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# ROBINSON PUBLIC COMPANY LIMITED:

## OPPORTUNITY DAY 4Q17

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Date 7 March 2018



# AGENDA



## **ROBINSON AT GLANCE**

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## OPERATION AND RESULT OVERVIEW

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## STRATEGIC DIRECTION 2018

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## APPENDIX

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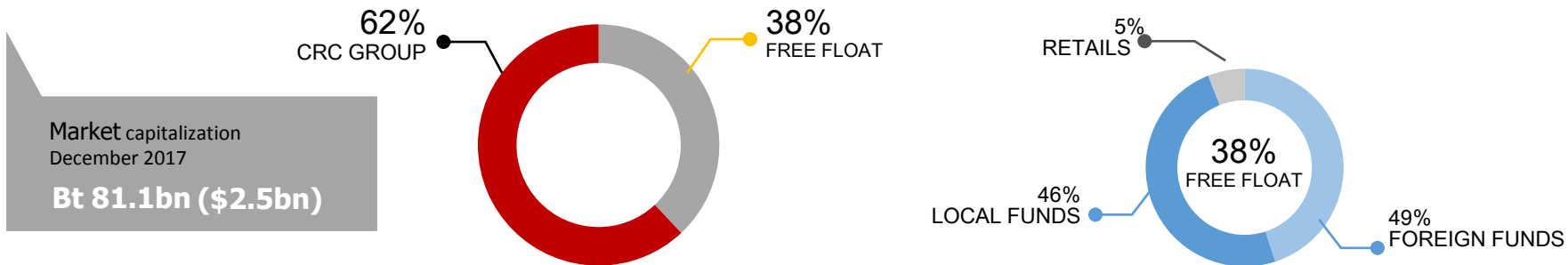
## ROBINSON AT GLANCE

More than **39** years in retail business with **46** stores in Thailand and **2** stores in Vietnam.

Our 2020 vision is to –**Profitably Grow Our Market Share** focusing on 5 key area: to continue to drive sale, to improve gross margin, to manage cost base, to invest for future growth, and to make retail more than just shopping.

## SHAREHOLDER STRUCTURE AS OF DECEMBER 2017

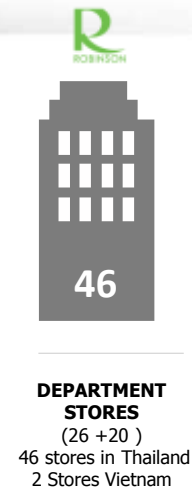
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## STRONG SYNERGY

...

**Strong synergy with Central group** helps ROBINS to strengthen supply chain management, back office system and enhance economies of scale.



**40% holdings** in Powerbuy and Supersports  
(One of the most famous category killers in home electronics and sport products in Thailand)



# AGENDA



ROBINSON AT GLANCE

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## ROBINSON

**46 stores** in Thailand  
(46 Department stores  
and 20 lifestyle centers)

**950,000** Sqm  
(Net sales and rental  
area)



## NET PROFIT

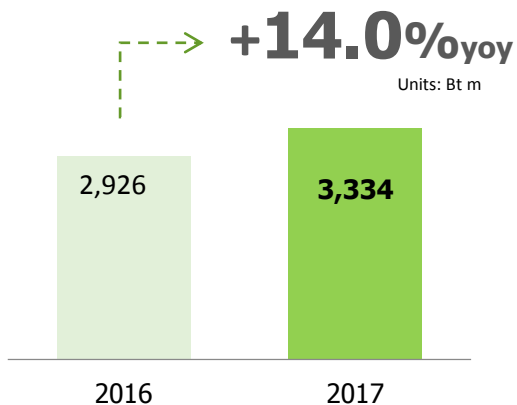
Strong financial performance  
with a solid balance sheet and  
cash flow



\* Excluding One-off items in 2016

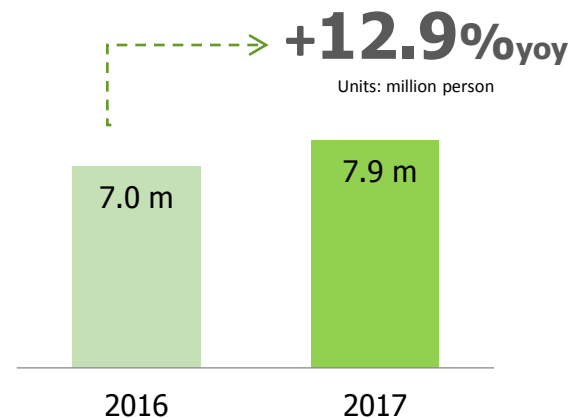
## RENTAL Income

Steadily growing of  
rental income with  
**99%** occupancy rate



## CUSTOMER Traffic Lifestyle

**7.9 million**  
**customers**  
**every month**  
in Robinson  
Lifestyle malls



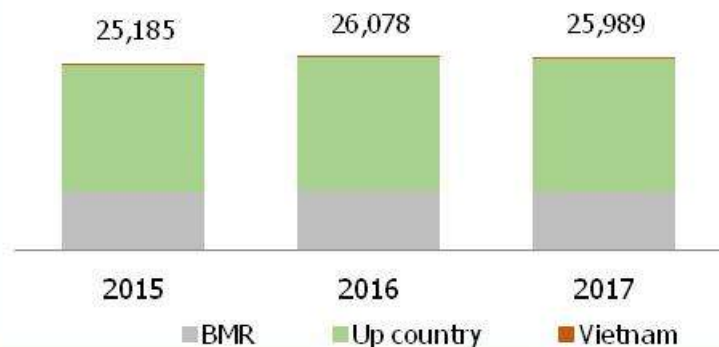
# 2017 Business Highlights

## Good balance of business portfolio :

- 70% of our sales come from Up country
- Steadily rental income growth

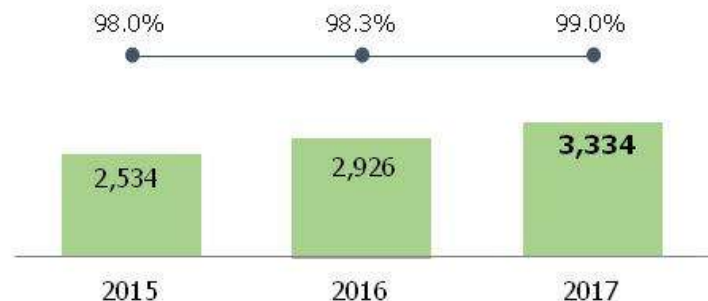
### Net sales contribution (Bt m)

CAGR (14-17) :2.8%



### Rental income (Bt m)

CAGR (14-17) :22.1%



### Rising Profitability- Continue EBITDA growth

CAGR (14-17) :8.6%



Note: EBITDA excluding Affiliates and One-off items



# 3 New Stores In 2017



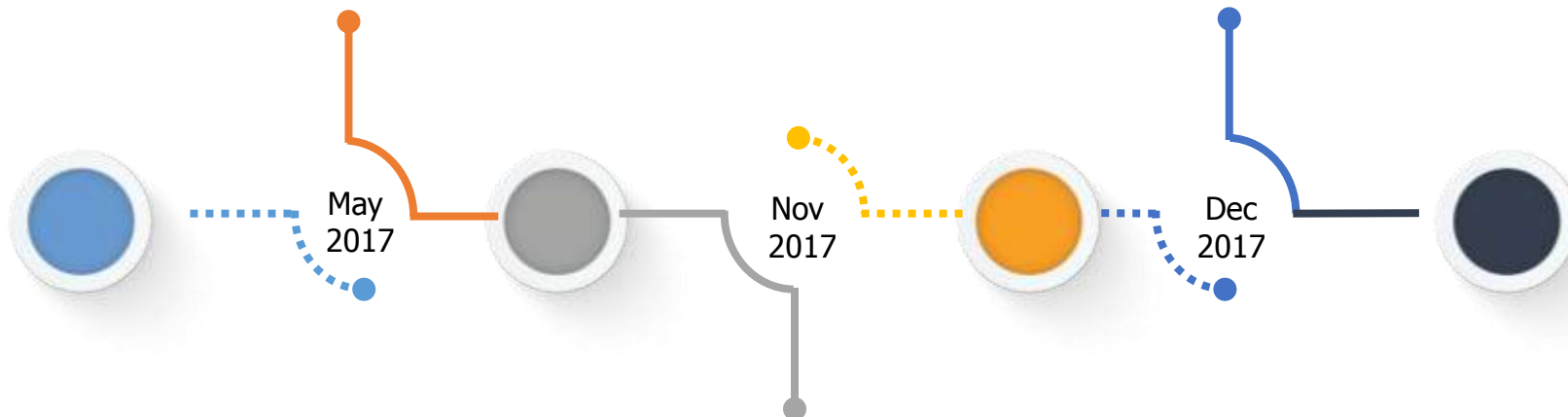
**Robinson Lifestyle**  
**Petchburi**

Opened	May'17
Gross Area	37,000 sqm



**Robinson Lifestyle**  
**Kampeangpet**

Opened	Dec '17
Gross Area	30,000 sqm



**Robinson**  
**Department store**  
**Mahachai**

Opened	Nov'17
Gross Area	16,000 sqm

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## **“To Profitably Grow Our Market Share”**

- Customer Focus – “Center of Community”
- Optimize Our Merchandising Offering
- Build and Grow Robinson OMNI Channel
- Put People at the Heart of Our Business Decisions



# Our Integrated Business Structure





20  
malls

**20 Shopping malls**  
nationwide

7.9m

Shoppers visit  
**Robinson Lifestyle**  
each month

- **Largest locally Entertainment Hub and Financial Service**



- **Differentiation**

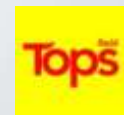
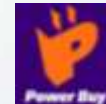


- **New Shopping Experience (Seamless/ Integrated) Robinson and all key anchors**

- **Leading restaurants and coffee shops**



- **National Brands & Category killers**



# Strengthening Our Merchandising Business Through Key Initiatives

## Customer experience



- Personalized shopping experience
- Exceptional service, great product presentation

## Optimize Core Merchandises

- Focus on Key Signature Categories
- Rationalize brands and assortments
- Become Destination in Winning Categories
  - **Home & Baby & Jean**

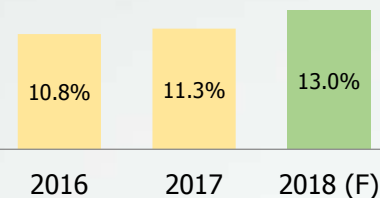
**Cuizimate**  
MODERN + LIFESTYLE



## Grow Private Label Brands Group

- Differentiation
- Range development strategy

**Private label brands  
group contribution to  
total sales**



## Omni Channel

- Online & Omni Channel Strategy
- Key Categories focus : Home, Kids, Cosmetics and Travel



## OMNI CHANNEL 2018 and Beyond

### Home as No. 1 Online Category

01

### Converting offline customers to online

02

- Personalized service
- Online store in offline stores
- Utilizing customer database



### Social Media

03



### New Channels

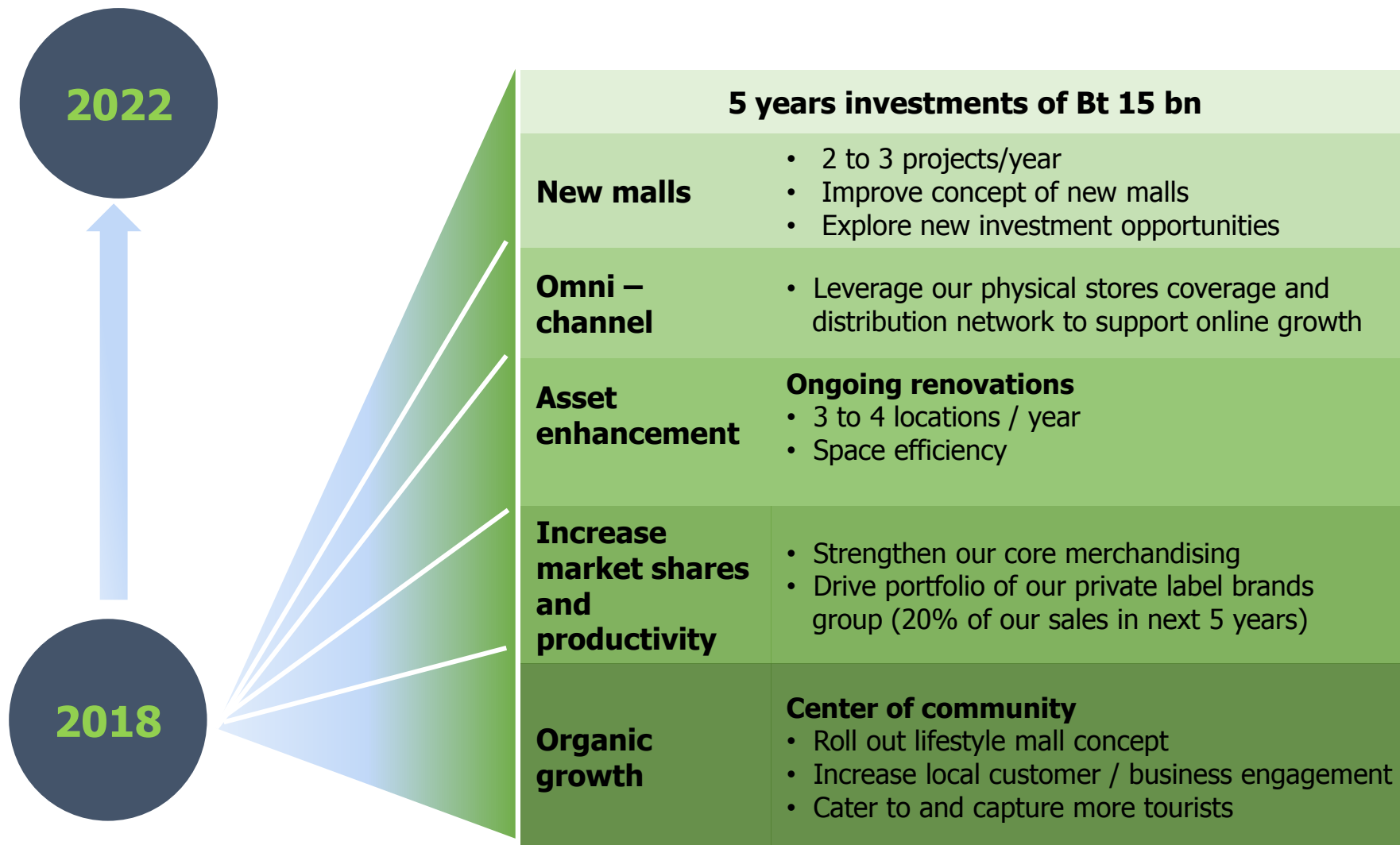
04

Other E Commerce operators



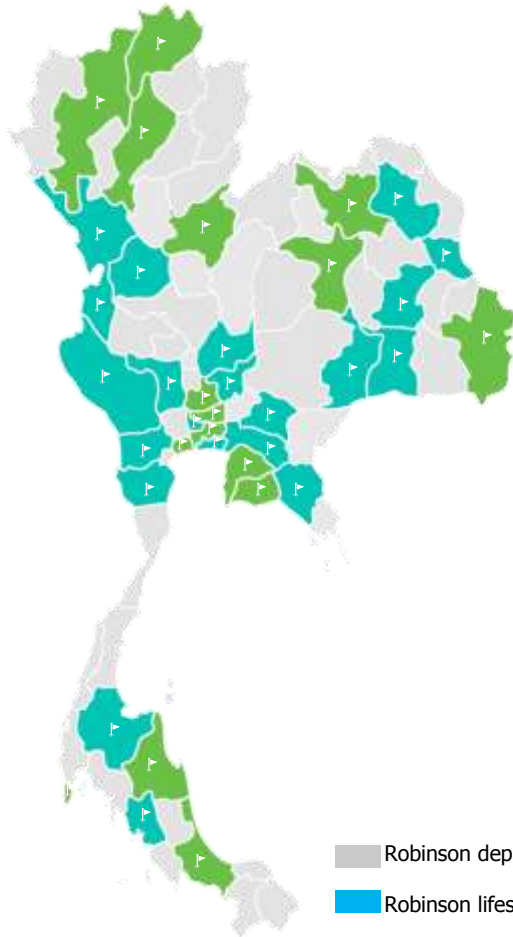
**2018:** We are in the position to significantly grow our online business and OMNI channel

# Five-Year Strategic Roadmap

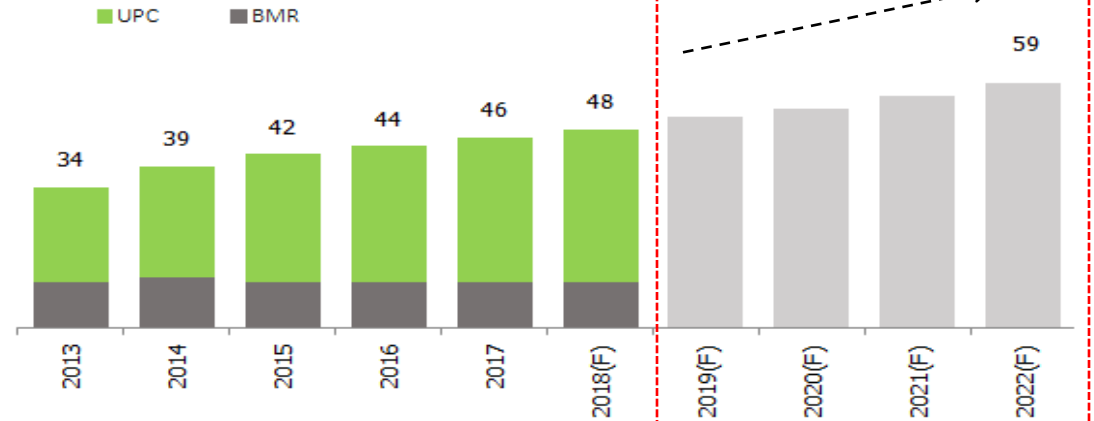


\* Robinson business excluding affiliates

# Continue To Increase Penetration



## No. of stores

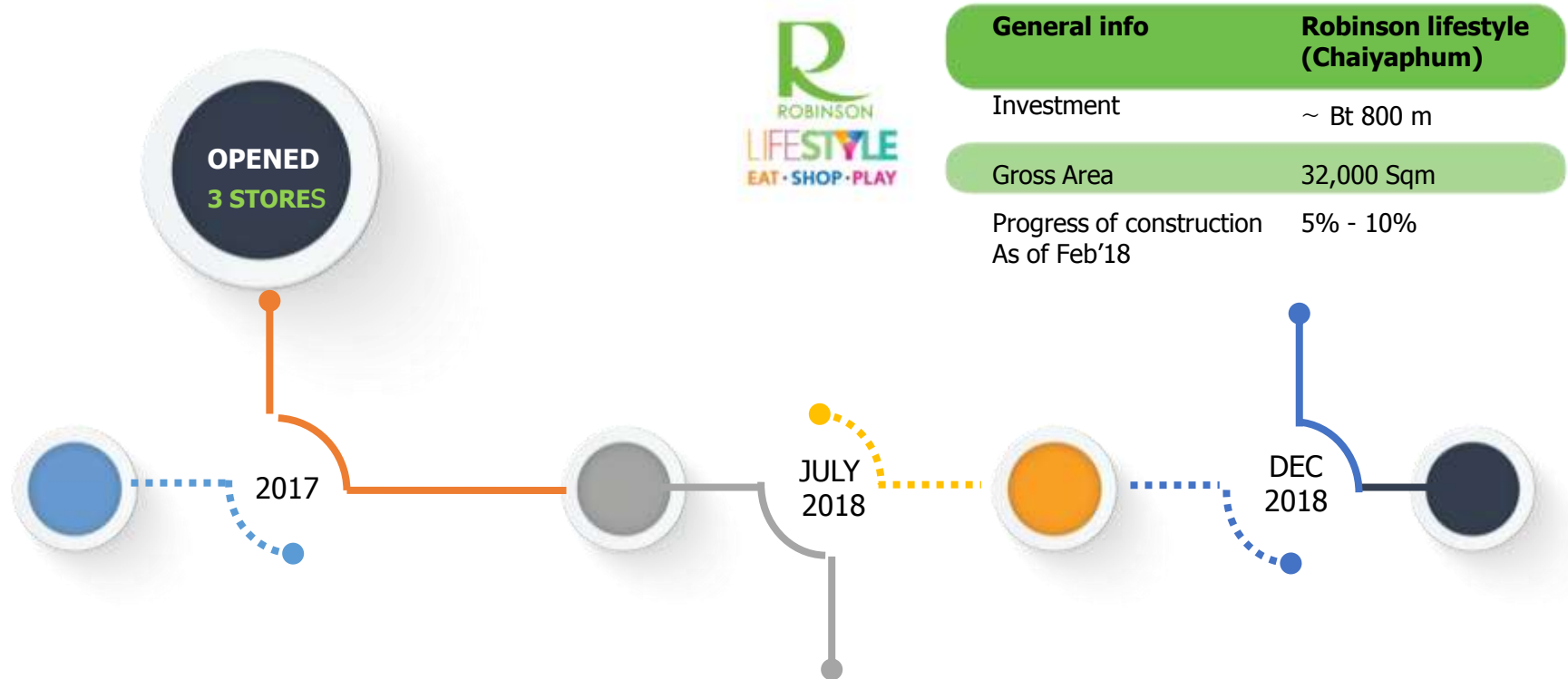


Robinson department store  
Robinson lifestyles

Note: BMR : Bangkok Metropolitan Region  
UPC : Upcountry



# Store Expansion In 2018



## General info

## Robinson lifestyle Chonburi

Investment

~ Bt 1,000 m

Gross Area

36,000 Sqm

Progress of construction As of Feb'18

60%



## 2018 Guidance

Merchandising

**Natural economic growth**

### Key drivers

- Strengthen core merchandise and private label brands group
- Leverage CRM (Customer Relationship Management) database

RENTAL  
income

**Steadily rental income growth**

- Renovation of existing stores
- Tenant-Mix – Increase variety and offer

% GP

**Higher GP margin**

- Improve product sourcing
- CRM to improve customer spending
- Increase private label brands group

CAPEX

**Bt 3.0-3.5 bn**

- Renovation
- New stores
- Others

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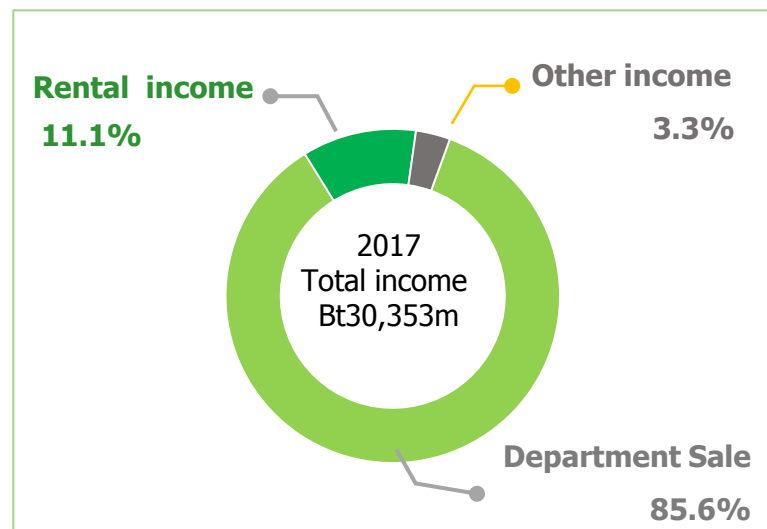
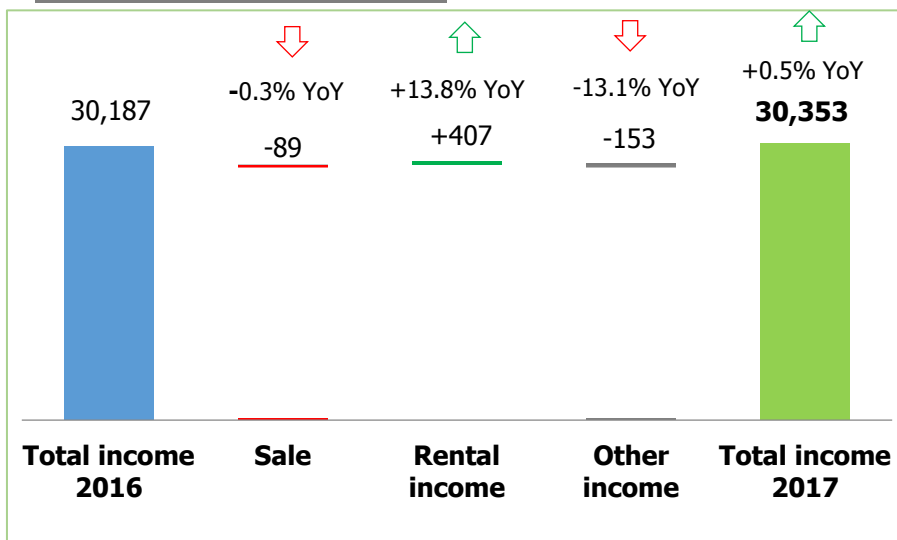


**APPENDIX**

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# 2017 FINANCIAL PERFORMANCE

## Total income breakdown



## GROSS PROFIT MARGIN

24.9% (2017)

24.9% (2016)

## EBITDA

**-2.2%** (yoy)

Bt 5,576 m

Excluding one off item : +3.1%

## NET PROFIT

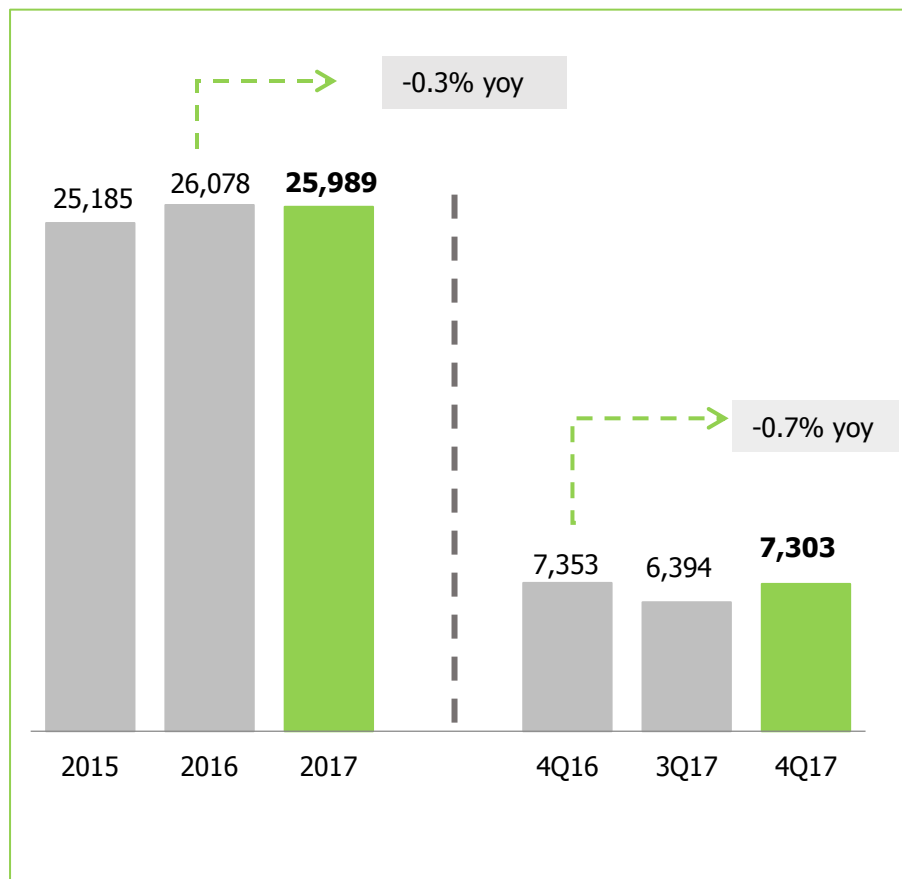
**-2.6%** (yoy)

Bt 2,742 m

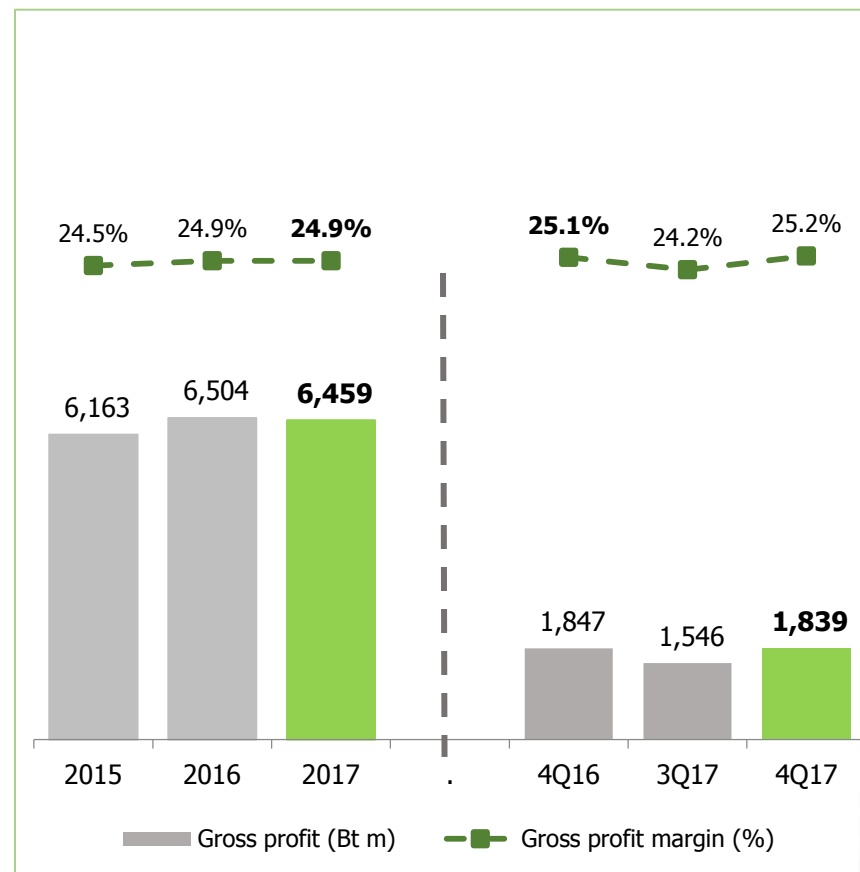
Excluding one off item: +8.7%

# Net Sales (Bt m)

Net Sales (Bt m)

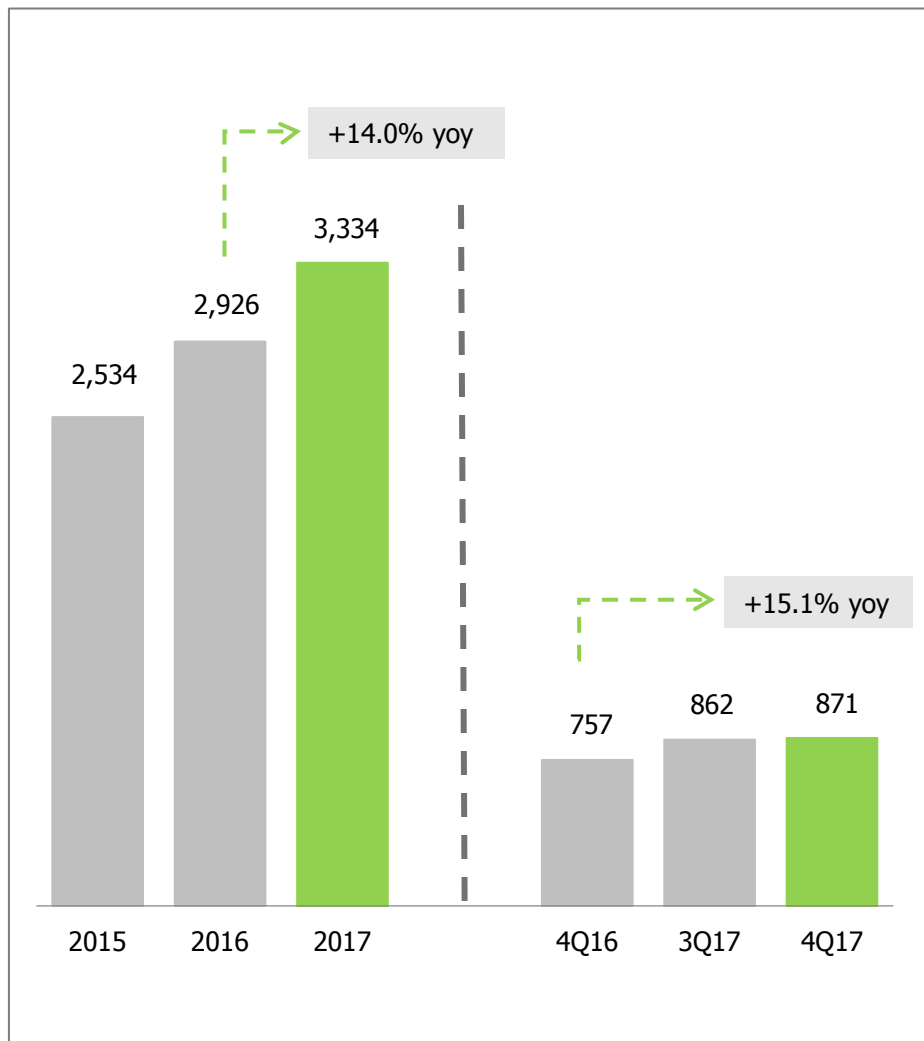


Gross profit (Bt m) and Gross profit margin (%)

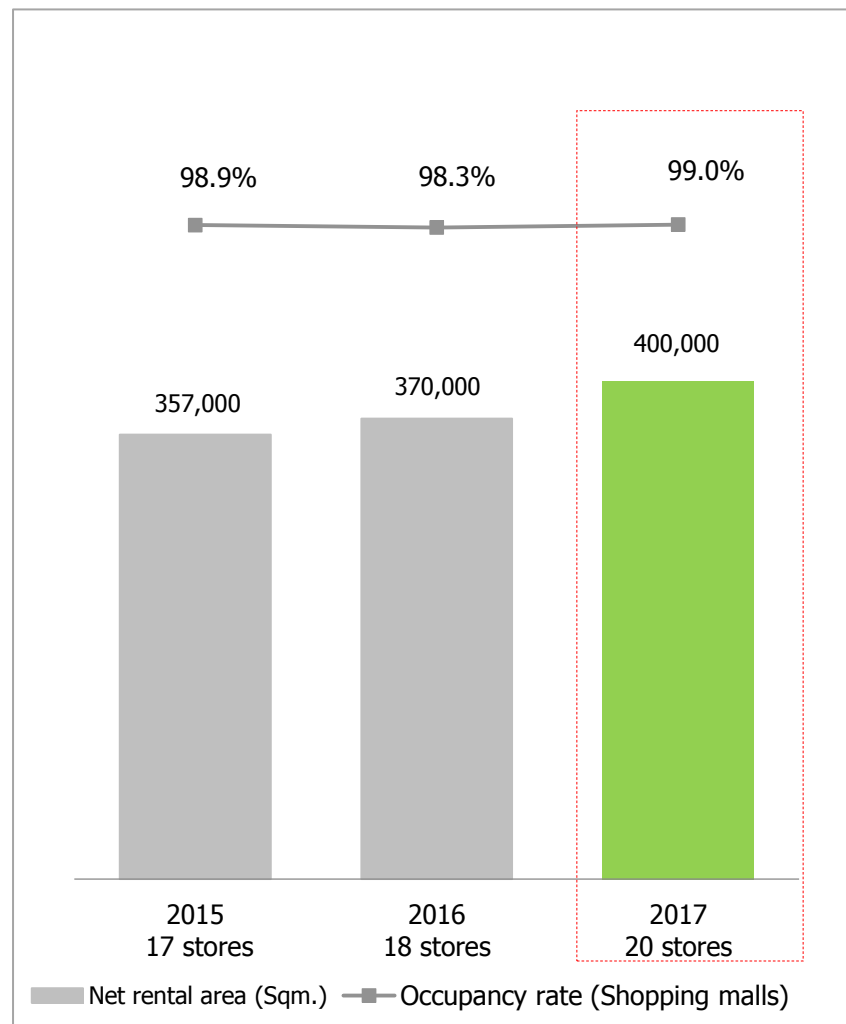


# Rental Income (Bt m)

Rental income (Bt m)

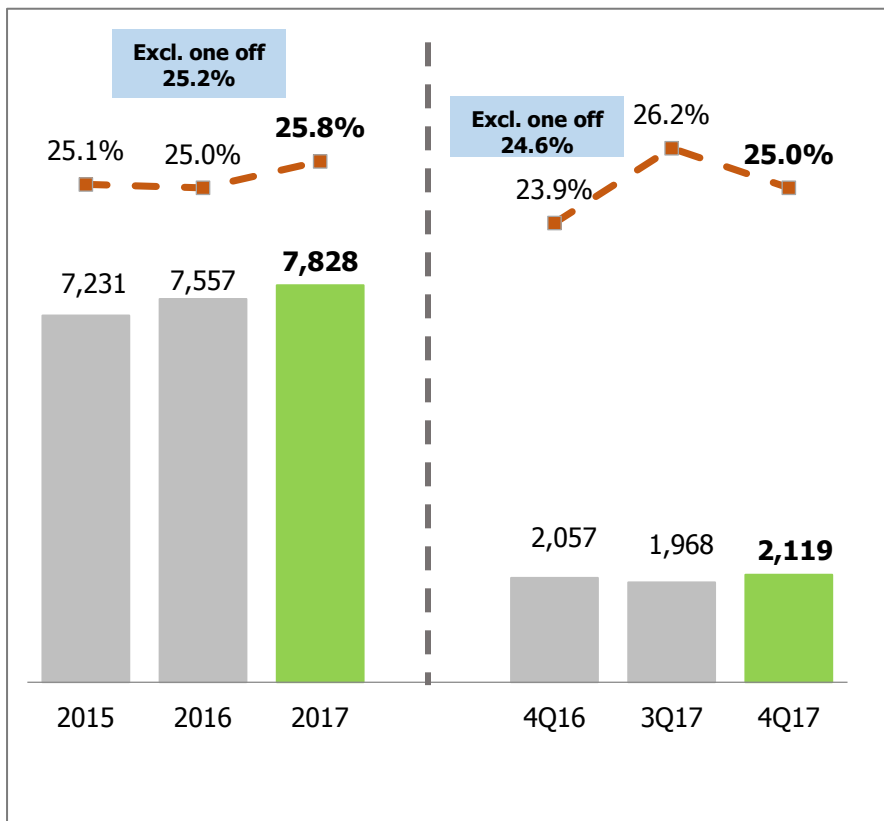


Net rental space (Sqm) Occupancy rate (%)

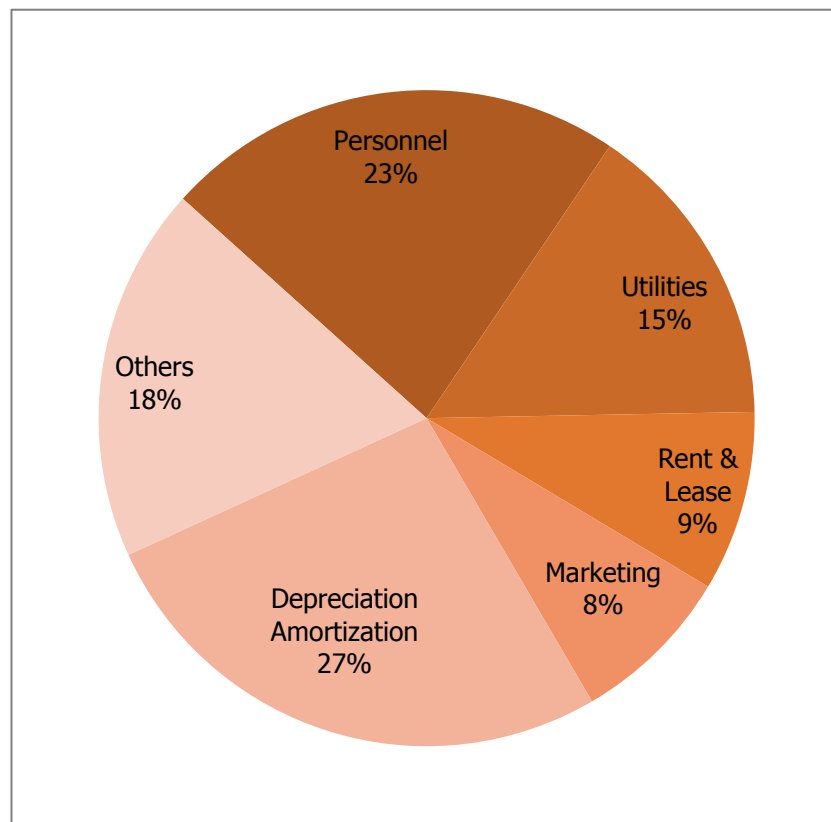


# SG&A Expenses (Bt m)

SG&A (Bt m) and SG&A/total revenue (%)



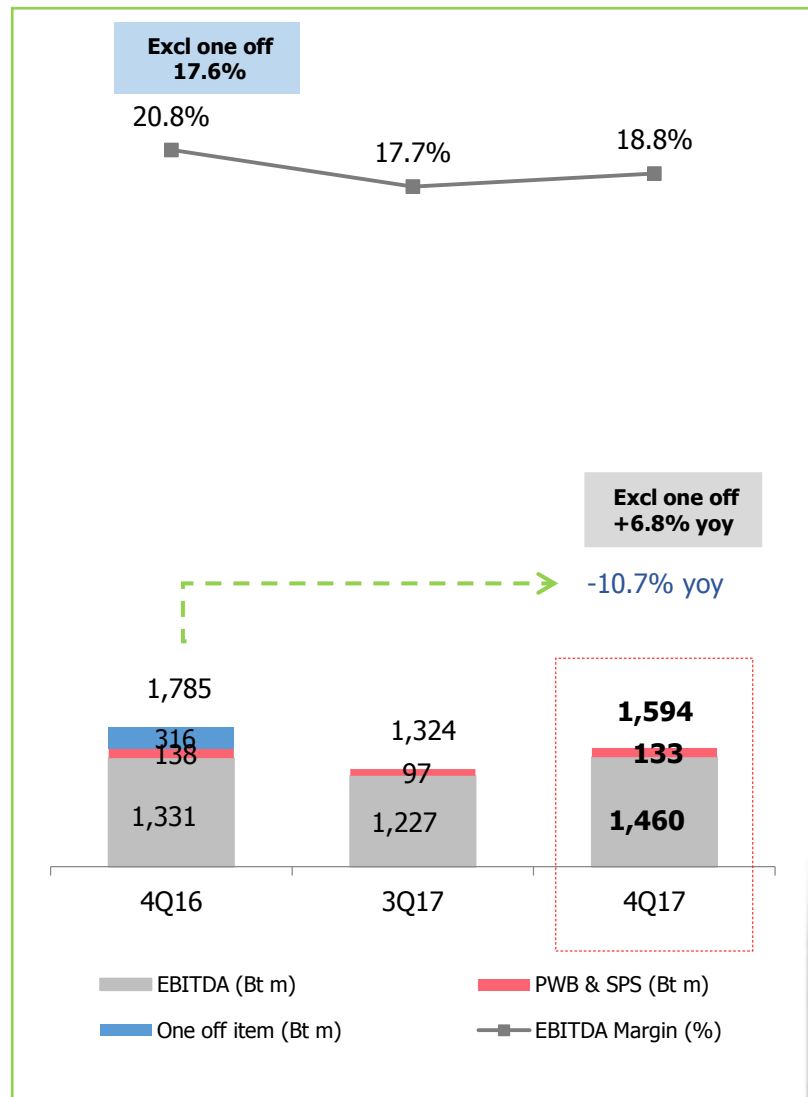
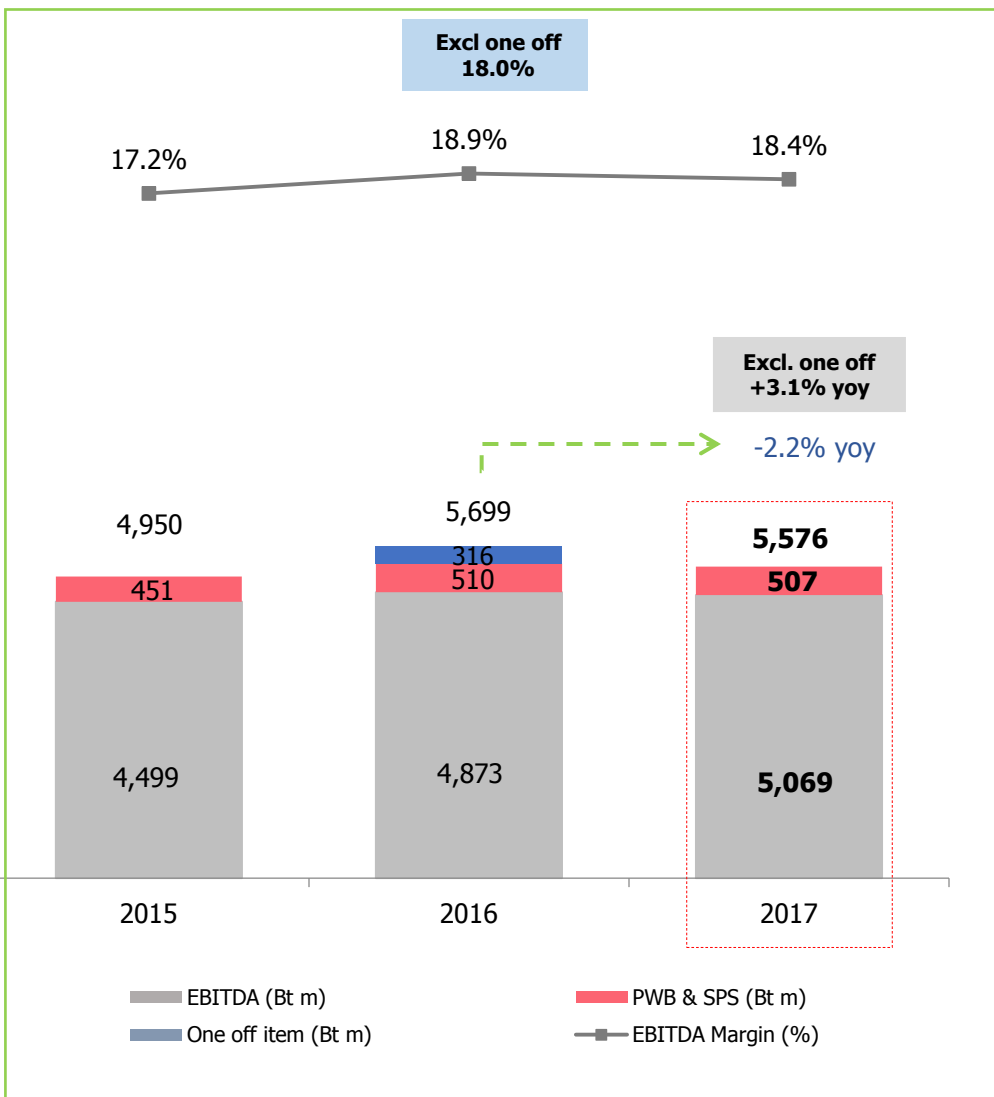
2017 SG&A breakdown



Note : In 2016, One-off items were Bt 316 m from Reversal of bad debt and flood claims

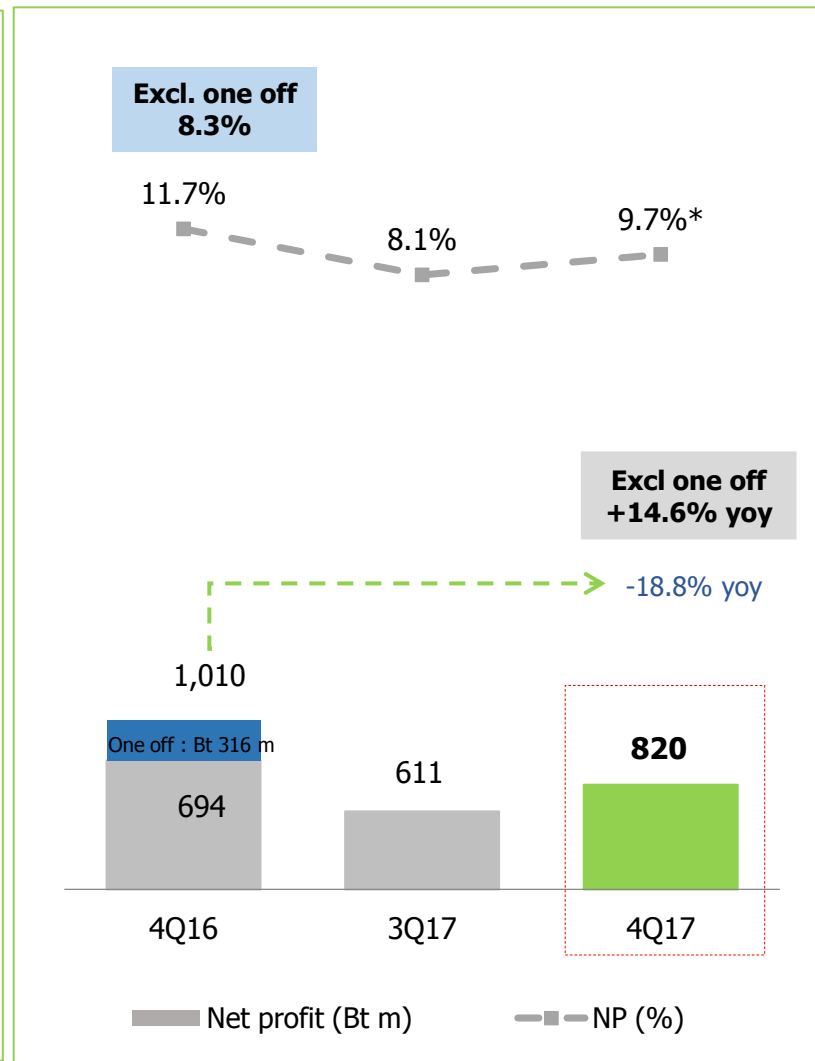
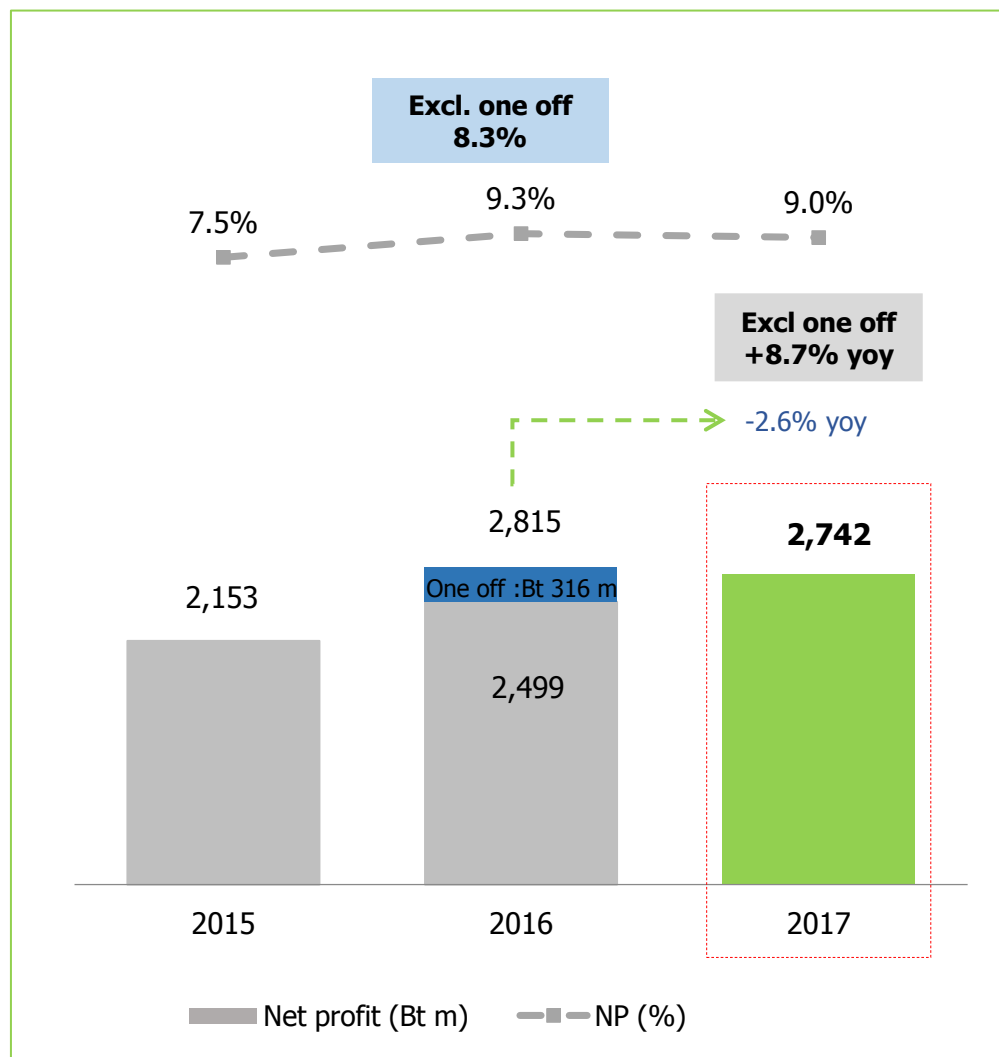


# EBITDA (Bt m) And EBITDA Margin (%)



Note : In 2016, One-off items were Bt 316 m from Reversal of bad debt and flood claims

# Net Profit (Bt m) And Net Profit Margin (%)



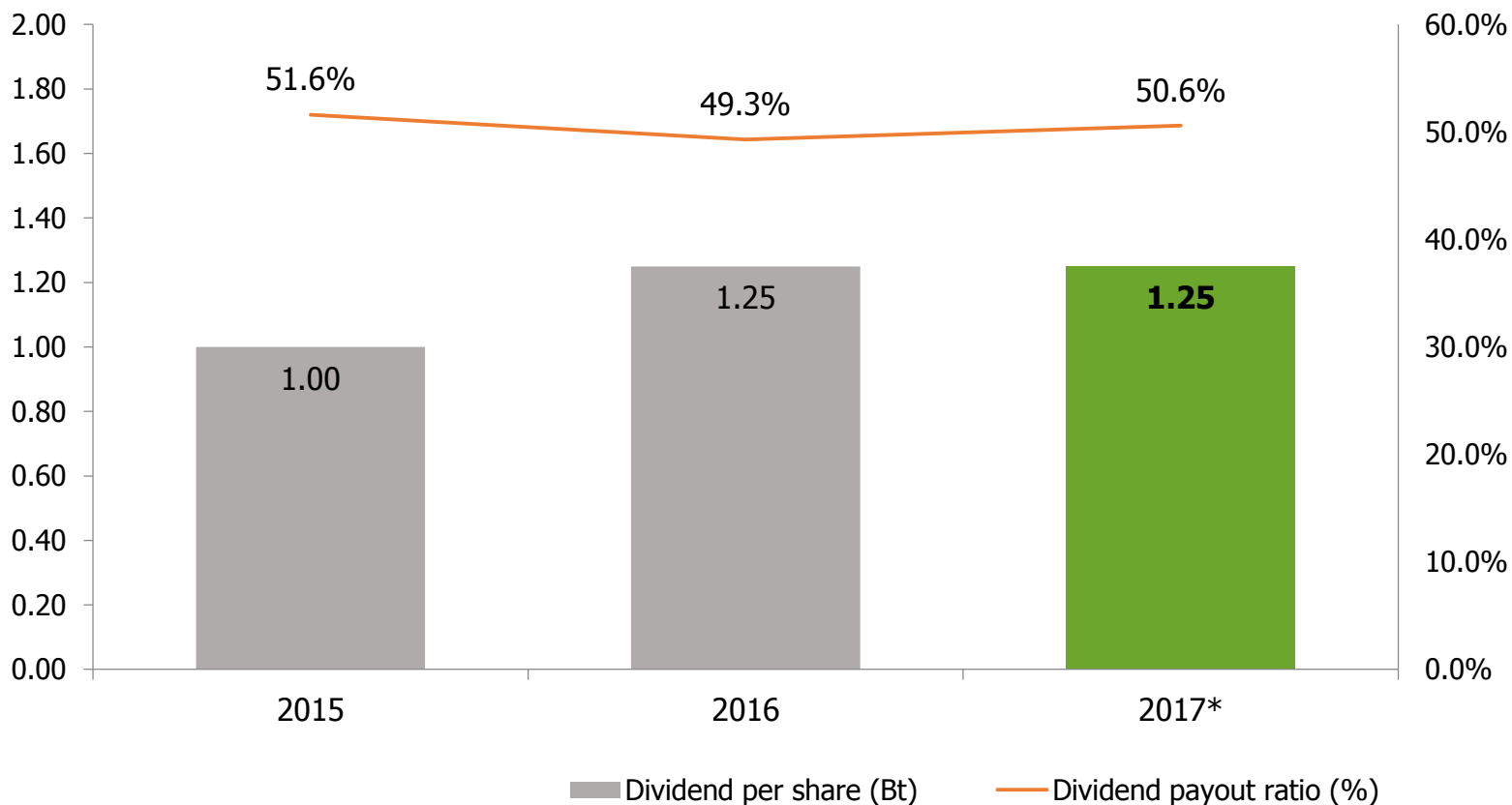
Note : In 2016, One-off items were Bt 316 m from Reversal of bad debt and flood claims

# Capital Structure



# Dividend Policy

Our dividend payout policy is at the rate of approximately 40% of profit arising from ordinary business (after corporate income tax)



Note : 2017 dividend payment is subjected to the approval of AGM 2018 on April 19, 2018

# THANK YOU



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