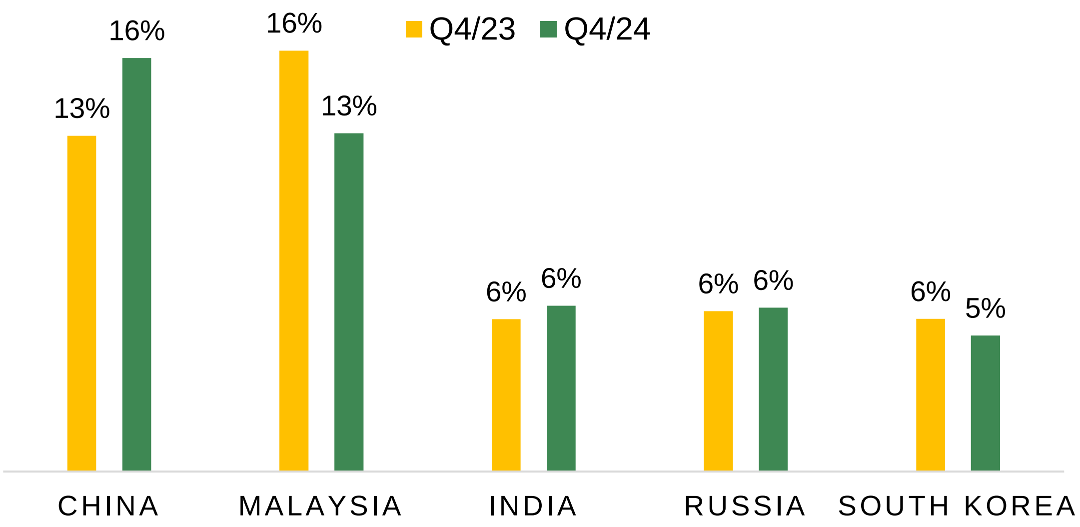
HOTEL BUSINESS OVERVIEW: Q4/24

THAILAND TOURISM OVERVIEW Q4/24 AND FY24:

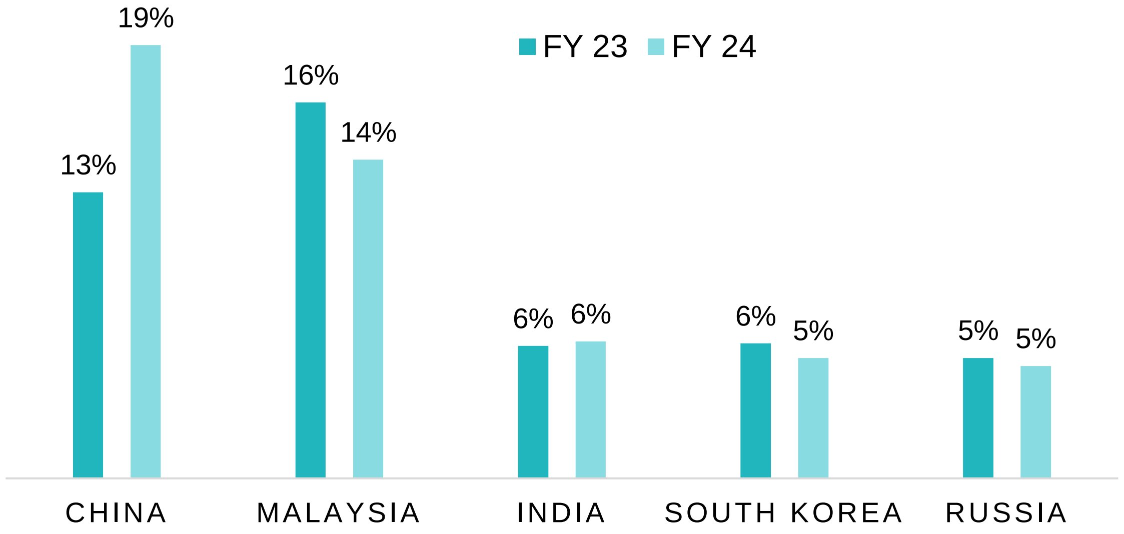
Q4/24: MAIN DRIVER FROM CHINA WITH CONTINUED SOLID GROWTH YOY

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

% Growth YoY	44%	-6%	27%	19%	4%



91%	7%	31%	13%	18%



Unit: Million	Q4/23	Q4/24	Growth YoY	FY23	FY24	Growth YoY
Total Arrivals	8.10	9.46	17%	28.15	35.55	26%

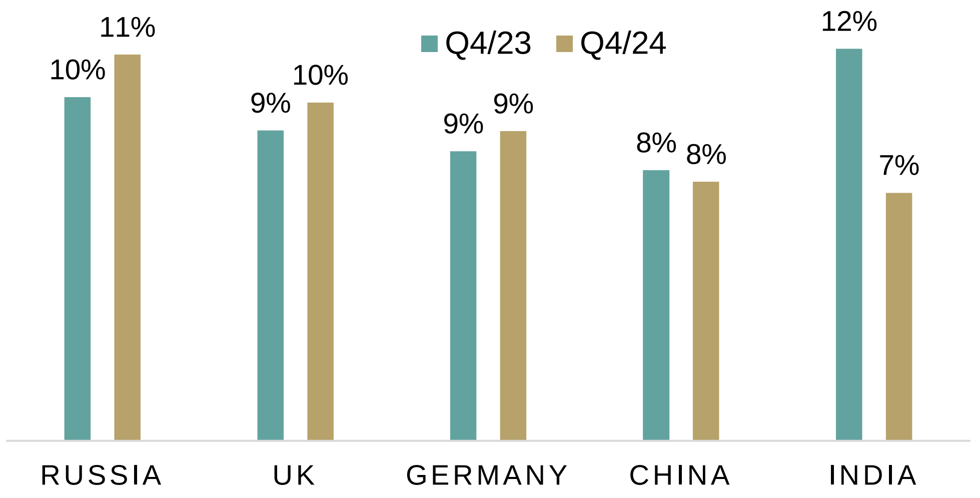
Source: Ministry of Tourism and Sport, Thailand

MALDIVES TOURISM OVERVIEW Q4/24 AND FY24:

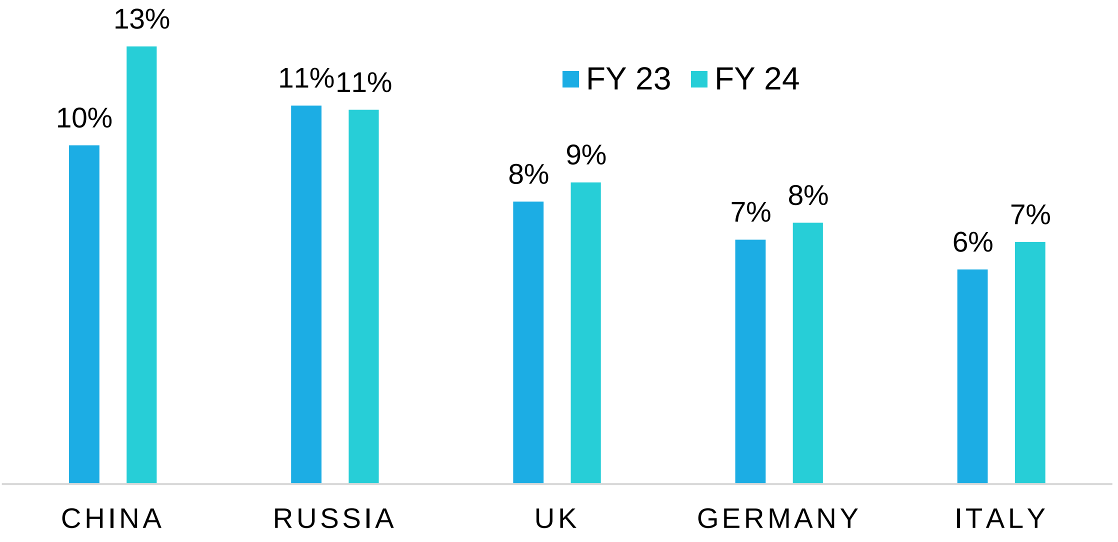
Q4/24: KEY CONTRIBUTION FROM EUROPEAN TO REPLACE A DROP IN INDIAN TOURISTS

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

% Growth YoY	20%	17%	15%	3%	-32%



41%	8%	16%	16%	23%



Unit: Persons	Q4/23	Q4/24	Growth YoY	FY23	FY24	Growth YoY
Total Arrivals	517,495	554,588	7%	1,878,543	2,046,615	9%

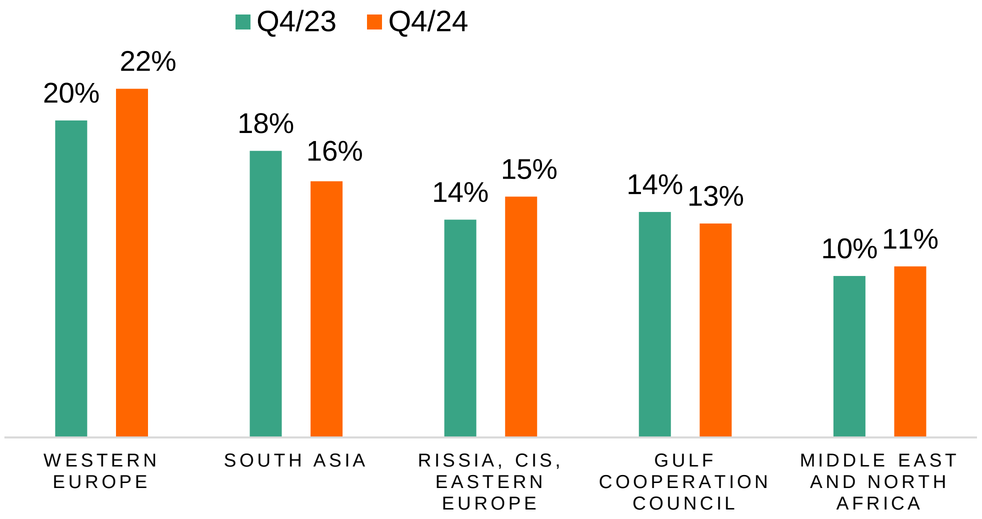
Source: Ministry of Tourism, Maldives

DUBAI TOURISM OVERVIEW Q4/24 AND FY24:

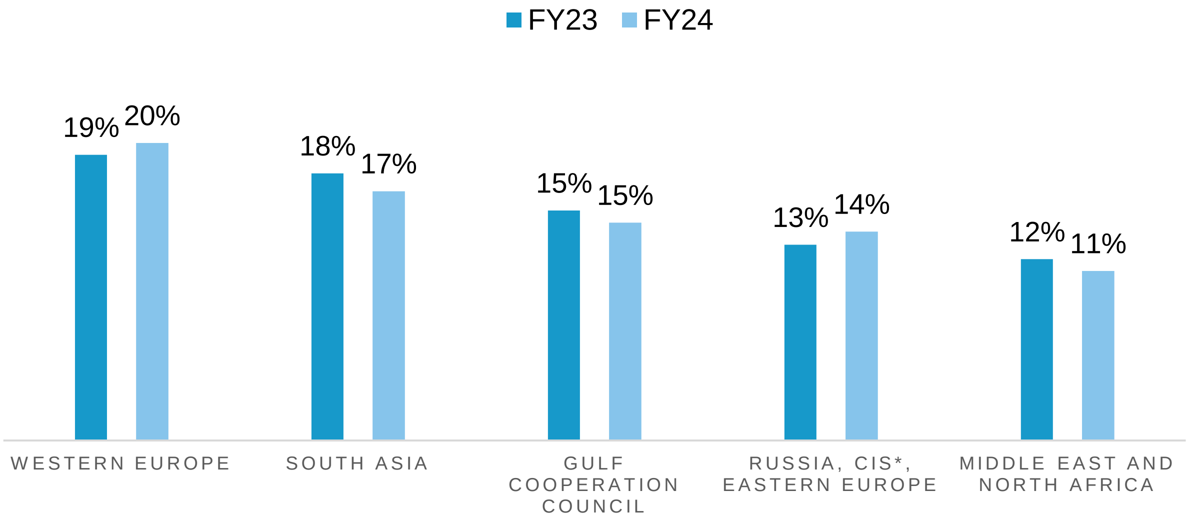
Q4/24: STRONG GROWTH IN EUROPE REGION

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

% Growth YoY	26%	2%	24%	8%	21%



14%	2%	3%	16%	2%



Unit: Million	Q4/23	Q4/24	Growth YoY	FY23	FY24	Growth YoY
Total Arrivals	4.76	5.43	14%	17.16	18.72	9%

Source: Dubai Economy and Tourism

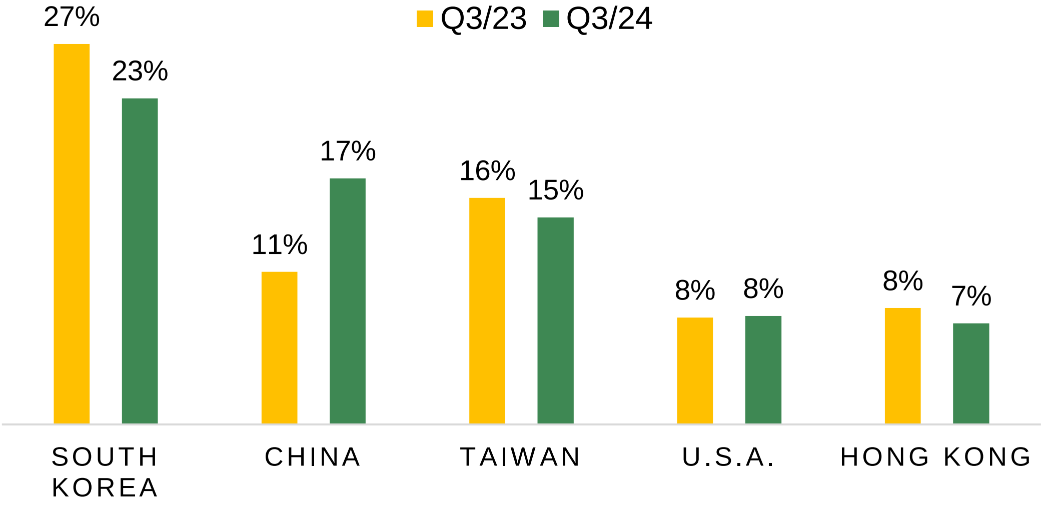
*Note: *CIS stands for the Commonwealth of Independent States*

JAPAN TOURISM OVERVIEW Q4/24 AND FY24:

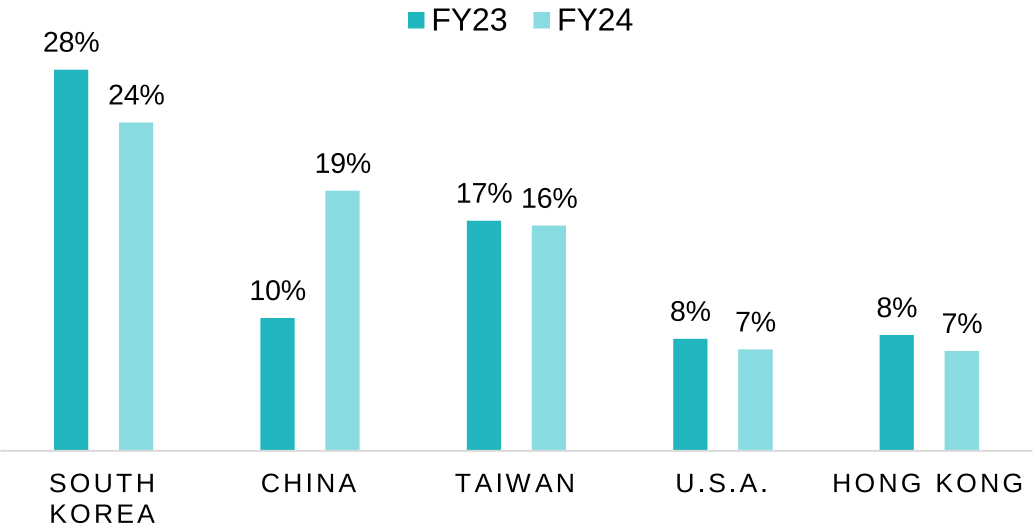
Q4/24: ASIAN DOMINATED THE MARKET WITH THE STRONGEST GROWTH FROM CHINA

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

% Growth YoY	14%	110%	19%	32%	13%



27%	188%	44%	33%	27%



Unit: Million	Q4/23	Q4/24	Growth YoY	FY23	FY24	Growth YoY
Total Arrivals	7.69	10.0	30%	25.07	36.87	47%

Source: Japan National Tourism Organization

HOTEL PORTFOLIO OF 20,014 ROOMS

MORE OVERSEAS DIVERSIFICATION FROM 22% OF OPERATING ROOMS TO 42% OF TOTAL PORTFOLIO

Number of hotels

	In operation			Pipeline			Grand total
	Thailand	*Overseas*	Total	*Thailand*	*Overseas*	Total	
Owned and JV	16	5	**21**	-	1	**1**	**22**
Managed	24	6	**30**	12	26	**38**	**68**
Total	40	11	**51**	12	27	**39**	**90**

Number of rooms

	In operation			Pipeline			Grand total
	Thailand	*Overseas*	Total	*Thailand*	*Overseas*	Total	
Owned and JV	4,192	1,519	**5,711**	-	142	**142**	**5,853**
Managed	3,826	1,545	**5,371**	1,921	6,869	**8,790**	**14,161**
Total	8,018	3,064	**11,082**	1,921	7,011	**8,932**	**20,014**

As of December 2024

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

PIPELINE – 8,932 ROOMS:

SOUTHEAST ASIA ACCOUNTS FOR 79% OF PIPELINE

Summary of pipeline

# of rooms	Owned and JV	Managed Hotels			Total
Year	2025	2025	2026	2027 onwards	
China				300	**300**
Laos		56	210	552	**818**
Maldives	142			231	**373**
Myanmar				402	**402**
Qatar				761	**761**
Turkey				449	**449**
Thailand		509	68	1,344	**1,921**
Vietnam		977		2,931	**3,908**
Total Rooms	**142**	**1,542**	**278**	**6,970**	**8,932**
Total Hotels	**1**	**7**	**3**	**28**	**39**

Number of hotels as of December 2024

Number of rooms by region

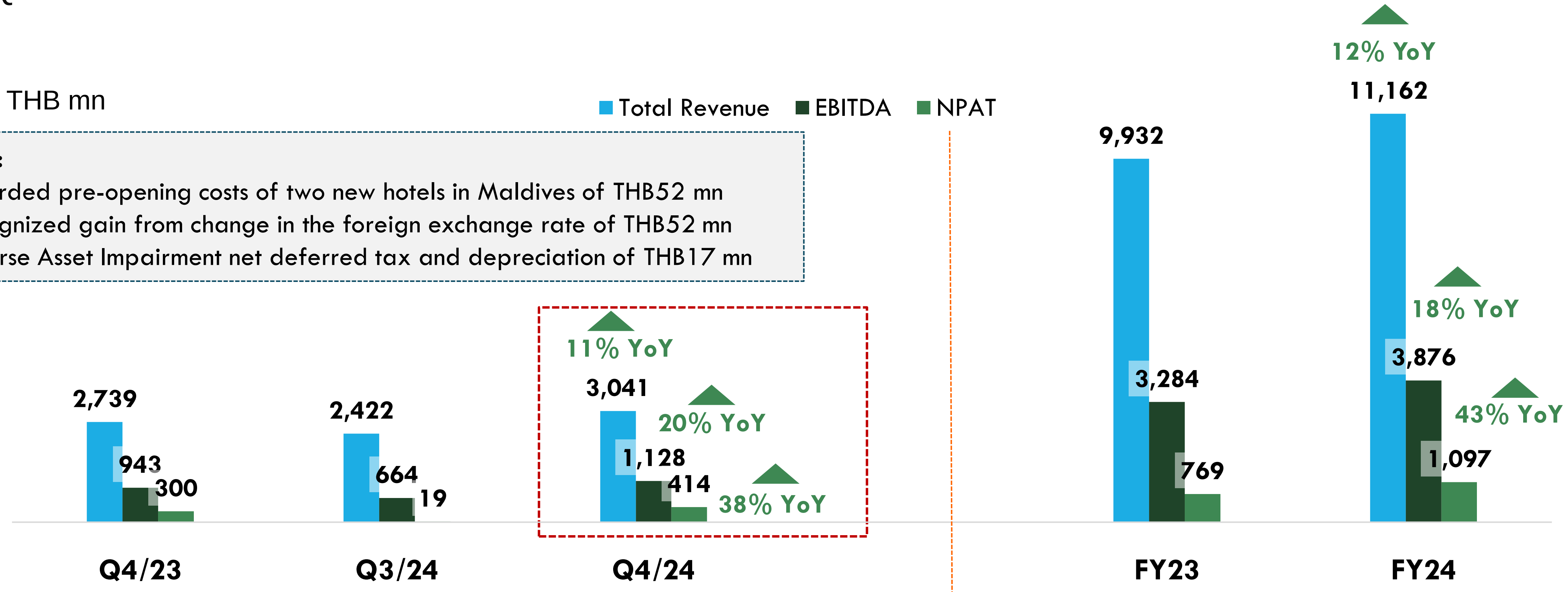
East Asia	China 300 keys
West Asia	Turkey 449 keys
Southeast Asia	Laos, Myanmar, Vietnam, and Thailand 7,049 keys
South Asia	Maldives 373 keys
Middle East	Qatar 761 keys

HOTEL: FINANCIAL PERFORMANCE:

Q4/24: SIGNIFICANT GROWTH YOY DRIVEN BY HOTELS IN THAILAND

Unit: THB mn

Q4/24:
- Recorded pre-opening costs of two new hotels in Maldives of THB52 mn
- Recognized gain from change in the foreign exchange rate of THB52 mn
- Reverse Asset Impairment net deferred tax and depreciation of THB17 mn

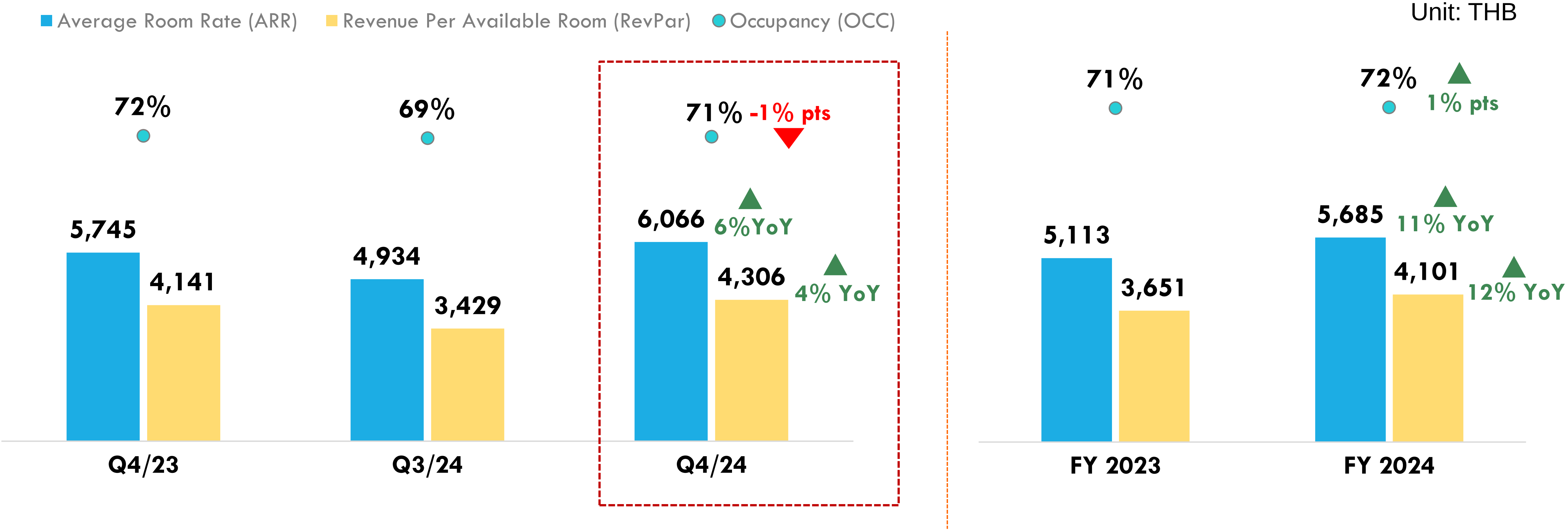


Margin	Q4/23	Q3/24	Q4/24	FY23	FY24
EBITDA	34%	27%	37%	33%	35%

TOTAL OWN PORTFOLIO:

Q4/24: REVPAR INCREASED BY 4% YOY DRIVEN BY HOTELS THAILAND AND JAPAN

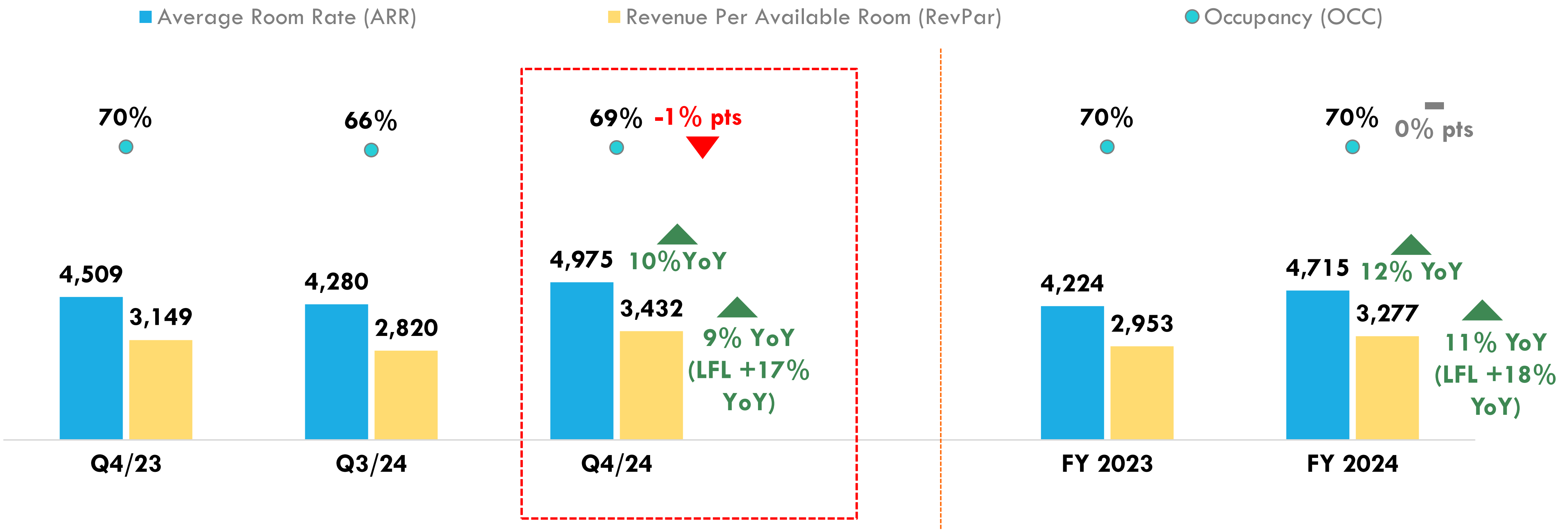
Unit: THB



Note : Figures excluded Centara Mirage Lagoon Maldives since the hotel had opened in mid of November 2024

THAILAND PORTFOLIO:
Q4/24: REVPAR GROWTH 9% YOY DRIVEN BY BANGKOK, PHUKET, HUA HIN AND SAMUI

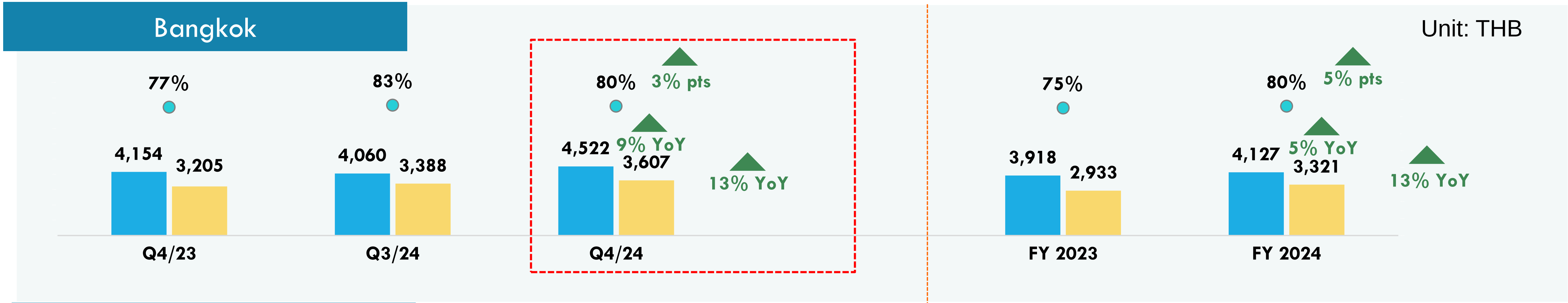
Unit: THB

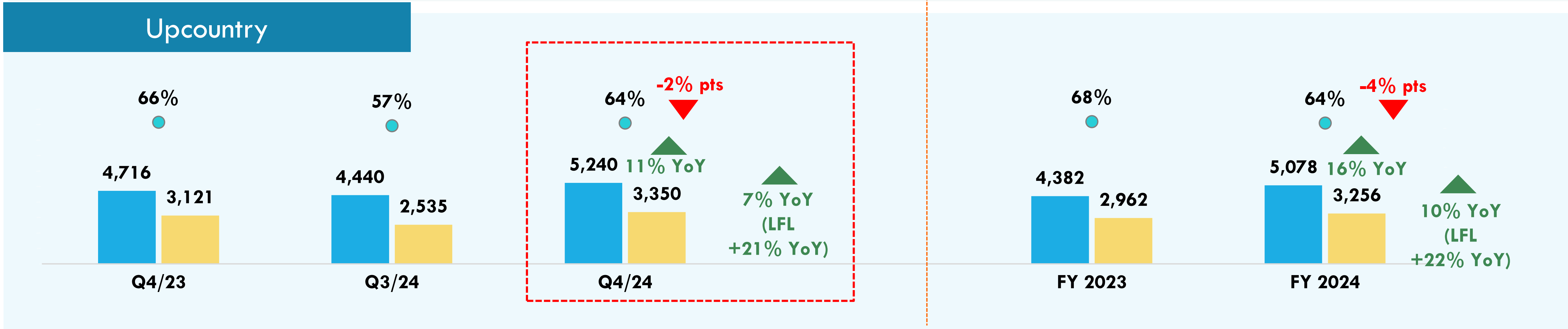


Note : LFL = like for likes excluding Centara Grand Mirage Pattaya & Centara Karon Phuket

BANGKOK AND UPCOUNTRY PORTFOLIO:

Q4/24: BY EXCLUDING THE IMPACT FROM RENOVATION OF CENTARA GRAND MIRAGE PATTAYA AND CENTARA KARON, UPCOUNTRY'S REVPAR GROWTH AT 7% YOY



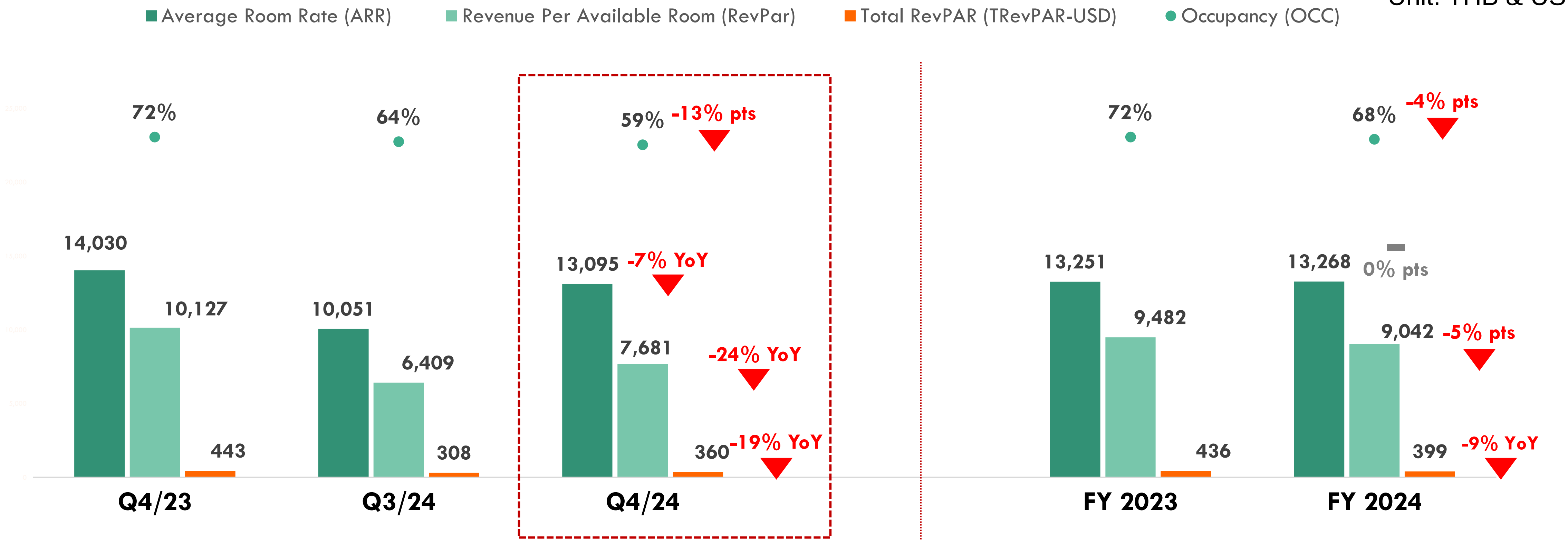


Note : LFL = like for likes excluding Centara Grand Mirage Pattaya & Centara Karon Phuket

MALDIVES PORTFOLIO:

Q4/24: SOFT PERFORMANCE WITH TREVPAR DROPPED BY 19% YOY

Unit: THB & USD

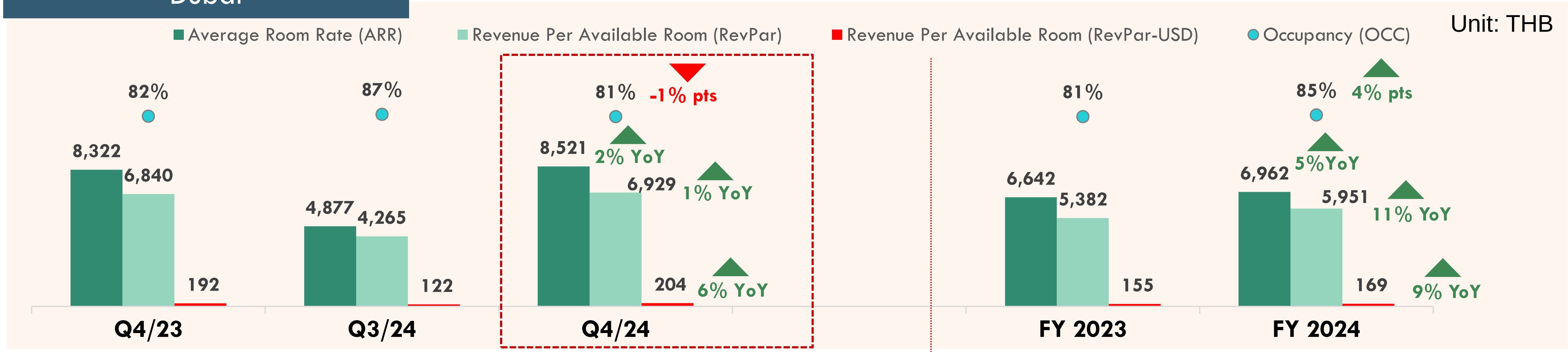


Note : Figures excluded Centara Mirage Lagoon Maldives since the hotel had opened in mid of November 2024

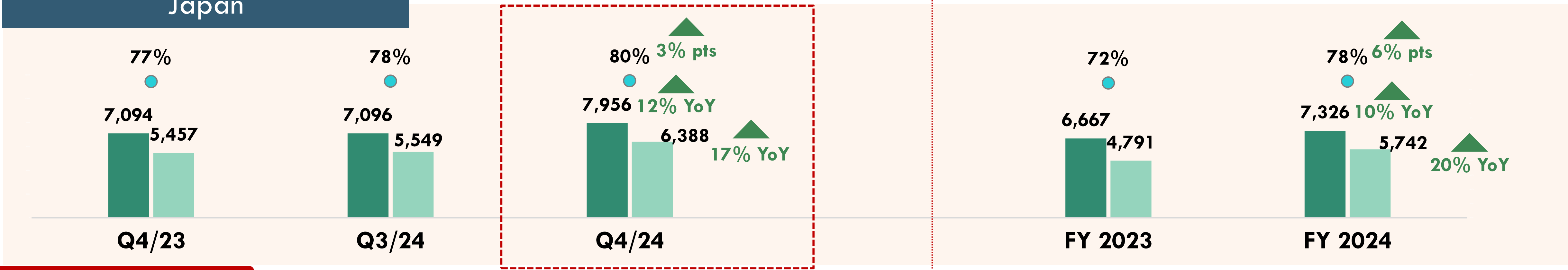
DUBAI AND JAPAN PORTFOLIO:

Q4/24: STRONG REVPAR GROWTH IN JAPAN YOY FROM 1ST FULL YEAR OF OPERATION

Dubai



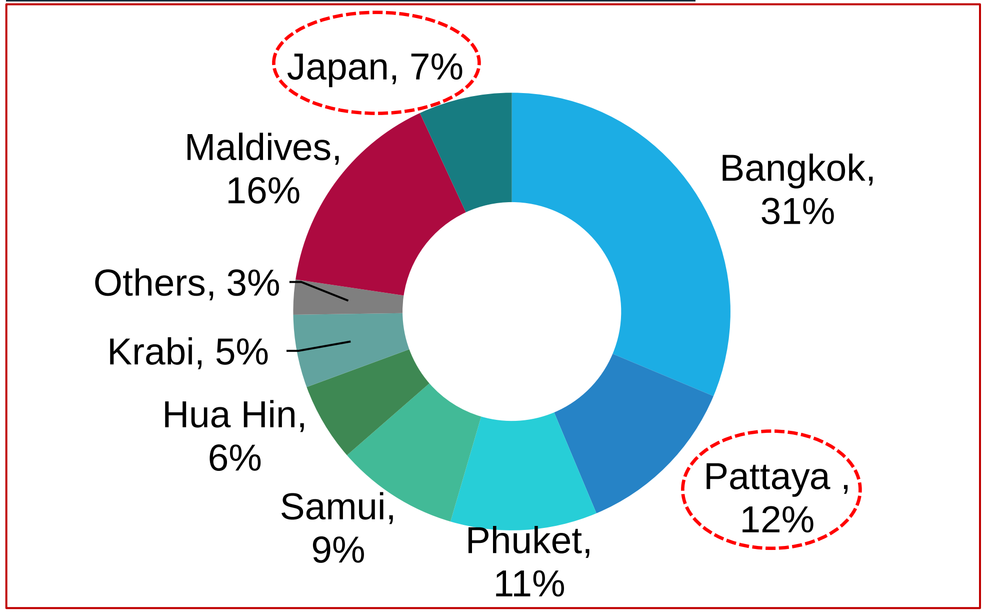
Japan



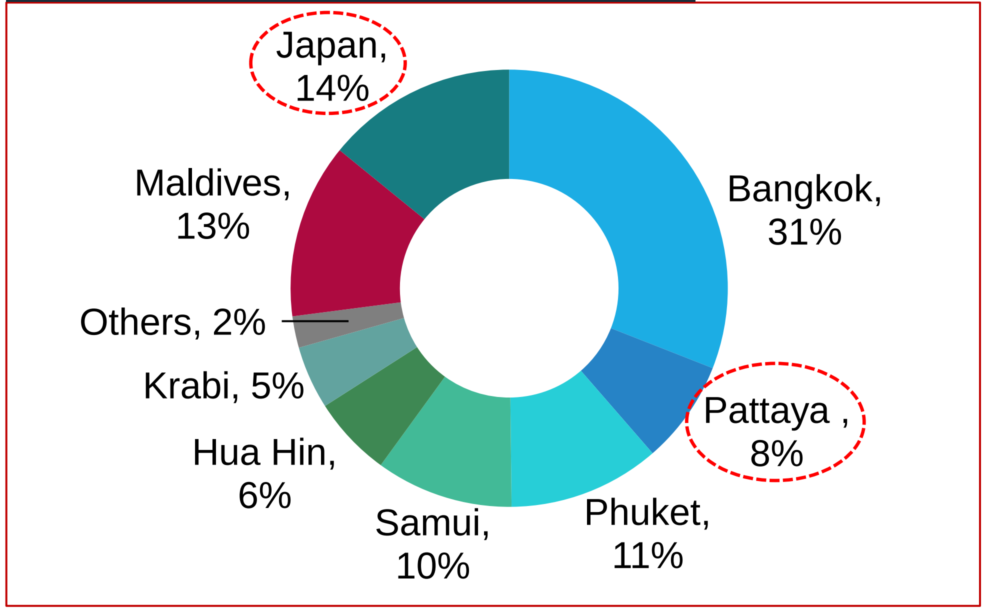
TOTAL HOTEL REVENUE BREAKDOWN BY REGION:

FY24: JAPAN SIGNIFICANTLY INCREASED ITS CONTRIBUTION YOY, WHILE PATTAYA NOTICEABLY REDUCED DUE TO THE IMPACT OF A MAJOR RENOVATION

FY23 Total revenue breakdown



FY24 Total revenue breakdown



FY24	Bangkok	Maldives*	Phuket	Pattaya	Hua Hin	Samui	Krabi	Japan (Osaka)
% RevPar growth YoY	13%	-5%	51%	-33%	12%	25%	15%	20%

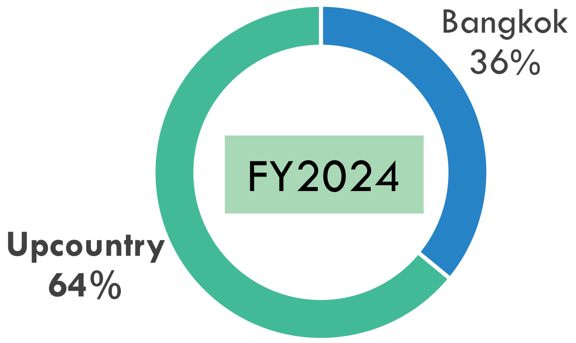
Note: Excluded Centara Mirage Beach Resort Dubai since it is JV and using equity method.
*Figures excluded Centara Mirage Lagoon Maldives since the hotel had opened in mid of November 2024

FOOD BUSINESS OVERVIEW: Q4/24

AS OF 31 DEC 24: 1,396 OUTLETS, -18 OUTLETS (-1% YOY)*

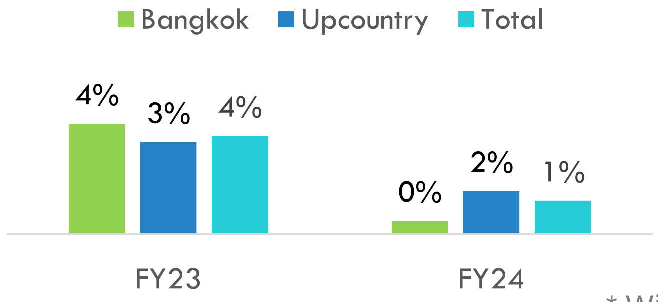
Q4/24: OUTLET EXPANSION MAINLY FROM SHINKANZEN, AUNTIE ANNE'S, SALAD FACTORY, OOTOYA

Number of outlets by location



Note: Outlets in Thailand only

FY23-24 SSS: Bangkok vs Upcountry



Note: Figures are excluded Joint Ventures.

Brands	# of outlets	Change yoy
11 Franchised brands		
KFC	340	5
Mister Donut	436	-27
Auntie Anne's	237	12
Ootoya	55	7
Pepper Lunch	51	2
Chabuton/ Kagetsu Arashi	13	-3
Yoshinoya	19	-7
Tenya	9	-3
Katsuya	55	-4
Cold Stone	20	4
Kiani	1	-
Total	**1,236**	**-14**

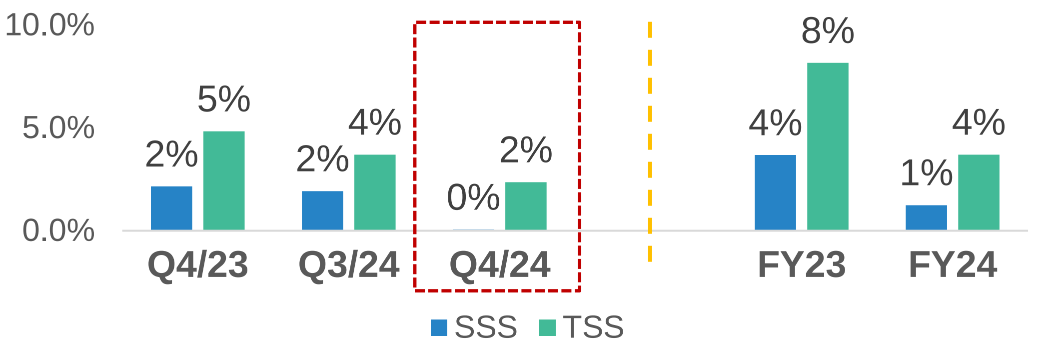
Brands	# of outlets	Change yoy
5 Owned brands		
The Terrace**	2	-2
Aroi Dee	0	-11
Kowlune	1	-
Arigato	3	-
Grab Kitchen by Every Foood	0	-6
Total	**6**	**-19**
5 Joint Ventures' brands		
Salad Factory	46	7
Brown Café	1	-9
Café Amazon - Vietnam	25	-
Somtam Nua	10	2
Shinkanzen Sushi/ Nak-La Mookata	72	15
Total	**154**	**15**
Grand Total	**1,396**	**-18**

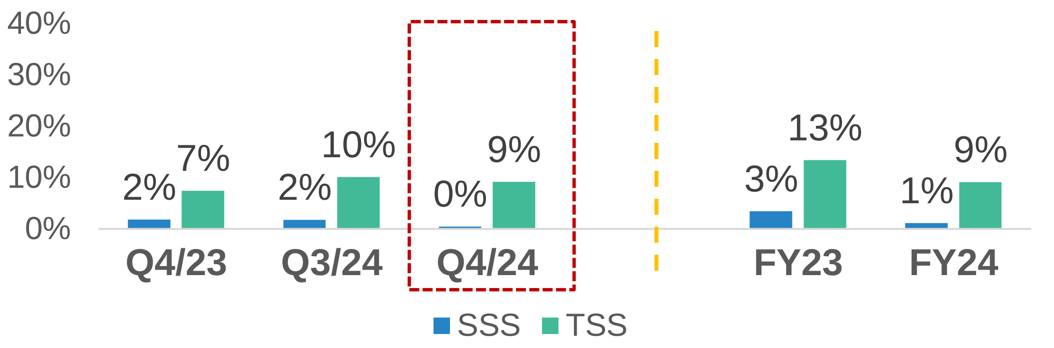
* With new counting number of outlets shop-in-shop of Arigato in Mister Donut, total outlets in Q4/23 was 1,414 outlets.
** Excluding outlets under management contract

SAME STORE SALE & TOTAL SYSTEM SALE GROWTH:

Q4/24: %SSS SOFTENED YOY MAINLY DUE TO KFC'S PERFORMANCE WHILE PEPPER LUNCH, OOTOYA AND THAI TERRACE SHOW THE STRONG %SSS

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





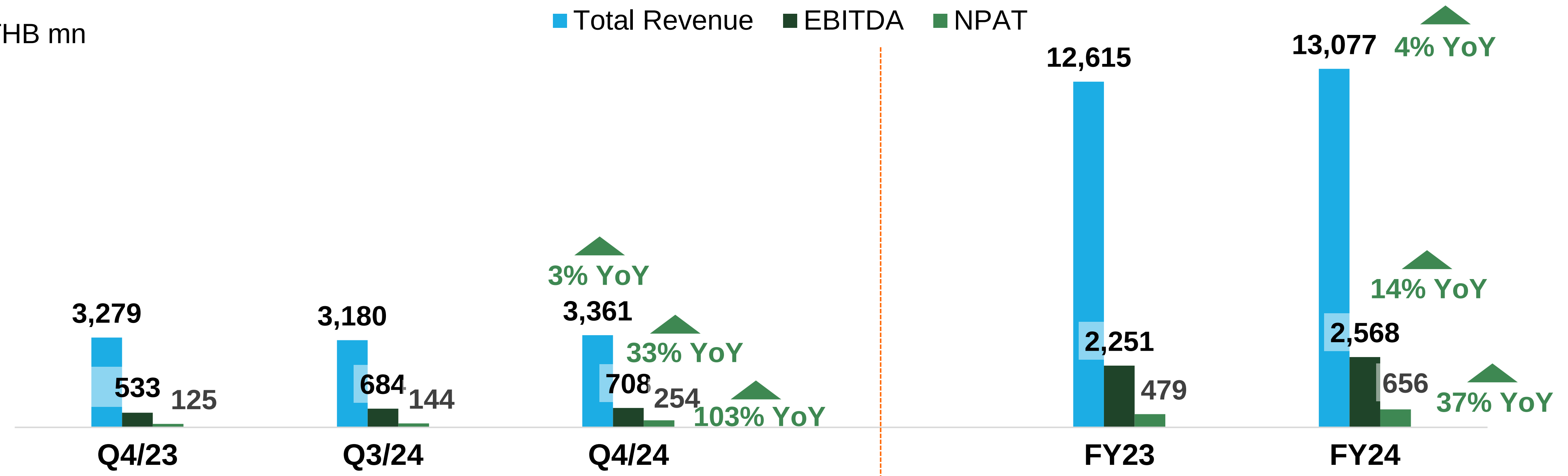
	SSS			TSS			SSS		TSS	
	Q4/23	Q3/24	Q4/24	Q4/23	Q3/24	Q4/24	FY23	FY24	FY23	FY24
Top 4 brands	3%	2%	-1%	8%	6%	3%	4%	1%	9%	5%
Others**	-6%	1%	8%	-9%	-6%	-3%	-1%	1%	1%	-4%
Total Average (excl. JV)*	**2%**	**2%**	**0%**	**5%**	**4%**	**2%**	**4%**	**1%**	**8%**	**4%**
Total Average (incl. JV)**	**2%**	**2%**	**0%**	**7%**	**10%**	**9%**	**3%**	**1%**	**13%**	**9%**

*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

Q4/24: GROWTH & MARGIN IMPROVEMENT YOY FROM INCREASE IN GAIN ON PROFIT SHARING OF JOINT VENTURES, AND POSITIVE IMPACT FORM CLOSING THE NON-PROFIT OUTLETS

Unit: THB mn

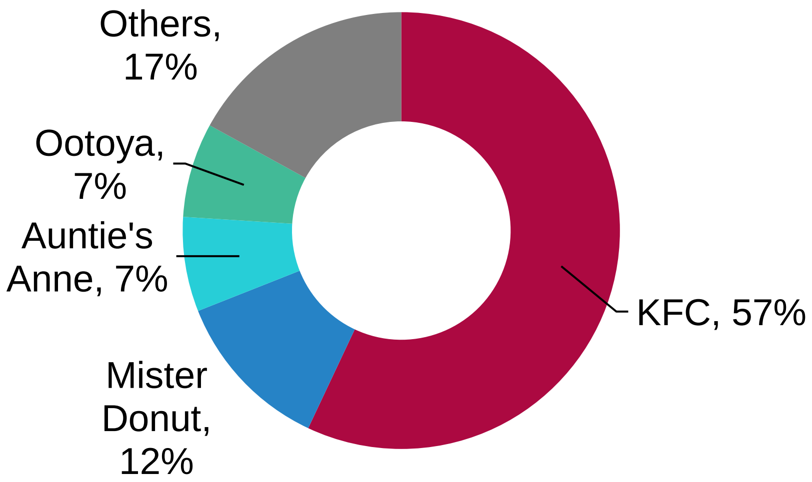


Margin	Q4/23	Q3/24	Q4/24	FY23	FY24
EBITDA	16%	22%	21%	18%	20%

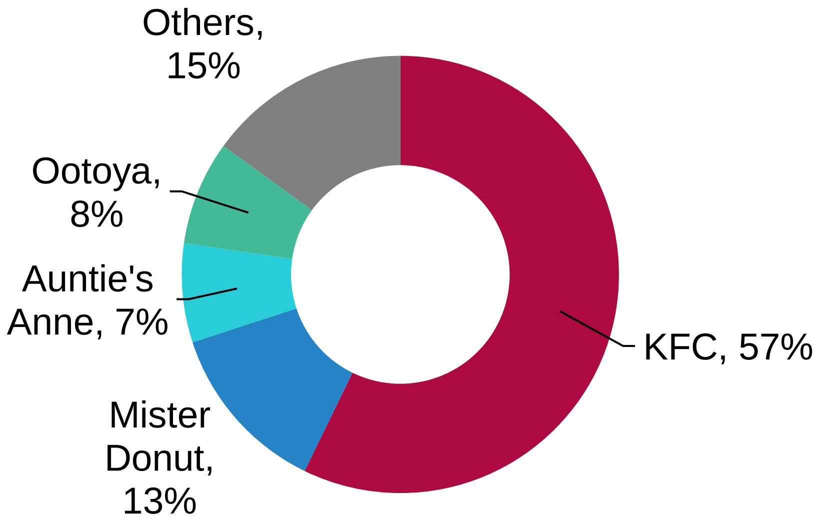
TOTAL FOOD REVENUE BY KEY BRANDS:

FY24: TOP 4 BRANDS ACCOUNTING FOR 85% OF TOTAL REVENUE

FY23 Total revenue breakdown



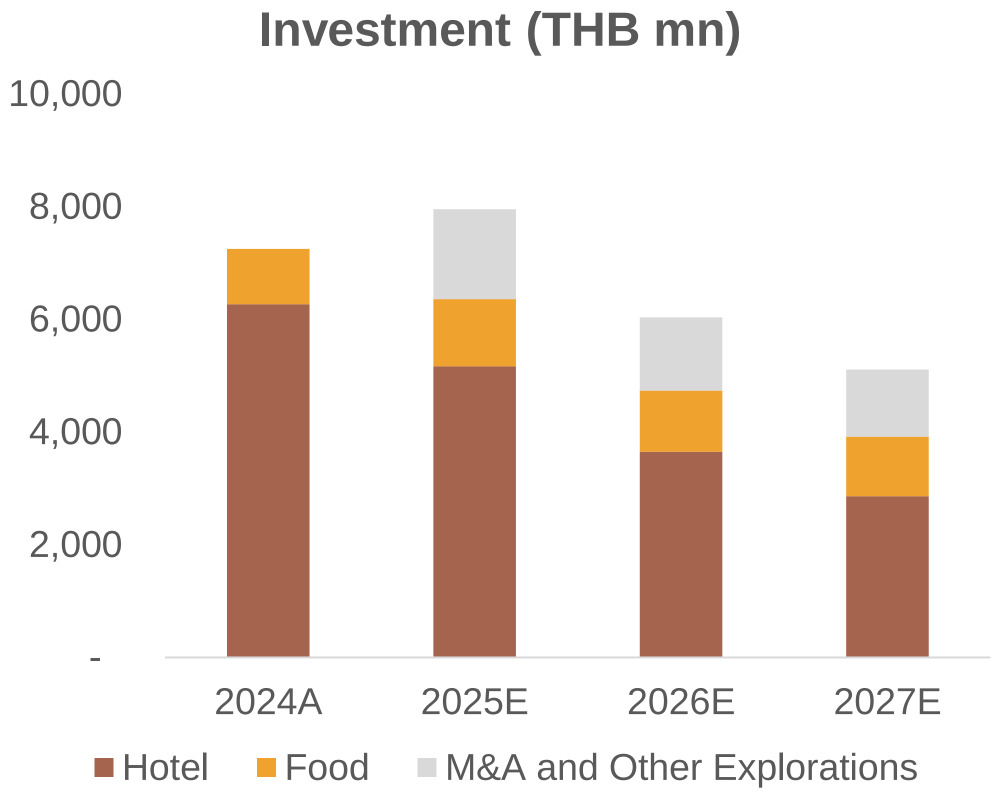
FY24 Total revenue breakdown

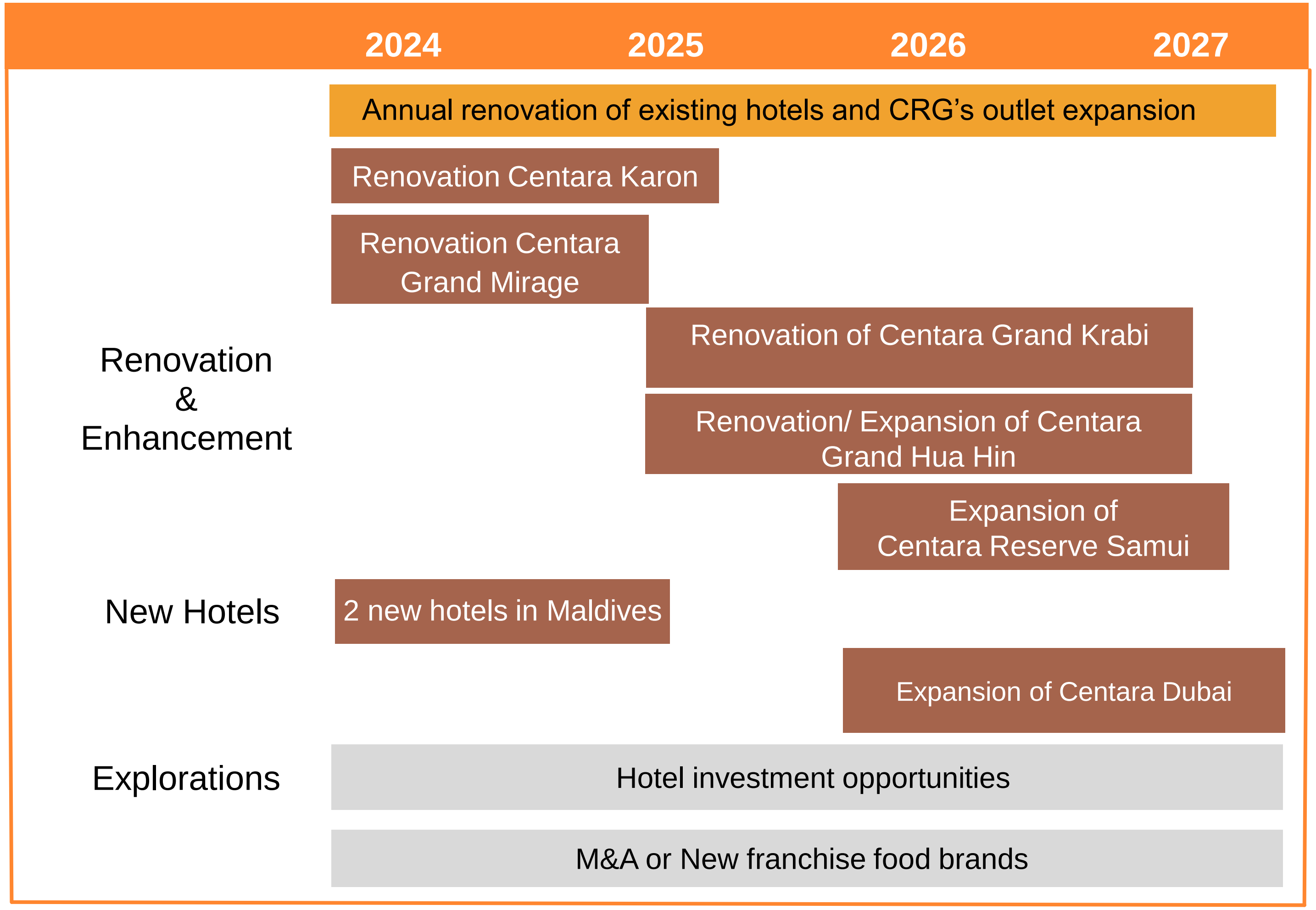


CAPEX PLAN & 2025 GUIDANCE

CAPEX PLAN:

3-YEAR CAPEX OF TOTAL THB 19 BN
BASELINE (THB 15 BN) + OPPORTUNISTIC (THB 4 BN)





2025 GUIDANCE

	2025E
Hotel – Included Dubai	
Occupancy Rate (%)	74% - 77%
RevPAR (THB)	4,500 – 4,800
Revenue Growth (%)	23%
Food	
SSS – Excluded JVs	3% - 5%
TSS – Excluded JVs	6% - 8%
Net change number of outlets, including the joint ventures' brands	4% - 5%

Hotel business: Key drivers

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

Food business: key drivers

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

SUSTAINABILITY

GSTC RECOGNITION & CERTIFICATION AND AWARDS

CENTARA EARTHCARE

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

Actual **92.8%**

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

S&P Global

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Central Plaza Hotel Public Company Limited

Restaurants & Leisure Facilities

Sustainability Yearbook Member

Corporate Sustainability Assessment (CSA) 2024

67/100 | Score date February 5, 2025

For terms of use, visit www.spglobal.com/yearbook.

MSCI ESG RATINGS

A

CCC | B | BB | BBB | A | AA | AAA

SET AAA ESG Ratings 2024

SETESG Index

ESG100 2024

Environmental • Social • Governance

ENVIRONMENTAL GOALS YEAR 2020 – 2029

Green House Gas Emission

Scope1 & 2

40% 2029 | 35.53% 2024

Energy Management

40% 2029 | 26.59% 2024

CENTARA EARTHCARE

Water Management

20% 2029 | 26.62% 2024

Waste Management

20% 2029 | 29.03% 2024

**Baseline Year 2019*

CENTARA HOTELS & RESORTS

SUSTAINABILITY PERFORMANCE Q4/2024

Greenhouse gas emissions
31.17
kgCO2e/Occupied Room

Installed Solar Energy in 8 hotels:
1,777 MWh
GHG Reduction 1,008.76 tCO2e

65 EV Charger Stations
in 30 hotels

28.16 tons
surplus food donation

71.24 tCO2e
Reduce GHG emission

29.04 %
Recycling rate

2.20 kg/Occupied Room
Waste to Landfill

1,198.39
Litre/Occupied Room

CENTARA
HOTELS & RESORTS

DISCLAIMER

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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

Central Plaza Hotel PCL & Subsidiary

100% holding

53% holding

Centara Osaka Japan Kabushiki Kaisha
(Operating Co. / OpCo)

Operate the hotel & pay rent

Hotel Lease Agreement

Total Rent = 90% of EBITDA before Rent
Fixed Rent = Depreciation & Interest
Variable Rent = Total Rent – Fixed Rent (Cash)

Centara Osaka Tokutei Mokutei Kaisha (TMK)
(Property Co. /PropCo)

owner of lease right, building and major equipment

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	Q4/23				Q4/24			
	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	37	-	-	-	41	-	-	-
Interest from Shareholder Loan	64	-	-	-	62	-	-	-
Gain/Loss from JV	20	(3)	-	(3)	33	11	-	11
NPAT from Operation	-	-	14	14	-	-	19	19
Total	121	(3)	(14)	(11)	136	11	19	30

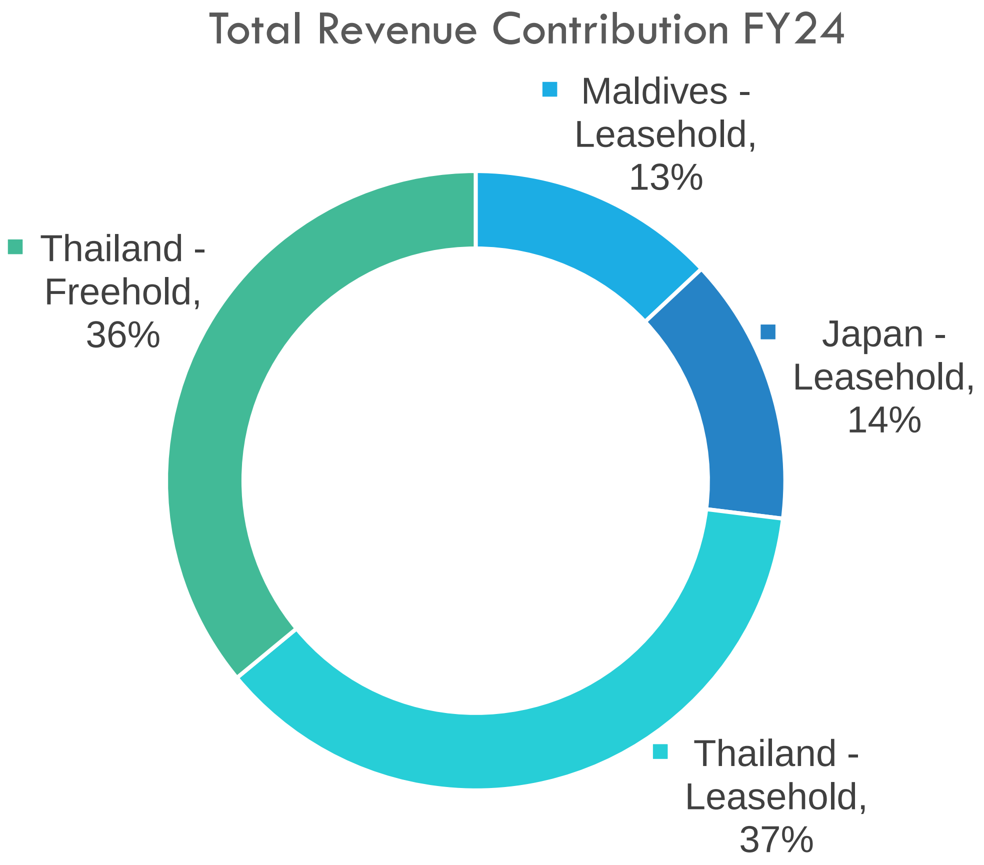
BREAKDOWN PERFORMANCE OF DUBAI & OSAKA AT CENTEL

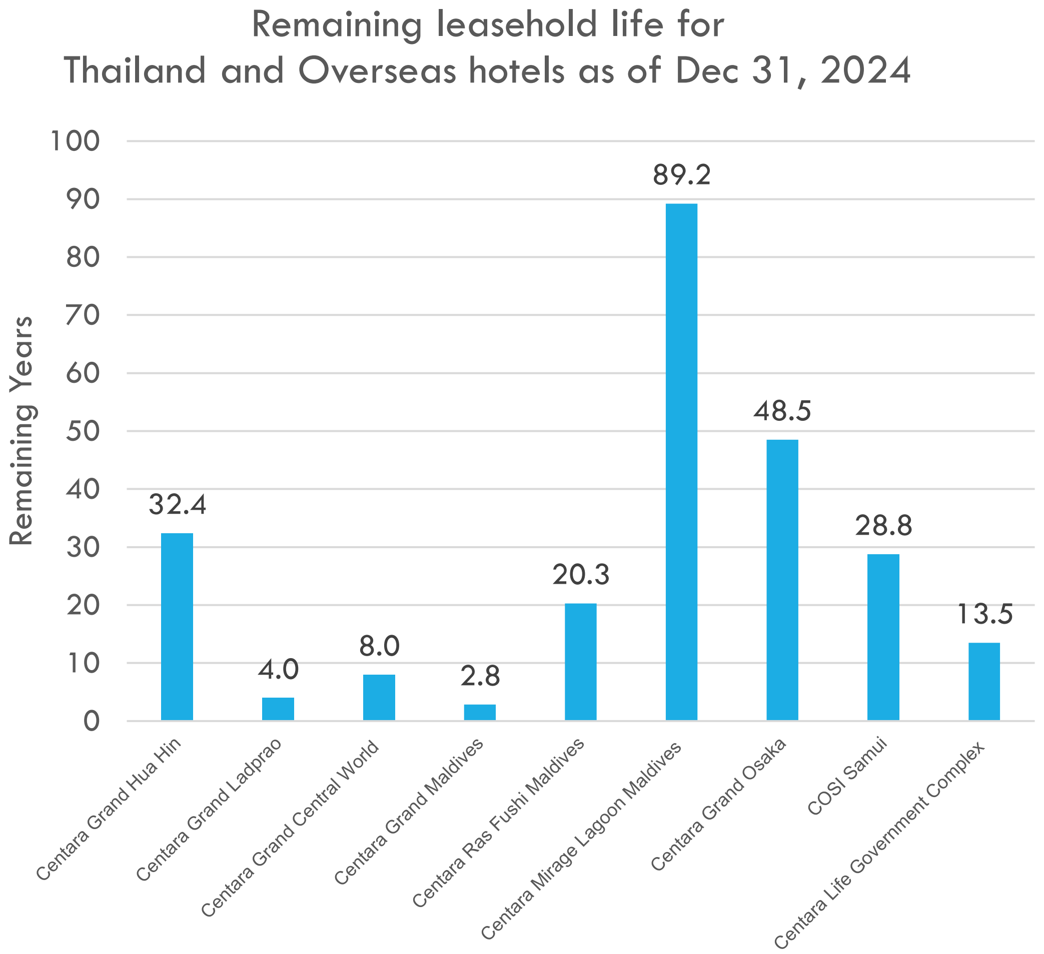
Unit: THB mn	FY23				FY24			
	Centara Mirage Dubai	Centara Grand Hotel Osaka			Centara Mirage Dubai	Centara Grand Hotel Osaka		
		Property Company	Operating Company	Total		Property Company	Operating Company	Total
Management Fees	116	-	-	-	136	-	-	**-**
Interest from Shareholder Loan	244	-	-	-	256	-	-	**-**
Gain/Loss from JV	(36)	(22)	-	(22)	12	(16)	-	**(16)**
NPAT from Operation	-	-	(182)	(182)	-	-	59	**59**
Total	**324**	**(22)**	**(182)**	**(204)**	**404**	**(16)**	**59**	**43**

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)





HOTELS IN OPERATION AS OF 31 DECEMBER 2024 (1/4)

	Owned hotels	Stars	Opened	# of Rooms	% Ownership	Location
1	Centara Grand at Central Plaza Ladprao Bangkok	5	Q2/83	565	100%	Thailand
2	Centara Grand Beach Resort & Villas Hua Hin	5	Q1/86	251	89%	Thailand
3	Centara Life Hotel Mae Sot	3	Q4/89	113	100%	Thailand
4	Centara Hotel Hat Yai	4	Q4/95	248	100%	Thailand
5	Centara Reserve Samui	Luxury	Q4/21	184	25% in Property Fund	Thailand
6	Centara Villas Samui	4	Q2/00	102	100%	Thailand
7	Centara Villas Phuket	4	Q2/00	72	100%	Thailand
8	Centara Grand Beach Resort & Villas Krabi	5	Q4/05	192	100%	Thailand
9	Centara Kata Resort Phuket	4	Q2/06	163	100%	Thailand
10	Centara Karon Resort Phuket	4	Q2/06	335	100%	Thailand
11	Centara Grand at CentralWorld	5	Q4/08	509	100%	Thailand
12	Centara Grand Mirage Beach Resort Pattaya	5	Q4/09	553	100%	Thailand

HOTELS IN OPERATION AS OF 31 DECEMBER 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
21	Centara Mirage Lagoon Maldives	4	Q4/24	145	100%	Maldives
	Total owned hotels			**5,711**		

HOTELS IN OPERATION AS OF 31 DECEMBER 2024 (3/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
22	Centara Chaan Talay Resort & Villas Trat	4	Q1/08	43	Thailand
23	Centara Udon	4	Q2/10	259	Thailand
24	Centara Q Resort Rayong	4	Q2/10	41	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 Avenue Hotel Pattaya	3	Q4/14	51	Thailand
32	Centara Life Maris Resort Jomtien	3	Q1/16	282	Thailand
33	Centara Life Phu Pano Resort Krabi	3	Q4/16	158	Thailand
34	Centara Muscat Hotel	4	Q2/17	152	Oman
35	Centara West Bay Residences & Suites Doha	Residence	Q4/18	172	Qatar
36	Centara Sonrisa Residence and Suites Sriracha	Residence	Q2/19	145	Thailand

HOTELS IN OPERATION AS OF 31 DECEMBER 2024 (4/4)

	Managed hotels	Stars	Opened	# of Rooms	Country
37	Centara Ao Nang Beach Resort & Spa Krabi	4	Q4/19	179	Thailand
38	Centara Life Cha Am Beach Resort Hua Hin	3	Q3/20	188	Thailand
39	Centara Life Muscat Dunes Hotel	Economy	Q3/20	78	Oman
40	COSI Krabi Ao Nang Beach	Affordable lifestyle	Q4/20	142	Thailand
41	Roukh Kiri Khaoyai	The Centara Collection	Q4/20	13	Thailand
42	Centara Mirage Resort Mui Ne	4	Q3/21	984	Vietnam
43	Al Hail Waves Hotel	4	Q1/22	64	Oman
44	Centara Riverside Hotel Chiang Mai	4	Q2/22	526	Thailand
45	Centara Korat	4	Q3/22	218	Thailand
46	Centara Life Hotel Bangkok Phra Nakhon	3	Q4/22	180	Thailand
47	Centara Hotel Ubon	4	Q1/23	160	Thailand
48	Centara Ayutthaya	4	Q4/23	224	Thailand
49	COSI Vientiane Nam Phu	Affordable lifestyle	Q1/24	95	Laos
50	Centara Life Lamai Resort Samui	4	Q3/24	61	Thailand
51	Varivana Resort Koh Phangan	5	Q3/24	39	Thailand
	Total managed hotels			**5,371**	
	Grand total			**11,082**	

THANK YOU