CP ALL

CPALL

CP ALL Public Company Limited Bloomberg Reuters CPALL TB

2022 to be a year of revival

After turning to growth of 38% YoY in 1Q22 (first YoY rise in two years), core earnings are expected to grow 79% YoY in 2022F on revived convenience store (CVS) operations and gradually improved B2B & B2C operations in 2H22. We expect 2Q22 core earnings to rise QoQ and YoY from a better CVS unit and lower interest expenses (CPALL only) from the Lotus's deal. Maintain Outperform with an end-2022 DCF TP of Bt77.

Robust CVS sales growth. SSS growth. After growing 13% YoY (best growth since 4Q12) in 1Q22, SSS is estimated to have grown more than 10% in 2Q22TD upon revived economic activities, the return of local tourists and the reopening of schools. These, together with upcoming holidays, reopening of nightspots, i.e., pubs and bars, in 31 provinces (starting June 1) and potentially additional stimulus to boost local tourism (Rao Tiew Duay Kan phase 5) will help support further SSS growth. Of 1022 SSS growth (+13% YoY), 3% YoY came from traffic at 871 persons/store/day (-27% vs pre-COVID in 2019) and 9% YoY from ticket size at Bt84/ticket (+20% vs pre-COVID in 2019). While traffic tends to recover in tandem with revived economic activities, ticket size is expected to be lower than 2020-21 from the return of impulse buying but be higher than 2019 from more 7-11 delivery sales (free delivery on purchases above Bt100), more large-pack product sales and higher product prices in tandem with higher costs. Reopened & new stores. It had to temporarily shutter <500 CVS stores at end-1Q22 (<4% of total stores). Stores in schools and office areas have gradually been reopened, but stores in international tourist areas are still closed. CPALL hopes to reopen these steadily until end-2022. The reopening of these stores will help SSS growth. CPALL still plans to open 700 stores p.a. (net closures) in 2022F and in the next 3-5 years.

Healthy CVS margin. Its product mix gross margin is looking better, with more high-margin sales of non-food products, i.e., healthcare (medicine, masks and ATK) and personal care items and more high-margin sales of new food products offseting continued high low-margin sales of budget meals and large-pack food products. For gross margin (company only), it will continue to book COVID-related expenses, i.e., prevention expenses for staff and stores, but less than in 2H21 when it booked high replenishment and rerouting expenses during the night curfew. Logistics accounts for 1-2% of revenue, utilities for 2% and personnel expenses for 1% (<20% of personnel expenses were linked to minimum wage in 2019). It sees the cost increase as manageable: higher sales will give higher economies of scale.

Overseas expansion. After opening its first CVS store in Aug 2021, CPALL has so far opened close to 10 stores in Cambodia, with better-than-expected sales from higher ticket size but lower traffic than stores in Thailand. It plans to open around 10 new stores in Cambodia and its first CVS store in Laos this year.

Forecasts and valuation

Year to 31 Dec	Unit	2020	2021	2022F	2023F	2024F
Revenue	(Btmn)	525,884	565,207	798,734	865,618	928,373
EBITDA	(Btmn)	48,276	48,653	64,390	72,012	77,761
Core profit	(Btmn)	16,276	8,716	15,566	19,889	23,528
Reported profit	(Btmn)	16,102	12,985	15,517	19,889	23,528
Core EPS	(Bt)	1.70	0.86	1.62	2.10	2.51
DPS	(Bt)	0.90	0.44	0.87	1.11	1.31
P/E, core	(x)	38.7	76.5	40.5	31.3	26.2
EPS growth, core	(%)	(30.2)	(49.5)	88.8	29.7	19.3
P/BV, core	(x)	5.3	2.0	1.9	1.9	1.8
ROE	(%)	14.8	4.3	5.2	6.4	7.3
Dividend yield	(%)	1.4	0.7	1.3	1.7	2.0
FCF yield	(x)	(9.9)	7.5	5.8	3.1	4.1
EV/EBIT	(x)	30.2	39.1	23.8	20.2	18.0
EBIT growth, core	(%)	(19.2)	(12.5)	60.1	16.4	11.0
EV/CE	(x)	3.5	1.4	1.3	1.3	1.2
ROCE	(%)	2.6	0.4	1.5	1.9	2.1
EV/EBITDA	(x)	17.3	19.4	14.3	12.7	11.5
EBITDA growth	(%)	6.3	0.8	32.3	11.8	8.0

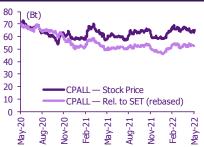


Tactical: OUTPERFORM

(3-month) Stock data

Last close (May 30) (Bt)	65.75
Target price (Bt)	77.00
Mkt cap (Btbn)	591
Mkt cap (US\$mn)	17,330
Beta	L
Mkt cap (%) SET	3.03
Sector % SET	10.39
Shares issued (mn)	8,983
Par value (Bt)	1.00
12-m high / low (Bt)	69 / 56.5
Avg. daily 6m (US\$mn)	48.35
Foreign limit / actual (%)	49 / 34
Free float (%)	57.8
Dividend policy (%)	50

Price performance



Source: SET, SCBS Investment Research

Share performance

(%)	1M	3M	12M
Absolute	(1.0)	2.0	(7.3)
Relative to SET	(0.2)	4.6	(10.7)

Source: SET, SCBS Investment Research

Analyst

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



Value proposition

CP ALL (CPALL) is Thailand's leading convenience store retailer with 13,134 convenience store stores at end-2021. It operates other related businesses such as bill payment collection service (Counter Service Co., Ltd.), manufacture and sale of convenience food and bakery products (CPRAM Co., Ltd.), an educational institution (Suksapiwat Co., Ltd.) and catalog sales and e-commerce (Twenty-Four Shopping Co., Ltd.), among others.

In 2013, CPALL acquired Siam Makro PCL (MAKRO), which operates membership-based cash & carry trade centers in Thailand. After the entire business transfer (EBT) and MAKRO's public offering (PO) in 4Q21, CPALL holds 60% in MAKRO and MAKRO holds 99.99% in Lotus's (via C.P. Retail Development Co. Ltd, CPRD). Pre transaction, CPALL held 93.1% in MAKRO and 40% in Lotus's (via CPRD).

Business outlook

We expect CPALL to show core earnings growth in 2022F (+79% YoY) to Bt15.6bn. Of this, 10% is estimated to come from lower interest expenses as CPALL refinanced debt related to the Lotus's deal from short-term bridging loans to long-term debentures in March and June 2021 (all-in funding costs at 3.3% p.a. in 2022 vs 4.6% p.a. in 2021), 7% from better contribution from operations at MAKRO and Lotus's (organic growth and business synergy) under the new shareholding structure, and the rest from revived convenience store (CVS) units, with better SSS and margin from a more favorable sales mix and lower expenses related to COVID. Key risk is a worsening in the COVID-19 situation that would require the return of restrictions.

Based on its sustainable development policy to protect the environment, CPALL focuses on climate resilience, energy efficiency, sustainable packaging and waste management, and ecosystem protection. For society, it adheres to social impact contribution, education and lifelong learning, good health and access to well-being, and stakeholder's engagement. For economics and governance, it pays attention to anti-corruption, human rights, human capital development, innovation, and responsible supply chain.

Bullish views	Bearish views
1. The resumption of domestic activities after easing government lockdown will boost SSS growth	1. Weak purchasing power and adverse impact from recent government measures will pressure SSS
2. More domestic and international travel will support SSS	2. The prolonged drop in tourists will hurt SSS

Kev catalysts

Key Catalysts			
Factor	Event	Impact	Comment
2Q22F earnings outlook	Better CVS operation and lower CPALL's interest expenses for Lotus's deal YoY	Up YoY and QoQ	We expect 2Q22F earnings to rise YoY and QoQ from better CVS operation and lower interest expenses (CPALL only) for the Lotus's deal (estimated all-in funding costs at 3.3% p.a. in 2Q22 vs 7.4% p.a. in 2Q21).
2022F earnings outlook	Improved operations from CVS, MAKRO and Lotus's, and lower interest expenses related to the Lotus's deal	Earnings growth YoY	We expect 2022F core earnings to grow 79% YoY. Of this, 10% will come from lower interest expenses as CPALL refinanced debt related to Lotus's deal from ST bridging loans into LT debentures in 2021, 7% from more contribution from better operations at MAKRO and Lotus's under the new shareholding structure post EBT and PO and the rest from a stronger CVS unit with better SSS and margin from more favorable sales mix and lower expenses related to COVID.

Sensitivity analysis

Factor	Earnings impact	TP impact
1% drop in SSS growth in CVS unit	1-2%	Bt1-2/sh.



Financial statement Profit and Loss Statement FY December 31

Cast of goods sold (Birm) (366,002) (394,532) (426,063) (410,880) (444,838) (262,622) (676,181) (7.676) (7.676) (7.796)	FY December 31	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024
Gross profit Gr	Total revenue	(Btmn)	471,069	508,212	550,901	525,884	565,207	798,734	865,618	928,373
Common C	Cost of goods sold	(Btmn)	(366,002)	(394,632)	(426,063)	(410,880)	(444,838)	(626,222)	(676,181)	(723,992
Other income (Birm) 18,334 18,922 20,106 20,480 20,665 25,932 28,544 10,107 10,1	Gross profit	(Btmn)	105,067	113,581	124,838	115,004	120,369	172,511	189,436	204,381
Interest expense (Birm) (7,993) (7,196) (6,721) (8,026) (12,643) (15,646) (15,119) (7,794) (6,721) (8,026) (12,643) (15,646) (15,119) (7,794) (15,119) (7,794) (15,119) (7,794) (15,119) (7,794) (15,119) (15	SG&A	(Btmn)	(91,902)	(99,995)	(110,753)	(107,858)	(116,867)	(159,764)	(172,964)	(185,711
Pre-tax profit (Btmn) 23,507 25,312 27,469 19,600 11,524 23,034 29,896 30,000 30	Other income	(Btmn)	18,334	18,922	20,106	20,480	20,665	25,932	28,544	31,285
Carporate tax (Btmn) (3,487) (3,856) (4,223) (2,859) (1,693) (4,224) (5,129)	Interest expense	(Btmn)	(7,993)	(7,196)	(6,721)	(8,026)	(12,643)	(15,646)	(15,119)	(14,113
Equity a/c profits (Btmn) 0 0 0 0 (63) (226) 1,059 1,141	Pre-tax profit	(Btmn)	23,507	25,312	27,469	19,600	11,524	23,034	29,896	35,841
Minority interests (Bitmn 111 125 135 140 140 140 155 15,566 19,889 7.00 15,000 15,000 15,000 10,	Corporate tax	(Btmn)	(3,487)	(3,856)	(4,232)	(2,859)	(1,693)	(4,284)	(5,129)	(6,166
Core profit (Btmn) 19,908 21,203 22,887 16,276 8,716 15,566 19,889 5,5247-ordinary Items (Btmn) (1) (273) (544) (174) 4,269 (49) 0 0	Equity a/c profits	(Btmn)	0	0	0	(63)	(226)	1,059	1,141	1,231
Extra-ordinary items (Btmn) (1) (273) (544) (174) 4,269 (49) 0 Net Profit (Btmn) 19,908 20,930 22,343 16,102 12,985 15,517 19,889 22,607 12,985 15,517 19,889 22,607 12,985 15,517 19,889 22,607 12,985 13,517 19,889 22,607 12,985 13,517 19,889 22,607 12,985 13,517 12,517	Minority interests	(Btmn)	(111)	(253)	(351)	(400)	(888)	(4,242)	(6,020)	(7,379
Net Profit (Btmn) 19,908 20,930 22,343 16,102 12,985 15,517 19,889 7.5	Core profit	(Btmn)	19,908	21,203	22,887	16,276	8,716	15,566	19,889	23,528
EBITIDA (Btmn) 41,057 42,952 45,410 48,276 48,653 64,390 72,012 Core EPS (Bt) (Btmn) 2.14 2.25 2.44 1.70 0.86 1.62 2.10 DPS (Bt) (Bt) 2.14 2.22 2.38 1.68 1.33 1.62 2.10 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt) (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 DPS (Bt)	Extra-ordinary items	(Btmn)	(1)	(273)	(544)	(174)	4,269	(49)	0	(
Core EPS (Bt) (Btmn) 2.14 2.25 2.44 1.70 0.86 1.62 2.10 Net EPS (Bt) (Bt) 2.14 2.22 2.38 1.68 1.33 1.62 2.10 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 Balance Sheet FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Total current assets (Btmn) 265,73 74,994 71,923 81,426 165,773 157,777 160,383 1 Total current assets (Btmn) 293,725 298,748 303,694 441,929 766,119 786,612 800,770 8 Total assets (Btmn) 166,920 154,157 145,612 285,567 452,334 392,229 376,670 3 Total loans (Btmn) 167,963 150,171 143,433 288,485 424,197 412,550 397,750 379,7	Net Profit	(Btmn)	19,908	20,930	22,343	16,102	12,985	15,517	19,889	23,528
Net EPS (Bt) (Bt) 2.14 2.22 2.38 1.68 1.33 1.62 2.10 DPS (Bt) (Bt) 1.10 1.20 1.25 0.90 0.44 0.87 1.11 Balance Sheet FY December 31 Unit 2017 2018 2020 2021 2022F 2023F Total Greed assets (Btmn) 266,573 74,994 71,923 81,426 165,773 157,777 160,383 1 Total Green assets (Btmn) 266,573 74,994 71,923 81,426 165,773 157,777 160,383 1 Total Green assets (Btmn) 260,299 373,742 375,617 523,354 31,893 944,389 961,154 96 Total Construction (Btmn) 166,920 154,157 145,612 285,567 452,334 392,229 364,164 91 Total Construction (Btmn) 167,903	EBITDA	(Btmn)	41,057	42,952	45,410	48,276	48,653	64,390	72,012	77,76
Balance Sheet FY December 31	Core EPS (Bt)	(Btmn)	2.14	2.25	2.44	1.70	0.86	1.62	2.10	2.51
Balance Sheet FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Total current assets (Btmn) 66,573 74,994 71,923 81,426 165,773 157,777 160,383 1 Total fixed assets (Btmn) 293,725 298,748 303,694 441,929 766,119 786,612 800,770 8 Total assets (Btmn) 360,299 373,742 375,617 523,354 931,893 944,389 961,154 99 Total loans (Btmn) 166,920 154,157 145,612 285,567 452,334 392,229 376,670 3 Total current liabilities (Btmn) 112,107 123,752 112,917 123,275 214,888 228,905 248,364 2 Total long-term liabilities (Btmn) 167,963 150,171 154,333 288,485 424,197 412,550 397,750 3 Total labilities (Btmn) 80,229 99,819 108,368 111,759 639,085 641,455 646,114 65 Pald-up capital (Btmn) 80,229 99,819 108,368 111,595 292,807 302,934 315,040 32 BMPS (Bt) (Bt) 8.93 11.11 12.06 12.42 32.60 33.72 35.07 Cash Flow Statement FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Core Profit (Btmn) 9,558 10,444 11,220 20,650 24,486 25,710 26,996 Depreciation and amortization (Btmn) 9,558 10,444 11,220 20,650 24,486 25,710 26,996 Depreciation and amortization (Btmn) (80,120) (20,714) (15,844) (17,939) 68,959 7,510 (65,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (65,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (65,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510 (55,495) (23,342) (7,844) 10,454 (17,939) 68,959 7,510	Net EPS (Bt)	(Bt)	2.14	2.22	2.38	1.68	1.33	1.62	2.10	2.51
Pry December 31	DPS (Bt)	(Bt)	1.10	1.20	1.25	0.90	0.44	0.87	1.11	1.3
Pry December 31	Balance Sheet									
Total current assets (Btmn) 66,573 74,994 71,923 81,426 165,773 157,777 160,383 170 170 170 180,383 170 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,770 180,385 180,370 180,385 180,370 180,385 18		Unit	2017	2018	2019	2020	2021	2022F	2023F	2024
Total fixed assets (Btmn) 293,725 298,748 303,694 441,929 766,119 786,612 800,770 8 Total assets (Btmn) 360,299 373,742 375,617 523,354 931,893 944,389 961,154 99 Total clarent liabilities (Btmn) 166,920 154,157 145,612 285,567 452,334 392,229 376,670 3 Total clarent liabilities (Btmn) 112,107 123,752 112,917 123,775 214,888 228,905 248,364 2 Total long-term liabilities (Btmn) 167,963 150,171 154,333 288,485 424,197 412,550 397,750 3 Total liabilities (Btmn) 8,983 8,985 8,985 8,985 8,985 8,985 8,985 8,985 8,983 8,983 8,983 8,983 8,985										173,384
Total assets (Btmn) 360,299 373,742 375,617 523,354 931,893 944,389 961,154 961 961,154 961 961,154 961 961,154 96		` ,	•	-	-	-	-	-		811,81
Total loans (Btmn) 166,920 154,157 145,612 285,567 452,334 392,229 376,670 370 154 current liabilities (Btmn) 112,107 123,752 112,917 123,275 214,888 228,905 248,364 270 154 long-term liabilities (Btmn) 167,963 150,171 154,333 288,485 424,197 412,550 397,750 370 154 liabilities (Btmn) 280,070 273,923 267,250 411,759 639,085 641,455 646,114 68 164 liabilities (Btmn) 8,983 8,98		. ,								985,199
Total current liabilities (Btmn) 112,107 123,752 112,917 123,275 214,888 228,905 248,364 27 Total long-term liabilities (Btmn) 167,963 150,171 154,333 288,485 424,197 412,550 397,750 37 Total liabilities (Btmn) 280,070 273,923 267,250 411,759 639,085 641,455 646,114 65 Paid-up capital (Btmn) 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,983 8,985 8 8,983 8,983 8,983 8,985	Total loans	` ,	•		•	•	•			367,91
Total long-term liabilities (Btmn) 167,963 150,171 154,333 288,485 424,197 412,550 397,750 3 Total liabilities (Btmn) 280,070 273,923 267,250 411,759 639,085 641,455 646,114 68 Paid-up capital (Btmn) 8,983 8,	Total current liabilities	. ,								265,79
Total liabilities (Btmn) 280,070 273,923 267,250 411,759 639,085 641,455 646,114 65 Paid-up capital (Btmn) 8,983		` '	•			-	-	•	•	390,78
Paid-up capital (Btmn) 8,983 8		. ,								656,570
Total equity (Btmn) 80,229 99,819 108,368 111,595 292,807 302,934 315,040 32,000 33.72 35.07 302,934 315,040 32,000 33.72 35.07 302,934 315,040 32,000 32,000 32,000 32,000 33.72 35.07 302,934 315,040 32,000		, ,	•	,	•	•	•	•	•	8,983
Suppose Burg Statement Suppose	· · ·	` ′								328,623
Cash Flow Statement FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Core Profit (Btmn) 19,908 21,203 22,887 16,276 8,716 15,566 19,889 Depreciation and amortization (Btmn) 9,558 10,444 11,220 20,650 24,486 25,710 26,996 Operating cash flow (Btmn) 46,156 41,227 40,477 39,148 46,319 77,255 59,284 Investing cash flow (Btmn) (20,380) (15,354) (16,584) (97,405) (2,097) (43,057) (41,154) (5,710 (65,495) (23,342) (7,710 (85,495) (1,544) (1,544) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (1,545) (2,097) (31,296) (5,212) Key Financial Ratios FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9		, ,	•	•	•		•	•	•	36.58
FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Core Profit (Btmn) 19,908 21,203 22,887 16,276 8,716 15,566 19,889 Depreciation and amortization (Btmn) 9,558 10,444 11,220 20,650 24,486 25,710 26,996 Operating cash flow (Btmn) 46,156 41,227 40,477 39,148 46,319 77,255 59,284 Investing cash flow (Btmn) (20,380) (15,354) (16,584) (97,405) (2,097) (43,057) (41,154) (7,154) (7,154) (7,154) (7,154) (7,155) (7,104)<	Cash Flow Statement									
Depreciation and amortization (Btmn) 9,558 10,444 11,220 20,650 24,486 25,710 26,996 Operating cash flow (Btmn) 46,156 41,227 40,477 39,148 46,319 77,255 59,284 Investing cash flow (Btmn) (20,380) (15,354) (16,584) (97,405) (2,097) (43,057) (41,154) (30,120) (20,714) (27,939) 68,959 7,510 (65,495) (23,342) (31,120) (10,120) (Unit	2017	2018	2019	2020	2021	2022F	2023F	2024
Operating cash flow (Btmn) 46,156 41,227 40,477 39,148 46,319 77,255 59,284 Investing cash flow (Btmn) (20,380) (15,354) (16,584) (97,405) (2,097) (43,057) (41,154) (30,120) (20,714) (27,939) 68,959 7,510 (65,495) (23,342) (30,120) (20,714) (27,939) 68,959 7,510 (65,495) (23,342) (30,120) (4,344) 5,159 (4,045) 10,703 51,732 (31,296) (5,212) (5,212) Key Financial Ratios FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9	Core Profit	(Btmn)	19,908	21,203	22,887	16,276	8,716	15,566	19,889	23,528
Investing cash flow (Btmn) (20,380) (15,354) (16,584) (97,405) (2,097) (43,057) (41,154) (51,154) (15,	Depreciation and amortization	(Btmn)	9,558	10,444	11,220	20,650	24,486	25,710	26,996	27,800
Financing cash flow (Btmn) (30,120) (20,714) (27,939) 68,959 7,510 (65,495) (23,342) (30,120) (10,120)	Operating cash flow	(Btmn)	46,156	41,227	40,477	39,148	46,319	77,255	59,284	63,107
Financing cash flow (Btmn) (30,120) (20,714) (27,939) 68,959 7,510 (65,495) (23,342) (30,120) (10,120)	Investing cash flow	(Btmn)	(20,380)	(15,354)	(16,584)	(97,405)	(2,097)	(43,057)	(41,154)	(38,851
Key Financial Ratios FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9	Financing cash flow	(Btmn)	(30,120)	(20,714)	(27,939)	68,959	7,510	(65,495)	(23,342)	(18,697
FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9	Net cash flow	(Btmn)	(4,344)	5,159	(4,045)	10,703	51,732	(31,296)	(5,212)	5,559
FY December 31 Unit 2017 2018 2019 2020 2021 2022F 2023F Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9	Key Financial Ratios									
Gross margin (%) 22.3 22.3 22.7 21.9 21.3 21.6 21.9 Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9	•	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024
Operating margin (%) 2.8 2.7 2.6 1.4 0.6 1.6 1.9										22.0
	•									2.0
EBITDA margin (%) 8.7 8.5 8.2 9.2 8.6 8.1 8.3	EBITDA margin	(%)	8.7	8.5	8.2	9.2	8.6	8.1	8.3	8.4

FY December 31	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024F
Gross margin	(%)	22.3	22.3	22.7	21.9	21.3	21.6	21.9	22.0
Operating margin	(%)	2.8	2.7	2.6	1.4	0.6	1.6	1.9	2.0
EBITDA margin	(%)	8.7	8.5	8.2	9.2	8.6	8.1	8.3	8.4
EBIT margin	(%)	6.7	6.4	6.2	5.3	4.3	4.8	5.2	5.4
Net profit margin	(%)	4.2	4.1	4.1	3.1	2.3	1.9	2.3	2.5
ROE	(%)	28.5	23.6	22.0	14.8	4.3	5.2	6.4	7.3
ROA	(%)	5.6	5.8	6.1	3.6	1.2	1.7	2.1	2.4
Net D/E	(x)	1.7	1.2	1.1	2.2	1.2	1.1	1.0	0.9
Interest coverage	(x)	5.1	6.0	6.8	6.0	3.8	4.1	4.8	5.5
Debt service coverage	(x)	1.4	1.3	2.0	1.7	0.7	1.5	1.6	1.7
Payout Ratio	(%)	51.4	54.1	52.6	53.5	45.0	50.0	50.0	50.0

Main Assumptions

FY December 31	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024F
SSS growth - CPALL	(%)	1.6	3.2	1.7	(14.5)	(6.7)	9.5	4.5	3.5
No. of stores, ending - CPALL	(stores)	10,268	10,988	11,712	12,432	13,134	13,834	14,534	15,234
SSS growth - MAKRO: B2B	(%)	1.3	(0.1)	6.3	1.9	2.5	3.0	3.0	3.0
No. of stores, ending - MAKRO B2B	(Stores)	124	132	140	144	149	181	218	260
SSS growth - MAKRO: B2C TH	(%)	n.a.	n.a.	(2.5)	(6.4)	(6.3)	5.0	5.0	3.0
SSS growth - MAKRO: B2C MY	(%)	n.a.	n.a.	2.2	0.7	(2.2)	3.3	3.3	3.0



Financial statement

Profit and Loss Statement

FY December 31	Unit	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22
Total revenue	(Btmn)	123,101	129,990	131,823	128,549	132,146	125,287	179,226	194,409
Cost of goods sold	(Btmn)	(96,659)	(101,422)	(103,010)	(101,269)	(104,083)	(99,023)	(140,463)	(152,587)
Gross profit	(Btmn)	26,442	28,568	28,813	27,279	28,063	26,264	38,763	41,822
SG&A	(Btmn)	(26,013)	(27,307)	(27,232)	(26,217)	(27,438)	(26,602)	(36,610)	(38,295)
Other income	(Btmn)	4,926	5,499	5,225	4,823	5,246	5,033	5,563	5,322
Interest expense	(Btmn)	(1,976)	(1,991)	(2,178)	(2,901)	(3,529)	(2,600)	(3,613)	(3,825)
Pre-tax profit	(Btmn)	3,379	4,768	4,629	2,984	2,341	2,095	4,103	5,025
Corporate tax	(Btmn)	(434)	(682)	(611)	(370)	(234)	(253)	(836)	(946)
Equity a/c profits	(Btmn)	(0)	0	(63)	36	(129)	(282)	149	224
Minority interests	(Btmn)	(55)	(99)	(144)	(110)	(72)	(91)	(615)	(801)
Core profit	(Btmn)	2,890	3,987	3,811	2,540	1,906	1,469	2,801	3,502
Extra-ordinary items	(Btmn)	(2)	11	(239)	59	284	24	3,903	(49)
Net Profit	(Btmn)	2,887	3,998	3,572	2,599	2,190	1,493	6,704	3,453
EBITDA	(Btmn)	10,279	11,755	12,000	11,067	11,168	10,018	14,761	17,420
Core EPS (Bt)	(Btmn)	0.29	0.42	0.40	0.26	0.18	0.14	0.28	0.36
Net EPS (Bt)	(Bt)	0.29	0.42	0.37	0.26	0.22	0.14	0.72	0.36

Balance Sheet

FY December 31	Unit	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22
Total current assets	(Btmn)	66,285	86,984	81,404	76,822	70,587	68,576	165,773	155,584
Total fixed assets	(Btmn)	354,466	356,666	441,950	442,095	442,500	444,086	766,119	765,297
Total assets	(Btmn)	420,752	443,650	523,354	518,917	513,087	512,662	931,893	920,880
Total loans	(Btmn)	213,281	228,639	285,567	295,543	298,549	289,979	452,334	457,727
Total current liabilities	(Btmn)	131,054	127,217	123,383	115,529	113,697	110,765	214,888	207,308
Total long-term liabilities	(Btmn)	188,480	208,668	288,377	288,779	290,703	291,055	424,197	416,967
Total liabilities	(Btmn)	319,533	335,885	411,759	404,308	404,400	401,821	639,085	624,275
Paid-up capital	(Btmn)	8,983	8,983	8,983	8,983	8,983	8,983	8,983	8,983
Total equity	(Btmn)	101,218	107,765	111,595	114,609	108,687	110,842	292,807	296,605
BVPS (Bt)	(Bt)	11.27	12.00	12.42	12.76	12.10	12.34	32.60	33.02

Cash Flow Statement

FY December 31	Unit	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22
Core Profit	(Btmn)	2,887	3,998	3,572	2,599	2,190	1,493	6,704	3,453
Depreciation and amortization	(Btmn)	5,131	5,169	5,369	5,369	5,491	5,518	8,107	8,960
Operating cash flow	(Btmn)	2,020	12,618	17,179	6,086	8,066	4,983	27,183	10,518
Investing cash flow	(Btmn)	(4,655)	(4,216)	(84,360)	(3,392)	(3,563)	(3,739)	8,598	(10,532)
Financing cash flow	(Btmn)	2,904	10,654	59,210	(6,803)	(10,010)	(6,230)	30,554	(10,653)
Net cash flow	(Btmn)	269	19.055	(7,971)	(4,109)	(5,507)	(4,986)	66,334	(10,667)

Key Financial Ratios

FY December 31	Unit	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22
Gross margin	(%)	21.5	22.0	21.9	21.2	21.2	21.0	21.6	21.5
Operating margin	(%)	0.3	1.0	1.2	0.8	0.5	(0.3)	1.2	1.8
EBITDA margin	(%)	8.3	9.0	9.1	8.6	8.5	8.0	8.2	9.0
EBIT margin	(%)	4.4	5.2	5.2	4.6	4.4	3.7	4.3	4.6
Net profit margin	(%)	2.3	3.1	2.7	2.0	1.7	1.2	3.7	1.8
ROE	(%)	10.8	15.3	13.9	9.0	6.8	5.4	5.6	4.8
ROA	(%)	2.7	3.7	3.2	1.9	1.5	1.1	1.6	1.5
Net D/E	(x)	1.8	1.7	2.2	2.3	2.5	2.4	1.2	1.2
Interest coverage	(x)	5.2	5.9	5.5	3.8	3.2	3.9	4.1	4.6
Debt service coverage	(x)	0.9	0.8	0.9	1.4	1.0	1.0	1.6	0.9

Main Assumptions

FY December 31	Unit	2Q20	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22
SSS growth - CPALL	(%)	(20.2)	(14.3)	(18.0)	(17.1)	2.1	(9.2)	1.3	13.0
No. of stores, ending - CPALL	(stores)	12,089	12,225	12,432	12,587	12,743	12,882	13,134	13,253
SSS growth - MAKRO: B2B	(%)	(3.6)	3.9	0.6	(1.2)	6.1	1.3	4.1	1.0
No. of stores, ending - MAKRO B2B	(Stores)	143	144	144	145	145	145	149	151
SSS growth - MAKRO: B2C TH	(%)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(6.1)	0.4
SSS growth - MAKRO: B2C MY	(%)	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	(2.2)	(7.9)



Appendix

Figure 1: Revenue and earnings before tax breakdown by business in 2021

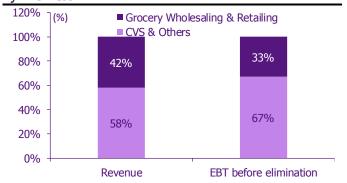


Figure 2: Yearly SSS growth for convenience store business



Source: Company data and SCBS Investment Research

Source: Company data and SCBS Investment Research

Figure 3: The number of convenience stores breakdown by location in Bangkok and upcountry



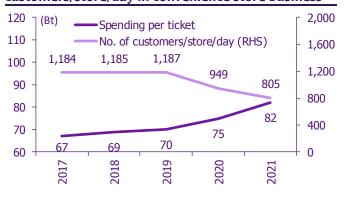
Source: Company data and SCBS Investment Research

Figure 4: The number of convenience stores for standalone and stores located in PTT gas stations



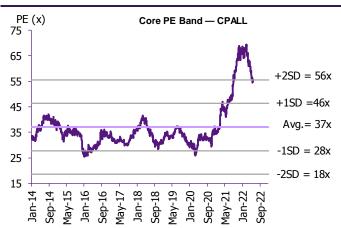
Source: Company data and SCBS Investment Research

Figure 5: Spending per ticket and the number of customers/store/day in convenience store business



Source: Company data and SCBS Investment Research

Figure 6: CPALL's historical core PE band

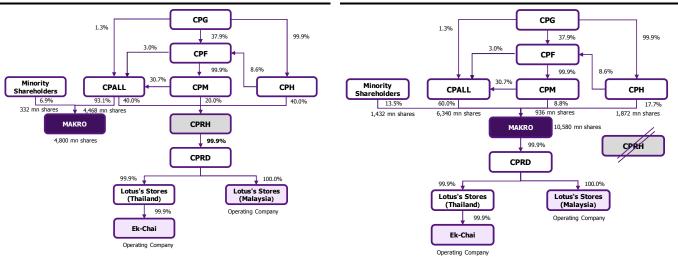


Source: SCBS Investment Research



Figure 7: Shareholding structure of MAKRO and Lotus's before the EBT and PO transactions

Figure 8: Shareholding structure of MAKRO and Lotus's after the EBT and PO transactions



Source: Company data and SCBS Investment Research

Source: Company data and SCBS Investment Research

Figure 9: Valuation summary (price as of May 30, 2022)

	Rating	Price	Target	ETR	P/E (x)		EPS growth (%)			P/BV (x)			ROE (%)			Div. Yield (%)			EV/EBITDA (x)			
		(Bt/Sh)	(Bt/Sh)	(%)	21A	22F	23F	21A	22F	23F	21A	22F	23F	21A	22F	23F	21A	22F	23F	21A	22F	23F
BJC	Outperform	35.75	44.0	25.2	41.1	28.1	22.6	(22)	46	24	1.2	1.2	1.1	3	4	5	1.8	2.1	2.4	16.0	14.6	13.2
CPALL	Outperform	65.75	77.0	18.4	76.5	40.5	31.3	(49)	89	30	2.0	1.9	1.9	4	5	6	0.7	1.3	1.7	19.4	14.3	12.7
CRC	Outperform	37.50	45.0	20.9	n.m.	44.9	31.5	n.m.	2,552	42	3.8	3.6	3.4	0	8	11	0.8	0.9	1.3	17.3	12.5	10.7
GLOBAL	Neutral	21.00	24.0	15.6	30.2	27.7	24.6	73	9	12	5.1	4.5	4.0	18	17	17	1.2	1.3	1.4	21.0	19.2	17.1
HMPRO	Outperform	14.60	18.0	25.6	35.3	30.6	26.6	6	15	15	8.4	7.7	6.9	24	26	27	2.2	2.3	2.6	20.1	18.1	16.1
MAKRO	Outperform	37.00	46.0	25.7	29.7	36.9	26.0	(9)	(20)	42	1.4	1.3	1.3	4	4	5	1.9	1.4	1.9	19.4	14.3	12.3
Average					42.6	34.8	27.1	(0)	449	28	3.6	3.4	3.1	9	11	12	1.4	1.5	1.9	18.8	15.5	13.7

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

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by the Siam Commercial Bank Public Company Limited ("SCB"). SCB acts as financial advisor of the SCG Chemicals Public Company Limited (SCGC). 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.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB may be appointed to act as financial advisor in relation to transactions to be carried out by Thai Oil 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, 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.

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, 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.

This document is prepared by SCB Securities Company Limited ("SCBS") which is wholly-owned by The Siam Commercial Bank Public Company Limited ("SCB"). SCB Asset Management Company Limited ("SCBM") 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.

 $\label{lem:copyright} \textbf{Copyright} @ \textbf{2012 SCB Securities Company Limited. All rights reserved.} \\$



CG Rating 2021 Companies with CG Rating

Companies with Excellent CG Scoring

AAV, ADVANC, AF, AH, AIRA, AKP, AKR, ALT, AMA, AMATA, AMATAV, ANAN, AOT, AP, ARIP, ARROW, ASP, AUCT, AWC, AYUD, BAFS, BANPU, BAY, BBL, BCP, BCPG, BDMS, BEM, BGC, BGRIM, BIZ, BKI, BOL, BPP, BRR, BTS, BTW, BWG, CENTEL, CFRESH, CHEWA, CHO, CIMBT, CK, CKP, CM, CNT, COM7, COMAN, COTTO, CPALL, CPF, CPI, CPN, CRC, CSS, DDD, DELTA, DEMCO, DRT, DTAC, DUSIT, EA, EASTW, ECF, ECL, EE, EGCO, EPG, ETC, FPI, FPT, FSMART, GBX, GC, GCAP, GFPT, GGC*, GLAND, GLOBAL, GPI, GPSC, GRAMMY, GULF, GUNKUL, HANA, HARN, HMPRO, ICC, ICHI, III, ILINK, ILM, INTUCH, IP, IRPC, ITEL, IVL, JSP, JWD, K, KBANK, KCE, KKP, KSL, KTB, KTC, LALIN, LANNA, LH, GRAMMY, GULF, GUNKUL, HANA, HARN, HMPRO, ICC, ICHI, III, ILINK, ILM, INTUCH, IP, IRPC, ITEL, IVL, JSP, JWD, K, KBANK, KCE, KRP, KSL, KTB, KTC, LALIN, LANNA, LH, LHFG, LIT, LPN, MACO, MAJOR, MAKRO, MALEE, MBK, MBKET, MC, MCOT, METCO, MFEC, MINT, MONO, MOONG, MSC, MTC, MVP, NCL, NEP, NER, NKI, NOBLE, NSI, NVN, NWR, NYT, OISHI, OR, ORI, OSP, OTO, PAP, PCSGH, PDG, PDJ, PG, PHOL*, PLANB, PLANET, PLAT, PORT, PPS, PR9, PREB, PRG, PRM, PROUD, PSH, PSL, PTG, PTTFP, PTTGP, PTTGC, PYLON, Q-CON, QH, QTC, RATCH, RS, S, S & J, SAAM, SABINA, SAMART, SAMTEL, SAT, SC, SCB, SCC, SCCC, SCG, SCGP, SCM, SDC, SEAFCO, SEAOIL, SE-ED, SELIC, SENA, SHR, SIRI, SIS, SITHAI, SMK, SMPC, SNC, SONIC, SPALI, SPI, SPRC, SPVI, SSSC, SST, STA, STEC*, STI, SUN, SUSCO, SUTHA, SVI*, SYMC, SYNTEC, TACC, TASCO, TCAP, TEAMG, TFMAMA, TGH, THANA, THANI, THCOM, THG, THIP, THRE, THREL, TIP¹, TIPCO, TISCO, TK, TKT, TMT, TNDT, TNITY, TOA, TOP, TPBI, TQM, TRC, TRU, TRUE, TSC, TSR, TSTE, TSTH, TTA, TTB, TTCL, TTW, TU, TVD, TVI, TVO, TWPC, U, UAC, UBIS, UV, VGI, VIH, WACOAL, WAVE, WHA, WHAUP, WICE, WINNER, ZEN

Companies with Very Good CG Scoring

2S, 7UP, ABICO, ABM, ACE, ACG, ADB, AEONTS, AGE, AHC, AIT, ALL, ALLA, ALUCON, AMANAH, AMARIN, APCO, APCS, APURE, AQUA, ASEFA, ASIAN, ASK, ATP30, BA, BC, BEC, BFIT, BJCHI, BR, CBG, CGH, CHAYO, CHOTI, CI, CMC, CPL, CRD, CSP, DCC, ASAP, ASIA, ASIMAR, ASN, B, BAM, BCH, BEYOND, BJC, BLA, BROOK, CEN, CHARAN, CHG, CHOW, CIG, COLOR, CPW, CSC, CWT, DCON, DHOUSE, DOD, DOHOME, DV8, EASON, EFORL, ERW, ESSO, ESTAR, ETE, FE, FLOYD, FN, FNS, FORTH, FSS, FTE, FVC, GEL, GENCO, GJS, GYT, HEMP, HPT, HTC, HYDRO, ICN, IFS, IMH, IND, INET, INSET, INSURE, IRC, IRCP, IT, ITD*, J, JAS, JCK, JCKH, JMART, JMT, KBS, KCAR, KEX, KGI, KIAT*, KISS, KOOL, KTIS, KUMWEL, KUN, KWC, KWM, L&E, LDC, LEO, LHK, LOXLEY, LRH, LST, M, MATCH, MBAX, MEGA, META, MFC*, MGT, MICRO, MILL, MITSIB, MK, MODERN, MTI, NBC, NCAP, NCH, NETBAY, NEX, NINE, NRF, NTV, OCC, OGC, PATO, PB, PICO, PIMO, PJW, PL, PM, PMTA, PPP, PPPM, PRIME, PRIN, PRINC, PSTC, PT, QLT, RBF, RCL, RICHY, RML, ROJNA, RPC, RT, RWI, S11, SA, SAK, SALEE, SAMCO, SANKO, SAPPE, SAWAD, SCI, SCN, SCP, SE, SFLEX, SFP, SFT, SGF, SIAM, SINGER, SKE, SKN, SKR, SKY, SLP, SMIT, SMT, SNP, SO, SORKON, SPA, SPC, SPCG, SR, SRICHA, SSC, SSF, STANLY, STGT, STOWER*, STPI, SUC, SWC, SYNEX, T, TAE, TAKUNI, TBSP, TCC, TCMC, TEAM, TFG, TFI, TIGER, TITLE, TKN, TKS, TM, TMC, TMD, TMI, TMILL, TNL, TNP, TOG, TPA, TPAC, TPCS, TPS, TRITN, TRT, TSE, TVT, TWP, UEC, UMI, UOBKH, UP, UPF, UPOIC, UTP, VCOM, VL, VNT, NDP, TMIN, TMI, TMILL, TNP, TOG, TPA, TPAC, TPCS, TPS, TRITN, TRT, TSE, TVT, TWP, UEC, UMI, UOBKH, UP, UPF, UPOIC, UTP, VCOM, VL, VNT, NDP, TMIN, TMI, TMILL, TNP, TOG, TPA, TPAC, TPCS, TPS, TRITN, TRT, TSE, TVT, TWP, UEC, UMI, UOBKH, UP, UPF, UPOIC, UTP, VCOM, VL, VNT, UNDER THE STANDARD CONTROL OF VPO, VRANDA, WGE, WIIK, WP, XO, XPG, YUASA

Companies with Good CG Scoring

Companies with Gode Cd Sching

A, AI, AIE, AJ, AMC, APP, AQ, ARIN, AS, AU, B52, BEAUTY, BGT, BH, BIG, BLAND, BM, BROCK, BSBM, BSM, BYD*, CCP, CITY, CMO, CPT, CSR, EKH, EP, FMT, GLOCON*, GSC, HTECH, IHL, INGRS, JAK, JTS, KASET, KK, KWG, LEE, BTNC, CAZ, CGD, CMAN, CMR, CRANE, D, EMC, F&D, GIFT, GREEN, GTB, HUMAN, IIG, INOX, JR, JUBILE, KCM, KKC, KYE, LPH, MATI, M-CHAI, MCS, MDX, MJD, MORE, MUD, NC, NDR, NFC, NNCL, NOVA, NPK, NUSA, OCEAN, PAF, PF, PK, PLE, PPM, PRAKIT, PRAPAT, PRECHA, PTL, RCI², RJH, RP, RPH, RSP, SABUY, SF, SGP, SICT, SIMAT, SISB, SK, SMART, SOLAR, SPACK, SPG, SQ, SSP, STARK, STC, SUPER, SVOA, TC, TCCC, THMUI, TNH, TNR, TOPP, TPCH, TPIPP, TPLAS, TPOLY, TQR, TTI, TYCN, UKEM, UMS, UNIQ, UPA, UREKA, VIBHA, W, WIN, WORK, WPH, YGG, 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

. 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
- * บริษัทหรือกรรมการหรือผู้บริหารของบริษัททมีีข่าวด้านการกากับดูแลกิจการ เช่น การกระทาผิดเกี่ยวกับหลักทรัพย์ การทุจริต คอร์รัปขัน เป็นต้น ซึ่งการใช้ข้อมูล CGR ควรตระหนักถึงข่าวดังกล่าว ประกอบด้วย

Anti-corruption Progress Indicator

Certified (ได้รับการรับรอง)

2S, 7UP, ADVANC, AF, AI, ÁIE, AIRA, AKP, AMA, AMANAH, AMATA, AMATAV, AP, APCS, AQUA, ARROW, AS, ASIAN, ASK, ASP, AWC, AYUD, B, BAFS, BAM, BANPU, BAY, BBL, BCH, BCP, BCPG, BE8, BEYOND, BGC, BGRIM, BJCHI, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CFRESH, 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, GULF, GUNKUL, HANA, HARN, HEMP, HENG, HMPRO, HTC, ICC, ICHI, IFEC, IFS, ILINK, INET, INSURE, INTUCH, IRC, IRPC, ITEL, IVL, JKN, JR, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWC, KWI, L&E, LANNA, LH, LHFG, LHK, LPN, LRH, M, MAKRO, INSURE, INTUCH, IRC, IRPC, ITEL, IVL, JKN, JR, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWC, KWI, L&E, LANNA, LH, LHFG, LHK, LPN, LRH, M, MARRO, MALEE, MATCH, MBAX, MBK, MC, MCOT, META, MFC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NATION, NBC, NEP, NINE, NKI, NNCL, NOBLE, NOK, NSI, NWR, OCC, OGC, ORI, PAP, PATO, PB, PCSGH, PDG, PPJ, PP, PP, PPH, PR, PRP, PPPM, PPS, PR9, PREB, PRG, PRINC, PRM, PROS, PSH, PSL, PSTC, PT, PTECH, PTG, PTT, PTTEP, PTTGC, PYLON, Q-CON, QH, QLT, QTC, RATCH, RML, RWI, S & J, SAAM, SABINA, SAPPE, SAT, SC, SCC, SCCC, SCG, SCGP, SCM, 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, STOWER, SUSCO, SVI, SYMC, SYNTEC, TAE, TAKUNI, TASCO, TCAP, TCMC, TFG, TFI, TFMAMA, TGH, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPCO, TISCO, TKS, TKT, TMD, TMILL, TMT, TNITY, TNL, TNP, TOG, TOP, TOPP, TPA, TPCS, TPP, TRU, TRUE, TSC, TSTE, TSTH, TTA, TTB, TTCL, TU, TVD, TVI, TVO, TWPC, U, UBE, UBIS, UEC, UKEM, UOBKH, UPF, UV, VGI, VIH, WACOAL, WHA, WHAUP, WICE, WIIK, XO, YUASA, ZEN, ZIGA

Declared (ประกาศเจตนารมณ์)
AH, AJ, ALT, APCO, B52, BEC, CHG, CI, CPL, CPR, CPW, CRC, DDD, DHOUSE, DOHOME, ECF, EKH, ETC, EVER, FLOYD, III, ILM, INOX, JTS, KEX, KUMWEL, LDC, MAJOR, MEGA, NCAP, NOVA, NRF, NUSA, NYT, OR, PIMO, PLE, RS, SAK, SIS, STECH, STGT, SUPER, TKN, TMI, TQM, TSI, VARO, VCOM, VIBHA, WIN

3K-BAT, A, A5, AAV, ABICO, ABM, ACAP, ACC, ACE, ACG, ADB, ADD, AEONTS, AFC, AGE, AHC, AIT, AJA, AKR, ALL, ALLA, ALPHAX, ALUCON, AMARIN, AMC, AMR, ANAN, AOT, APEX, APP, APURE, AQ, ARIN, ARIP, ASAP, ASEFA, ASIA, ASIMAR, ASN, ASW, ATP30, AU, AUCT, BA, BBGI, BBIK, BC, BCT, BDMS, BEAUTY, BEM, BFIT, BGT, BH, BIG, BIOTEC, BIS, BIZ, BJC, BKD, BLAND, BLISS, BM, BOL, BR, BRI, BROCK, BSM, BTMC, BTW, BUI, BYD, CAZ, CBG, CCET, CCP, CEYE, CGD, CHARAN, CHAYO, CHO, CITY, CIVIL, CK, CKP, CMAN, CMO, CMR, CNT, COLOR, COMAN, CPANEL, CPH, CPT, CRANE, CRD, CSP, CSR, CSS, CTW, CV, CWT, D, DCON, DITTO, DMT, DOD, DPAINT, DTCI, DV8, EASON, EE, EFORL, EMC, ESSO, F&D, FANCY, FMT, FN, FORTH, FTI, FVC, GENCO, GIFT, GL, GLAND, GLOBAL, GLOCON, GLORY, GRAMMY, GRAND, GREEN, GSC, GTB, GYT, HFT, HL, HPT, HTECH, HUMAN, HYDRO, ICN, IHL, IIG, IMH, IND, INGRS, INSET, IP, IRCP, IT, ITD, J, JAK, JAS, JCK, JCKH, JCT, JDF, JMART, JMT, JP, JUBILE, JWD, KAMART, KC, KCC, KCM, HTECH, HUMAN, HYDRO, ICN, IHL, IIG, IMH, IND, INGRS, INSE1, IP, IRCP, I1, I1D, J. JAK, JAS, JCK, JCKH, JC1, JDF, JMART, JM1, JP, JUBILE, JWD, KAMART, KC, KCC, KCM, KDH, KIAT, KISS, KK, KKC, KOOL, KTIS, KUN, KWM, KYE, LALIN, LEE, LEO, LIT, LOXLEY, LPH, LST, MACO, MANRIN, MATI, MAX, M-CHAI, MCS, MDX, MENA, METCO, MGT, MICRO, MIDA, MITSIB, MJD, MK, ML, MODERN, MORE, MPIC, MUD, MVP, NC, NCH, NCL, NDR, NER, NETBAY, NEW, NEWS, NEX, NFC, NPK, NSL, NTV, NV, NVD, OHTL, OISHI, ONEE, OSP, OTO, PACE, PACO, PAE, PAF, PEACE, PERM, PF, PICO, PIN, PJW, PLUS, PMTA, POLAR, POMPUI, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRIME, PRIN, PRO, PROUD, PSG, PTC, PTL, RAM, RBF, RCL, RICHY, RJH, ROCK, ROH, ROJNA, RP, RPC, RPH, RSP, RT, S, S11, SA, SABUY, SAFARI, SALEE, SAM, SAMART, SAMCO, SAMTEL, SANKO, SAUCE, SAWANG, SCB, SCI, SCP, SDC, SE, SEAFCO, SECURE, SENAJ, SF, SFLEX, SFP, SFT, SGF, SHANG, SHR, SIAM, SICT, SIMAT, SISB, SK, SKE, SKN, SKY, SLM, SLP, SMART, SMD, SMT, SNNP, SO, SOLAR, SONIC, SPA, SPCG, SPG, SPVI, SQ, SR, SSC, SSS, STANLY, STARK, STC, STEC, STHAI, STI, STPI, SUC, SUN, SUTHA, SVH, SVOA, SVT, SWC, SYNEX, TACC, TAPAC, TC, TCC, TCCC, TCJ, TCOAT, TEAM, TEAMG, TFM, TGPRO, TH, THAI, THANA, THE, THG, THL, THMUI, TIGER, TIPH, TITLE, TK, TKC, TM, TMC, TMW, TNDT, TNH, TNPC, TOA, TPAC, TPBI, TPCH, TPIPL, TPIPP, TPLAS, TPOLY, TPS, TQR, TR, TRC, TRITN, TRT, TRUBB, TRV, TSE, TSF, TSR, TTI, TTW, TVT, TWP, TWZ, TYCN, UAC, UMI, UMS, UNIQ, UP, UPA, UPOIC, UREKA, UTP, UVAN, VL, VNG, VPO, VRANDA, W, WAVE, WFX, WGE, WINMED, WINNER, WORK, WORLD, WR. WAVE, WFX, WGE, WINMED, WINNER, WORK, WORLD, WR. WAVE, WFX, WGE, WINNER, WORK, WORLD, WR. WAVE, WFX, WGE, WINNER, WORLD, WR. WAVE, WFX, WGE, WINNER, WORK, WORLD, WR. WAVE, WFX, WGE, WINNER, WORLD, WR. WAVE, WFX, WGE, WINNER, WORLD, WR. WAVE, WFX, WGE, WIN 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 April 5, 2022) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC

Tue, May 31, 2022 8