



PROPERTY  
DEVELOPMENT  
& INVESTMENT  
A Member of Central Group

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

# CENTRAL PATTANA Public Company Limited

## CEO Forum: the 2020 Business Plan



January 30, 2020



Common Ground G Tower, Bangkok, Thailand

# Disclaimer

**Please read before you proceed!**

DASHBOARD



STRATEGY



GUIDANCE

- *The information contained in this presentation is for information purposes only and does not constitute an offer or invitation to sell or the solicitation of an offer or invitation to purchase or subscribe for share in Central Pattana Public Company Limited ("CPN" and shares in CPN, "shares") in any jurisdiction nor should it or any part of it form the basis of, or be relied upon in any connection with, any contract or commitment whatsoever.*
- *This presentation may include information which is forward-looking in nature. Forward-looking information involve known and unknown risks, uncertainties and other factors which may impact on the actual outcomes, including economic conditions in the markets in which CPN operates and general achievement of CPN business forecasts, which will cause the actual results, performance or achievements of CPN to differ, perhaps materially, from the results, performance or achievements expressed or implied in this presentation.*
- *This presentation has been prepared by the CPN. The information in this presentation has not been independently verified. No representation, warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information and opinions in this presentation. None of the CPN or any of its agents or advisers, or any of their respective affiliates, advisers or representatives, shall have any liability (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation.*
- *This presentation is made, furnished and distributed for information purposes only. No part of this presentation shall be relied upon directly or indirectly for any investment decision-making or for any other purposes.*
- *This presentation and all other information, materials or documents provided in connection therewith, shall not, either in whole or in part, be reproduced, redistributed or made available to any other person, save in strict compliance with all applicable laws.*

# Growth strategy in 2020-2024

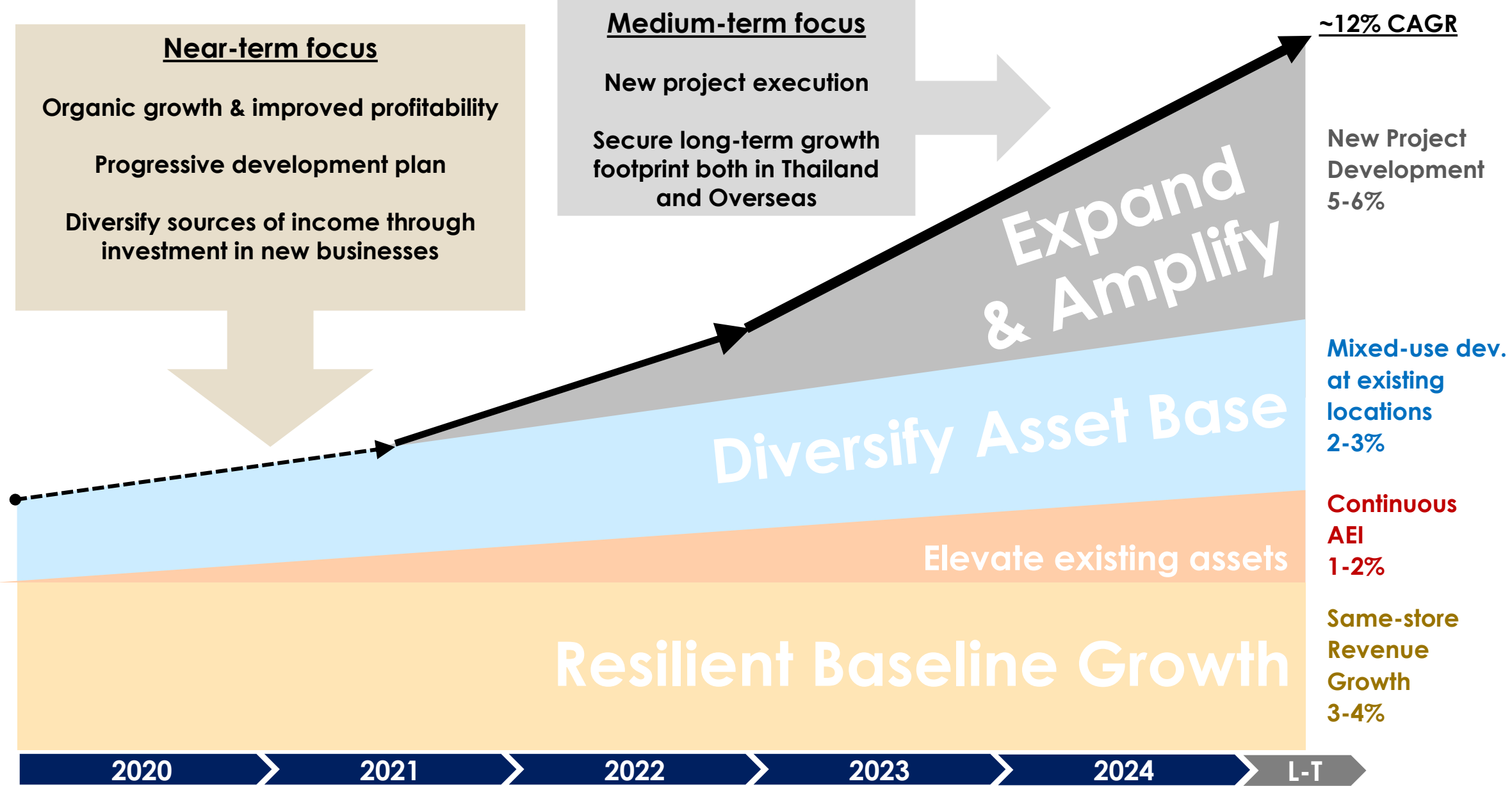
DASHBOARD



STRATEGY



GUIDANCE



# Targeted NLA growth in next 5 years

DASHBOARD



STRATEGY



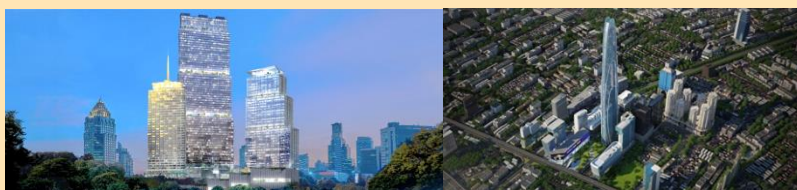
GUIDANCE

## New retail-led development



Includes **Ayutthaya, Si Racha, Chantaburi** and other to-be announced locations with land bank mostly secured

## Landmark mixed-use development



Includes **Dusit Central Park and GLAND's strategic locations** in prime areas through Bangkok and major cities across Thailand

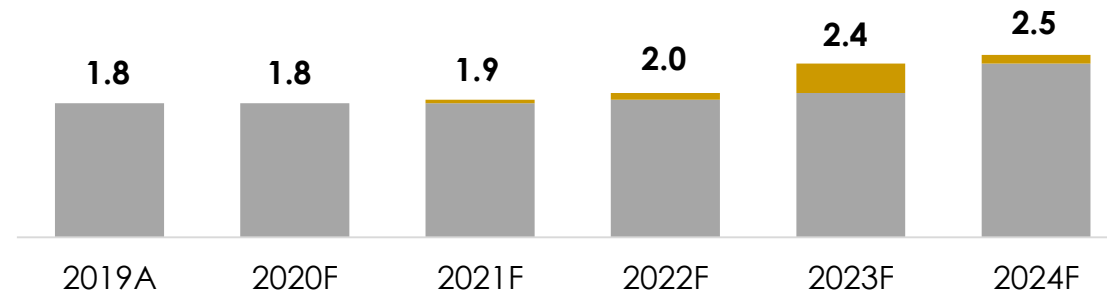
## Mixed-use development at existing retail locations

Includes but not limited to **hotel and residential development** in Bangkok and the provinces, as well as **office development** in prime areas of Bangkok

**36%**  
Total Growth

**6%**  
CAGR

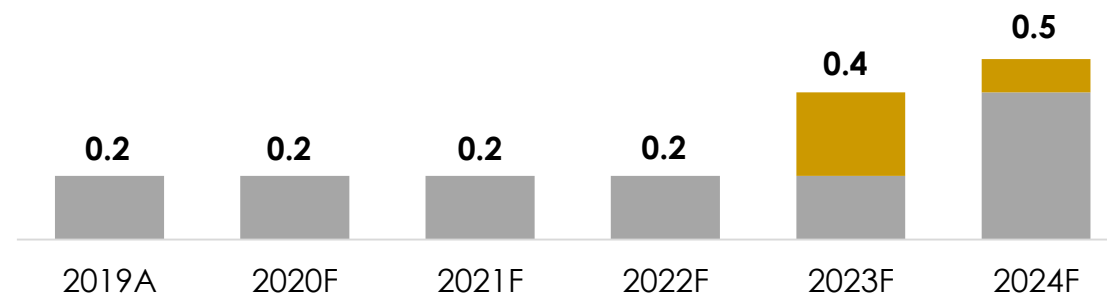
Retail NLA (million sq.m.)



**180%**  
Total Growth

**23%**  
CAGR

Office NLA (million sq.m.)



# of projects	2019	2020	2021	2022	2023	2024
<b>Retail development</b>	<b>34</b>	-	up to 17 new locations			<b>~51</b>
- Thailand	<b>33</b>	-	up to 15 new locations			<b>~48</b>
- Overseas	<b>1</b>	-	at least 2 new locations			<b>~3</b>
<b>Office development</b>	<b>10</b>	-	at least 2 new locations			<b>~12</b>
<b>Hotel development</b>	<b>2</b>	-	up to 10 new locations			<b>~12</b>
<b>Residential dev.</b>	<b>10</b>	+5	more than 30 new projects			<b>&gt;40</b>

# CAPEX Plan: more than 115 bn THB in next 5 years

DASHBOARD



STRATEGY



GUIDANCE

## Investment during 2020-2024

### New mixed-use development

**~70 bn THB**

Up to 15 new projects in Thailand by 2024, including landmark projects like Dusit Central Park, GLAND (2 locations), and 2 new international projects

### Asset enhancements initiatives

**~15 bn THB**

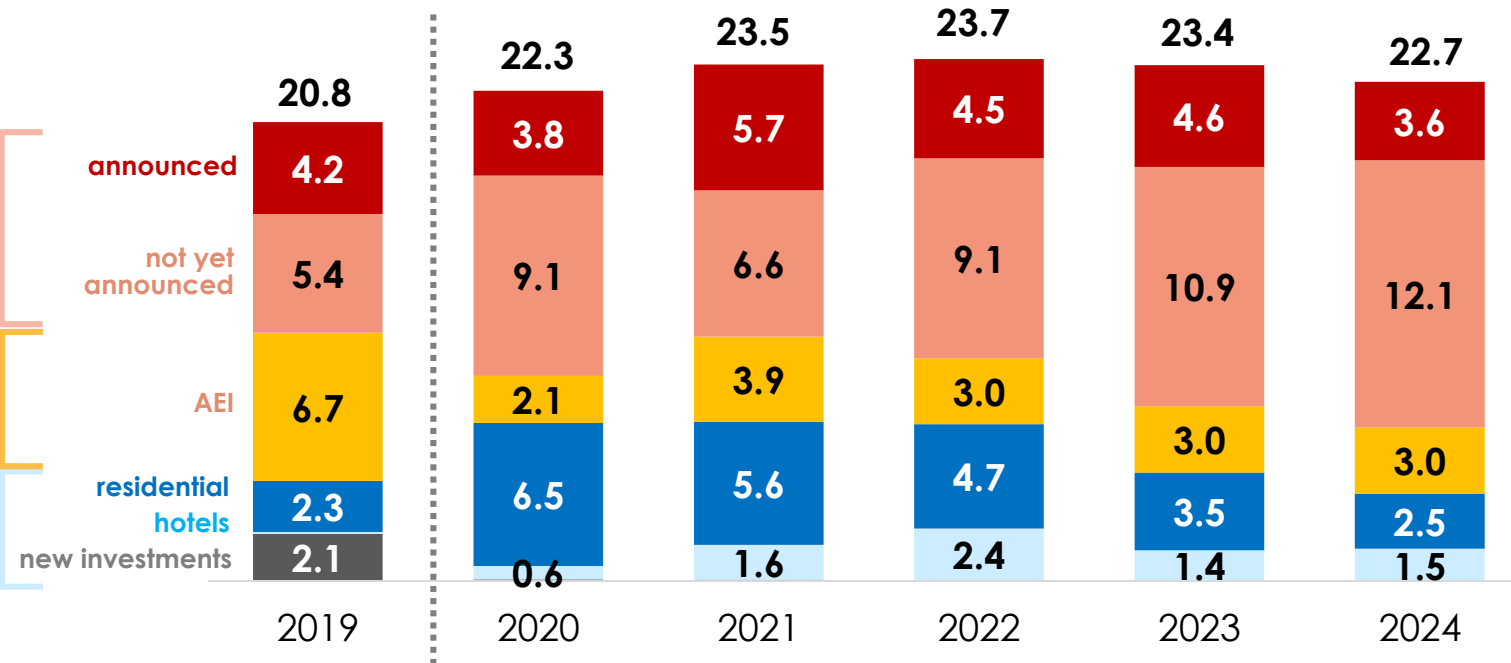
Over 30 renovation programs to upgrade quality and enhance performance of existing assets to maximize long-term growth

### Mixed-use dev. extension and New investments

**~30 bn THB**

More than 30 residential, 2 offices and 10 hotel projects next to existing retail locations to maximize investment return per location

Annual CAPEX (bn THB)



### Sufficiently funded through :

- ✓ Operating cash flows (FY 2019 ~ 17 bn THB)
- ✓ Debt financing (YE 2019 net D/E < 0.5x vs. policy at 1.0x)
- ✓ Receipt from asset injection to REIT

Note: CAPEX excludes provision for M&A and new investments in related businesses ; new project development includes land acquisition and development of retail, commercial and residential areas within the same project ; asset enhancement in 2019 includes prepaid land lease acquisition of approximately 3.1 bn THB

# 2020 Guidance: solid growth and operating profits

DASHBOARD



STRATEGY



GUIDANCE

## Diversified growth drivers amidst macro-level headwinds

Resilient rental & services revenue growth  
**3-4%**  
same-store growth  
**1-2%**  
incremental from AEI

Strong contribution from residential business  
**> 20%**  
YoY growth  
with possible upside

Other growth drivers  
Strong F&B business growth  
Resilient hotel income  
Higher mgmt. income from REIT

## 2020 Targets

**8-9%**  
Total revenue growth

**>2.0%**  
Total GP and EBITDA margins improvement

**~50%**  
Reduction in financing cost (ex. TFRS 16)

## Maximize value to shareholders with emphasis on profitability

Operating profit margin improvement  
**>50%**  
blended GPM  
**17-18%**  
SG&A to revenue ratio maintained

One-time gain from REIT transaction  
**17 bn THB**  
net cash receipt  
**4-5 bn THB**  
after-tax gain

Robust capital structure  
**< 0.5x**  
net D/E ratio  
**40%**  
dividend policy maintained

Note: current year guidance subject to change upon latest company events not yet factored in (e.g., M&A, unannounced investment plan, SEC approval for REIT transaction)

# Thank you for your kind attention!

## For more information, please contact: Investor Relations Department Central Pattana Public Company Limited



Central Pattana Public  
Company Limited  
31st Fl, the Offices at  
CentralWorld  
999-9 Rama I Rd., Patumwan  
District  
Bangkok 10330  
Thailand



+662 667 5555  
ext. 1614, 1632 or 1688

Facsimile: +662 264 5593



<http://www.cpn.co.th>



[ir@cpn.co.th](mailto:ir@cpn.co.th)



DASHBOARD



STRATEGY



GUIDANCE