# **Berli Jucker**

# BJC

Berli Jucker Bloomberg BJC TB
Public Company Limited Reuters BJC.BK



# 1Q20: In line with market estimates

1Q20 net profit was Bt1.3bn, -15% YoY and -48% QoQ. Excluding extra gains, 1Q20 core profit was Bt1.2bn, -19% YoY and -51% QoQ. The government's closure of non-food sales area in most of its hypermarkets (up to 25% of sales), the ban on sale of alcoholic beverages (2-3% of sales) and the cancellation of Songkran leads us to believe SSS shrank in April. Details will be provided after the meeting on May 20. Maintain NEUTRAL.

**1Q20 net profit was Bt1.3bn, -15% YoY and -48% QoQ,** in line with market estimates. Excluding Bt74mn extra gains (Bt150mn FX gains minus Bt76mn expenses related to acquisition), 1Q20 core profit was Bt1.2bn, -19% YoY and -51% QoQ, due to lower gross margin and other income and a higher tax rate. It has adopted the new TFRS 16, with insignificant impact on 1Q20 earnings.

**Lower revenue.** Of 1Q20 revenue, 69% came from the modern retail supply chain (BIGC, MSC), 13% from the packaging supply chain (PSC), 14% from the consumer supply chain (CSC) and 5% from the healthcare and technical supply chain (H&TSC). Total revenue was flat YoY at Bt38bn. MSC revenue was flat YoY with an SSS contraction of 5.3% YoY (SSS growth was -5.8% YoY excluding B2B sales) balancing with store expansion. Non-food sales (20% of sales in 1Q20 vs 26% in 1Q19) fell YoY, partly from the March 22 closure of non-food areas in most of its hypermarkets as per the government, while food sales grew YoY. In 1Q20, it opened 45 mini BigC stores (but closed 7) and closed a Big C Market and 3 Pure Drug stores, giving it 151 large stores (Big C Supercenter, Extra, and Jumbo), 61 Big C Markets, 1,054 Mini Big Cs, and 142 Pure Drug stores. PSC revenue grew 3% YoY from higher glass packaging sales (+9% YoY) as consumer stockpiling for alcoholic and non-alcoholic beverages outpaced lower aluminum can sales (-5% YoY) as it transitioned from an old large client (CBG). Aluminum can sales to CBG dropped to 8% of sales in 1Q20 vs 15% in 1Q19. CSC revenue grew 18% YoY from more non-food sales (+10% YoY), i.e. tissue and personal care items, and more international trading and logistics sales. H&TSC revenue slipped 6% YoY from lower galvanized steel structure sales.

**Other items.** Gross margin softened 40bps YoY to 18.9%. Margin declined at MSC (-30bps YoY) from a rise in low-margin B2B sales to 6% in 1Q20 from 5.7% in 1Q19 and a drop in high-margin non-food sales. Margin dropped at PSC (-140bps YoY) from more low-margin can sales to Vietnam (35% of sales in 1Q20 vs above 20% in 1Q19) and CSC (-230bps YoY) from higher palm & coconut oil costs and more low-margin logistics sales. Margin rose at H&TSC (+140bps YoY), from more high-margin sales. SG&A expenses slid 4% YoY from TFRS 16 and lower property tax and advertising expenses. Other income dropped 6% YoY from lower rental income as it gave a discount of 10-50% on rents and waived rents in late March. Effective tax rate was 17% (vs 15% in 1Q19) from lower tax benefit from solar rooftop; it also did not fully utilize loss carried forward in some companies on weak earnings.

# **Forecasts and valuation**

Year to 31 Dec	Unit	2018	2019	2020F	2021F	2022F
Revenue	(Btmn)	156,142	158,009	160,601	167,206	173,938
EBITDA	(Btmn)	21,032	21,280	20,734	21,397	22,067
Core profit	(Btmn)	6,444	7,205	6,709	7,246	7,868
Reported profit	(Btmn)	6,650	7,278	6,709	7,246	7,868
Core EPS	(Bt)	1.61	1.80	1.68	1.81	1.96
DPS	(Bt)	0.73	0.91	0.84	0.90	0.98
P/E, core	(x)	23.1	20.7	22.2	20.6	19.0
EPS growth, core	(%)	25.6	11.7	(6.9)	8.0	8.6
P/BV, core	(x)	1.3	1.2	1.2	1.2	1.1
ROE	(%)	5.7	6.1	5.5	5.8	6.1
Dividend yield	(%)	2.0	2.4	2.2	2.4	2.6
FCF yield	(x)	4.0	7.1	5.3	5.8	6.3
EV/EBIT	(x)	22.5	22.1	23.0	21.7	20.5
EBIT growth, core	(%)	6.5	1.1	(5.1)	3.9	3.8
EV/CE	(x)	1.1	1.1	1.1	1.1	1.0
ROCE	(%)	(0.7)	(0.8)	(1.0)	(1.0)	(1.1)
EV/EBITDA	(x)	14.4	14.1	14.3	13.6	13.0
EBITDA growth	(%)	5.0	1.2	(2.6)	3.2	3.1
Source: SCBS Investment Re	search					

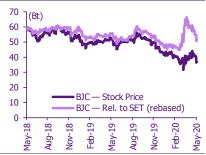
# **NEUTRAL**

# Stock data

Last close (May 14) (Bt)	37.25
12-m target price (Bt)	43.00
Upside (Downside) to TP (%)	15.44
Mkt cap (Btbn)	149.26
Mkt cap (US\$mn)	4,651

Risk rating	L
Mkt cap (%) SET	1.08
Sector % SET	11.42
Shares issued (mn)	4,007
Par value (Bt)	1.00
12-m high / low (Bt)	56.5 / 25
Avg. daily 6m (US\$mn)	9.35
Foreign limit / actual (%)	49 / 14
Free float (%)	25.7
Dividend policy (%)	≥ 50

# Price performance



Source: SET, SCBS Investment Research

# Share performance

(%)	1M	3M	12M
Absolute	(8.6)	(6.9)	(23.6)
Relative to SET	(11.8)	11.0	(3.2)
COURCE CET CCBC In	vactment Doc	arch	

### Expected total return (ETR)

Target price	(Bt)	43.00
12-month dividend	(Bt)	0.84
Capital gain	(%)	15.44
Dividend yield	(%)	2.25
Total return	(%)	17.68

Source: SET, SCBS Investment Research

### **Analyst**

# **Sirima Dissara, CFA**Fundamental Investment Analyst on Securities (66-2) 949-1004 sirima.dissara@scb.co.th



# Financial statement Profit and Loss Statement

Profit and Loss Statement									
FY December 31	Unit	2015	2016	2017	2018	2019	2020F	2021F	2022F
Total revenue	(Btmn)	42,893	125,330	149,158	156,142	158,009	160,601	167,206	173,938
Cost of goods sold	(Btmn)	(33,071)	(102,735)	(120,706)	(126,173)	(127,120)	(128,903)	(134,115)	(139,417)
Gross profit	(Btmn)	9,822	22,595	28,452	29,968	30,889	31,699	33,091	34,521
SG&A	(Btmn)	(7,179)	(24,324)	(30,686)	(32,263)	(33,270)	(34,766)	(36,252)	(37,804)
Other income	(Btmn)	1,500	11,204	14,885	15,771	16,009	15,997	16,597	17,231
Interest expense	(Btmn)	(493)	(5,203)	(4,528)	(4,719)	(4,971)	(4,999)	(4,908)	(4,726
Pre-tax profit	(Btmn)	3,650	4,272	8,122	8,757	8,657	7,930	8,528	9,221
Corporate tax	(Btmn)	(400)	(983)	(2,260)	(1,569)	(829)	(793)	(853)	(922
Equity a/c profits	(Btmn)	87	181	24	(110)	(128)	20	20	20
Minority interests	(Btmn)	(661)	(1,015)	(764)	(634)	(496)	(448)	(449)	(451
Core profit	(Btmn)	2,676	2,455	5,122	6,444	7,205	6,709	7,246	7,868
Extra-ordinary items	(Btmn)	116	851	88	206	74	0	0	(
Net Profit	(Btmn)	2,792	3,307	5,211	6,650	7,278	6,709	7,246	7,868
EBITDA	(Btmn)	6,263	15,570	20,040	21,032	21,280	20,734	21,397	22,067
Core EPS (Bt)	(Btmn)	1.68	0.95	1.28	1.61	1.80	1.68	1.81	1.96
Net EPS (Bt)	(Bt)	1.75	1.28	1.31	1.66	1.82	1.68	1.81	1.96
DPS (Bt)	(Bt)	0.84	0.50	0.57	0.73	0.91	0.84	0.90	0.98
Balance Sheet									
FY December 31	Unit	2015	2016	2017	2018	2019	2020F	2021F	2022F
Total current assets	(Btmn)	18,380	35,993	38,542	43,360	42,921	42,676	44,062	45,344
Total fixed assets	(Btmn)	26,320	272,708	276,517	280,700	282,884	281,999	281,126	280,094
Total assets	(Btmn)	44,701	308,701	315,059	324,060	325,804	324,676	325,187	325,439
Total loans	(Btmn)	14,975	152,476	157,180	160,933	157,950	153,400	148,050	142,050
Total current liabilities	(Btmn)	15,313	51,851	50,254	90,286	75,881	56,385	57,912	61,412
Total long-term liabilities	(Btmn)	8,637	145,701	153,631	118,001	130,187	145,490	140,584	133,089
Total liabilities	(Btmn)	23,950	197,553	203,886	208,286	206,068	201,875	198,496	194,501
Paid-up capital	(Btmn)	1,592	3,990	3,996	4,003	4,007	4,007	4,007	4,007
Total equity BVPS (Bt)	(Btmn) (Bt)	20,750 13.03	111,148 42.87	111,173 27.85	115,774 28.95	119,736 29.90	122,801 30.66	126,692 31.64	130,937 32.70
Cash Flow Statement	Unit	2015	2016	2017	2018	2019	2020F	2021F	2022F
L1 December 21									
Core Profit	(Btmn)	2,676	2,455	5,122	6,444	7,205	6,709	7,246	-
Core Profit Depreciation and amortization	(Btmn)	2,121	6,095	7,389	7,556	7,652	7,805	7,961	8,120
Core Profit Depreciation and amortization Operating cash flow	(Btmn)	2,121 4,693	6,095 17,938	7,389 17,380	7,556 17,636	7,652 18,700	7,805 14,593	7,961 15,666	8,120 16,456
Core Profit Depreciation and amortization Operating cash flow Investing cash flow	(Btmn) (Btmn) (Btmn)	2,121 4,693 (1,611)	6,095 17,938 (208,512)	7,389 17,380 (14,846)	7,556 17,636 (11,641)	7,652 18,700 (8,114)	7,805 14,593 (6,637)	7,961 15,666 (7,087)	8,120 16,456 (7,089)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow	(Btmn) (Btmn) (Btmn) (Btmn)	2,121 4,693 (1,611) (3,151)	6,095 17,938 (208,512) 192,912	7,389 17,380 (14,846) (1,390)	7,556 17,636 (11,641) (4,683)	7,652 18,700 (8,114) (9,992)	7,805 14,593 (6,637) (8,115)	7,961 15,666 (7,087) (8,704)	8,120 16,456 (7,089) (9,623)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow	(Btmn) (Btmn) (Btmn)	2,121 4,693 (1,611)	6,095 17,938 (208,512)	7,389 17,380 (14,846)	7,556 17,636 (11,641)	7,652 18,700 (8,114)	7,805 14,593 (6,637)	7,961 15,666 (7,087)	8,120 16,456 (7,089) (9,623)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow	(Btmn) (Btmn) (Btmn) (Btmn)	2,121 4,693 (1,611) (3,151)	6,095 17,938 (208,512) 192,912	7,389 17,380 (14,846) (1,390)	7,556 17,636 (11,641) (4,683)	7,652 18,700 (8,114) (9,992)	7,805 14,593 (6,637) (8,115)	7,961 15,666 (7,087) (8,704)	8,120 16,456 (7,089) (9,623)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow Key Financial Ratios FY December 31	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2,121 4,693 (1,611) (3,151) (69)	6,095 17,938 (208,512) 192,912 <b>2,338</b>	7,389 17,380 (14,846) (1,390) <b>1,145</b>	7,556 17,636 (11,641) (4,683) <b>1,312</b>	7,652 18,700 (8,114) (9,992) <b>594</b>	7,805 14,593 (6,637) (8,115) (160)	7,961 15,666 (7,087) (8,704) (126)	8,120 16,456 (7,089) (9,623) (256)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit	2,121 4,693 (1,611) (3,151) (69) 2015 22.9	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0	7,389 17,380 (14,846) (1,390) <b>1,145</b> <b>2017</b> 19.1	7,556 17,636 (11,641) (4,683) 1,312 2018	7,652 18,700 (8,114) (9,992) 594 2019	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7	7,961 15,666 (7,087) (8,704) (126) 2021F	8,120 16,456 (7,089) (9,623) (256) 2022F
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4)	7,389 17,380 (14,846) (1,390) <b>1,145</b> <b>2017</b> 19.1 (1.5)	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5)	7,652 18,700 (8,114) (9,992) <b>594</b> <b>2019</b> 19.5 (1.5)	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9)	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9)	8,120 16,456 (7,089) (9,623) (256) 2022F 19.8
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5	7,652 18,700 (8,114) (9,992) <b>594</b> <b>2019</b> 19.5 (1.5) 13.5	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8	8,120 16,456 (7,089) (9,623) (256) 2022F 19.8 (1.9)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4 8.5	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6	7,652 18,700 (8,114) (9,992) <b>594</b> <b>2019</b> 19.5 (1.5) 13.5 8.6	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0	8,120 16,456 (7,089 (9,623 (256) 2022F 19.8 (1.9)
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4 8.5 3.5	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3	7,652 18,700 (8,114) (9,992) <b>594</b> <b>2019</b> 19.5 (1.5) 13.5 8.6 4.6	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3	8,120 16,456 (7,089 (9,623) (256) 2022F 19.8 (1.9) 12.7 8.0
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4 8.5 3.5 4.6	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3 5.7	7,652 18,700 (8,114) (9,992) <b>594</b> 2019 19.5 (1.5) 13.5 8.6 4.6 6.1	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8	8,120 16,456 (7,089 (9,623) (256) 2022F 19.8 (1.9 12.7 8.0 4.5
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0	7,652 18,700 (8,114) (9,992) <b>594</b> 2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2	8,120 16,456 (7,089 (9,623 (256) 2022F 19.8 (1.9 12.7 8.0 4.5
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3	7,652 18,700 (8,114) (9,992) <b>594</b> 2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2	8,120 16,456 (7,089 (9,623 (256) 2022F 19.8 (1.9 12.7 8.0 4.5 6.1
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1	8,120 16,456 (7,089 (9,623 (256) 19.8 (1.9 12.7 8.0 4.5 6.1 2.4 4.7
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (x) (x)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6	7,389 17,380 (14,846) (1,390) 1,145 2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3	7,652 18,700 (8,114) (9,992) <b>594</b> 2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4	8,120 16,456 (7,089 (9,623 (256) 2022F 19.8 (1.9 12.7 8.0 4.5 6.1 2.4 1.0
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4	7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1	8,120 16,456 (7,089 (9,623 (256) 2022F 19.8 (1.9 12.7 8.0 4.5 6.1 2.4 1.0
Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit (%) (%) (%) (%) (%) (%) (%) (%) (x) (x) (x) (x)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0	7,868 8,120 16,456 (7,089) (9,623) (256)  2022F 19.8 (1.9) 12.7 8.0 4.5 6.1 2.4 1.0 4.7 0.8 50.0
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions FY December 31	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (x) (x) (x) (x) (vi) (mit)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1	7,805 14,593 (6,637) (8,115) (160) 2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0	8,120 16,456 (7,089 (9,623) (256) 19.8 (1.9 12.7 8.0 4.5 6.1 2.4 1.0 8.0 2.2 2022F
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC)	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (x) (x) (x) (x) (v) Unit (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1	7,805 14,593 (6,637) (8,115) (160)  2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0	7,961 15,666 (7,087) (8,704) (126) 2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0	8,120 16,456 (7,089 (9,623) (256) 19.8 (1.9 12.7 8.0 4.5 6.1 2.4 4.7 0.8 50.0
Core Profit  Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBITD margin Net profit margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC) New stores, all formats (MSC)	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9  2018 1.0 154	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1	7,805 14,593 (6,637) (8,115) (160)  2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0	7,961 15,666 (7,087) (8,704) (126)  2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0	8,120 16,456 (7,089) (9,623) (256) 19.8 (1.9) 12.7 8.0 4.5 6.1 2.4 1.0 4.7 0.8 50.0
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBITD margin Net profit margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC) New stores, all formats (MSC) Ending stores, all formats (MSC)	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9 2015 (3.0) 98 734	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2 <b>2016</b> (12.8) 63 797	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7  2017 (5.6) 180 977	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9  2018 1.0 154 1,131	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1  2019 (2.7) 243 1,374	7,805 14,593 (6,637) (8,115) (160)  2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0  2020F (2.5) 210 1,584	7,961 15,666 (7,087) (8,704) (126)  2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0  2021F 1.5 210 1,794	8,120 16,456 (7,089) (9,623) (256) 19.8 (1.9) 12.7 8.0 4.5 6.1 2.4 1.0 4.7 0.8 50.0
Core Profit  Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBITDA margin Net profit margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC) New stores, all formats (MSC) Ending stores, all formats (MSC) New stores, hypermarket (MSC)	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9 2015 (3.0) 98 734	6,095 17,938 (208,512) 192,912 2,338 2016 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2 2016 (12.8) 63 797 6	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7  2017 (5.6) 180 977	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9  2018 1.0 154 1,131 7	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1  2019 (2.7) 243 1,374 4	7,805 14,593 (6,637) (8,115) (160)  2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0  2020F (2.5) 210 1,584 3	7,961 15,666 (7,087) (8,704) (126)  2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0  2021F 1.5 210 1,794 3	8,120 16,456 (7,089) (9,623) (256) 19.8 (1.9) 12.7 8.0 4.5 6.1 2.4 1.0 4.7 0.8 50.0
Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow  Key Financial Ratios FY December 31 Gross margin Operating margin	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1 0.7 12.7 0.8 47.9 2015 (3.0) 98 734	6,095 17,938 (208,512) 192,912 <b>2,338</b> <b>2016</b> 18.0 (1.4) 12.4 7.6 2.6 3.7 1.4 1.3 3.0 0.6 39.2 <b>2016</b> (12.8) 63 797	7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4 8.5 3.5 4.6 1.6 1.4 4.4 0.9 43.7  2017 (5.6) 180 977	7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7 2.0 1.3 4.5 0.3 43.9  2018 1.0 154 1,131	7,652 18,700 (8,114) (9,992) 594  2019 19.5 (1.5) 13.5 8.6 4.6 6.1 2.2 1.3 4.3 0.5 50.1  2019 (2.7) 243 1,374	7,805 14,593 (6,637) (8,115) (160)  2020F 19.7 (1.9) 12.9 8.1 4.2 5.5 2.1 1.2 4.1 0.8 50.0  2020F (2.5) 210 1,584	7,961 15,666 (7,087) (8,704) (126)  2021F 19.8 (1.9) 12.8 8.0 4.3 5.8 2.2 1.1 4.4 0.8 50.0  2021F 1.5 210 1,794	8,120 16,456 (7,089) (9,623) (256) 2022F 19.8 (1.9) 12.7 8.0 4.5 6.1 2.4 1.0 4.7



# **Financial statement**

<b>Profit</b>	and	000	Staton	nont
Protit	and	LOSS	Stater	nent

FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
Total revenue	(Btmn)	39,024	38,823	41,226	38,389	40,435	38,620	40,565	38,483
Cost of goods sold	(Btmn)	(31,707)	(31,414)	(32,998)	(30,969)	(32,368)	(31,222)	(32,561)	(31,191)
Gross profit	(Btmn)	7,317	7,409	8,228	7,421	8,067	7,399	8,003	7,292
SG&A	(Btmn)	(8,030)	(8,096)	(8,539)	(8,227)	(8,571)	(8,348)	(8,124)	(7,916)
Other income	(Btmn)	3,925	3,923	4,186	3,929	4,044	4,069	3,967	3,696
Interest expense	(Btmn)	(1,170)	(1,193)	(1,211)	(1,197)	(1,245)	(1,256)	(1,272)	(1,330)
Pre-tax profit	(Btmn)	2,042	2,043	2,664	1,925	2,294	1,864	2,574	1,741
Corporate tax	(Btmn)	(456)	(195)	(412)	(289)	(274)	(264)	(2)	(299)
Equity a/c profits	(Btmn)	(76)	(39)	10	6	(81)	(44)	(10)	(72)
Minority interests	(Btmn)	(195)	(115)	(140)	(146)	(138)	(114)	(98)	(164)
Core profit	(Btmn)	1,316	1,694	2,122	1,496	1,802	1,442	2,465	1,206
Extra-ordinary items	(Btmn)	80	(11)	3	8	(274)	332	8	74
Net Profit	(Btmn)	1,396	1,683	2,126	1,504	1,528	1,774	2,473	1,279
EBITDA	(Btmn)	5,109	5,110	5,794	5,005	5,443	5,025	5,807	5,253
Core EPS (Bt)	(Btmn)	0.33	0.42	0.53	0.37	0.45	0.36	0.62	0.30
Net EPS (Bt)	(Bt)	0.35	0.42	0.53	0.38	0.38	0.44	0.62	0.32
Balance Sheet									
FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
T	(D) )	20.400	20.076	42.260	12.120	44 420	40.240	42.024	44 677

FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
Total current assets	(Btmn)	38,190	38,876	43,360	43,120	41,138	40,249	42,921	41,677
Total fixed assets	(Btmn)	276,968	278,273	279,661	279,656	278,863	279,522	282,884	291,968
Total assets	(Btmn)	315,159	317,148	323,021	322,775	320,002	319,771	325,804	333,645
Total loans	(Btmn)	157,453	159,195	160,917	160,572	158,288	158,111	157,950	167,950
Total current liabilities	(Btmn)	59,247	85,047	90,286	83,156	93,724	72,875	75,881	67,389
Total long-term liabilities	(Btmn)	143,673	118,985	117,651	123,203	110,681	130,226	130,187	148,552
Total liabilities	(Btmn)	202,920	204,032	207,937	206,359	204,406	203,101	206,068	215,940
Paid-up capital	(Btmn)	4,000	4,002	4,003	4,003	4,005	4,006	4,007	4,007
Total equity	(Btmn)	112,239	113,117	115,084	116,416	115,596	116,670	119,736	117,705
BVPS (Bt)	(Bt)	28.07	28.27	28.76	29.08	28.87	29.13	29.90	29.38

# **Cash Flow Statement**

FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4019	1Q20
Core Profit	(Btmn)	1,396	1,683	2,126	1,504	1,528	1,774	2,473	1,279
Depreciation and amortization	(Btmn)	1,896	1,874	1,919	1,883	1,903	1,905	1,961	2,182
Operating cash flow	(Btmn)	4,214	4,790	5,995	3,925	5,258	3,784	5,733	2,439
Investing cash flow	(Btmn)	(2,136)	(3,002)	(4,298)	(2,150)	(1,612)	(2,138)	(2,214)	(1,782)
Financing cash flow	(Btmn)	(1,899)	(1,035)	(96)	(1,096)	(5,513)	(2,313)	(1,070)	(2,874)
Net cash flow	(Btmn)	179	753	1,601	679	(1,868)	(667)	2,449	(2,218)

# **Key Financial Ratios**

FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
Gross margin	(%)	18.8	19.1	20.0	19.3	19.9	19.2	19.7	18.9
Operating margin	(%)	(1.8)	(1.8)	(0.8)	(2.1)	(1.2)	(2.5)	(0.3)	(1.6)
EBITDA margin	(%)	13.1	13.2	14.1	13.0	13.5	13.0	14.3	13.7
EBIT margin	(%)	8.2	8.3	9.4	8.1	8.8	8.1	9.5	8.0
Net profit margin	(%)	3.6	4.3	5.2	3.9	3.8	4.6	6.1	3.3
ROE	(%)	4.7	6.0	7.4	5.2	6.2	5.0	8.3	4.1
ROA	(%)	1.7	2.1	2.7	1.9	2.2	1.8	3.1	1.5
Net D/E	(x)	1.4	1.4	1.3	1.3	1.3	1.3	1.3	1.4
Interest coverage	(x)	4.4	4.3	4.8	4.2	4.4	4.0	4.6	3.9
Debt service coverage	(x)	0.6	0.3	0.4	0.4	0.3	0.4	0.5	0.5

# Main Assumptions

FY December 31	Unit	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
SSS growth (MSC)	(%)	(0.5)	2.5	1.8	1.0	(0.3)	(4.9)	(6.3)	(5.3)
New stores, all formats (MSC)	(Stores)	27	28	73	14	38	57	134	0
Ending stores, all formats (MSC)	(Stores)	1,030	1,058	1,131	1,145	1,183	1,239	1,374	1,408
New stores, hypermarket (MSC)	(Stores)	1	2	2	0	0	1	3	0
Ending stores, hypermarket (MSC)	(Stores)	143	145	147	147	147	147	151	151
Gross profit margin (MSC)	(%)	16.1	16.8	17.2	16.3	17.4	17.1	18.0	16.0



Figure 1: Earnings review

P & L (Btmn)	1Q19	2Q19	3Q19	4Q19	1Q20	% Chg YoY	% Chg QoQ	
Total revenue	38,389	40,435	38,620	40,565	38,483	0.2	(5.1)	
Gross profit	7,421	8,067	7,399	8,003	7,292	(1.7)	(8.9)	
SG&A expense	(8,227)	(8,571)	(8,348)	(8,124)	(7,916)	(3.8)	(2.6)	
Net other income/expense	3,929	4,044	4,069	3,967	3,696	(5.9)	(6.8)	
Interest expense	(1,197)	(1,245)	(1,256)	(1,272)	(1,330)	11.1	4.5	
Pre-tax profit	1,925	2,294	1,864	2,574	1,741	(9.5)	(32.4)	
Corporate tax	(289)	(274)	(264)	(2)	(299)	` 4	18,422.1	
Equity a/c profits	6	(81)	(44)	(10)	(72)	(1,243.9)	640.4	
Minority interests	(146)	(138)	(114)	(98)	(164)	12.9	68.2	
EBITDA	5,005	5,443	5,025	5,807	5,253	4.9	(9.5)	
Core profit	1,496	1,802	1,442	2,465	1,206	(19.4)	(51.1)	
Extra. Gain (Loss)	8	(274)	332	8	74	877.2	869.9	
Net Profit	1,504	1,528	1,774	2,473	1,279	(14.9)	(48.3)	
Net EPS	0.38	0.38	0.44	0.62	0.32	(15.0)	(48.3)	
B/S (Btmn)							_	
Total assets	322,775	320,002	319,771	325,804	333,645	3.4	2.4	
Total liabilities	206,359	204,406	203,101	206,068	215,940	4.6	4.8	
Total equity	116,416	115,596	116,670	119,736	117,705	1.1	(1.7)	
BVPS (Bt)	29.08	28.87	29.13	29.90	29.38	1.0	(1.7)	
Financial ratio (%)								
Gross margin	19.3	19.9	19.2	19.7	18.9	(0.4)	(0.8)	
EBITDA margin	13.0	13.5	13.0	14.3	13.7	0.6	(0.7)	
Net profit margin	3.9	3.8	4.6	6.1	3.3	(0.6)	(2.8)	
SG&A expense/Revenue	21.4	21.2	21.6	20.0	20.6	(0.9)	0.5	

Source: SCBS Investment Research

Figure 2: Key statistics

	1Q19	2Q19	3Q19	4Q19	1Q20	% Chg YoY	% Chg QoQ
Sales (Bt mn)	38,389	40,435	38,620	40,565	38,483	0.2	(5.1)
- PSC	4,896	4,989	5,064	5,411	5,038	2.9	(6.9)
- CSC	4,728	4,734	4,470	4,965	5,580	18.0	12.4
- H&TSC	1,998	2,079	2,239	2,526	1,881	(5.9)	(25.5)
- MSC	27,047	28,990	27,274	28,078	26,970	(0.3)	(3.9)
GPM (%)	19.3	19.9	19.2	19.7	18.9	(0.4)	(0.8)
- PSC	22.7	21.1	18.2	18.5	21.3	(1.4)	2.8
- CSC	21.9	21.6	20.9	20.1	19.6	(2.3)	(0.5)
- H&TSC	32.0	31.0	28.2	32.6	33.4	1.4	0.8
- MSC	16.3	17.4	17.1	18.0	16.0	(0.3)	(2.0)
EBIT margin (%)	8.1	8.8	9.0	9.5	8.0	(0.1)	(1.5)
- PSC	15.0	15.7	12.6	13.0	16.3	1.3	3.3
- CSC	8.0	8.8	7.9	7.6	8.5	0.5	0.9
- H&TSC	14.4	11.6	10.3	14.7	13.3	(1.1)	(1.4)
- MSC	6.4	7.1	8.5	8.7	6.2	(0.2)	(2.5)

Source: SCBS Investment Research

Figure 3: Valuation summary (price as of May 14, 2020)

	Rating	Price	Target	ETR	P	/E (x)	)	EPS growth (%)		P/BV (x)			ROE (%)		Div. Yield (%)			EV/EBITDA (x)				
		(Bt/Sh)	(Bt/Sh)	(%)	19A	20F	21F	19A	20F	21F	19A	20F	21F	19A	20F	21F	19A	20F	21F	19A	20F	21F
BJC	Neutral	37.25	43.0	17.7	20.7	22.2	20.6	12	(7)	8	1.2	1.2	1.2	6	6	6	2.4	2.2	2.4	14.1	14.3	13.6
CPALL	Buy	70.25	82.0	18.6	28.8	28.2	25.8	8	2	9	5.8	5.2	4.7	22	20	20	1.8	1.9	2.0	16.5	18.0	16.5
GLOBAL	Buy	13.50	16.5	23.3	28.2	38.4	27.5	5	(26)	40	3.7	3.5	3.2	14	9	12	1.5	1.0	1.5	19.6	22.4	17.7
HMPRO	Buy	14.00	15.0	9.1	29.8	40.6	30.0	9	(27)	35	8.7	8.9	7.9	30	22	28	2.7	2.0	2.7	17.8	21.8	17.6
MAKRO	Neutral	34.75	38.0	12.1	26.6	27.6	26.4	5	(4)	5	8.0	7.5	7.0	31	28	27	2.8	2.8	2.8	15.6	15.8	15.2
Average					26.8	31.4	26.0	8	(12)	19	5.5	5.3	4.8	21	17	19	2.2	2.0	2.3	16.7	18.4	16.1

Source: SCBS Investment Research



### Disclaimer

The information in this report has been obtained from sources believed to be reliable. However, its accuracy or completeness is not guaranteed. Any opinions expressed herein reflect our judgment at this date and are subject to change without notice. This report is for information only. It is not to be construed as an offer, or solicitation of an offer to sell or buy any securities. We accept no liability for any loss arising from the use of this document. We or our associates may have an interest in the companies mentioned therein.

SCB Securities Company Limited ("SCB") is a wholly-owned subsidiary of The Siam Commercial Bank Public Company Limited ("SCB"). Any information related to SCB is for sector comparison purposes.

SCB Securities Company Limited ("SCBS") acts as market maker and issuer of Derivative Warrants on the ordinary shares INTUCH.

Before making an investment decision over a derivative warrant, an investor should carefully read the prospectus for the details of the said derivative warrants. Any opinion, news, research, analyse, price, statement, forecast, projection and/or other information contained in this document (the "Information") is provided as general purpose information only, and shall not be construed as a recommendation to any person of an offer to buy or sell, or the solicitation of an offer to buy or sell, any securities. SCBS and/or its directors, officers, employees, and agents shall not be liable for any direct, indirect, incidental, special or consequential loss or damage, resulting from the use of, or reliance on, the Information, including without limitation, damages for loss of profits. The investor should use the Information in association with other information and opinion, including his/her own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and SCBS cannot guarantee the accuracy, completeness and/or correctness of the Information.

SCBS reserves the right to modify the Information from time to time at its sole discretion without giving any notice. This document is delivered to intended recipient(s) only and is not permitted to reproduce, retransmit, disseminate, sell, distribute, republish, circulate or commercially exploit the Information in any manner without the prior written consent of SCBS.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB has acted as Financial Advisor of SCG Packaging Public Company Limited. SCBS has acted as Joint Lead Underwriter of SCG Packaging Public Company Limited. Any opinions, news, research, analyses, prices, statements, forecasts, projections and/or other information contained in this document (the "Information") is provided as general information purposes only, and shall not be construed as individualized recommendation of an offer to buy or sell or the solicitation of an offer to buy or sell any securities. SCBS and/or its directors, officers and employees shall not be liable for any direct, incidental, special or consequential loss or damage, resulting from the use of or reliance on the Information, including without limitation to, damages for loss of profits. The investors shall use the Information in association with other information and opinion, including their own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and SCBS cannot guarantee the accuracy, completeness and/or correctness of the Information.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB has acted as Financial Advisor of Charoen Pokphand Group Company Limited. and its affiliates including CP All Public Company Limited. and Charoen Pokphand Foods Public Company Limited. Any opinions, news, research, analyses, prices, statements, forecasts, projections and/or other information contained in this document (the "Information") is provided as general information purposes only, and shall not be construed as individualized recommendation of an offer to buy or sell any securities. SCBS and/or its directors, officers and employees shall not be liable for any direct, incidental, special or consequential loss or damage, resulting from the use of or reliance on the Information, including without limitation to, damages for loss of profits. The investors shall use the Information in association with other information and opinion, including their own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and SCBS cannot guarantee the accuracy, completeness and/or correctness of the Information.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB has acted as Financial Advisor, Lead Arranger of Global Power Synergy Public Company Limited. Any opinions, news, research, analyses, prices, statements, forecasts, projections and/or other information contained in this document (the "Information") is provided as general information purposes only, and shall not be construed as individualized recommendation of an offer to buy or sell or the solicitation of an offer to buy or sell any securities. SCBS and/or its directors, officers and employees shall not be liable for any direct, incidental, special or consequential loss or damage, resulting from the use of or reliance on the Information, including without limitation to, damages for loss of profits. The investors shall use the Information in association with other information and opinion, including their own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and SCBS cannot guarantee the accuracy, completeness and/or correctness of the Information.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCBM"). SCB Asset Management Company Limited ("SCBAM") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB has acted as Financial Advisor of Digital Telecommunications Infrastructure Fund. SCBAM has acted as Fund Manager of Digital Telecommunications Infrastructure Fund. Any opinions, news, research, analyses, prices, statements, forecasts, projections and/or other information contained in this document (the "Information") is provided as general information purposes only, and shall not be construed as individualized recommendation of an offer to buy or sell or the solicitation of an offer to buy or sell any securities. SCBS and/or its directors, officers and employees shall not be liable for any direct, indirect, incidental, special or consequential loss or damage, resulting from the use of or reliance on the Information, including without limitation to, damages for loss of profits. The investors shall use the Information in association with other information and opinion, including their own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and SCBS cannot guarantee the accuracy, completeness and/or correctness of the Information.

SCBS reserves the right to modify the Information from time to time without notice and in its sole discretion. This document is delivered to intended recipient(s) only and is not permitted to reproduce, retransmit, disseminate, sell, distribute, republish, circulate or commercially exploit the Information in any manner without the prior written consent of SCBS.

Futures and Options trading carry a high level of risk with the potential for substantial losses, and are not suitable for all persons. Before deciding to trade Futures and Options, you should carefully consider your financial position, investment objectives, level of experience, and risk appetite if Futures and Options trading are appropriate. The possibility exists that you could sustain a loss of some or all of your initial investment. You should be aware of all the risks associated with Futures and Options trading, and you are advised to rely on your own judgment while making investment decision and/or should seek advice from professional investment advisor if you have any doubts.

This document is delivered to intended recipient(s) only and is not permitted to reproduce, retransmit, disseminate, sell, distribute, republish, circulate or commercially exploit the Information in any manner without the prior written consent of SCBS.

Copyright@2012 SCB Securities Company Limited. All rights reserved.



### CG Rating 2019 Companies with CG Rating

### Companies with Excellent CG Scoring

Companies with Excellent CG Scoring

AAV, ADVANC, AIRA, AKP, AKR, AMA, AMATAV, ANAN, AOT, AP, ARROW, BAFS, BANPU, BAY, BCP, BCPG, BOL, BRR, BTS, BTW, BWG, CFRESH, CHEWA, CHO, CK, CKP, CM, CNT, COL, COMAN, CPALL, CPF, CPI, CPN, CSS, DELTA, DEMCO, DRT, DTAC, DTC, EA, EASTW, ECF, EGCO, GBX, GC, GCAP, GEL, GFPT, GGC, GOLD, GPSC, GRAMMY, GUNKUL, HANA, HARN, HMPRO, ICC, ICHI, III, ILINK, INTUCH, IRPC, IVL, JKN, JSP, K, KBANK, KCE, KKP, KSL, KTB, KTC, KTIS, LH, LHFG, LIT, LPN, MAKRO, MALEE, MBK, MBKET, MC, MCOT, MFEC, MINT, MONO\*, MTC, NCH, NCL, NKI, NSI, NVD, NYT, OISHI, OTO, PAP, PCSGH, PDJ, PG, PHOL, PJW, PLANB, PLANET, PORT, PPS, PR9, PREB, PRG, PRM, PSH, PSL, PTG, PTT, PTTEP, PTTGC, PYLON, Q-CON, QH, QTC, RATCH, ROBINS, RS, S, S & J, SABINA, SAMART, SAMTEL, SAT, SC, SCB, SCC, SCCC, SCN, SDC, SEAFCO, SEAOIL, SE-ED, SELIC, SENA, SIS, SITHAI, SNC, SORKON, SPALI, SPI, SPRC, SSSC, STA, STEC, SVI, SYNTEC, TASCO, TCAP, THAI, THANA, THANI, THCOM, THIP, THREL, TIP, TISCO, TK, TKT, TMB, TMILL, TNDT, TOA, TOP, TRC, TRU, TRUE, TSC, TSR, TSTH, TTA, TTCL, TTW, TU, TVD, TVO, U, VGI, VIH, WACOAL, WAVE, WHA, WHAUP, WICE, WINNER

### Companies with Very Good CG Scoring

2S, ABM, ADB, AF, AGE, AH, AHC, AIT, ALLA, ALT, AMANAH, AMARIN, APCO, APCS, AQUA, ARIP, ASAP, ASIA, ASIAN, ASIMAR, ASK, ASN, ASP, ATP30, AUCT, AYUD, B, BA, BBL, BDMS, BEC, BEM, BFIT, BGC, BGRIM, BIZ, BJC, BJCHI, BLA, BPP, BROOK, CBG, CEN, CENTEL, CGH, CHG, CHOTI, CHOW, CI, CIMBT, CNS, AYUD, B, BA, BBL, BDMS, BEC, BEM, BFIT, BGC, BGRIM, BIZ, BJC, BJCHI, BLA, BPP, BROOK, CBG, CEN, CENTEL, CGH, CHOTI, CHOW, CI, CIMBT, CNS, COLOR, COM7, COTTO, CRD, CSC, CSP, DCC, DCON, DDD, DDD, EASON, ECL, EE, EPG, ERW, ESTAR, ETE, FLOYD, FN, FNS, FORTH, FPI, FPT, FSMART, FSS, FVC, GENCO, GJS, GL, GLOBAL, GLOW, GULF, HPT, HTC, HYDRO, ICN, IFS, INET, INSURE, IRC, IRCP, IT, ITD\*, ITEL, J, JAS\*, JCK, JCKH, JMART, JMT, JWD, KBS, KCAR, KGI, KIAT, KOOL, KWC, KWM, L&E, LALIN, LANNA, LDC, LHK, LOXLEY, LRH, LST, M, MACO, MAJOR, MBAX, MEGA, METCO, MFC, MK, MODERN, MOONG, MPG, MSC, MTI, NEP, NETBAY, NEX, NINE, NOBLE, NOK, NTV, NWR, OCC, OGC, ORI, OSP, PATO, PB, PDG, PDI, PL, PLAT, PM, PPP, PRECHA, PRIN, PRINC, PSTC, PT, QLT, RCL, RICHY, RML, RWI, S11, SAAM, SALEE, SAMCO, SANKO, SAPPE, SAWAD, SCG, SCI, SCP, SE, SFP, SIAM, SINGER, SIRI, SKE, SKR, SKY, SMIT, SMK, SMPC, SMT, SNP, SONIC, SPA, SPC, SPCG, SPVI, SR, SRICHA, SSC, SSF, SST, STANLY, STPI, SUC, SUN, SUSCO, SUTHA, SWC, SYMC, SYNEX, T, TACC, TAE, TAKUNI, TBSP, TCC, TCMC, TEAM, TEAMG, TFG, TFMAMA, THG, THRE, TIPCO, TITLE, TIW, TKN, TKS, TM, TMC, TMD, TMI, TMT, TNITY, TNL, TNP, TNR, TOG, TPA, TPAC, TPBI, TPCORP, TPOLY, TRITN, TRT, TSE, TSTE, TVI, TVT, TWP, TWPC, UBIS, UEC, UMI, UOBKH, UP, UPF, UPOIC, UT, UWC, VNT, WIIK, XO, YUASA, TEN ZMICO. ZEN, ZMICO

### Companies with Good CG Scoring

A, ABICO, ACAP\*, AEC, AEONTS, AJ, ALUCON, AMC, APURE, AS, ASEFA, AU, B52, BCH, BEAUTY, BGT, BH, BIG, BLAND, BM, BR, BROCK, BSBM, BSM, BTNC, CCET, CCP, CGD, CHARAN, CHAYO, CITY, CMAN, CMC, CMO, CMR, CPL, CPT, CSR, CTW, CWT, D, DIMET, EKH, EMC, EPCO, ESSO, FE, FTE, GIFT, GLAND, GLOCON, GPI, GREEN, GTB, GYT, HTECH, HUMAN, IHL, INGRS, INOX, JTS, JUBILE, KASET, KCM, KKC, KWG, KYE, LEE, LPH, MATCH, MATI, M-CHAI, MCS, MDX, META, MGT, MJD, MM, MVP, NC, NDR, NER, NNCL, NPK, NUSA, OCEAN, PAF, PF, PICO, PIMO, PK, PLE, PMTA, POST, PPM, PROUD, PTL, RCI, RJH, ROJNA, RPC, RPH, SF, SGF, SGP, SKN, SLP, SMART, SOLAR, SPG, SQ, SSP, STI, SUPER, SVOA, TCCC, THE, THMUI, TIC, TIGER, TNH, TOPP, TPCH, TPIPP, TPLAS, TQM, TTI, TYCN, UTP, VCOM, VIBHA, VPO, WIN, WORK, WP, WPH, ZIGA

# **Corporate Governance Report**

The material contained in this publication is for general information only and is not intended as advice on any of the matters discussed herein. Readers and others should perform their own independent analysis as to the accuracy or completeness or legality of such information. The Thai Institute of Directors, its officers, the authors and editor make no representation or warranty as to the accuracy, completeness or legality of any of the information contained herein. By accepting this document, each recipient agrees that the Thai Institute of Directors Association, its officers, the authors and editor shall not have any liability for any information contained in, or for any omission from, this publication.

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.

To recognize well performers, the list of companies attaining "Good", "Very Good" and "Excellent" levels of recognition

(Not including listed companies qualified in the "no announcement of the results" clause from 1 January 2018 to 25 October 2019) is publicized.

บริษัทหรือกรรมการหรือผู้บริหารของบริษัทที่มีข่าวด้านการกำกับดูแลกิจการ เช่น การกระทำผิดเกี่ยวกับหลักทรัพย์ การทุจริต คอร์รัปขัน เป็นต้น ซึ่งการใช้ข้อมูล CGR ควรตระหนักถึง

### **Anti-corruption Progress Indicator**

# Certified (ได้รับการรับรอง)

ADVANC, AIE, AKP, AMANÁH, AP, APCS, AQUA, ARROW, ASK, ASP, AYUD, BAFS, BANPU, BAY, BBL, BCH, BCP, BCPG, BGRIM, BJCHI, BKI, BLA, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CFRESH, CGH, CHEWA, CIG, CIMBT, CM, CNS, COM7, CPALL, CPF, CPI, CPN, CSC, DCC, DEMCO, DIMET, DRT, DTAC, DTC, EASTW, ECL, EGCO, FE, FNS, FSS, GBX, GC, GCAP, GEL, GFPT, GGC, GJS, GOLD, GPSC, GSTEEL, GUNKUL, HANA, HARN, HMPRO, HTC, ICC, IFS, INET, INSURE, INTUCH, IRPC, IVL, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWC, L&E, LANNA, LHK, LPN, LRH, M, MAKRO, MALEE, MBAX, MBK, MBKET, MC, MCOT, MFC, MINT, MONO, MOONG, MSC, MTI, NBC, NINE, NKI, NMG, NNCL, NSI, OCC, OCEAN, OGC, PAP, PATO, PB, PCSGH, PDG, PDI, PDJ, PE, PG, PHOL, PL, PLANB, PLANET, PLAT, PM, PPP, PPS, PREB, PRG, PRINC, PSH, PSTC, PT, PTG, PTT, PTTEP, PTTGC, PYLON, Q-CON, QH, QLT, QTC, RATCH, RML, ROBINS, S & J, SABINA, SAT, SC, SCB, SCC, SCCC, SCG, SCN, SE-ED, SELIC, SENA, SGP, SIRI, SIS, SITHAI, SMIT, SMK, SMPC, SNC, SNP, SORKON, SPACK, SPC, SPI, SPRC, SRICHA, SSF, SSI, SSSC, SST, STA, SUSCO, SVI, SYNTEC, TASCO, TCAP, TFG, TFI, TFMAMA, THANI, THCOM, THIP, THRE, THREL, TIP, TIPCO, TISCO, TKT, TMB, TMD, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TPA, TPCORP, TRU, TRUE, TSC, TSTH, TTCL, TU, TVD, TVI, TWPC, U, UBIS, UEC, UKEM, UOBKH, VGI, VIH, VNT, WACOAL, WHA, WICE, WIIK

# Declared (ประกาศเจตนารมณ์)

2S, ABICO, AF, AI, AIRA, ALT, ÁMA, AMARIN, AMATA, ANAN, B, BM, BPP, BUI, CHG, CHO, CHOTI, CHOW, CI, CMC, COL, DDD, DELTA, EFORL, EPCO, ESTAR, ETE, FPI, FTE, ICHI, INOX, IRC, ITEL, JAS, JSP, JTS, KWG, LDC, LIT, META, MFEC, MPG, NEP, NOK, NWR, ORI, PRM, PSL, ROJNA, RWI, SAAM, SAPPE, SCI, SEAOIL, SHANG, SKR, SPALI, STANLY, SYNEX, TAE, TAKUNI, TMC, TOPP, TPP, TRITN, TVO, UV, UWC, WHAUP, XO

TÚP, A, A5, AAV, ABM, ACAP, ACC, ACE, ACG, ADB, AEC, AEONTS, AFC, AGE, AH, AHC, AIT, AJ, AJA, AKR, ALL, ALLA, ALUCON, AMATAV, AMC, AOT, APCO, APEX, APP, APURE, AQ, ARIN, ARIP, AS, ASAP, ASEFA, ASIA, ASIAN, ASIMAR, ASN, ATP30, AU, AUCT, AWC, B52, BA, BAM, BAT-3K, BC, BCT, BDMS, BEAUTY, BEC, BEM, BFIT, BGC, BGT, BH, BIG, BIZ, BJC, BKD, BLAND, BLISS, BOL, BR, BROCK, BSM, BTNC, BTW, CAZ, CBG, CCET, CCP, CGD, CHARAN, CHAYO, CHUO, CITY, CK, CKP, CMAN, CMO, CMR, CNT, COLOR, COMAN, COTTO, CPH, CPL, CPR, CPT, CPW, CRANE, CRC, CRD, CSP, CSR, CSS, CTW, CWT, D, DCON, DCORP, DOD, DOHOME, DTCI, EA, EASON, ECF, EE, EIC, EKH, EMC, EPG, ERW, ESSO, EVER, F&D, FANCY, FLOYD, FMT, FN, FORTH, FPT, FSMART, FVC, GENCO, GIFT, GL, GLAND, GLOCON, GPI, GRAMMY, GRAND, GREEN, GSC, GTB, GULF, GYT, HFT, HPT, HTECH, HUMAN, HYDRO, ICN, IFEC, IHL, III, ILINK, ILM, IMH, INGRS, INSET, IP, IRCP, IT, ITD, J, JCK, JCKH, JCT, JKN, JMART, JMT, JUBILE, JUTHA, JWD, KAMART, KC, KCM, KDH, KIAT, KKC, KOOL, KTECH, KTIS, KUMWEL, KUN, KWM, KYE, LALIN, LEE, LH, LHFG, LOXLEY, LPH, LST, MACO, MAJOR, MANRIN, MATCH, MATI, MAX, M-CHAI, MCS, MDX, MEGA, METCO, MGT, MIDA, MILL, MITSIB, MJD, MK, ML, MM, MODERN, MORE, MPIC, MYP, NC, NCH, NCL, NDR, NER, NETBAY, NEW, NEWS, NEX, NFC, NOBLE, NPK, NTV, NUSA, NVD, NYT, OHTL, OISHI, OSP, OTO, PACE, PAE, PAF, PERM, PF, PICO, PIMO, PJW, PK, PLE, PMTA, POLAR, POMPUI, PORT, POST, PPM, PPPM, PPR, PRAM, RBF, RCI, RCL, RICH, RICHY, RJH, ROCK, ROH, RP, RPC, RPH, RS, RSP, S, S11, SAFARI, SALEE, SAM, SAMART, SAMCO, SAMTEL, SANKO, SAUCE, SAWAD, SAWANG, SCP, SDC, SE, SEAFCO, SEG, SF, SFLEX, SFP, SGF, SHR, SIAM, SIMAT, SINGER, SISB, SKE, SKN, SKY, SLP, SMART, SMT, SOLAR, SONIC, SPA, SPCG, SPG, SPORT, SPVI, SQ, SR, SSC, SSP, STAR, STARK, STC, STEC, STHAI, STI, STPI, SUC, SUN, SUPER, SUTHA, SVH, SVOA, SWC, SYMC, T, TACC, TAPAC, TBSP, TC, TCC, TCCC, TCJ, TCMC, TCOAT, TEAM, TEAMG, TGPRO, TH, THAI, THANA, THE, THG, THL, THMUI, TIGER, TITLE, TIW, TK, TKN, TKN, TMI, TMY, TWT, TWP, TWZ, TYCN, UAC, UMI, UMS, UNIQ, UP, UPA, UPF, UPOIC, UREKA, UT, UTP, UVAN, VARO, VCOM, VI, VIBHA, VL, VNG, VPO, VRANDA, WAVE, WG, WIN, WINNER, WORK, WORLD, WP, WPH, WR, YCI, YGG, ZIGA, ZMICO

EXPLANDATION. APP, APURE, AQ, ARIN, ARIP, AS, ASAP, ASEFA, ASIA, ASIMAR, ASN, ATP30, AU, AUCT, AWC, B52, BA, BAM, BAT-3K, BC, BCT, BDMS, BEAUTY, BEC, BEM,

### **Explanations**

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of June 24, 2019) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC.