# **Kerry Express (Thailand)**

Kerry Express (Thailand) Bloomberg KEX TB **Public Company Limited** Reuters KEX.BK



Although management expects earnings to start to improve in 3Q22, we see competition in the industry as fluid. In addition, there will be potential negative impact from rising labor cost in 4Q22. We therefore recommend investors wait until clearer signs of an earnings turnaround before buying in. Maintain UNDERPERFORM, cutting DCF-based TP to Bt19 (from Bt20) to reflect our earnings downgrade. We also rolled our valuation base to 2023F.

**2Q22 missed expectations.** KEX reported a 2Q22 net loss of Bt732mn, worse than the 1022 net loss of Bt491mn and Bt336mn profit in 2021 and far worse than consensus expectations of a Bt502mn loss. We believe behind this is lower revenue per parcel in the quarter than expected. KEX reported revenue of Bt4.3bn, down 3% QoQ and 6.9% YoY. Management did not give exact parcel volume in 2022, but said that it grew QoQ. This implies lower revenue per parcel QoQ as a result of an ongoing aggressive pricing strategy. However, it adopted a smart pricing approach (charge more for the areas that are less competitive) and implemented a fuel surcharge mechanism in mid-June. This should help alleviate the impact in 3Q22. EBIT was negative at Bt919mn, sinking further from the negative of Bt605mn in 1Q22, indicating rising cost per parcel in 2Q22, likely due to rising fuel prices. Overall, KEX reported a 1H22 core loss of Bt1.2bn vs Bt1mn profit postulated in our previous full-year forecast.

**Neutral tone from meeting.** Management expects revenue per parcel in 3Q22 to be flat QoQ due to the full benefit of a smart pricing approach and fuel surcharge. However, this is subject to pricing competition. Cost per parcel is expected to be lower QoQ as the COVID-19 preparation cost will be lower plus the realization of its ongoing cost optimization program. Management targets net profit at breakeven in 4022.

Fine-tuning assumptions. We previously expected 2Q22 earnings to improve QoQ. However, based on 2Q22 results, we see downside to our previous full-year forecast. Although we expect 3022 earnings to start to show QoO improvement after KEX started a surcharge pricing mechanism to offset the impact of rising oil prices, 3Q22 results will likely still be in the red. We therefore revise down our 2022F to a Bt1.7bn loss (from Bt1mn profit), cutting our revenue assumptions by 4.5% to Bt20.4bn in 2022F to reflect lower-than-expected revenue per parcel in 1H22. We also nudged up opex (COGS and SG&A) assumptions 5.7% to Bt22.6bn.

**Risks and concerns.** More aggressive pricing strategy will erode earnings. In addition, the potential rise in minimum wage should be monitored, although the company mentioned that most of its employees get paid above minimum wage.

# Forecasts and valuation

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Year to 31 Dec	Unit	2020	2021	2022F	2023F	2024F
Revenue	(Btmn)	18,917	18,818	20,354	24,181	27,536
EBITDA	(Btmn)	4,202	2,456	(942)	1,944	2,433
Core profit	(Btmn)	1,405	45	(1,734)	261	420
Reported profit	(Btmn)	1,405	45	(1,734)	261	420
Core EPS	(Bt)	0.81	0.03	(1.00)	0.15	0.24
DPS	(Bt)	0.22	0.74	0.00	0.04	0.07
P/E, core	(x)	28.6	895.8	na.	154.1	96.0
EPS growth, core	(%)	(85.4)	(96.8)	na.	(115.1)	60.7
P/BV, core	(x)	3.7	4.3	5.3	5.1	4.9
ROE	(%)	21.5	0.4	(20.5)	3.4	5.2
Dividend yield	(%)	1.0	3.2	0.0	0.2	0.3
FCF yield	(%)	1.2	(5.1)	(4.4)	1.3	5.3
EV/EBIT	(x)	17.0	307.0	(17.8)	85.2	54.8
EBIT growth, core	(%)	10.1	(93.8)	(1,916.3)	(120.5)	46.8
EV/CE	(x)	3.8	3.6	3.6	3.4	3.6
ROCE	(%)	17.2	(1.1)	(18.0)	1.8	3.6
EV/EBITDA	(x)	7.4	14.2	(39.0)	18.6	14.1
EBITDA growth	(%)	78.5	(41.5)	(138.4)	(306.3)	25.2

Source: SCBS Investment Research



# **Tactical: UNDERPERFORM**

# (3-month)

# Stock data

Last close (Aug 10) (Bt)	23.10
Target price (Bt)	19.00
Mkt cap (Btbn)	40.25
Mkt cap (US\$mn)	1,138
Beta	Н
Mkt cap (%) SET	0.21
Sector % SET	8.14
Shares issued (mn)	1,743
Par value (Bt)	0.50
12-m high / low (Bt)	43.5 / 18.9
Avg. daily 6m (US\$mn)	4.39
Foreign limit / actual (%)	49 / 7
Free float (%)	26.8
Dividend policy (%)	≥ 30

### 2021 Sustainability / ESG Score

Sustainability Index (THSI)	Included
ESG Bloomberg Score	n.a.
Environmental Score	n.a.
Social Score	n.a.
Governance Score	n.a.
Source: Bloomhera Finance I D	

### Share performance

(%)	1M	3M	12M
Absolute	(13.6)	17.3	(41.9)
Relative to SET	(16.8)	17.0	(44.9)

Source: SET, SCBS Investment Research

### Analyst

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# **ESG Disclosure Score**

	2020	2021
ESG Disclosure Score	n.a.	n.a.
Environment	n.a.	n.a.
Total GHG Emissions (thousands of metric tonnes)	n.a.	n.a.
Total Water Use (thousands of cubic meters)	n.a.	n.a.
Hazardous Waste (thousands of metric tonnes)	n.a.	n.a.
Total Waste (thousands of metric tonnes)	n.a.	n.a.
Social	n.a.	n.a.
Number of Employees	n.a.	n.a.
Workforce Accidents	n.a.	n.a.
Lost Time from Accidents	n.a.	n.a.
Fatalities - Contractors	n.a.	n.a.
Fatalities - Employees	n.a.	n.a.
Fatalities - Total	n.a.	n.a.
Community Spending	n.a.	n.a.
Governance	n.a.	n.a.
Size of the Board	n.a.	n.a.
-1-0 01 110 - 0 110 1	n.a.	n.a.
Indep Directors		
% Indep Directors	n.a.	n.a.
Board Duration (Years)	n.a.	n.a.
# Board Meetings	n.a.	n.a.
Board Mtg Attendance (%)	n.a.	n.a.
Source: Bloomberg Finance L.P.		

# **Disclaimer**

Bloomberg ESG Disclosure Scores rate companies on their level of disclosure of ESG data. Bloomberg offers four disclosure scores, for overall ESG, as well as Environmental, Social, and Governance such as energy consumption, board composition, and workforce accidents

Company ESG reporting has evolved since our ESG Disclosure Score was originally created in 2010. In order to reflect the evolution in corporate reporting, in early 2022 Bloomberg updated its ESG disclosure scores methodology. The methodology changes were implemented for all years of data for all companies in the ESG Coverage universe.

To review the fully transparent methodology, calculate disclosure scores for any company, and compare a company's scores vs its peers, see ESG Disclosure Score Model in Bloomberg

2 Thu, Aug 11, 2022



# Financial statement Profit and Loss Statement

FY December 31									
m a d	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024F
Total revenue	(Btmn)	6,626	13,565	19,782	18,917	18,818	20,354	24,181	27,536
Cost of goods sold	(Btmn)	(5,241)	(11,152)	(16,704)	(15,850)	(17,479)	(21,155)	(22,290)	(25,278)
Gross profit	(Btmn)	1,386	2,413	3,078	3,067	1,339	(801)	1,891	2,258
SG&A	(Btmn)	(536)	(1,047)	(1,514)	(1,314)	(1,380)	(1,477)	(1,658)	(1,833)
Other income	(Btmn)	49	102	113	93	154	209	192	204
Interest expense	(Btmn)	(0)	(1)	(24)	(112)	(97)	(98)	(99)	(100)
Pre-tax profit	(Btmn)	898	1,467	1,652	1,734	17	(2,168)	326	530
Corporate tax	(Btmn)	(168)	(282)	(324)	(329)	28	434	(65)	(106)
Equity a/c profits	(Btmn)	0	0	0	0	0	0	0	0
Minority interests	(Btmn)	0	0	0	0	0	0	0	0
Core profit	(Btmn)	730	1,185	1,329	1,405	45	(1,734)	261	424
Extra-ordinary items	(Btmn)	0	0	0	0	0	0	0	0
Net Profit	(Btmn)	730	1,185	1,329	1,405	45	(1,734)	261	424
EBITDA	(Btmn)	996	1,767	2,354	4,202	2,456	(942)	1,944	2,438
Balance Sheet									
FY December 31	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024F
Total current assets	(Btmn)	2,039	2,231	2,818	11,278	7,125	5,422	6,484	8,573
Total fixed assets	(Btmn)	516	2,182	2,706	2,259	2,244	3,070	3,505	2,649
Total assets	(Btmn)	2,710	4,768	6,014	19,318	17,046	16,244	17,819	19,130
Total loans	(Btmn)	0	200	800	800	0	0	0	0
Total current liabilities	(Btmn)	2,130	3,199	2,861	4,698	5,278	6,186	6,955	7,895
Total long-term liabilities	(Btmn)	28	79	920	3,773	2,451	2,475	2,500	2,525
Total liabilities	(Btmn)	2,157	3,278	3,781	8,471	7,729	8,661	9,455	10,420
Paid-up capital	(Btmn)	120	120	120	8,981	9,010	9,010	9,010	9,010
Total equity	(Btmn)	552	1,490	2,233	10,847	9,317	7,583	8,364	8,709
Cash Flow Statement									
Cash Flow Statement FY December 31	Unit	2017	2018	2019	2020	2021	2022F	2023F	2024F
	Unit (Btmn)	<b>2017</b> 730	<b>2018</b> 1,185	<b>2019</b> 1,329	<b>2020</b> 1,405	<b>2021</b> 45	<b>2022F</b> (1,734)	<b>2023F</b> 261	
FY December 31									420
FY December 31 Core Profit	(Btmn)	730	1,185	1,329	1,405	45	(1,734)	261	420 3,309
FY December 31 Core Profit Depreciation and amortization	(Btmn) (Btmn)	730 98	1,185 299	1,329 678	1,405 3,856	45 3,842	(1,734) 2,628	261 3,018	420 3,309 3,169
FY December 31  Core Profit  Depreciation and amortization  Operating cash flow	(Btmn) (Btmn) (Btmn)	730 98 1,855	1,185 299 1,795	1,329 678 1,641	1,405 3,856 5,215	45 3,842 3,572	(1,734) 2,628 271	261 3,018 2,573	420 3,309 3,169 (1,052)
FY December 31  Core Profit  Depreciation and amortization  Operating cash flow  Investing cash flow	(Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038)	1,185 299 1,795 (1,650)	1,329 678 1,641 (1,675)	1,405 3,856 5,215 (4,712)	45 3,842 3,572 (5,608)	(1,734) 2,628 271 (2,039)	261 3,018 2,573 (2,055)	420 3,309 3,169 (1,052) (78)
FY December 31  Core Profit  Depreciation and amortization  Operating cash flow  Investing cash flow  Financing cash flow	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038) 120	1,185 299 1,795 (1,650) (513)	1,329 678 1,641 (1,675) 375	1,405 3,856 5,215 (4,712) 8,285	45 3,842 3,572 (5,608) (2,389)	(1,734) 2,628 271 (2,039) 0	261 3,018 2,573 (2,055) 0	420 3,309 3,169 (1,052) (78)
FY December 31  Core Profit  Depreciation and amortization  Operating cash flow  Investing cash flow  Financing cash flow  Net cash flow	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038) 120	1,185 299 1,795 (1,650) (513)	1,329 678 1,641 (1,675) 375	1,405 3,856 5,215 (4,712) 8,285	45 3,842 3,572 (5,608) (2,389)	(1,734) 2,628 271 (2,039) 0	261 3,018 2,573 (2,055) 0	420 3,309 3,169 (1,052) (78) <b>2,039</b>
FY December 31  Core Profit  Depreciation and amortization  Operating cash flow  Investing cash flow  Financing cash flow  Net cash flow  Key Financial Ratios	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038) 120 <b>937</b>	1,185 299 1,795 (1,650) (513) (368)	1,329 678 1,641 (1,675) 375 <b>341</b>	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b>	45 3,842 3,572 (5,608) (2,389) (4,424)	(1,734) 2,628 271 (2,039) 0 (1,768)	261 3,018 2,573 (2,055) 0 <b>518</b>	420 3,309 3,169 (1,052) (78) <b>2,039</b>
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038) 120 <b>937</b>	1,185 299 1,795 (1,650) (513) (368)	1,329 678 1,641 (1,675) 375 <b>341</b>	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b> 2020	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1	(1,734) 2,628 271 (2,039) 0 (1,768) 2022F (3.9)	261 3,018 2,573 (2,055) 0 <b>518</b>	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)	730 98 1,855 (1,038) 120 <b>937</b> <b>2017</b> 20.9	1,185 299 1,795 (1,650) (513) (368) 2018	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b>	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b>	45 3,842 3,572 (5,608) (2,389) (4,424)	(1,734) 2,628 271 (2,039) 0 (1,768)	261 3,018 2,573 (2,055) 0 518  2023F 7.8	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit) (%) (%)	730 98 1,855 (1,038) 120 <b>937</b> <b>2017</b> 20.9 12.8 15.0	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b> 2020 16.2 9.3 22.2	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Unit (%) (%) (%) (%)	730 98 1,855 (1,038) 120 <b>937</b> <b>2017</b> 20.9 12.8	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b> 2020 16.2 9.3	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2)	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  (Btmn)  ("Btmn)  Unit  (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  (Btmn)  ("Btmn)  Unit  (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7 79.5	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5	1,405 3,856 5,215 (4,712) 8,285 8,787 2020 16.2 9.3 22.2 9.8 7.4 13.0	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5 24.6	1,405 3,856 5,215 (4,712) 8,285 8,787 2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  (Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7 79.5	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5	1,405 3,856 5,215 (4,712) 8,285 8,787 2020 16.2 9.3 22.2 9.8 7.4 13.0	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  (Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  (Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash	1,185 299 1,795 (1,650) (513) (368) 2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash	1,405 3,856 5,215 (4,712) 8,285 <b>8,787</b> 2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0 5,018.0	1,185 299 1,795 (1,650) (513) (368)  2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7 8.8	1,329 678 1,641 (1,675) 375 <b>341</b> <b>2019</b> 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9	1,405 3,856 5,215 (4,712) 8,285 8,787 2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5 4.6	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4 25.4	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6) (9.6)	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0 97.6	1,185 299 1,795 (1,650) (513) (368)  2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7 8.8 20.9	1,329 678 1,641 (1,675) 375 341 2019 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9 97.9 44.3	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5 4.6 27.2	45 3,842 3,572 (5,608) (2,389) (4,424) 2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4 2,881.2	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3,9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6) (9.6) 0.0	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7 19.7 30.0	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4 30.0
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0 97.6	1,185 299 1,795 (1,650) (513) (368)  2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7 8.8 20.9	1,329 678 1,641 (1,675) 375 341 2019 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9 97.9 44.3	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5 4.6 27.2	45 3,842 3,572 (5,608) (2,389) (4,424)  2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4 2,881.2	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6) (9.6) 0.0	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7 19.7 30.0	420 3,309 3,169 (1,052) (78) <b>2,039</b> <b>2024F</b> 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4 30.0
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  Parcel volume	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0 97.6	1,185 299 1,795 (1,650) (513) (368)  2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7 8.8 20.9	1,329 678 1,641 (1,675) 375 341 2019 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9 97.9 44.3	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5 4.6 27.2	45 3,842 3,572 (5,608) (2,389) (4,424)  2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4 2,881.2  2021 382	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6) (9.6) 0.0  2022F 516	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7 19.7 30.0  2023F	420 3,309 3,169 (1,052) (78) 2,039  2024F 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4 24.4 30.0
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	(Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn) (Btmn)  Unit (%) (%) (%) (%) (%) (%) (%) (%) (%) (%)	730 98 1,855 (1,038) 120 937 2017 20.9 12.8 15.0 13.6 11.0 132.2 53.9 net cash 5,018.0 97.6	1,185 299 1,795 (1,650) (513) (368)  2018 17.8 10.1 13.0 10.8 8.7 79.5 31.7 net cash 1,747.7 8.8 20.9	1,329 678 1,641 (1,675) 375 341 2019 15.6 7.9 11.9 8.5 6.7 59.5 24.6 net cash 97.9 97.9 44.3	1,405 3,856 5,215 (4,712) 8,285 8,787  2020 16.2 9.3 22.2 9.8 7.4 13.0 11.1 net cash 37.5 4.6 27.2	45 3,842 3,572 (5,608) (2,389) (4,424)  2021 7.1 (0.2) 13.1 0.6 0.2 0.5 0.2 net cash 25.4 2,881.2	(1,734) 2,628 271 (2,039) 0 (1,768)  2022F (3.9) (11.2) (4.6) (10.2) (8.5) (22.9) (10.4) net cash (9.6) (9.6) 0.0	261 3,018 2,573 (2,055) 0 518  2023F 7.8 1.0 8.0 1.8 1.1 3.3 1.6 net cash 19.7 19.7 30.0	2024F 420 3,309 3,169 (1,052) (78) 2,039  2024F 8.2 1.5 8.8 2.3 1.5 5.1 2.3 net cash 24.4 30.0  2024F 712 39 38

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# **Financial statement**

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Profit	and	Loss	Statem	ent

FY December 31	Unit	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22
Total revenue	(Btmn)	4,489	4,228	4,188	4,600	5,331	4,699	4,416	4,283
Cost of goods sold	(Btmn)	(3,805)	(3,600)	(3,491)	(3,891)	(4,979)	(5,117)	(4,630)	(4,783)
Gross profit	(Btmn)	683	628	696	709	352	(418)	(214)	(500)
SG&A	(Btmn)	(307)	(176)	(315)	(328)	(362)	(375)	(430)	(459)
Other income	(Btmn)	20	33	28	47	37	45	39	40
Interest expense	(Btmn)	(31)	(28)	(31)	(22)	(21)	(22)	(20)	(18)
Pre-tax profit	(Btmn)	366	457	378	406	6	(769)	(625)	(937)
Corporate tax	(Btmn)	(74)	(82)	(75)	(70)	7	166	131	199
Equity a/c profits	(Btmn)	0	0	0	0	0	0	0	0
Minority interests	(Btmn)	0	0	0	0	0	0	3	6
Core profit	(Btmn)	292	375	303	336	13	(603)	(491)	(732)
Extra-ordinary items	(Btmn)	0	0	0	0	0	0	0	0
Net Profit	(Btmn)	292	375	303	336	13	(603)	(491)	(732)
EBITDA	(Btmn)	1,044	1,022	979	987	600	(107)	39	(300)

# **Balance Sheet**

FY December 31	Unit	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22
Total current assets	(Btmn)	2,892	11,278	10,521	10,622	8,601	7,125	5,738	4,689
Total fixed assets	(Btmn)	2,361	2,259	2,094	1,947	2,016	2,244	2,161	2,220
Total assets	(Btmn)	10,603	19,318	18,032	17,616	17,276	17,046	15,291	14,042
Total loans	(Btmn)	800	800	0	0	0	0	0	0
Total current liabilities	(Btmn)	2,470	2,938	1,769	1,803	2,589	2,776	2,063	1,970
Total long-term liabilities	(Btmn)	5,923	5,533	5,146	4,732	4,874	4,953	4,410	4,026
Total liabilities	(Btmn)	8,393	8,471	6,915	6,535	7,464	7,729	6,473	5,996
Paid-up capital	(Btmn)	720	8,981	8,936	8,933	8,933	9,010	9,010	9,010
Total equity	(Btmn)	2,210	10,847	11,118	11,081	9,812	9,317	8,817	8,046

# **Cash Flow Statement**

FY December 31	Unit	3Q20	4020	1Q21	2021	3021	4021	1022	2Q22
Core Profit	(Btmn)	292	375	303	336	13	(603)	(491)	(732)
Depreciation and amortization	(Btmn)	647	538	571	558	573	640	645	619
Operating cash flow	(Btmn)	105	509	606	742	975	428	(620)	(456)
Investing cash flow	(Btmn)	(857)	(242)	(955)	(557)	(3,124)	(1,518)	(538)	(519)
Financing cash flow	(Btmn)	(244)	8,027	(328)	(286)	(284)	(196)	(301)	(329)
Net cash flow	(Btmn)	(997)	8,294	(677)	(101)	(2,434)	(1,286)	(1,459)	(1,305)

# Key Financial Ratios

FY December 31	Unit	3Q20	4Q20	1Q21	2Q21	3Q21	4Q21	1Q22	2Q22
Gross margin	(%)	15.2	14.9	16.6	15.4	6.6	(8.9)	(4.9)	(11.7)
Operating margin	(%)	8.4	10.7	9.1	8.3	(0.2)	(16.9)	(14.6)	(22.4)
EBITDA margin	(%)	23.3	24.2	23.4	21.4	11.3	(2.3)	0.9	(7.0)
EBIT margin	(%)	8.8	11.5	9.8	9.3	0.5	(15.9)	(13.7)	(21.5)
Net profit margin	(%)	6.5	8.9	7.2	7.3	0.2	(12.8)	(11.1)	(17.1)
ROE	(%)	105.7	27.7	21.8	19.7	0.9	(23.9)	(19.7)	(30.6)
ROA	(%)	22.0	15.5	13.4	9.6	0.4	(13.3)	(11.8)	(18.5)
Net D/E	(x)	net cash							
Interest coverage	(x)	33.9	36.6	31.3	44.1	28.2	(4.9)	2.0	(16.7)
Debt service coverage	(x)	33.9	4.5	31.3	44.1	28.2	(4.9)	2.0	(16.7)

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Figure 1: 2Q22 results review

Unit: Btmn	2Q21	1Q22	2Q22	QoQ	YoY
Sales and services income	4,600	4,416	4,283	-3.0%	-6.9%
Cost of sales and services	(3,891)	(4,630)	(4,783)	3.3%	22.9%
Gross profit	709	(214)	(500)	133.3%	na.
SG&A	(328)	(430)	(459)	6.7%	40.1%
Operating profit	381	(644)	(959)	48.8%	na.
Other income/ (expense)	47	39	40	2.6%	-14.7%
EBIT	428	(605)	(919)	51.8%	na.
Interest expense	(22)	(20)	(18)	-10.0%	-19.7%
EBT	406	(625)	(937)	49.8%	na.
Income tax	(70)	131	199	52.0%	na.
Minority interests	0	3	6	70.8%	na.
Core profit	336	(491)	(732)	49.1%	na.
Extra items	0	Õ	0	na.	na.
Net income	336	(491)	(732)	49.1%	na.
Ratio analysis					
SG&A to sales (%)	7.1	9.7	10.7		
Operating profit margin (%)	8.3	(14.6)	(22.4)		
Net profit margin (%)	7.3	(11.1)	(17.1)		

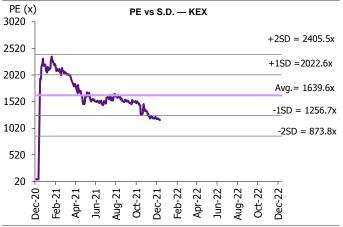
Source: Company data and SCBS Investment Research

Figure 2: Peer comparison

Company name	Country	Mkt. Cap.	PE (x)		EPS Growth (%)		PBV (x)		Div. Yield (%)		ROE (%)		EV/EBITDA (x)	
		(US\$mn)	22F	23F	22F	23F	22F	23F	22F	23F	22F 2	23F	22F	23F
China Express Delivery														
ZTO Express Cayman Inc	China	21,175	23.5	18.9	29.1	24.2	2.7	2.4	1.2	1.2	11.9 1	3.7	13.2	10.7
Yunda Holding Co Ltd	China	7,339	22.3	16.8	49.2	33.2	2.7	2.4	0.5	0.8	12.3 1	4.6	10.3	8.9
STO Express Co Ltd	China	2,495	30.9	21.2	159.2	45.9	2.0	1.8	0.2	0.3	4.4	7.8	8.1	6.4
Regional Express Delivery														
Yamato Holdings Co Ltd	Japan	6,170	14.3	12.4	(0.1)	14.6	1.3	1.2	2.1	2.4	8.9	9.5	5.4	4.8
SG Holdings Co Ltd	Japan	11,094	13.1	14.7	4.4	(11.0)	2.6	2.3	2.3	2.3	21.2 1	6.4	8.2	8.4
CJ Logistics Corp	South Korea	2,207	13.7	11.7	396.1	17.8	0.8	0.7	n.a	n.a	5.4	6.3	7.1	6.4
Thailand Express Delivery														
Kerry Express Thailand PCL	Thailand													
	Average	1,141	n.m	n.m	(3,155.6)	87.9	4.8	4.7	n.a	0.2	(14.6)	3.3	74.5	15.1

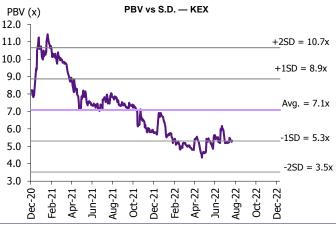
Source: Company data, SCBS Investment Research and Bloomberg Finance L.P.

Figure 3: KEX PE band



Source: SET and SCBS Investment Research

Figure 4: KEX PBV band



Source: SET and SCBS Investment Research

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### 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, TRESS, TM, TMC, TMD, TMI, TMILL, TNP, TOG, TPA, TPAC, TPCS, TPS, TRITN, TRT, TSE, TVT, TWP, UEC, UMI, UOBKH, UP, UPF, UPOIC, UTP, VCOM, VL, VNT, TRESS, TMC, TRESS, TMC, TRESS, TMC, TRESS, 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**

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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
- <sup>2</sup> RCI was voluntarily delisted from the Stock Exchange of Thailand, effectively on July 16, 2021
- \* บริษัทหรือกรรมการหรือผู้บริหารของบริษัทที่มีข่าวด้านการกากับดูแลกิจการ เช่น การกระทาผิดเกี่ยวกับหลักทรัพย์ การทุจริต คอร์รัปขัน เป็นต้น ซึ่งการใช้ข้อมูล CGR ควรตระหนักถึงข่าวดังกล่าว ประกอบด้วย

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

# Certified (ได้รับการรับรอง)

2S, 7UP, ADVANC, AF, AI, AIE, AIRA, AKP, AMA, AMANAH, AMATA, AMATAV, AP, APCS, AQUA, ARROW, AS, ASIAN, ASK, ASP, AWC, AYUD, B, BAFS, BAM, BANPU, BAY, BBL, 25, 707, ADVANC, AF, AL, ALE, AIRA, ARP, AIRA, ARMANA, ARAMANA, AR, ARCS, AQUA, ARROW, AS, ASLAN, ASR, ASP, AWC, ATOU, B, BAT-S, BAIN, BAIN, BAIN, BAIR, BBEN, BCH, BCP, BCPG, BE8, BEYOND, BGC, BGRIM, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CFRESH, CGH, CHEWA, CHOTI, CHOW, CIG, CIMBT, CM, CMC, COM7, COTTO, CPALL, CPF, CPI, CPN, CSC, DCC, DELTA, DEMCO, DIMET, DRT, DTAC, DUSTT, 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, IFS, ILINK, INET, INSURE, INTUCH, IRC, IRPC, ITEL, IVL, JKN, JR, K, KASET, KBANK, KBS, KCAR, KCE, KGI, KKP, KSL, KTB, KTC, KWI, L&E, LANNA, LH, LHFG, LHK, LPN, LRH, M, MAKRO, MALEE, MATCH, MBAX, MBK, MC, MCOT, METÁ, MFC, MFÉC, MILL, MINT, MONO, MOÓNG, MSC, MST, MTC, MTÍ, NATION, NBC, NEP, NÍNE, NKI, NÓBLÉ, NOK, NSÍ, NWR, OCC, OGC, ÓRI, PAP, NIBAS, MISK, MICL, MELA, MILL, MIRL, MIRL, MIRL, MINI, MONO, MOUNG, MSC, MST, MTC, MTI, NATION, NBC, NEP, NINE, NKI, NOBLE, NOK, NSI, NWR, OCC, OGC, ORI, PAP, PATO, PB, PCSGH, PDG, PDJ, PG, PHOL, PK, PL, PLANB, PLANET, PLAT, PM, PPP, PPPM, PPS, PR9, PREB, PRG, PRINC, PRM, PROS, PSH, PSL, PSTC, PT, PTG, PTT, PTTEP, PTTGC, PYLON, Q-CON, QH, QLT, QTC, RATCH, RML, RWI, S & J, SAAM, SABINA, SAPPE, SAT, SC, SCB, SCC, SCC, 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, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TOPP, TPA, TPCS, TPP, TRU, TRUE, TSC, TSTE, TSTH, TTA, TTB, TTCL, TU, TVDH, 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, GLOBAL, III, ILM, INOX, JTS, KEX, KUMWEL, LDC, MAJOR, MEGA, NCAP, NOVA, NRF, NUSA, NYT, OR, PIMO, PLE, RS, SAK, SIS, STECH, STGT, SUPER, SVT, 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, BJCHI, BKD, BLASNB, BELISS, BM, BOL, BR, BRI, BROCK, BSM, BTNC, BTW, BUI, BYD, CAZ, CBG, CCET, CCP, CEYE, CGD, CHARAN, CHAYO, CHIC, 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, GLOCON, GLORY, GRAMMY, GRAND, GREEN, GSC, GTB, GYT, HFT, HL, HPT, HTECH, HUMAN, HYDRO, ICN, IFEC, 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, KDH, KIAT, KISS, KK, KKC, KOOL, KTIS, KUN, KWC, 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, NNCL, NPK, NSL, NTV, NV, NVD, OHTL, OISHI, ONEE, OSP, OTO, PACE, PACO, PAF, PEACE, PERM, PF, PICO, PIN, PJW, PLUS, PMTA, POLAR, POMPUI, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRIME, PRIN, PRO, PROEN, PROUD, PSG, PTC, PTECH, 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, SAWAD, SAWANG, SCI, SCP, SDC, SE, SEAFCO, SECURE, SENAJ, SFLEX, SFP, SFT, SGF, SHANG, SHR, SIAM, SICT, STP, STPI, SUC, SUN, SUTHA, SVH, SVOA, SWC, SYNEX, TACC, TAPAC, TC, TCCC, TCC, TCCAT, TEAM, TEAM, TEAM, TEAM, TEAM, TEAM, TEAM, THAN, THE, THG, THL, THMUI, TIGER, TIPH, TITLE, TK, TKC, TLI, TM, TMC, TMD, TMW, TNDT, TNH, TNPC, TOA, TPAC, TPBI, TPCH, TPIPL, TPIPP, TPLAS, TPOLY, TPS, TQR, TR, TRC, TRITN, TRT, TRUBB, TRN, TSE, TSF, TSF, 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,

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of May 9, 2022) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC

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