บริษัท โรงแรมเซ็นทรัลพลาซา จำกัด (มหาชน)
Central Plaza Hotel Public Company Limited
Registration No. Bor Mor Jor 212
999/99 Rama1 Road, Pathumwan
Bangkok 10330, Thailand
T +66 (0)2 769 1234
F +66 (0)2 769 1235
www.centarahotelsresorts.com

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Central Plaza Hotel Pcl. (the "Company" or "CENTEL") wishes to report the key statistics of Hotel Business Performance (Owned and Operated Hotels) for Q3/2026, with the following details:

Operating Results - Hotel Business (for owned & operated hotels) Q3/2026

Occupancy Rate (OCC) %	Total Operating Performance				
	Q3/2026	Q3/2025	% Change YoY	Q2/2026	% Change QoQ
Bangkok	82%	80%	2% pts	76%	6% pts
Upcountry	68%	63%	5% pts	67%	1% pts
Maldives	56%	47%	9% pts	53%	3% pts
• Existing Hotels	71%	63%	8% pts	68%	3% pts
• New Hotels	42%	33%	9% pts	40%	2% pts
Dubai	72%	81%	-9% pts	44%	28% pts
Japan	64%	82%	-18% pts	63%	1% pts
• Existing Hotel	77%	82%	-5% pts	86%	-9% pts
• New Hotel	41%	-	-	22%	19% pts
Thailand Average	**73%**	**69%**	**4% pts**	**70%**	**3% pts**
Total Average (Excluding Dubai)	**70%**	**68%**	**2% pts**	**67%**	**3% pts**
Total Average (Excluding Dubai and New Hotel in Japan)	**71%**	**68%**	**3% pts**	**70%**	**1% pts**
Total Average	**70%**	**69%**	**1% pts**	**65%**	**5% pts**

Note: The figures shown in the above table are unaudited.

Average Room Rate - ARR (Baht)	Total Operating Performance				
	Q3/2026	Q3/2025	% Change YoY	Q2/2026	% Change QoQ
Bangkok	4,240	4,007	6%	4,105	3%
Upcountry	4,813	4,520	6%	4,163	16%
Maldives	11,562 (USD 348)	9,998 (USD 309)	16% 13%	11,749 (USD 361)	-2% -4%
• Existing Hotels	9,057 (USD 273)	8,663 (USD 268)	5% 2%	9,027 (USD 277)	0% -1%
• New Hotels	15,260 (USD 459)	12,201 (USD 377)	25% 22%	15,771 (USD 485)	-3% -5%
Dubai	4,376 (USD 132)	5,262 (USD 163)	-17% -19%	5,403 (USD 166)	-19% -20%
Japan	5,330 (JPY 25,522)	7,355 (JPY 33,575)	-28% -24%	6,606 (JPY 32,309)	-19% -21%
• Existing Hotel	6,384 (JPY 30,572)	7,355 (JPY 33,575)	-13% -9%	7,213 (JPY 35,282)	-11% -13%
• New Hotel	1,939 (JPY 9,277)	- -	- -	2,216 (JPY 10,813)	-13% -14%
Thailand Average	**4,602**	**4,322**	**6%**	**4,142**	**11%**
Total Average (Excluding Dubai)	**5,272**	**5,133**	**3%**	**5,112**	**3%**
Total Average (Excluding Dubai and New Hotel in Japan)	**5,387**	**5,133**	**5%**	**5,164**	**4%**
Total Average	**5,178**	**5,149**	**1%**	**5,133**	**1%**

Note: The figures shown in the above table are unaudited.

Revenue per Available Room - RevPAR (Baht)	Total Operating Performance				
	Q3/2026	Q3/2025	% Change YoY	Q2/2026	% Change QoQ
Bangkok	3,488	3,222	8%	3,110	12%
Upcountry	3,290	2,843	16%	2,795	18%
Maldives	6,465 (USD 195)	4,702 (USD 145)	37% 34%	6,245 (USD 192)	4% 2%
• Existing Hotels	6,457 (USD 194)	5,425 (USD 168)	19% 15%	6,120 (USD 188)	6% 3%

Revenue per Available Room - RevPAR (Baht)	Total Operating Performance				
	Q3/2026	Q3/2025	% Change YoY	Q2/2026	% Change QoQ
• New Hotels	6,471 (USD 195)	4,067 (USD 126)	59% 55%	6,355 (USD 195)	2% 0%
Dubai	3,138 (USD 94)	4,258 (USD 132)	-26% -29%	2,385 (USD 73)	32% 29%
Japan	3,394 (JPY 16,254)	6,015 (JPY 27,458)	-44% -41%	4,185 (JPY 20,470)	-19% -21%
• Existing Hotel	4,908 (JPY 23,505)	6,015 (JPY 27,458)	-18% -14%	6,225 (JPY 30,449)	-21% -23%
• New Hotel	796 (JPY 3,806)	- -	- -	480 (JPY 2,344)	66% 62%
Thailand Average	**3,355**	**2,968**	**13%**	**2,898**	**16%**
Total Average (Excluding Dubai)	**3,677**	**3,474**	**6%**	**3,437**	**7%**
Total Average (Excluding Dubai and New Hotel in Japan)	**3,850**	**3,474**	**11%**	**3,606**	**7%**
Total Average	**3,622**	**3,560**	**2%**	**3,328**	**9%**

Note: The figures shown in the above table are unaudited.

- **Q3/2026:**

  The Revenue per Available Room (RevPAR) was Baht 3,622 in Q3/2026, increasing by 9% compared to Q2/2026, as a result of the Average Room Rate (ARR) increasing by 1% to Baht 5,178 and the Occupancy Rate (OCC) increasing from 65% to 70%. The improvement was mainly driven by the recovery of Dubai hotel, where the Occupancy Rate (OCC) increased from 44% to 72%, together with the Average Room Rate (ARR) in Thailand increasing by 11% to Baht 4,602.

  Compared to the same period last year, the Revenue per Available Room (RevPAR) in Q3/2026 increased by 2% YoY, driven by an increase in the Occupancy Rate (OCC) from 69% to 70% and the Average Room Rate (ARR) increasing by 1% YoY to Baht 5,178. This was supported by the strong performance of hotels in Thailand and the Maldives, which offset the softer performance of hotels in Dubai and Japan.

  - Bangkok: The RevPAR increased by 8% YoY to Baht 3,488, as a result of the Occupancy Rate (OCC) increasing from 80% to 82% and the Average Room Rate (ARR) increasing by 6% to Baht 4,240.

- Upcountry: The RevPAR increased by 16% YoY to Baht 3,290, as a result of the Occupancy Rate (OCC) increasing from 63% to 68% and the Average Room Rate (ARR) increasing by 6% to Baht 4,813. This reflected an improvement in both Occupancy Rate (OCC) and Average Room Rate (ARR) across the upcountry hotel portfolio compared to the same period last year. Hotels in Pattaya, Phuket and Koh Samui continued to deliver improved performance.
- Overseas:
  - Maldives: The RevPAR was Baht 6,465, increasing by 37% YoY (or increasing by 34% in USD terms), driven by an increase in Occupancy Rate (OCC) from 47% to 56% and the Average Room Rate (ARR) increasing by 16% YoY (or increasing by 13% in USD terms) to Baht 11,562. In USD terms, Total Revenue per Available Room (TRevPAR) increased by 24% YoY to USD 314, primarily driven by improved performance at the existing hotels in Maldives, as well as the improved performance of Centara Mirage Lagoon Maldives and Centara Grand Lagoon Maldives (opened in April 2025) during their ramp-up period.
    - Existing Hotels: The RevPAR was Baht 6,457, increasing by 19% YoY (or increasing by 15% in USD terms), driven by an increase in Occupancy Rate (OCC) from 63% to 71% and the Average Room Rate (ARR) increasing by 5% YoY (or increasing by 2% in USD terms) to Baht 9,057. In USD terms, TRevPAR increased by 13% YoY to USD 329.
    - New Hotels: The RevPAR was Baht 6,471, increasing by 59% YoY (or increasing by 55% in USD terms), driven by an increase in Occupancy Rate (OCC) from 33% to 42% and the Average Room Rate (ARR) increasing by 25% YoY (or increasing by 22% in USD terms) to Baht 15,260. In USD terms, TRevPAR increased by 35% YoY to USD 301.
  - Dubai: The RevPAR was Baht 3,138, decreasing by 26% YoY (or decreasing by 29% in USD terms), due to the Occupancy Rate (OCC) declining from 81% to 72% and the Average Room Rate (ARR) decreasing by 17% YoY (or decreasing by 19% in USD terms) to Baht 4,376. The hotel's performance continued to be affected by the situation in the Middle East, while operating results began to improve compared to the previous quarter, driven by staycation demand from local residents during holiday periods, which lifted the Occupancy Rate (OCC).
  - Japan: The RevPAR was Baht 3,394, decreasing by 44% YoY (or decreasing by 41% in JPY terms to JPY 16,254), as a result of the Average Room Rate (ARR) decreasing by 28% YoY (or decreasing by 24% in JPY terms) to Baht 5,330 and the Occupancy Rate (OCC) declining from 82% to 64%. This was partly due to the inclusion of the operating results of the new hotel, which diluted the overall portfolio performance.
    - Existing Hotel: The RevPAR was Baht 4,908, decreasing by 18% YoY (or decreasing by 14% in JPY terms to JPY 23,505), as a result of the Average Room Rate (ARR) decreasing by 13%

YoY (or decreasing by 9% in JPY terms) to Baht 6,384 and the Occupancy Rate (OCC) declining from 82% to 77% compared to the same period last year. This was primarily attributable to a slowdown in Chinese tourist arrivals, together with a high base effect from the corresponding period last year, which benefited from the World Expo.

- New Hotel: Centara Life Osaka, which commenced operations on 6 April 2026, remains in its ramp-up period. The RevPAR was Baht 796, with an Occupancy Rate (OCC) of 41% and an Average Room Rate (ARR) of Baht 1,939 (equivalent to JPY 9,277).

Operating Results - Hotel Business (for owned & operated hotels) for 9 months 2026

Occupancy Rate (OCC) %	Total Operating Performance		
	9 months 2026	9 months 2025	% Change
Bangkok	79%	77%	2% pts
Upcountry	73%	69%	4% pts
Maldives	61%	46%	15% pts
• Existing Hotels	75%	64%	11% pts
• New Hotels	49%	27%	22% pts
Dubai	60%	82%	-22% pts
Japan	67%	79%	-12% pts
• Existing Hotel	80%	79%	1% pts
• New Hotel	32%	-	-
Thailand Average	**75%**	**71%**	**4% pts**
Total Average (Excluding Dubai)	**72%**	**69%**	**3% pts**
Total Average (Excluding Dubai and New Hotel in Japan)	**74%**	**69%**	**5% pts**
Total Average	**71%**	**71%**	**0% pts**

Note: The figures shown in the above table are unaudited.

Average Room Rate - ARR (Baht)	Total Operating Performance		
	9 months 2026	9 months 2025	% Change
Bangkok	4,189	4,094	2%
Upcountry	5,140	5,240	-2%
Maldives	13,833 (USD 430)	11,946 (USD 359)	16% 20%
• Existing Hotels	11,336 (USD 352)	11,764 (USD 352)	-4% 0%

Average Room Rate - ARR (Baht)	Total Operating Performance		
	9 months 2026	9 months 2025	% Change
• New Hotels	17,175 (USD 534)	12,399 (USD 376)	39% 42%
Dubai	5,627 (USD 175)	6,688 (USD 201)	-16% -13%
Japan	6,034 (JPY 29,418)	8,008 (JPY 35,701)	-25% -18%
• Existing Hotel	6,633 (JPY 32,358)	8,008 (JPY 35,701)	-17% -9%
• New Hotel	2,031 (JPY 9,785)	- -	- -
Thailand Average	**4,811**	**4,845**	**-1%**
Total Average (Excluding Dubai)	**5,765**	**5,670**	**2%**
Total Average (Excluding Dubai and New Hotel in Japan)	**5,828**	**5,670**	**3%**
Total Average	**5,753**	**5,798**	**-1%**

Note: The figures shown in the above table are unaudited.

Revenue per Available Room - RevPAR (Baht)	Total Operating Performance		
	9 months 2026	9 months 2025	% Change
Bangkok	3,302	3,139	5%
Upcountry	3,729	3,591	4%
Maldives	8,497 (USD 264)	5,469 (USD 164)	55% 61%
• Existing Hotels	8,522 (USD 265)	7,505 (USD 225)	14% 18%
• New Hotels	8,475 (USD 263)	3,334 (USD 101)	154% 160%
Dubai	3,356 (USD 104)	5,512 (USD 166)	-39% -37%
Japan	4,041 (JPY 19,700)	6,308 (JPY 28,123)	-36% -30%
• Existing Hotel	5,331 (JPY 26,005)	6,308 (JPY 28,123)	-15% -8%

Revenue per Available Room - RevPAR (Baht)	Total Operating Performance		
	9 months 2026	9 months 2025	% Change
• New Hotel	643 (JPY 3,100)	- -	- -
Thailand Average	**3,589**	**3,446**	**4%**
Total Average (Excluding Dubai)	**4,162**	**3,937**	**6%**
Total Average (Excluding Dubai and New Hotel in Japan)	**4,300**	**3,937**	**9%**
Total Average	**4,077**	**4,106**	**-1%**

Note: The figures shown in the above table are unaudited.

- **9 months 2026:**

The RevPAR decreased by 1% YoY to Baht 4,077, as a result of the Average Room Rate (ARR) decreasing by 1% YoY to Baht 5,753, while the Occupancy Rate (OCC) remained stable at 71% compared to the same period last year.

- Bangkok: The RevPAR increased by 5% YoY to Baht 3,302, due to an increase in Occupancy Rate (OCC) from 77% to 79% and the Average Room Rate (ARR) increasing by 2% YoY to Baht 4,189.
- Upcountry: The RevPAR increased by 4% YoY to Baht 3,729, due to an increase in Occupancy Rate (OCC) from 69% to 73%, while the Average Room Rate (ARR) decreased by 2% YoY to Baht 5,140.
- Overseas:
  - Maldives: The RevPAR increased by 55% YoY to Baht 8,497 (or increased by 61% in USD terms), driven by an increase in Occupancy Rate (OCC) from 46% to 61% and the Average Room Rate (ARR) increasing by 16% YoY to Baht 13,833 (or increased by 20% in USD terms). In USD terms, TRevPAR increased by 48% YoY to USD 403.
    - Existing Hotels: The RevPAR increased by 14% YoY to Baht 8,522 (or increased by 18% in USD terms), driven by an increase in Occupancy Rate (OCC) from 64% to 75%, while the Average Room Rate (ARR) decreased by 4% YoY (and remained flat in USD terms). In USD terms, TRevPAR increased by 14% YoY to USD 409.
    - New Hotels: The RevPAR increased by 154% YoY to Baht 8,475 (or increased by 160% in USD terms), driven by an increase in Occupancy Rate (OCC) from 27% to 49% and the Average Room Rate (ARR) increasing by 39% YoY (or 42% in USD terms). In USD terms, TRevPAR increased by 120% YoY to USD 399.
  - Dubai: The RevPAR was Baht 3,356, decreasing by 39% YoY (or decreasing by 37% in USD terms), due to the Occupancy Rate (OCC) declining from 82% to 60% and the Average Room

Rate (ARR) decreasing by 16% YoY to Baht 5,627 (or decreasing by 13% in USD terms). The decline was mainly attributable to the ongoing situation in the Middle East.

- Japan: The RevPAR was Baht 4,041, decreasing by 36% YoY, as a result of the Average Room Rate (ARR) decreasing by 25% YoY to Baht 6,034 (or decreasing by 18% in JPY terms) and the Occupancy Rate (OCC) declining from 79% to 67%. In JPY terms, RevPAR decreased by 30% YoY to JPY 19,700.
    - Existing Hotel: The RevPAR was Baht 5,331, decreasing by 15% YoY, as a result of the Average Room Rate (ARR) decreasing by 17% YoY (or decreasing by 9% in JPY terms), while the Occupancy Rate (OCC) increased from 79% to 80%. In JPY terms, RevPAR decreased by 8% YoY to JPY 26,005.
    - New Hotel: The new hotel remains in its ramp-up period. The RevPAR was Baht 643, with an Occupancy Rate (OCC) of 32% and an Average Room Rate (ARR) of Baht 2,031 (equivalent to JPY 9,785).