

CENTRALPATTANA

Infinite Opportunities

The Ecosystem for All

Presented SET Awards 2024 :
Sustainability Excellence
11.09.2024

CENTRALPATTANA

2023 – STRONG PERFORMANCE

+12 NEWS PROJECTS
5 Residences
5 Hotels
2 Enhancement

>70 INTERNATIONAL BRANDS
1st Store in Thailand with CPN



PARTNERSHIP
with tenants

38 MB
SAVE Energy cost
Per year



All-time-high

- ✓ Revenues/ NPAT/ DPS
- ✓ Retail gross profit margin
- ✓ Net D/E improved from 0.82x to 0.71x

CENTRALPATTANA

VISION

MISSION

SUSTAINABLE
GROWTH
STRATEGY

- To be a leading regional developer pioneering a better and more sustainable future for all
- Center of Life • Regional Expansion • Co-Creation • Sustainable • Empowered People

- Drive Long-term Value of Existing Assets
- Expand Asset in Domestic and Overseas
- Accelerate Business Transformation
- Unlock New Business Opportunities
- **Build Sustainable Ecosystem**

KEY CAPABILITIES

- Data and Business Analytic
- People & Organization Strategy



STRATEGIC CHALLENGES

CLIMATE CHANGE RELATED MEASURE

- Higher operation cost
- Business disruptions
- Change in customer's behavior
- Impact from carbon act

Our Climate Transition Plans toward climate change mitigation, adaptation and climate resilience

ECONOMIC DOWNTURN & UNCERTAINTY

- Business saturated
- Fell short of national GDP
- Limited business recovery
- Domestic factors uncertainty

Our Strategies to optimize existing business and ensure futures competitiveness

AI & TECH. CAPABILITIES GAP

- Misinformation and disinformation
- Technological power concentration
- Risk from cyber attack

How we drive sustainability at Central Pattana

Strong commitment and clear purpose and actions

1:20

Impact value by 2030

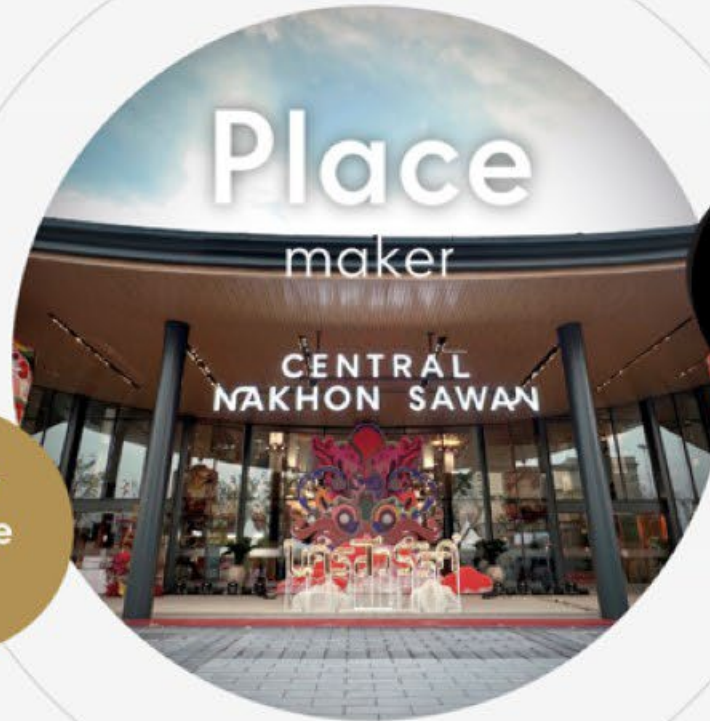
Wealth Creation

- Central Tham
- Local support events
- Local procurement
- Local tourism – Go local Love local
- Public space / events

Equality

- SMEs & Local tenants
- Amenities and facilities to support for all
- Human right due diligence and human right impact assessment
- Pride month
- RESPECTS culture

better
People



Place
maker

CENTRAL
NAKHON SAWAN

Creditability by global standards and ESG assessment

SDGs, SBTi, DJSI, CDP, GRESB, MSCI, FTSE, ESG Rating, LEED, TREES, WELL, EDGE, UNGC, UNWEP

better
Planet

Net Zero 2050

-46.2% of GHG by 2030

Decarbonize Operational Emission

- Electricity Saving
- Solar PV
- Circular concept / Waste Diversion
- Tenant Green Partnership

Decarbonize Embodied Emission

- Green Building Standards
- Supplier Green Partnership

Carbon Offsetting

- Reforestation & Green area
- RECs and carbon credit procurement

SUSTAINABILITY
STRATEGY

CENTRALPATTANA

01

Develop Net Zero
journey and
local wealth

02

Build sustainable
ecosystem through
stakeholders' engagement

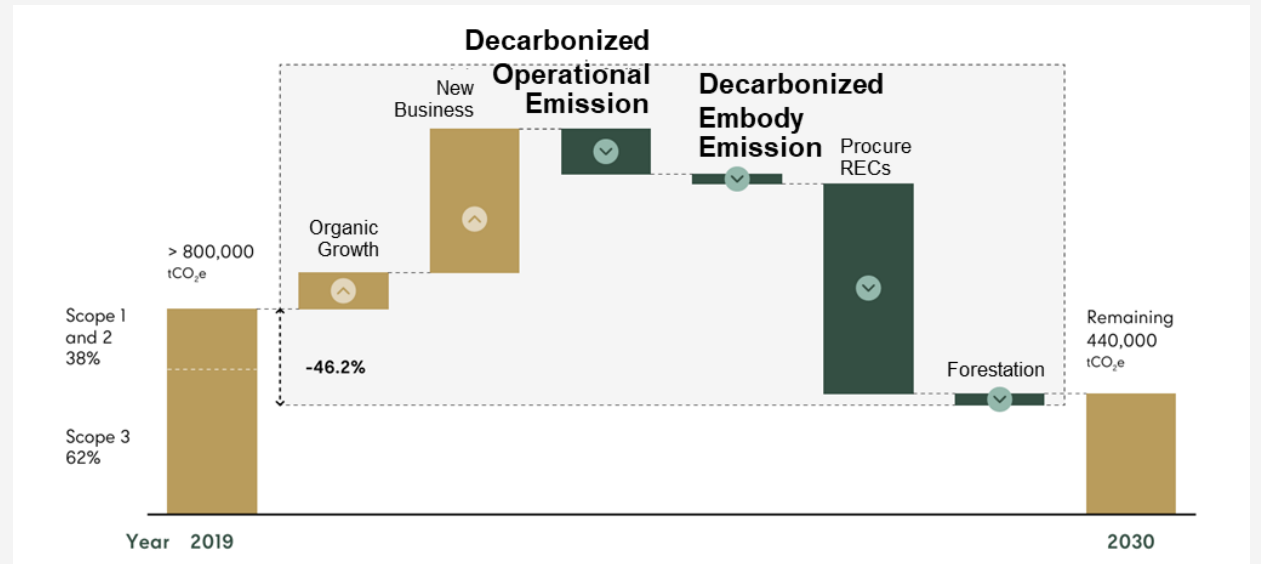
03

Capture new opportunity
& risk mitigation in
sustainability trend

Develop Net Zero journey and local wealth

To sustain long-term operating cost & downside risk from future regulations/events

Central Pattana Net Zero Pathway align with SBTi (draft 1)



Drive Sustainable Growth Through ESG Ecosystem and Innovation

Develop Net Zero journey

Commit to
NET ZERO
by 2050

SBTi ▼46.2%
by 2030

better
Planet



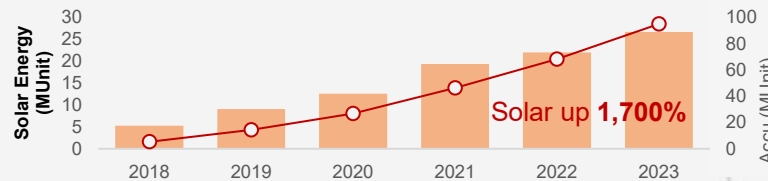
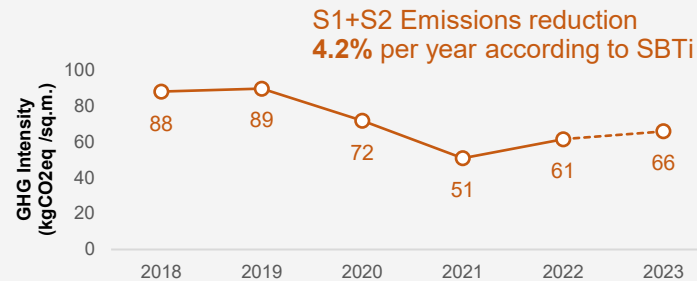
KR1-Environment

GHG reduction (vs. '19)

- Decarbonized Operational Emission
Passive | Active | Operational | Onsite Renewables
- Decarbonized Embodied Emission
Green Building Standards | Life Cycle Assessment

- Climate Transition Plan
SBTi | CDP | EUI | CCUS | Sustainaovation

Indicators (Good)	Target 2023	Actual 2023	Target 2024	Target 2030
↓ GHG vs. 2019	12%	22%	17%	46%
↑ SOLAR	4.5%	2.4%	4.5%	20%
↑ WATER RECYCLE	12%	6%	12%	20%
↑ WASTE DIVERT	35%	38%	43%	50%
↑ GREEN STD.	7%	4%	7%	20%
↑ FORESTATION	0.2 M	0.15 M	0.3 M	1 M



Onsite solar
+ 188%
from 2019

Success Case 2023

- **22% GHG Reduction** (scope 1-3) from 2019 (vs 12% Target)
- **Save energy** consumption or cut energy cost = **4.6%** (vs 2019).
- **129 MB/yr Cost saving** from 19 solar projects.
- Up **Green building std.** from 0.06% in 2019 to **4%** of GLA + Common in 2023.
- 4 times increased in **Waste Diversion rate** (from landfill). From 6% in 2019 to **35% in 2023** or diverted total 47,269 tons from landfill in 5 years (reduced GHG scope 3 = 109,664 tons CO2e).
- Launch **1st ever Low Carbon Mall Showcase – Central WestVille** with 50% lower in Global Warming Potential.

Develop Local Wealth

Aspire for
1:20
Impact value
by 2030

better
People



KR2-Local Wealth

Wealth Generate for Local

- Integrate in marketing event
- Procure from local suppliers
- Local tourism: Go Local Love Local
- Local essence advocator

KR3-Public Space

Contribute Space for Community

- G Center, Sport, Culture, Blood donation

Indicators	Target 2023	Actual 2023	Target 2024	Target 2030
SPACE ALLOCATION	n/a	0.6 M sqm.	2% of GLA	7% of GLA
VISITATION	2.5 M	3.9 M	n/a	
BLOOD	12 M cc	11 M cc	15 M cc	
PROCUREMENT	3,000 MB	3,836 MB	5,300 MB	1:20 Impact value
WEALTH GENERATE	150 MB	411 MB	300 MB	

Success Case 2023

- Provided **39 fixed spaces** for public benefits
 - 20 Government centers
 - 14 Passport/immigrations
 - 3 Hospital & Health centers + 2 blood donation centers
- **411 MB** returned to communities from our free space contribution.
- Launched **GO Local, Love Local**, local tourism program at Na korn si Thammarat. **24 MB** to our local small and micro retails and local tour agencies.
- **Spent 3,836 MB** (128% achievement vs target) to local suppliers.



เกี่ยวข้องกับนครศรี เริ่มที่เซ็นทรัล
สโตร์ Go Local, Love Local

<https://youtu.be/frsKtscYonI?si=DOkKoGzuRf07Cr6e>

เที่ยวไทยถึงถิ่น เที่ยวได้ทั้งปี ที่นครศรีธรรมราช
พื้นที่ส่งเสริมการท่องเที่ยว 3 ภูมิภาค... ที่ประสบความสำเร็จ

สนับสนุนโดย: บริษัท เซ็นทรัล รีเทล คอร์ปอเรชั่น จำกัด (มหาชน) | บริษัท เซ็นทรัล รีเทล คอร์ปอเรชั่น จำกัด (มหาชน) | บริษัท เซ็นทรัล รีเทล คอร์ปอเรชั่น จำกัด (มหาชน) | บริษัท เซ็นทรัล รีเทล คอร์ปอเรชั่น จำกัด (มหาชน)



02

CENTRALPATTANA

Build sustainable ecosystem
through stakeholders'
engagement

Drive Sustainable Growth
Through ESG Ecosystem
and Innovation

To build competitive
advantage

CSV Governance

Strong commitment to climate action by adopting and committing to **SBTi-Science Based Targets** and CALO.

Communities **Positive Impact**

Public **Journey to Net Zero, Inclusivity**

Organized '**Better Future Project**' for 2 consecutive years. Expanded concept to 'Better Future Market' and organized repetitively in 6 more branches.

Creditors **Sustainable Finance**

Customers **Better Future Expo**

Launched **SD caused-marketing campaign** – TGGGS (The Greatest Grand Sales) and Wedday campaign.

Issued **12,000 MB** (to date = 22,000 MB) Sustainability Linked Loan and Green Bond, raising with 0.1% lower interest rate.

CENTRAL PATTANA

Sustainable ecosystem

Regulators & Investors **56-1 One report, SET Awards, DJSI, MSCI, FTSE, SBTi, CDP, TCFD, IFRS**

Tenants **Development Fin & Green**

Achieved a **9,600% ROI** from the **LEAD project** (cumulative impact 2019-2023)

Suppliers & Business partners **Sustainable Procurement**

Employee **Organization Transformation**

46 Brands or **> 1,000** shops enrolled the Green Partnership. Saved **719 MWh** or 360 TCO2e-

DJSI score up from 46 points to **83 points** by our inhouse teams.

ESG investors up (foreign and local), account as **42% of total shares** or 90% of free float.

Procured **77%** from local sources.

Uplift procurement management and lunched **procure-to-pay system**

Project **FIT, BEST, RESPECTS** Culture

CFO & WASTE Platform

VENDOR PORTAL



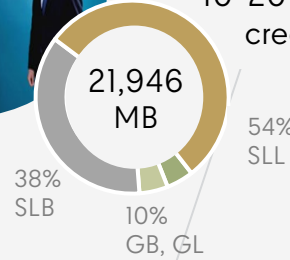
Started in 2023
From 46 brands
1,000 shops

163 brands
> 2,200 shops
UP 254%



>150 MB

interest saving
10-20 bps lower
credit spread



Creditors



500,000 participations
2,000 CLX members
1,500 Call for actions
est. **7,000** CO2 offset

Started in 2021
from 1 to 10
Recycle shops

511 Tons
Recycle waste
UP 2,866%



Tenants

CENTRAL PATTANA

Sustainable ecosystem

Customers

Startup

Employee

Peers

Communities

6 ACTIONS FOR **onePlanet**
A ROAD to Be No.1 for **DJSI & NET ZERO CULTURE**

Started in
June '24
1,177 participants
3 Tons Recycle waste
2 days a month



Further strengthen
sustainable ecosystem



ROYAL PROJECTS
9 branches
80 days
34,677 sq.m. free
32 MB wealth
return to communities



03

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Capture new opportunity
& risk mitigation in
sustainability trend

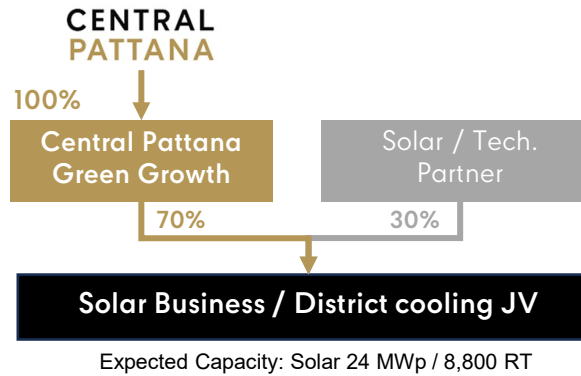
Drive Sustainable Growth
Through ESG Ecosystem
and Innovation

To develop new
business opportunity
for sustainability

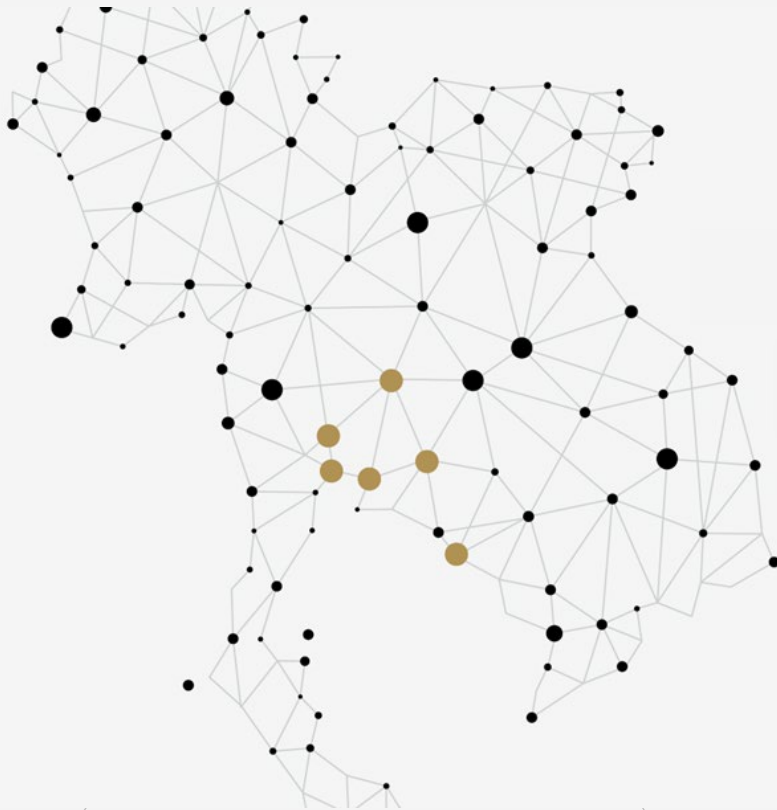
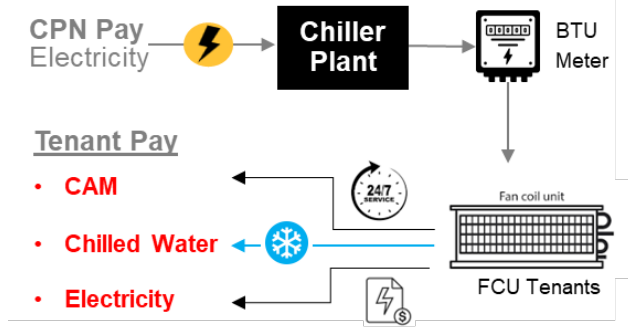


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Spin off new company for Green opportunities



New operating cost model for Tenants for Green Partnership



Develop new business in ESG evolution trend to mitigate risks and generate new revenue / financial benefit

Table 2: Carbon Intensity under a Business-as-Usual Scenario and When Achieving the SPT

Year	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Time span					1	2	3	4	5	6	7	8	9	10	11	12
BAU	90	72	51	62												
Target	90	-	-	-	85	81	77	73	69	65	61	57	53	48	44	40
Reduction (%)					6	10	14	19	23	28	32	37	41	47	51	56

Notes: Carbon Intensity = Scope 1 and Scope 2 Emissions in terms of kgCO₂e/m². The review period covers 12 years, with 2019 as the base year. The business-as-usual (BAU) scenario reflects historical (2019-2022) data from the CPN's Sustainability Performance Report 2022. Performances in 2020-2022 are considered non-BAU due to the impact of the COVID-19 pandemic and associated shutdowns. Numbers are rounded up to avoid argumentative purposes.

Table 3: Annual Targets for the Provision of Free Space as a Percentage of CPN's Total Commercial Space (leasable and common space)

Year	2023	2024	2025	2026	2027	2028	2029	2030
Target (%)	1.0%	1.3%	1.7%	2.3%	3.0%	4.0%	5.3%	7.0%

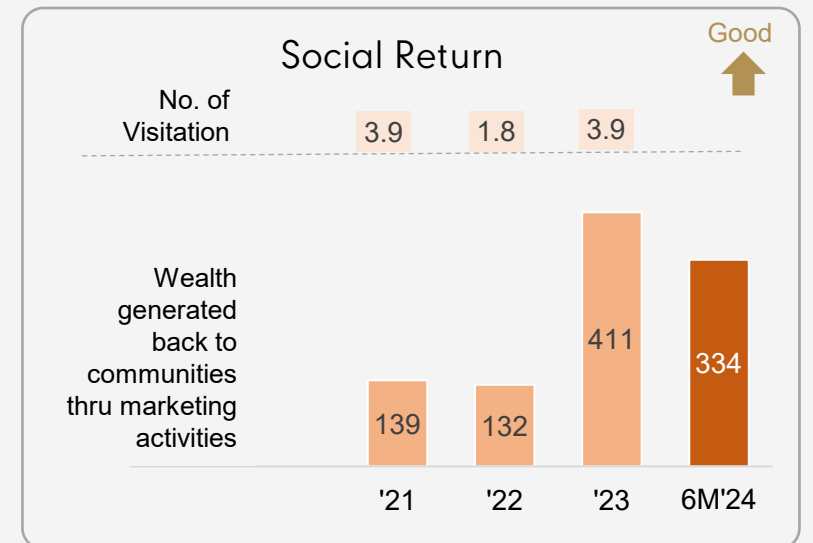
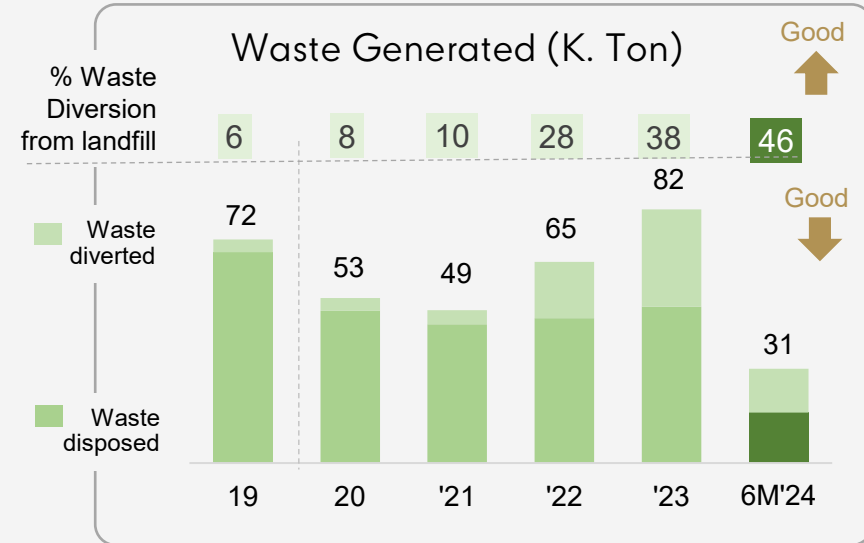
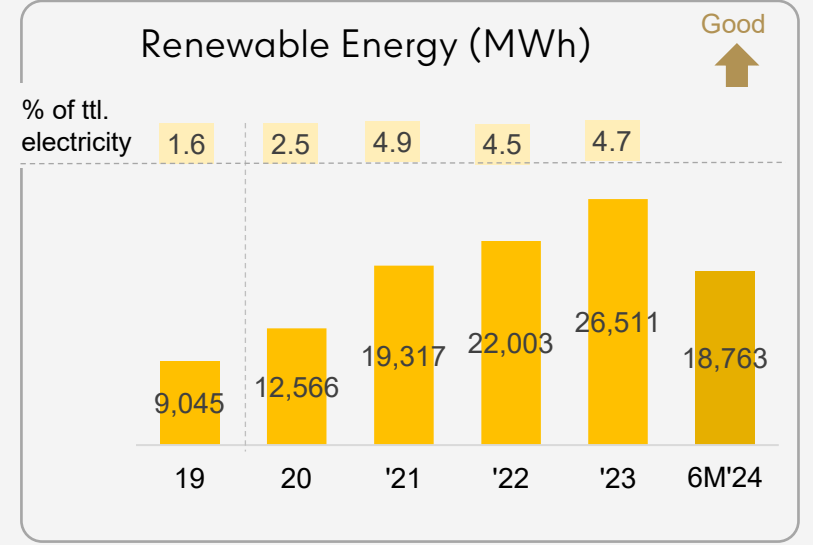
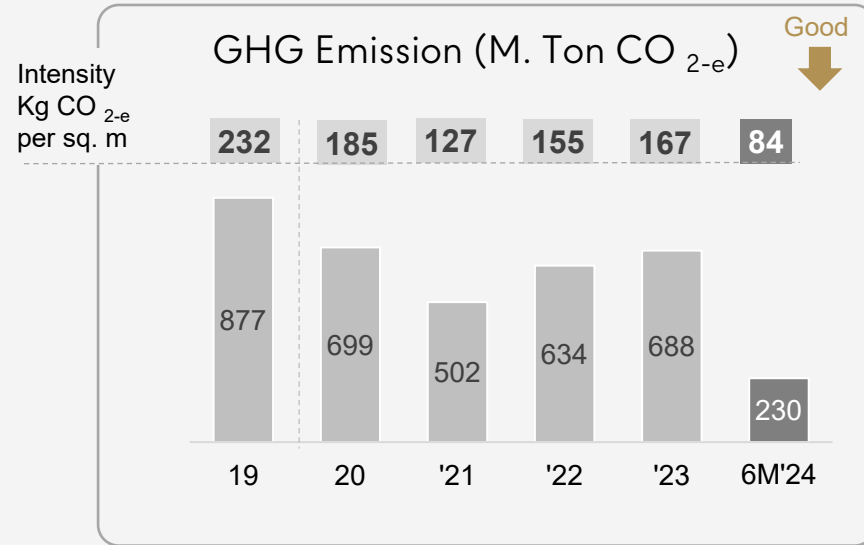
Sustainability Performance Targets link to financial framework and employee benefits



Integrate ESG and its linkage between societal and environmental in new project development



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TARGET 2030
Impact Value
1:20

500_M
Visits / Year

15,000
Partners & SMEs

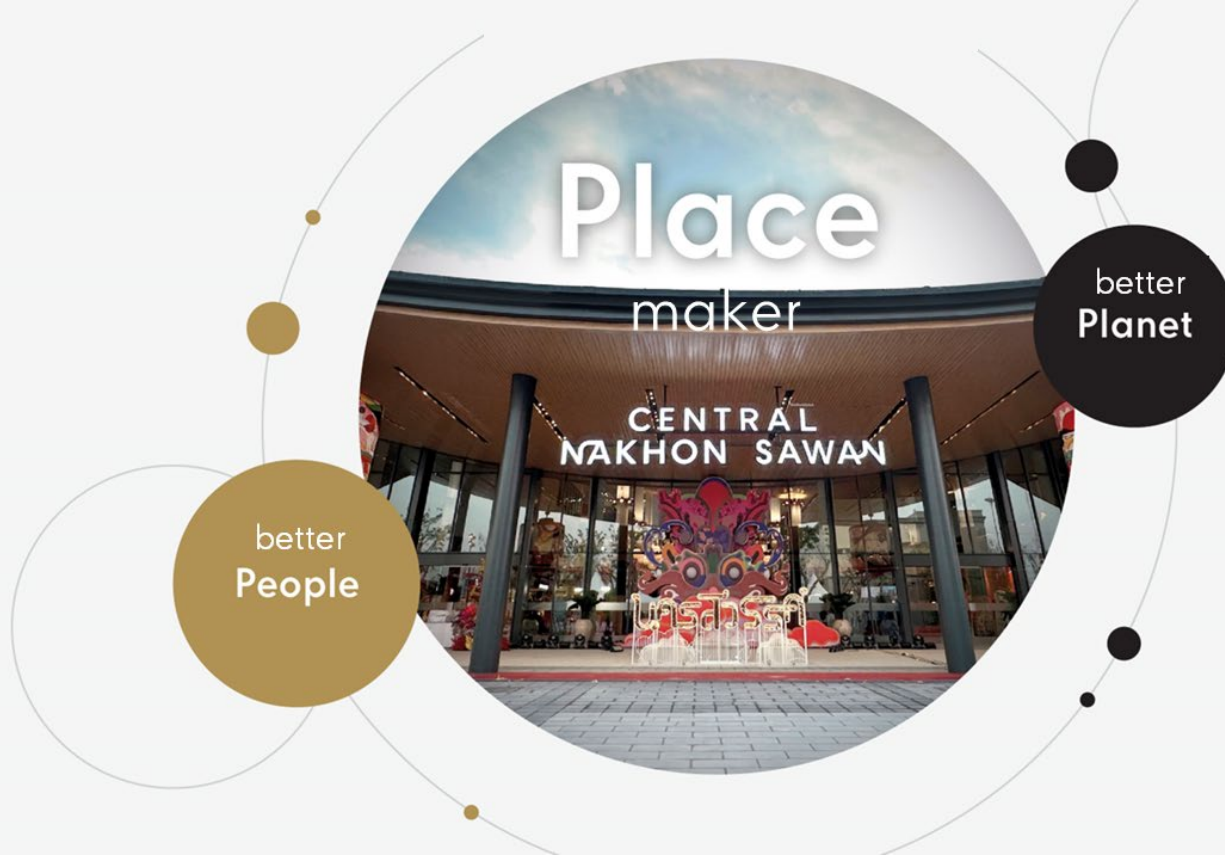
120,000
Jobs

700_{MB}
Communities
Income

5,000_{MB}
for SMEs & Supplier

1,600
Government Activities

Our IMPACT Measurement



TARGET 2030
Reduce GHG
-46.2%
from 2019

-21.6%

GHG reduction
or 190,946 TCO₂-e

-14.7%

Electricity reduction

+18.7%

Water recycle increase

+651%

Waste divert increase

+400%

Green building standards

Actual 2023 compared to 2019 base year

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA



CENTRALPATTANA

Infinite Opportunities

The Ecosystem for All

Appendix





2023 – STRONG PERFORMANCE

CENTRALPATTANA

+11

New Project launches
+ value enhancement
through renovation



ESG initiatives

>70

Int brand opening
first stores at CPN



Partner Champion
with tenants



All-time-high revenues/ NPAT/ DPS



All-time-high retail gross profit margin



Net D/E improved from 0.82x to 0.71x



+1

40 Shopping
Centers

17

Community
Malls

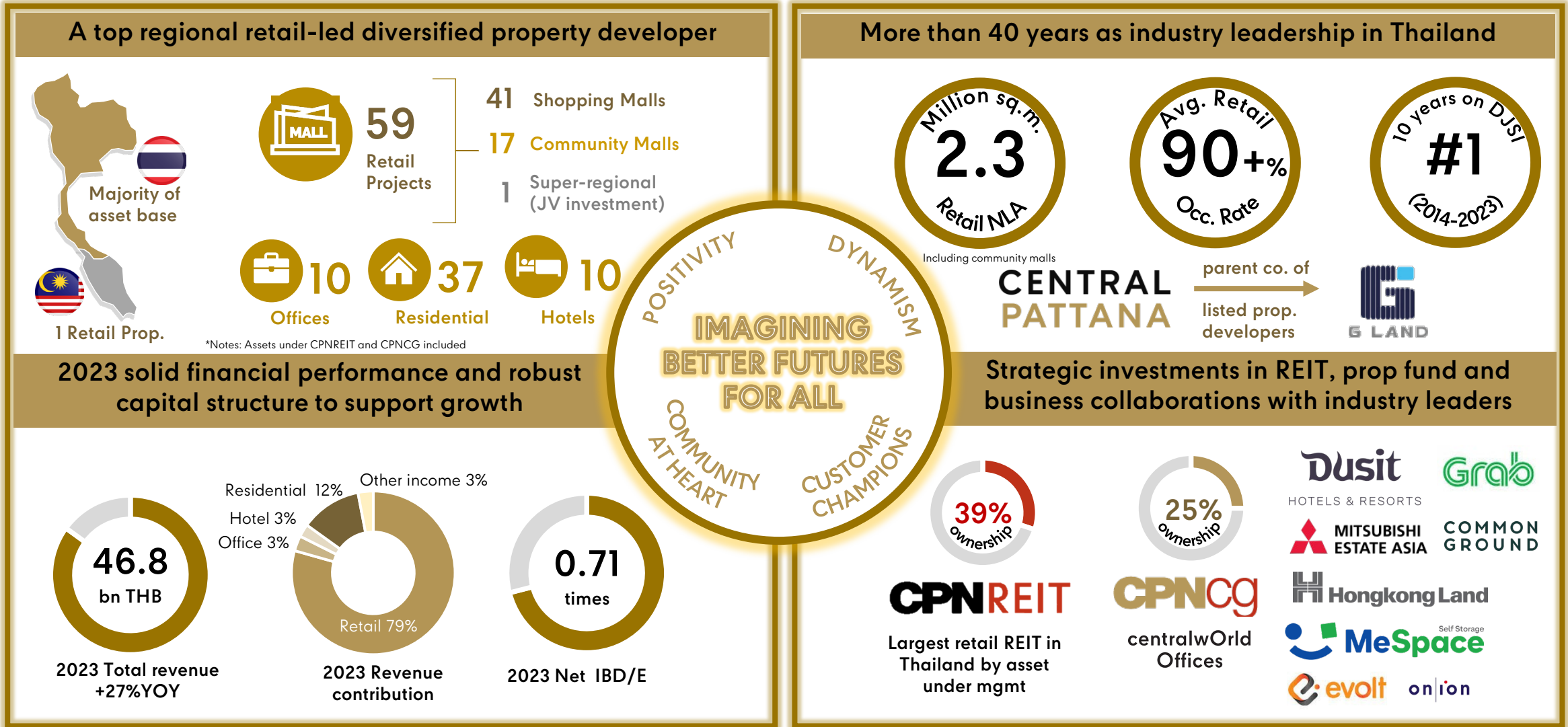
+5

33 Residences

+5

9 Hotels

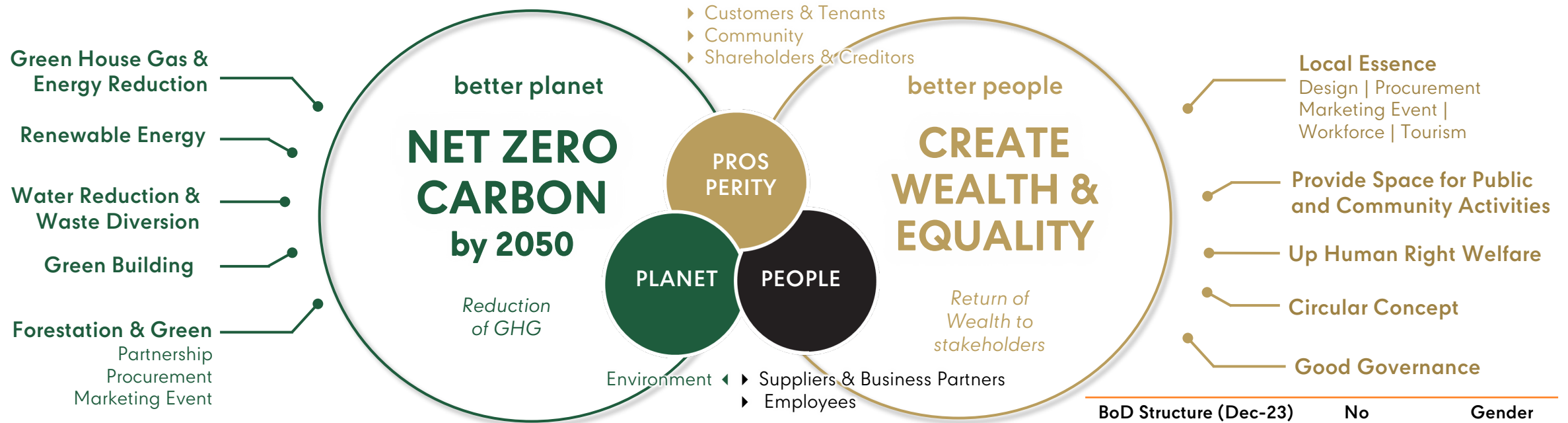
10 Offices



Strategic Direction

Imagining for Sustainable Future

Build Sustainable Future through Net Zero Journey and being loved by every community we located in



Credibility via global commitment and ESG assessment:

- **Apply:** SBTi-Science Based Target Initiatives - under developing the 1st draft of Net Zero Pathway and target the submission to SBTi for official validation by 2025; UNGC; HRDD-HRIA; UNWEPs, T-VER
- **Assess:** Member of DJSI World for 6th consecutive yrs & DJSI Emerging Markets for 10th consecutive, BBB rate of MSCI ESG Rating, GRESB, THSI, SET Award, CGR
- **Disclose:** GRI, Green bond disclosure, CAC

BoD Structure (Dec-23)	No	Gender
Non-executive Director	7	58% 6M, 1F
Independent Director	4	33% 2M, 2F
Executive Director (CEO)	1	9% 1F

Tenure		Age	
1-9 Year	75%	51-60 Year	17%
10-12 Year	-	61-70 Year	75%
> 12 Year	25%	> 71 Year	8%



CORE FINANCIAL SUMMARY*

CENTRALPATTANA

Continued QoQ positive revenues momentum but NPAT slightly dropped QoQ due to seasonally high SG&A

Bt m	4Q22	3Q23	4Q23	%YoY	%QoQ	2022	2023	%YoY
Total Revenue	10,583	12,277	13,089	24%	7%	36,810	46,790	27%
Gross Profit	5,162	6,154	7,134	38%	16%	17,542	24,104	37%
Core Operating Profit	3,380	4,758	4,877	44%	3%	12,243	17,626	44%
Core Net Profit	2,609	3,829	3,772	45%	-1%	9,415	13,916	48%
Core EPS (Bt/share)	0.58	0.85	0.84	45%	-1%	2.10	3.10	48%
Reported Net Profit	2,806	4,162	3,976	42%	-4%	10,760	15,062	40%
DPS (Bt/share)						1.15	1.80	57%
				Change YoY	Change QoQ	2022	2023	Change YoY
Gross Profit Margin	51%	52%	56%	5%	4%	49%	54%	5%
Operating Margin	32%	39%	37%	5%	-2%	33%	38%	5%
Net Profit Margin	25%	31%	29%	4%	-2%	26%	30%	4%
SG&A to Revenue	22%	14%	19%	-3%	5%	18%	16%	-2%
Net D/E Ratio (x)	0.82	0.77	0.71	▼ 0.11	▼ 0.06	0.82	0.71	▼ 0.11

* Excludes non-recurring items and impact from TFRS16