



**CENTRAL  
PATTANA**

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

# **CENTRAL PATTANA** Public Company Limited POA 2021 Conference by DBS Vickers Securities



January 8, 2021



Virtual Meeting

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# Agenda

**1. Company Overview**

**2. Business Updates & Outlook**

**3. Appendices**

# Company Overview



# Central Pattana at a Glance



Company  
Overview



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CENTER  
OF LIFE

A top regional retail-led diversified property developer

**34** Retail Projects

centralplaza centralwOrld centralcity  
centralfestival CENTRAL PHUKET CENTRALVILLAGE  
BANGKOK OUTLET EXPERIENCE

**10** Office Buildings

Hilton PATTAYA CENTARA  
HOTEL & CONVENTION CENTRE  
UDON THANI

**2** Hotels Projects

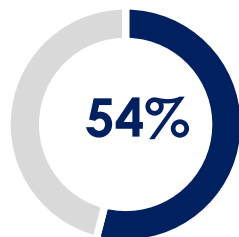
**15** Residential Projects

ESCENT Phyll NIRA TI  
PHAHOL 34 NIYHAM  
ESCENT VILLE BOKOMKACHACHONHANI NINYA

Solid financial performance and robust  
capital structure to support growth



9M20 total revenue  
88% of which from  
rent-based businesses

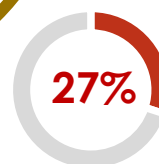


9M20 EBITDA margin  
contributes to strong  
operating cash flow

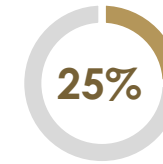


9M20 Net Debt/Equity  
signifies low gearing to  
support investments

Strategic investments in REIT and Prop. Fund  
as well as business collaboration



**CPNREIT**  
10 projects includes  
Retail, Office and  
Hospitality



**CPNCG**  
CPN Commercial Growth Leasehold Property Fund  
The Offices at  
CentralWorld

G LAND Grab  
MITSUBISHI  
ESTATE ASIA  
COMMON  
GROUND TRISHUM

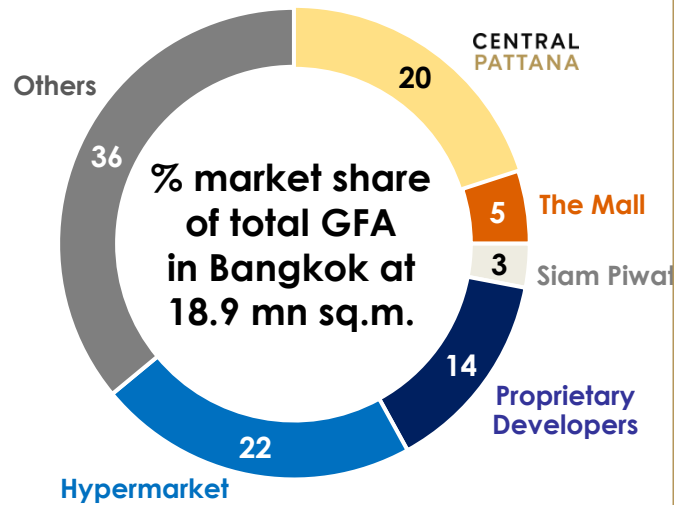
Note: Information as of November 30, 2020 ; Projects include those managed by Grand Canal Land plc (GLAND), a subsidiary of Central Pattana

\*\*Includes CPNREIT retail space

# Market leadership in BMA and dominant player in provincial area

Highly accessible location, concept matched the surrounding area with key tenant magnets

## Competition in BMA

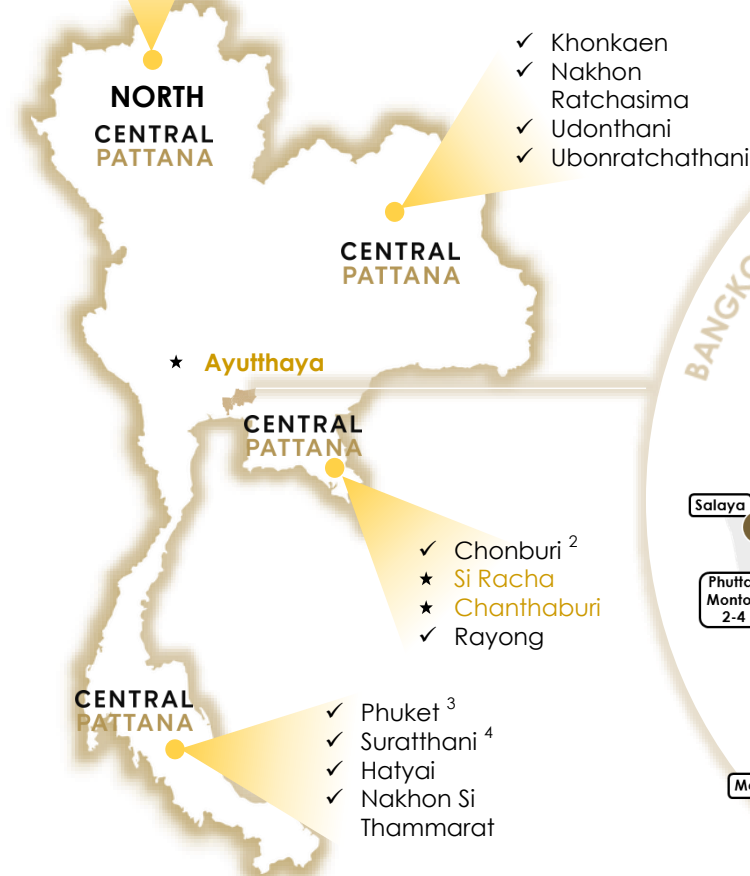


- ✓ Chiangmai<sup>1</sup>
- ✓ Chiangrai
- ✓ Lampang
- ✓ Phitsanulok

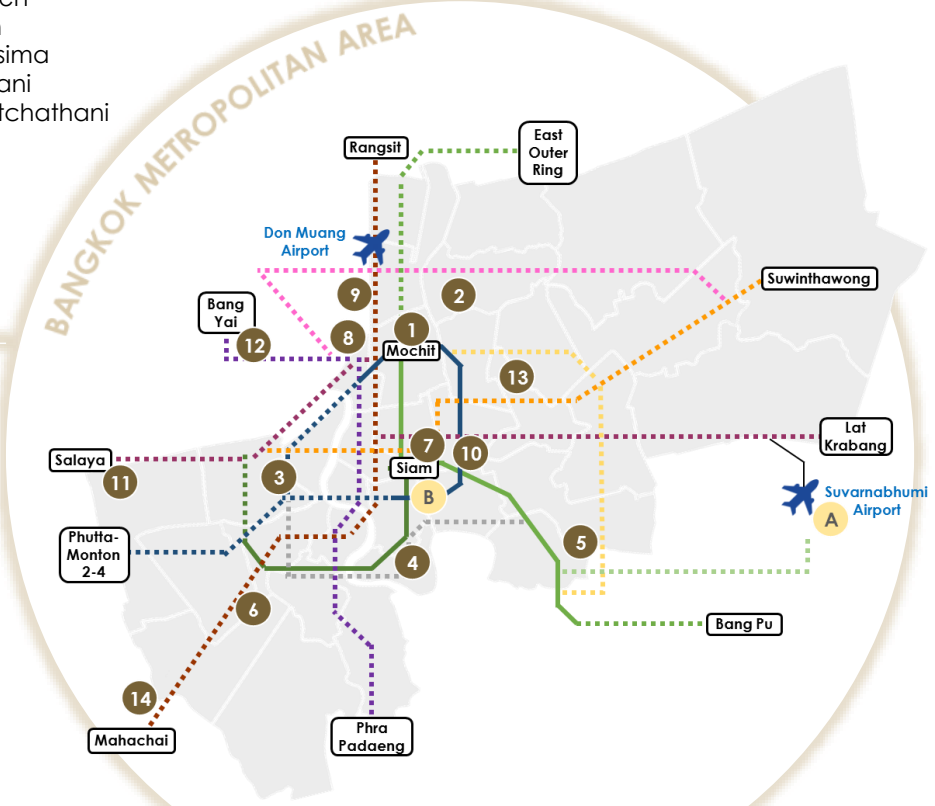
✓ Completed Projects

★ Future Projects

Logo = Locations with CPN's presence



- Central Pattana's shopping malls in BMA and UPC located in strategic location adjacent to mass transit where shoppers can highly accessible.



### Note:

Bangkok Metropolitan Area include operational shopping malls, namely at 1) Lardprao ; 2) Ramindra ; 3) Pinklao ; 4) Rama 3 ; 5) Bangna ; 6) Rama 2 ; 7) CentralWorld ; 8) Rattanathibet ; 9) Chaengwattana ; 10) Grand Rama 9 ; 11) Salaya ; 12) WestGate ; 13) EastVille ; 14) Mahachai, and announced future projects, namely at A) Central Village and B) Dusit Central Park

1. Chiangmai includes 2 shopping malls: CentralPlaza Chiangmai Airport and CentralFestival Chiangmai
2. Chonburi includes 3 shopping malls: CentralMarina, CentralFestival Pattaya Beach and CentralPlaza Chonburi
3. Phuket includes 2 shopping malls: Central Phuket Floresta and Central Phuket Festival (both under the same complex "Central Phuket")
4. Suratthani includes 2 shopping malls: CentralPlaza Suratthani and CentralFestival Samui

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# Strong Support from Major Shareholders

## Central Group's leadership in retail and lifestyle experiences

💡 Serve as effective traffic magnets into CPN's properties through widely recognized brands with over 7 decades presence in Thailand.



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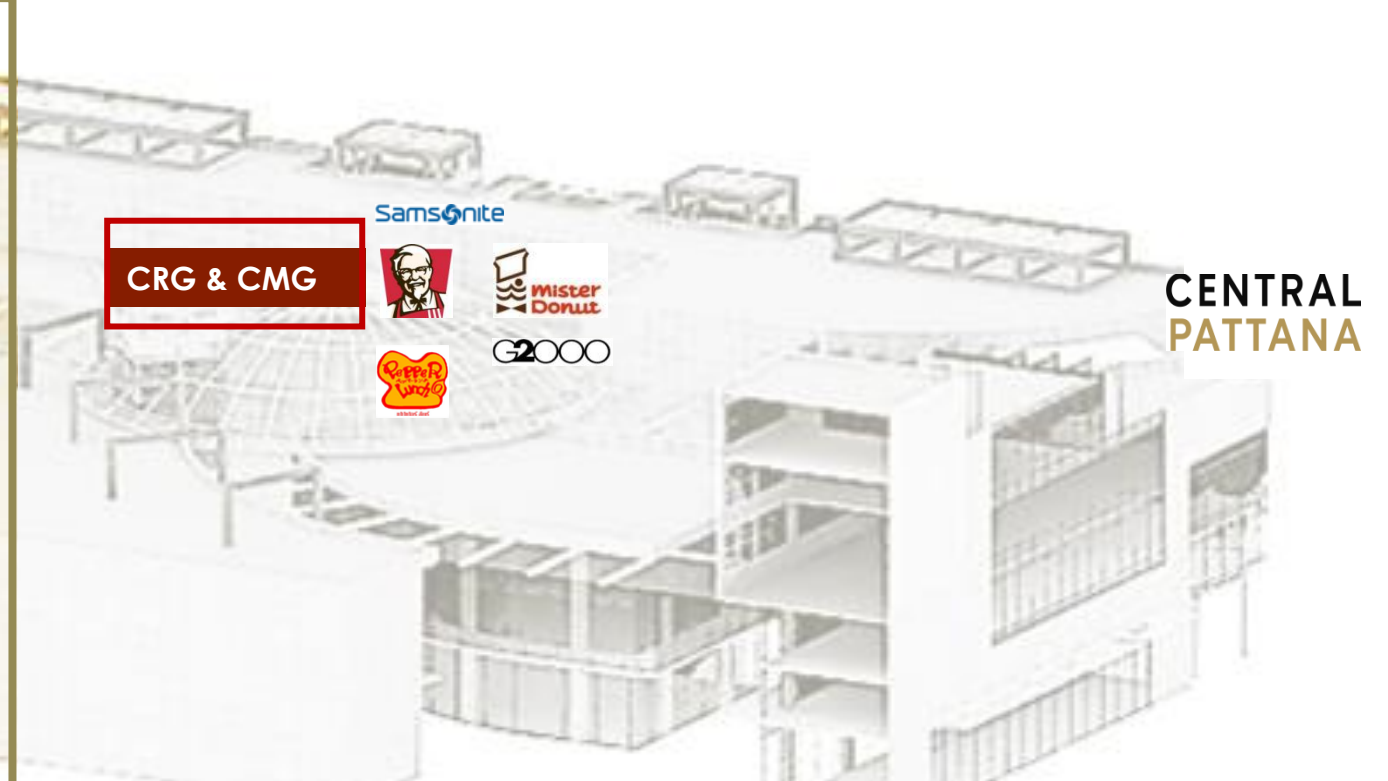
# Development & Management Structure

## Joint - developer Area



- ❖ Central Group - department store & Bus invest their own structure and assets
- ❖ Invest in their own structure and assets
- ❖ Shares cost of landscaping and surrounding facilities

## CPN Developed & Managed Area



12%

**CRG & CMG**

88%

**Third Party Tenants**

- Comprises anchor and assorted tenants
- Standard contractual and pricing terms
- Enables optimum tenant mix at each location

Note: CRG = Central Restaurant Group ; CMG = Central Marketing Group



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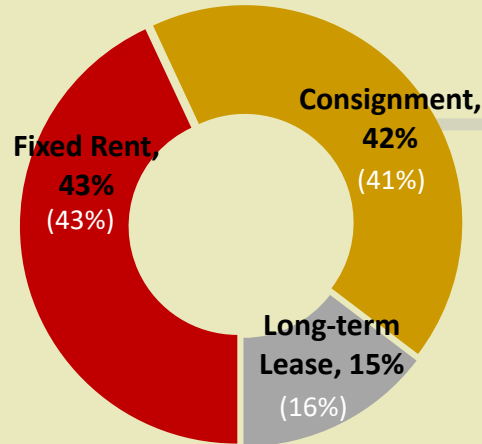


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# Rental Contract Structure<sup>1</sup>

Robust contract structure with potential upside from expiring long-term leases



## Revenue Sharing with minimum guarantee

- International fashion brands
- Food chain & international F&B brands
- Cinema
- Food kiosks

## Fixed Rent :

Mainly adopted by local / small-size retailers, banks / financial services technology service providers and most specialty shops.

## Consignment :

Mainly adopted by international brands (e.g., fast fashion, café / restaurant / fine dining chains, etc.), cinemas, and food kiosks.

## Long-term contracts :

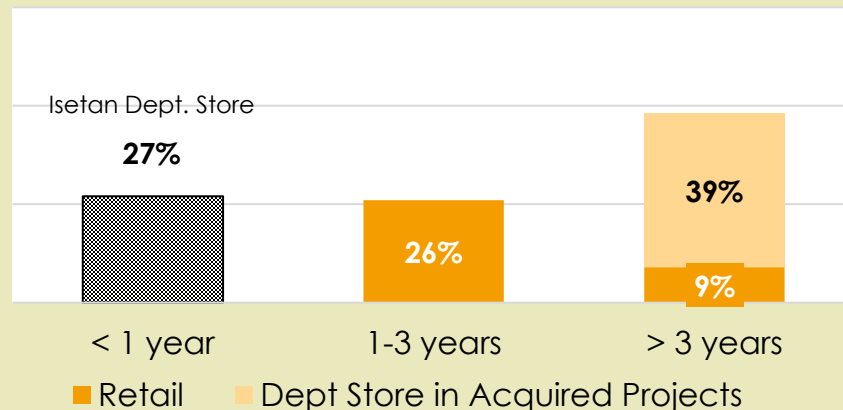
More than 50% are long-term leases (already paid upfront), which will expire in the next several years and presents considerable upside upon renewal.

## Rental rate upside

- Rental rate aggregation 3-5%/year for Fixed Rent contract
- Upside from revenue sharing with minimum guaranteed rate aggregate 3-5%/year same as Fixed Rent contract
- Approximately +10% rental rate reversion after major renovation
- Upside from LT lease expiration schedule (opportunity reallocate to ST contract).

## % Long-term lease expiration schedule<sup>2</sup>

ISETAN contract expired in 2020, CPN is on process of procure new tenants.



Source: Company estimate as of September 30, 2020

(1) Percentage based on occupied area.

(2) Based on total long-term lease area of 132,071 sq.m. with less than 5% rental income contribution.

# Dedication towards sustainable development



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## Central Pattana Sustainable Development Highlights

### Business Collaboration

Deliver new experiences and value  
with capable business leaders

Dusit Thani  
HOTELS & RESORTS



COMMON  
GROUND



TRIRUM  
THE MYTHICAL  
THREE WORLDS

aquaria  
PHUKET THAILAND  
an ocean of myth and legend

### Transparent and Integrity towards general public



The only Thai real estate  
company selected to DJSI



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### Highly satisfied customers

Creating destinations for every customer  
with unique lifestyle and interests



Food Destination



Family Destination



Fashion Destination



Sports Destination

### Educated Tenants



central  
Life CENTRAL  
PATTANA

CPN Lead & SME marketplace

### Environmentally friendly business operator

Platinum LEED certification for  
foodwOrld at CentralWorld



Energy conservation initiatives  
(e.g., solar rooftop, LED lighting)



Green area within CPN properties

Highly satisfied all stakeholders

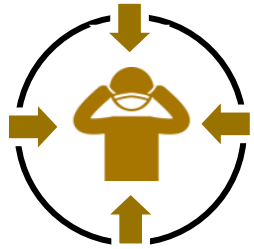
# **Business updates & outlook**



# 3Q20 Key Highlights



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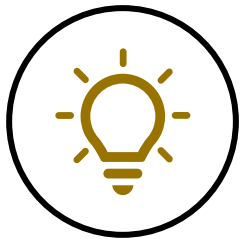


New Normal  
"Center of Life"

## Reiterating Central's Safety and Hygiene Plan



## Signature events to maintain customer engagement



New Destinations &  
Attractions

## Apple Store @ CentralwOrld



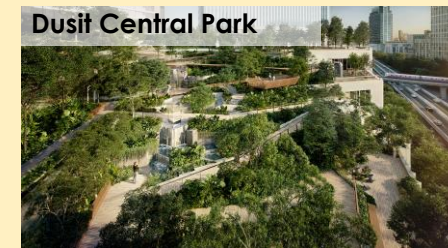
## Farewell Isetan & welcome new tenants



## New residential project launches



## Progressing with landmark projects



Building on Mixed-use  
Development



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# COVID-19 Timeline and Mall Operational Updates

Adaptation of “New Normal” lifestyles help boosting better-than-expected recovery



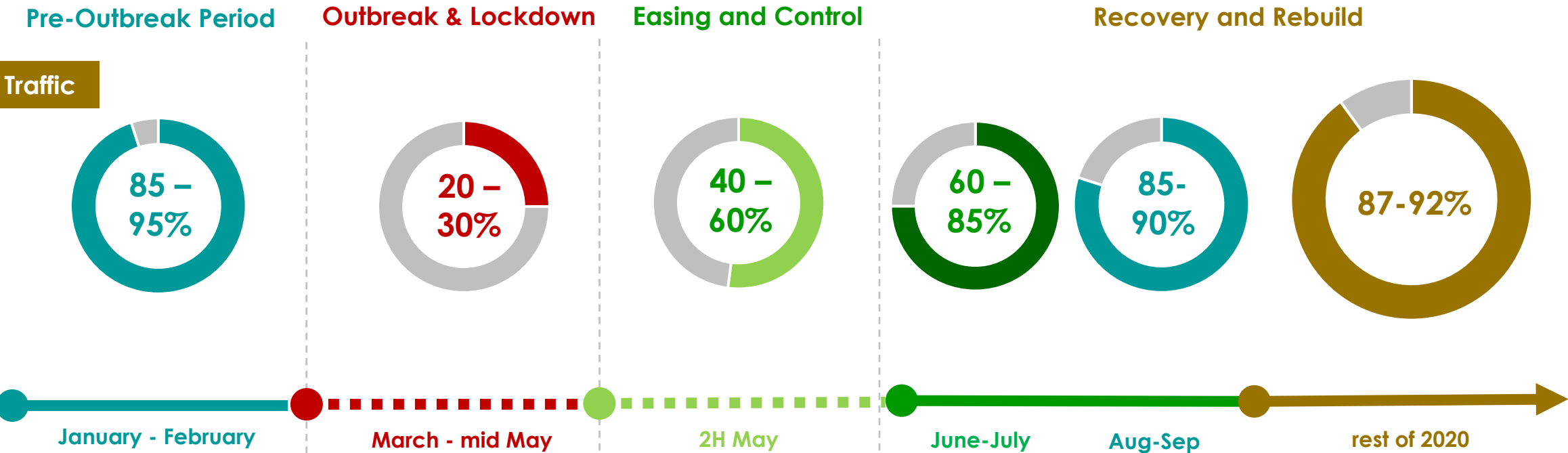
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% Average rental discount to tenants	1H20 (incl. lockdown period)	3Q20	Rest of the year
	30-50% 100% (during closure period)	Below 30%	Circumstantial

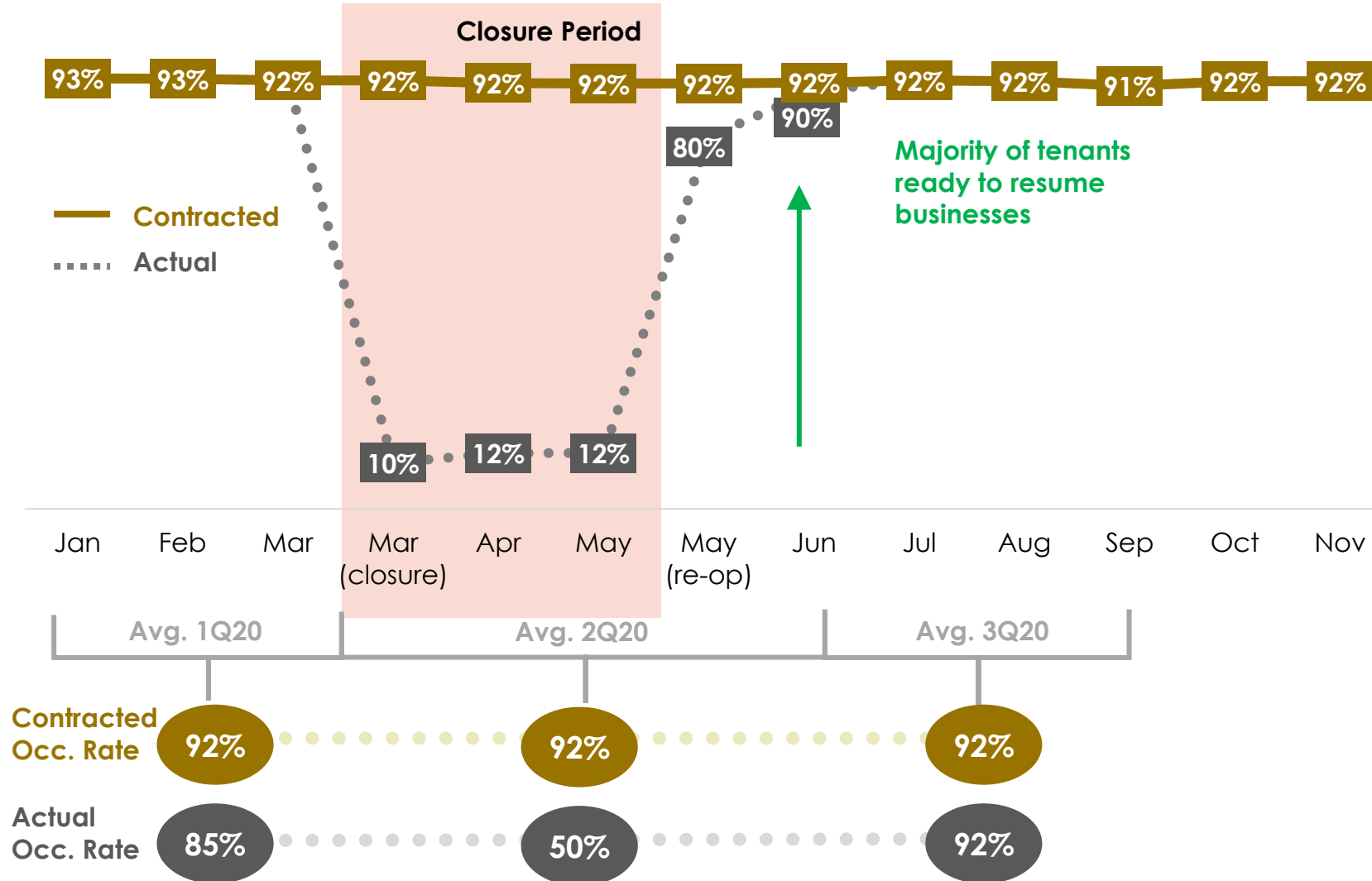
Note: % of normal levels, figures as of November 30, 2020

# Sustained occupancy rate post-lockdown

Nearly every tenant have re-opened and area fit-out for new brands are underway

## Actual vs. Contracted Occupancy Rate during and post-lockdown

Includes area under Central Pattana and CPNREIT



Businesses operate as normal as tenant sales improve with increasing confidence



CENTRAL EATS DELIVERY & DRIVE THRU

Continue to utilize additional service and communication channels (online + offline)



Support provided to tenants with ample flexibility in contract renewal terms and conditions



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# Residential Development Pipeline

Solid backlog and strong project line-up and demand begins to recover

## Launched in 1H20

ESCENT TOWN  
PHITSANULOK



NINYA  
KALLAPAPRUEK



## New residential project launches in 3Q/4Q 2020

NIRATI  
CHIANGRAI



NIRATI  
BANGNA



Format:	Single-detached House
Price Range:	4 - 9 MTHB/unit
Total Units:	183 (all phases)
Total Value:	~1,000 MTHB
Open for Sale:	October 2020
Nearest mall:	Central Chiangrai (4 km)

Format:	Single-detached House
Price Range:	6 - 10 MTHB/unit
Total Units:	156 (all phases)
Total Value:	~1,100 MTHB
Open for Sale:	November 2020
Nearest mall:	Central Village (12 km)

## Backlog and expected transfers in 2020



\* Distance between residential project and the closest shopping mall is within a 5-km radius



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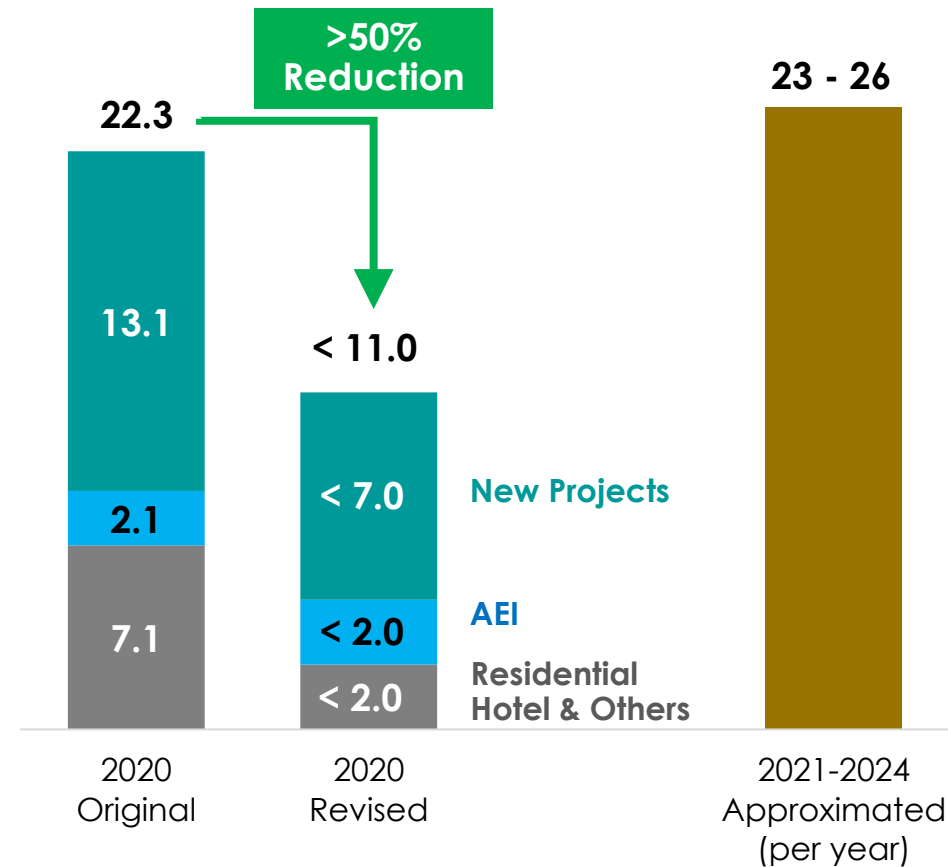
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# Update on Investment Plan

2020 CAPEX reduction in motion with little impact to long-term growth momentum

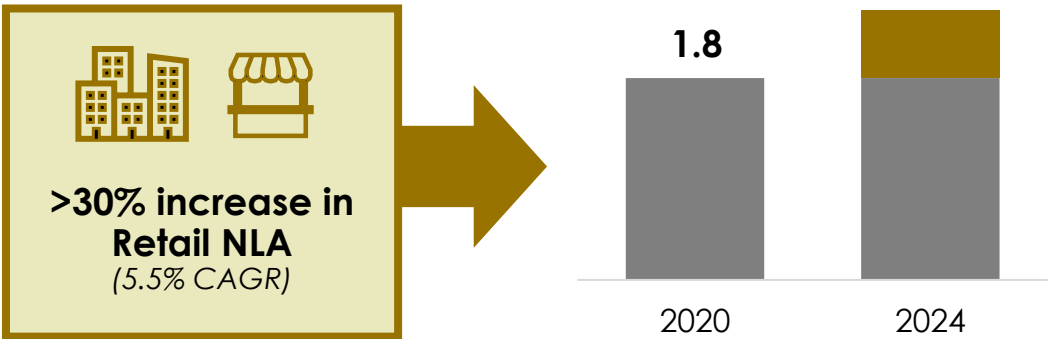
## More than 10 bn THB CAPEX to be reduced and deferred to subsequent years

Unit: bn THB



## Abundance of future project pipeline with ample flexibility to maintain long-term growth

Unit: mn. sq.m. NLA



## Announced projects are proceeding as scheduled

### No. of New Projects up to 2024 (Revised)

	Original Plan	Latest Update
Retail <i>(incl. Intl')</i>	15 - 17	12 - 14
Offices	2	1 - 2
Hotels	10	5 - 6
Residential	>30	15 - 20

Note: Information based on the Company's latest projection and are subject to change upon the development of external situations



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# On track to meet 2020 full-year guidance

Revenue recovery momentum and cost reduction initiatives to sustain going forward

## Performance Recap and Outlook for 2020

% change vs. 2019 except for margins	9M20 Actual	FY20 Guidance
<b>Total Revenue</b>	<b>-28%</b>	<b>-25% to -20%</b>
<b>Rental &amp; Services Revenue</b> (~88% of revenue)	<b>-27%</b>	<b>-25% to -20%</b>
<b>Rental &amp; Services Gross Profit Margin</b>	<b>39%</b>	<b>38% to 42%</b>
<b>SG&amp;A to Revenue Ratio</b>	<b>18.5%</b>	<b>18% to 19%</b>
<b>EBITDA Margin</b>	<b>54%</b>	<b>&gt;50%</b>

## Near/Medium Term Outlook



### Embrace the New Normal

- Continue safety and hygiene measures
- Accelerate online engagement & services
- Strengthen offline value proposition to customers and deliver unique O2O experience



### Maintain operating efficiencies

- Sustain cost saving initiatives without compromising quality of services
- Adopt new technology and digitized services to improve customer experience



### Keep pace with long-term growth plan

- Progress on development of new projects and asset enhancement initiatives
- Prudent review of new project funnel to capitalize on demand recovery in the horizon



### Collaborate & co-create with partners

- Explore new business opportunities to support growth foundation of core business
- Engage with stakeholders and communities to develop and grow hand-in-hand

Note: Excludes non-recurring items and TFRS impact  
Information based on the Company's latest projection and are subject to change upon the development of external situations



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**Thank you for your kind attention!**

**For more information, please contact:**  
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## **Appendices: 3Q20 & 9M20 Financial Performance**

# 3Q20 & 9M20 Financial Performance

Revenues and profits have recovered as the situation continues to improve domestically



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## Key Financial Performance and Ratios\*\*\*

Unit: THB mn	3Q19	2Q20	3Q20	YoY%	QoQ%	9M19	9M20	YoY%
Total Revenue	9,413	3,613	<b>7,440</b>	-21.0%	105.9%	27,285	<b>19,623</b>	-28.1%
Gross Profit	4,531	162	<b>3,216</b>	-29.0%	1885.5%	13,261	<b>7,314</b>	-44.8%
Operating Profit	3,259	-698	<b>2,365</b>	-27.4%	438.9%	9,560	<b>4,627</b>	-51.6%
Net Profit	2,816	-611	<b>1,973</b>	-29.9%	423.0%	8,154	<b>3,864</b>	-52.6%
EPS (THB/share)	0.63	-0.14	<b>0.44</b>	-0.19	0.58	1.82	<b>0.86</b>	-0.95
Gross Profit Margin	49.8%	4.7%	<b>44.9%</b>	-4.9%	40.2%	50.3%	<b>38.9%</b>	-11.4%
EBITDA Margin	52.0%	32.8%	<b>59.0%</b>	7.0%	26.2%	52.4%	<b>53.6%</b>	1.2%
SG&A to Revenue	17.4%	29.9%	<b>15.6%</b>	-1.7%	-14.3%	17.5%	<b>18.5%</b>	1.0%
Net D/E Ratio	0.45x	0.55x	<b>0.53x</b>	+0.08x	-0.03x	0.45x	<b>0.53x</b>	+0.08x

\* Central Phuket, which includes the Floresta and Festival buildings, is counted as 1 project  
 \*\* Includes area transferred to CPNREIT and CPNCG  
 \*\*\* Excludes non-recurring items and impact from TFRS16

## Key Highlights

Total revenue was revamp QoQ majority from rental & services business due to a lower rent discount provided in-line with traffic and tenant's sales performance recovery.

Food center services revenue also recovered QoQ after fully operated. Hotel revenue has returned after lockdown. Residential revenue was performed in-line with target from unit transferred of existing project and new project launched.

The Company continues to implement an effective cost management and prudent cost control measures to maintain its profitability throughout the year.



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# 3Q20 reconciliation from F/S to core performance

3Q20 Profit & Loss Statement reconciliation between F/S and core performance

Unit: MTHB	Per F/S	Adj. non-recurring	Excl. non-recurring	TFRS16 Impact	Core performance (excl. non-recurring and TFRS16)
Revenue from rental and services	6,792		6,792	(159)	6,633
Revenue from other businesses	526		526		526
Other Income	281		281		281
<b>Total income</b>	<b>7,599</b>	<b>0</b>	<b>7,599</b>	<b>(159)</b>	<b>7,440</b>
Cost of rental & services	3,354		3,354	234	3,588
Cost of other businesses	355		355		355
Administrative expenses	1,044	119	1,163		1,163
<b>Operating profit (loss)</b>	<b>2,847</b>	<b>(119)</b>	<b>2,728</b>	<b>(393)</b>	<b>2,335</b>
(+)Share of profit from invested co.	187		187		187
(+)Investment income	351		351	(321)	30
(-)Interest expense	436		436	(294)	142
(-)Income tax expense	448		448	(32)	416
(-)Minority interest	20		20		20
<b>Net profit to parent company</b>	<b>2,481</b>	<b>(119)</b>	<b>2,362</b>	<b>(388)</b>	<b>1,973</b>

Please see explanation to the non-recurring items and the impact of TFRS16 on the Management Discussion & Analysis for the financial performance of the current period as announced on the Stock Exchange of Thailand



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# 9M20 reconciliation from F/S to core performance

9M20 Profit & Loss Statement reconciliation between F/S and core performance

Unit: MTHB	Per F/S	Adj. non-recurring	Excl. non-recurring	TFRS16 Impact	Core performance (excl. non-recurring and TFRS16)
Revenue from rental and services	18,201		18,201	(998)	17,203
Revenue from other businesses	1,595		1,595		1,595
Other Income	3,957	(3,132)	825		825
<b>Total income</b>	<b>23,753</b>	<b>(3,132)</b>	<b>20,621</b>	<b>(998)</b>	<b>19,623</b>
Cost of rental & services	9,748		9,748	683	10,431
Cost of other businesses	1,054		1,054		1,054
Administrative expenses	3,972	(347)	3,625		3,625
<b>Operating profit</b>	<b>8,979</b>	<b>(2,785)</b>	<b>6,194</b>	<b>(1,681)</b>	<b>4,513</b>
(+)Share of profit from invested co.	872	(270)	602		602
(+)Investment income	756		756	(642)	114
(-)Interest expense	1,407		1,407	(882)	525
(-)Income tax expense	1,645	(621)	1,024	(200)	824
(-)Minority interest	16		16		16
<b>Net profit to parent company</b>	<b>7,540</b>	<b>(2,434)</b>	<b>5,106</b>	<b>(1,241)</b>	<b>3,864</b>

Please see explanation to the non-recurring items and the impact of TFRS16 on the Management Discussion & Analysis for the financial performance of the current period as announced on the Stock Exchange of Thailand



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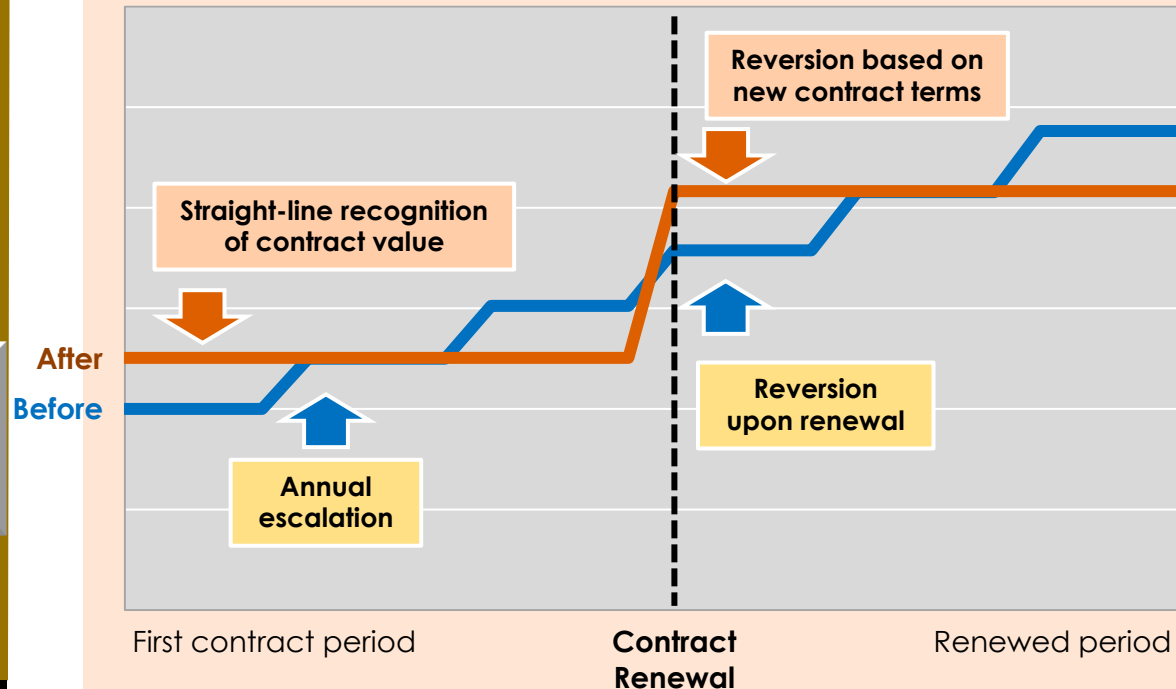


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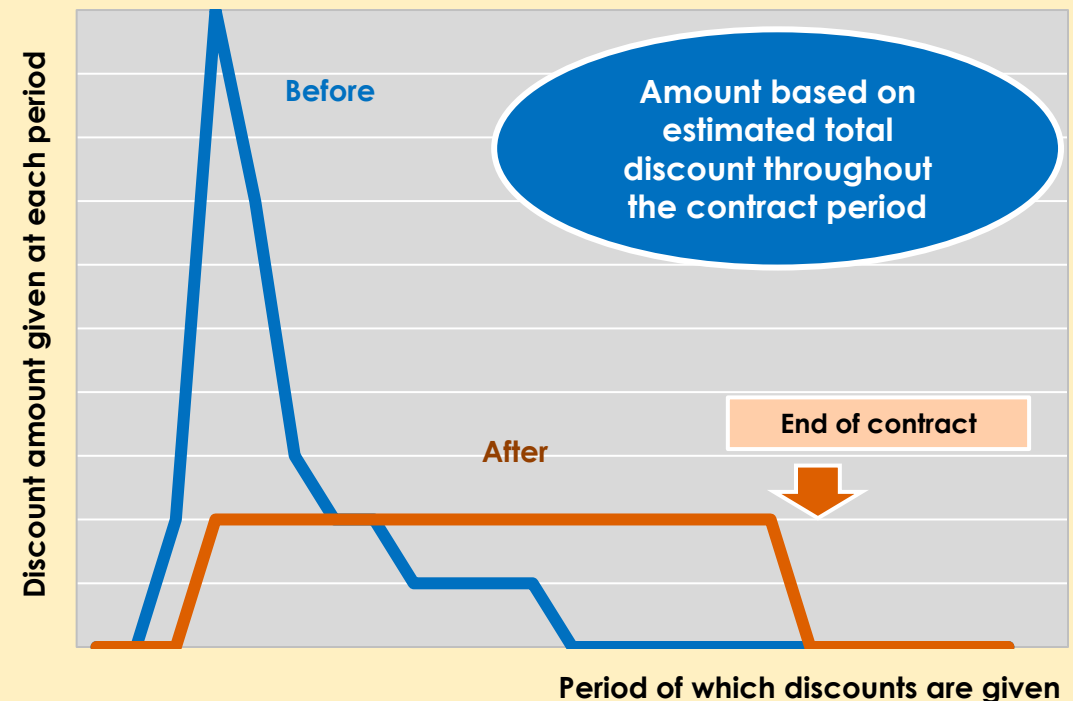
# TFRS16 impact on rental revenue

- Upon the adoption of **TFRS16**, rental revenue and discount whose **contract value can be reasonably estimated** is recognized on a **straight-line basis** (comparison of before and after TFRS16 adoption illustrated below)
- In the **early periods of the contract**, rental revenue would be **higher than the actual revenue** as it includes the future rate increases. Towards **the end of the period**, the positions become **inverted**
- Upon **contract renewal**, rental revenue will be recognized on a **straight-line** based on the **total value of the renewed contract** (including all future rate increases)
- Applies to **tenants with >1-year rental contracts** (i.e., excludes temp. contracts, consignment for amounts above min. guarantee, services and utilities income)
- Discount amortization may **vary based on the best estimated amount** provided to tenants at a certain point in time

Recognition of rental revenue per tenant



Discount amortization impact per tenant



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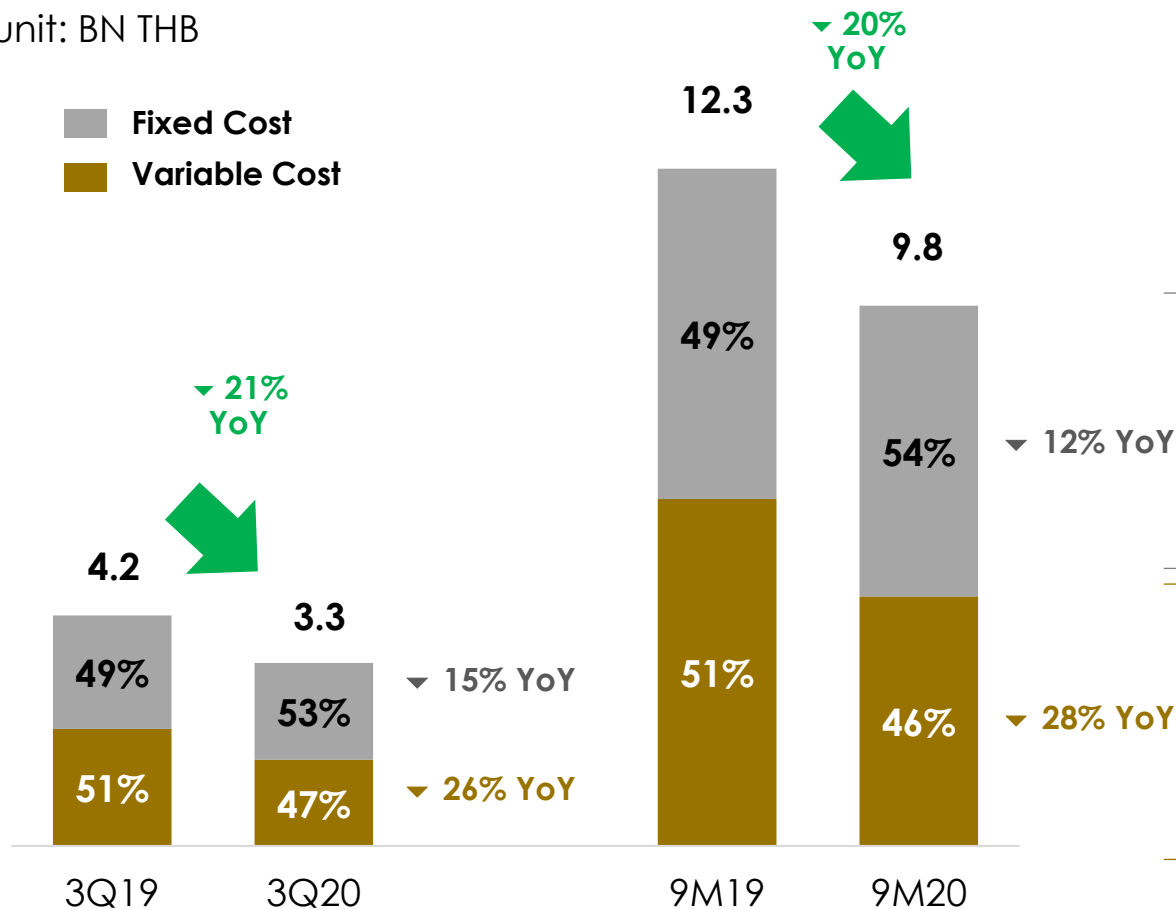
# Cost performance achieved as planned

## Saving measures carried out to minimize impact to profitability

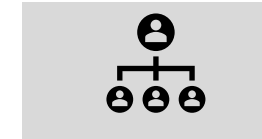
### Operating cost performance for the period

unit: BN THB

■ Fixed Cost  
■ Variable Cost



#### Fixed Costs



Personnel



Op. Leases



Outsourced

Whilst overhead costs (e.g., headcount, committed expenditures) are maintained, certain aspects of costs are reduced (e.g., OT, travel) or optimized for further cost efficiencies (e.g., contracted services)

#### Variable Costs



Utilities



Marketing



Administrative

Although 3Q20 sees a QoQ increase in variable costs as the situation recovers, efficiency measures have been continuously enacted, resulting in a considerably lower cost base compared to the previous year

Note: Total operating costs excludes D&A, cost of non-core businesses (food center, hotel, residential) and financing costs



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# CPN's Asset Performance Summary

Occupancy rates sustained for all malls



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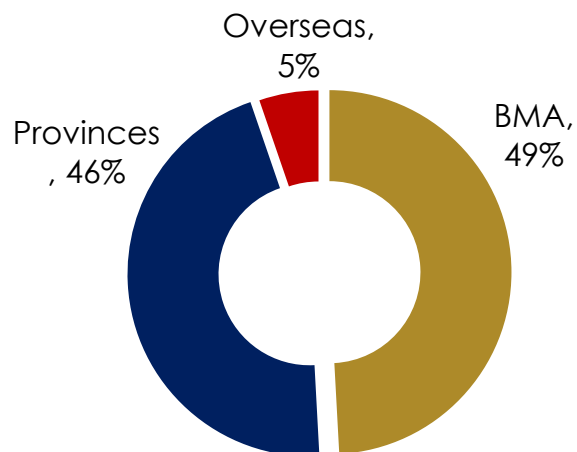
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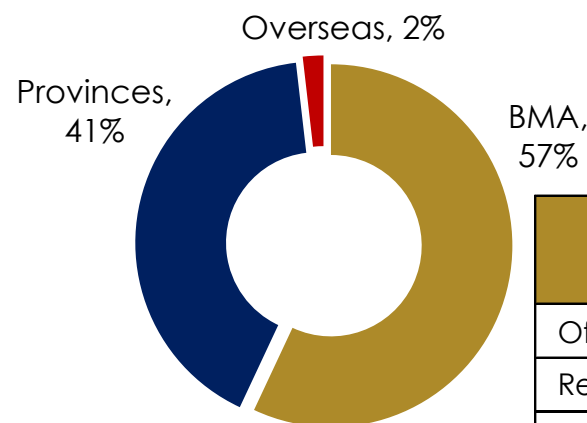
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Retail Properties	No. of Projects	Land			NLA <sup>(1)(2)</sup> (mn sqm)			Occupancy Rate <sup>(1)</sup>		
		Freehold	Leasehold	Freehold & Leasehold	Retail	Department Store	Total	3Q19	2Q20	3Q20
BMA	15	5	7	3	0.72	0.06	0.79	93%	93%	93%
Provinces	18	12	4	2	0.67	0.06	0.73	90%	90%	90%
<b>Thailand</b>	<b>33</b>	<b>17</b>	<b>11</b>	<b>5</b>	<b>1.39</b>	<b>0.12</b>	<b>1.51</b>	<b>92%</b>	<b>91%</b>	<b>91%</b>
Overseas	1	1			0.08	0.00	0.08	74%	83%	84%
<b>Total<sup>(1)</sup></b>	<b>34</b>	<b>18</b>	<b>11</b>	<b>5</b>	<b>1.48</b>	<b>0.12</b>	<b>1.59</b>	<b>91%</b>	<b>91%</b>	<b>91%</b>

NLA split by region



Rent revenue split by region



Non-core Properties	No. of Projects	NLA (sqm)	Occupancy Rate <sup>(1)</sup> (%)		
			3Q19	2Q20	3Q20
Office in BMA <sup>(1)(2)</sup>	8	138,110	94%	90%	91%
Residential for Rent in BMA	1	1,568	27%	21%	22%
Hotel in provincial area	2	561 rooms	81%	0%	23%

(1) Counts Central Phuket (Floresta + Festival) as one project ; Excludes area transferred to CPNREIT, CPNCG and area under GLAND

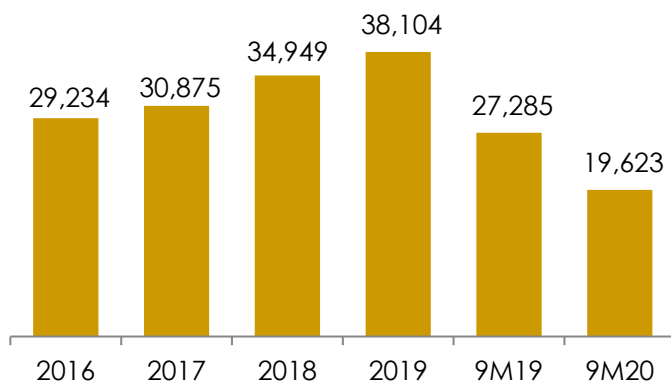
(2) Excludes rental agreements < 1 year, such as kiosk, carts, ATMs and coin machines.

# CPN's Financial Performance

Revenues and profits have gradually recovered since the lockdown measures in 1H20

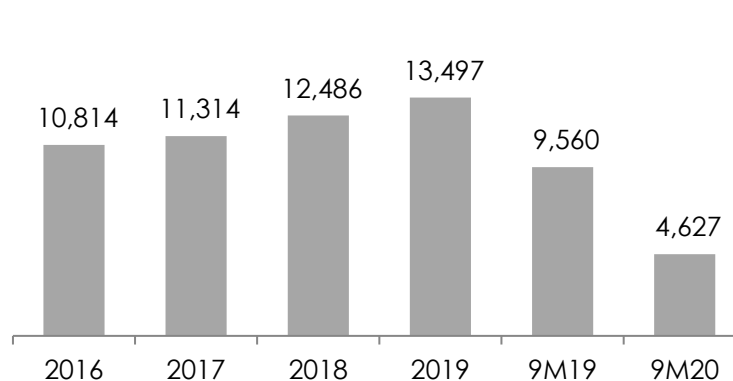
**Total Revenue**

MTHB



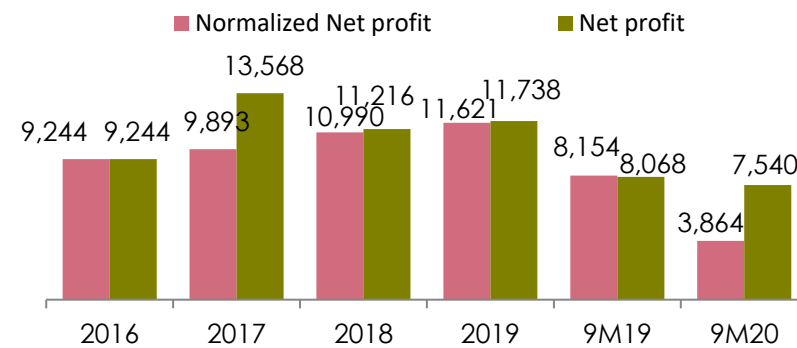
**Operating Profit**

MTHB



**Normalized (LHS) and Net (RHS) Profit**

MTHB



	% YoY Growth	2016	2017	2018	2019	9M19 <sup>/3</sup>	9M20 <sup>/3</sup>
Total revenues (Exc. non-recurring items) <sup>/1</sup>		14%	6%	13%	9%	5%	(28%)
Operating profit (Exc. non-recurring items)		19%	5%	10%	8%	(2%)	(52%)
Normalized Net profit		19%	7%	11%	6%	(4%)	(53%)
Net profit		17%	47%	(17%)	3%	(7%)	(7%)
Same store revenue growth		2%	4%	3%	3.4%	3.2% <sup>/2</sup>	(29%)
GP Margin (Exc. Other Income and non-recurring)(%)		49%	50%	51%	51%	50%	39%
EBITDA Margin (Exc. non-recurring items) (%)		54%	54%	52%	54%	52%	55%

/1 Includes rental & services, hotel operation, food & beverages, real estate sales and other income. Excludes interest income and share of profit from joint ventures and associated companies

/2 Excludes Central i-City, Central Village, CentralWorld, CentralPlaza Lardprao, CentralPlaza Chonburi, CentralPlaza Chiangrai, Central Phuket Festival, CentralFestival Pattaya Beach, CentralFestival Chiangmai and CentralPlaza Rama2.

/3 Excludes non-recurring items and adoption of TFRS 16 sine January 1, 2020, cost of rental and services , interest expenses for the current periods have been adjusted to better reflect the normal business operation.



Company  
Overview



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# Total Revenue & Cost of operation



Company  
Overview



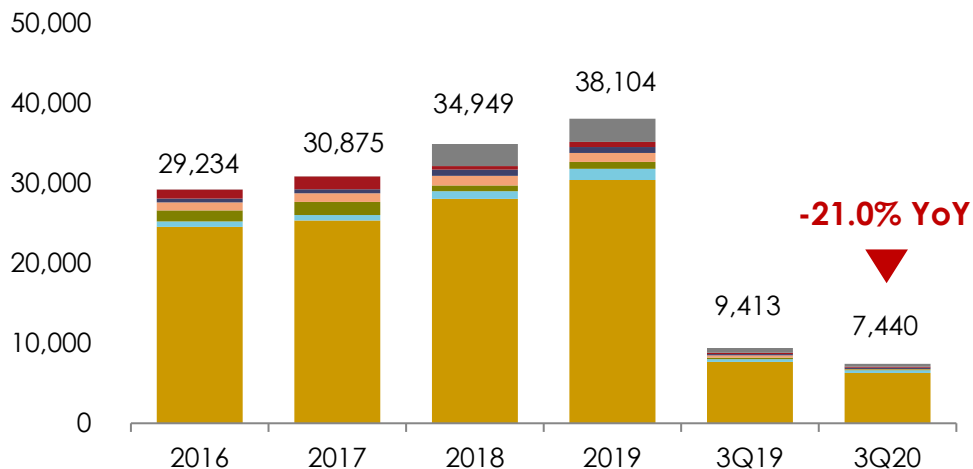
UPDATES



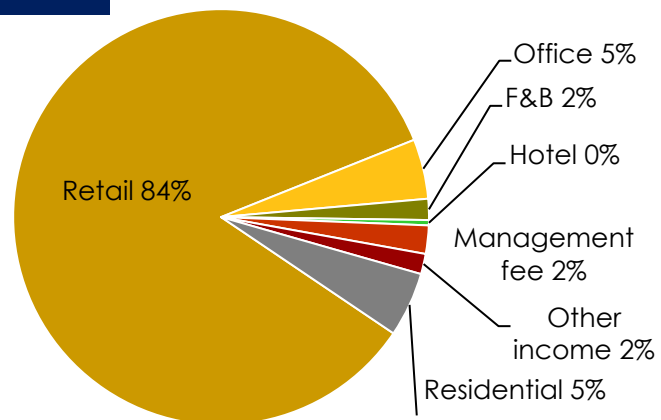
APPENDICES

## Total revenue

(THB mn)

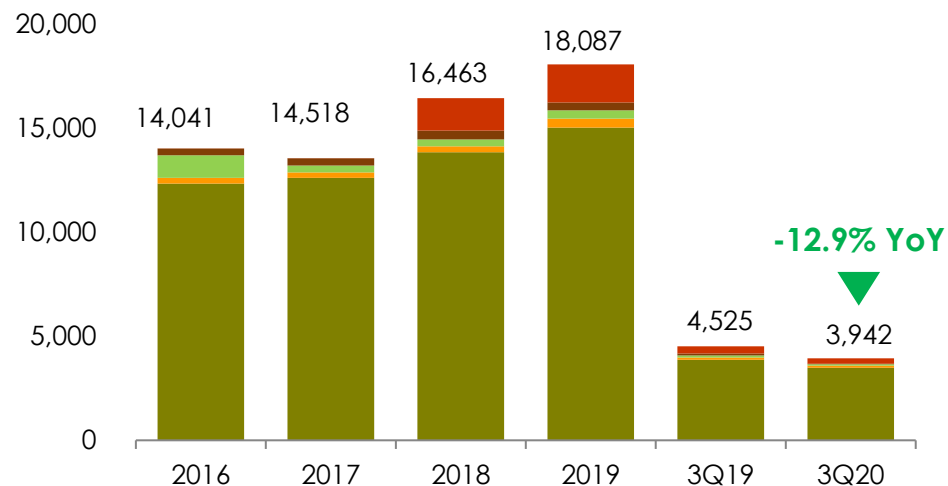


### 3Q20 Breakdown

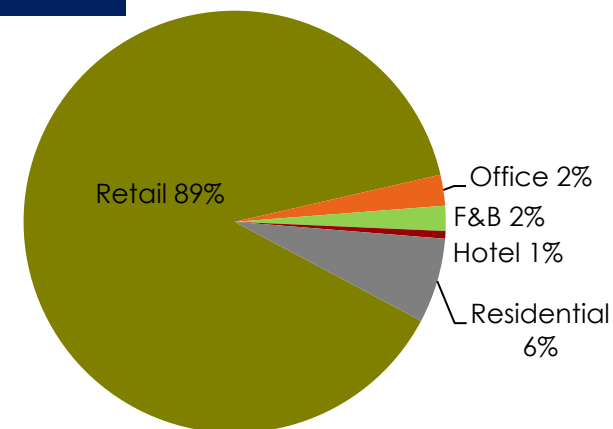


## Total cost of operations

(THB mn)



### 3Q20 Breakdown

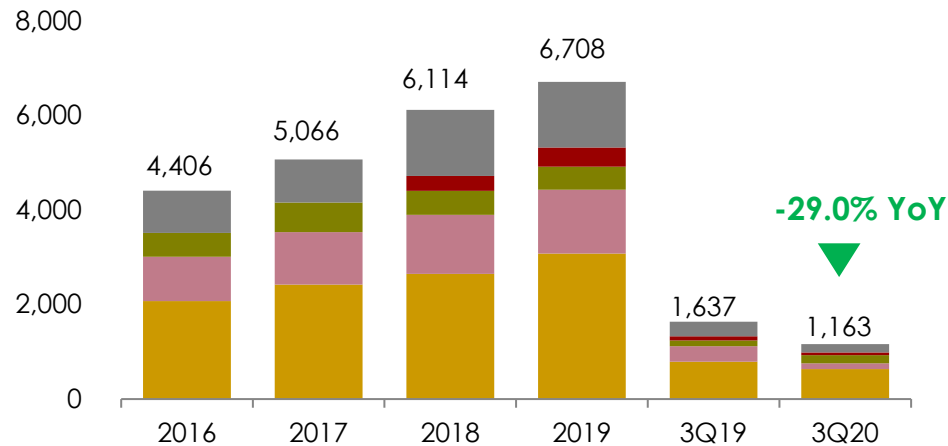


Note: Includes revenues from residential projects and water & amusement park, property management fees from CPNREIT & CPNCG and other income. Excludes non-recurring items and adoption of TFRS16 since January 1, 2020 to better reflect the normal business operation.

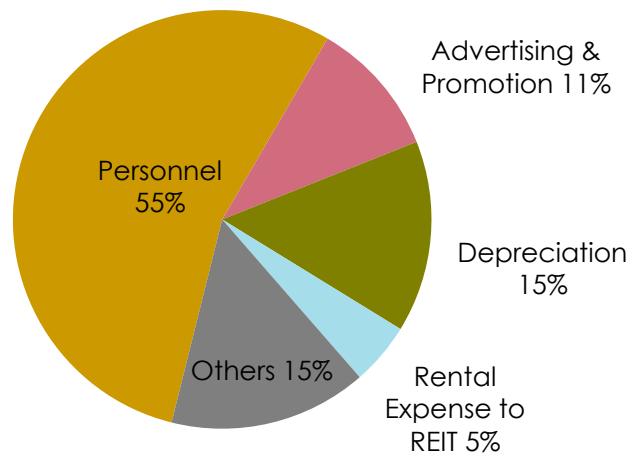
# Selling and Administrative (SG&A) Expenses

## Prudent cost control measures during lockdown

(THB mn)



### 3Q20 Breakdown



Note: /1 Excludes non-recurring items

### 3Q20 SG&A expenses /1 -29.0 % YoY , a decrease is mainly attributed from:

- Lower marketing & promotion expenses regarding to marketing activities deceleration compare to the normal situation which strictly control and minimizing risk of COVID-19 outbreak.
- A decrease in rental expense incurred to CPNREIT for the sublet of Hilton Pattaya.
- The Company demonstrated prudent cost control measures to be in-line with a decrease in revenue to retain business normalcy.

### Closely monitor on business operations

To combat the COVID-19 situation, the Company implemented various cost control initiatives to mitigate the impact on revenue and profitability through various cost reduction initiatives.

Reductions in general administrative expenses, such as certain outsourced services and excessive administrative costs at both business and head office levels have been identified based on the lower scalability of business operations and employee reallocation plan.



Company  
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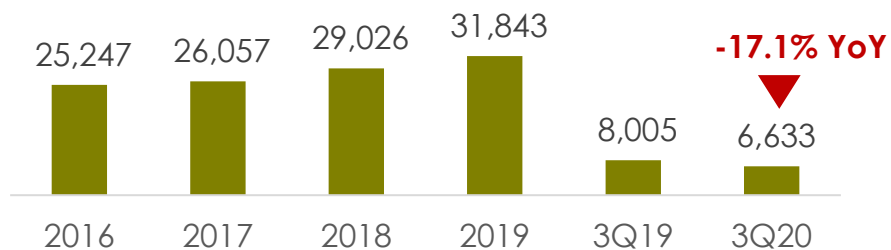


APPENDICES

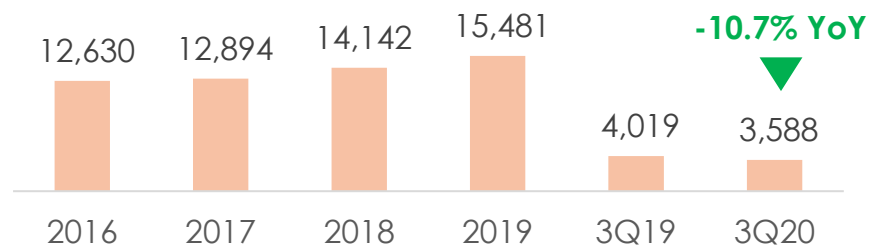
# 3Q20 Rent & services Business

## Rental & services Business performance

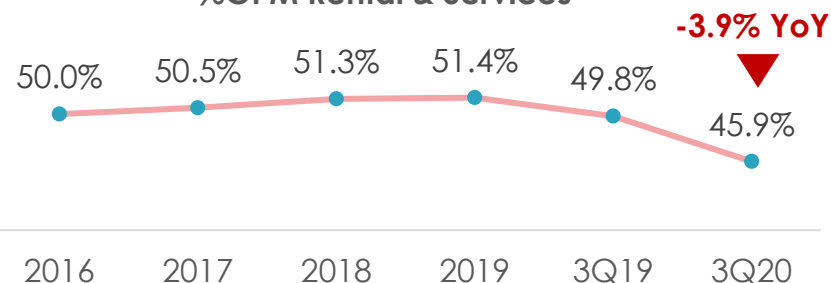
### Rental & services income



### Cost of rental & services



### %GPM Rental & Services



## Key Highlights

**3Q20 Rent and services<sup>/1</sup> -17.1% YoY, a decrease is mainly attributed from:**

- Rent discount to tenants at appropriate levels and on a case-by-case basis.
- The Company deferred certain events and marketing activities during the period. Hence, revenue derived from marketing activities slightly declined.

**3Q20 Cost of rent and services<sup>/2</sup> -10.7% YoY, a decrease is mainly attributed from:**

- Lower utility cost from the Company's cost-effective management and continuous effort to conserve energy and utilities in operations.

**3Q20 Gross Profit Margin -3.9% YoY from:**

- A decrease in revenue proportion higher than a decrease in cost after mall fully re-operated.
- Nevertheless, the Company continues to implement effective and cost management and prudent cost control measures to maintain its profitability and ongoing to recover.

Note: /1 Includes revenues from water & amusement park and offices.

/2 Higher cost of rental and services excludes the effects of TFRS16 adoption in 2020



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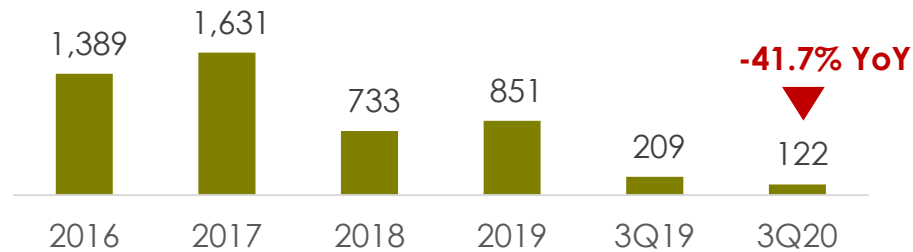
APPENDICES



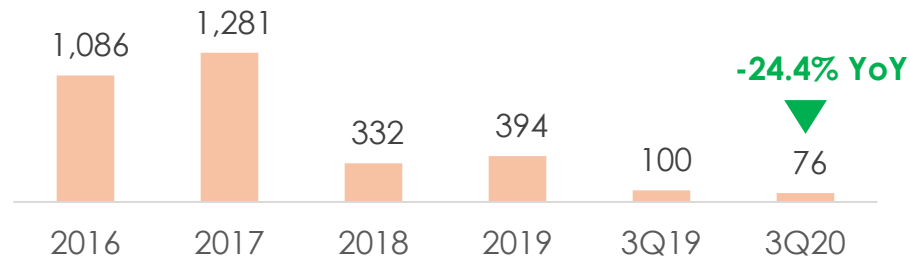
# 3Q20 Food center services Business

## Food center services Business performance

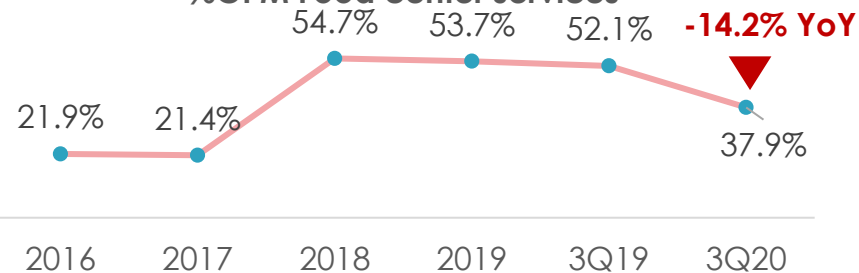
### Food center services income



### Cost of food center services



### %GPM Food center services



## Key Highlights

**3Q20 Food center services <sup>/1</sup> -41.7% YoY, a decrease is mainly attributed from:**

- Lower revenue from food center services due to COVID-19 impact however, the performance recovered QoQ due to mall fully reoperates with an improvement on traffic.

**3Q20 Cost of food center services <sup>/1</sup> -24.4% YoY, a decrease is mainly attributed from:**

- Effective cost management in line with revenue performance which has not yet returned to normal level.

**3Q20 Gross Profit Margin <sup>/1</sup> -14.2% YoY from:**

- A decrease in revenue proportion higher than a decrease in cost.

Note: /1 Changed from "Revenue from food and beverages sales" and "cost of food and beverages" due to the adoption of TFRS 15 from January 1, 2019 onwards to better reflect the nature of business of food center services, including the comparative year in 2018. Hence, gross profit margin for the food center business is reflective of the new financial reporting standard from 2018 onwards.



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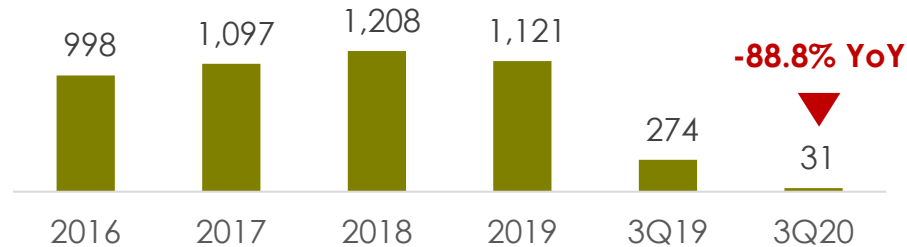


APPENDICES

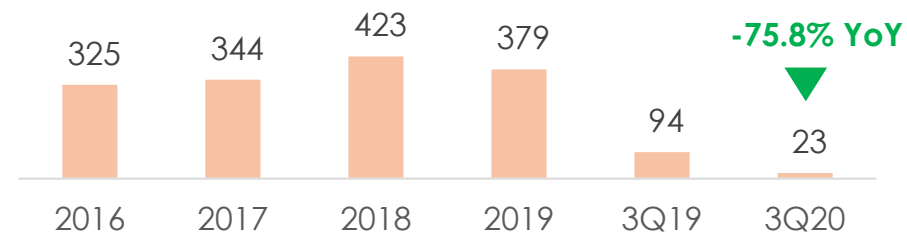
# 3Q20 Hotel Business

## Hotel Business performance

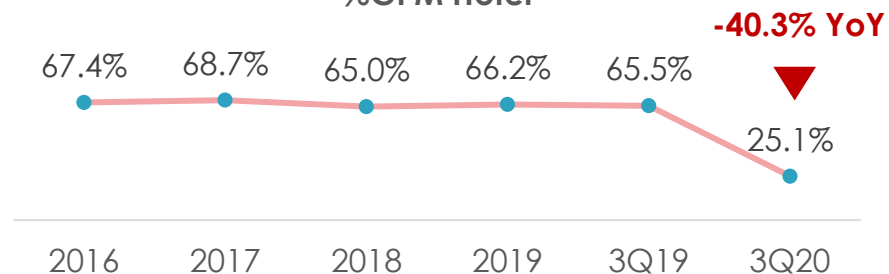
### Hotel Income



### Cost of hotel



### %GPM Hotel



## Key Highlights

The Company adopted a new hotel revenue and cost recognition from 2019 onwards in which net revenue from services was reported as gross revenue and cost on cash basis, resulting an increase both in revenue and cost items.

**3Q20 Hotel operations -88.8% <sup>/1</sup> YoY, a decrease is mainly attributed from:**

- Lower tourists from COVID-19 outbreak globally since the beginning of the year and temporary closed with early accelerate the renovation of Hilton Pattaya Hotel.
- However, Centara Hotel & Convention Center Udonthani has re-opened at the beginning of 3Q20 with occupancy rate improvement.

**3Q20 Cost of hotel operations -75.8% YoY , a decrease is mainly attributed from:**

- Both hotels showed an effective cost control conform the changing situation as well as Hilton Pattaya Hotel cease of operation during renovation.

**3Q20 Gross Profit Margin -40.3% YoY , a decrease is mainly attributed from:**

- A gradual recovery of occupancy rate and the absence of revenue from hotel operations during renovation.

Note: /1 Excludes non-recurring items.



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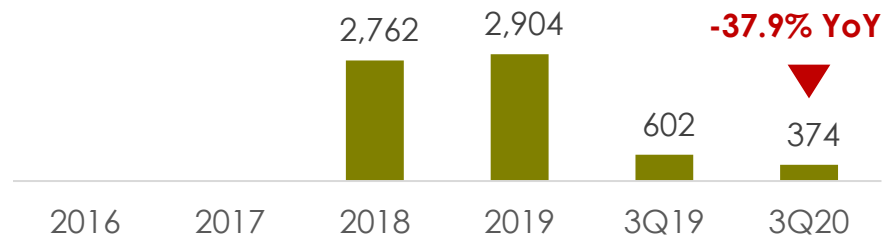


APPENDICES

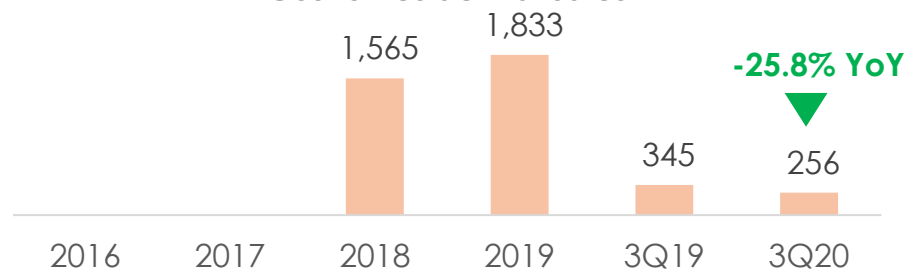
# 3Q20 Residential Business

## Residential Business performance

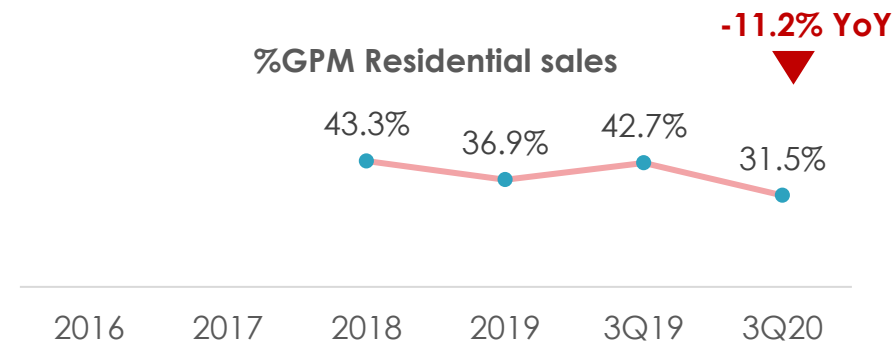
### Residential sales



### Cost of residential sales



### %GPM Residential sales



## Key Highlights

**3Q20 Real estate sales -37.9% <sup>/1</sup> YoY , a decrease is mainly attributed from:**

- Lower transferred during 3Q20 if compare to the same period of the previous year with higher transfer records. Nevertheless, there were a continuity of transfers of condominium units, namely ESCENT Nakhon Ratchasima, Phyll Pahol 34, ESCENT Ubonratchathani, ESCENT PARK VILLE Chiangmai and Belle Grand Rama 9 as well as the newly launched in 1Q20 namely ESCENT TOWN PHITSANULOK and NINYA KALLAPAPRUEK. Hence, the residential transfers met the Company's target.

**3Q20 Cost of real estate sales -25.8% YoY , a decrease is mainly attributed from:**

- Consistent with revenue performance and the Company effectively manage cost as well as cost adjustment to the Belle Grand Rama 9 to accurately reflect the project's cost of sale.

**3Q20 Gross Profit Margin -11.2% YoY mainly attributed from:**

- A newly transferred projects in the current year.

Note: /1 Excludes non-recurring items.



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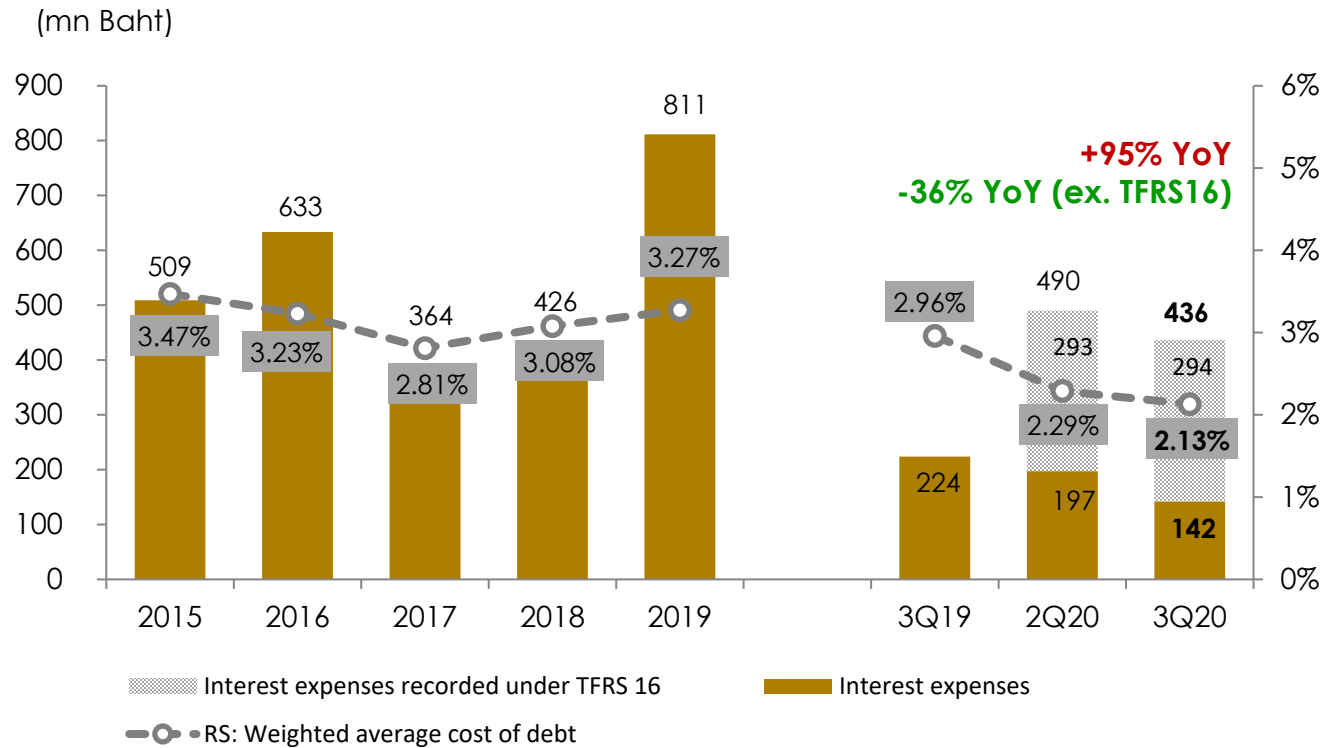


APPENDICES

# Debt Analysis

Lower cost of debt achieved despite higher debt principal

## Financing cost and average cost of debt



**TRIS**  
RATING

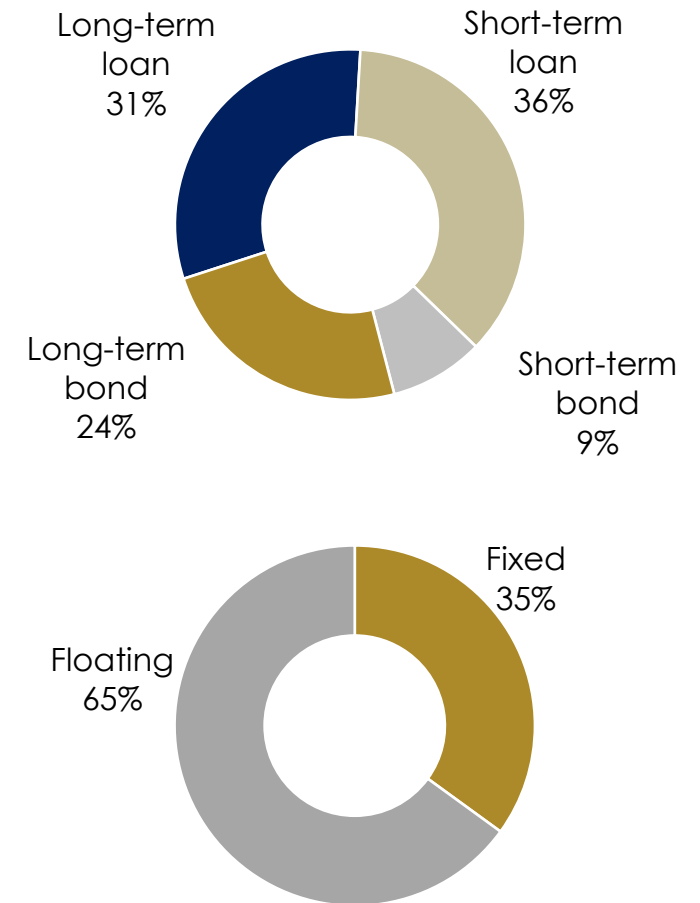
**AA**

Corporate credit  
 Senior unsecured  
 debenture

Credit Rating

**Stable**  
Rating Outlook

## 3Q20 Debt Breakdown



Note: Weighted average interest rate was derived from interest expenses including interest capitalization for projects under development.  
 Financing cost includes the impact of TFRS16 adoption amounting 294 MTHB in 3Q20  
 All borrowings are denominated in THB. Includes consolidation of GLAND's debt at THB 5,281 mn



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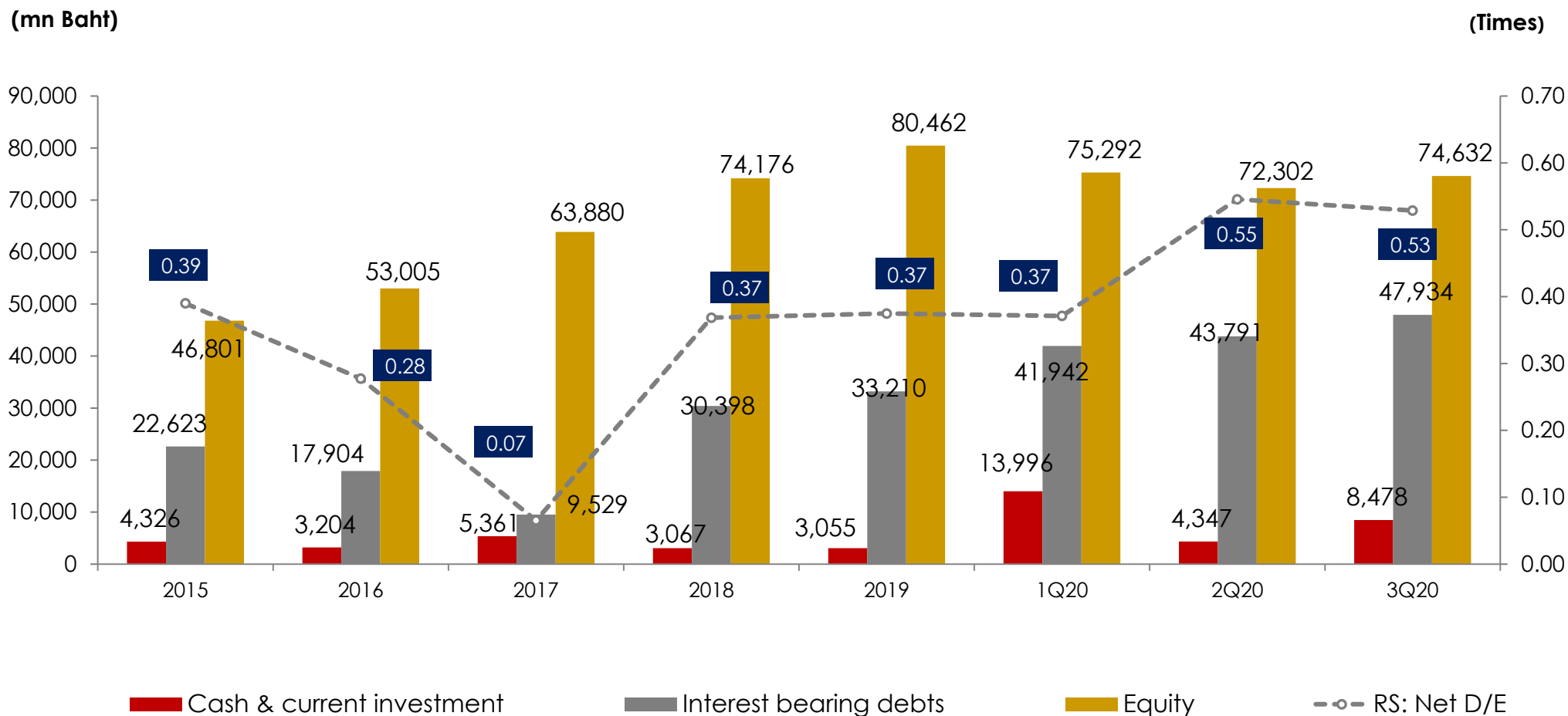


APPENDICES

# Capital Structure

Higher net D/E stable at comfortable level

CPN's net D/E ratios are historically below its debt covenant of 1.75x



Noted: Excludes lease liabilities arising from financial leases recorded under TFRS16



# **Appendices: Other Corporate Information**

# Central Pattana “CPN” Shares Trading Statistics

As of December 30, 2020



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Overview

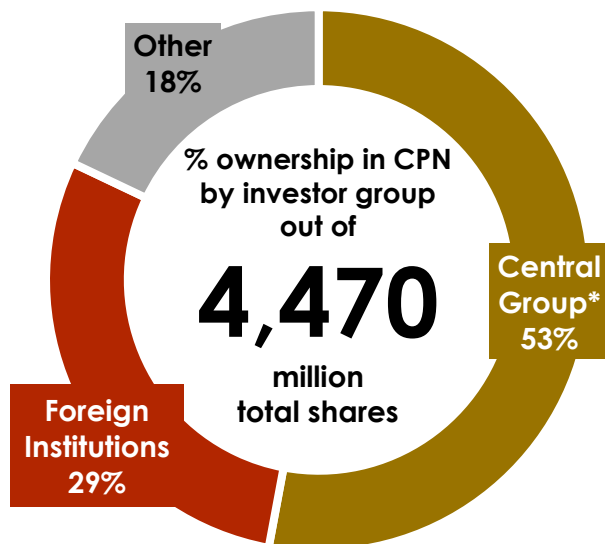


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## Ownership Structure



## Dividend History

Key Metrics	2019	2018	2017	2016	2015	2014
Par Value (THB)	0.5	0.5	0.5	0.5	0.5	0.5
Dividend (THB/Share)	0.8	1.1	1.4	0.83	0.7	0.65
Dividend Paid (THB mn)	3,576	4,937	6,283	3,725	3,142	2,917
Dividend Payout Ratio	30.5%	44%	46%	40%	40%	40%

*Dividend policy: paid annually approximately 40% of net profit  
(unless there is compelling reason against this).*

## Top ten shareholders

	% own
Central Holding Co. Ltd.	26.21
Thai NVDR Co. Ltd.	6.00
Social Security Office, Thailand	2.74
SOUTH EAST ASIA UK (TYPE C) NOMINEES	2.44
STATE STREET EUROPE LIMITED	1.81
BBHISL NOMINEES LIMITED	1.76
Niti Osathanugrah	1.72
UBS AG SINGAPORE BRANCH	1.37
THE BANK OF NEW YORK MELLON	1.37
BANK OF SINGAPORE LIMITED-THB SEG AC	1.29

## Key Trading Statistics as of December 30, 2020

### Key Metrics

	THB
Par Value	0.5
Share Price (THB)	47.75
LTM EPS diluted (THB)	2.5
P/E (x)	19.04
P/BV (x)	3.22
Dividend Yield (%)	1.68%
Market Capitalization (THB bn)	214.30
Authorized Share Capital (mn shares)	4,488

# CPNREIT and CPNCG

## Asset performance summary

On December 1, 2017, CPNRF was converted into CPNREIT, which also leased additional assets in CentralFestival Pattaya Beach and Hilton Pattaya. At the end of 4Q17, CPNREIT has five retail properties and two office towers in its portfolio, with CPN REIT Management Co., Ltd., as the REIT manager and CPN as the property manager.

[CPNREIT additionally invested in The Ninth Towers Office Building on March 1, 2020](#) and in [Unilever House Office Building Project on March 2, 2020](#).

CPNCG was established in September 2012 and currently owns one office with SCB Asset Management Co., Ltd. as the fund manager and Central Pattana as the property manager.

CPNREIT - Project	Remaining Life (years)	Leasable Area (sq.m.)	Occupancy Rate <sup>1</sup> (%)		
			3Q19	2Q20	3Q20
CentralPlaza Rama 3	74 Yr & 10 M	36,495	96	97	96
CentralPlaza Rama 2	34 Yr & 10 M	82,566	96	94	94
CentralPlaza Pinklao	4 Yr & 3 M	27,656	99	99	99
CentralPlaza Chiangmai Airport	26 Yr & 7 M	38,060	94	94	95
CentralFestival Pattaya Beach	16 Yr & 10 M	29,388	98	97	95
Pinklao Office Tower A	4 Yr & 3 M	22,762	87	84	82
Pinklao Office Tower B	4 Yr & 3 M	11,627	94	91	94
The Ninth Towers <sup>2</sup>	26 Yr & 10 M	59,322	n/a	89	84
Unilever House <sup>2</sup>	14 Yr & 6 M	18,527	n/a	100	100
Total/Average		326,403	95	94	93
Hilton Pattaya <sup>3</sup>	16 Yr & 10 M	302 rooms	89	n/a	n/a

CPNCG - Project	Remaining Life (years)	Leasable Area (sq.m.)	Occupancy Rate <sup>1</sup> (%)		
			3Q19	2Q20	3Q20
The Offices at centralwOrld	13 Yr	81,672	99	99	98

Remarks: /1 quarterly average occupancy rate

/2 including contract extension with CPN on 31 Mar 2020

/3 Hotel was temporary closed since April 1, 2020 for renovation purpose.

Note: Includes rental agreements < 1 year such as kiosk, carts, ATMs and coin machines and CPN acts as the property manager.

Percentage based on leasable area.



Rama 2



The Ninth Towers



Unilever House



Chiangmai Airport



Pattaya Beach



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# Property Development Portfolio (1/2)

## Retail and mixed-use properties in BMA



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Retail Property Name	Open	Land (Expire)	Invest. (MTHB)	NLA (sqm)	Transferred to CPNREIT		Other developed or managed projects in same area by CPN				
					% of area	Lease expire	Food Center	Office	Hotel	Resid.	Conv. Hall
CentraPlaza Lardprao	1982	L(2028)	4,509	45,518				✓			✓
CentralPlaza Ramindra	1993	L(2023)	664	17,125							
CentralPlaza Pinklao	1995	L(2027)	3,045	63,189	42%	2027	✓	✓			
CentralPlaza Rama 3	1997	F	2,035	54,354	81%	2045	✓				
CentralPlaza Bangna <sup>/A</sup>	2001	F	5,782	64,163			✓	✓		✓	
CentralPlaza Rama 2	2002	L(2055)	9,121	91,835	96%	2025	✓				✓
CentralWorld <sup>/A</sup>	2002	L(2040)	14,350	196,674			✓	✓			
CentralPlaza RattanaThibet <sup>/A</sup>	2003	F&L (2034)	2,368	76,917			✓				
CentralPlaza Chaengwattana	2008	F	5,409	65,476			✓	✓			✓
CentralPlaza Grand Rama 9	2011	L(2040)	5,172	59,085				✓			
CentralPlaza Salaya	2014	F&L (2044)	2,609	38,738			✓				
CentralPlaza WestGate	2015	L(2043)	7,052	78,657			✓				✓
CentralFestival EastVille	2015	F&L (2045)	3,880	36,049			✓				
CentralPlaza Mahachai	2017	F	2,803	24,363			✓				
Central Village	2019	F	2,583	19,987			✓				

Source: CPN Annual Report 2018 ; Information as of December 31, 2018

<sup>/A</sup> = acquired projects

Land: F = Freehold, L = Leasehold, F&L = both ; Investment of each project is reported at cost

Net leasable area (NLA) excludes area invested by joint developer and convention hall

# Property Development Portfolio (2/2)

## Retail and mixed-use properties in provinces



Company  
Overview



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Retail Property Name	Open	Land (Expire)	Invest. (MTHB)	NLA (sqm)	Transferred to CPNREIT		Other developed or managed projects in same area by CPN				
					% of area	Lease expire	Food Center	Office	Hotel	Resid.	Conv. Hall
CentralMarina	1995	L(2035)	1,442	16,536			✓				
CentralPlaza Chiangmai Airport <sup>/A</sup>	1996	F	2,421	76,622	49%	2044	✓				✓
CentralFestival Pattaya Beach	2009	F&L (2038)	4,500	57,469	50%	2037	✓		✓		
CentralPlaza Udonthani <sup>/A</sup>	2009	F	4,614	71,796			✓		✓		✓
CentralPlaza Chonburi	2009	F&L (2027)	3,131	39,128			✓				
CentralPlaza Khonkaen	2009	F	3,951	47,267			✓			✓	✓
CentralPlaza Chiangrai	2011	F	2,016	26,252			✓			✓	
CentralPlaza Phitsanulok	2011	F	1,590	26,474			✓				
CentralPlaza Suratthani	2012	F	2,245	31,022			✓				✓
CentralPlaza Lampang	2012	L(2041)	1,145	19,709			✓				
CentralPlaza Ubonratchathani	2013	F	1,835	29,144			✓				
CentralFestival Chiangmai	2013	F	4,300	68,028			✓			✓	
CentralFestival Hatyai	2013	F	4,917	66,801			✓				✓
CentralFestival Samui	2014	L(2043)	1,875	31,647			✓				
CentralPlaza Rayong	2015	F	2,685	29,466			✓			✓	✓
Central Phuket											
- Festival <sup>/A</sup>	2015	L(2056)	8,152	47,547			✓				
- Floresta	2018	L(2056)	5,499	35,012			✓				
CentralPlaza Nakhon Si Tham.	2016	F	1,833	21,343			✓				
CentralPlaza Nakhon Ratchasima	2017	F	4,560	48,971			✓			✓	✓