



# Berli Jucker

Berli Jucker  
Public Company Limited

# BJC

Bloomberg BJC TB  
Reuters BJC.BK

## The sector's growth leader, but price laggard

After a recent price correction, BJC is trading at 34x 18PE (+0.25 S.D. over its 7-year PE) and is now trading at 1.0x 2018PEG, well below the sector's 2.2x. We expect BJC to report the sector's best growth of 33% in 2018F, backed by better sales and margin in all units and lower tax from completion of the group tax restructuring, which we believe will contribute 9% to its growth this year. BUY with end-2018 DCF TP of Bt73.

**Higher sales in all units.** MSC unit. We expect sales at its modern supply chain (MSC, 99.85% in BIGC, 70% of BJC's sales) unit to grow 6% YoY, backed by positive SSS growth and continued expansion. We expect low single digit growth in 1Q18F (vs -20% YoY in 1Q17 and +3.8% in 4Q17) from better sentiment outpacing the effect of food deflation YTD. Undergirded by continued improvement in sentiment and the normalizing of food prices for the rest of the year, we expect SSS growth of 3.0% YoY in 2018 (vs -5.6% YoY in 2017). Its 2018 expansion will be similar to that in 2017, with new 8 hypermarket stores and 200 mini Big C stores. Other units. We expect sales in other units to grow 6% YoY from two new glass furnaces (+25% to capacity) starting up in 4Q17 and 3Q18, better sentiment and advance orders.

**Better gross margin.** We expect overall gross margin to widen 10bps YoY to 19.2% in 2018. MSC unit. We expect this unit's gross margin to widen by 10bps YoY to 16.8%, backed by continuation of 2017's positives (greater efficiency via reduced shrinkage, better management of logistics and distribution centers) plus its new Mini Big C distribution center opening in March 2018. Other units. We expect gross margin in other units to improve by 30bps YoY to 24.8% from gains on a strong THB for its imported raw material costs - aluminum sheets for packaging supply chain (PSC) and machines for healthcare and technical supply chain (H&STC), with lower palm oil and coconut oil costs offsetting the higher pulp costs for the consumer supply chain (CSC).

**Stronger EBIT margin.** We expect 2018F EBIT margin to widen 40bps YoY to 8.9%, from: 1) better gross margin, 2) business synergy with BIGC - it targets EBITDA synergy of Bt600mn in 2018F (vs Bt699mn in 2017), 3) higher other income (+7% YoY) from more rental space, a raise in rental rates, more brochure advertising income and in-store media concessions at the MSC unit.

**Lower tax rate.** In 2H18F BJC expects to complete the group's restructuring on tax items after the acquisition of BIGC which will lower its tax rate to about 18%. Thus, we have cut our expected effective tax rate from 28% in 2017 to 23% in 2018F and 18% in 2019F. By our estimates, the lower tax will contribute 9% to growth in 2018F and 8% in 2019F.

### Forecasts and valuation

Year to 31 Dec	Unit	2016	2017	2018F	2019F	2020F
Revenue	(Btmn)	125,330	149,158	157,878	165,066	172,332
EBITDA	(Btmn)	15,570	20,040	21,890	23,449	25,056
Core profit	(Btmn)	2,455	5,122	6,816	8,252	9,617
Reported profit	(Btmn)	3,307	5,211	6,816	8,252	9,617
Core EPS	(Bt)	0.95	1.28	1.71	2.07	2.41
DPS	(Bt)	0.50	0.57	0.65	0.79	0.92
P/E, core	(x)	61.2	45.2	34.0	28.1	24.1
EPS growth, core	(%)	(43.6)	35.5	33.1	21.1	16.5
P/BV, core	(x)	1.4	2.1	2.1	2.0	2.0
ROE	(%)	3.7	4.6	6.1	7.3	8.3
Dividend yield	(%)	0.9	1.0	1.1	1.4	1.6
FCF yield	(x)	(126.7)	1.1	3.2	3.9	4.6
EV/EBIT	(x)	31.6	30.4	27.3	25.0	22.8
EBIT growth, core	(%)	128.7	33.5	10.6	8.4	8.9
EV/CE	(x)	1.1	1.4	1.4	1.4	1.4
ROCE	(%)	(0.5)	(0.6)	(0.6)	(0.5)	(0.3)
EV/EBITDA	(x)	19.2	19.2	17.5	16.2	15.0
EBITDA growth	(%)	148.6	28.7	9.2	7.1	6.9

Source: SCBS Investment Research

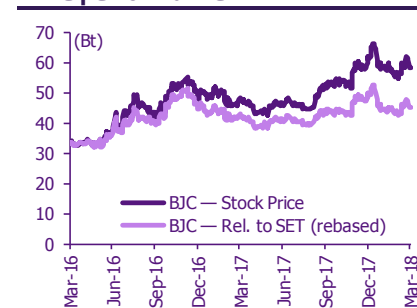
## BUY

### Stock data

Last close (Mar 21) (Bt)	58.00
12-m target price (Bt)	73.00
Upside (Downside) to TP (%)	25.86
Mkt cap (Btbn)	231.85
Mkt cap (US\$mn)	7,426

Risk rating	L
Mkt cap (%) SET	1.28
Sector % SET	10.26
Shares issued (mn)	3,997
Par value (Bt)	1.00
12-m high / low (Bt)	66 / 41.8
Avg. daily 6m (US\$mn)	16.59
Foreign limit / actual (%)	49 / 13
Free float (%)	25.1
Dividend policy (%)	≥ 50

### Price performance



Source: SET, SCBS Investment Research

### Share performance

(%)	1M	3M	12M
Absolute	6.4	(5.3)	22.8
Relative to SET	5.7	(8.4)	6.8

Source: SET, SCBS Investment Research

### Expected total return (ETR)

Target price (end-2018) (Bt)	73.00
12-month dividend (Bt)	0.65
Capital gain (%)	25.86
Dividend yield (%)	1.12
Total return (%)	26.98

Source: SET, SCBS Investment Research

### Analyst

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## Financial statement

## Profit and Loss Statement

FY December 31	Unit	2013	2014	2015	2016	2017	2018F	2019F	2020F
Total revenue	(Btmn)	42,226	41,695	42,893	125,330	149,158	157,878	165,066	172,332
Cost of goods sold	(Btmn)	(32,131)	(32,363)	(33,071)	(102,735)	(120,706)	(127,545)	(133,121)	(138,909)
<b>Gross profit</b>	<b>(Btmn)</b>	<b>10,095</b>	<b>9,333</b>	<b>9,822</b>	<b>22,595</b>	<b>28,452</b>	<b>30,333</b>	<b>31,945</b>	<b>33,423</b>
SG&A	(Btmn)	(7,017)	(7,011)	(7,179)	(24,324)	(30,686)	(32,291)	(33,552)	(34,501)
Other income	(Btmn)	511	693	1,500	11,204	14,885	15,948	16,767	17,595
Interest expense	(Btmn)	(575)	(556)	(493)	(5,203)	(4,528)	(4,535)	(4,502)	(4,176)
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>3,015</b>	<b>2,459</b>	<b>3,650</b>	<b>4,272</b>	<b>8,122</b>	<b>9,455</b>	<b>10,658</b>	<b>12,340</b>
Corporate tax	(Btmn)	(567)	(398)	(400)	(983)	(2,260)	(2,165)	(1,918)	(2,221)
Equity a/c profits	(Btmn)	65	(26)	87	181	24	32	33	34
Minority interests	(Btmn)	(189)	(367)	(661)	(1,015)	(764)	(505)	(520)	(537)
<b>Core profit</b>	<b>(Btmn)</b>	<b>2,324</b>	<b>1,668</b>	<b>2,676</b>	<b>2,455</b>	<b>5,122</b>	<b>6,816</b>	<b>8,252</b>	<b>9,617</b>
Extra-ordinary items	(Btmn)	102	12	116	851	88	0	0	0
<b>Net Profit</b>	<b>(Btmn)</b>	<b>2,426</b>	<b>1,679</b>	<b>2,792</b>	<b>3,307</b>	<b>5,211</b>	<b>6,816</b>	<b>8,252</b>	<b>9,617</b>
EBITDA	(Btmn)	5,612	4,996	6,263	15,570	20,040	21,890	23,449	25,056
<b>Core EPS (Bt)</b>	<b>(Btmn)</b>	<b>1.46</b>	<b>1.05</b>	<b>1.68</b>	<b>0.95</b>	<b>1.28</b>	<b>1.71</b>	<b>2.07</b>	<b>2.41</b>
Net EPS (Bt)	(Bt)	1.53	1.05	1.75	1.28	1.31	1.71	2.07	2.41
DPS (Bt)	(Bt)	0.84	0.60	0.84	0.50	0.57	0.65	0.79	0.92

## Balance Sheet

FY December 31	Unit	2013	2014	2015	2016	2017	2018F	2019F	2020F
Total current assets	(Btmn)	19,315	17,763	18,380	35,993	38,542	40,482	42,061	44,055
Total fixed assets	(Btmn)	25,188	25,665	26,320	272,708	276,517	277,699	277,490	277,030
<b>Total assets</b>	<b>(Btmn)</b>	<b>44,503</b>	<b>43,428</b>	<b>44,701</b>	<b>308,701</b>	<b>315,059</b>	<b>318,181</b>	<b>319,551</b>	<b>321,085</b>
Total loans	(Btmn)	15,078	14,332	14,975	152,476	157,180	155,009	152,309	148,889
Total current liabilities	(Btmn)	14,835	18,204	15,313	51,851	50,254	88,835	82,131	66,195
Total long-term liabilities	(Btmn)	11,969	7,208	8,637	145,701	153,631	116,632	122,871	137,688
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>26,804</b>	<b>25,411</b>	<b>23,950</b>	<b>197,553</b>	<b>203,886</b>	<b>205,467</b>	<b>205,002</b>	<b>203,882</b>
Paid-up capital	(Btmn)	1,590	1,592	1,592	3,990	3,996	4,570	4,570	4,570
<b>Total equity</b>	<b>(Btmn)</b>	<b>17,699</b>	<b>18,017</b>	<b>20,750</b>	<b>111,148</b>	<b>111,173</b>	<b>112,714</b>	<b>114,549</b>	<b>117,203</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>11.14</b>	<b>11.31</b>	<b>13.03</b>	<b>42.87</b>	<b>27.85</b>	<b>28.24</b>	<b>28.70</b>	<b>29.36</b>

## Cash Flow Statement

FY December 31	Unit	2013	2014	2015	2016	2017	2018F	2019F	2020F
Core Profit	(Btmn)	2,324	1,668	2,676	2,455	5,122	6,816	8,252	9,617
Depreciation and amortization	(Btmn)	2,022	1,982	2,121	6,095	7,389	7,900	8,289	8,540
Operating cash flow	(Btmn)	3,908	4,396	4,693	17,938	17,380	16,441	17,168	18,807
Investing cash flow	(Btmn)	(4,867)	(3,284)	(1,611)	(208,512)	(14,846)	(9,082)	(8,079)	(8,080)
Financing cash flow	(Btmn)	651	(1,352)	(3,151)	192,912	(1,390)	(7,382)	(9,117)	(10,383)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>(307)</b>	<b>(240)</b>	<b>(69)</b>	<b>2,338</b>	<b>1,145</b>	<b>(23)</b>	<b>(29)</b>	<b>343</b>

## Key Financial Ratios

FY December 31	Unit	2013	2014	2015	2016	2017	2018F	2019F	2020F
Gross margin	(%)	23.9	22.4	22.9	18.0	19.1	19.2	19.4	19.4
Operating margin	(%)	7.3	5.6	6.2	(1.4)	(1.5)	(1.2)	(1.0)	(0.6)
EBITDA margin	(%)	13.3	12.0	14.6	12.4	13.4	13.9	14.2	14.5
EBIT margin	(%)	8.5	7.2	9.7	7.6	8.5	8.9	9.2	9.6
Net profit margin	(%)	5.7	4.0	6.5	2.6	3.5	4.3	5.0	5.6
ROE	(%)	13.7	9.3	13.8	3.7	4.6	6.1	7.3	8.3
ROA	(%)	5.6	3.8	6.1	1.4	1.6	2.2	2.6	3.0
Net D/E	(x)	0.8	0.7	0.7	1.3	1.4	1.3	1.3	1.2
Interest coverage	(x)	9.8	9.0	12.7	3.0	4.4	4.8	5.2	6.0
Debt service coverage	(x)	1.1	0.6	0.8	0.6	0.9	0.4	0.5	0.8
Payout Ratio	(%)	55.0	56.9	47.9	39.2	43.7	38.0	38.0	38.0

## Main Assumptions

FY December 31	Unit	2013	2014	2015	2016	2017	2018F	2019F	2020F
SSS growth (MSC)	(%)	0.0	(1.5)	(3.0)	(12.8)	(5.6)	3.0	2.0	2.0
New stores, all formats (MSC)	(Stores)	211	77	98	63	180	208	158	158
Ending stores, all formats (MSC)	(Stores)	559	636	734	797	977	1,185	1,343	1,501
New stores, hypermarket (MSC)	(Stores)	6	4	2	6	9	8	6	6
Ending stores, hypermarket (MSC)	(Stores)	119	123	125	131	140	148	154	160
Gross profit margin (MSC)	(%)	15.0	15.0	13.7	14.7	16.7	16.8	16.9	17.0

## Financial statement

## Profit and Loss Statement

FY December 31	Unit	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17
Total revenue	(Btmn)	14,717	40,487	33,481	36,645	35,677	37,107	37,067	39,307
Cost of goods sold	(Btmn)	(11,631)	(33,825)	(26,857)	(30,423)	(29,075)	(30,328)	(29,799)	(31,505)
<b>Gross profit</b>	<b>(Btmn)</b>	<b>3,086</b>	<b>6,662</b>	<b>6,624</b>	<b>6,222</b>	<b>6,602</b>	<b>6,779</b>	<b>7,268</b>	<b>7,802</b>
SG&A	(Btmn)	(2,497)	(7,084)	(7,232)	(7,510)	(7,358)	(7,497)	(7,662)	(8,169)
Other income	(Btmn)	525	3,746	3,300	3,633	3,555	3,651	3,661	4,018
Interest expense	(Btmn)	(273)	(2,003)	(1,750)	(1,176)	(1,125)	(1,113)	(1,116)	(1,174)
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>840</b>	<b>1,321</b>	<b>942</b>	<b>1,169</b>	<b>1,674</b>	<b>1,820</b>	<b>2,151</b>	<b>2,477</b>
Corporate tax	(Btmn)	(197)	(479)	(306)	(0)	(531)	(595)	(576)	(558)
Equity a/c profits	(Btmn)	59	58	36	27	24	(7)	7	0
Minority interests	(Btmn)	(178)	(500)	(149)	(188)	(151)	(222)	(203)	(188)
<b>Core profit</b>	<b>(Btmn)</b>	<b>524</b>	<b>400</b>	<b>523</b>	<b>1,008</b>	<b>1,016</b>	<b>997</b>	<b>1,378</b>	<b>1,731</b>
Extra-ordinary items	(Btmn)	(22)	(240)	1,083	29	(51)	(1)	9	132
<b>Net Profit</b>	<b>(Btmn)</b>	<b>502</b>	<b>161</b>	<b>1,606</b>	<b>1,037</b>	<b>965</b>	<b>996</b>	<b>1,387</b>	<b>1,863</b>
EBITDA	(Btmn)	1,814	5,092	4,499	4,166	4,580	4,733	5,156	5,571
<b>Core EPS (Bt)</b>	<b>(Btmn)</b>	<b>0.33</b>	<b>0.25</b>	<b>0.16</b>	<b>0.25</b>	<b>0.25</b>	<b>0.25</b>	<b>0.35</b>	<b>0.43</b>
Net EPS (Bt)	(Bt)	0.32	0.10	0.51	0.26	0.24	0.25	0.35	0.47

## Balance Sheet

FY December 31	Unit	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17
Total current assets	(Btmn)	42,518	36,679	34,918	35,993	35,614	33,949	35,789	38,542
Total fixed assets	(Btmn)	198,358	265,136	264,998	272,708	273,095	273,817	276,767	276,517
<b>Total assets</b>	<b>(Btmn)</b>	<b>240,876</b>	<b>301,815</b>	<b>299,917</b>	<b>308,701</b>	<b>308,708</b>	<b>307,766</b>	<b>312,556</b>	<b>315,059</b>
Total loans	(Btmn)	162,229	237,788	155,203	152,476	153,293	152,197	158,278	157,180
Total current liabilities	(Btmn)	180,872	255,041	50,898	51,851	50,397	47,881	53,030	50,254
Total long-term liabilities	(Btmn)	19,731	19,407	138,810	145,701	146,343	148,169	150,483	153,631
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>200,603</b>	<b>274,448</b>	<b>189,708</b>	<b>197,553</b>	<b>196,740</b>	<b>196,050</b>	<b>203,513</b>	<b>203,886</b>
Paid-up capital	(Btmn)	1,592	1,592	3,985	3,990	3,991	3,992	3,993	3,996
<b>Total equity</b>	<b>(Btmn)</b>	<b>40,273</b>	<b>27,366</b>	<b>110,209</b>	<b>111,148</b>	<b>111,968</b>	<b>111,716</b>	<b>109,043</b>	<b>111,173</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>25.29</b>	<b>17.19</b>	<b>34.68</b>	<b>27.86</b>	<b>28.06</b>	<b>27.99</b>	<b>27.31</b>	<b>27.84</b>
Total current assets	(Btmn)	42,518	36,679	34,918	35,993	35,614	33,949	35,789	38,542

## Cash Flow Statement

FY December 31	Unit	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17
Core Profit	(Btmn)	502	161	1,606	1,037	965	996	1,387	1,863
Depreciation and amortization	(Btmn)	701	1,768	1,807	1,820	1,781	1,800	1,889	1,920
Operating cash flow	(Btmn)	1,277	5,888	3,634	7,139	1,166	4,685	4,738	6,792
Investing cash flow	(Btmn)	(124,305)	(80,636)	(1,635)	(1,936)	(1,676)	(2,067)	(7,650)	(3,453)
Financing cash flow	(Btmn)	124,990	75,617	(3,925)	(3,769)	(698)	(2,514)	3,490	(1,668)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>1,962</b>	<b>869</b>	<b>(1,927)</b>	<b>1,433</b>	<b>(1,209)</b>	<b>105</b>	<b>577</b>	<b>1,671</b>

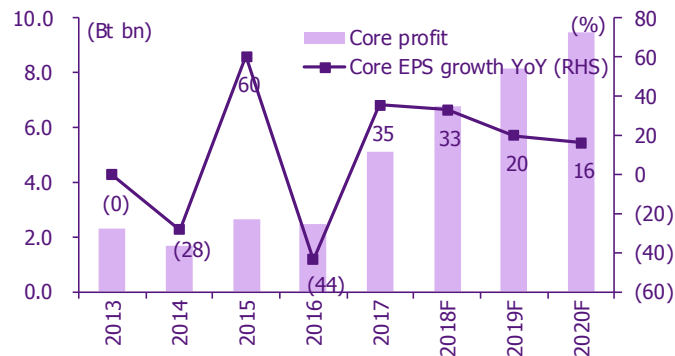
## Key Financial Ratios

FY December 31	Unit	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17
Gross margin	(%)	21.0	16.5	19.8	17.0	18.5	18.3	19.6	19.8
Operating margin	(%)	4.0	(1.0)	(1.8)	(3.5)	(2.1)	(1.9)	(1.1)	(0.9)
EBITDA margin	(%)	12.3	12.6	13.4	11.4	12.8	12.8	13.9	14.2
EBIT margin	(%)	7.6	8.2	8.0	6.4	7.8	7.9	8.8	9.3
Net profit margin	(%)	3.4	0.4	4.8	2.8	2.7	2.7	3.7	4.7
ROE	(%)	6.9	4.7	3.0	3.6	3.6	3.6	5.0	6.3
ROA	(%)	1.5	0.6	0.7	1.3	1.3	1.3	1.8	2.2
Net D/E	(x)	3.9	8.6	1.4	1.3	1.3	1.3	1.4	1.4
Interest coverage	(x)	6.6	2.5	2.6	3.5	4.1	4.3	4.6	4.7
Debt service coverage	(x)	0.0	0.1	0.6	0.7	0.7	0.8	0.8	1.0

## Main Assumptions

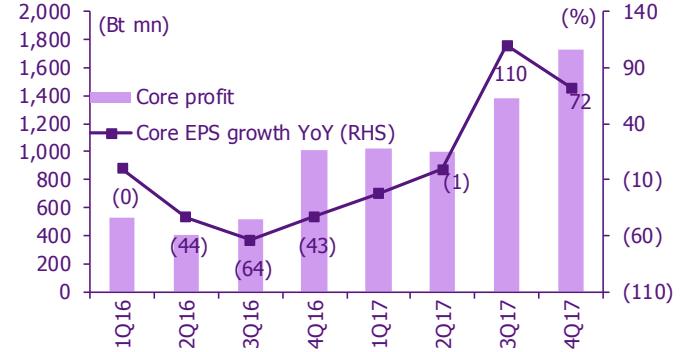
FY December 31	Unit	1Q16	2Q16	3Q16	4Q16	1Q17	2Q17	3Q17	4Q17
SSS growth (MSC)	(%)	(2.9)	(4.0)	(22.6)	(22.0)	(20.0)	(15.2)	9.2	3.8
New stores, all formats (MSC)	(Stores)	(10)	16	20	37	10	38	59	73
Ending stores, all formats (MSC)	(Stores)	724	740	760	797	807	845	904	977
New stores, hypermarket (MSC)	(Stores)	0	1	2	3	0	1	3	5
Ending stores, hypermarket (MSC)	(Stores)	125	126	128	131	131	132	135	140
Gross profit margin (MSC)	(%)	13.2	14.4	17.8	14.1	16.1	15.6	17.7	17.3

Figure 1: BJC's yearly core earnings growth



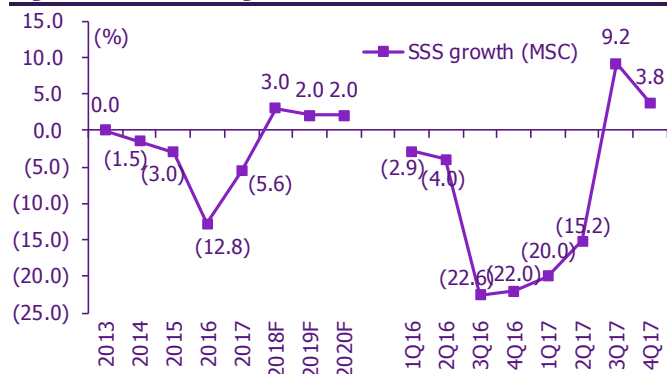
Source: SCBS Investment Research

Figure 2: BJC's quarterly core earnings growth



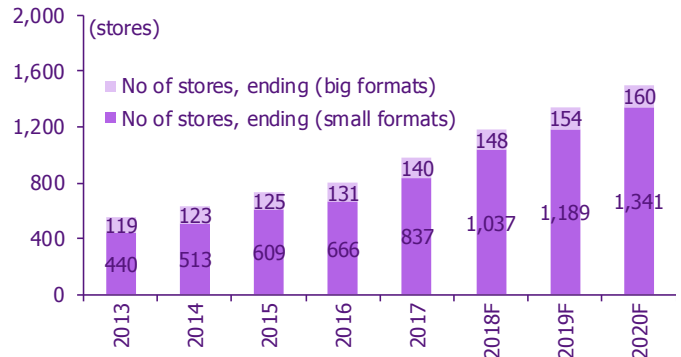
Source: SCBS Investment Research

Figure 3: BJC's SSS growth in MSC unit



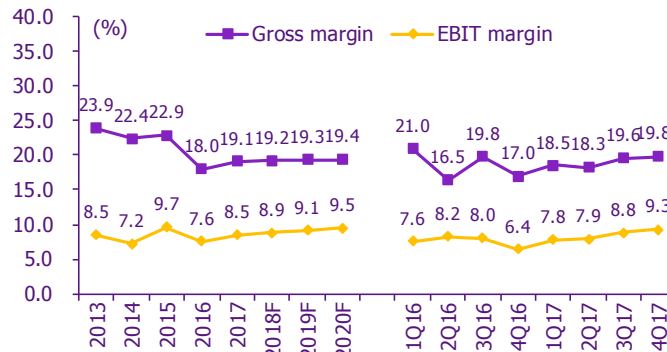
Source: SCBS Investment Research

Figure 4: BJC's store expansion in MSC unit



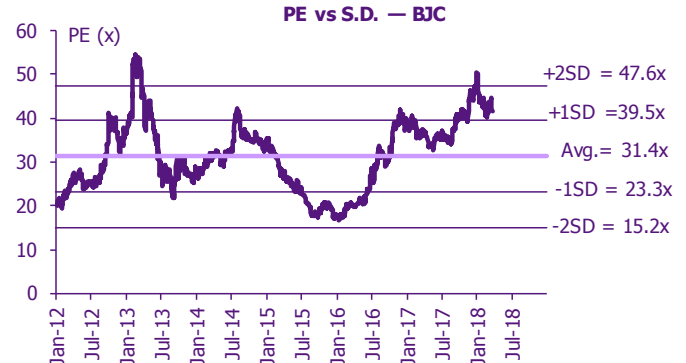
Source: SCBS Investment Research

Figure 5: BJC's consolidated margin outlook



Source: SCBS Investment Research

Figure 6: BJC's 7-year PE band



Source: SCBS Investment Research

Figure 7: Valuation summary

	Rating	Price (Bt/Sh)	Target (Bt/Sh)	ETR (%)	P/E (x)			EPS growth (%)			P/BV (x)			ROE (%)			Div. Yield (%)			EV/EBITDA (x)		
					17A	18F	19F	17A	18F	19F	17A	18F	19F	17A	18F	19F	17A	18F	19F	17A	18F	19F
BJC	Buy	58.00	73.0	27.0	45.2	34.0	28.1	35	33	21	2.1	2.1	2.0	5	6	7	1.0	1.1	1.4	19.2	17.5	16.2
CPALL	Buy	87.75	98.0	13.2	41.0	34.3	29.0	16	19	18	9.8	8.4	7.1	28	27	28	1.3	1.5	1.8	22.5	19.9	17.6
GLOBAL	Buy	15.60	21.0	35.7	38.8	31.9	26.3	(4)	22	21	4.7	4.3	3.8	13	14	15	1.1	1.1	1.1	25.5	21.9	18.7
HMPRO	Buy	14.10	16.5	19.5	37.9	32.5	28.0	18	17	16	10.0	9.2	8.3	27	29	31	2.2	2.5	2.9	20.8	18.6	16.6
MAKRO	Neutral	56.00	42.0	(23.3)	43.5	40.6	36.7	14	7	11	14.9	13.4	11.8	37	35	34	1.7	1.7	1.7	26.2	24.7	22.5
ROBINS	Buy	63.25	90.0	44.6	25.6	22.1	19.0	10	16	16	4.0	3.6	3.3	16	17	18	2.0	2.3	2.6	13.9	12.6	11.4
<b>Average</b>					<b>38.7</b>	<b>32.6</b>	<b>27.9</b>	<b>15</b>	<b>19</b>	<b>17</b>	<b>7.6</b>	<b>6.8</b>	<b>6.1</b>	<b>21</b>	<b>21</b>	<b>22</b>	<b>1.5</b>	<b>1.7</b>	<b>1.9</b>	<b>21.3</b>	<b>19.2</b>	<b>17.2</b>

Source: SCBS Investment Research

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**CG Rating 2017 Companies with CG Rating**

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ADVANC, AKP, ANAN, AOT, AP, BAFS, BANPU, BAY, BCP, BIGC, BTS, BWG, CFRESH, CHO, CK, CNT, CPF, CPN, CSL, DELTA, DEMCO, DRT, DTAC, DTC, EASTW, EGCO, GC, GCAP, GFPT, GOLD, GPSC, GRAMMY, GUNKUL, HANA, HMPRO, ICC, ICHI, INTUCH, IRPC, IVL, JSP, KBANK, KCE, KKP, KTB, KTC, LHBANK, LPN, MBK, MCOT, MINT, MONO, NCH, NKI, NYT, OTO, PHOL, PLANB, PPS, PDJ, PRG, PSH, PSL, PTG, PTT\*, PTTEP\*, PTTGC, PYLON, Q-CON, QH, QTC, RATCH, ROBINS, SAMART, SAMTEL, SAT, SC, SCB, SCC, SCCC, SE-ED, SIM, SIS, SITHAI, SNC, SPALI, SPRC, SSSC, STEC, SVI, SYNTec, TCAP, THANA, THCOM, THREL, TISCO, TKT, TMB, TNDT, TOP, TRC, TRUE, TSC, TTCL, TU, TVD, UV, VGI, WACOAL, WAVE

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2S, AAV, ACAP, AGE, AH, AHC, AIRA, AIT, ALT, AMANAH, AMATA, AMATAV, APCO, ARIP, ASIA, ASIMAR, ASK, ASP, AUCT, AYUD, BBL, BCPG, BDMS, BEC, BEM, BFIT, BJC, BJCHI, BLA, BOL, BROOK, BRR, BTW, CEN, CENTEL, CGH, CHARAN, CHEWA, CHG, CHOW, CI, CIG, CIMBT, CKP, CM, CNS, COL, COM7, CPI, CSC, CSP, CSS, DCC, EA, EASON, ECF, ECL, EE, EPG, ERW, FN, FNS, FORTH, FPI, FSMART, FVC, GBX, GEL, GLOBAL, GLOW, HARN, HOTPOT, HYDRO, ILink, INET, IRC, IT, ITD, JWD, K, KGI, KKC, KOOL, KSL, KTIS, L&E, LALIN, LANNA, LH, LHK, LIT, LOXLEY, LRH, LST, M, MACO, MAJOR, MAKRO, MALEE, MBKET, MC, MEGA, MFC, MFEC, MOONG, MSC, MTI, MTLN, NOBLE, NOK, NSI, NTV, NWR, OCC, OGC, OISHI, ORI, PAP, PATO, PB, PCSGH, PDI, PE, PG, PJW, PLANET, PLAT, PM, PPP, PR, PREB, PRINC, PT, RICHY, RML, RS, RWI, S, S & J, SABINA, SALEE, SAMCO, SAWAD, SCG, SCI, SCN, SEAFco, SEAOL, SENA, SFP, SIAM, SINGER, SIRI, SMK, SMPC, SMT, SNP, SORKON, SPC, SPI, SPPT, SR, SSF, SST, STA, STPI, SUC, SUSCO, SUTHA, SWC, SYMC, SYNEX, TAE, TAKUNI, TASCOT, TBSP, TCC, TEAM, TF, TFG, TGCI, THAI\*, THANI, THIP, THRE, TICON, TIPCO, TIW, TK, TKN, TKS, TMC, TMI, TMILL, TMT, TNITY, TNL, TOG, TPAC, TPCORP, TRT, TRU, TSE, TSR, TSTE, TSTH, TTA, TTW, TVI, TVO, TWP, TWPC, U, UAC, UMI, UP, UPF, UPOIC, UWC, VIH, VNT, WICE, WINNER, XO, YUASA, ZMICO

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AEC, AEONTS, AF, AJ, AKR, ALLA, ALUCON, AMA, AMARIN, AMC, APURE, AQUA, ARROW, AS, ASEFA, ASIAN, ASN, ATP30, AU, BA, BCH, BEAUTY, BH, BIG, BIZ, BLAND, BPP, BR, BROCK, BTC, BTNC, CBG, CCET, CCP, CGD, CITY, CMR, COLOR, COMAN, CPL, CSR, CTW, CWT, DCON, DIGI, DNA, EFORL, EKH, EPCO, ESSO, ETE, FE, FER, FOCUS, FSS, GENCO, GIFT, GJS, GLAND, GSTEL, GTB, GYT, HPT, HTC, HTECH, IFS, IHL, INSURE, IRCP, J, JMART, JMT, JUBILE, KASET, KBS, KCAR, KIAT, KWC, KYE, LDC, LEE, LPH, MATCH, MATI, M-CHAI, MDX, METCO, MGT, MILL, MJD, MK, MODERN, MPG, NC, NCL, NDR, NEP, NETBAY, NPK, NPP, NUSA, OCEAN, PDG, PF, PICO, PIMO, PK, PL, PLE, PMTA, PRECHA, PRIN, PSTC, QLT, RCI, RCL, RJH, ROJNA, RPC, S11, SANKO, SAPPE, SCP, SE, SGP, SKR, SKY, SLP, SMIT, SOLAR, SPA, SPCG, SPG, SPVI, SQ, SRICHA, SSC, STANLY, SUPER, SVOA, T, TACC, TCCC, TCMC, TFD, TIC, TLUXE, TM, TMD, TNP, TNR, TOPP, TPA, TPBI, TPCH, TPIPL, TPOLY, TPP, TRITN, TTI, TVT, TYCN, UOBKH, UPA, UREKA, UT, VIBHA, VPO, VTE, WIIC, WIN

**Corporate Governance Report**

The disclosure of the survey result of the Thai Institute of Directors Association ("IOD") regarding corporate governance is made pursuant to the policy of the Office of the Securities and Exchange Commission. The survey of the IOD is based on the information of a company listed on the Stock Exchange of Thailand and the Market for Alternative Investment disclosed to the public and able to be accessed by a general public investor. The result, therefore, is from the perspective of a third party. It is not an evaluation of operation and is not based on inside information.

The survey result is as of the date appearing in the Corporate Governance Report of Thai Listed Companies. As a result, the survey result may be changed after that date. SCB Securities Company Limited does not conform nor certify the accuracy of such survey result.

BIGC was voluntarily delisted from the Stock Exchange of Thailand effectively on September 28, 2017

\* บริษัทหรือกรรมการหรือผู้บริหารของบริษัทที่มีข่าวด้านการกำกับดูแลกิจการ เช่น การกระทำความผิดเกี่ยวกับหลักทรัพย์ การทุจริต คอร์รัปชัน เป็นต้น ซึ่งการใช้ข้อมูล CGR ควรตระหนักถึงข้อดังกล่าวประกอบด้วย

**Anti-corruption Progress Indicator****Certified (ได้รับการรับรอง)**

ADVANC, AKP, AMANAH, AP, ASK, ASP, AYUD, BAFS, BANPU, BAY, BBL, BCH, BCP, BCPG, BKI, BLA, BROOK, BTS, BWG, CENTEL, CFRESH, CIMBT, CM, CNS, CPALL, CPF, CPI, CPN, CSC, CSL, DCC, DEMCO, DIMET, DRT, DTAC, DTC, EASTW, ECL, EGCO, FE, FNS, FSS, GBX, GC, GCAP, GEL, GFPT, GLOW, GOLD, GUNKUL, HANA, HMPRO, HTC, ICC, IFEC, IFS, INTUCH, IRPC, IVL, K, KASET, KBANK, KBS, KCE, KGI, KKP, KSL, KTB, KTC, LANNA, LHBANK, LHK, LPN, M, MBK, MBKET, MC, MCOT, MFC, MINT, MONO, MOONG, MSC, MTI, NBC, NINE, NKI, NMG, NSI, OCC, OCEAN, OGC, PB, PCSGH, PDI, PDJ, PE, PG, PHOL, PLAT, PM, PPP, PPS, PREB, PRG, PSH, PSL, PT, PTG, PTT, PTTEP, PTTGC, Q-CON, QH, QLT, RATCH, RML, ROBINS, S & J, SABINA, SAT, SCB, SCC, SCCC, SCG, SCN, SE-ED, SENA, SGP, SINGER, SIS, SITHAI, SMIT, SMPC, SNC, SNP, SORKON, SPACK, SPC, SPI, SPRC, SSF, SSI, SSSC, SUSCO, SVI, SYNTec, TAE, TASCOT, TCAP, TCMC, TFC, TFI, TFMAMA, TGCI, THANI, THCOM, THRE, THREL, TICON, TIP, TIPCO, TISCO, TKT, TMB, TMD, TMT, TNITY, TNL, TOG, TOP, TPA, TPCORP, TRU, TRUE, TSC, TSTH, TTCL, TVD, TVI, U, UOBKH, VGI, VNT, WACOAL, WHA, WICE

**Declared (ประกาศเจตนารมณ์)**

A, AIE, AJ, AMATAV, AOT, APCO, ARROW, ASIAN, BJC, BJCHI, BLAND, BLISS, BR, BRR, BTC, BUI, CEN, CGH, CHEWA, CHG, CHO, CHOTI, CI, CIG, COM7, CPR, EKH, EPCO, FN, FSMART, FTE, GGC, GJS, GPI, GPSC, GSTEL, HARN, ILink, INET, ITEL, JAS, JTS, JUBILE, KTECH, KWC, KWG, L&E, LDC, LEE, LIT, LRH, MAKRO, MALEE, MATCH, MATI, MFEC, MILL, MTLN, NEP, NNCL, NUSA, NWR, PACE, PAP, PATO, PDG, PIMO, PK, PL, PLANB, PLANET, POST, PRINC, PRM, PRO, PSTC, PYLON, QTC, ROJNA, RWI, SAUCE, SC, SCI, SELIC, SIRI, SMK, SPPT, SRICHA, SST, STA, SUPER, SWC, SYMC, TAKUNI, THE, THIP, TKN, TLUXE, TMC, TMILL, TNP, TNR, TOPP, TRITN, TTI, TU, TVT, TWPC, UBIS, UPA, UWC, VIBHA, VIH, WAVE

**N/A**

2S, AAV, ABICO, ABM, ACAP, ACC, ADAM, ADB, AEC, AEONTS, AF, AFC, AGE, AH, AHC, AI, AIRA, AIT, AJA, AKR, ALLA, ALT, ALUCON, AMA, AMARIN, AMATA, AMC, ANAN, APCs, APEX, APURE, AQ, AQUA, ARIP, AS, ASAP, ASEFA, ASIA, ASIMAR, ASN, ATP30, AU, AUCT, BA, BAT-3K, BDMS, BEAUTY, BEC, BEM, BFIT, BGRIM, BGT, BH, BIG, BIZ, BKD, BM, BOL, BPP, BROCK, BSBM, BSM, BTNC, BTW, CBG, CCET, CCP, CGD, CHARAN, CHOW, CHUO, CITY, CK, CKP, CMO, CMR, CNT, COL, COLOR, COMAN, CPH, CPL, CPT, CRANE, CRD, CSP, CSR, CSS, CTW, CWT, D, DCON, DCONP, DDD, DELTA, DIGI, DNA, DTCT, EA, EARTH, EASON, ECF, EE, EFORL, EIC, EMC, EPG, ERW, ESSO, ESTAR, ETE, EVER, F&D, FANCY, FC, FER, FLOYD, FMT, FOCUS, FORTH, FPI, FVC, GENCO, GIFT, GL, GLAND, GLOBAL, GRAMMY, GRAND, GREEN, GTB, GULF, GYT, HFT, HOTPOT, HPT, HTECH, HUMAN, HYDRO, ICHI, ICN, IEC, IHL, III, INGRS, INOX, INSURE, IRC, IRCP, IT, ITD, J, JCT, JKN, JMART, JMT, JSP, JUTHA, JWD, KAMART, KC, KCAR, KCM, KDH, KIAT, KKC, KOOL, KTIS, KYE, LALIN, LH, LOXLEY, LPH, LST, LTX, LVT, MACO, MAJOR, MANRIN, MAX, MBAX, M-CHAI, MCS, MDX, MEGA, METCO, MGT, MIDA, MJD, MK, ML, MM, MODERN, MPG, MPIC, NC, NCH, NDR, NETBAY, NEW, NEWS, NFC, NOBLE, NOK, NPK, NPP, NTV, NVD, NYT, OHTL, OISHI, ORI, OTO, PAE, PAF, PERM, PF, PICO, PJW, PLE, PMTA, POLAR, POMPUI, PORT, PPM, PRAKIT, PRECHA, PRIN, PTL, RAM, RCI, RCL, RICH, RICHY, RJH, ROCK, ROH, RP, RPC, RPH, RS, RSP, S, S11, SAFARI, SALEE, SAM, SAMART, SAMCO, SAMTEL, SANKO, SAPPE, SAWAD, SAWANG, SCP, SDC, SE, SEAFco, SEAOL, SF, SFP, SGF, SHANG, SIAM, SIMAT, SKE, SKN, SKR, SKY, SLP, SMART, SMM, SMT, SOLAR, SPA, SPALI, SPCG, SPG, SPORT, SPVI, SQ, SR, SSC, SSP, STANLY, STAR, STEC, STHAI, STPI, SUC, SUN, SUTHA, SVH, SVOA, SYNEX, T, TACC, TAPAC, TBSP, TC, TCB, TCC, TCCC, TCJ, TCOAT, TEAM, TFD, TGPRO, TH, THAI, THANA, THG, THL, THMUI, TIC, TITLE, TIW, TK, TKS, TM, TMI, TMW, TNDT, TNH, TNPC, TOA, TPAC, TPBI, TPCH, TPIPL, TPIPL, TPOLY, TPP, TR, TRC, TRT, TRUBB, TSE, TSF, TSI, TST, TSTH, TTA, TTL, TTTM, TTW, TUCC, TVO, TWP, TWZ, TYCN, UAC, UEC, UKEM, UMI, UMS, UNIQ, UP, UPF, UPOIC, UREKA, UT, UTP, UV, UVAN, VARO, VCOM, VI, VNG, VPO, VTE, WG, WHAUP, WIIC, WIN, WINNER, WORK, WORLD, WP, WPH, WR, XO, YCI, YNP, YUASA, ZIGA, ZMICO

**Explanations**

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of February 1, 2018) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC.