

CENTRALPATTANA

Wallaya Chirathivat
CEO & President

Napat Sriwanvit / *CFRO*
Lertvit Pumipitak / *SEVP*
Uthaiwan Anuchitanukul / *EVP*

SET Awards 2022 :
Sustainability Excellence
1.09.2022



CENTRALPATTANA

IMAGINING BETTER FUTURES FOR ALL

มุ่งสร้างสรรค์สิ่งที่ดี เพื่ออนาคตที่ยั่งยืนสำหรับทุกคน



42 years of success and leadership we have been pioneering



38

Shopping
centers

10

Office
buildings

2

Hotels

22

Residential
projects

17

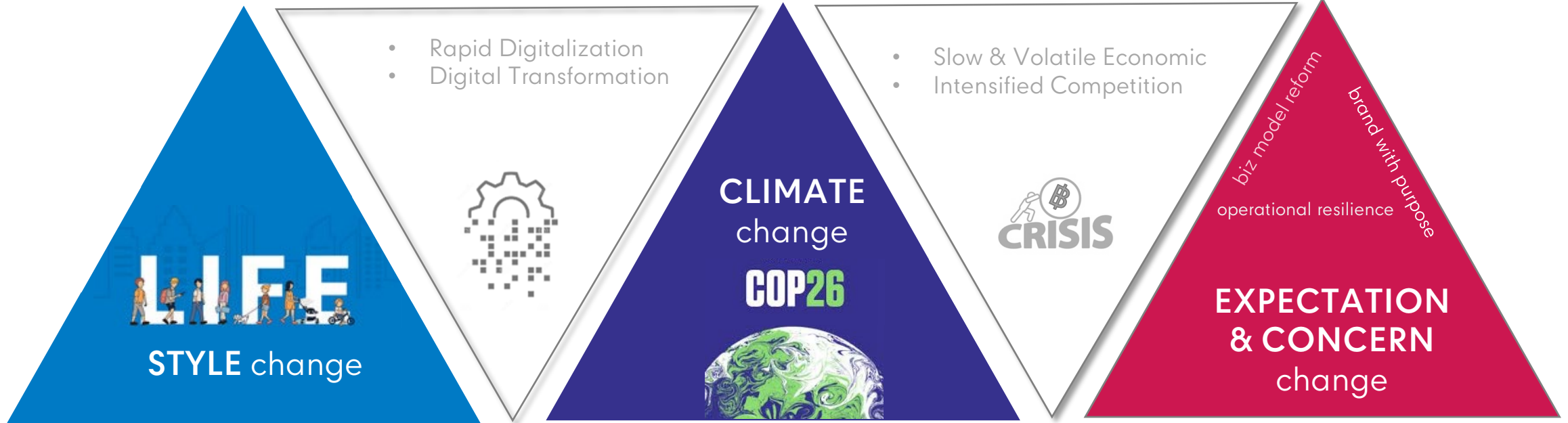
Community
malls



STORYline

- Key Challenges
- Corporate Strategies
- Sustainability Integration and Execution
- Outcome

KEY CHALLENGES



- Rapid Digitalization
- Digital Transformation



CLIMATE
change
COP26



- Slow & Volatile Economic
- Intensified Competition



biz model reform
brand with purpose
operational resilience

EXPECTATION
& CONCERN
change

- Consumer lifestyle changes
- New normal life and habit with high priority on convenience, cleanliness and safety
Healthier | Greener | Carer
- Shifts in demographics **YOLD**

- Physical and Transition **Risks** from climate change
- Ability to manage the use of **resources efficiently**

- Stakeholders concern over business and organizational agility in the face of change
- Biz model reform
 - Brand with purpose
 - Operational resilience

CORPORATE STRATEGY

**Synergy
for new
solutions**



**Pioneer
for better
lives**



**Opportunities
with
purpose**



Synergy for new solutions

SYNERGY
for new solutions
through mixed-use
propositions and
collaboration with
business partners,
communities and
all parties

1

- **Synergy** within retail-led mixed-use development
- **Synergy** via JV
- **Synergy** with Central group
- **Synergy** within retail units

1 SYNERGY within retail-led mixed-use development

- Sustain business growth – 5 years plan with avg. 10% growth rate (CAGR) in revenue per annum
- Geographic business expansion = **50** malls in 5 years
- Diversify the business and expands investment into an integrated property development
13 Offices, 39 Hotels and 72 Residences

CENTRALPATTANA

Central Pattana to invest 20 billion baht per year in retail-led mixed-use developments across country

Imagining the future of retail strategies

1 Sustainable Ecosystem
building districts, communities, cities and country

Future Space
Experiential & Customer-Centric Design
Nature, Inclusivity, Art & Culture

2 Customer-Centric
being the 'center of life' to serve all lifestyles

1,000 events /year
Engaging Customer Communities

3 Partner Champions
grow businesses together with

End-to-End Solutions
• Business operation • CRM & sale
• Business expansion • Transaction management

CENTRAL WESTVILLE

Reinventing the Neighborhood

The evolution of semi-outdoor retail model

Up-coming & engaging lifestyles

Targeting at the affluent with high purchasing power

Total Investment Valued	6,200 MB	Land 40 Rais	GFA 93,000 Sq.m.	Growing Population 415,000 People	Residential 115,000 Units
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The Most Comprehensive Mixed-Use Development in the East
catering to EC's future growth and supporting economies of secondary tourist cities

4 Green Red Area

Family & Pet Space

4,000 Sq.m. Sport Destination



CENTRAL CHANTHABURI
Opening on 26 May 2022

The successful projects

centralWorld
The Global Landmark

achieved a total traffic of 50,000 visitors/day during the launch

CENTRAL SI RACHA

Traffic **+15%**

CENTRAL AYUTTHAYA

Traffic **+25%**

centralVillage
New Zone 'Zone I'

'Hug That' Space for Community

CENTRALPATTANA

Imagining better futures for all

Central Pattana restarts Thailand's economy expanding hotel business to create new standard

Restarting Thailand's Travel Ecosystem

3 Strategies
Expanding hotels
Building districts
Building country

1 Complete
Travel Ecosystem
Catering to all travel purposes

2 Create
New Standard of Travel Lifestyle
With brands that cover all segments

3 Co-creating
with communities
Joining forces and generating income

Central Pattana Hotel

CENTARA

Upscale

CENTARA ONE

Lifestyle Midscale

go!
Premium Budget

International Standard Hotel Management by 'Centara Hotels & Resorts'



Some Locations in Pipeline
Korat
Ubon Ratchathani
Ayutthaya
Rayong
Si Racha
Chonburi
Chiangrai

Hotel Development in 5 Years (2022-2026)

No.1 Preferred Destination for Travellers

Total Investment **10,000 MB**

37
4,000
27

Hotels | Guest Rooms | Provinces

CENTARA KORAT

opens in September 2022
to fulfill 'Central Korat'
The first fully-integrated mixed-use in the Northeast

218 GUEST ROOMS

Our various customer groups:



All-Day Dining
House of Kin
Family Dining



Rooftop Restaurant



Meeting Rooms



Fitness Swimming Pool

CENTRALPATTANA

Imagining better futures for all

“เข็นกริลพัฒนา” เดินหน้าธุรกิจ Residential สร้างมาตรฐาน โครงการที่อยู่อาศัยคุณภาพทั่วประเทศ

‘The Ecosystem of Quality Living’
โครงการคุณภาพ พร้อมการยกระดับชีวิต และไลฟ์สไตล์การอยู่อาศัยที่ดีที่สุด

แผนธุรกิจ 5 ปี (2565-2569) อนาคตปี 2569

ขยายเพิ่ม **50** โครงการ

เติบโตยั่งยืนไม่น้อยกว่า **20%** ต่อปี

70 โครงการ

27 จังหวัด

20,000 ครอบครัว

การดำเนินงานปี 2565 ตั้งเป้าหมายขาย 5,500 ล้านบาท และรายได้ 3,000 ล้านบาท

โครงการใหม่ ปี 2565 เปิดตัว 6 โครงการ

ESCENT Condominiums

- สุขุมวิท ราชินี
- สุขุมวิท ราชินี
- สุขุมวิท ราชินี
- สุขุมวิท ราชินี

NINYA NIRATI Housings

RATCHAPHRUEK CHIANGMAI

กลยุทธ์ “บ้านเข็นกริล” Retail & Residential Integration

ESCENT
PHYLL
NIYHAM
NINYA
NIRATI

1 Best in Town ศึกษาดูงานและอยู่โครงการกันอยู่สบาย

2 Beyond Quality คุณภาพ-ไลฟ์สไตล์-ความละเอียด พิถีพิถันความทันสมัยแนวคิด Customer-Centric Design Thinking

3 Strong Synergy สานต่อ-เชื่อมโยงจากเข็นกริล สิ่งแวดล้อมเอื้ออำนวยเป็น “หมู่บ้านเข็นกริล”

Space

- More Privacy: ผนังกระจกใสพร้อมกันนอน
- More Green: ผนังสีเขียวธรรมชาติ 35% ของพื้นที่
- More Functions: พื้นที่ใช้งานหลากหลาย Space, Senior Room, Universal Design

Smart Safety & Well-Being

- Double Gate
- Visitor Management System
- Smart Application
- Active Air-Flow

Services & Facilities

- Rooftop & Semi-Olympic Pool
- Fitness มาตรฐานระดับโลก
- ผนังกระจกใสธรรมชาติ
- Playground, Library & Senior Garden, Pet-Friendly Laundry Café, Garden Gym

Sustainability เป้าหมาย Net Zero ในปี 2050 และปลูกต้นไม้ 1 ล้านต้น

- Solar Cell
- EV Charger Station
- Reuse & Recycle
- Carbon Footprint

CENTRAL PATTANA
Concierge & Personal Assistant

The 1
Upgrade The 1 Exclusive

CENTRAL
Special Deals

ROBINSON
Exclusive Promotions

TOPS online
Special Promotion & Service

Power Buy
Special Discount

BnB
Interior Design

Home Services

1 SYNERGY via JV and M&A

- Generate long term growth by going beyond proprietary investments
- With DUSIT THANI Public Company Limited (DTC) , Hongkong Land, IKEA, Mitsubishi Estate Asia (MEA), Gland
- With Common Ground Group, JWD group, Grab



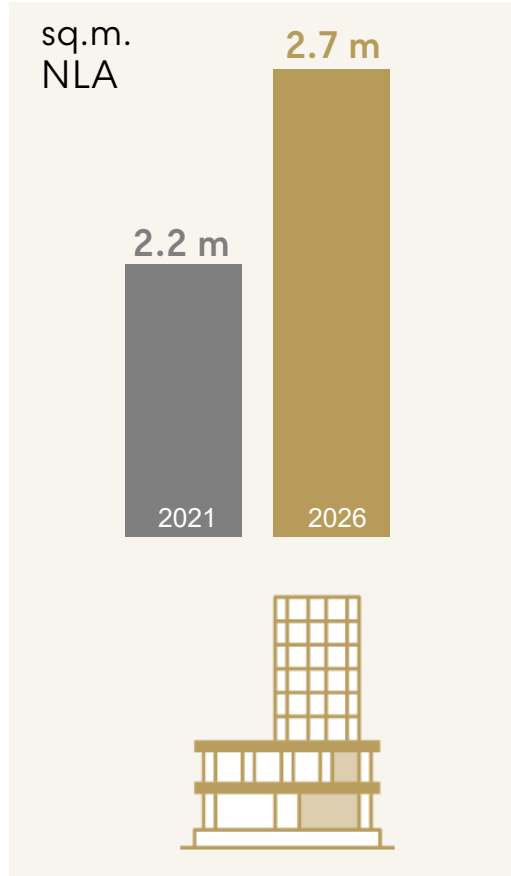
#1 เบอร์หนึ่ง อสังหาริมทรัพย์ไทย					
34 ศูนย์การค้า	CENTRAL PHUKET	centralplaza	centralfestival	centralwOrld	CENTRAL VILLAGE central city
30 ศูนย์อาหาร	foodwOrld	FOODPARK	FOODPATIO		
18 โครงการที่พักอาศัย	ESCENT	ESCENT VILLE	Phyll	NIYHAM	NINYA NIRATI BELLE GRAND RAMA 9
10 อาคารสำนักงาน	centralwOrld Offices	The Offices of Central Pinklao Tower A	The Offices of Central Bangna	The Offices of Central Rama 9	THE TOWERS G TOWER
2 รีสอร์ท	CENTARA	Hilton			
3 Partnership projects	DUSIT CENTRAL PARK	G LAND	COMMON GROUND		



1 Biz model reform, expansion and DIVERSIFICATION

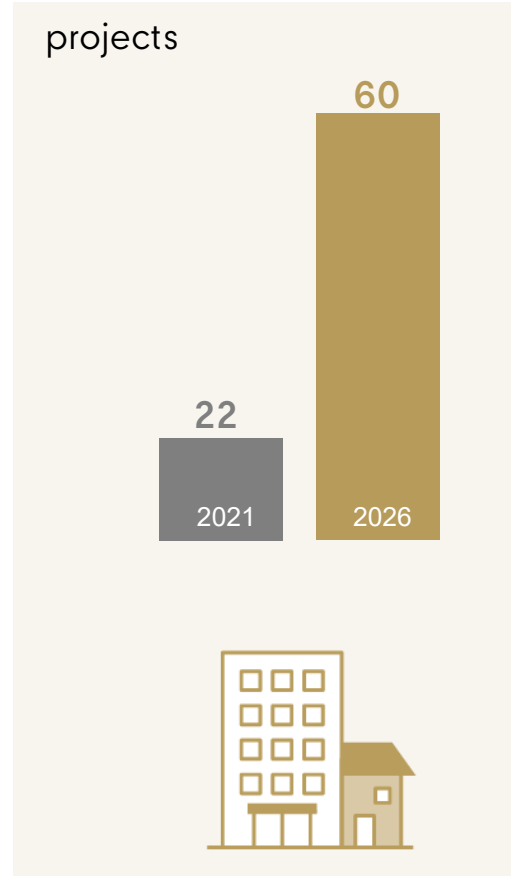
Revenue contribution from retail business currently at 84% to be 72% by 2026

Synergy
for new
solution



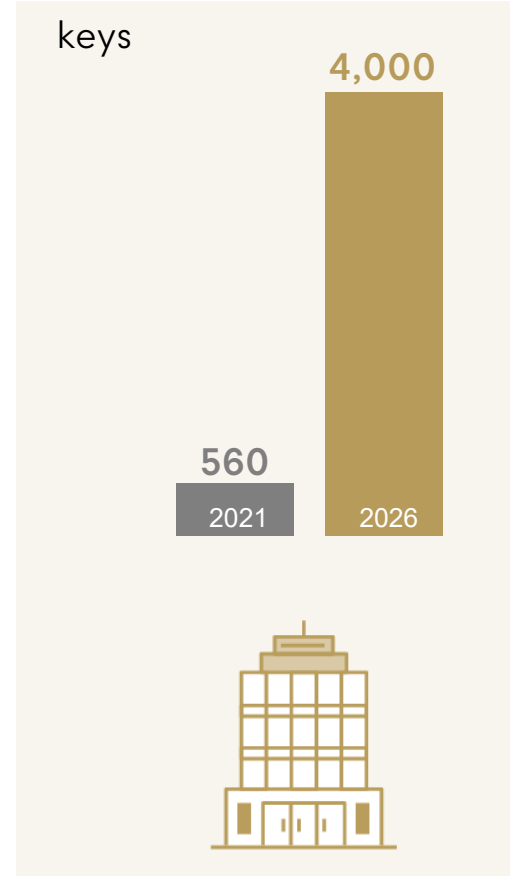
Shopping Center

From No.1 Developer in Thailand
to **Significant Regional Presence**



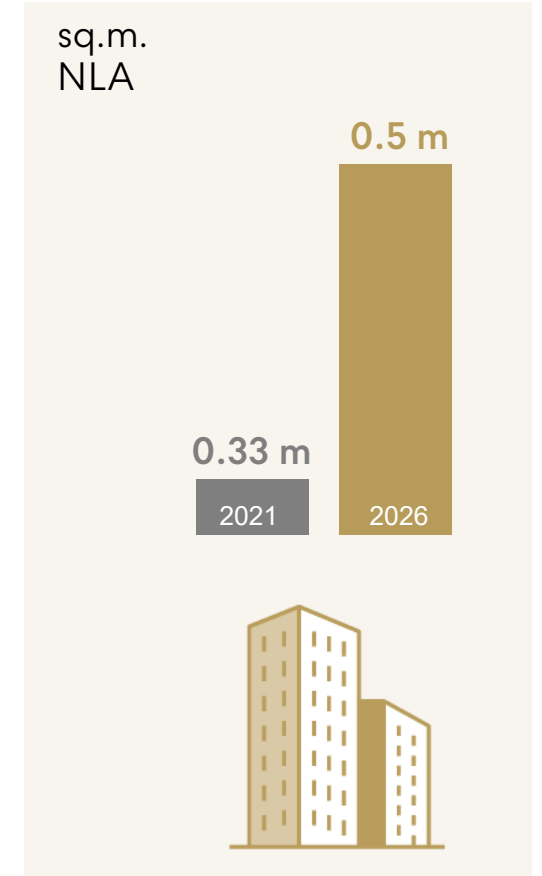
Residential Project

From Land bank rationalization
to be **provincial market penetration**



Hotel

From Local tourism focus
to generate **long term hospitality
recovery via 3 hotel formats**



Office Building

From Top 2 players in Thailand
to be a **Leader in CBD & new CBD**

Synergy
for new
solution

1 Create center of life ECOSYSTEM

By synergize retail led mix-used | Central group | retail units
to create massive impact to ALL

CENTRAL GROUP

- Central Retail
- Central Restaurant Group
- Central Department Store
- Central Marketing Group
- Robinson



CENTRAL FOODPARK



SHOP

WORK

STAY

LIVE

SERVE
CENTRALPATTANA

- Central Pattana Offices
- Common Ground
- Central wOrk
- G Tower
- The Ninth Tower
- Unilver House



CENTARA
HOTEL & CONVENTION CENTRE
UDON THANI
CENTARA ONE

CENTARA The1
CENTARA RESERVE

CPN
RESIDENCE
FAMILY

DUSIT
CENTRAL
PARK

PHYLL

ESCENT
AVENUE
ESCENT
VILLE
ESCENT
TOWN

NIYHAM
NINYA
NIRATI

2

Pioneer for better lives

- Strong Commitment – The Journey to NET ZERO
- Explore Sustainovation technology
- Manage and capitalize on climate risks and opportunities in line with business as usual

by establishing new standards for the places of the future that resonates the Green and Well-being concepts

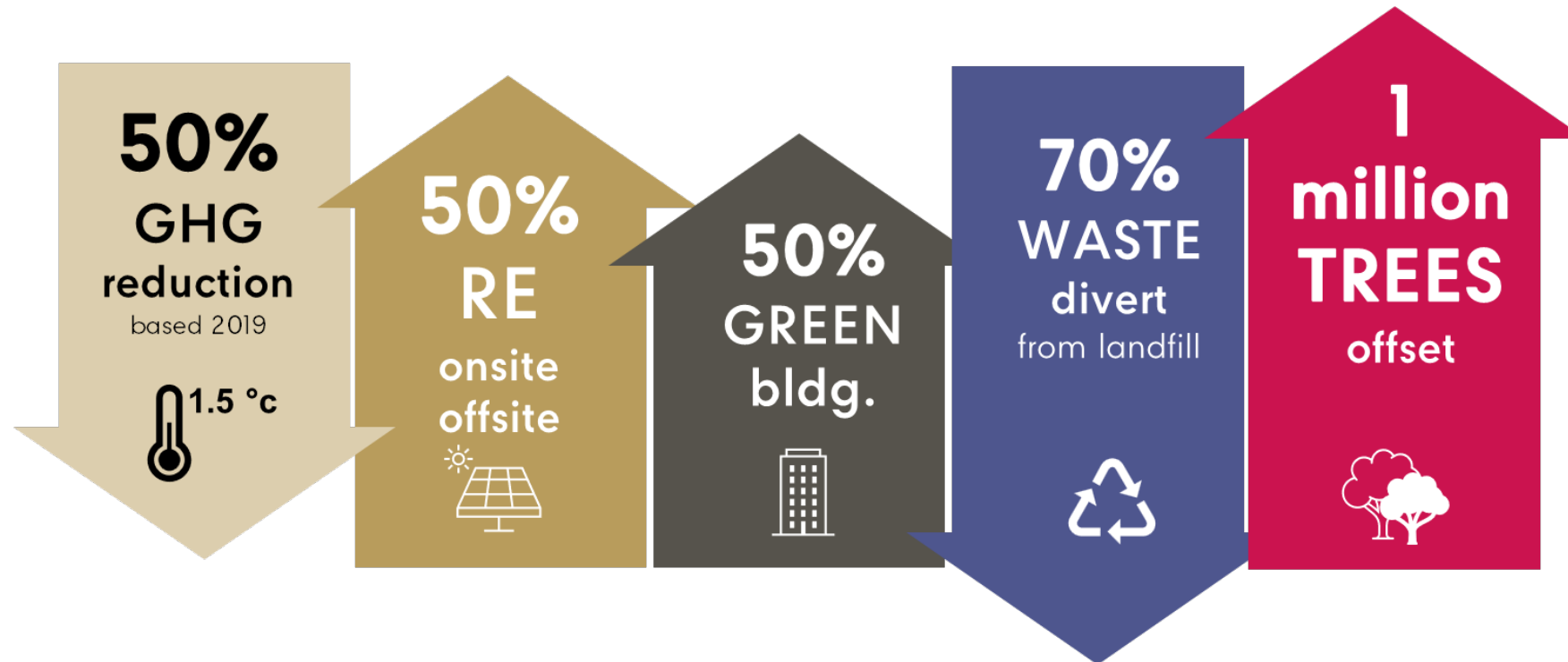


2

Pioneer
for better
lives

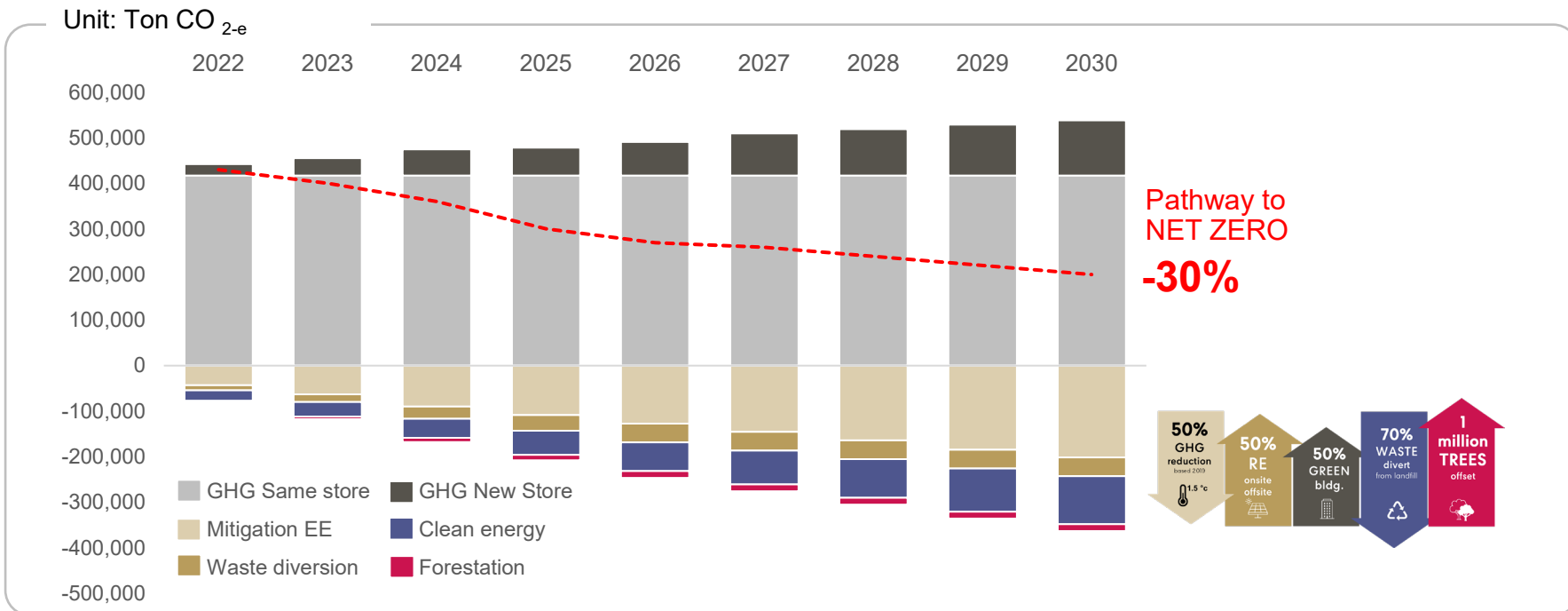
PIONEER for better environment

- Commitment to **NET ZERO in 2050** and interim plan by 2030
- Reduce Energy consumption and GHG down 30%– mainly electricity by 2030 and 50% by 2050
- Increase Renewable energy 20% of total consumption by 2030 and 50% by 2050
- Adopt Green building standard 20% of portfolio by 2030 (all new asset build after 2022) and 50% by 2050
- Reduce waste to landfill 50% by 2030 and 100% by 2050
- Plant 1 million trees by 2030



The journey to
**NET
ZERO**

The journey to NET ZERO



DEVELOPMENT

- 100% GREEN BLDG.**
Apply for all new buildings
50% of existing also certify
- 50% RENEWABLE**
8% from onsite installation
12% from offsite buying
30%* from sustainovation
- CO2 CAPTURE building materials**
Carbon capture, utilization and storage

OPERATION

- 50% GHG REDUCTION**
Mainly from Energy reduction (self and tenants' usage)
- ZERO WASTE TO LANDFILL**
70% diversion rate by 2030
- GREEN AWARENESS**
Green loan / lease for Tenants
Green promotion / campaign / experience for Shoppers

SUPPORT

- 1 MILLION TREES**
300,000 onsite and surrounding
700,000 afforestation
- 30% SD BOND**
Mostly Green bond / loan
- PARTNERSHIP**
TCFD, SBTi, UNGC, TCNN, RE100 Thailand Club, CECI, TSCA, TRA, FTI etc.

2

Pioneer
for better
lives

Explore **Sustainovation** technology



ENERGY WELL

Use **Novel Sorbent technology** which can reduce fresh air intake, that is brought into air conditioning systems to dilute indoor contaminants, and helps reduce energy use to remove heat and humid in the fresh air



SOLAR CARPORT

Protect vehicle against sunlight wind and rain while pumping out clean electricity for business.
Pilot various types of solar carport

- Conventional solar carpark
- Double structure
- Long span solar carpark

SOLAR STREET LAMP



CIRCULAR CONCEPT

Created **Recycled Concrete Aggregates (RCA)** from crushed concrete piles for road construction @ Central Si Racha and Central Chanthaburi

2

Pioneer for better lives

Manage and capitalize on CLIMATE RISKS and OPPORTUNITIES in line with business as usual

TCFD

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Apply via Climate risks and Internal carbon pricing set up

ACMF

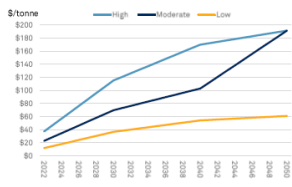
The Green Bond Principles

Issued 1st ever Green bond 1,000 million Baht

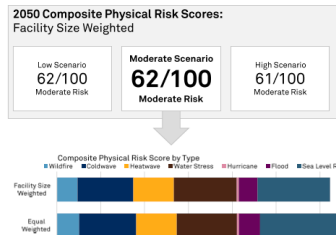
The Future of eMobility Lifestyle

400 EV charging stations, opportunity to reduce scope 3

Transition Risk: Policy Risk Exposure



Physical Risk Exposure for Operations



Green Bond เพื่อธุรกิจสีเขียว
สำหรับโครงการพลังงานทดแทนที่
สนับสนุนเป้าหมาย Net Zero

วัตถุประสงค์: เพื่อสนับสนุนโครงการพลังงานทดแทนที่สอดคล้องกับเป้าหมาย Net Zero ของบริษัท

ประเภทโครงการ: โซลาร์เซลล์, พลังงานลม, พลังงานน้ำ, พลังงานชีวมวล

เกณฑ์การคัดเลือก: โครงการต้องเป็นมิตรต่อสิ่งแวดล้อม, มีประสิทธิภาพสูง, และสอดคล้องกับเป้าหมาย Net Zero

การติดตามและรายงาน: บริษัทจะรายงานผลการดำเนินงานเป็นประจำทุกปี

The Future of eMobility Lifestyle
ชาร์จรถไฟฟ้าด้วย
ตู้ชาร์จค่าเช่าที่ประหยัด

เราได้ 1 ตู้ชาร์จรถไฟฟ้าในศูนย์การค้าของเราแล้ว

The Future of eMobility Lifestyle
เข็นรถพัฒนา ผลิตพลังงาน ปลูกผัก, และ ี้ออก
นำพื้นที่เพื่อพลังงานทดแทน ครอบคลุมสิ่งอำนวยความสะดวก

บริการชาร์จรถไฟฟ้า

3

- Open space for ALL – Community and public space
- Create local pride and prosperity
- Reduce waste to landfill and upcycling
- Lead and incubate key stakeholders for mutual success



Opportunities with purpose

We value the nurturing and fulfillment of “opportunities” for everyone to participate in developing people, cities and towns, and country

3

Opportunities
with purpose

COMMUNITY SERVICE SPACE

Serve community's need and contribute toward health & education



Dedicated 23 branches for
VACCINATION CENTERS

4,231,285 

people have been vaccinated
[2021-6M2022]



34 yrs involved routinary for
BLOOD DONATION

17.84 m.cc. of blood

have been collected
[2021-6M2022]



24/7 public services
GOVERNMENT CENTERS

206,305 

people got convenience at
16 G-centers across country
[2021-6M2022]

3

Opportunities
with purpose

LOCAL WEALTH CREATION

Drive and support in term of monetary and in-kind aim to generate income back to community



INVEST and CONTRIBUTE through marketing mix

worth 197 million Baht which catapulted **356** million Baht back to community [2021]

PARTNER with local suppliers, outsources and contractors generated recurring purchased worth **1,852** million Baht in the local economy [2021-6M2022]

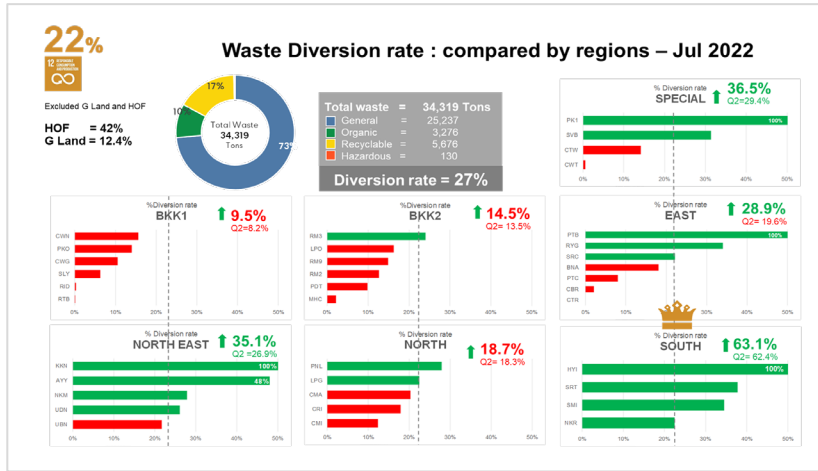


3 Opportunities with purpose

CIRCULAR ECONOMY

Divert waste from landfill and upcycling

Strong COMMITMENT and cascade thru OKRs



PARTNERSHIP programs with BMA Bangkok Zero waste with Nonthaburi provincial Food waste collection with PPP Plastic Won program with Friend of Pa Green Shelter with tenants: H&M, Uniqlo, Tops, CRG, ZEN, Sabina, AIS, Doi Tung

UPCYCLING prototype from centralwOrld to G Garden / G Land



establish **RECYCLE STATION | SHOP**

4 Recycle shops; PDT, SRC, AYY, GLand Farmlab @ Central EastVille and Waste Digester @ Central Westgate



tie in **MARKETING** campaign

Total redemption 1.82 M. Point from ทิ้งดี ชี้อปดี campaign, generated revenue to tenants = 41.5 M. Baht

3

Opportunities
with purpose

LEAD TO SUCCESS

Nurture and fulfill opportunities for all to learn, share and hone their skills for mutual betterment



LEAD PROGRAM to incubate new generation of entrepreneurs the retail course that help entrepreneurs to scale up and grow their business through every crisis

- ✓ Success in Retail Knowledge Optimization
- ✓ Success in Disruptive Innovation
- ✓ Success in Sustainable Business

More than 150 new brands, halve of which have been successful and able to expand their business and open branches with Central Pattana

SERVICE with the HEART

the training course for all customer-facing and service-related employees

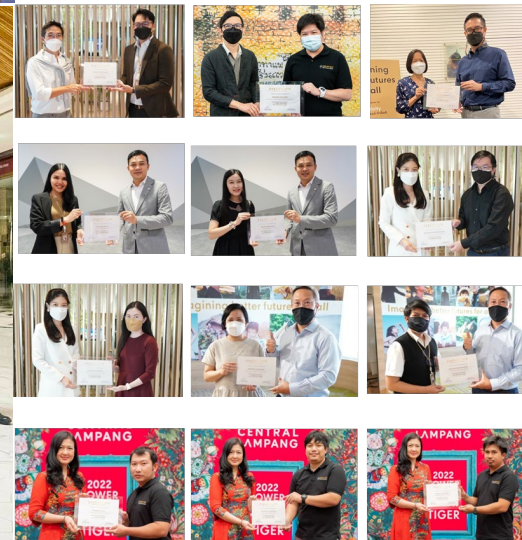
- ✓ Basic Training on personality, appearance and pronoun use when interacting with a customer
- ✓ Functional Training on how to approach customers to offer and provide assistance

2,326 outsources had passed Service with the Heart training and assessment by in-house dedicated trainers [2022]




POWER OF DREAM

three sub-programs to urge employee share and execute innovation thru Dream Big hackathon



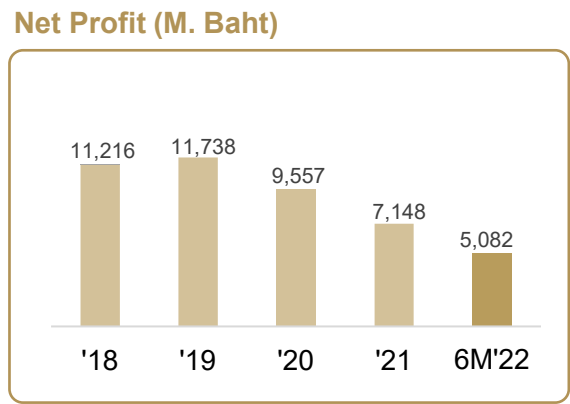
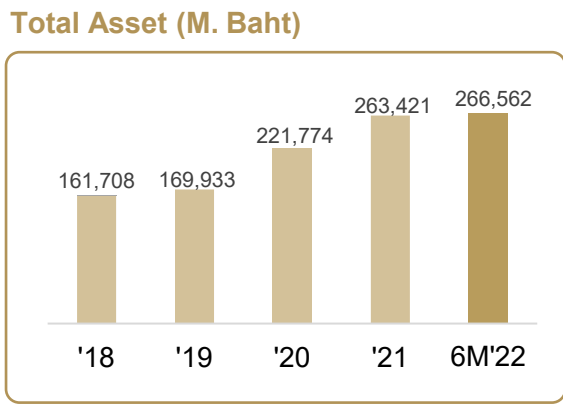
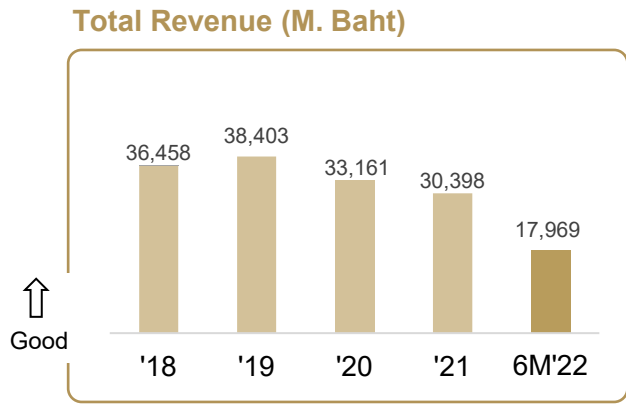
- ✓ 444 ideas
- ✓ 298 Quick win ideas briefing for each function
- ✓ 6 Dream Big Winning Projects



the
OUTCOME

1

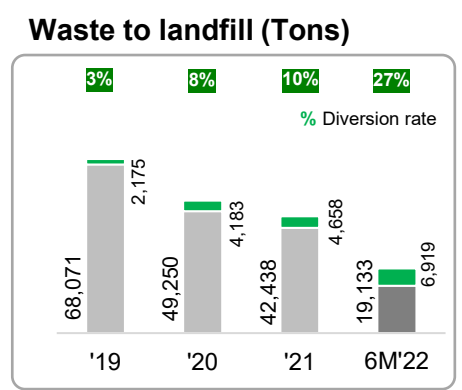
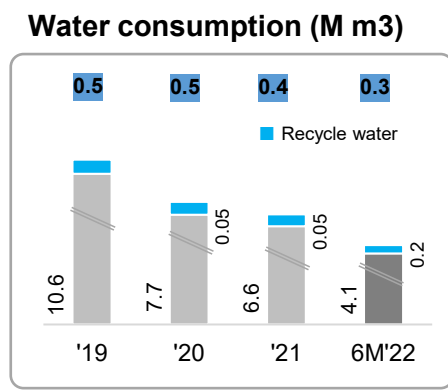
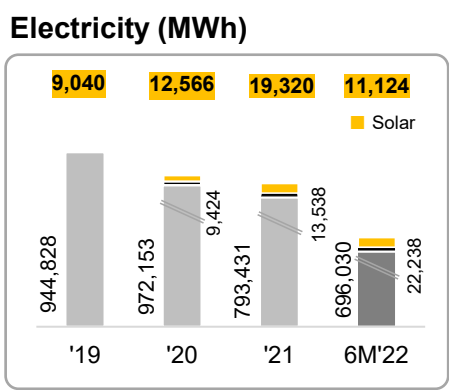
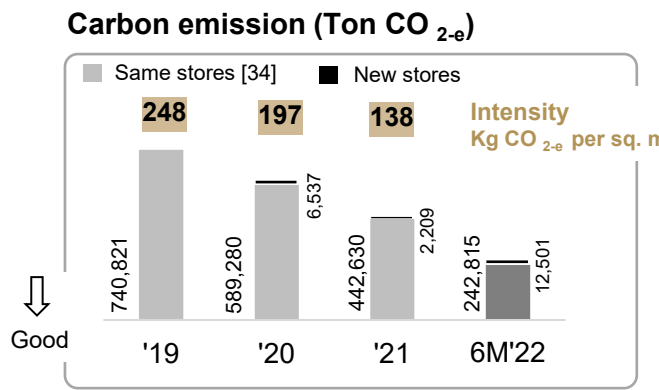
Synergy for new solution



←----- Revenue and Net Profit Include impact from TFRS16 and non-recurring items ----->

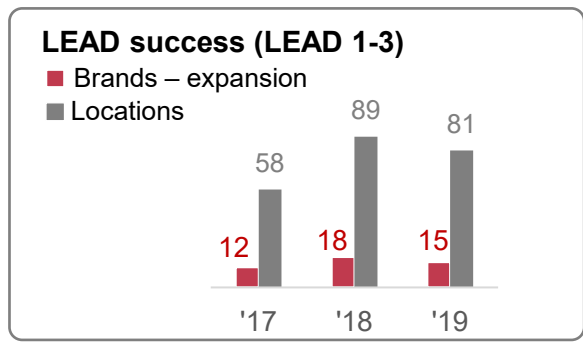
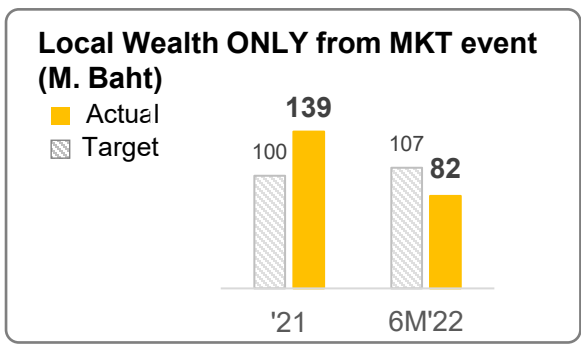
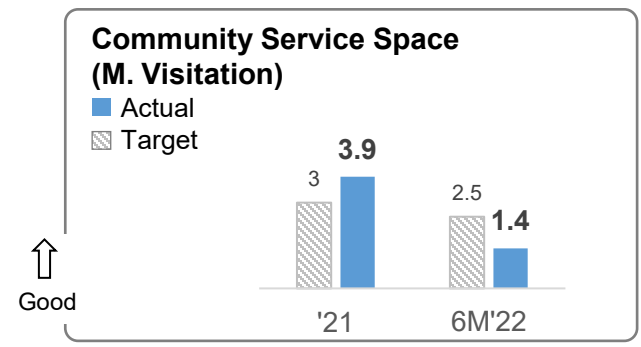
2

Pioneer for better lives



3

Opportunities with purpose



←----- Our contribution in 2021 = 153 M. Baht ----->

IMPACT VALUATION

to stakeholders

LEAD TO SUCCESS

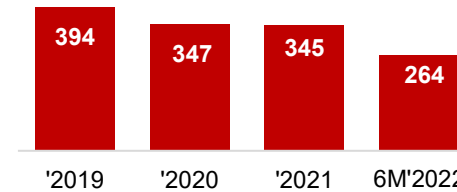
Succession of LEAD 1-3

Our contribution

- Subsidize training fee
- Reward
- Special / free rental rate
- Expert sharing
- Sandbox workshop
- Pop-up market



Rental fee from LEAD participants to CPN 2019-2022



Secured **21,980** sq.m
Growth **1,350 MB**
with CPN ONLY

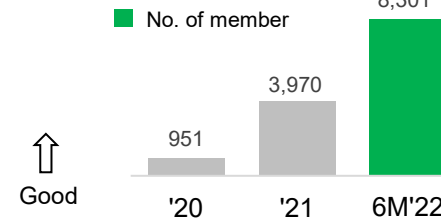
CIRCULAR ECONOMY

Recycle shops with RECYCLE DAY

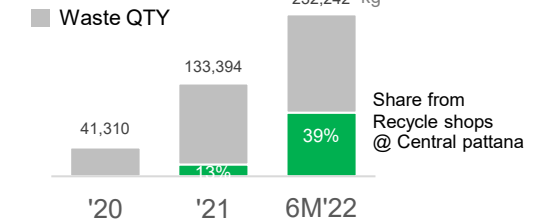
- Co-Investment
- Waive rental fee
- Information sharing (FIN and Non-FIN)
- Co-promotional campaign



Members up **773%**



QTY up **462%**



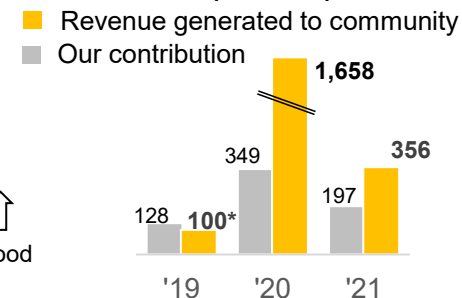
LOCAL WEALTH

Marketing promotion and events

- Strategic planning
- Investment
- Free rental fee
- Co-created campaign
- PR and promotion



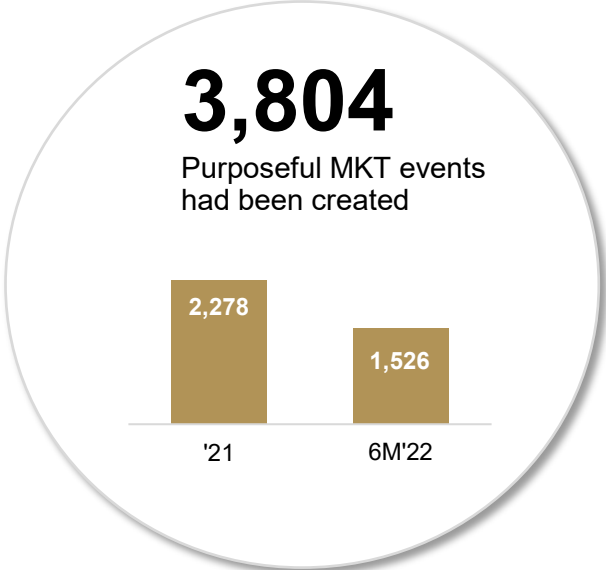
Local Wealth (M. Baht)



Average **SROI** [2021]
1.8
Per 1 Baht investment

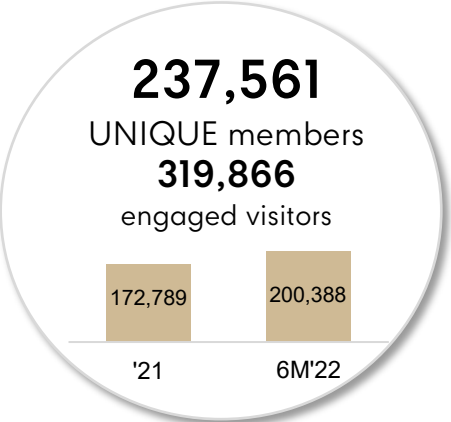
IMPACTFUL VALUE

stories



MILLIONS SMILES

& thousands of joyful experience happened across country





Q&A