Chularat Hospital

Chularat Hospital Public Company Limited

Expect record high in 3Q21F

We expect CHG to achieve record-high earnings in 3Q21 of Bt1.1bn, up 288% YoY and 90% QoQ, driven by strong revenue from COVID-19-related services. CHG's earnings will then soften QoQ in 4Q21 as these services step down as the pandemic eases. 2022 earnings will be supported by the resumption of economic activities and medical services together with new hospital management contracts. We stand on our Neutral call on CHG due to limited upside gain to our TP of Bt3.8/share.

3Q21F to hit a record high. We estimate CHG's 3Q21 core earnings at Bt1.1bn, surging 288% YoY and 90% QoQ, driven by strong revenue of Bt3.2bn, up 116% YoY and 52% QoQ, largely off Bt1.95bn in revenue from COVID-19-related services, accounting for 62% of 3Q21 revenue, higher than 2Q21's 39%. The severity of the third wave of COVID-19 in Thailand led to a spike in demand for COVID-19 treatment in July-August before simmering down in September. In 3Q21, CHG doubled hospital beds for COVID-19 patients to 600 beds from 300 beds in 2Q21 and upped serviced beds in "hospitels" to ~7,000 beds (from ~3,000 beds in 2Q21). It will release results on November 12.

Earnings upgraded for 2021, 4Q21F to soften QoQ. We have revised up CHG's earnings forecast by 45% in 2021 to factor in the expected strong 3Q21 due to the COVID-19-related services, but keep our 2022-23 forecast unchanged. We expect earnings to slip QoQ in 4Q21 as Thailand's pandemic eases from rising vaccinations and immunity, reducing hospitalizations and revenue from COVID-19 services.

Healthy earnings in 2022 but a new hospital will slow growth in 2023. Excluding the COVID-19-related services that drove earnings up in 2021, we look for healthy earnings of Bt1.2bn in 2022, 41% growth from 2020, backed by the resumption of economic activities and medical services for its Thai patient base (97% of pre-COVID-19 revenue) together with adding hospital management contracts for cardiology services at *Samutprakarn Hospital* and *Rayong Hospital*, expected to start in 4Q21. However, we are forecasting a slow earnings growth of 4% in 2023, dragged down by the initial opening costs from its new hospital *Chularat Mae Sot International Hospital* in 4Q22-1Q23.

Neutral from limited upside. We stand on our Neutral rating on CHG with end-2022 DCF TP of Bt3.8/share due to limited upside gain. Upside to earnings lies in the hospital management business as CHG plans to add more management agreements as opportunity presents, with longer contract terms to reduce renewal risk. Downside risk is weaker social security revenue (SC, 33% of 2020 revenue) as the pandemic's economic fallout has led to growing numbers of layoffs and this will drop patients out of the SC system.

Forecasts and valuation

Year to 31 Dec	Unit	2019	2020	2021F	2022F	2023F
Revenue	(Btmn)	5,166	5,433	10,430	6,811	7,261
EBITDA	(Btmn)	1,219	1,460	3,572	1,983	1,988
Core profit	(Btmn)	756	877	2,539	1,235	1,289
Reported profit	(Btmn)	705	877	2,539	1,235	1,289
Core EPS	(Bt)	0.069	0.080	0.231	0.112	0.117
DPS	(Bt)	0.050	0.050	0.162	0.079	0.082
P/E, core	(X)	54.2	46.7	16.1	33.1	31.8
EPS growth, core	(%)	17.2	16.0	189.6	(51.4)	4.4
P/BV, core	(x)	11.1	10.2	6.8	7.5	6.9
ROE	(%)	19.8	21.7	48.9	20.9	22.0
Dividend yield	(%)	1.3	1.3	4.3	2.1	2.2
FCF yield	(x)	0.5	2.5	5.9	2.8	2.7
EV/EBIT	(x)	47.1	37.5	12.4	25.3	24.2
EBIT growth, core	(%)	12.7	24.5	190.0	(50.4)	4.0
EV/CE	(X)	8.3	8.5	7.8	7.8	7.5
ROCE	(%)	13.5	17.4	49.8	22.5	23.4
EV/EBITDA	(x)	34.4	28.4	11.1	20.3	20.1
EBITDA growth	(%)	15.9	19.8	144.6	(44.5)	0.2

Source: SCBS Investment Research

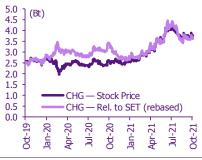
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Tactical: NEUTRAL

(3-month) Stock data

3.72
3.80
40.92
1,227
L
0.22
4.40
11,000
0.10
4.4 / 2.4
13.72
49 / 15
42.8
≥ 50

Price performance



Source: SET, SCBS Investment Research

Share performance

(%)	1M	3M	12M					
Absolute	0.0	(11.8)	48.8					
Relative to SET	(0.5)	(16.7)	10.8					
Source: SET, SCBS Investment Research								

<u>Analyst</u>

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Value proposition

CHG operates nine hospitals (749 beds) and five medical clinics located in Thailand's industrial zones, in communities with high growth potential and near the Suvarnabhumi International Airport, encompassing Samut Prakarn, Chachoengsao, Rayong and Sakeaw provinces. It provides a full range of medical services, from primary to tertiary, for self-pay patients as well as patients under the social security scheme (SC) and universal healthcare coverage (UC).

Business outlook

The pandemic has hurt many industries, but since by nature hospitals supply a necessary service, we believe the impact on CHG's earnings is limited and we maintain our positive view on the long-term uptrend in healthcare demand. Of all hospitals, we see CHG as best shielded since a large 97% (in 2019) of its revenue is derived from Thai patients.

Bullish views	Bearish views
1. Resilient to the pandemic thanks to high revenue contribution from Thai patients.	1. Earnings growth may be slower than peers when international patient traffic recovers.
2. Potential growth from hospital management business	2. The pandemic's economic fallout has led to growing numbers of layoffs and this will drop patients out of the SC system (33% of 2020 revenue).
3. Ramping up two new facilities: <i>Chularat 304 Inter</i> and <i>Ruampat Chachoengsao</i> , with lower losses ahead.	

Key catalysts

Factor	Event	Impact	Comment
Near-term earnings outlook	3Q21F earnings momentum	+YoY and +QoQ	We estimate CHG's 3Q21 core earnings at Bt1.1bn, surging 288% YoY and 90% QoQ, driven by strong revenue of Bt3.2bn, up 116% YoY and 52% QoQ, with Bt1.95bn in revenue from COVID-19-related services, accounting for 62% of 3Q21 revenue.
Near-term earnings outlook	4Q21F earnings momentum	+YoY and -QoQ	We expect softer earnings QoQ in 4Q21 as we expect the pandemic to ease in Thailand on rising vaccinations and immunity that will cut hospitalizations and thus revenue from COVID-19- related services in 4Q21.
Factors to be aware of in 2022	Slow economy	Negative	The pandemic's impact on the economy will lead to more postponements of non-serious medical visits and fewer patients in the SC system.

Scholentey analysis		
Factor	Earnings impact	TP impact
1ppt change in hospital revenue	2%	B0.03/share (1%)

Sensitivity analysis



Chularat Hospital PLC

Financial statement

Profit and Loss Statement FY December 31	Unit	2016	2017	2018	2019	2020	2021F	2022F	2023F
Total revenue	Btmn	3,637	3,876	4,407	5,166	5,433	10,430	6,811	7,261
Cost of goods sold	Btmn	2,469	2,633	3,072	3,629	3,685	6,558	4,611	4,879
Gross profit	Btmn	1,168	1,243	1,335	1,536	1,748	3,872	2,199	2,382
SG&A	Btmn	494	551	570	672	673	723	745	814
Other income	Btmn	21	21	24	25	32	61	136	87
Interest expense	Btmn	10	16	24	40	36	36	35	31
Pre-tax profit	Btmn	686	697	765	849	1,071	3,173	1,556	1,624
Corporate tax	Btmn	132	121	131	150	184	219	635	311
Equity a/c profits	Btmn	0	0	0	0	0	0	0	0
Minority interests	Btmn	(1)	(0)	19	41	24	-	(10)	(11)
Core profit	Btmn	564	592	645	756	877	2,539	1,235	1,289
Extra-ordinary items	Btmn	-	(27)	(11)	(50)	-	_,	-,	_,
Net Profit	Btmn	564	565	634	705	877	2,539	1,235	1,289
EBITDA	Btmn	909	995	1,052	1,219	1,460	3,572	1,983	1,988
Core EPS	Bt	0.05	0.05	0.06	0.07	0.08	0.23	0.11	0.12
Net EPS	Bt	0.05	0.05	0.06	0.06	0.08	0.23	0.11	0.12
DPS	Bt	0.04	0.04	0.05	0.05	0.05	0.16	0.08	0.08
Balance Sheet									
FY December 31	Unit	2016	2017	2018	2019	2020	2021F	2022F	2023F
Total current assets	Btmn	1,335	1,332	1,592	1,764	1,763	3,764	3,209	3,313
Total fixed assets	Btmn	2,936	3,385	3,831	4,221	4,091	4,153	4,227	4,392
Total assets	Btmn	4,518	4,951	5,708	6,266	6,201	8,311	7,841	8,118
Total loans	Btmn	801	852	1,212	1,497	1,114	1,114	1,114	914
Total current liabilities	Btmn	1,096	1,024	1,295	1,682	1,429	1,546	1,613	1,560
Total long-term liabilities	Btmn	157	403	583	540	407	407	407	308
Total liabilities	Btmn	1,294	1,478	1,965	2,370	2,008	2,124	2,192	2,039
Paid-up capital	Btmn	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Total equity	Btmn	3,224	3,473	3,743	3,895	4,193	6,187	5,650	6,079
BVPS	Bt	0.28	0.30	0.32	0.34	0.37	0.55	0.50	0.54
Cash Flow Statement									
FY December 31	Unit	2016	2017	2018	2019	2020	2021F	2022F	2023F
Core Profit	Btmn	564	592	645	756	877	2,539	1,235	1,289
Depreciation and amortization	Btmn	213	255	276	330	354	362	392	333
Operating cash flow	Btmn	705	916	743	974	1,298	2,827	1,606	1,600
Investing cash flow	Btmn						,		
Financing cash flow		(1.028)	(594)	(689)	(757)	(267)	(424)	(466)	(498)
	Btmn	(1,028) 324	(594) (349)	(689) 3	(757) (220)	(267) (951)	(424) (545)	(466) (1,772)	(498) (1,059)
Net cash flow		(1,028) 324 2	(594) (349) (27)		(757) (220) (3)	(267) (951) 80	(424) (545) 1,858	(466) (1,772) (632)	(498) (1,059) 43
Net cash flow	Btmn	324	(349)	3	(220)	(951)	(545)	(1,772)	(1,059)
Net cash flow Key Financial Ratios	Btmn Btmn	324 2	(349) (27)	3 57	(220) (3)	(951) 80	(545) 1,858	(1,772) (632)	(1,059) 43
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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 Revenue breakdown	Btmn Btmn Unit % % % % % % % % % % % % % % Whit	324 2 2016 32.1 18.5 24.8 19.1 15.5 18.2 14.0 0.1 95.4 1.4 70.2 2016	(349) (27) 2017 32.1 17.9 25.5 18.4 14.6 17.7 12.5 0.1 62.7 2.1 70.0 2017	3 57 2018 30.3 17.4 23.7 17.9 14.4 17.9 12.1 0.2 44.3 1.6 86.8 2018	(220) (3) 2019 29.7 16.7 23.5 17.2 13.7 19.8 12.6 0.3 30.1 1.2 78.0 2019	(951) 80 2020 32.2 19.8 26.7 20.4 16.1 21.7 14.1 0.1 41.0 2.0 62.7 2020	(545) 1,858 2021F 37.1 30.2 34.0 30.8 24.3 48.9 35.0 Net cash 99.2 4.8 70.0 2021F	(1,772) (632) (632) 32.3 21.4 28.5 23.4 18.1 20.9 15.3 Net cash 56.6 2.7 70.0 2022F	(1,059) 43 2023F 32.8 21.6 27.1 22.8 17.7 22.0 16.1 Net cash 64.1 3.1 70.0 2023F
Net cash flow Key Financial Ratios FY December 31 Gross margin Operating margin EBITDA margin EBITDA margin ROE ROA Net profit margin ROE ROA Net D/E Interest coverage Debt service coverage Payout Ratio Main Assumptions FY December 31 Revenue breakdown Cash service	Btmn Btmn 0% % % % % % % % % % % % % % % % % % %	324 2 2016 32.1 18.5 24.8 19.1 15.5 18.2 14.0 0.1 95.4 1.4 70.2 2016	(349) (27) 2017 32.1 17.9 25.5 18.4 14.6 17.7 12.5 0.1 62.7 2.1 70.0 2017 57.6	3 57 2018 30.3 17.4 23.7 17.9 14.4 17.9 12.1 0.2 44.3 1.6 86.8 2018 62.5	(220) (3) 2019 29.7 16.7 23.5 17.2 13.7 19.8 12.6 0.3 30.1 1.2 78.0 2019 62.6	(951) 80 2020 32.2 19.8 26.7 20.4 16.1 21.7 14.1 0.1 41.0 2.0 62.7 2020 5 9.1	(545) 1,858 2021F 37.1 30.2 34.0 30.8 24.3 48.9 35.0 Net cash 99.2 4.8 70.0 2021F 2021F	(1,772) (632) (632) 2022F 32.3 21.4 28.5 23.4 18.1 20.9 15.3 Net cash 56.6 2.7 70.0 2022F 63.5	(1,059) 43 2023F 32.8 21.6 27.1 22.8 17.7 22.0 16.1 Net cash 64.1 3.1 70.0 2023F 65.0
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 Revenue breakdown	Btmn Btmn Unit % % % % % % % % % % % % % % Whit	324 2 2016 32.1 18.5 24.8 19.1 15.5 18.2 14.0 0.1 95.4 1.4 70.2 2016	(349) (27) 2017 32.1 17.9 25.5 18.4 14.6 17.7 12.5 0.1 62.7 2.1 70.0 2017	3 57 2018 30.3 17.4 23.7 17.9 14.4 17.9 12.1 0.2 44.3 1.6 86.8 2018	(220) (3) 2019 29.7 16.7 23.5 17.2 13.7 19.8 12.6 0.3 30.1 1.2 78.0 2019	(951) 80 2020 32.2 19.8 26.7 20.4 16.1 21.7 14.1 0.1 41.0 2.0 62.7 2020	(545) 1,858 2021F 37.1 30.2 34.0 30.8 24.3 48.9 35.0 Net cash 99.2 4.8 70.0 2021F	(1,772) (632) (632) 32.3 21.4 28.5 23.4 18.1 20.9 15.3 Net cash 56.6 2.7 70.0 2022F	(1,059) 43 2023F 32.8 21.6 27.1 22.8 17.7 22.0 16.1 Net cash 64.1 3.1 70.0 2023F



Chularat Hospital PLC

Financial statement

FY December 31	Unit	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
Total revenue	Btmn	1,431	1,328	1,317	1,146	1,460	1,511	1,415	2,071
Cost of goods sold	Btmn	935	975	931	813	940	1,000	995	1,206
Gross profit	Btmn	495	353	386	332	520	510	420	865
SG&A	Btmn	167	187	154	141	171	207	160	206
Other income	Btmn	8	5	5	5	8	14	57	65
Interest expense	Btmn	11	10	10	10	9	7	6	5
Pre-tax profit	Btmn	325	162	227	187	348	310	312	718
Corporate tax	Btmn	65	36	49	42	70	58	63	143
Equity a/c profits	Btmn	0	0	0	0	0	0	0	0
Minority interests	Btmn	8	9	8	11	4	1	2	1
Core profit	Btmn	269	165	186	155	282	253	252	576
Extra-ordinary items	Btmn	0	(30)	0	0	0	0	0	0
Net Profit	Btmn	269	134	186	155	282	253	252	576
EBITDA	Btmn	418	263	325	285	445	405	404	809
Core EPS	Bt	0.02	0.01	0.02	0.01	0.03	0.02	0.02	0.05
Net EPS	Bt	0.02	0.01	0.02	0.01	0.03	0.02	0.02	0.05

Balance Sheet									
FY December 31	Unit	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
Total current assets	Btmn	1,968	1,764	1,923	1,882	1,978	1,763	1,845	2,876
Total fixed assets	Btmn	4,020	4,221	4,151	4,115	4,056	4,091	4,077	4,123
Total assets	Btmn	6,263	6,266	6,423	6,348	6,399	6,201	6,263	7,350
Total loans	Btmn	1,588	1,497	1,466	1,662	1,601	1,114	868	1,210
Total current liabilities	Btmn	1,781	1,682	1,674	1,817	1,846	1,429	1,266	2,081
Total long-term liabilities	Btmn	574	540	509	475	441	407	380	358
Total liabilities	Btmn	2,531	2,370	2,354	2,465	2,458	2,008	1,821	2,622
Paid-up capital	Btmn	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Total equity	Btmn	3,732	3,895	4,069	3,883	3,941	4,193	4,443	4,728
BVPS	Bt	0.33	0.34	0.35	0.34	0.34	0.37	0.39	0.41

Cash Flow Statement

FY December 31	Unit	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
Core Profit	Btmn	269	165	186	155	282	253	252	576
Depreciation and amortization	Btmn	81	91	87	89	89	87	87	86
Operating cash flow	Btmn	256	386	228	298	232	539	429	521
Investing cash flow	Btmn	(182)	(346)	(98)	(37)	(47)	(84)	(80)	(53)
Financing cash flow	Btmn	8	(90)	(35)	(139)	(286)	(492)	(250)	44
Net cash flow	Bt	82	(50)	95	122	(101)	(37)	99	512

Key Financial Ratios

FY December 31	Unit	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
Gross margin	%	34.6	26.6	29.3	29.0	35.6	33.8	29.7	41.8
Operating margin	%	23.0	12.6	17.6	16.7	23.9	20.1	18.4	31.8
EBITDA margin	%	29.1	19.7	24.5	24.8	30.3	26.6	27.5	37.9
EBIT margin	%	23.5	13.0	18.0	17.1	24.4	21.0	22.5	34.9
Net profit margin	%	18.8	10.1	14.2	13.5	19.3	16.8	17.8	27.8
ROE	%	21.3	19.8	18.7	18.0	21.7	21.7	23.7	38.5
ROA	%	13.3	12.6	12.0	11.1	13.1	14.1	15.9	24.2
Net D/E	Х	0.8	0.7	0.5	0.6	0.6	0.3	0.1	0.0
Interest coverage	Х	38.0	25.4	32.3	29.9	52.0	54.0	69.2	156.0
Debt service coverage	х	1.6	1.1	1.3	0.9	1.5	2.2	3.2	3.7

Kev statistics

Key statistics									
FY December 31	Unit	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
Revenue breakdown									
Cash service	(%)	61.3	65.2	61.7	53.9	57.0	62.6	59.0	48.8
Social security service (SC)	(%)	32.3	27.2	32.4	37.2	35.4	29.2	32.1	21.0
Universal coverage (UC)	(%)	6.4	7.6	5.9	8.9	7.6	8.2	8.9	30.2



Figure 1: CHG has increased the capacity to serve COVID-19 patients

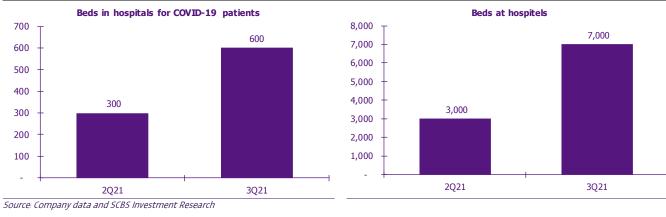
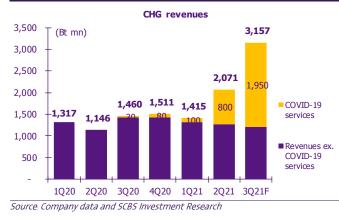


Figure 2: CHG's revenue and earnings forecast in 3Q21



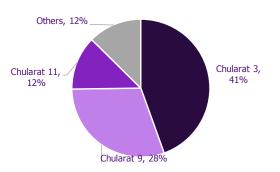




Appendix



Figure 5: Revenue breakdown by hospital



2Q21 revenue breakdown by hospitals (% to revenue)

Figure 4: Revenue breakdown

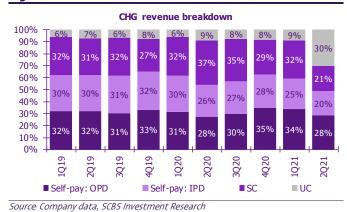
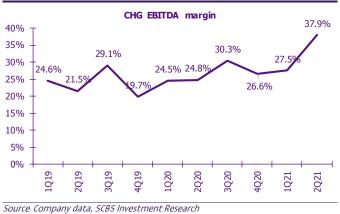


Figure 6: CHG EBITDA margin



Source: Company data, SCBS Investment Research

Figure 7: SC insured persons

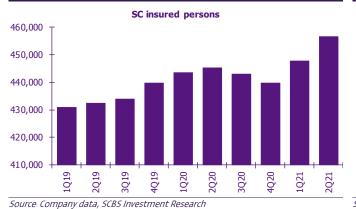


Figure 8: CHG's core earnings



Figure 9: Valuation summary (price as of Nov 1, 2021)

Source: Company data, SCBS Investment Research

	Rating	Price	Target	ETR	P/E (x)			EPS growth (%)			P/BV (x)			ROE (%)			Div. Yield (%)			EV/EBITDA (x)		
		(Bt/Sh)	(Bt/Sh)	(%)	20A	21F	22F	20A	21F	22F	20A	21F	22F	20A	21F	22F	20A	21F	22F	20A	21F	22F
BCH	Outperform	20.30	24.0	22.2	40.1	11.7	29.7	1.8	242.3	(60.6)	7.4	5.5	5.0	17	49	16	1.1	3.9	1.7	21.8	7.9	15.6
BDMS	Outperform	23.70	28.0	19.3	61.8	52.7	39.7	(36.9)	17.2	32.9	4.2	4.1	3.9	7	8	10	2.3	1.1	1.5	24.9	22.5	18.5
BH	Neutral	148.00	145.0	0.1	98.0	130.6	63.9	(70.7)	(25.0)	104.5	6.3	6.9	7.2	6	5	11	2.2	2.2	2.2	79.9	46.8	31.3
CHG	Neutral	3.72	3.8	6.5	46.7	16.1	33.1	16.0	189.6	(51.4)	10.2	6.8	7.5	22	49	21	1.3	4.3	2.1	28.4	11.1	20.3
RJH	Outperform	33.50	40.0	24.1	24.4	15.5	20.9	20.6	57.5	(26.2)	6.7	6.0	5.6	28	41	28	3.0	4.7	3.5	18.0	10.7	13.4
Average					54.2	45.3	37.5	(13.8)	96.3	(0.2)	7.0	5.8	5.9	13	28	14	1.7	2.9	1.9	38.7	22.1	21.4

Source: SCBS Investment Research

Chularat Hospital PLC



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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 2020 to 26 October 2021) is publicized.

TIP was voluntarily delisted from the Stock Exchange of Thailand effectively on July 24, 2021

² RCI was voluntarily delisted from the Stock Exchange of Thailand, effectively on July 16, 2021

* บริษัทหรือกรรมการหรือผู้บริหารของบริษัทหมีีข่าวด้านการกากับดูแลกิจการ เช่น การกระทาผิดเกี่ยวกับหลักทรัพย์ การทุจริด คอร์รัปขัน เป็นต่น ซึ่งการใช้ข้อมูล CGR ควรตระหนักถึงข่าวดังกล่าว ประกอบด้วย

Anti-corruption Progress Indicator

Certified (ได้รับการรับรอง)

2S, ADVANC, AF, AI, AIE, AIRA, AKP, AMA, AMANAH, AMATA, AMATAV, AP, APCS, AQUA, ARROW, ASK, AYUD, B, BAFS, BAM, BANPU, BAY, BBL, BCH, BCP, BCPG, BEYOND, BGC, BGRIM, BJCHI, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CRESH, CGH, CHEWA, CHOTI, CHOW, CIG, CIMBT, CM, CMC, COM7, COTTO, CPALL, CPF, CPI, CPN, CSC, DCC, DELTA, DEMCO, DIMET, DRT, DTAC, DUSIT, EA, EASTW, ECL, EGCO, EP, EPG, ERW, ESTAR, ETE, FE, FNS, FPI, FPT, FSMART, FSS, FTE, GBX, GC, GCAP, GEL, GFPT, GGC, GJS, GPI, GPSC, GSTEEL, GUNKUL, HANA, HARN, HEMP, HMPRO, HTC, ICC, ICHI, IFEC, IFS, ILINK, INET, INSURE, INTUCH, IRC, ITEL, IVL, JKN, K, GEL, GFP1, GGC, GJS, GP1, GPSC, GS1EEL, GUNKUL, HANA, HARN, HEMP, HMPRO, HTC, ICC, ICHI, IFEC, IFS, ILINK, INET, INSURE, INTUCH, IRC, IRFC, ITEL, IVL, JKN, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWC, KWG, L&E, LANNA, LHFG, LHK, LPN, LRH, M, MAKRO, MALEE, MBAX, MBK, MBKET, MC, MCT, META, MFC, MFEC, MINT, MONO, MOONG, MSC, MTC, MTI, NBC, NEP, NINE, NKI, NMG, NNCL, NOBLE, NOK, NSI, NWR, OCC, OCEAN, OGC, ORI, PAP, PATO, PB, PCSGH, PDG, PDJ, PE, PG, PHOL, PK, PL, PLANB, PLANET, PLATT, PM, PPP, PPPM, PPS, PREB, PRG, PRINC, PRM, PROS, PSH, PSL, PSTC, PT, PTG, PTT, GC, PYLON, Q-CON, QH, QLT, QTC, RML, RWI, S & J, SAAM, SABINA, SAPPE, SAT, SC, SCB, SCC, SCC, SCG, SCN, SEAOIL, SE-ED, SELIC, SENA, SGP, SINGER, SIRI, SITHAI, SKR, SMIT, SMK, SMPC, SNC, SNP, SORKON, SPACK, SPALI, SPC, SPI, SPRC, SRICHA, SSF, SSP, SSSC, SST, STA, SUSCO, SVI, SYMC, SYNTEC, TAE, TAKUNI, TASCO, TBSP, TCAP, TCMC, TFG, TFI, TFMAMA, TGH, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPCO, TISCO, TKS, TKT, TMD, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TOPP, TPA, TPP, TRU, TRUE, TSC, TSTE, TSTH, TTE, TTCL, TU, TVD, TVI, TVO, TWPC, U, UBIS, UEC, UKEM, UOBKH, UPF, UV, VGI, VIH, VNT, WACOAL, WHA, WHAUP, WICE, WIIK, XO, ZEN Declared (ประกาศเจตนารมณ์)

7UP, ABICÒ, APCO, ASIAN, AWC, BEC, BKD, CPL, CPW, CRC, DOHOME, ECF, EKH, ETC, EVER, GULF, III, INOX, JR, KEX, KUMWEL, LDC, MAJOR, MATCH, MILL, NCL, NRF, NUŚA, PIMO, PR9, RS, SAK, SCGP, SCM, SIS, STAR, STECH, SUPER, TQM, TTA, VCOM, WIN, YUASA, ZIGA

3K-BAT, A, A5, AAV, ABM, ACAP, ACC, ACE, ACG, ADB, ADD, AEONTS, AFC, AGE, AH, AHC, AIT, AJ, AJA, AKR, ALL, ALLA, ALT, ALUCON, AMARIN, AMC, AMR, ANAN, AOT, APEX, APP, APURE, AQ, ARIN, ARIP, AS, ASAP, ASEFA, ASIA, ASIMAR, ASN, ASP, ASW, ATP30, AU, AUCT, B52, BA, BBIK, BC, BCT, BDMS, BEAUTY, BEM, BFIT, BGT, BH, BIG, BIZ, BJC, BLAND, BLISS, BM, BOL, BR, BROCK, BSM, BTNC, BTW, BUI, BYD, CAZ, CBG, CCET, CCP, CGD, CHARAN, CHAYO, CHG, CHO, CI, CITY, CK, CKP, CMAN, CMO, CMR, BIZ, BIZ, BLAND, BLISS, BM, BOL, BK, BROCK, BSM, BTNC, BTW, BUJ, CAZ, CBG, CCET, CCP, CGD, CHARAN, CHAYO, CHC, CHO, CI, CITY, CK, CKP, CMAN, CMO, CMK, CNT, COLOR, COMAN, CPANEL, CPH, CPR, CPT, CRANE, CRD, CSP, CSR, CSS, CTW, CV, CWT, D, DCON, DDD, DHOUSE, DITTO, DMT, DOD, DTCI, DV8, EASON, EE, EFORL EMC, ESSO, F&D, FANCY, FLOYD, FMT, FN, FORTH, FVC, GENCO, GIFT, GL, GLAND, GLOBAL, GLOCON, GLORY, GRAMMY, GRAND, GREEN, GSC, GTB, GYT, HENG, HFT, HPT, HTECH, HUMAN, HYDRO, ICN, IHL, IIG, ILM, IMH, IND, INGRS, INSET, IP, IRCP, IT, ITD, J, JAK, JAS, JCK, JCKH, JCT, JMART, JMT, JP, JSP, JTS, JUBILE, JUTHA, JWD, KAMART, KC, KCM, KDH, KIAT, KISS, KK, KKC, KOOL, KTIS, KUN, KWM, KYE, LALIN, LEE, LEO, LH, LIT, LOXLEY, LPH, LST, MACO, MANRIN, MATI, MAX, M-CHAI, MCS, MDX, MEGA, MENA, METCO, MGT, MICRO, MIDA, MITSIB, MJD, MK, ML, MODERN, MORE, MPIC, MUD, MVP, NC, NCAP, NCH, NDR, NETBAY, NEW, NEWS, NEX, NFC, NOVA, NPK, NSL, NTV, NVD, NYT, OHTL, OISHI, ONEE, OR, OSP, OTO, PACE, PACO, PAE, PAF, PERM, PF, PICO, PIN, PJW, PCARP, POMPUI, PORT, POST, PMP, PRAKIT, DRAMA DRECHMENT, DROC MOREN, DROC PROFEN DROCH DREC DEL DICKY DOL PACK, POH PDC, PDN, PRAKIT, ST NPK, NSL, NIV, NVU, NY1, OHIL, OLSHI, ONEE, OR, OSP, OTO, PACE, PACO, PAE, PAF, PERM, PF, PICO, PIN, PJW, PLE, PMTA, POLAR, POMPUI, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRIME, PRIN, PRO, PROEN, PROUD, PSG, PTL, PTTEP, RAM, RATCH, RBF, RCL, RICHY, RJH, ROCK, ROH, ROJNA, RP, RPC, RPH, RSP, RT, S, S11, SA, SABUY, SAFARI, SALEE, SAM, SAMART, SAMCO, SAMTEL, SANKO, SAUCE, SAWAD, SAWANG, SCI, SCP, SDC, SE, SEAFCO, SECURE, SF, SFLEX, SFP, SFF, SGF, SHANG, SHR, SIGT, SIMAT, SISB, SK, SKE, SKN, SKY, SLM, SLP, SMART, SMD, SMT, SNNP, SO, SOLAR, SONIC, SPA, SPCG, SPG, SPVI, SQ, SR, SSC, STANLY, STARK, STC, STEG, STGT, STHAI, STI, STOWER, STPJ, SUC, SUN, SUTHA, SVH, SVOA, SVT, SWC, SYNEX, TACC, TAPAC, TC, TCC, TCC, TCC, TCCAT, TEAM, TEAMG, TGPRO, TH, THAI, THANA, THE, THG, THL, THMUI, TIGER, TIPH, TITLE, TK, TKN, TM, TMC, TMI, TMW, TNDT, TNH, TNPC, TOA, TPAC, TPBI, TPCH, TPCS, TPIPL, TPIPP, TPLAS, TPOLY, TPS, TQR, TR, TRC, TRITN, TRT, TRUBB, TSE, TSF, TSI, TSR, TTI, TTTW, TVT, TWP, TWZ, TYCN, UAC, UBE, UMI, UMS, UNIQ, UP, UPA, UPOIC, UREKA, UT, UTP, UVAN, VARO, VIBHA, VL, VNG, VPO, VRANDA, W, WAVE, WGE, WINMED, WINNER, WORK, WORLD, WP, WPH, XPG, YGG **Explanations**

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of August 5, 2021) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC