

November 14, 2024

The President & Director,

The Stock Exchange of Thailand (SET)

**LETTER OF CLARIFICATION for CENTEL's Operating Performance Results
for the 3 months ended September 30, 2024**

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, ended September 30, 2024 (Q3/2024), with the following details:

1. Overview of the tourism industry in Thailand, the Maldives, Dubai, and Japan
 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 2024 - 2025
1. Overview of the tourism industry in Thailand, the Maldives, Dubai, and Japan

1.1 The tourism industry in Thailand

The number of international tourist arrivals in Q3/2024 was 8.6 million, a 21% year-on-year (YoY) growth, driven by Asian tourists, who contributed 75% of total arrivals. Chinese reported the strongest growth of 73% YoY, or an increase of 0.8 million to 1.8 million in Q3/2024. The top three arrivals were from China 21%, Malaysia 15%, and India 6% of total tourist arrivals.

For 9 months 2024, the total number of international tourist arrivals was 26.1 million, an increase of 6.0 million, or 30% growth YoY mainly driven by an increase in Chinese tourists of 2.8 million YoY,

accounting for 46% of a total increase in arrivals. The top three tourist arrivals were from China 20%, Malaysia 14%, and India 6% of total arrivals.

1.2 The tourism industry in the Maldives

The total number of international tourist arrivals in Q3/2024 was 476,498, a growth of 10% YoY, driven by a growth of European tourists by 17% YoY, with a major contribution of 51% of total arrivals. On the other hand, the number of Asian tourists increased by 7% YoY, contributing 36% of total arrivals. Indian reported a decrease of 12,234 or drop of 31% YoY, while Chinese increased by 17,859, or a growth of 22% YoY. The top three arrivals were from China 21%, Russia 12%, and the UK 7% of total arrivals.

For 9 months 2024, the total arrivals were 1.5 million, an increase of 130,979 or 10% compared to the same period last year. A significant increase in Chinese tourists of 75,158 YoY was a key driver, contributing 57% of the total increase in arrivals. Conversely, Indian arrivals significantly decreased by 59,198, or a drop of 40% YoY. The top three arrivals were from China 15%, Russia 11%, and the UK 8% of total arrivals.

1.3 The tourism industry in Dubai

The total number of international tourist arrivals in Q3/2024 was 4.0 million, an increase of 3% YoY. The top three arrivals were from the Gulf Cooperation Council (GCC) 19%, Western Europe 17%, and South Asia 16% of total tourists.

For 9 months 2024, the total arrivals were 13.3 million, a growth of 7% YoY. The top three tourists were from Western Europe 19%, South Asia 17%, and the Gulf Cooperation Council (GCC) 15% of total arrivals.

1.4 The Tourism Industry in Japan

The total number of international tourist arrivals in Q3/2024 was 9.1 million, an increase of 2.4 million or 37% YoY, mainly driven by Asian tourists. Particularly, the Chinese reported a total of 2.2 million, an increase of 1.2 million or 1.2 times YoY. The top three arrivals contributed 64% of total arrivals, with Chinese contributing 24%, South Korean 22%, and Taiwanese contributing 18%.

For 9 months 2024, the total arrivals were 26.9 million, an increase of 9.5 million or 55% compared to the same period last year. Chinese recorded the strongest growth of 3.6 million YoY or 38% of the total increase in arrivals. The top three tourists were from South Korea 24%, China 20%, and Taiwan 17% of total arrivals.

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 Q3/2024

(Amount - in Baht Million)	Q3/2024		Q3/2023		Changes YoY (Increase+/ Decrease-)		Q2/2024		Changes QoQ (Increase+/ Decrease-)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
	Revenues - hotel business	2,422	43%	2,333	43%	89	4%	2,454	42%	(32)
Revenues - food business	3,180	57%	3,083	57%	97	3%	3,393	58%	(213)	-6%
Total revenues	5,602	100%	5,416	100%	186	3%	5,847	100%	(245)	-4%
Cost of sales - hotel business	1,010	18%	906	17%	104	11%	887	15%	123	14%
Cost of sales - food business	1,478	26%	1,394	26%	84	6%	1,515	26%	(37)	-2%
Total cost of sales ⁽¹⁾	2,488	44%	2,300	42%	188	8%	2,402	41%	86	4%
Selling & General Administrative Expenses ⁽²⁾	1,759	31%	1,895	35%	(136)	-7%	2,121	36%	(362)	-17%
Share of (Loss) Gain - Investments (by the equity method)	(7)	0%	(56)	-1%	49	88%	20	0%	(27)	-135%
Earning before Interest, Tax, Depreciation and Amortization (EBITDA)	1,348	24%	1,165	22%	183	16%	1,344	23%	4	0%
Depreciation & Amortization	853	15%	775	14%	78	10%	808	14%	45	6%
Earning before Interest and Tax (EBIT)	495	9%	390	7%	105	27%	536	9%	(41)	-8%
Finance Costs ⁽³⁾	264	5%	280	5%	(16)	-6%	259	4%	5	2%
Corporate Tax Expense	81	1%	56	1%	25	45%	152	3%	(71)	-47%
Loss from Non-Controlling Interests	13	0%	19	0%	(6)	-32%	43	1%	(30)	-70%
Net Profit	163	3%	73	1%	90	123%	168	3%	(5)	-3%

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

⁽²⁾ Included provision for Goodwill written-off Brown Café of Baht 21 million (Q3/2023: none)

⁽³⁾ Finance costs excluding interest expenses related to the lease according to TFRS 16 were Baht 123 million (Q3/2022: Baht 140 million, Q2/2024: 120 million)

Q3/2024: The performance Q3/2027 significantly improved YoY but softened compared to Q2/2024 due to seasonality. The Company achieved total revenues of Baht 5,602 million (Q3/2023: Baht 5,416 million), an increase of Baht 186 million (or a rise of 3% YoY), with the stable proportion of total revenues between the hotel business and the food business at 43%:57%, and a Gross Profit was steady at Baht 2,910 million compared to the same period last year (Q3/2023: Baht 2,908 million). A Gross Profit Margin was 54% of the revenues (excluding other income) (Q3/2023: 56%). The Company achieved an Earning before Interest, Tax, Depreciation, and Amortization (EBITDA) of Baht 1,348 million (Q3/2023: Baht 1,165 million), an increase of Baht 183 million (or 16% YoY) from Q3/2023. An EBITDA Margin improved to 24% compared to last year (Q3/2023: 22%) due to efficient cost management and an improvement on Share of (Loss) Gain

- Investments (by the equity method). The Company had an Earning before Interest and Tax (EBIT) of Baht 495 million, an increase of Baht 105 million or 27% compared to last year, and a Net profit of Baht 163 million (Q3/2023: Baht 73 million), a growth of 123% YoY.

In Q3/2024, the company recognized gains from changes in the foreign exchange rates relating to foreign currency loans of Baht 8 million (Q3/2023: Baht 3 million). The one-time items included 1) Pre-opening expenses of two new resorts in the Maldives totalling Baht 11 million and 2) provision for Goodwill written-off Brown Café of Baht 21 million.

Operating Performance for 9 months 2024

(Amount - in Baht Million)	9 months 2024		9 months 2023		Changes YoY (Increase+/ Decrease-)	
	Amount	%	Amount	%	Amount	%
	Revenues - hotel business	8,121	46%	7,194	44%	927
Revenues - food business	9,717	54%	9,336	56%	381	4%
Total revenues	17,838	100%	16,530	100%	1,308	8%
Cost of sales - hotel business	2,973	17%	2,536	15%	437	17%
Cost of sales - food business	4,411	25%	4,204	25%	207	5%
Total cost of sales ⁽¹⁾	7,384	41%	6,740	41%	644	10%
Selling & General Administrative Expenses ⁽²⁾	5,861	33%	5,658	34%	203	4%
Share of Gain (Loss) - Investments (by the equity method)	14	0%	(72)	0%	86	119%
Earning before Interest, Tax, Depreciation and Amortization (EBITDA)	4,607	26%	4,060	25%	547	13%
Depreciation & Amortization	2,415	14%	2,266	14%	149	7%
Earning before Interest and Tax (EBIT)	2,192	12%	1,794	11%	398	22%
Finance Costs ⁽³⁾	782	4%	739	4%	43	6%
Corporate Tax Expense ⁽⁴⁾	351	2%	221	1%	130	59%
Loss (Profit) from Non-Controlling Interests	27	0%	(11)	0%	(38)	345%
Net Profit	1,086	6%	823	5%	263	32%

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

⁽²⁾ Included provision for Goodwill written-off Brown Café of Baht 21 million (9 months 2023: none)

⁽³⁾ Finance costs excluding interest expenses related to the lease according to TFRS 16 were Baht 367 million (9 months 2023: Baht 406 million)

⁽⁴⁾ Included written-off deferred tax asset of Centara Grand Island Resort & Spa, Maldives of Baht 106 million (9 months 2023: none)

9 months 2024: The Company achieved Total Revenues of Baht 17,838 million (9 months 2023: Baht 16,530 million), an increase of Baht 1,308 million (or 8% YoY), with the proportion of total revenues between the Hotel Business and the Food Business being 46% : 54% (9 months 2023: 44% : 56%); while Gross Profit

was Baht 9,647 million, an increase of Baht 595 million or 7% YoY and represented a Gross Profit Margin at 57% of total revenues (excluding other income) that was stable compared to the same period last year. The Company achieved an EBITDA of Baht 4,607 million (9 months 2023: Baht 4,060 million), an increase of Baht 547 million (or 13% YoY). An EBITDA Margin of 26% was an increase from the same period last year (9 months 2023: 25%) because of the profit margin improvement in both hotel and food businesses. The Company had an Earning before Interest and Tax (EBIT) of Baht 2,192 million, an increase of Baht 398 million (or 22% YoY), and a Net profit of Baht 1,086 million, a growth of 32% YoY (9 months 2023: Baht 823 million).

For 9 months 2024, The company recognized gains from changes in the foreign exchange rates relating to foreign currency loans of Baht 69 million (9 months 2023: Baht 66 million). The one-time items included 1) Pre-opening expenses of two new resorts in the Maldives totalling Baht 12 million, 2) provision for Goodwill written-off Brown Café of Baht 21 million, and 3) written-off deferred tax asset of Centara Grand Island Resort & Spa, Maldives of Baht 106 million.

2.2 Analysis of the Operating Results for each respective Business Group

2.2.1 Hotel Business

As of September 30, 2024, the Company had hotels under management in a total of 92 hotels (20,505 rooms); with 52 hotels (11,101 rooms) already in operation together with other 40 hotels (9,404 rooms) still under development. Of the 52 hotels already in operation, 20 hotels (5,566 rooms) are owned and operated by the Company, with the other 32 hotels (5,535 rooms) being operated under the Company's Hotel Management Agreements.

Operations Results - Hotel Business (for owned & operated hotels) Q3/2024

Occupancy Rate (OCC) %	Total Operating Performance				
	Q3/2024	Q3/2023	% Changes YoY	Q2/2024	% Changes QoQ
Bangkok	83%	77%	6% pts	81%	2% pts
Upcountry	57%	64%	-7% pts	61%	-4% pts
Maldives	64%	70%	-6% pts	59%	5% pts
Dubai	87%	77%	10% pts	83%	4% pts
Japan	78%	67%	11% pts	88%	-10% pts
Thailand – Average	66%	68%	-2% pts	68%	-2% pts
Total Average (Excluded Dubai)	67%	68%	-1% pts	69%	-2% pts
Total Average	69%	69%	0% pts	71%	-2% pts

Average Room Rate - ARR (Baht)	Total Operating Performance				
	Q3/2024	Q3/2023	% Changes YoY	Q2/2024	% Changes QoQ
Bangkok	4,060	3,832	6%	3,892	4%
Upcountry	4,440	4,074	9%	4,218	5%
Maldives	10,051	9,558	5%	11,717	-14%
Dubai	4,877	5,493	-11%	7,119	-31%
Japan	7,096	6,176	15%	7,166	-1%
Thailand – Average	4,280	3,984	7%	4,088	5%
Total Average (Excluded Dubai)	4,944	4,529	9%	4,874	1%
Total Average	4,934	4,652	6%	5,180	-5%

Revenue per Available Room - RevPar (Baht)	Total Operating Performance				
	Q3/2024	Q3/2023	% Changes YoY	Q2/2024	% Changes QoQ
Bangkok	3,388	2,940	15%	3,144	8%
Upcountry	2,535	2,605	-3%	2,569	-1%
Maldives	6,409	6,685	-4%	6,887	-7%
Dubai	4,265	4,217	1%	5,932	-28%
Japan	5,549	4,126	34%	6,284	-12%
Thailand – Average	2,820	2,715	4%	2,760	2%
Total Average (Excluded Dubai)	3,319	3,084	8%	3,378	-2%
Total Average	3,429	3,214	7%	3,674	-7%

Operating performance of the hotel business in Q3/2024

Hotel Business (In Baht Million)	Q3/2024	Q3/2023	% Changes YoY	Q2/2024	% Changes QoQ
Revenues - Hotel Business operations	2,230	2,154	4%	2,181	2%
Total Revenues (including other income)	2,422	2,333	4%	2,454	-1%
Gross Profit	1,219	1,247	-2%	1,294	-6%
% Gross Profit Margin	55%	58%	-3% pts	59%	-4% pts
EBITDA	664	606	10%	718	-8%
% EBITDA Margin	27%	26%	1% pts	29%	-2% pts
Depreciation and Amortization	369	379	-3%	371	-1%
Finance Costs	245	271	-10%	245	0%
Net Gain (Loss)	19	(55)	135%	34	-44%
% Net Gain (Loss) Margin	1%	-2%	3% pts	1%	0% pts

- Q3/2024:

The RevPar was Baht 3,429 in Q3/2024, a drop of 7% compared to Q2/2024 as a result of a decrease in Average Room Rate (ARR) by 5% QoQ to Baht 4,934 in Q3/2024 and the Occupancy Rate (OCC) decreased from 71% in Q2/2024 to 69% in Q3/2024 mainly due to normal seasonality particularly in the 3rd quarter in Japan and Dubai during low season in summer.

However, compared to the same period last year, the RevPar in Q3/2024 improved by 7% because of an increase in ARR by 6%, while the OCC was stable at 69% compared to Q3/2023, mainly driven by an improvement on the hotels in Thailand and Japan. The details are as follows:

- Bangkok: RevPar increased by 15% YoY to Baht 3,388 as a result of the Occupancy Rate (OCC) improving from 77% to 83% and the Average Room Rate (ARR) increased by 6% YoY to Baht 4,060.
- Upcountry: RevPar decreased by 3% YoY to Baht 2,535 as a result of the declining Occupancy Rate from 64% to 57% due to Centara Grand Mirage Beach Resort, Pattaya under major renovation, but the Average Room Rate (ARR) improved by 9% YoY to Baht 4,440. However, Other hotels reported a growth in RevPar YoY, particularly in Phuket and Samui. Excluding the performance of Centara Grand Mirage Beach Resort, Pattaya, RevPar would increase by 11% YoY.

■ Overseas:

- Maldives: RevPar decreased by 4% YoY to Baht 6,409. The OCC dropped from 70% to 64% but ARR rose by 5% compared to the same period last year to Baht 10,051. However, considering in USD, the Total Revenue per Available Room (TRRevPar) declined by 9% YoY to USD 308.
- Dubai: RevPar was Baht 4,265, a growth of 1% YoY due to an increase in OCC from 77% to 87%, while ARR dropped by 11% YoY to Baht 4,877. The ARR dropped partly because of the softened demand of Europeans during the Olympics in Paris at the beginning of Q3/2024 while replacing by domestic guests with relatively lower average room rate. Additionally, the hotel renovated some parts of the water park in September. Therefore, Sale and Market strategy was shifted to maintain the RevPar.
- Japan: OCC increased from 67% to 78% and ARR improved by 15% to Baht 7,096. The RevPar was Baht 5,549, a 34% growth YoY, ramping-up from the low base last year during early opening period.

In Q3/2024, The hotel business achieved total revenues of Baht 2,230 million, an increase of Baht 76 million (or a rise of 4%) YoY. A gross profit was Baht 1,219 million (Q3/2023: Baht 1,247 million), a decrease of 2% YoY. A gross profit margin dropped to 55% (Q3/2023: 58%) because of the impact of the renovation of Centara Grand Mirage Beach Resort Pattaya and the softened performance of resorts in the Maldives. The hotel business had an EBITDA of Baht 664 million, a growth of 10% YoY (Q3/2023: Baht 606 million), mainly driven by the performance hotels in Thailand and Centara Grand Hotel Osaka. An EBITDA margin improved to 27% compared to the same period last year (Q3/2023: 26%). The hotel business had a net profit of Baht 19 million, an increase of 135% YoY (Q3/2023: A Net Loss of Baht 55 million).

Operations Results - Hotel Business (for owned & operated hotels) for 9 months 2024

Occupancy Rate (OCC) %	Total Operating Performance		
	9 months 2024	9 months 2023	% Changes
Bangkok	81%	74%	7% pts
Upcountry	64%	68%	-4% pts
Maldives	71%	71%	0% pts
Dubai	87%	81%	6% pts
Japan	78%	67%	11% pts
Thailand – Average	70%	70%	0% pts
Total Average (Excluded Dubai)	71%	71%	0% pts
Total Average	73%	71%	2% pts

Average Room Rate - ARR (Baht)	Total Operating Performance		
	9 months 2024	9 months 2023	% Changes
Bangkok	3,996	3,835	4%
Upcountry	5,020	4,282	17%
Maldives	13,315	12,985	3%
Dubai	6,472	6,065	7%
Japan	7,108	6,176	15%
Thailand – Average	4,625	4,133	12%
Total Average (Excluded Dubai)	5,407	4,712	15%
Total Average	5,555	4,893	14%

Revenue per Available Room - RevPar (Baht)	Total Operating Performance		
	9 months 2024	9 months 2023	% Changes
Bangkok	3,225	2,841	14%
Upcountry	3,222	2,913	11%
Maldives	9,500	9,264	3%
Dubai	5,623	4,891	15%
Japan	5,524	4,126	34%
Thailand – Average	3,223	2,891	11%
Total Average (Excluded Dubai)	3,821	3,293	16%
Total Average	4,030	3,482	16%

Operating performance of hotel business for 9 months 2024

Hotel Business (In Baht Million)	9 months 2024	9 months 2023	% Changes
Revenues - Hotel Business operations	7,410	6,562	13%
Total Revenues (including other income)	8,121	7,194	13%
Gross Profit	4,437	4,026	10%
% Gross Profit Margin	60%	61%	-1% pts
EBITDA	2,748	2,341	17%
% EBITDA Margin	34%	33%	1% pts
Depreciation and Amortization	1,102	1,016	8%
Finance Costs	739	709	4%
Net Profit	684	469	46%
% Net Profit Margin	8%	7%	1% pts

- 9 months 2024:

The RevPar increased by 16% YoY to Baht 4,030 mainly driven by an increase in average room rate of 14% YoY to Baht 5,555. The Occupancy Rate OCC improved from 71% to 73%.

- Bangkok: RevPar increased by 14% YoY to Baht 3,225, due to an increase in Occupancy Rate (OCC) from 74% to 81%; and Average Room Rate (ARR) improved by 4% YoY to Baht 3,996.
- Upcountry: RevPar rose by 11% to Baht 3,222, resulting from the Average Room Rate (ARR) increased by 17% YoY to Baht 5,020, while the OCC dropped from 68% to 64% as a result of Centara Grand Mirage Beach Resort, Pattaya under major renovation. Excluding the performance of Centara Grand Mirage Beach Resort Pattaya, RevPar would increase by 19% YoY.
- Overseas:
 - Maldives: RevPar improved by 3% YoY to Baht 9,500 as a result of an increase in ARR of 3% YoY to Baht 13,315. While OCC was stable at 71%. Considering TRevPar (USD) declined by 5% YoY to USD 412.
 - Dubai: OCC rose from 81% to 87% and ARR grew by 7% YoY to Baht 6,472, which resulted in RevPar of Baht 5,623, a growth of 15% YoY.

- Japan: OCC was 78%, an increase of 67%. ARR improved by 15% YoY to Baht 7,108 and RevPar was Baht 5,524, a growth of 34% YoY.

For the 9 months 2024, The hotel business achieved total revenues of Baht 8,121 million, an increase of Baht 927 million (or 13%) YoY. A gross profit was Baht 4,437 million (9 months 2023: Baht 4,026 million), an increase of 10% YoY. A gross profit margin was at 60%, a decrease compared to the same period last year (9 months 2023: 61%) essentially because of the major renovation of Centara Grand Mirage Beach Resort Pattaya and Centara Karon Resort Phuket, together with softened performance of resorts in the Maldives. The hotel business had an EBITDA of Baht 2,748 million (9 months 2023: Baht 2,341 million) and the EBITDA margin was at 34%, an improvement YoY (9 months 2023: 33%), mainly driven by the first full year operation of Centara Grand Hotel Osaka, and continuous growth of hotels in Thailand. The hotel business had a Net profit of Baht 684 million, a growth of 46% YoY (9 months 2023: Baht 469 million).

2.2.2 Food Business

Operating Results - Food Business Q3/2024

Same Store Sales (SSS) Growth %	Q3/2024	Q3/2023	Q2/2024
Top 4 brands	2%	0%	3%
Other brands - Excluding Joint Ventures' and "The Terrace" under management	1%	-3%	-1%
Average - Excluding Joint Ventures' and "The Terrace" under management	2%	0%	2%
Total Average - Excluding Café Amazon Vietnam	2%	0%	2%

Total Systems Sales (TSS) Growth %	Q3/2024	Q3/2023	Q2/2024
Top 4 brands	6%	5%	7%
Other brands - Excluding Joint Ventures' and "The Terrace" under management	-6%	-5%*	-5%
Average - Excluding Joint Ventures' and "The Terrace" under management	4%	4%	6%
Total Average - Excluding Café Amazon Vietnam	10%	6%	10%

*Revised number

Number of QSR Outlets	Q3/2024	Q3/2023	Q2/2024
KFC	336	329	338
Mister Donut	452	462	458
Auntie Anne's	231	217	231
Ootoya	52	45	50
Pepper Lunch	49	49	50
Cold Stone Creamery	17	16	15
The Terrace	3	5	4
Chabuton	14	15	14
Yoshinoya	21	27	24
Tenya	10	12	12
Katsuya	55	60	58
Aroi Dee	0	21	0
Kowlune	1	1	1
Arigato	3 ⁽¹⁾	206 ⁽¹⁾	209 ⁽¹⁾
Grab Kitchen by Every Food	2	16	3
Kiani	1	-	1
Joint ventures' brands			
Salad Factory ⁽²⁾	44	35	41
Brown Café	3	8	4
Café Amazon - Vietnam ⁽²⁾	25	22	24
Som Tum Nua	10	6	8
Shinkanzen Sushi ⁽²⁾	67	50	64
Total – Thailand	1,371	1,580	1,585
Grand Total	1,396	1,602	1,609
Grand Total – Retrospective Adjusting Arigato's outlets	1,396	1,399	1,403

⁽¹⁾ From Q3/2024, company does not count number of outlets of Arigato that are inside of the Mister Donut outlet separately. For Arigato outlets, which are outside Mister Donut (standalone), are in a total of 3 outlets

⁽²⁾ Presented as Joint ventures in Financial Statement

Food Business (in Baht Million)	Q3/2024	Q3/2023	% Changes YoY	Q2/2024	% Changes QoQ
Sales Revenues	3,169	3,054	4%	3,351	-5%
Total Revenues (including other income)	3,180	3,083	3%	3,393	-6%
Gross Profit	1,691	1,661	2%	1,836	-8%
% Gross Profit Margin	53%	54%	-1% pts	55%	-2% pts
EBITDA	684	559	22%	626	9%
% EBITDA Margin	22%	18%	4% pts	18%	4%
Depreciation and Amortization	483	396	22%	437	11%
Finance Costs	19	9	111%	14	36%
Net Profit	144	128	13%	134	7%
% Net Profit Margin	5%	4%	1% pts	4%	1% pts

- For performance Q3/2024, the food business achieved Total Revenues of Baht 3,180 million, an increase of Baht 97 million (or an increase of 3% YoY). The Same Store Sales (SSS) growth - Excluding Joint Ventures' and "The Terrace" under management improved YoY to 2% (Q3/2023: 0%) and Total System Sales (TSS) growth - Excluding Joint Ventures' and "The Terrace" under management was stable at 4% YoY. The revenue growth was mainly driven by Mister Donut, Auntie Anne's, Ootoya, and Pepper Lunch.
- At the end of Q3/2024, the company had in total of 1,396 outlets (including Joint Venture brands in Thailand and Overseas), which dropped 206 outlets compared to Q3/2023 (a drop of 213 outlets compared to Q2/2024) because of a change in counting the number of outlets. Arigato's outlets, located in Mister Donut's (shop-in-shop), will be counted as 1 outlet, rather than 2 outlets, remaining only three standalone outlets. Therefore, using the same standard of counting the number of outlets, the total number of outlets in Q3/2023 would be 1,399, which was stable compared to Q3/2024. Most of the outlet expansion was driven by Shinkanzen Sushi (+17), Auntie Anne's (+14), Salad Factory (+9), Ootoya (+7) and KFC (+7). However, the company closed the outlets of "Aroi Dee" (-21) and "Grab Kitchen by Every Food" (-14), whose major revenue was from delivery, which currently reports a significant slow-down in growth. The purpose of outlet closure is to improve the profitability of the business.
- In Q3/2024, The food business had a gross profit of Baht 1,691 million (Q3/2023: Baht 1,661 million), a growth of 2% YoY. While gross profit margin was at 53% of food revenue (excluding other income), a decrease YoY (Q3/2023: 54%). The food business had Earnings before Interest, Taxes, Depreciation, and Amortization (EBITDA) of Baht 684 million, an increase of 22% YoY (Q3/2023: Baht 559 million) due to %EBITDA margin increased from 18% in Q3/2023 to 22% in Q3/2024. An increase

in %EBITDA margin was mainly driven by key brands' performance, closing non-profitable outlets, and an improvement in Share of Gain - Investments (by the equity method) YoY. The food business had a Net profit of Baht 144 million, an increase of 13% YoY (Q3/2023: Baht 128 million), with an increase in %Net Profit Margin to 5% of the food revenue (Q3/2023: 4%).

- The food business's performance is somewhat seasonal but less volatile than that of the hotel business. The 2nd and 4th quarters achieved higher revenue than the 1st and 3rd quarters due to school breaks and public holidays & festivals. Normally, delivery revenue is impacted during the rainy season in the 3rd quarter. However, in Q3/2024, even though total revenue was reduced QoQ, net profit improved with a significant increase in %EBITDA margin from 18% in Q2/2024 to 22% in Q3/2024 driven by key brands' performance, an improvement on Share of Gain - Investments (by the equity method), and a positive impact from closing non-profitable outlets.

Operating Results - Food Business for 9 months 2024

Same Systems Sales (SSS) Growth %	9 months 2024	9 months 2023
Top 4 brands	2%	5%
Other brands - Excluding Joint Ventures' and "The Terrace" under management	-1%	1%
Average - Excluding Joint Ventures' and "The Terrace" under management	2%	4%
Total Average - Excluding Café Amazon Vietnam	1%	4%

Total Systems Sales (TSS) Growth %	9 months 2024	9 months 2023
Top 4 brands	6%	9%
Other brands - Excluding Joint Ventures' and "The Terrace" under management	-6%	4%*
Average - Excluding Joint Ventures' and "The Terrace" under management	4%	9%
Total Average - Excluding Café Amazon Vietnam	9%	15%

*Revised number

Food Business (in Baht Million)	9 months 2024	9 months 2023	% Changes
Sales Revenues	9,621	9,230	4%
Total Revenues (including other income)	9,717	9,336	4%
Gross Profit	5,210	5,026	4%
Gross Profit Margin %	54%	54%	0% pts
EBITDA	1,859	1,719	8%
% EBITDA Margin	19%	18%	1% pts
Depreciation and Amortization	1,313	1,250	5%
Finance Costs	44	30	47%
Net Profit	402	354	14%
% Net Profit Margin	4%	4%	0% pts

- For the performance of 9 months 2024, The food business had a total revenue of Baht 9,717 million, an increase of Baht 381 million (or a growth of 4%) YoY. The SSS growth - Excluding Joint Ventures' and "The Terrace" under management increased was 2% (9 months 2023: 4%). The TSS growth - Excluding Joint Ventures' and "The Terrace" under management was 4% (9 months 2023: 9%). The food business had a gross profit of Baht 5,210 million, a rise of 4% YoY with a gross profit margin of 54%, which was stable YoY. An EBITDA was Baht 1,859 million, a rise of 8% YoY (9 months 2023: Baht 1,719 million), with an EBITDA margin of 19% (9 months 2023: 18%). The food business had a net profit of Baht 402 million, a growth of 14% YoY (9 months 2023: Baht 354 million).

3 Financial Status

Financial Position and Cash Flows

As of September 30, 2024, the Company had Total Assets of Baht 56,537 million, an increase of Baht 2,333 million or 4% compared to the end of 2023, mainly due to a rise in Property, Plant, and Equipment of Baht 3,621 million primarily from two new resorts under construction in Maldives. In contrast, Trade and other receivables dropped by Baht 334 million, a decrease in other current financial assets of Baht 202 million, a decline of cash and cash equivalent of Baht 189 million, and a decrease in inventories of Baht 132 million, and Investment in Joint Venture drop of Baht 130 million compared to the end of 2023.

Total Liabilities were Baht 36,618 million, an increase of Baht 2,432 million or 7% compared to the end of 2023, mainly from a net increase in Long-term loans from financial institutions of Baht 1,013 million and a rise of Bank overdrafts and short-term loans from financial institutions of Baht 1,168 million compared to the end of 2023.

The Company had Total Shareholders' Equity of Baht 19,919 million, a decrease of Baht 99 million compared to the end of 2023. This was driven by Net Profit for 9 months 2024 of Baht 1,086 million, netting off dividend payment of Baht 567 million, a decrease in exchange differences on translation of financial statements in foreign currency of Baht 538 million, and a drop in non-controlling interests of the subsidiaries by Baht 80 million.

For 9 months ended of September 30, 2024, the Company had Net Cash from Operating activities totaling Baht 4,549 million, an increase of Baht 1,113 million YoY, together with Net Cash used in Investing activities of Baht 4,291 million, a rise of Baht 2,934 million (9 months 2023: Baht 1,357 million), which mainly consisted of payments to purchase property, plant, and equipment totaling of Baht 4,448 million. The Company had Net Cash used in Financing activities totaling Baht 27 million, a decrease of Baht 3,197 million (or 99%) YoY, mainly from cash paid for lease liabilities of Baht 1,144 million, dividend payment to shareholders of Baht 567 million, bank overdrafts and short-term loans from financial institutions increased by a net amount of Baht 1,171 million, long-term loans from financial institutions increased by a net amount of Baht 1,144 million

Analysis of Financial Ratios

Financial Ratios	Q3/2024	2023
Current Ratio (times)	0.5	0.5
Interest Bearing Debt / Equity (times)	1.5	1.4
Interest Bearing Debts (excluding lease liabilities) / Equity (times)	0.8	0.7

As of September 30, 2024, the Company's current ratio was stable at 0.5 times, compared to the end of 2023. Meanwhile, the Interest-Bearing Debts/Equity ratio increased to 1.5 times and Interest-Bearing Debts (excluding lease liabilities) / Equity ratio increased to 0.8 times, compared to the end of last year. The increase in gearing ratios was mostly due to a rise in loans from financial institutions. Additionally, the company has a covenant with financial institutions to maintain Interest Bearing Debts (excluding lease liabilities) / Equity not exceeding 2.0 times.

4 Factors that may impact ongoing business operations

Hotel Business: The company cautiously operates the business by adjusting sales and marketing strategies to boost revenue, closely monitoring the performance, controlling costs & expenses, focusing on operating efficiency and financial discipline. The Company is still pursuing an investment expansion plan to foster future growth with efficient capital allocation by acquiring sources of funds with optimal costs such as loans from financial institutions and debenture issuance along with financial market conditions.

- In 2024, Centara Grand Hotel Osaka, a 5-star hotel with 515 rooms, will be in the 1st full year of operation. The accounting treatment for this project is as follows:
 - Centara Osaka Japan Kabushiki Kaisha (KK): a 100% owned subsidiary and a lessee to operate the hotel. The full performance is consolidated in the consolidated financial statements.
 - Centara Osaka Tokutei Mokutei Kaisha (TMK): The Company holds 53%. It is a joint venture and the asset owner. The company will recognize the performance by the equity method in the consolidated financial statements.
- Major renovations of rooms and public areas of 2 hotels in Thailand:
 - Centara Karon Resort Phuket has been fully closed for renovation since Q3/2023 and re-opens in November 2024 with 330 rooms.
 - Centara Grand Mirage Beach Resort Pattaya with 553 rooms: The partial closure started in Q3/2023 and gradually offered new rooms from Q2/2024. Total room renovation is targeted to be completed and ready for welcoming guests early of December 2024.
- To open newly two resorts in Maldives:
 - Centara Mirage Lagoon Maldives with 145 rooms in November 2024
 - Centara Grand Lagoon Maldives with 142 rooms in Q1/2025.
 - The loss from the operation and pre-opening expenses of the two resorts are estimated at Baht 150-200 million being accounted in 2024, mostly recognized in Q4/2024.
- Major renovation plans in 2025:
 - Centara Grand Beach Resort and Villas Hua Hin, with 251 rooms, will commence partial renovation in Q2/2025; nevertheless, the hotel will still remain in operation.
 - Centara Grand Beach Resort and Villas Krabi, with 192 rooms, will be fully closed for renovation in Q2/2025.

Food Business: The food business is highly competitive because of an increase in newcomers every year. The company focuses on creating and developing new value-for-money brands and enhanced customer experiences together with finding new potential brands and expanding distribution channels to reach more customers. Additionally, the company concentrates on cost management efficiency to increase competitiveness to achieve sustainable revenue and net profit growth. In H2/2024, the company prepares for raw materials cost volatility by monitoring cost trends and negotiating with raw materials suppliers, together with finding alternative sources of raw materials, and partially engaging in forward contracts of certain key materials to reduce the risk of price volatility. The company is focusing on work efficiency by optimizing employee work schedules according to sales and using technology. Additionally, the Company

continues to close non-profit outlets and emphasizes outlet expansion and improved profitability from key brands, together with the cautious opening of new outlets by aiming at highly profitable brands. Furthermore, adjusting the business model will correspond with changes in sales and customers depending on current situations.

Plan for sustainability growth

The company has set a goal for business sustainability to reduce the impact on society and the environment by achieving Net Zero within 2050. We adjust the target to 40%, rather than the original plan of 20% reduction in greenhouse gas emissions by 2029 (compared to the base year 2019). For 9 months 2024, the company achieved 33% reducing greenhouse gas emissions compared to the base year 2019. The company installed solar-powered generators in 7 hotels to generate electricity for 1,294.63 megawatt-hours, equipped 65 charging stations for electric cars, and decreased food loss and food waste by 19.8 tons.

- Business trends for 2024:
 - Hotel Business: In 2024, the Occupancy rate (including Joint Ventures) is expected to be 70%-73%, and the Revenue per Available Room (RevPAR) to Baht 4,000 – 4,300.
 - Food Business: In 2024, The Company estimated Same-Store-Sales (excluding Joint Ventures) growth range of 1% - 3% and Total-System-Sales growth of 4%-6%, compared to the same period last year. For the outlet expansion by combining Arigato's outlets with Mister Donut's (shop-in-shop), the total number of outlets at the year-end 2024 will be stable or decrease by 2% compared to 2023. The company has closed non-profitable brands and outlets that relied on delivery, along with being cautious about outlet expansion by aiming at high profit-margin brands.

For your information accordingly;

Respectfully Yours,



(Mr. Gun Srisompong)

CFO & VP Finance and Administration