

CENTRAL PATTANA CPN TB

THAILAND / PROPERTY DEVELOPMENT

BUY

UNCHANGED

TARGET PRICE	THB73.00
CLOSE	THB52.00
UP/DOWNSIDE	+40.4%
PRIOR TP	THB73.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+8.1%

Resilient 3Q25E, positive outlook

- Resilient core business with solid rental income growth and strong cost control supporting margins.
- Expansion momentum from new malls, offices, and residential projects driving long-term growth.
- Strong balance sheet and steady dividends underpin BUY.

Expansion momentum continues with Central Park opening

In 3Q25, CPN opened its 43rd shopping center, Central Park (on 4 September 2025), along with one additional office building for lease, bringing the total number of office properties under management to 11 buildings. The company also launched three new residential projects (in Krungthep Kreetha, Krabi, and Phuket), achieving an average take-up rate of over 30%, which is considered satisfactory.

Solid operational performance despite low season

Shopping mall traffic in 3Q25 continued to rise q-q in both Bangkok and upcountry, despite the low season, boosting tenant sales. We expect rental income to grow 2.5–3.0% q-q and y-y, with the gross margin staying near 59.5% thanks to tight cost control. Hotel revenue may dip slightly y-y on weaker tourism, especially in Pattaya, though gross margin should hold steady. We expect residential revenue increase about 20% q-q, supported by more housing and condo transfers.

3Q25E supported by cost control and one-time gain

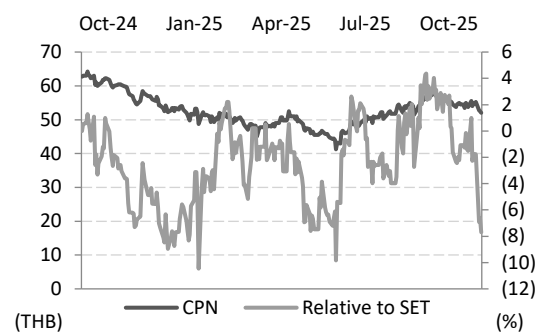
We estimate total revenue in 3Q25 at THB12.1b (+3.8% q-q, -1.2% y-y), with the y-y decline mainly driven by the residential business. The overall gross margin across all business segments is expected to remain solid at around 58.3%, close to the previous quarter, reflecting effective cost management. We also expect SG&A expenses to be well controlled, staying flat at around THB2.0b, similar to 1H25 levels. As a result, we project its 3Q25 core profit at THB4.4b (+1.9% q-q, +6.4% y-y). However, this quarter will include a pre-tax extraordinary gain of approximately THB760m from the sale of partial areas at Central Rama 2 and Central Pinklao to CPNREIT, which is an accounting gain. Including this item, we estimate CPN's net profit at around THB5.0b for the quarter.

Resilient outlook and reaffirming BUY rating

If our projection holds, core profit for 9M25 should grow 3.5% y-y, driven mainly by higher rental income from shopping malls and office properties. This would account for about 74% of our full-year estimate. Looking ahead, 4Q25 should improve seasonally, supported by the start of new condo transfers toward year-end. While 2025 remains a challenging year due to weak consumer spending and a sluggish property market, CPN maintains a strong financial position and consistent dividend payments. We reaffirm our TP of THB73 and maintain our BUY rating.

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	49,615	51,149	55,464	57,767
Net profit	16,729	17,424	18,908	19,871
EPS (THB)	3.73	3.88	4.21	4.43
vs Consensus (%)	-	1.4	(0.2)	(3.3)
EBITDA	27,118	26,296	28,396	30,008
Recurring net profit	17,028	17,424	18,908	19,871
Core EPS (THB)	3.79	3.88	4.21	4.43
Chg. In EPS est. (%)	-	-	-	-
EPS growth (%)	13.6	2.3	8.5	5.1
Core P/E (x)	13.7	13.4	12.3	11.7
Dividend yield (%)	4.0	4.2	4.5	4.8
EV/EBITDA (x)	13.0	13.7	12.7	11.7
Price/book (x)	2.3	2.2	2.0	1.9
Net debt/Equity (%)	101.1	99.8	93.6	81.9
ROE (%)	17.7	16.7	16.8	16.4



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(7.6)	0.5	(19.7)
Relative to country (%)	(9.5)	(5.8)	(11.4)
Mkt cap (USD m)	7,228		
3m avg. daily turnover (USD m)	11.0		
Free float (%)	66		
Major shareholder	Chirathivat Family (37%)		
12m high/low (THB)	65.50/41.00		
Issued shares (m)	4,488.00		

Sources: Bloomberg consensus; FSSIA estimates



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Investment thesis

CPN remains a leading retail property developer in Thailand with resilient earnings supported by recurring rental income from its strong mall and office portfolio.

The opening of Central Park and new residential projects enhances long-term growth potential. Despite a challenging 2025 from weak consumption and sluggish property demand, rising traffic and strong cost control should sustain margins.

The company's solid financial position, recurring cash flow, and consistent dividends provide downside protection. We expect core profit growth of 2.3% y-y in 2025. Maintain BUY, TP THB73.

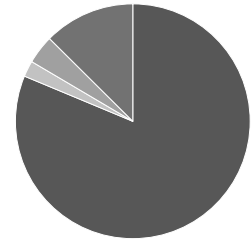
Company profile

Central Pattana PCL is the largest retail property developer in Thailand, with over 40 years of experience. At end-2Q24, CPN managed 42 shopping centers and 17 community malls, seven office buildings, nine hotels, and 35 residential projects. It has a net retail leasable area of 2.3m sqm. with an average 90% occupancy rate.

www.centralpattana.co.th

Principal activities (revenue, 2024)

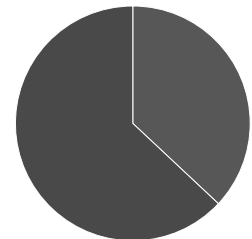
- Revenue from rent and services - 81.3 %
- Revenue from food and beverage - 2.2 %
- Revenue from hotel operation - 4.0 %
- Revenue from residential project - 12.6 %



Source: Central Pattana

Major shareholders

- Chirathivat Family - 37.0 %
- Others - 63.0 %



Source: Central Pattana

Catalysts

Key potential catalysts include 1) NLA expansion with new shopping malls; 2) effective cost control or the ability to pass on increased costs to tenants; and 3) the success of its housing projects.

Risks to our call

Key downside risks to our DCF-derived TP are deviations from our estimates on rental and occupancy rates, returns on its new investments, capex, and interest rates.

Event calendar

Date	Event
14 November 2025	3Q25 earnings announcement

Key assumptions

	2025E	2026E	2027E
NLA (m sqm.)	2.38	2.48	2.61
Retail rental rate (THB/sqm./month)	1,835	1,909	1,985
Rental revenue (THB m)	43,087	45,914	48,203
Hotel revenue (THB m)	1,983	2,156	2,320
Residential revenue (THB m)	4,961	6,209	6,000
Total revenue (THB m)	51,149	55,464	57,767
Blended GPM (%)	54.9	55.0	55.6
SG&A to sales (%)	16.6	16.9	17.0

Source: FSSIA estimates

Earnings sensitivity

- For every 5% increase in rental rates, we project 2025 earnings to rise by 3%, and vice versa, all else being equal.
- For every 1% increase in occupancy rate, we project 2025 earnings to rise by 1%, and vice versa, all else being equal.
- For every 1% increase in SG&A to sales, we project 2025 earnings to drop by 2.8%, and vice versa, all else being equal.

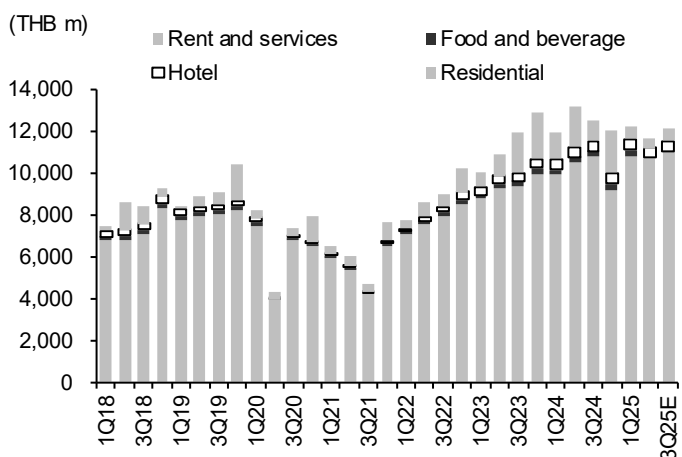
Source: FSSIA estimates

Exhibit 1: CPN - 3Q25 earnings preview

Year to Dec 31	3Q24	4Q24	1Q25	2Q25	3Q25E	----- Change -----		9M24	9M25E	Change	% of
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)	2025E
Total operating revenue	12,243	11,699	11,921	11,661	12,098	3.8	(1.2)	36,824	35,680	(3.1)	69.8
Cost of services	(5,292)	(5,958)	(4,878)	(4,882)	(5,039)	3.2	(4.8)	(16,516)	(14,799)	(10.4)	64.1
Gross profit	6,951	5,740	7,043	6,778	7,059	4.1	1.6	20,307	20,881	2.8	74.4
Operating costs	(1,987)	(2,706)	(2,044)	(1,994)	(2,008)	0.7	1.1	(5,986)	(6,047)	1.0	71.1
Operating profit	4,964	3,034	4,999	4,784	5,051	5.6	1.8	14,321	14,834	3.6	82.6
Operating EBITDA	7,220	5,353	7,318	7,102	7,374	3.8	2.1	21,033	21,794	3.6	82.9
Other income	550	770	746	1,028	1,594	55.1	189.7	2,671	3,368	26.1	112.6
Interest expense	(661)	(584)	(583)	(582)	(581)	(0.2)	(12.1)	(1,923)	(1,746)	(9.2)	46.9
Profit before tax	4,545	4,116	4,862	4,931	5,763	16.9	26.8	14,174	15,556	9.8	82.6
Tax	(980)	(958)	(1,076)	(1,043)	(1,153)	10.5	17.5	(2,922)	(3,271)	12.0	86.9
Associates	633	540	522	507	475	(6.4)	(25.0)	1,753	1,504	(14.2)	67.7
Reported net profit	4,126	3,338	4,227	4,305	4,995	16.0	21.1	12,836	13,527	5.4	77.6
Core profit	4,125	3,639	4,231	4,305	4,387	1.9	6.4	12,483	12,923	3.5	74.2
Reported EPS (THB)	0.92	1.01	0.94	0.94	0.94	0.0	2.2	2.86	2.82	(1.2)	72.6
Recurring EPS (THB)	0.92	0.81	0.94	0.96	0.98	1.9	6.4	2.78	2.88	3.5	74.2
Key Ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)	
Gross margin	56.8	49.1	59.1	58.1	58.3	0.2	1.6	55.1	58.5	3.4	
Operating margin	40.5	25.9	41.9	41.0	41.7	0.7	1.2	38.9	41.6	2.7	
EBITDA margin	59.0	45.8	61.4	60.9	61.0	0.0	2.0	57.1	61.1	4.0	
Core profit margin	33.7	31.1	35.5	36.9	36.3	(0.7)	2.6	33.9	36.2	2.3	
SG&A / Sales	16.2	23.1	17.1	17.1	16.6	(0.5)	0.4	16.3	16.9	0.7	
Revenue breakdown	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)	
Rental and services	10,779	9,172	10,792	10,724	11,048	3.0	2.5	31,155	32,564	4.5	
Hotel operations	472	550	528	442	458	3.5	(3.0)	1,415	1,428	1.0	
Residential sales	991	1,976	602	494	593	20.0	(40.2)	4,254	1,688	(60.3)	
Gross margin by business	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)	
Rental and services	58.2	51.9	60.1	59.2	59.5	0.3	1.3	57.2	59.6	2.4	
Hotel operations	66.4	66.8	67.5	64.1	66.0	1.9	(0.4)	67.0	66.0	(1.0)	
Residential sales	36.7	30.9	33.5	29.4	31.0	1.6	(5.7)	36.3	31.4	(4.8)	

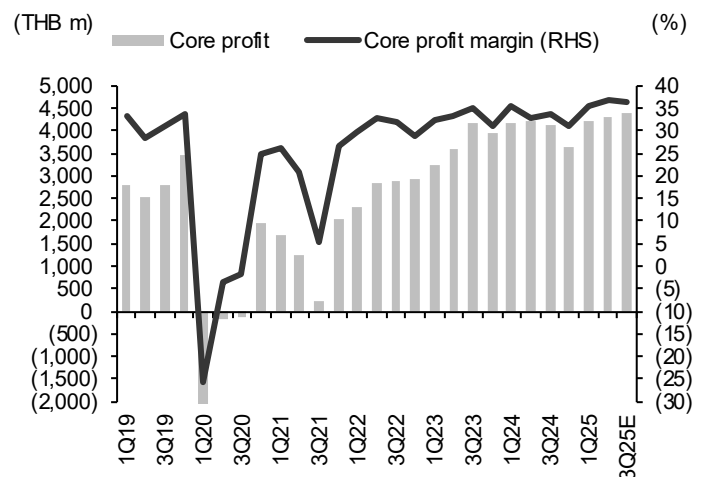
Sources: CPN, FSSIA estimates

Exhibit 2: Revenue structure



Sources: CPN, FSSIA estimates

Exhibit 3: Core profit and core profit margin



Sources: CPN, FSSIA estimates

Financial Statements

Central Pattana

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	45,613	49,615	51,149	55,464	57,767
Cost of goods sold	(21,509)	(23,012)	(23,090)	(24,948)	(25,664)
Gross profit	24,104	26,603	28,059	30,516	32,103
Other operating income	-	-	-	-	-
Operating costs	(7,726)	(8,693)	(8,506)	(9,373)	(9,820)
Operating EBITDA	24,924	27,118	26,296	28,396	30,008
Depreciation	(8,546)	(9,208)	(6,743)	(7,254)	(7,725)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	16,379	17,910	19,553	21,143	22,283
Net financing costs	(2,613)	(2,506)	(3,722)	(3,705)	(3,768)
Associates	2,133	2,292	2,221	2,271	2,339
Recurring non-operating income	4,857	5,734	5,212	5,364	5,476
Non-recurring items	71	(300)	0	0	0
Profit before tax	18,693	20,838	21,043	22,802	23,990
Tax	(3,461)	(3,880)	(3,764)	(4,106)	(4,330)
Profit after tax	15,233	16,958	17,279	18,696	19,660
Minority interests	(171)	(229)	145	212	212
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
Reported net profit	15,062	16,729	17,424	18,908	19,871
Non-recurring items & goodwill (net)	(71)	300	0	0	0
Recurring net profit	14,991	17,028	17,424	18,908	19,871
Per share (THB)					
Recurring EPS *	3.34	3.79	3.88	4.21	4.43
Reported EPS	3.36	3.73	3.88	4.21	4.43
DPS	1.80	2.10	2.17	2.36	2.48
Diluted shares (used to calculate per share data)	4,488	4,488	4,488	4,488	4,488
Growth					
Revenue (%)	28.2	8.8	3.1	8.4	4.2
Operating EBITDA (%)	27.1	8.8	(3.0)	8.0	5.7
Operating EBIT (%)	48.1	9.4	9.2	8.1	5.4
Recurring EPS (%)	37.0	13.6	2.3	8.5	5.1
Reported EPS (%)	40.0	11.1	4.2	8.5	5.1
Operating performance					
Gross margin inc. depreciation (%)	52.8	53.6	54.9	55.0	55.6
Gross margin exc. depreciation (%)	71.6	72.2	68.0	68.1	68.9
Operating EBITDA margin (%)	54.6	54.7	51.4	51.2	51.9
Operating EBIT margin (%)	35.9	36.1	38.2	38.1	38.6
Net margin (%)	32.9	34.3	34.1	34.1	34.4
Effective tax rate (%)	21.0	20.0	20.0	20.0	20.0
Dividend payout on recurring profit (%)	53.9	55.3	56.0	56.0	56.0
Interest cover (X)	8.1	9.4	6.7	7.2	7.4
Inventory days	-	-	-	-	-
Debtor days	37.7	27.9	28.8	30.6	31.2
Creditor days	234.2	235.6	206.3	207.7	215.9
Operating ROIC (%)	7.2	7.4	7.7	8.1	8.5
ROIC (%)	6.6	7.0	7.2	7.7	8.0
ROE (%)	17.3	17.7	16.7	16.8	16.4
ROA (%)	6.2	6.6	6.7	7.1	7.3
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
Revenue from rent and services	37,303	40,327	43,087	45,914	48,203
Revenue from food and beverage	921	1,092	1,118	1,185	1,244
Revenue from hotel operation	1,554	1,965	1,983	2,156	2,320
Revenue from residential project	5,835	6,231	4,961	6,209	6,000

Sources: Central Pattana; FSSIA estimates

Financial Statements

Central Pattana

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	14,991	17,028	17,424	18,908	19,871
Depreciation	8,546	9,208	6,743	7,254	7,725
Associates & minorities	0	0	0	0	0
Other non-cash items	1,505	(2,154)	(145)	(212)	(212)
Change in working capital	(3,694)	11,983	(263)	(789)	(480)
Cash flow from operations	21,348	36,065	23,759	25,161	26,905
Capex - maintenance	(13,447)	(15,115)	(10,285)	(10,727)	(8,620)
Capex - new investment	0	-	0	0	0
Net acquisitions & disposals	3,760	(530)	(9,731)	(4,246)	623
Other investments (net)	-	-	-	-	-
Cash flow from investing	(9,687)	(15,645)	(20,016)	(14,973)	(7,997)
Dividends paid	(5,182)	(8,179)	(9,757)	(10,588)	(11,128)
Equity finance	(6,494)	825	0	0	0
Debt finance	(33,111)	(12,845)	8,800	232	(7,943)
Other financing cash flows	32,225	-	-	-	-
Cash flow from financing	(12,562)	(20,200)	(957)	(10,356)	(19,071)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	10,283	0	0	0
Net other adjustments	(160)	10,283	(4,628)	0	0
Movement in cash	(1,061)	10,503	(1,843)	(168)	(163)
Free cash flow to firm (FCFF)	14,273.65	22,925.99	7,463.85	13,892.75	22,676.68
Free cash flow to equity (FCFE)	10,614.75	17,857.09	7,914.25	10,420.04	10,965.06
Per share (THB)					
FCFF per share	3.18	5.11	1.66	3.10	5.05
FCFE per share	2.37	3.98	1.76	2.32	2.44
Recurring cash flow per share	5.58	5.37	5.35	5.78	6.10
Balance Sheet (THB m) Year Ending Dec					
	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	269,554	296,231	306,516	317,243	325,863
Less: Accumulated depreciation	(93,756)	(102,964)	(109,707)	(116,961)	(124,686)
Tangible fixed assets (net)	175,798	193,267	196,809	200,282	201,177
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	42,282	48,165	48,165	48,165	48,165
Cash & equivalents	5,059	15,563	13,720	13,552	13,389
A/C receivable	4,027	4,084	4,926	5,303	5,503
Inventories	0	0	0	0	0
Other current assets	16,459	19,104	19,695	21,357	22,243
Current assets	25,546	38,751	38,342	40,211	41,135
Other assets	36,247	24,053	21,078	19,427	20,234
Total assets	279,873	304,236	304,393	308,086	310,711
Common equity	92,273	100,582	108,248	116,568	125,311
Minorities etc.	8,309	9,247	9,102	8,891	8,679
Total shareholders' equity	100,582	109,829	117,350	125,458	133,990
Long term debt	83,656	103,080	108,623	108,816	102,076
Other long-term liabilities	41,767	53,043	40,337	34,441	35,871
Long-term liabilities	125,423	156,123	148,960	143,257	137,947
A/C payable	9,018	8,799	9,681	10,460	10,760
Short term debt	39,196	23,537	22,166	22,205	21,002
Other current liabilities	5,654	5,948	6,236	6,706	7,014
Current liabilities	53,868	38,284	38,083	39,371	38,775
Total liabilities and shareholders' equity	279,873	304,236	304,393	308,086	310,712
Net working capital	5,815	8,441	8,705	9,494	9,973
Invested capital	260,142	273,927	274,757	277,368	279,549
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	20.56	22.41	24.12	25.97	27.92
Tangible book value per share	20.56	22.41	24.12	25.97	27.92
Financial strength					
Net debt/equity (%)	117.1	101.1	99.8	93.6	81.9
Net debt/total assets (%)	42.1	36.5	38.5	38.1	35.3
Current ratio (x)	0.5	1.0	1.0	1.0	1.1
CF interest cover (x)	5.1	8.1	3.1	3.8	3.9
Valuation					
	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	15.6	13.7	13.4	12.3	11.7
Recurring P/E @ target price (x) *	21.9	19.2	18.8	17.3	16.5
Reported P/E (x)	15.5	14.0	13.4	12.3	11.7
Dividend yield (%)	3.5	4.0	4.2	4.5	4.8
Price/book (x)	2.5	2.3	2.2	2.0	1.9
Price/tangible book (x)	2.5	2.3	2.2	2.0	1.9
EV/EBITDA (x) **	14.4	13.0	13.7	12.7	11.7
EV/EBITDA @ target price (x) **	18.2	16.5	17.3	16.0	14.9
EV/invested capital (x)	1.4	1.3	1.3	1.3	1.3
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Central Pattana; FSSIA estimates

Central Pattana PCL (CPN TB)

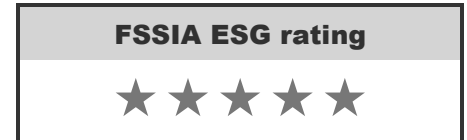


Exhibit 4: FSSIA ESG score implication

81.38 / 100

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 5: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings						Bloomberg	
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
AP	53.36	--	Y	Y	5.00	5.00	Certified	Low	43.30	--	--	16.91	24.00	1.89	34.26
AWC	71.74	--	Y	Y	5.00	5.00	Certified	Low	55.63	AA	--	69.90	73.00	2.11	60.03
CPN	81.38	Y	Y	Y	5.00	5.00	Certified	Low	56.02	BBB	35.00	69.83	81.00	3.67	--
SIRI	66.14	--	Y	Y	5.00	5.00	Certified	Low	43.82	A	--	57.85	23.00	3.00	61.14
SPALI	59.80	--	Y	Y	5.00	5.00	Certified	Low	52.93	BB	--	36.30	24.00	2.19	42.36

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 6: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	2.24	2.42	2.76	3.13	3.12	3.35	3.67	—
BESG environmental pillar score	0.97	1.31	1.29	1.93	1.90	2.22	2.60	—
BESG social pillar score	3.25	3.25	6.78	6.78	6.78	6.78	6.78	—
BESG governance pillar score	4.03	3.91	3.95	3.86	3.90	4.01	4.31	—
ESG disclosure score	50.21	53.42	57.94	58.14	59.45	60.66	60.66	—
Environmental disclosure score	40.65	52.85	54.82	52.85	56.78	56.78	56.78	—
Social disclosure score	28.75	26.18	31.53	34.10	34.10	37.73	37.73	—
Governance disclosure score	81.10	81.10	87.36	87.36	87.36	87.36	87.36	—
Environmental								
Emissions reduction initiatives	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Climate change policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
GHG scope 1	4	4	4	4	6	7	3	2
GHG scope 2 location-based	202	255	250	258	278	220	185	239
GHG Scope 3	191	270	284	300	305	246	167	365
Carbon per unit of production	0	0	0	0	0	75	54	0
Biodiversity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	846	930	909	956	1,003	810	718	1,030
Renewable energy use	0	0	1	6	9	13	19	22
Electricity used	846	923	904	951	998	806	715	922
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 7: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous waste	—	—	9	—	0	0	0	—
Total waste	67	77	107	84	70	52	45	65
Waste recycled	—	0	0	0	2	2	2	6
Waste sent to landfills	—	—	—	—	68	49	42	53
Environmental supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
Water policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water consumption	—	2,536	2,489	2,573	3,071	2,475	2,378	—
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Quality assurance and recall policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Consumer data protection policy	No	No	No	No	No	No	No	No
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	Yes	Yes	Yes	Yes	Yes	No
Pct women in workforce	49	49	50	50	50	49	49	—
Pct disabled in workforce	—	—	—	—	—	—	—	—
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—	—	—	—	—	—
Total recordable incident rate - employees	—	—	0	0	0	0	0	—
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No	No	No	No	No
Number of employees – CSR	4,099	4,301	4,658	4,911	5,093	4,863	4,712	4,991
Employee turnover pct	—	—	—	—	—	—	—	—
Total hours spent by firm - employee training	81,980	90,321	116,450	132,597	122,232	53,593	117,800	49,910
Social supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Governance								
Board size	12	12	11	11	11	12	12	14
No. of independent directors (ID)	4	4	4	4	4	4	4	4
No. of women on board	2	1	1	1	1	2	3	4
No. of non-executive directors on board	11	11	10	10	10	11	9	13
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	6	8	8	8	10	10	9	8
Board meeting attendance pct	96	86	90	99	90	96	98	99
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	53	54	55	56	57	58	59	—
Age of the oldest director	75	76	77	78	79	80	79	—
No. of executives / company managers	11	12	8	8	9	6	5	7
No. of female executives	6	5	5	5	5	2	2	2
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	4	4	4	4	4	4	4	3
No. of ID on audit committee	4	4	4	4	4	4	4	3
Audit committee meetings	11	11	11	11	11	11	11	8
Audit meeting attendance %	97	98	95	100	100	100	100	96
Size of compensation committee	3	3	3	3	3	3	5	3
No. of ID on compensation committee	2	2	2	2	2	2	2	2
No. of compensation committee meetings	3	3	2	3	4	3	5	4
Compensation meeting attendance %	89	88	80	100	100	100	100	100
Size of nomination committee	3	3	3	3	3	3	5	3
No. of nomination committee meetings	3	3	2	3	4	3	5	4
Nomination meeting attendance %	89	88	80	100	100	100	100	100
Sustainability governance								
Verification type	No	No	Yes	Yes	Yes	Yes	Yes	Yes

Sources: Bloomberg; FSSIA's compilation

Disclaimer for ESG scoring

ESG score	Methodology	Rating																			
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																			
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for SETESG inclusion , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. SETESG Index is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																			
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																			
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
Morningstar Sustainalytics	The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table border="1" style="margin-top: 10px;"> <thead> <tr> <th>NEGL</th> <th>Low</th> <th>Medium</th> <th>High</th> <th>Severe</th> </tr> </thead> <tbody> <tr> <td>0-10</td> <td>10-20</td> <td>20-30</td> <td>30-40</td> <td>40+</td> </tr> </tbody> </table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
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ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table border="1" style="margin-top: 10px;"> <tbody> <tr> <td>AAA</td> <td>8.571-10.000</td> <td rowspan="3">Leader:</td> <td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td> </tr> <tr> <td>AA</td> <td>7.143-8.570</td> </tr> <tr> <td>A</td> <td>5.714-7.142</td> </tr> <tr> <td>BBB</td> <td>4.286-5.713</td> <td rowspan="3">Average:</td> <td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td> </tr> <tr> <td>BB</td> <td>2.857-4.285</td> </tr> <tr> <td>B</td> <td>1.429-2.856</td> </tr> <tr> <td>CCC</td> <td>0.000-1.428</td> <td>Laggard:</td> <td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td> </tr> </tbody> </table>	AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																				
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																				
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

Rating regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) "**SETESG**". The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

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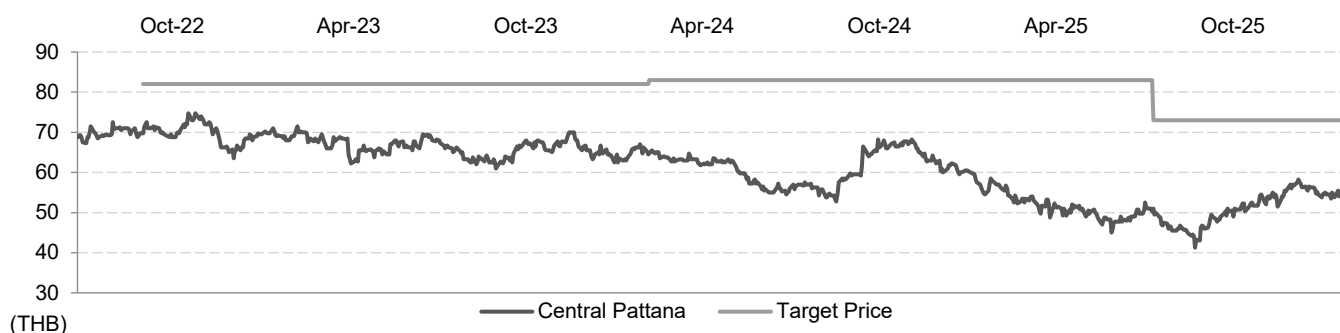
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History of change in investment rating and/or target price

Central Pattana (CPN TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
23-Dec-2022	BUY	82.00	05-Mar-2024	BUY	83.00	13-May-2025	BUY	73.00

Jitra Amornthum started covering this stock from 23-Dec-2022

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Central Pattana	CPN TB	THB 52.00	BUY	Key downside risks to our DCF-derived TP are deviations from our estimates on rental and occupancy rates, returns on its new investments, capex, and interest rates.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 29-Oct-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

BUY (B). The upside is 10% or more.

HOLD (H). The upside or downside is less than 10%.

REDUCE (R). The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.