## Berli Jucker

## BJC

Berli Jucker Bloomberg
Public Company Limited Reuters



# 3Q20: In line with estimates

3Q20 net profit was in line with estimates at Bt1.1bn, -40% YoY but +247% QoQ. We cut our 2020-21F by 5%, factoring in weak SSS from the absence of international tourists and fragile purchasing power. We expect 4Q20F to grow QoQ on seasonality but drop YoY from SSS contraction and lower rental income. Since April (full COVID-19 lockdown), share price has fallen 15%, underperforming the SET by 30%, despite improved rental income and other units from 2Q20 (SSS remains close to 2Q20's -17% YoY). Upgrade to Outperform from Neutral with a new end-2021 DCF TP of Bt42 (from Bt43).

**3Q20 net profit was Bt1.1bn, -40% YoY but +247% QoQ,** in line with estimates. Excluding Bt6mn extra gains (Bt33mn FX gain outpacing the Bt27mn in employee severance pay from corporate restructuring), 3Q20 core profit was Bt1.1bn, -27% YoY but +31% QoQ. Earnings were pulled down by SSS contraction, narrower gross margin and lower rental income that overwhelmed the lower tax rate.

**Lower revenue**. Of 3Q20 revenue, 68% came from the modern retail supply chain (BIGC, MSC), 14% from the packaging supply chain (PSC), 15% from the consumer supply chain (CSC) and 6% from the healthcare and technical supply chain (H&TSC). Total revenue slid 9% YoY to Bt35bn. MSC revenue fell 12% YoY, with store expansion helping offset the contraction in SSS of 17.8% YoY (SSS was -18.3% YoY excluding B2B sales). Behind the drop in sales was weak purchasing power and the absence of international tourists (hypermarket stores in tourist areas contribute 15% of retail sales). In 3Q20, it opened a new Big C Supercenter, 2 Big C Foodplaces (closed a Big C Market), 64 Mini Big Cs (closed 5 stores), 3 Pure Drug stores (closed a store), giving it 152 large stores (Big C Supercenter, Extra, and Jumbo), 62 Big C Markets, 1,153 Mini Big Cs and 144 Pure Drug stores. PSC revenue fell 2% YoY from lower glass packaging sales (-2% YoY) and aluminum can sales (-4% YoY) from Vietnam's efforts to contain COVID-19 second wave. CSC revenue grew 15% YoY on more international trading and logistics sales (+29% YoY) and more non-food sales (personal care) (+1% YoY), offsetting a 9% YoY fall in food sales (-9% YoY).

**Other items.** Gross margin slimmed 30bps YoY to 18.9%. Margin declined at MSC (-120bps YoY) from a rise in low-margin B2B sales and a drop in high-margin nonfood sales portion to 21% of sales in 3Q20 from 25% in 3Q19, at CSC (-80bps YoY) from higher palm oil costs and more low-margin logistics sales. Margin widened at PSC (+260bps YoY) from low natural gas and soda ash costs for glass production. SG&A expenses fell 15% YoY from TFRS 16 and lower personnel, promotional and utilities expenses. Other income dropped 22% YoY (vs -39% YoY in 2Q20) from lower rental income, with discounts of under 10% for tenants and occupancy at 91% (vs 96% in 3Q19 and 91% in 2Q20). Tax rate was 11% (vs 14% in 3Q19 and 13% in 2Q20), thanks to utilizing its tax loss carried forward.

## **Forecasts and valuation**

Year to 31 Dec			2019	2020F	2021F	2022F
Revenue	(Btmn)	156,142	158,009	147,157	156,144	162,887
EBITDA	(Btmn)	21,032	21,280	20,527	21,757	22,470
Core profit	(Btmn)	6,444	7,205	5,045	6,003	6,876
Reported profit	(Btmn)	6,650	7,278	4,626	6,003	6,876
Core EPS	(Bt)	1.61	1.80	1.26	1.50	1.72
DPS	(Bt)	0.73	0.91	0.63	0.75	0.86
P/E, core	(x)	21.3	19.0	27.2	22.8	19.9
EPS growth, core	(%)	25.6	11.7	(30.0)	19.0	14.6
P/BV, core	(x)	1.2	1.1	1.1	1.1	1.1
ROE	(%)	5.7	6.1	4.2	4.9	5.5
Dividend yield	(%)	2.1	2.7	1.8	2.2	2.5
FCF yield	(x)	4.4	7.7	4.3	6.0	6.7
EV/EBIT	(x)	21.6	21.2	24.0	21.6	20.3
EBIT growth, core	(%)	6.5	1.1	(12.3)	8.9	4.1
EV/CE	(x)	1.0	1.0	1.0	1.0	1.0
ROCE	(%)	(0.7)	(0.8)	(0.3)	(0.4)	(0.5)
EV/EBITDA	(x)	13.9	13.6	14.0	12.9	12.2
EBITDA growth	(%)	5.0	1.2	(3.5)	6.0	3.3

Source: SCBS Investment Research

## **Tactical: OUTPERFORM**

## (3-month) Stock data

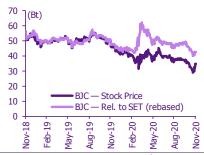
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Last close (Nov 12) (Bt)	34.25
12-m target price (Bt)	42.00
Mkt cap (Btbn)	137.27
Mkt cap (US\$mn)	4,542

Beta	L
Mkt cap (%) SET	0.93
Sector % SET	10.73
Shares issued (mn)	4,008
Par value (Bt)	1.00
12-m high / low (Bt)	49.5 / 25
Avg. daily 6m (US\$mn)	7.08
Foreign limit / actual (%)	49 / 15
Free float (%)	26.1
Dividend policy (%)	≥ 50

## **Price performance**



Source: SET, SCBS Investment Research

### **Share performance**

(%)	1M	3M	12M
Absolute	(2.1)	(6.2)	(27.9)
Relative to SET	(6.7)	(5.4)	(12.8)

Source: SET, SCBS Investment Research

## Analyst

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## **Financial 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	147,157	156,144	162,887
Cost of goods sold	(Btmn)	(33,071)	(102,735)	(120,706)	(126,173)	(127,120)	(119,151)	(126,325)	(131,706
Gross profit	(Btmn)	9,822	22,595	28,452	29,968	30,889	28,005	29,819	31,18
SG&A	(Btmn)	(7,179)	(24,324)	(30,686)	(32,263)	(33,270)	(28,941)	(31,179)	(32,747
Other income	(Btmn)	1,500	11,204	14,885	15,771	16,009	12,892	14,375	15,11
Interest expense	(Btmn)	(493)	(5,203)	(4,528)	(4,719)	(4,971)	(5,338)	(5,344)	(4,876
Pre-tax profit	(Btmn)	3,650	4,272	8,122	8,757	8,657	6,619	7,671	8,67
Corporate tax	(Btmn)	(400)	(983)	(2,260)	(1,569)	(829)	(927)	(1,151)	(1,302
Equity a/c profits	(Btmn)	87	181	24	(110)	(128)	(150)	(20)	(1,302
Minority interests	(Btmn)	(661)	(1,015)	(764)	(634)	(496)	(497)	(498)	(499
Core profit	(Btmn)	2,676	2,455	5,122	<b>6,444</b>	<b>7,205</b>	5,045	6,003	6,87
•	. ,			88	206	7,203	•	0,003	0,67
Extra-ordinary items	(Btmn)	116	851				(419)		
Net Profit	(Btmn)	2,792	3,307	5,211	6,650	7,278	4,626	6,003	6,87
EBITDA	(Btmn)	6,263	15,570	20,040	21,032	21,280	20,527	21,757	22,47
Core EPS (Bt)	(Btmn)	1.68	0.95	1.28	1.61	1.80	1.26	1.50	1.7
Net EPS (Bt)	(Bt)	1.75	1.28	1.31	1.66	1.82	1.16	1.50	1.7
DPS (Bt)	(Bt)	0.84	0.50	0.57	0.73	0.91	0.63	0.75	0.8
Balance Sheet									
FY December 31	Unit	2015	2016	2017	2018	2019	2020F	2021F	2022
Total current assets	(Btmn)	18,380	35,993	38,542	43,360	42,921	38,728	40,683	41,91
Total fixed assets	(Btmn)	26,320	272,708	276,517	280,700	282,884	281,056	279,433	277,60
Total assets	(Btmn)	44,701	308,701	315,059	324,060	325,804	319,784	320,117	319,519
Total loans	(Btmn)	14,975	152,476	157,180	160,933	157,950	154,380	148,530	142,03
Total current liabilities	(Btmn)	15,313	51,851	50,254	90,286	75,881	55,205	56,749	66,77
Total long-term liabilities	(Btmn)	8,637	145,701	153,631	118,001	130,187	143,861	139,169	124,67
Total liabilities	(Btmn)	23,950	197,553	203,886	208,286	206,068	199,066	195,918	191,44
Paid-up capital	(Btmn)	1,592	3,990	3,996	4,003	4,007	4,007	4,007	4,00
	(Btmn)	20,750	111,148	111,173	115,774	119,736	120,718	124,198	128,07
Loral equity									
Total equity BVPS (Bt) Cash Flow Statement	(Bt)	13.03	42.87	27.85	28.95	29.90	30.14	31.01	31.98
BVPS (Bt)  Cash Flow Statement  FY December 31	(Bt)	2015	2016	27.85	28.95	29.90	30.14 2020F	2021F	2022
Cash Flow Statement FY December 31 Core Profit	Unit (Btmn)	2015 2,676	<b>2016</b> 2,455	<b>27.85 2017</b> 5,122	28.95 2018 6,444	<b>29.90 2019</b> 7,205	<b>2020F</b> 5,045	<b>2021F</b> 6,003	<b>2022</b>
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization	Unit (Btmn) (Btmn)	2015 2,676 2,121	<b>2016</b> 2,455 6,095	<b>2017</b> 5,122 7,389	<b>2018</b> 6,444 7,556	<b>29.90 2019</b> 7,205 7,652	<b>2020F</b> 5,045 8,570	<b>2021F</b> 6,003 8,742	<b>2022</b> 6,87 8,91
Cash Flow Statement FY December 31 Core Profit	Unit (Btmn) (Btmn) (Btmn)	2015 2,676	<b>2016</b> 2,455	<b>27.85 2017</b> 5,122	28.95 2018 6,444	<b>29.90 2019</b> 7,205	<b>2020F</b> 5,045	<b>2021F</b> 6,003	<b>2022</b> 6,87 8,91
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization	Unit (Btmn) (Btmn)	2015 2,676 2,121	<b>2016</b> 2,455 6,095	<b>2017</b> 5,122 7,389	<b>2018</b> 6,444 7,556	<b>29.90 2019</b> 7,205 7,652	<b>2020F</b> 5,045 8,570	<b>2021F</b> 6,003 8,742	2022 6,87 8,91 16,26
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow	Unit (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693	2016 2,455 6,095 17,938	27.85  2017  5,122  7,389 17,380	28.95 2018 6,444 7,556 17,636	29.90 2019 7,205 7,652 18,700	<b>2020F</b> 5,045 8,570 12,414	<b>2021F</b> 6,003 8,742 15,376	
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow Investing cash flow	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693 (1,611)	2016 2,455 6,095 17,938 (208,512)	27.85  2017  5,122  7,389  17,380 (14,846)	2018 6,444 7,556 17,636 (11,641)	29.90  2019  7,205  7,652  18,700  (8,114)	2020F 5,045 8,570 12,414 (6,459)	2021F 6,003 8,742 15,376 (7,119)	2022 6,87 8,91 16,26 (7,089 (9,501
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693 (1,611) (3,151)	2016 2,455 6,095 17,938 (208,512) 192,912	27.85 2017 5,122 7,389 17,380 (14,846) (1,390)	2018 6,444 7,556 17,636 (11,641) (4,683)	29.90 2019 7,205 7,652 18,700 (8,114) (9,992)	2020F 5,045 8,570 12,414 (6,459) (7,135)	2021F 6,003 8,742 15,376 (7,119) (8,373)	2022 6,870 8,91 16,26 (7,089
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow Investing cash flow Net cash flow Key Financial Ratios	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693 (1,611) (3,151)	2016 2,455 6,095 17,938 (208,512) 192,912	27.85 2017 5,122 7,389 17,380 (14,846) (1,390)	2018 6,444 7,556 17,636 (11,641) (4,683)	29.90 2019 7,205 7,652 18,700 (8,114) (9,992)	2020F 5,045 8,570 12,414 (6,459) (7,135)	2021F 6,003 8,742 15,376 (7,119) (8,373)	2022 6,87 8,91 16,26 (7,089 (9,501 (324
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)	2016 2,455 6,095 17,938 (208,512) 192,912 2,338	27.85  2017  5,122 7,389 17,380 (14,846) (1,390) 1,145	2018 6,444 7,556 17,636 (11,641) (4,683) 1,312	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)	2022 6,870 8,91 16,26 (7,089 (9,501
Cash Flow Statement FY December 31 Core Profit Depreciation and amortization Operating cash flow Investing cash flow Financing cash flow Net cash flow Key Financial Ratios FY December 31	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)	2016 2,455 6,095 17,938 (208,512) 192,912 2,338	27.85  2017  5,122 7,389 17,380 (14,846) (1,390) 1,145	28.95  2018 6,444 7,556 17,636 (11,641) (4,683) 1,312	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)	2022i 6,87( 8,91: 16,26: (7,089 (9,501 (324)
Cash Flow Statement FY December 31 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	Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%)	2015 2,676 2,121 4,693 (1,611) (3,151) (69) 2015 22.9 6.2	2016 2,455 6,095 17,938 (208,512) 192,912 2,338  2016 18.0 (1.4)	27.85  2017  5,122 7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5)	28.95  2018 6,444 7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5)	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5)	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180) 2020F 19.0 (0.6)	2021F 6,003 8,742 15,376 (7,119) (8,373) (115) 2021F 19.1 (0.9)	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19.
Cash Flow Statement FY December 31 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	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)  2015 22.9 6.2 14.6	2016 2,455 6,095 17,938 (208,512) 192,912 2,338  2016 18.0 (1.4) 12.4	27.85  2017  5,122 7,389 17,380 (14,846) (1,390) 1,145  2017 19.1 (1.5) 13.4	2018 6,444 7,556 17,636 (11,641) (4,683) 1,312 2018 19.2 (1.5) 13.5	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5) 13.5	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180) 2020F 19.0 (0.6) 13.9	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0
Cash Flow Statement FY December 31 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	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%) (%)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)  2015 22.9 6.2 14.6 9.7	2016 2,455 6,095 17,938 (208,512) 192,912 2,338  2016 18.0 (1.4) 12.4 7.6	27.85  2017  5,122  7,389  17,380 (14,846) (1,390)  1,145  2017  19.1 (1.5) 13.4 8.5	28.95  2018 6,444 7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5) 13.5 8.6	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180) 2020F 19.0 (0.6) 13.9 8.1	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13.
Cash Flow Statement FY December 31 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	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%) (%) (%) (%)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)  2015 22.9 6.2 14.6 9.7 6.5	2016 2,455 6,095 17,938 (208,512) 192,912 2,338  2016 18.0 (1.4) 12.4 7.6 2.6	27.85  2017  5,122  7,389  17,380 (14,846) (1,390)  1,145  2017  19.1 (1.5) 13.4 8.5 3.5	28.95  2018 6,444 7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5) 13.5 8.6 4.6	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180) 2020F 19.0 (0.6) 13.9 8.1 3.1	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13. 8.
Cash Flow Statement FY December 31 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	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%) (%) (%) (%) (%) (%)	2015 2,676 2,121 4,693 (1,611) (3,151) (69)  2015 22.9 6.2 14.6 9.7 6.5 13.8	2016 2,455 6,095 17,938 (208,512) 192,912 2,338  2016 18.0 (1.4) 12.4 7.6 2.6 3.7	27.85  2017  5,122  7,389  17,380 (14,846) (1,390)  1,145  2017  19.1 (1.5) 13.4 8.5 3.5 4.6	28.95  2018 6,444 7,556 17,636 (11,641) (4,683) 1,312  2018 19.2 (1.5) 13.5 8.6 4.3 5.7	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5) 13.5 8.6 4.6 6.1	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180) 2020F 19.0 (0.6) 13.9 8.1 3.1 4.2	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13. 8. 4.
Cash Flow Statement FY December 31 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 EBIT DA margin EBIT margin Net profit margin ROE ROA	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 2,121 4,693 (1,611) (3,151) (69)  2015 22.9 6.2 14.6 9.7 6.5 13.8 6.1	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205  7,652  18,700 (8,114) (9,992)  594  2019  19.5 (1.5) 13.5 8.6 4.6 6.1 2.2	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13. 8. 4. 5.
Cash Flow Statement FY December 31 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 BEIT margin Net profit margin ROE ROA Net D/E	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019 7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13. 8. 4. 5. 2.
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1.
Cash Flow Statement FY December 31 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 BEITDA margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1.
Cash Flow Statement FY December 31 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 BEITDA margin Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2 1. 4. 0.
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1. 4. 0.
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions FY December 31	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1. 4. 0. 50.
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1. 4. 0. 50.
Cash Flow Statement FY December 31 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 EBIT margin Net profit margin ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC) New stores, all formats (MSC)	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1. 4. 0. 50.
Cash Flow Statement FY December 31 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)	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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	28.95  2018 6,444 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	29.90  2019  7,205 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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0  2020F (14.5) 188	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 2022 19. (1.0 13. 8. 4. 5. 2. 1. 4. 0. 50.
Cash Flow Statement FY December 31 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 ROE ROA Net D/E Interest coverage Payout Ratio  Main Assumptions FY December 31 SSS growth (MSC) Ending stores, all formats (MSC) Ending stores, all formats (MSC)	(Bt)  Unit (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Color (Colo	2015 2,676 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	2016 2,455 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	27.85  2017  5,122 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  (5.6) 180 977	28.95  2018 6,444 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	29.90  2019  7,205  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	2020F 5,045 8,570 12,414 (6,459) (7,135) (1,180)  2020F 19.0 (0.6) 13.9 8.1 3.1 4.2 1.6 1.2 3.8 0.7 50.0  2020F (14.5) 188 1,562	2021F 6,003 8,742 15,376 (7,119) (8,373) (115)  2021F 19.1 (0.9) 13.9 8.3 3.8 4.9 1.9 1.2 4.1 0.8 50.0	2022 6,87 8,91 16,26 (7,089 (9,501 (324 19. (1.0 13. 8. 4. 5. 2. 1.

Fri, Nov 13, 2020 2



## **Financial statement**

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FY December 31	Unit	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Total revenue	(Btmn)	41,226	38,389	40,435	38,620	40,565	38,483	36,119	35,027
Cost of goods sold	(Btmn)	(32,998)	(30,969)	(32,493)	(31,222)	(32,437)	(31,191)	(29,469)	(28,421)
Gross profit	(Btmn)	8,228	7,421	7,942	7,399	8,128	7,292	6,650	6,607
SG&A	(Btmn)	(8,539)	(8,227)	(8,446)	(8,348)	(8,249)	(7,916)	(6,677)	(7,140)
Other income	(Btmn)	4,186	3,929	4,044	4,069	3,967	3,696	2,486	3,179
Interest expense	(Btmn)	(1,211)	(1,197)	(1,245)	(1,256)	(1,272)	(1,330)	(1,322)	(1,334)
Pre-tax profit	(Btmn)	2,664	1,925	2,294	1,864	2,574	1,741	1,136	1,311
Corporate tax	(Btmn)	(412)	(289)	(274)	(264)	(2)	(299)	(143)	(140)
Equity a/c profits	(Btmn)	10	6	(81)	(44)	(10)	(72)	(72)	(2)
Minority interests	(Btmn)	(140)	(146)	(138)	(114)	(98)	(164)	(117)	(112)
Core profit	(Btmn)	2,122	1,496	1,802	1,442	2,465	1,206	804	1,057
Extra-ordinary items	(Btmn)	3	8	(274)	332	8	74	(498)	6
Net Profit	(Btmn)	2,126	1,504	1,528	1,774	2,473	1,279	306	1,062
EBITDA	(Btmn)	5,794	5,005	5,443	5,025	5,807	5,253	4,644	4,921
Core EPS (Bt)	(Btmn)	0.53	0.37	0.45	0.36	0.62	0.30	0.20	0.26
Net EPS (Bt)	(Bt)	0.53	0.38	0.38	0.44	0.62	0.32	0.08	0.27
FY December 31 Total current assets	Unit (Btmn)	<b>4Q18</b> 43,360	<b>1Q19</b> 43,120	<b>2Q19</b> 41,138	<b>3Q19</b> 40,249	<b>4Q19</b> 42,921	<b>1Q20</b> 41,677	<b>2Q20</b> 39,240	<b>3Q20</b> 38,919
Balance Sheet									
Total fixed assets	(Btmn)	279,661	279,656	278,863	279,522	282,884	291,968	290,545	289,835
Total assets	(Btmn)	323,021	322,775	320,002	319,771	325,804	333,645	329,785	328,754
Total loans	(Btmn)	160,917	160,572	158,288	158,111	157,950	167,950	170,337	168,307
Total current liabilities	(Btmn)	90,286	83,156	93,724	72,875	75,881	67,389	47,986	55,557
Total long-term liabilities	(Btmn)	117,651	123,203	110,681	130,226	130,187	148,552	163,956	154,908
Total liabilities	(Btmn)	207,937	206,359	204,406	203,101	206,068	215,940	211,942	210,465
Paid-up capital	(Btmn)	4,003	4,003	4,005	4,006	4,007	4,007	4,008	4,008
Total equity	(Btmn)	115,084	116,416	115,596	116,670	119,736	117,705	117,844	118,289
BVPS (Bt)	(Bt)	28.76	29.08	28.87	29.13	29.90	29.38	29.41	29.52
Cash Flow Statement									
FY December 31	Unit	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Core Profit	(Btmn)	2,126	1,504	1,528	1,774	2,473	1,279	306	1,062
Depreciation and amortization	(Btmn)	1,919	1,883	1,903	1,905	1,961	2,182	2,186	2,276
Operating cash flow	(Btmn)	5,995	3,925	5,258	3,784	5,733	2,439	2,839	6,156
Investing cash flow	(Btmn)	(4,298)	(2,150)	(1,612)	(2,138)	(2,214)	(1,782)	(2,415)	(1,368)
Financing cash flow	(Btmn)	(96)	(1,096)	(5,513)	(2,313)	(1,070)	(2,874)	(1,171)	(5,160)
Net cash flow	(Btmn)	1,601	679	(1,868)	(667)	2,449	(2,218)	(746)	(371)
	(24)	_,00_		(2,000)	(557)	_,	(=/===/	(7.10)	(01-)
Key Financial Ratios	11-2	4040	1010	2010	2010	4040	1020	2022	2022
FY December 31	Unit	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20

FY December 31	Unit	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Gross margin	(%)	20.0	19.3	19.6	19.2	20.0	18.9	18.4	18.9
Operating margin	(%)	(0.8)	(2.1)	(1.2)	(2.5)	(0.3)	(1.6)	(0.1)	(1.5)
EBITDA margin	(%)	14.1	13.0	13.5	13.0	14.3	13.7	12.9	14.0
EBIT margin	(%)	9.4	8.1	8.8	8.1	9.5	8.0	6.8	7.6
Net profit margin	(%)	5.2	3.9	3.8	4.6	6.1	3.3	0.8	3.0
ROE	(%)	7.4	5.2	6.2	5.0	8.3	4.1	2.7	3.6
ROA	(%)	2.7	1.9	2.2	1.8	3.1	1.5	1.0	1.3
Net D/E	(x)	1.3	1.3	1.3	1.3	1.3	1.4	1.4	1.4
Interest coverage	(x)	4.8	4.2	4.4	4.0	4.6	3.9	3.5	3.7
Debt service coverage	(x)	0.4	0.4	0.3	0.4	0.5	0.5	0.7	0.6

## **Main Assumptions**

FY December 31	Unit	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
SSS growth (MSC)	(%)	1.8	1.0	(0.3)	(4.9)	(6.3)	(5.3)	(17.0)	(17.8)
New stores, all formats (MSC)	(Stores)	73	14	38	57	134	34	40	63
Ending stores, all formats (MSC)	(Stores)	1,131	1,145	1,183	1,239	1,374	1,408	1,448	1,511
New stores, hypermarket (MSC)	(Stores)	2	0	0	1	3	0	0	1
Ending stores, hypermarket (MSC)	(Stores)	147	147	147	147	151	151	151	152
Gross profit margin (MSC)	(%)	17.2	16.3	17.0	17.1	18.0	16.0	15.7	15.9

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Figure 1: Earnings review

P & L (Btmn)	3Q19	4Q19	1Q20	2Q20	3Q20	% Chg YoY	% Chg QoQ
Total revenue	38,620	40,565	38,483	36,119	35,027	(9.3)	(3.0)
Gross profit	7,399	8,128	7,292	6,650	6,607	(10.7)	(0.6)
SG&A expense	(8,348)	(8,249)	(7,916)	(6,677)	(7,140)	(14.5)	6.9
Net other income/expense	4,069	3,967	3,696	2,486	3,179	(21.9)	27.9
Interest expense	(1,256)	(1,272)	(1,330)	(1,322)	(1,334)	6.2	0.9
Pre-tax profit	1,864	2,574	1,741	1,136	1,311	(29.6)	15.4
Corporate tax	(264)	(2)	(299)	(143)	(140)	(47)	(2.2)
Equity a/c profits	(44)	(10)	(72)	(72)	(2)	(94.7)	(96.8)
Minority interests	(114)	(98)	(164)	(117)	(112)	(1.1)	(3.5)
EBITDA	5,025	5,807	5,253	4,644	4,921	(2.1)	6.0
Core profit	1,442	2,465	1,206	804	1,057	(26.7)	31.3
Extra. Gain (Loss)	332	8	74	(498)	6	(98.3)	(101.2)
Net Profit	1,774	2,473	1,279	306	1,062	(40.1)	247.2
Net EPS	0.44	0.62	0.32	0.08	0.27	(40.2)	247.2
B/S (Btmn)							
Total assets	319,771	325,804	333,645	329,785	328,754	2.8	(0.3)
Total liabilities	203,101	206,068	215,940	211,942	210,465	3.6	(0.7)
Total equity	116,670	119,736	117,705	117,844	118,289	1.4	0.4
BVPS (Bt)	29.13	29.90	29.38	29.41	29.52	1.3	0.4
Financial ratio (%)							
Gross margin	19.2	20.0	18.9	18.4	18.9	(0.3)	0.5
EBITDA margin	13.0	14.3	13.7	12.9	14.0	1.0	1.2
Net profit margin	4.6	6.1	3.3	0.8	3.0	(1.6)	2.2
SG&A expense/Revenue	21.6	20.3	20.6	18.5	20.4	(1.2)	1.9

Source: SCBS Investment Research

Figure 2: Key statistics

	3Q19	4Q19	1Q20	2Q20	3Q20	% Chg YoY	% Chg QoQ
Sales (Bt mn)	38,620	40,565	38,483	36,119	35,027	(9.3)	(3.0)
- PSC	5,064	5,411	5,038	4,433	4,943	(2.4)	11.5
- CSC	4,470	4,965	5,580	4,956	5,146	15.1	3.8
- H&TSC	2,239	2,526	1,881	1,957	1,953	(12.8)	(0.2)
- MSC	27,274	28,078	26,970	25,698	23,899	(12.4)	(7.0)
GPM (%)	19.2	20.0	18.9	18.4	18.9	(0.3)	0.5
- PSC	18.2	18.5	21.3	22.2	20.8	2.6	(1.4)
- CSC	20.9	20.1	19.6	20.0	20.1	(0.8)	0.1
- H&TSC	28.2	32.6	33.4	29.3	31.4	3.2	2.1
- MSC	17.1	18.0	16.0	15.7	15.9	(1.2)	0.2
EBIT margin (%)	9.0	9.5	8.0	6.8	7.6	(1.4)	0.7
- PSC	12.6	13.0	16.3	15.1	15.1	2.5	-
- CSC	7.9	7.6	8.5	9.0	7.4	(0.5)	(1.6)
- H&TSC	10.3	14.7	13.3	12.9	10.9	0.6	(2.0)
- MSC*	8.5	8.7	6.2	4.3	5.4	(3.1)	1.1

Source: SCBS Investment Research

Figure 3: Valuation summary (price as of Nov 12, 2020)

	Rating	Price	Target	ETR	P	/E (x)	)	EPS gr	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
ВЈС	Outperform	34.25	42.0	24.5	19.0	27.2	22.8	12	(30)	19	1.1	1.1	1.1	6	4	5	2.7	1.8	2.2	13.6	14.0	12.9
CPALL	Outperform	62.75	82.0	32.2	25.8	36.0	30.3	8	(28)	19	5.2	5.0	4.5	22	15	16	2.0	1.5	1.7	15.0	19.8	17.2
GLOBAL	Neutral	16.30	20.0	23.8	34.1	36.1	30.8	5	(6)	17	4.4	4.2	3.8	14	12	13	1.2	1.1	1.3	22.8	21.8	18.9
<b>HMPRO</b>	Outperform	14.80	18.0	23.7	31.5	38.2	31.9	9	(17)	20	9.2	9.2	8.4	30	24	27	2.6	2.1	2.5	18.7	20.9	18.4
MAKRO	Neutral	40.25	42.0	6.7	30.8	29.7	28.2	5	4	6	9.3	8.5	7.8	31	30	29	2.4	2.4	2.4	18.0	17.1	16.3
Average		·	•		28.2	33.4	28.8	8	(16)	16	5.9	5.6	5.1	21	17	18	2.2	1.8	2.0	17.6	18.7	16.7

Source: SCBS Investment Research

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### Companies with Excellent CG Scoring

Companies with Excellent CG Scoring

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## **Anti-corruption Progress Indicator**

## Certified (ได้รับการรับรอง)

2S, ADVANC, AI, AIE, AIRA, AKP, AMA, AMANAH, AP, AQUA, ARROW, ASK, ASP, AYUD, B, BAFS, BANPU, BAY, BBL, BCH, BCP, BCPG, BGC, BGRIM, BJCHI, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CFRESH, CGH, CHEWA, CHOTI, CHOW, CIG, CIMBT, CM, CMC, COL, COM7, CPALL, CPF, CPI, CPN, CSC, DCC, DELTA, DEMCO, DIMET, DTAC, DTC, EASTW, ECL, EGCO, FE, FNS, FPI, FPT, FSS, FTE, GBX, GC, GCAP, GEL, GFPT, GGC, GJS, GPSC, GSTEEL, GUNKUL, HANA, HARN, HMPRO, HTC, ICC, ICHI, IFS, INET, INSURE, INTUCH, IRPC, ITEL, IVL, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWC, L&E, LANNA, LHFG, LHK, LPN, LRH, M, MAKRO, MALEE, MBAX, MBK, MBKET, MC, MCOT, MFC, MFEC, MINT, MONO, MOONG, MPG, MSC, MTC, MTI, NBC, NEP, NINE, NKI, NMG, NNCL, NSI, NWR, OCC, OCEAN, OGC, ORI, PAP, PATO, PB, PCSGH, PDG, PDI, PDJ, PE, PG, PHOL, PL, PLANB, PLANET, PLAT, PM, PPP, PPPM, PPS, PREB, PRG, PRINC, PRM, PSH, PSTC, PT, PTG, PTTGP, PTTGC, PYLON, Q-CON, QH, QLT, QTC, RATCH, RML, RWI, S & J, SABINA, SAT, SC, SCB, SCC, SCCC, SCG, SCN, SEAOIL, SE-ED, SELIC, SENA, SGP, SIRI, SITHAI, SMIT, SMK, SMPC, SNC, SNP, SORKON, SPACK, SPC, SPI, SPRC, SRICHA, SSF, SSSC, SST, STA, SUSCO, SVI, SYNTEC, TAE, TAKUNI, TASCO, TBSP, TCAP, TCMC, TFG, TFI, TFMAMA, THANI, THCOM, THIP, THRE, THREL, TIP, TIPCO, TISCO, TKT, TMB, TMD, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TPA, TPCORP, TPP, TRU, TRUE, TSC, TSTH, TTCL, TU, TVD, TVI, TVO, TWPC, U, UBIS, UEC, UKEM, UOBKH, UWC, VGI, VIH, VNT, WACOAL, WHA, WHAUP, WICE, WIIK, XO, ZEN

## Declared (ประกาศเจตนารมณ์)

7UP, ABICO, AF, ALT, AMARIN, AMATA, AMATAV, ANAN, APURE, B52, BKD, BM, BROCK, BUI, CHO, CI, COTTO, DDD, EA, EFORL, EP, ERW, ESTAR, ETE, EVER, FSMART, GPI, ILINK, IRC, J, JKN, JMART, JMT, JSP, JTS, KWG, LDC, MAJOR, META, NCL, NOBLE, NOK, PK, PLE, ROJNA, SAAM, SAPPE, SCI, SE, SHANG, SINGER, SKR, SPALI, SSP, STANLY, SUPER, SYNEX, THAI, TKS, TOPP, TRITN, TTA, UPF, UV, WIN, ZIGA

APP, AQ, ARIN, ARIP, AS, ASAP, ASEFA, ASIA, ASIAN, ASIAN, ASIMAR, ASN, ATP30, AU, AUCT, AWC, BA, BAM, BC, BCT, BDMS, BEAUTY, BEC, BEM, BFIT, BGT, BH, BIG, BIZ, BIZ, BLAND, BLISS, BOL, BR, BSM, BTNC, BTW, CAZ, CBG, CCET, CCP, CGD, CHARAN, CHAYO, CHG, CITY, CK, CKP, CMAN, CMO, CMR, CNT, COLOR, COMAN, BIZ, BIZ, BIZAND, BLISS, BOL, BR, BSM, BINC, BIW, CAZ, CBG, CCE1, CCP, CGD, CHARAN, CHAYO, CHG, CITY, CK, CKP, CMAN, CMO, CMR, CNT, COLOR, COMAN, CPH, CPL, CPR, CPT, CPW, CRANE, CRC, CRD, CSP, CSR, CSS, CTW, CWT, D, DCON, DHOUSE, DOD, DOHOME, DTCI, DV8, EASON, ECF, EE, EKH, EMC, EPG, ESSO, ETC, F&D, FANCY, FLOYD, FMT, FN, FORTH, FVC, GENCO, GIFT, GL, GLAND, GLOBAL, GLOCON, GRAMMY, GRAND, GREEN, GSC, GTB, GULF, GYT, HFT, HPT, HTECH, HUMAN, HYDRO, ICN, IFEC, IHL, IIG, III, ILM, IMH, INGRS, INOX, INSET, IP, IRCP, IT, ITD, JAS, JCK, JCKH, JCT, JUBILE, JUTHA, JWD, KAMART, KC, KCM, KDH, KIAT, KK, KKC, KOOL, KTIS, KUMWEL, KUN, KWM, KYE, LALIN, LEE, LEO, LH, LIT, LOXLEY, LPH, LST, MACO, MANRIN, MATCH, MATI, MAX, M-CHAI, MCS, MDX, MEGA, METCO, MGT, MICRO, MIDA, MILL, MITSIB, MJD, MK, ML, MM, MODERN, MORE, MPIC, MVP, NC, NCAP, NCH, NDR, NET, NETBAY, NEW, NEWS, NEX, NFC, NPK, NRF, NTV, NUSA, NVD, NYT, OHTL, OISHI, OSP, OTO, PACE, PAE, PAF, PERM, PF, PICO, PIMO, PJW, PMTA, POLAR, POMPUT, POST, COLL, NEWS, NEX, NFC, NPK, NRF, NTV, NUSA, NVD, NYT, OHTL, OISHI, OSP, OTO, PACE, PAE, PAF, PERM, PF, PICO, PIMO, PJW, PMTA, POLAR, POMPUI, PORT, POST, PPM, PR9, PRAKIT, PRAPAT, PRECHA, PRIME, PRIN, PRO, PROUD, PTL, RAM, RBF, RCI, RCL, RICHY, RJH, ROCK, ROH, RP, RPC, RPH, RS, RSP, RT, S, S11, SABUM, SAFARI, SALEE, SAM, SAMART, SAMCO, SAMTEL, SANKO, SAUCE, SAWAD, SAWANG, SCGP, SCM, SCP, SDC, SEAFCO, SEG, SF, SFLEX, SFP, SFT, SGF, SHR, SIAM, SICT, SIMAT, SIS, SISB, SK, SKE, SKN, SKY, SLM, SLP, SMART, SMT, SO, SOLAR, SONIC, SPA, SPCG, SPG, SPVI, SQ, SR, SSC, STAR, STARK, STC, STEC, STGT, STHAI, STI, STPI, SUC, SUN, SUTHA, SVH, SVOA, SWC, SYMC, T, TACC, TAPAC, TC, TCC, TCCC, TCJ, TCOAT, TEAM, TEAMG, TGPRO, TH, THANA, THE, THG, THL, THMUI, TIGER, TITLE, TIW, TK, TKN, TM, TMC, TMI, TMW, TNDT, TNH, TNPC, TOA, TPAC, TPBI, TPCH, TPIPP, TPLAS, TPOLY, TPS, TQM, TR, TRC, TRT, TRUBB, TSE, TSI, TSIT, TSR, TSTE, TTI, TTT, TTW, TVT, TWP, TWZ, TYCN, UAC, UMI, UMS, UNIQ, UP, UPA, UPOIC, UREKA, UT, UTP, UVAN, VARO, VCOM, VI, VIBHA, VL, VNG, VPO, VRANDA, W, WAVE, WG, WGE, WINNER, WORK, WORLD, WP, WPH, WR, YCI, YGG, YUASA, ZMICO

### **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.

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