



**PROPERTY  
DEVELOPMENT  
& INVESTMENT**  
A Member of Central Group

# Central Pattana Plc.

Property Development and Investment

MEMBER OF

**Dow Jones  
Sustainability Indices**

In Collaboration with RobecoSAM 



**Central Marina, Pattaya**  
*Re-launched on 19 December 2016*









**CEO FORUM 2017**  
10 January 2017

# CPN's Vision & Growth Aspiration

## VISION

To be the most admired and dynamic regional retail property developer with world-class rewarding experience

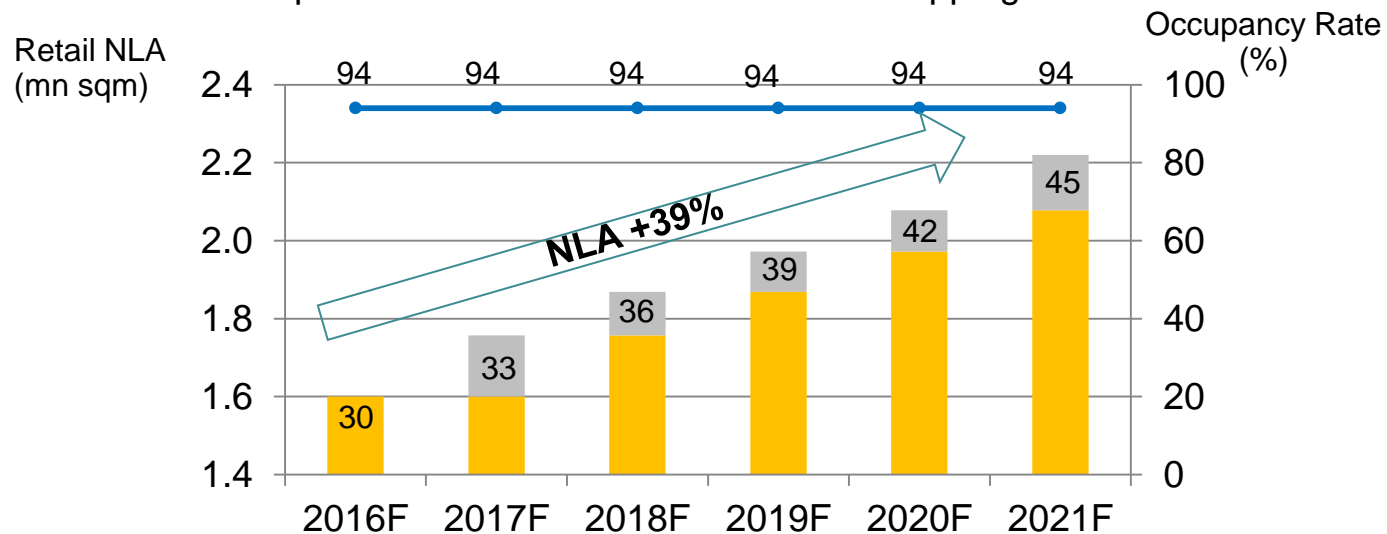
## Mixed-use Project Development

Malls	Other related business			Property funds	
	Residential	Commercial	Hotel	CPNRF	CPNCG
 <p><b>RETAIL PROPERTIES</b></p> <ul style="list-style-type: none"> <li>1 centralw<sup>o</sup>rld</li> <li>22 centralplaza</li> <li>6 centralfesti<sup>v</sup>al</li> <li>1 centralmarina</li> </ul>	 <p><b>RESIDENTIAL PROPERTIES</b></p> <ul style="list-style-type: none"> <li>1 Residence Central City Residence @ Bangna</li> </ul>	 <p><b>OFFICE PROPERTIES</b></p> <ul style="list-style-type: none"> <li>7 Office Buildings               <ul style="list-style-type: none"> <li>• Lardprao</li> <li>• Pinklao Tower A</li> <li>• Pinklao Tower B</li> <li>• Bangna</li> <li>• CentralWorld Tower</li> <li>• Chaengwattana</li> <li>• Rama9</li> </ul> </li> </ul>	 <p><b>HOTEL PROPERTIES</b></p> <ul style="list-style-type: none"> <li>2 Hotels               <ul style="list-style-type: none"> <li></li> <li></li> </ul> </li> </ul>	 <p>27% in CPNRF</p>	 <p>25% in CPNCG</p>
				<p>CPNRF: RM2, RM3, PKO, CMA, Pinklao Tower A&amp;B</p>	<p>CPNCG: The Offices @ CentralWorld</p>

# CPN 5-year Target

5 year target : top line growth of 14 - 15% CAGR for 2017-2021

Shopping mall is still CPN's core business with revenue contribution more than 90%. Other mixed-use components is an incremental value to shopping mall.



No. of Malls	2016F	2017F	2018F	2019F	2020F	2021F
Domestic	30	33	35	38	41	44
Overseas			1	1	1	1
NLA (mn sqm)	1.60	1.76	1.87	1.97	2.08	2.22
Residential			3	6	9	12
Other mixed-use				1-3 projects		

# Additional CAPEX to drive future growth

CAPEX will continue to focus on core business

(THB bn)	FY2016	'17F	'18F	'19F	'20F
Under construction	6.0	8.0	5.8	2.1	0.5
Enhancement	2.7	2.5	2.6	1.9	1.4
Potential	0.0	5.1	4.4	9.1	12.5
<b>Total Malls</b>	<b>8.7</b>	<b>15.6</b>	<b>12.8</b>	<b>13.1</b>	<b>14.4</b>
Residential	0.5	1.7	2.6	3.2	3.5
<b>Total Capex</b>	<b>9.2</b>	<b>17.3</b>	<b>15.5</b>	<b>16.2</b>	<b>17.8</b>

# 2017 Strategic Directions

“Smart Development & Sustainable growth toward mixed-use development”

## SMART DEVELOPMENT

### 1. Shopping mall business:

- New malls
- Asset Enhancement
- New Formats & Concepts
- Space utilization

### 2. Mixed-use development

- Residential development

High growth potential in 2018 is expected, driven by new malls, AEI, and Residential properties.

### 3. Acquiring land bank both domestic and overseas & seeking for acquisition opportunities

	2017	2018	2019
<b>New Malls</b>	CentralPlaza <b>Nakhon Ratchasima</b> CentralPlaza <b>Mahachai</b> Central <b>Phuket</b>	Central <b>i-City</b> 2 Unannounced Malls	3 projects
<b>Enhanced Malls</b>	Central <b>World</b> CentralPlaza <b>Rama 3</b> CentralPlaza <b>Rama 2</b> CentralPlaza <b>Chiangmai Airport</b> CentralFestival <b>Phuket 1</b>	2 - 3 projects	2 - 3 projects
<b>Condominium</b>		Escent <b>Chaingmai, Khonkaen, Rayong</b>	3 approved projects

## Funding

- CAPEX ≈ THB 17.0 bn (Operating Cash Flow THB 15.0 – 16.0 bn)
- REIT SETUP: Alternative source of funding
  - Finished by 2Q17-3Q17
  - New asset injection under study

## Financial

### 2017 Guidance:

- Top-line growth +6-8%
- Maintain Gross Margin and EBITDA margin at high level

## Operation

- **Cost efficiency improvement**
- **Tenants Management**
- **Customers Experiences**
- **Space utilization efficiency management**
- **Online social community**

## CG & SD

- Increase DJSI score
- Focus on ESG toward 3 Concentration areas
  - Education program
  - Reduction in Carbon Footprint
  - Community centrality

# Q&A