

February 28, 2022

The President & Director,

The Stock Exchange of Thailand (SET)

LETTER OF CLARIFICATION for CENTEL's Operating Performance Results
for the 3 months and year ended December 31, 2021

Central Plaza Hotel Pcl. (the "Company" or "CENTEL") wishes to inform and clarify to the SET regarding the analysis of the Company's operating performance results for the 3 months, and year ended December 31, 2021, with the following details:

1. Overview of the tourism industry in Thailand, the Maldives and Dubai
 2. Analysis of the operating performance of the Company and for each respective Business Group
 3. Financial Status of the Company
 4. Factors that may impact ongoing business operations for 2022
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1. Overview of the tourism industry in Thailand, the Maldives and Dubai

1.1 The tourism industry in Thailand

The total number of international tourist arrivals in Q4/2021 was 342,024 (Q4/2020: 10,822) – a growth of 30.6 times compared to the same period last year. The recovery was a result of re-opening the country with the Test & Go scheme commenced on November 1, 2021, even though there was a suspension from December 21, 2021 – January 31, 2022. The top 3 tourist arrivals were German at 11%, the UK at 9%, Russian at 8% and American at 8% of total tourist arrivals, respectively.

For 2021, total international tourist arrivals were 427,869 compared to the same period last year at 6.7 million, or a drop of 94% YoY.

1.2 The tourism industry in the Maldives

The total number of international tourist arrivals in Q4/2021 was 451,075 – compared to 153,686 or an increase of 194% YoY. The top three arrivals in Q4/2021 were Indian, Russian, and the UK with the contribution of 20%, 11%, and 10% of total tourist arrivals, respectively.

For 2021, the total arrivals were 1,321,937 compared to 555,496 in the same period last year, or an increase of 138% YoY. The top 3 tourists were Indian at 22%, Russian at 17%, and German at 7% of total arrivals, respectively.

1.3 The tourism industry in Dubai

The total number of international tourist arrivals in Q4/2021 was 3.43 million. The top three arrivals in Q4/2021 were Indian, Saudi, and the UK with the contribution of 11%, 9%, and 8% of total tourist arrivals, respectively.

For 2021, the total arrivals were 7.28 million compared to 5.51 million in the same period last year, or an increase of 32% YoY. The top 3 tourists were Indian at 13%, Saudi at 7%, Russian at 6% and the UK at 6% of total arrivals, respectively.

2. Analysis of the operating performance of the Company and for each respective Business Group

2.1 Analysis of the operating performance

Operating Performance for Q4/2021 and Q4/2020

(Amount - in Baht Million)	Q4/2021		Q4/2020		Changes YoY (Increase+/- Decrease-)	
	Amount	%	Amount	%	Amount	%
	Revenues - hotel business	1,090	29%	707	22%	383
Revenues - food business	2,658	71%	2,544	78%	114	4%
Total revenues	3,748	100%	3,251	100%	497	15%
Cost of sales - hotel business	(404)	-11%	(378)	-12%	26	7%
Cost of sales - food business	(1,048)	-28%	(1,046)	-32%	2	0%
Total cost of sales ⁽¹⁾	(1,452)	-39%	(1,424)	-44%	28	2%
Selling & General Administrative Expenses	(1,294)	-35%	(1,359)	-42%	(65)	-5%
Share of Loss - Investments (by the equity method)	(25)	-1%	(10)	0%	15	150%
Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)	977	26%	458	14%	519	113%
Depreciation & Amortization	(694)	-19%	(850)	-26%	(156)	-18%
Profit (Loss) before Interest and Taxes (EBIT)	283	8%	(392)	-12%	675	172%
Finance Costs	(167)	-4%	(164)	-5%	3	2%
Corporate Tax Income	74	2%	343	11%	(269)	-78%
Loss (Profit) from Non-Controlling Interests	(38)	-1%	35	1%	(73)	-209%
Net Profit (Loss) from operation	152	4%	(178)	-5%	330	185%
Extraordinary Item						
Provision for assets impairment ⁽²⁾	-	-	(1,189)	-37%	(1,189)	NA
Net Profit (Loss)	152	4%	(1,367)	-42%	1,519	111%

⁽¹⁾ Cost of Sales EXCLUDES Depreciation & Amortization Expenses that are allocated to Cost of Sales

⁽²⁾ Provision for assets impairment is the number before deferred tax income of Baht 238 million in Q4/2020

Q4/2021: The Company achieved total revenues of Baht 3,748 million (Q4/2020: Baht 3,251 million) an increase of Baht 497 million (or a rise of 15% YoY) An increase in revenue was from both the food and hotel businesses, as a result of the re-opening the country and lifting the restrictions of preventing the COVID-19 pandemic. The proportion of total revenues between the hotel business and the food business was 29%:71% (Q4/2020: 22%:78%); while Gross Profit was Baht 2,197 million, an increase of 27% YoY. A Gross Profit Margin improved from 55% of the revenues (excluding other income) in Q4/2020 to 60% in Q4/2021 because of the profit margin improvements from both business units. The Company achieved an Earnings before Interest, Taxes, Depreciation, and Amortization (EBITDA) of Baht 977 million, (Q4/2020: Baht 458 million), an increase of Baht 519 million (or 113% YoY) compared to last year. An EBITDA margin of 26% was an increase compared to last year (Q4/2020: 14%). The improvement of EBITDA margin was because of the continued efficient cost control

of both businesses, plus the recovery of hotel business both in Thailand and overseas particularly strong recovery trend in the Maldives. The Company had a net profit from operation of Baht 152 million, an increase of Baht 330 million (or 185% YoY). As such, if the extraordinary item relating to the provision for assets impairment was included (Provision for assets impairment in Q4/2020: Baht 1,189 million), the Company would then have a Net Profit improvement of Baht 1,519 million or 111% YoY.

Operating Performance for Year 2021 and 2020

(Amount - in Baht Million)	Year 2021		Year 2020		Changes YoY (Increase+/ Decrease-)	
	Amount	%	Amount	%	Amount	%
	Revenues - hotel business	2,332	20%	3,117	24%	(785)
Revenues - food business	9,303	80%	10,132	76%	(829)	-8%
Total revenues	11,635	100%	13,249	100%	(1,614)	-12%
Cost of sales - hotel business	(1,009)	-9%	(1,404)	-11%	(395)	-28%
Cost of sales - food business	(3,789)	-33%	(4,338)	-33%	(549)	-13%
Total cost of sales ⁽¹⁾	(4,798)	-41%	(5,742)	-43%	(944)	-16%
Selling & General Administrative Expenses	(4,769)	-41%	(5,505)	-42%	(736)	-13%
Share of Loss - Investments (by the equity method)	(64)	-1%	(21)	0%	43	205%
Earnings before Interest, Taxes, Depreciation and Amortization (EBITDA)	2,004	17%	1,981	15%	23	1%
Depreciation & Amortization	(3,167)	-27%	(3,421)	-26%	(254)	-7%
Loss before Interest and Taxes (EBIT)	(1,163)	-10%	(1,440)	-11%	277	19%
Finance Costs ⁽²⁾	(718)	-6%	(669)	-5%	49	7%
Corporate Tax Income	78	1%	435	3%	(357)	-82%
Loss from Non-Controlling Interests	24	0%	123	1%	(99)	-80%
Net Loss from operation	(1,779)	-15%	(1,551)	-12%	(228)	-15%
Extraordinary Items						
Reversal (Provision) for assets impairment ⁽³⁾	45	0%	(1,225)	-9%	1,270	104%
Net Loss	(1,734)	-15%	(2,776)	-21%	1,042	38%

⁽¹⁾ Cost of Sales EXCLUDES Depreciation & Amortization Expenses that are allocated to Cost of Sales

⁽²⁾ Finance costs excluding interest expenses related to the leases are Baht 309 million in 2021 (2020: Baht 238 million)

⁽³⁾ Provision for assets impairment is the number before deferred tax (expense) income of Baht (9) million (2020: Baht 245 million)

Year 2021: The Company achieved Total Revenues of Baht 11,635 million (2020: Baht 13,249 million), a decrease of Baht 1,614 million (or a drop of 12% YoY), with the proportion of total revenues between the Hotel Business and the Food Business being 20%:80% (2020: 24%:76%); while Gross Profit was Baht 6,399 million, a decrease of Baht 751 million or 11% YoY and representing a Gross Profit Margin of 57% of total revenues (excluding other income) that increased YoY (2020: 55%). The Company achieved an EBITDA of Baht 2,004

million (2020: Baht 1,981 million), an increase of Baht 23 million (or 1% YoY) that equaled to an EBITDA Margin of 17% which is an increase from the same period last year (2020: 15%). The Company had a Net Loss from the operation of Baht 1,779 million, an increased loss of Baht 228 million or 15% YoY. As such, if the extraordinary item relating to the reversal (provision) of assets impairment was included, the Company would then have a Net Loss of Baht 1,734 million, a decreased loss of Baht 1,042 million, or 38% YoY.

2.2 Analysis of the Operating Results for each respective Business Group

2.2.1 Hotel Business

As of December 31, 2021, the Company had hotels under management in a total of 85 hotels (17,448 rooms); with 46 hotels (9,410 rooms) already in operation together with other 39 hotels (8,038 rooms) still under development. Of the 46 hotels already in operation, 19 hotels (5,050 rooms) are owned and operated by the Company, with the other 27 hotels (4,360 rooms) being operated under the Company's Hotel Management Agreements.

As of December 31, 2021, there was a total of 38 operating hotels with 15 owned hotels and 23 managed hotels. The details are as follows:

Number	Owned hotels	Rooms	Country
1	Centara Grand & Bangkok Convention Centre at CentralWorld	509	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	Centra by Centara Government Complex Hotel & Convention Centre Cheang Watthana	212	Thailand
6	Centara Grand Beach Resort, Phuket	261	Thailand
7	Centara Ras Fushi Resort & Spa Maldives	140	Maldives
8	Centara Grand Island Resort & Spa Maldives	112	Maldives
9	Cosi Pattaya Wong Amat Beach	282	Thailand
10	Centara Villas Phuket	72	Thailand
11	Centara Reserve Samui	184	Thailand
12	Centara Villas Samui	102	Thailand
13	Centara Grand Beach Resort Villas Krabi	192	Thailand

14	Centra By Centara Mae Sot	113	Thailand
15	Centara Mirage Beach Resort Dubai	607	Dubai
	Total	4,155	

Number	Managed hotels	Rooms	Country
1	Centara Koh Chang Tropicana Resort	157	Thailand
2	Centara Chaan Talay Resort & Villas Trat	43	Thailand
3	Centara Q Resort Rayong	41	Thailand
4	Khum Phaya Resort and Spa, Centara Boutique Collection	85	Thailand
5	Centara Watergate Pavillion Hotel Bangkok	281	Thailand
6	Centara Hotel & Convention Centre Udon Thani	259	Thailand
7	Centra by Centara Phu Pano Resort Krabi	158	Thailand
8	Centra by Centara Cha Am Beach Resort Hua Hin	188	Thailand
9	Centara Ceysands Resort & Spa Sri Lanka	165	Sri Lanka
10	Centara Muscat Hotel Oman	152	Oman
11	Muscat Dunes Hotel managed by Centara	71	Oman
12	Centara West Bay Hotel & Residences Doha	172	Qatar
13	Centra by Centara Maris Resort Jomtien	282	Thailand
14	Centara Ao Nang Beach Resort & Spa Krabi	179	Thailand
15	Roukh Kiri Khaoyai	12	Thailand
16	Centara Sonrisa Residences & Suites Sriracha	145	Thailand
17	Centara Mirage Resort Mui Ne	984	Vietnam
18	COSI Krabi Ao Nang Beach	142	Thailand
19	Maikhao Dream Villa Resort & Spa, Centara Boutique Collection	22	Thailand
20	Centara Pattaya	226	Thailand
21	Centara Azure Pattaya	96	Thailand
22	Maikhao Hotel Managed by Centara	142	Thailand
23	Waterfront Suites Phuket, Managed By Centara	39	Thailand
	Total	4,041	

Operations Results - Hotel Business (for owned hotels) Q4/2021

Occupancy Rate (OCC) %	Total Operating Performance		
	Q4/2021	Q4/2020	% Changes YoY
Bangkok	31%	31%	-
Upcountry	25%	25%	-
Maldives	81%	21%	60% pts.
Dubai	58%	-	58% pts.
Thailand - Average	27%	27%	-
Total - Average (Excluded Dubai)	30%	27%	3% pts.
Total - Average	33%	27%	6% pts.

Average Room Rate - ARR (Baht)	Total Operating Performance		
	Q4/2021	Q4/2020	% Changes YoY
Bangkok	2,314	2,016	15%
Upcountry	3,754	3,233	16%
Maldives	14,128	9,722	45%
Dubai	5,849	-	NA
Thailand - Average	3,227	2,781	16%
Total - Average (Excluded Dubai)	4,943	3,109	59%
Total - Average	5,114	3,109	64%

Revenue per Available Room - RevPar (Baht)	Total Operating Performance		
	Q4/2021	Q4/2020	% Changes YoY
Bangkok	715	618	16%
Upcountry	929	820	13%
Maldives	11,382	2,030	461%
Dubai	3,376	-	NA
Thailand - Average	861	754	14%
Total - Average (Excluded Dubai)	1,475	831	77%
Total - Average	1,680	831	102%

Note: Calculation based on total available rooms of operating and temporary closing hotels

Operating Performance - Hotel Business Q4/2021

Hotel Business (In Baht Million)	Q4/2021	Q4/2020	% Changes YoY
Revenues - Hotel Business operations	999	640	56%
Total Revenues (including other income)	1,090	707	54%
Gross Profit	595	262	127%
% Gross Profit Margin	60%	41%	19% pts.
EBITDA / (Loss)	293	(158)	285%
% EBITDA / (Loss) Margin	27%	-22%	49% pts.
Net Loss from operation	(32)	(246)	87%
Provision for assets impairment	-	(1,170)	NA
Net Loss	(32)	(1,416)	98%
% Net Loss	-3%	-200%	197% pts.

- Q4/2021:

In Q4/2021, The Maldives' performance continued its strong recovery. In addition, a newly opened hotel in Dubai since October 14, 2021, presented a high occupancy rate from the benefit of the World Expo. While Thailand had a visible positive impact from the re-opening country under Test & Go scheme, even the program was suspended in late December according to the Omicron variant. However, total performance significantly improved YoY and with an increase of total average RevPAR by 102% YoY to be at Baht 1,680. While the Occupancy Rate (OCC) increased from 27% to 33% in Q4/2021, the Average Room Rate (ARR) increased by 64% YoY to Baht 5,114.

- Bangkok: RevPar increased by 16% to be Baht 715, while the Occupancy Rate (OCC) maintained at 31% but the Average Room Rate (ARR) increased by 15% YoY to Baht 2,314. The improved performance in Bangkok was partially gained from the recovery of Meetings, Incentive Travel, Conventions, and Exhibitions (MICE) in Q4/2021.
 - Upcountry: RevPar grew by 13% to be Baht 929 as a result of steady the Occupancy Rate at 25%, but the Average Room Rate (ARR) increased by 16% YoY to Baht 3,754. The recovery of hotels in the upcountry was mainly due to the performance of 5-star hotels in Hua Hin and Phuket.

- Overseas: Included hotels in Maldives and Dubai, the total average RevPar was Baht 5,985, an increase of 195% YoY, and the Occupancy rate increased from 21% to 65%. The Maldives reported the Occupancy rate at 81% and RevPar at Baht 11,382 with the growth of 461% YoY, while Dubai had the Occupancy at 58% and RevPar of Baht 3,376.

Total hotel revenue was Baht 999 million in Q4/2021, an increase of Baht 359 million (or 56%) from Q4/2020 as a result of positive impact from re-opening the country, during high season, and minimum impact from the Omicron variant to the tourism. As such, the hotels' performance in Thailand including MICE significantly recovered in particularly 5-star hotels in Bangkok and the upcountry. Additionally, the Maldives has been continually recovered. The profit margin significantly improved due to an increase in revenue and continued efficient cost control.

- The Company had Gross Profit of Baht 595 million (Q4/2020: Baht 262 million), an increase of 127% YoY. The Gross Profit margin was 60% of the hotel's revenue (Q4/2020: 41%). The Company had an EBITDA of Baht 293 million (Q4/2020: EBITDA of Baht -158 million), an increase of Baht 451 million. The Profit (Loss) Earnings before Interest, Taxes, Depreciation, and Amortization margin (%EBITDA margin) was 27% (Q4/2020: -22%).
- The Company had a Net Loss from operation of Baht 32 million. The Net loss decreased by Baht 214 million or 87% YoY and a Net Loss after extraordinary item from the provision for assets impairment of Baht 32 million (Provision for assets impairment in 2020: Baht 1,170 million), a decreased loss by Baht 1,384 million, or 98% YoY.

Operations Results - Hotel Business (for owned hotels) for Year 2021

Occupancy Rate (OCC) %	Total Operating Performance		
	Year 2021	Year 2020	% Changes YoY
Bangkok	21%	28%	-7% pts.
Upcountry	13%	27%	-14% pts.
Maldives	61%	23%	38% pts.
Dubai	58%	-	58% pts.
Thailand - Average	15%	28%	-13% pts.
Total - Average (Excluded Dubai)	18%	27%	-9% pts.
Total - Average	19%	27%	-8% pts.

Average Room Rate - ARR (Baht)	Total Operating Performance		
	Year 2021	Year 2020	% Changes YoY
Bangkok	1,744	2,247	-22%
Upcountry	3,293	4,088	-19%
Maldives	11,025	16,858	-35%
Dubai	5,849	-	NA
Thailand - Average	2,621	3,457	-24%
Total - Average (Excluded Dubai)	4,322	4,149	4%
Total - Average	4,460	4,149	7%

Revenue per Available Room - RevPar (Baht)	Total Operating Performance		
	Year 2021	Year 2020	% Changes YoY
Bangkok	358	634	-44%
Upcountry	415	1,118	-63%
Maldives	6,756	3,862	75%
Dubai	3,376	-	NA
Thailand - Average	397	955	-58%
Total - Average (Excluded Dubai)	772	1,134	-32%
Total - Average	849	1,134	-25%

Note: Calculation based on total available rooms of operating and temporary closing hotels

Operating Performance - Hotel Business Year 2021

Hotel Business (In Baht Million)	Year 2021	Year 2020	% Changes YoY
Revenues - Hotel Business operations	2,070	2,855	-28%
Total Revenues (including other income)	2,332	3,117	-25%
Gross Profit	1,061	1,451	-27%
% Gross Profit Margin	51%	51%	-
EBITDA / (Loss)	(495)	(190)	-161%
% EBITDA / (Loss) Margin	-21%	-6%	-15% pts.
Net Loss from Operation	(1,990)	(1,515)	-31%
Reversal (Provision) for assets impairment	45	(1,206)	104%
Net Loss	(1,945)	(2,721)	29%
% Net Loss	-83%	-87%	4% pts.

- Year 2021:

- The Hotel Business achieved Total Revenues of Baht 2,332 million, a decrease of Baht 785 million (a drop of 25% YoY).

Total Average Occupancy Rate (OCC) decreased from 27% to 19%; while Average Room Rate (ARR) increased by 7% YoY to Baht 4,460 then resulting in the RevPar being decreased by 25% YoY to be at Baht 849.

- Bangkok: RevPar decreased by 44% YoY to be at Baht 358, due to the fall in Occupancy Rate (OCC) from 28% to 21%; and Average Room Rate (ARR) was Baht 1,744, a decrease of 22% YoY.
- Upcountry: RevPar decreased by 63% to be at Baht 415, resulting from the Occupancy Rate (OCC) falling from 27% to 13%; and the Average Room Rate (ARR) decreased by 19% YoY to Baht 3,293.
- Overseas: RevPar increased by 45% YoY to Baht 5,598, with the Occupancy Rate (OCC) rising from 23% to 60%; but Average Room Rate (ARR) decreased by 45% YoY to Baht 9,320. The Maldives had the Occupancy at 61% and RevPar of Baht 6,756 with a growth rate of 75% YoY, while Dubai presented the Occupancy rate at 58% and RevPar at Baht 3,376.

For Year 2021, the Company achieved a Gross Profit of Baht 1,061 million (2020: Baht 1,451 million), a decrease of 27% YoY, with the Gross Profit Margin being at 51% that was stable compared to the same period last year. The EBITDA Margin was -21% of total revenues, a decrease compared to the same period last year (2020: -6%). An EBITDA was Baht -495 million (2020: Baht -190 million). The Company had a Net Loss from the operation of Baht 1,990 million, an increased loss of Baht 475 million or 31% YoY. As such, if the extraordinary item related to the reversal (provision) of assets impairment was included, the Company had a Net Loss of Baht 1,945 million, a decreased loss of Baht 776 million, or 29% YoY.

2.2.2 Food Business

Operating Results - Food Business Q4/2021

Same Store Sales	Q4/2021	Q4/2020
Top 4 brands	(1%)	(19%)
Other brands*	(5%)	-**
Total Average	(2%)	(20%)

Total Systems Sales	Q4/2021	Q4/2020
Top 4 brands	1%	(18%)
Other brands*	11%	(19%)
Total Average	3%	(18%)

*Excluded Café Amazon - Vietnam

** Revised number

Number of QSR Outlets	Q4/2021	Q4/2020
KFC	303	289
Mister Donut	424	375
Auntie Anne's	197	188
Ootoya	46	47
Pepper Lunch	48	46
Cold Stone Creamery	16	17
The Terrace ⁽¹⁾	14	16
Chabuton	16	17
Yoshinoya	27	19
Tenya	14	14
Katsuya	49	39
Aroi Dee	37	22
Kowlune	8	7
Arigato	110	50
Grab Kitchen by Every Food	32	7
Joint ventures' brands		
Salad Factory ⁽²⁾	18	11

Brown Café	14	11
Café Amazon - Vietnam ⁽²⁾	9	4
Som Tum Nua	7	-
Total	1,389	1,179

⁽¹⁾ Included managed outlets

⁽²⁾ Presented as Joint ventures in Financial Statement

Food Business (in Baht Million)	Q4/2021	Q4/2020	% Changes YoY
Sales Revenues	2,650	2,517	5%
Total Revenues (including other income)	2,658	2,544	4%
Gross Profit	1,602	1,471	9%
% Gross Profit Margin	60%	58%	2% pts.
EBITDA	684	616	11%
% EBITDA	26%	24%	2% pts.
Net Profit from the operation	184	68	171%
Provision for assets impairment	-	(19)	NA
Net Profit	184	49	276%
% Net Profit	7%	2%	5% pts.

- For Q4/2021, The food business achieved the Total Revenues of Baht 2,658 million, an increase of Baht 114 million (or a rise of 4% YoY), this is the highest quarterly revenue in 2021 due to the lifting of the Government's lockdown policy and reducing the number of maximum and strict Covid-19 control provinces. Accordingly, with a decreasing trend in COVID-19 cases, consumers were feeling more comfortable dining out. In Q4/2021, the Same Store Sale (%SSS) decreased by 2% YoY, as a result of a decrease in the top 4 brands by -1% and others by -5%. In Q4/2021, SSS reported the best performance this year. At the end of Q4/2021, the Company had a total of 1,389 outlets, a net increase of 210 outlets compared to the end of Q4/2020, and an increase of 119 outlets compared to Q3/2021. The number of outlets mainly increased from Mister Donut (+49), Arigato (+60), Aroi Dee (+15), Grab Kitchen by Every Food (+25), and Joint Ventures' brands (+22).
- The Company had an EBITDA of Baht 684 million with an EBITDA margin of 26%. A Net Profit from operation was Baht 184 million with a profit margin of 7% of total revenue, a growth of 171% compared to Q4/2020. The improvement of a net profit from operation was driven by more efficiency of raw material procurement,

appropriate promotion, and well-managed people cost, which the Company keeps continuously managing and monitoring.

Operating Results - Food Business for Year 2021

Same Systems Sales (SSS)	Year 2021	Year 2020
Top 4 brands	(14%)	(19%)
Other brands*	(18%)	(36%)
Total Average	(14%)	(22%)

Total Systems Sales (TSS)	Year 2021	Year 2020
Top 4 brands	(12%)	(17%)
Other brands*	(1%)	(24%)
Total Average	(10%)	(18%)

*Excluded Café Amazon - Vietnam

Food Business (in Baht Million)	Year 2021	Year 2020	% Changes YoY
Sales Revenues	9,127	10,037	-9%
Total Revenues (including other income)	9,303	10,132	-8%
Gross Profit	5,338	5,699	-6%
Gross Profit Margin %	58%	57%	1% pts.
EBITDA	2,499	2,171	15%
% EBITDA	27%	21%	6%
Net Profit (Loss) from the operation	211	(36)	-686%
Provision for assets impairment	-	(19)	NA
Net Profit (Loss)	211	(55)	-484%
% Net Profit (Loss)	2%	(1%)	3%

- For 2021, the Company had total revenue of the food business in a total of Baht 9,303 million, a decrease of Baht 829 million compared to the same period last year (or a drop of 8% YoY). Overall in 2021, the impact from the COVID-19 pandemic was greater than last year due to several new waves of pandemic and highly strict measures of preventing the virus, particularly in the maximum and strict Covid-19 control zone provinces. According to the restrictions of dine-in services at restaurants and distribution through the delivery channel, the restaurants had to be sometimes closed their operations. The Company was

significantly impacted by the COVID-19, especially in Q3/2021 due to severe pandemic and high numbers of infected cases. Consequently, some outlets, located in the maximum and strict Covid-19 control zone provinces had to be temporarily closed due to the restrictions from the Government to reduce the number of infected cases. As such, SSS growth dropped by 14% YoY in 2021 (Q3/2021: a decrease of 30% YoY). The top 4 brands reported the SSS drop of 14% YoY. The Company had Earnings before Interest, Taxes, Depreciation, and Amortization (EBITDA) of Baht 2,499 million, an EBITDA margin of 27%. A Net Profit from the operation was Baht 211 million, an increase of Baht 247 million compared to 2020. An increase of a Net Profit from the operation because of well-managed raw material procurement, expanding new distribution channels, and labour force restructuring, which has been adjusted and monitored since the 1st wave of the COVID-19 pandemic.

3. Financial Status

Financial Position and Cash Flows

As of December 31, 2021, the Company had Total Assets of Baht 48,593 million, an increase of Baht 13,213 million (or 37% YoY) compared to the end of 2020, mainly due to the increase in property, plant, and equipment totaling Baht 12,507 million, which was from the land revaluation of Baht 12,013 million.

Total Liabilities were Baht 30,161 million, an increase of Baht 5,016 million (or 20% YoY) compared to the end of 2020. The increases in total Liabilities were mainly from an increase in long-term loans from financial institutions both in current and non-current liabilities in a total of Baht 4,979 million and deferred tax liability net rise of Baht 2,225 million, which is related to the impact of revalued land of Baht 2,403 million. On the other hand, lease liabilities both in current and non-current liabilities decreased by Baht 2,234 million.

The Company had Total Shareholders' Equity of Baht 18,432 million, an increase from the end of 2020 of Baht 8,197 million (or 80% YoY), resulting mainly an increase of other components of shareholders' equity of in a total of Baht 9,887 million with mainly due to the revaluation of the land of Baht 9,610 million.

As of December 31, 2021, the Company had Net Cash Flows from Operating activities totaling Baht 2,135 million, an increase of Baht 787 million YoY; together with Net Cash Flows used in Investing activities of Baht 3,397 million, an increase of Baht 768 million (or 29% YoY), which mainly consisted of payments to purchase property, plant and equipment including intangible assets totaling Baht 1,709 million, and cash paid for investing and lending to joint ventures of Baht 1,137 million. While the

Company had Net Cash Flows from Financing activities totaling Baht 1,728 million, a decrease of Baht 220 million YoY, which mainly came from long-term loans from financial institutions, a net increase of Baht 4,840 million, and net cash received from Bank overdraft and short-term loan from financial institutions of Baht 192 million being netted-off with repayments of lease liabilities totaling Baht 1,875 million, and repayment debenture of Baht 980 million.

Analysis of Financial Ratios

Financial Ratios	Year 2021	Year 2020
Current Ratio (times)	0.6	0.6
Interest Bearing Debt / Equity (times)	1.3	2.2
Interest Bearing Debts (excluding lease liabilities) / Equity (times)	0.9	1.1

As of December 31, 2021, the Company's current ratio at 0.6 times the same as the end of 2020. Interest Bearing Debts / Equity Ratio decreased to 1.3 times, which was better than the end of last year mainly as a result of an increase in equity due to the revaluation of land. The Company had Interest Bearing Debts (excluding liabilities related to lease) / Equity of 0.9 times, which was well below the financial covenant with financial institutions at 2.0 times.

4. Factors that may impact ongoing business operations

- Factors that may impact ongoing business operations in 2022:

Hotel Business: Cost-efficient management and prudent investment plans are the key strategies under uncertain circumstances. The Company is cautiously monitoring and managing the liquidity to ensure that it is at the optimal level and secure short/long-term loans from financial institutions to support sufficient needs from unexpected situations.

In 2022, the Company will record 1st full year operations from 2 new hotels:

- Centara Mirage Beach Resort Dubai is 4 stars category with 607 keys. However, due to the joint venture project with the Company holding 40% of the total shares, the equity method is used for booking the earnings. On the other hand, the management fees are fully booked into other income.
- Centara Reserve Samui is a luxury category hotel with 184 keys. Consolidation method is used for booking the profit and loss.

- Business trends for 2022

- Hotel Business: Even though the hotel business will continually be impacted by the COVID-19 pandemic, however expected impact will be less severe than last year because of vaccination, adopting a new normal life, and the reduction of Government restrictions policy. Nevertheless, Tourism is expected to be a gradual recovery, which depends on the international travel restrictions and the economic recovery. The Company expects the full-year average occupancy rate (Including Joint Venture) between 40% - 50% and Revenue per Available Room (RevPar) would be approximately Baht 1,700 - 1,900. The continued outperforming of hotels in the Maldives and Dubai and the rebound of Thailand tourism particularly in 2H2022 are expected to be key business drivers.

- Food Business: In 2022, the Company expects to see the continued impact of COVID-19 on Thailand's economy and the food business's revenue. However, according to increasing numbers of vaccinated people, less severe symptoms of COVID-19, an increase in the confidence of the effective management of the public health and re-opened the country or easing of travel restrictions with quarantine-free, they are positive factors to boost overall confidential consumers and consequently cause a positive impact on the Company's performance.

Even, the situation of COVID-19 is expected to be getting better. The Company cautiously continues its business plan and still acknowledges a significant business risk from the COVID-19 pandemic due to new waves of the pandemic from new variants and unpredictable disease severity. The Company continues monitoring the situation and has made plans to effectively meet and face the ongoing uncertainties with regard to having appropriate liquidity management. The strategy is focusing on 3 key operational aspects; namely: generating sales revenues, decreasing costs and expenses, and being cautious and prudent regarding business expansion and investments projects.

- With regard to plans to generate sales revenues, the Company is still focusing on expanding sale distribution channels together with developing new business models, with the main aim of establishing new sales channels and offering new choices for its customers. As such, those sales channels through which the Company expects to achieve ongoing sales growth through omnichannel including delivery services - including through the Company's online delivery application '1312 Food Hunt' and as well as through various other food aggregators, other e-commerce platforms, Big Order selling and also searching for new brands to drive the revenue growth.

- With regard to cost savings and management, this is one of the business risks for this year due to raw material price inflation in many items. The Company plans to manage cost-push inflation by adjusting product prices and introducing appropriate promotions to maintain its profit level and provide the value for money product to the customers. For labour force management, the Company has restructured its workforce to enable the Company to achieve increased flexibility in managing its costs of labours and improving on work efficiency. The Company efforts to access the COVID-19 vaccines and allocate them to the frontline workers for their safety and reduce the risk of site inflections. For rental fees, the Company has been negotiating with landlords for rental fees reduction corresponding to sell figures and dynamic situation, which is related to the Government's measures.
- With regard to its investment plans for outlet expansion, the Company will focus on new outlets for its key brands together with developing new business models - such as a Cloud Kitchen/ Delco to support delivery channels to reduce the cost of outlet expansion for maintaining return on investment together with creating a business model to support digital trend such as curbside/ click & collect for key brands and franchised expansion. The Company is searching for new brands to enhance its portfolio and continue adding value to the Company.
- Overall, the Company targets the Same Store Sale (SSS) Growth and Total System Sale (TSS) Growth between 10% to 15% and 20% to 25%, respectively in 2022. For the outlet expansion, the Company estimates a net increase in the number of outlets of 180-200 outlets. However, the business performance partially depends on the Government measures, the pandemic of the COVID-19 situation, economic recovery, and economic activities.

For your information accordingly;

Respectfully Yours,



(Mr. Gun Srisompong)

CFO & VP Finance and Administration