



# CP ALL Public Company Limited

3Q17 Operating Results

November 2017



Unit : Million Baht	3Q16	3Q17	% Chg	9M16	9M17	% Chg
<b>Company Only</b>						
Total Revenue	71,062	77,826	+9.5%	208,948	224,569	+7.5%
Net Profit	3,899	4,789	+22.8%	11,613	13,406	+15.4%

Unit : Million Baht	3Q16	3Q17	% Chg	9M16	9M17	% Chg
<b>Consolidated</b>						
Total Revenue	113,028	123,215	+9.0%	336,442	361,370	+7.4%
Net Profit	4,115	4,970	+20.8%	12,376	14,383	+16.2%

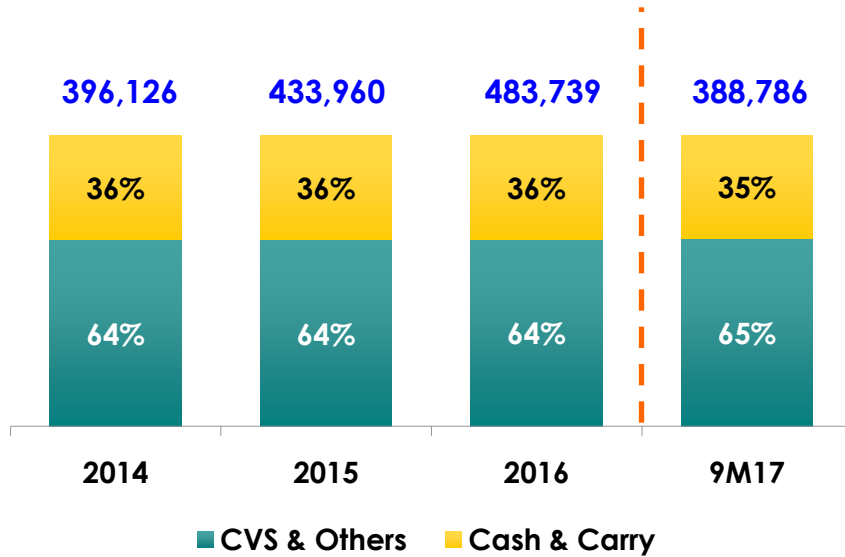
# Business Segment Performance

CVS & Others and Cash & Carry



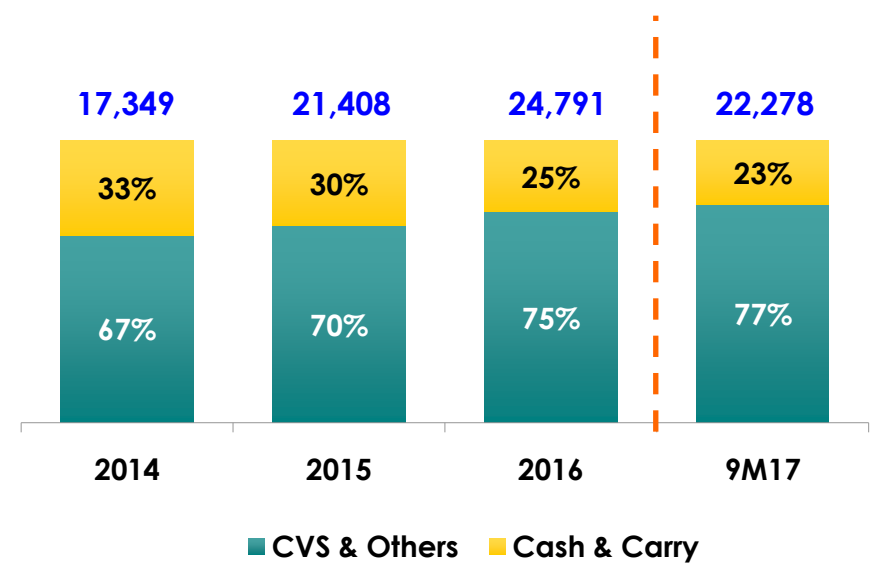
## Revenue Contribution Before Elimination

(Unit: Million Baht)



## Earnings Before Tax Contribution Before Elimination

(Unit: Million Baht)



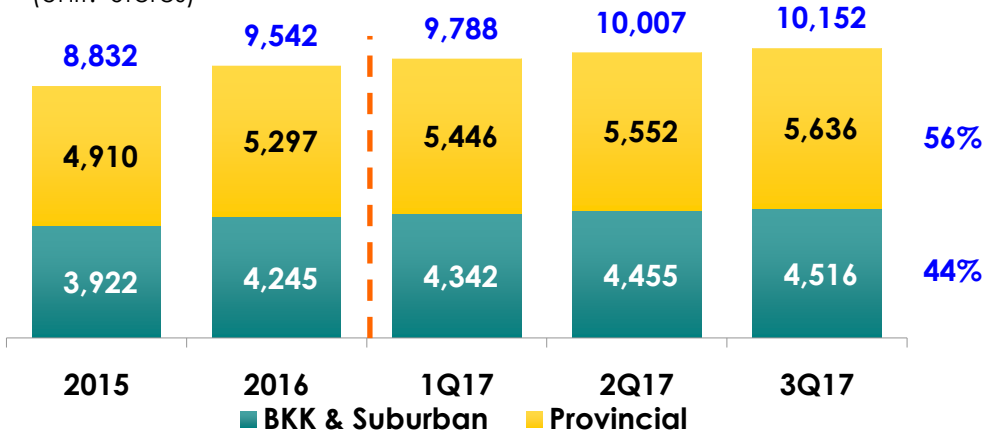
# Store Types Breakdown

Store expansion on track



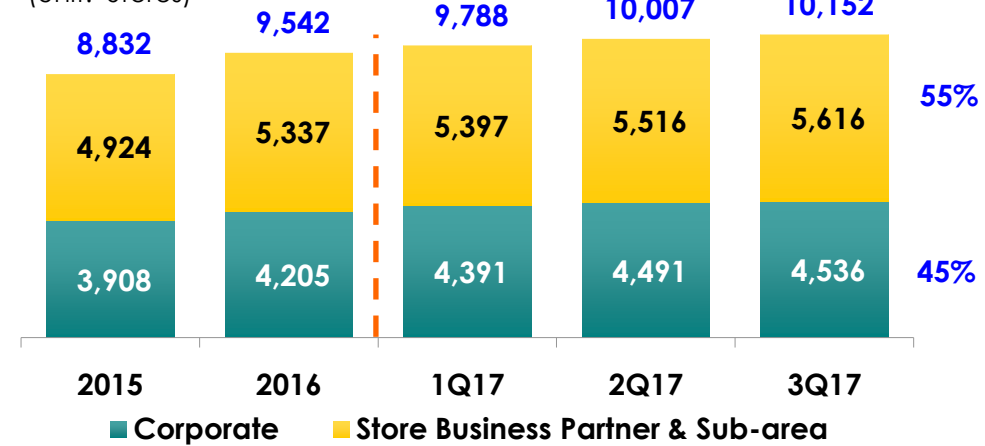
## BKK & Suburban / Provincial

(Unit: Stores)



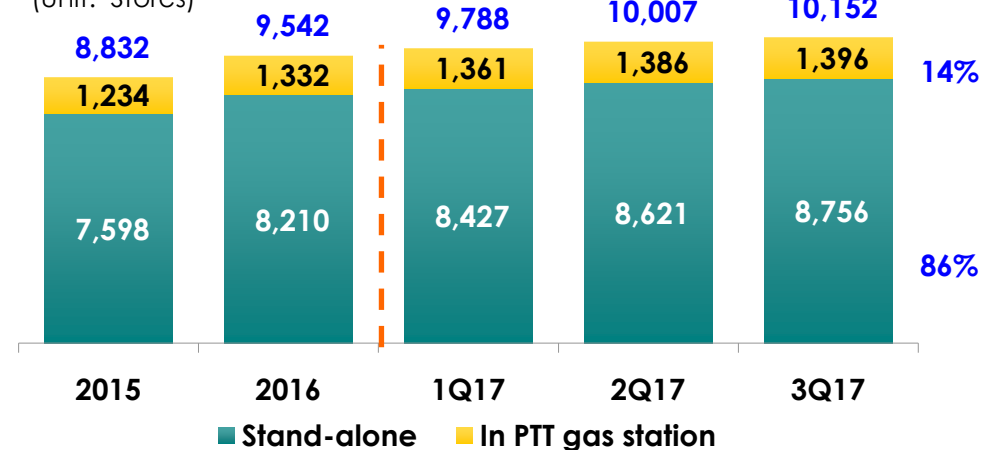
## Corporate / Store Business Partner & Sub-area

(Unit: Stores)



## Stand-alone / In PTT gas station

(Unit: Stores)



Store / Year	2014	2015	2016	9M17
Expansion	+698	+705	+710	+610

# Same Store Sales Growth

SSSG returned to positive



**3Q17**  
**79,472 Baht**

**Average daily sales / store**

	2014	2015	2016	1Q17	2Q17	3Q17
<b>SSS Growth</b>	-2.6%	+0.9%	+2.4%	+1.2%	-1.0%	+2.4%

	2016	1Q16	2Q16	3Q16	1Q17	2Q17	3Q17
<b>Spending per ticket (Baht)</b>	65	63	64	65	66	67	67
<b>No. of customer per store per day (Customers)</b>	1,216	1,217	1,259	1,197	1,175	1,194	1,178

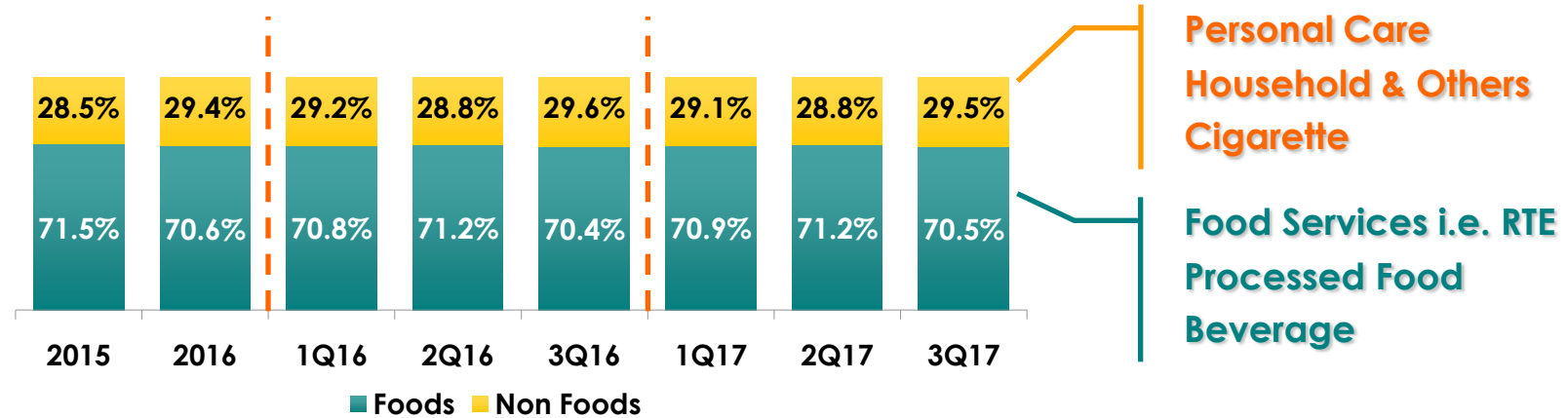
- Spending per ticket increased at a CAGR of 4.3% from 2010-2015.
- No. of customers per store per day increased at a CAGR of 0.7% from 2010-2015.

# Product Sales Mix and Gross Margin

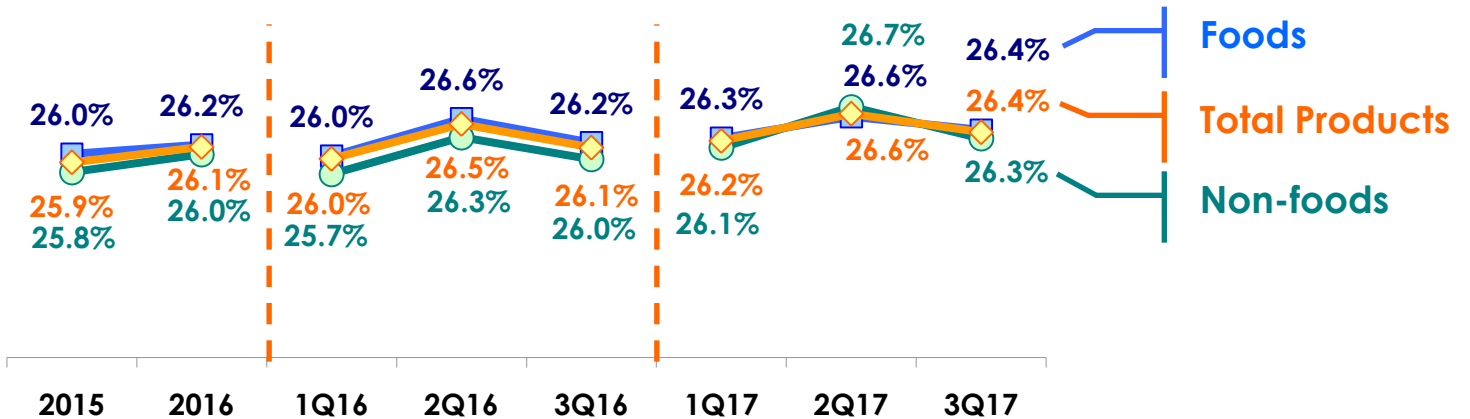
Product margin improved YoY



## Product Sales Mix (excl. T&E)



## Gross Margin (excl. T&E)



# SG&A Expenses

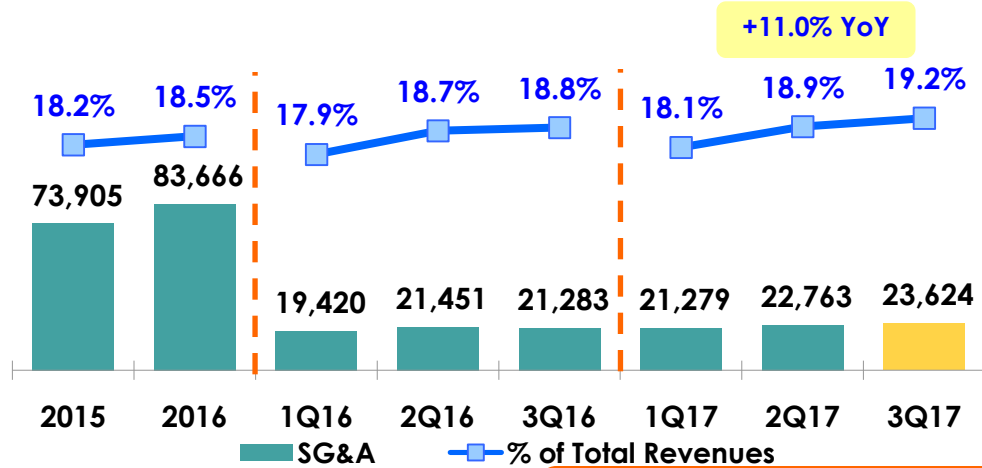
An increase of CVS marketing expenses well-offset by other income



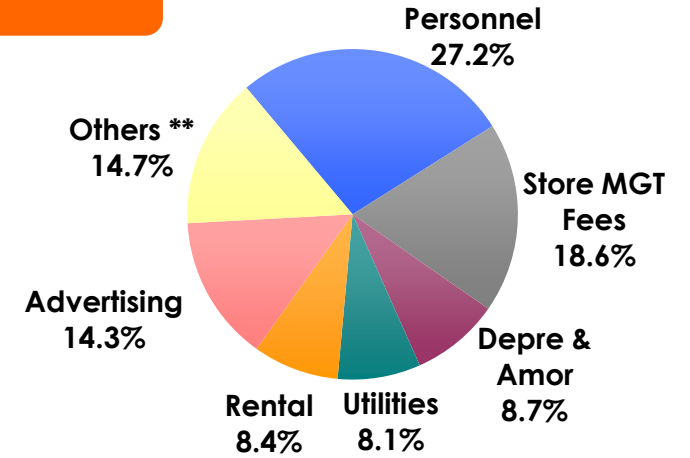
## 3Q17 SG&A Expenses-to-Total Revenue

(Unit: Million Baht)

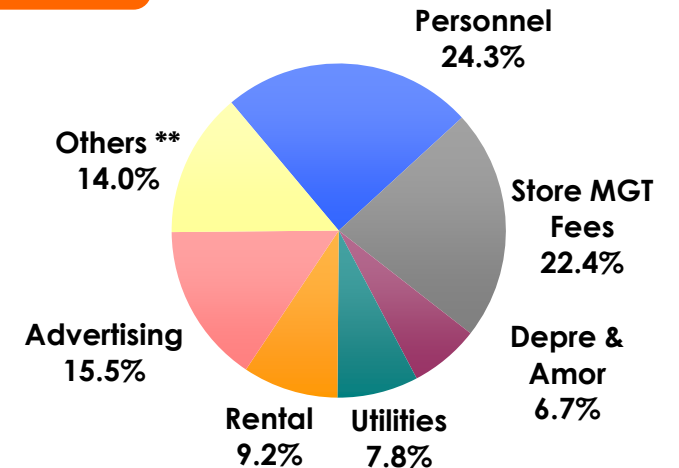
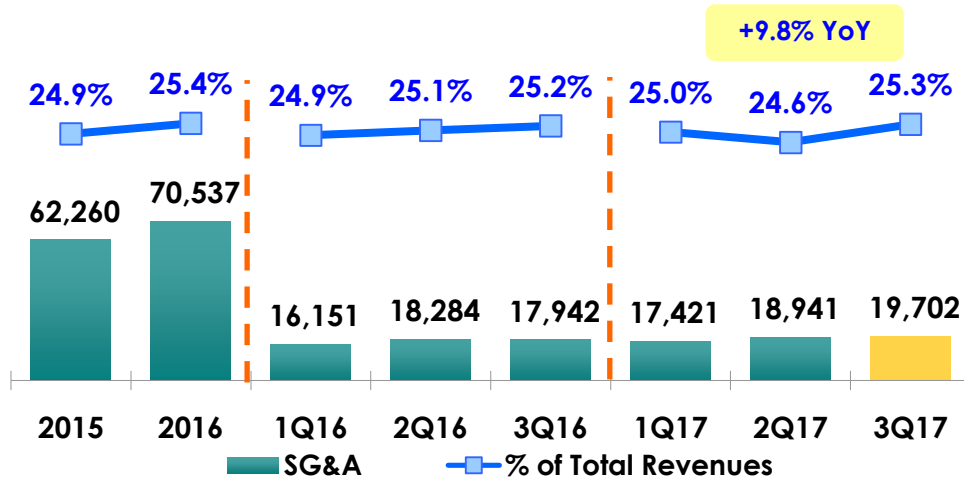
### Consolidated



## 3Q17 SG&A Expenses Breakdown



### Company Only



\*\* Others are comprised of royalty fee, professional fee, R&D and acquisition cost of Makro

# Financial Performance - Consolidated

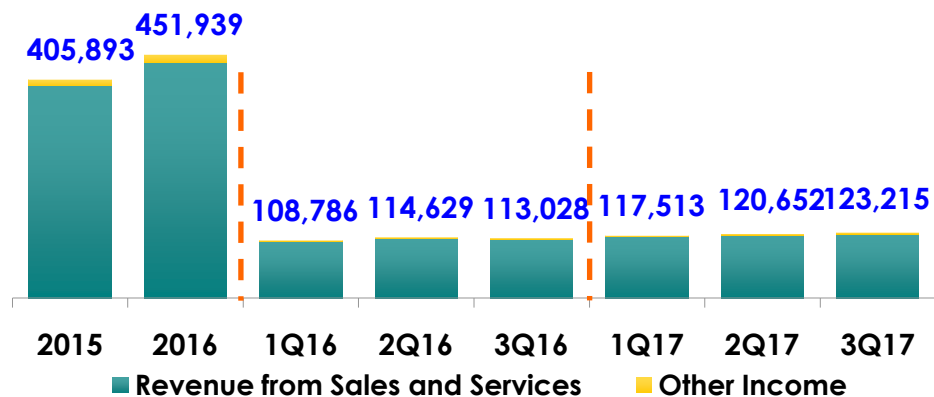
Posting solid performance



## Total Revenue

(Unit: Million Baht)

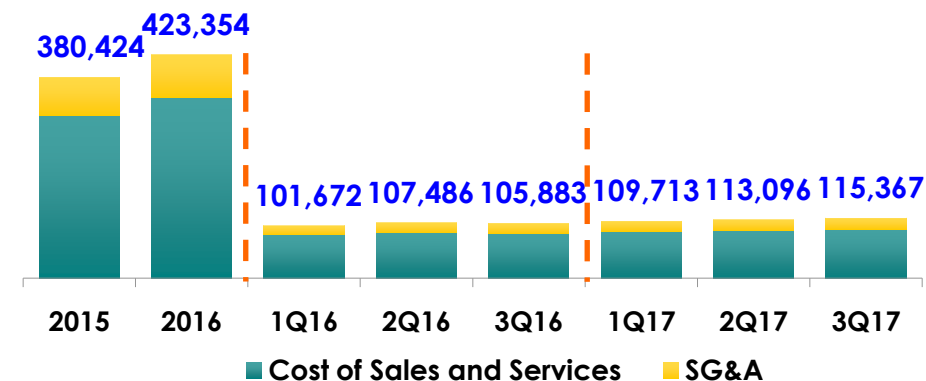
+9.0% YoY



## Total Cost

(Unit: Million Baht)

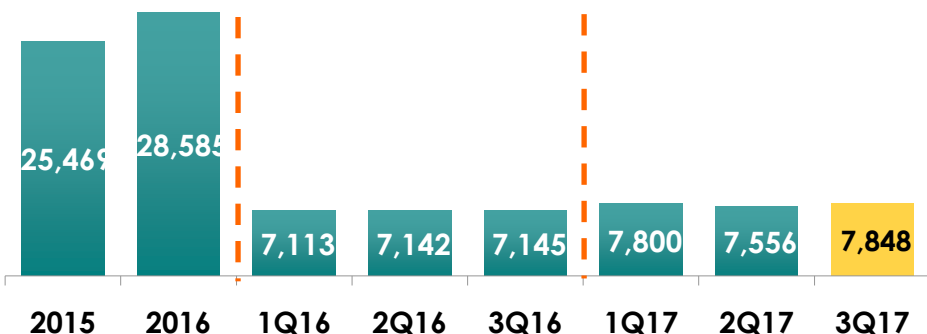
+9.0% YoY



## Operating Profit

(Unit: Million Baht)

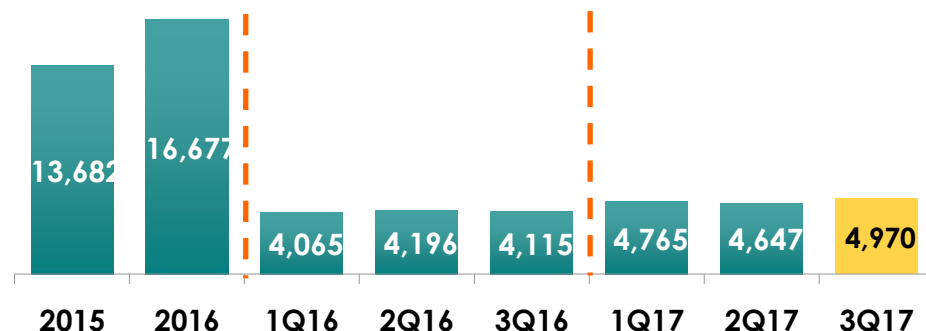
+9.8% YoY



## Net Profit

(Unit: Million Baht)

+20.8% YoY



Note : Other income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.



# Financial Performance – Company Only

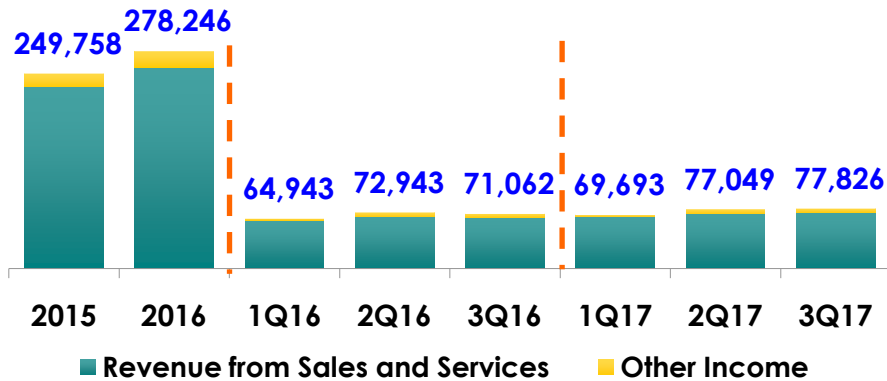
Posting solid performance



## Total Revenue

(Unit: Million Baht)

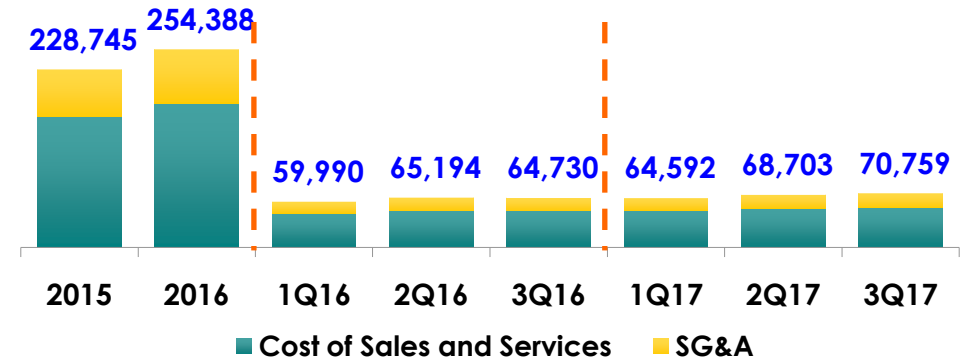
+9.5% YoY



## Total Cost

(Unit: Million Baht)

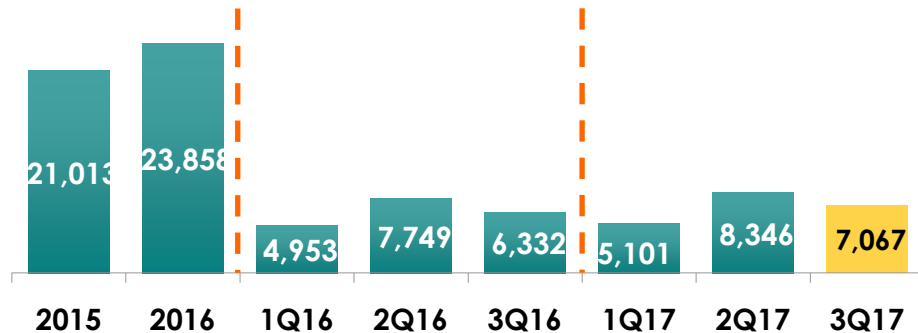
+9.3% YoY



## Operating Profit

(Unit: Million Baht)

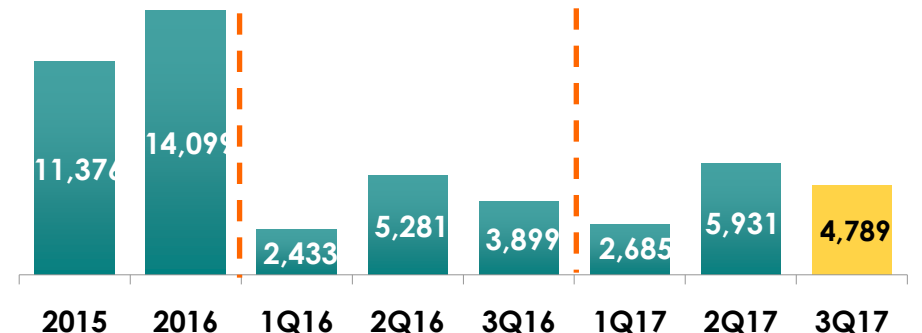
+11.6% YoY



## Net Profit

(Unit: Million Baht)

+22.8% YoY



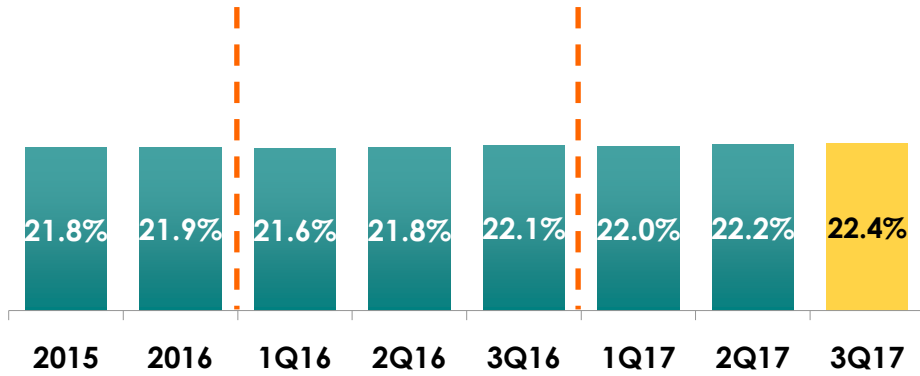
Note : Other income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.

# Profitability Ratios - Consolidated

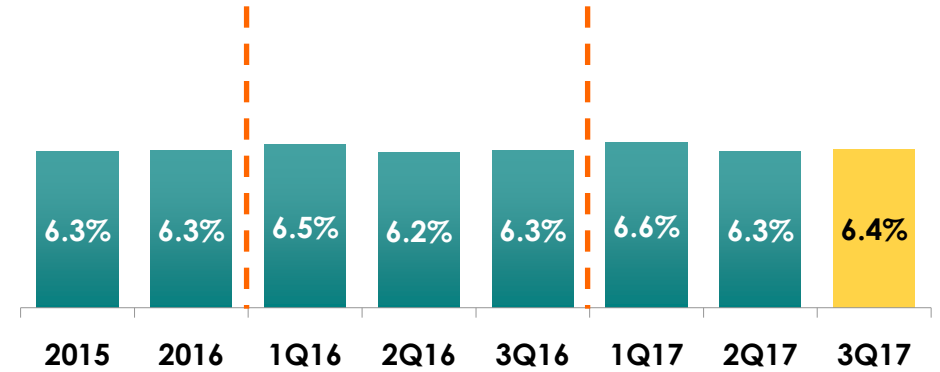
Improving margins



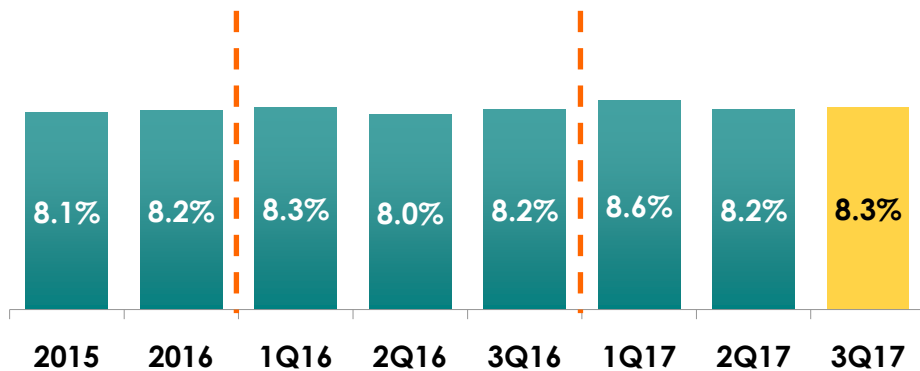
## Gross Margin (Sales & Services)



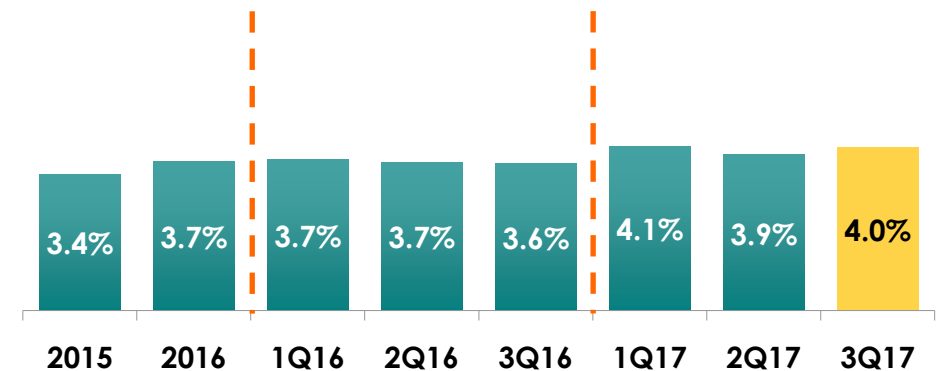
## EBIT Margin



## EBITDA Margin



## Net Margin

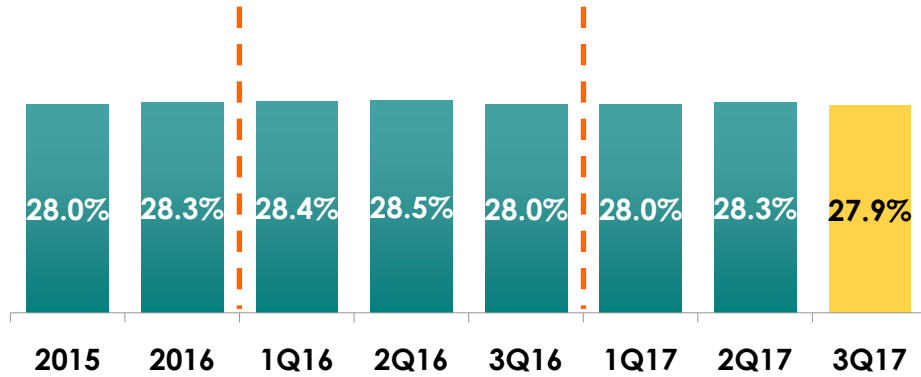


# Profitability Ratios – Company Only

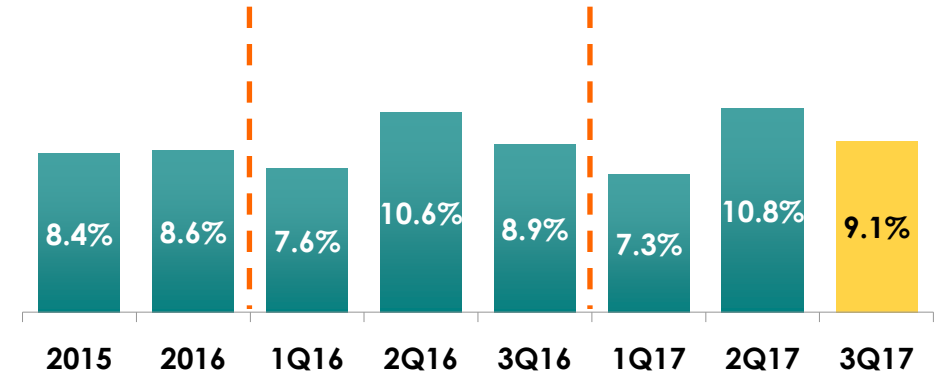
Improving margins



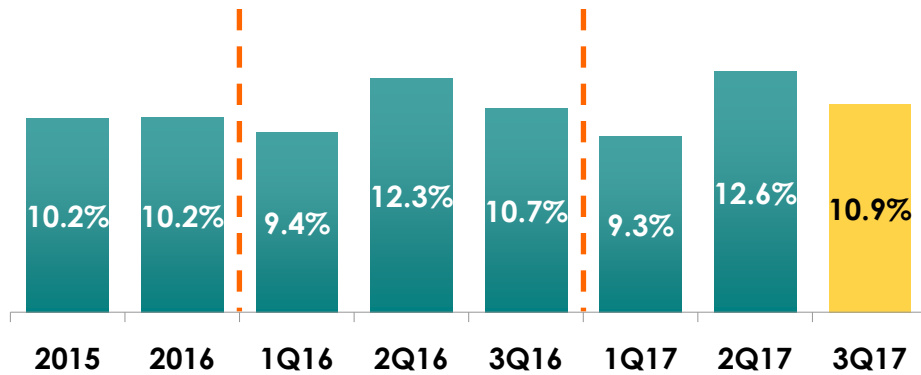
### Gross Margin (Sales & Services)



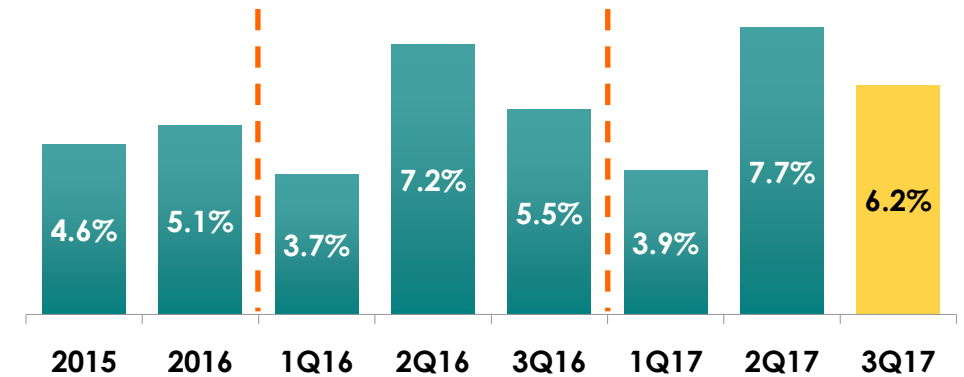
### EBIT Margin



### EBITDA Margin



### Net Margin

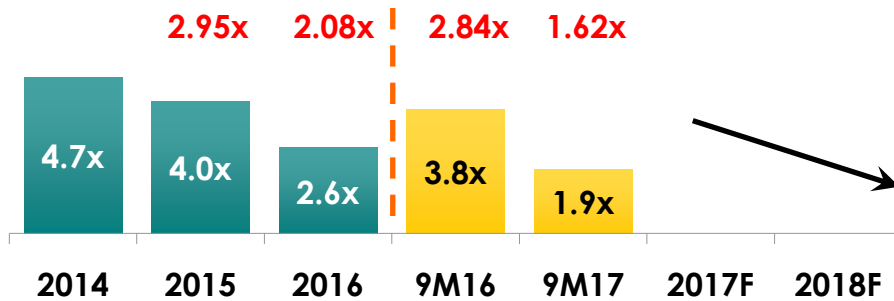


# Leverage Ratios – Consolidated

Comfortably maintained below Bond Covenants



## Net Debt to Equity



• Adjusted net debt to equity per definition of bond covenant are marked in red above

## Bond Covenants \*

Year	Net Debt to Equity
2015	5.0x
2016	3.5x
2017	2.5x
2018 onwards	2.0x

Equity as per Bond Covenants shall be adjusted with deferred taxes

- In August, the Company issued Baht 10,000 million perpetual debenture and Baht 3,000 million debenture with the objective to repay matured debentures.
- According to the definition of bond covenants, net debt to adjusted equity was at **1.62x** as of 30 September 2017 vs. bond covenant at 2.5x in 2017.
- As of 30 September 2017, debenture maturing within one year were Baht 8,500 million.

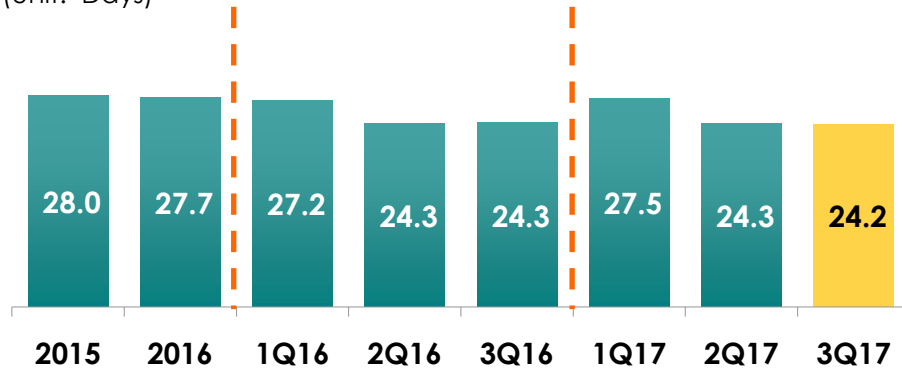
# Working Capital – Consolidated

## Negative cash cycle days



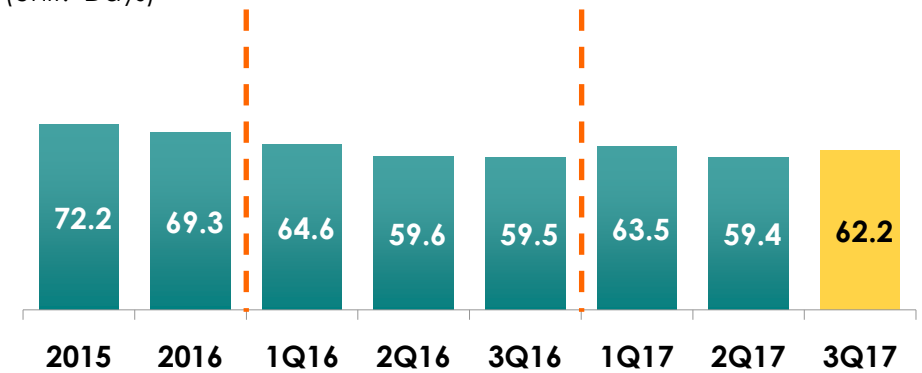
### Inventory Days

(Unit: Days)



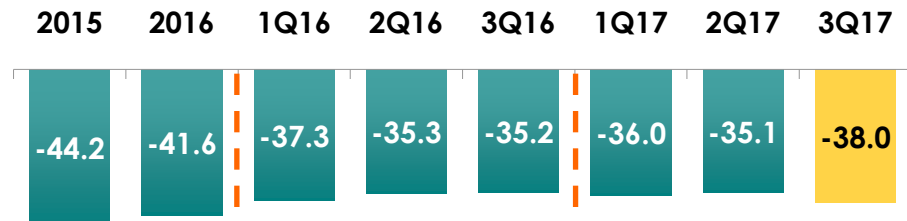
### Account Payable Days

(Unit: Days)



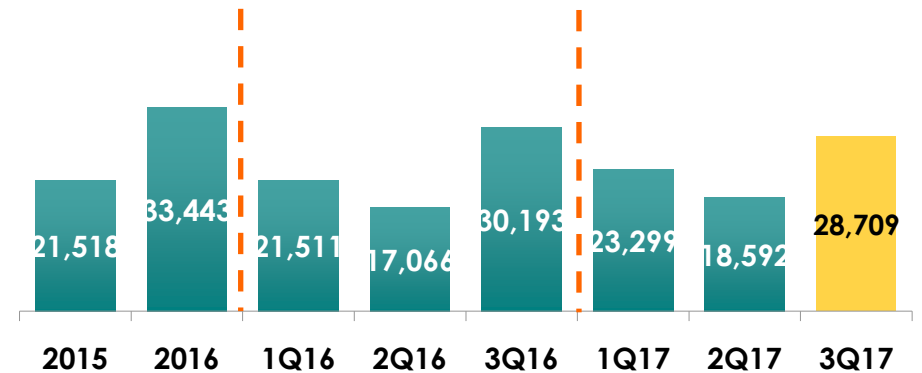
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)



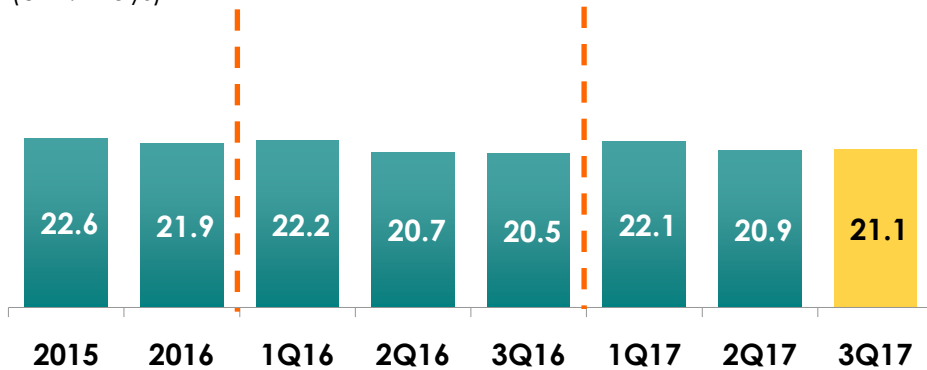
# Working Capital – Company Only

## Negative cash cycle days



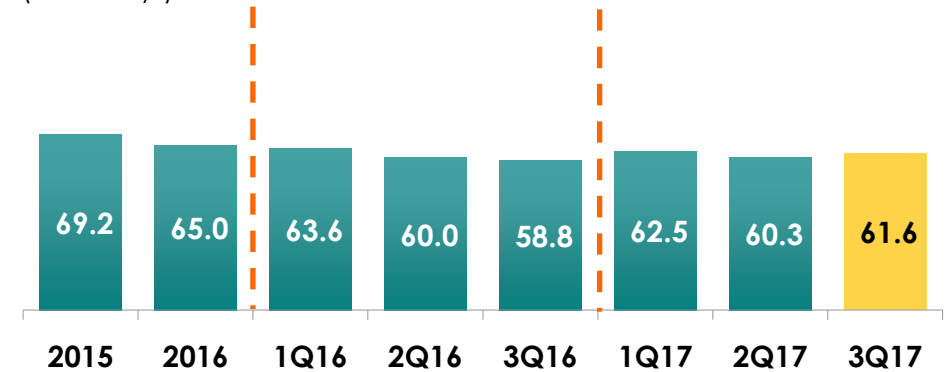
### Inventory Days

(Unit: Days)



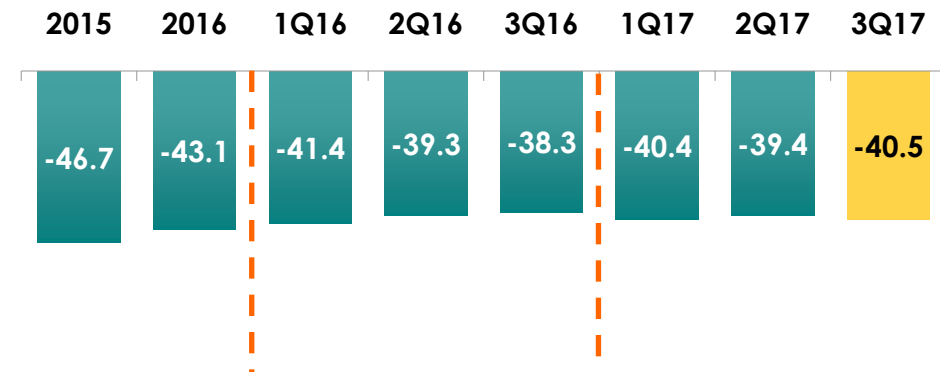
### Account Payable Days

(Unit: Days)



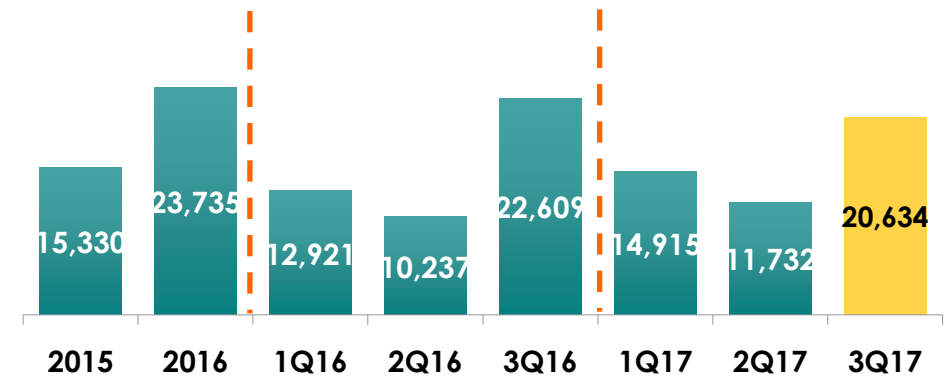
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)



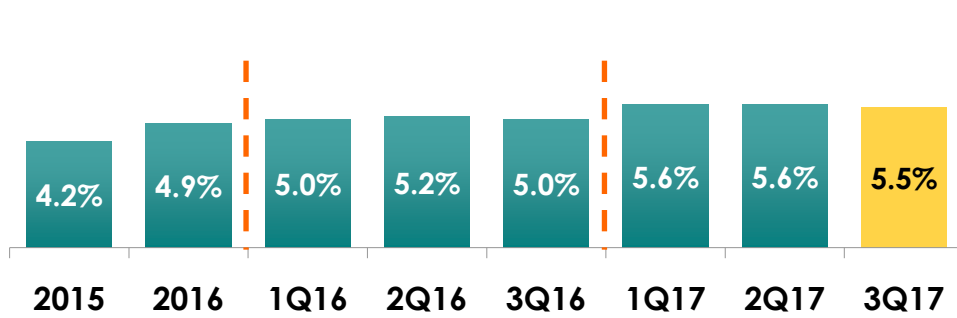
# Key Performance Ratios

Enlarged equity base from perpetual bond

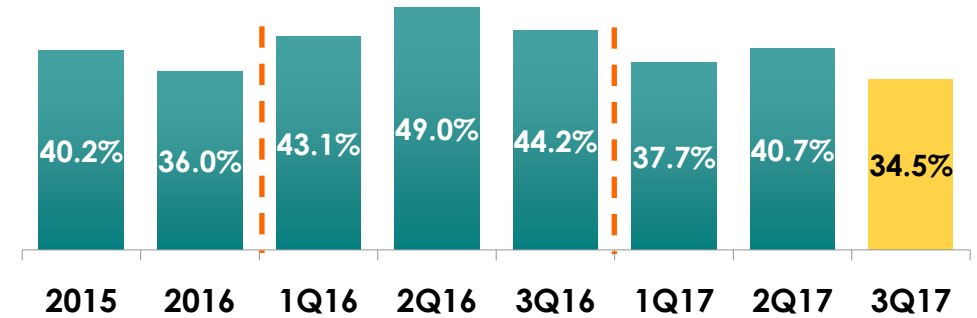


## Consolidated Statement

### ROAA

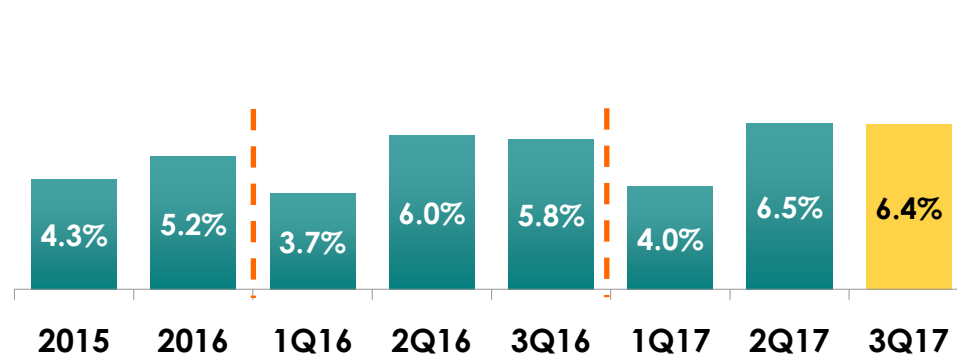


### ROAE

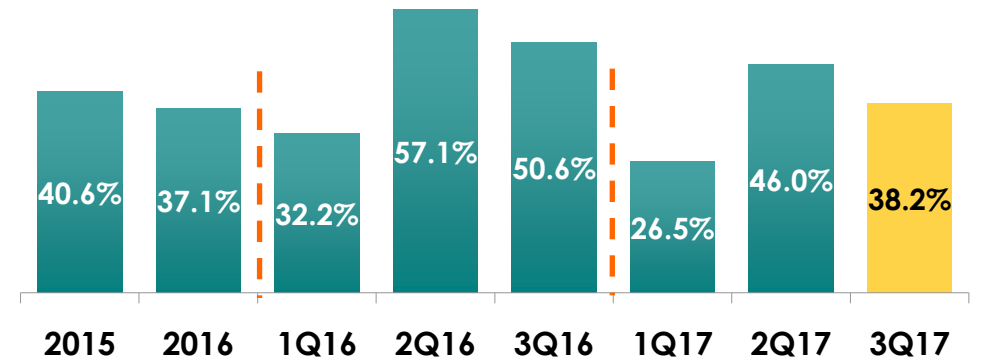


## Company Only Statement

### ROAA



### ROAE



Note: ROAA and ROAE are annualized figures.  
 ROAE = Net Income / Equity Holders of the Company

# 7 – Eleven Future and CAPEX plan

Continue store expansion and supporting infrastructure



## 7-Eleven Stores Expansion

- Continue to expand around 700 stores in 2017
- Milestone: 13,000 stores by 2021

## 2017 Projected CAPEX

	MB
▪ Stores expansion	3,400 – 3,600
▪ Stores renovation	2,300 – 2,400
▪ Investment in new projects, subsidiaries & DC	3,000 – 3,100
▪ Fixed assets & IT system	<u>800 – 900</u>
Total	<u><u>9,500 – 10,000</u></u>





# Appendix



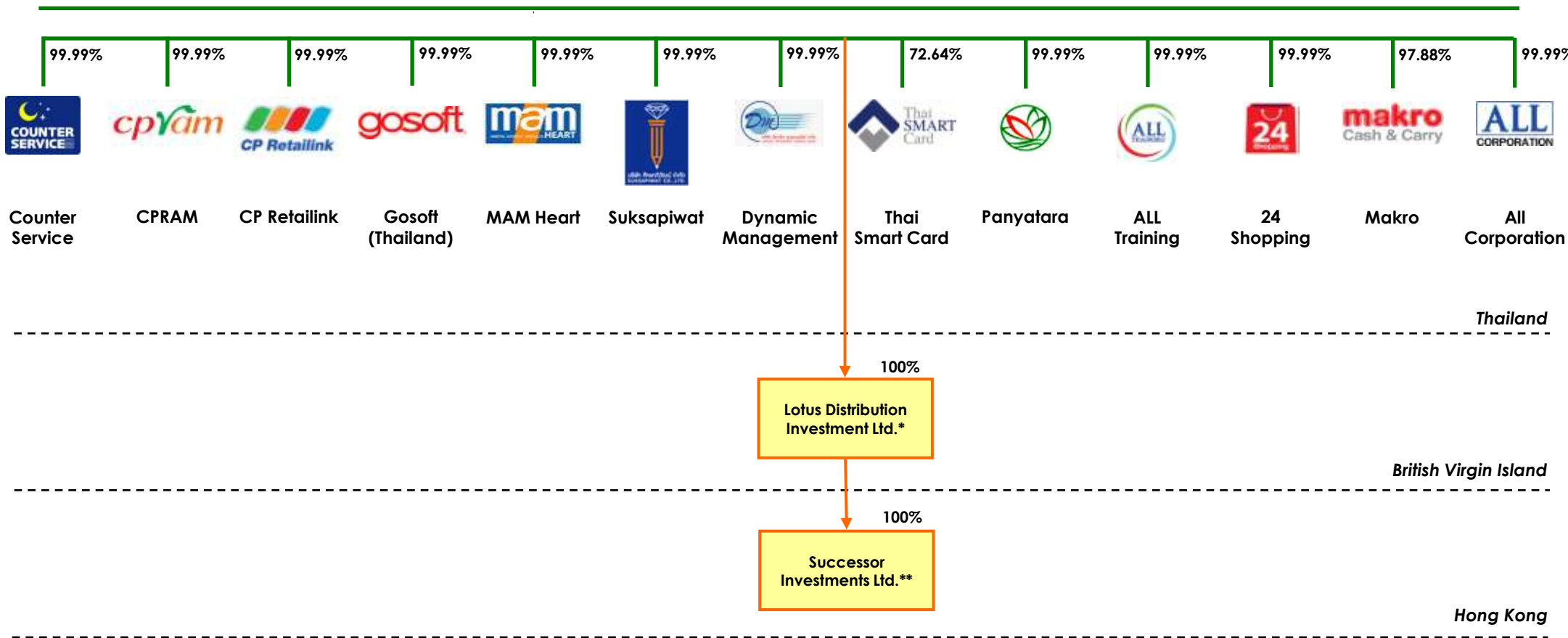
<p><b>Price (Nov 7, 2017)</b> : Bt 70.75</p> <p><b>Hi/Low (12-month)</b> : Bt 71.25 / 57.50 per share</p> <p><b>Avg. daily turnover</b> : 1,048 MB</p> <p><b>No. of shares</b> : 8,983,101,348 (Par Bt 1)</p> <p><b>Market capitalization</b> : 635,554 MB</p>	<p><b>Major Shareholders (as of May 3, 2017)</b></p> <ul style="list-style-type: none"> <li>- CPF (subsidiaries) <span style="float: right;">35.4%</span></li> <li>- Charoen Pokphand Group <span style="float: right;">2.8%</span></li> <li>- Thai NVDR <span style="float: right;">6.8%</span></li> <li>- Chase Nominees Limited <span style="float: right;">5.2%</span></li> <li>- Littledown Nominees Limited <span style="float: right;">4.5%</span></li> <li>- State Street Bank &amp; Trust Company <span style="float: right;">3.9%</span></li> </ul> <p><b>First trade date</b> <span style="float: right;">Oct 14, 2003</span></p>
--	--

Dividend Payment	2010	2011	2012	2013	2014	2015	2016
Dividend payment (Bt/share)	Bt 1.40	Bt 2.25	Bt 0.90	Bt 0.90	Bt 0.80	Bt 0.90	Bt 1.00
Payout ratio (%)	102%	139%	81%	79%	83%	71%	64%
Based on financial statement	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only

# Group Structure of CPALL



As of March 31, 2017



\* As of October 31, 2008, the restructuring of supercenter business in the PRC was completed.  
 \*\* LDI has invested 100% in Successor Investments Limited ("SI") on September 9, 2010

# Balance Sheet – Consolidated

Balance Sheet Unit : Million Baht	2014	2015	2016	3Q16	3Q17
Cash	32,204	21,518	33,443	30,193	28,709
Inventory	22,167	25,072	26,705	23,088	24,929
Fixed assets	80,534	89,781	99,460	96,512	104,615
Other assets	191,504	192,712	192,660	191,311	196,573
<b>Total assets</b>	<b>326,410</b>	<b>329,083</b>	<b>352,268</b>	<b>341,105</b>	<b>354,827</b>
Account payable	59,312	62,624	66,959	57,202	66,373
Bank loan	57,942	15,881	8,101	9,185	13,019
Bond	140,000	173,000	180,159	192,000	161,510
Other liabilities	34,099	35,902	37,446	37,352	39,011
<b>Total liabilities</b>	<b>291,352</b>	<b>287,407</b>	<b>292,665</b>	<b>295,739</b>	<b>279,912</b>
Total equity of major S/H	30,782	37,349	55,196	41,017	70,114
Minority interest	4,276	4,326	4,407	4,349	4,801
<b>Total equity</b>	<b>35,058</b>	<b>41,676</b>	<b>59,603</b>	<b>45,366</b>	<b>74,915</b>

# Balance Sheet – Company Only



Balance Sheet Unit : Million Baht	2014	2015	2016	3Q16	3Q17
Cash	24,864	15,330	23,735	22,609	20,634
Inventory	10,242	10,622	11,769	10,898	12,244
Fixed assets	20,036	22,441	25,639	24,154	27,529
Other assets	212,042	216,228	219,730	218,341	219,156
<b>Total assets</b>	<b>267,184</b>	<b>264,620</b>	<b>280,872</b>	<b>276,002</b>	<b>279,564</b>
Account payable	31,216	32,807	33,621	31,160	36,389
Bank loans	52,215	9,000	-	-	-
Bond	140,000	173,000	180,159	192,000	161,510
Other liabilities	17,813	19,776	21,180	19,368	21,622
<b>Total liabilities</b>	<b>241,244</b>	<b>234,583</b>	<b>234,959</b>	<b>242,528</b>	<b>219,521</b>
Total equity of major S/H	25,940	30,037	45,913	33,474	60,043
Minority interest	-	-	-	-	-
<b>Total equity</b>	<b>25,940</b>	<b>30,037</b>	<b>45,913</b>	<b>33,474</b>	<b>60,043</b>

# Income Statement and Cash flow Statement - Consolidated



Income Statement Unit : Million Baht	2014	2015	2016	3Q16	3Q17	% YOY Growth	9M16	9M17	% YOY Growth
Revenue from Sales & Services	357,766	391,817	434,712	108,642	118,242	8.8%	323,608	347,705	7.4%
Other Income	13,535	14,076	17,227	4,386	4,973	13.4%	12,833	13,665	6.5%
<b>Total revenue</b>	<b>371,301</b>	<b>405,893</b>	<b>451,939</b>	<b>113,028</b>	<b>123,215</b>	<b>9.0%</b>	<b>336,442</b>	<b>361,370</b>	<b>7.4%</b>
Cost of Sales & Services	281,443	306,519	339,688	84,600	91,742	8.4%	252,888	270,510	7.0%
Total SG&A	68,750	73,905	83,666	21,283	23,624	11.0%	62,154	67,656	8.9%
EBIT	21,107	25,469	28,585	7,145	7,848	9.8%	21,401	23,204	8.4%
<b>Net profit</b>	<b>10,200</b>	<b>13,682</b>	<b>16,677</b>	<b>4,115</b>	<b>4,970</b>	<b>20.8%</b>	<b>12,376</b>	<b>14,383</b>	<b>16.2%</b>
EBITDA	27,417	32,827	36,899	9,291	10,276	10.6%	27,521	30,283	10.0%

Cashflow Statement	2014	2015	2016	9M16	9M17
CFO	26,371	31,419	37,939	24,241	30,582
CFI	(15,958)	(17,409)	(18,794)	(12,940)	(15,196)
CFF	(2,830)	(24,780)	(7,233)	(2,547)	(19,965)

# Income Statement and Cash flow Statement – Company Only



Income Statement Unit : Million Baht	2014	2015	2016	3Q16	3Q17	% YOY Growth	9M16	9M17	% YOY Growth
Revenue from Sales & Services	210,776	231,149	256,401	64,964	70,845	9.1%	191,834	205,766	7.3%
Other Income	18,220	18,609	21,845	6,098	6,982	14.5%	17,114	18,802	9.9%
<b>Total revenue</b>	<b>228,996</b>	<b>249,758</b>	<b>278,246</b>	<b>71,062</b>	<b>77,826</b>	<b>9.5%</b>	<b>208,948</b>	<b>224,569</b>	<b>7.5%</b>
Cost of Sales & Services	152,394	166,485	183,850	46,788	51,058	9.1%	137,537	147,990	7.6%
Total SG&A	58,886	62,260	70,537	17,942	19,702	9.8%	52,377	56,064	7.0%
EBIT	17,717	21,013	23,858	6,332	7,067	11.6%	19,034	20,515	7.8%
<b>Net profit</b>	<b>8,686</b>	<b>11,376</b>	<b>14,099</b>	<b>3,899</b>	<b>4,789</b>	<b>22.8%</b>	<b>11,613</b>	<b>13,406</b>	<b>15.4%</b>
EBITDA	21,700	25,429	28,415	7,607	8,507	11.8%	22,399	24,364	8.8%

Cashflow Statement	2014	2015	2016			9M16	9M17
CFO	16,484	21,422	25,162			17,254	20,968
CFI	215	(5,419)	(8,762)			(5,548)	279
CFF	(7,478)	(25,537)	(7,995)			(4,426)	(24,348)

# Key Performance Ratios – Consolidated



Financial Ratios		2014	2015	2016	3Q16	3Q17	9M16	9M17
Gross margin (sales & service)	(%)	21.3%	21.8%	21.9%	22.1%	22.4%	21.9%	22.2%
Operating margin	(%)	5.7%	6.3%	6.3%	6.3%	6.4%	6.4%	6.4%
EBITDA margin	(%)	7.4%	8.1%	8.2%	8.2%	8.3%	8.2%	8.4%
Net margin	(%)	2.7%	3.4%	3.7%	3.6%	4.0%	3.7%	4.0%
ROAA	(%)	3.2%	4.2%	4.9%	5.0%	5.5%	5.0%	5.5%
ROAE (exc. MI)	(%)	34.3%	40.2%	36.0%	44.2%	34.5%	44.2%	34.5%
Inventory days		27.1	28.0	27.7	24.3	24.2	24.3	24.2
Account payable days		73.6	72.2	69.3	59.5	62.2	59.5	62.2
Cash cycle days		(46.4)	(44.2)	(41.6)	(35.2)	(38.0)	(35.2)	(38.0)
Earnings per share	(Bt.)	1.1	1.5	1.9	0.5	0.5	1.4	1.6
Book value per share	(Bt.)	3.4	4.2	6.1	4.6	7.8	4.6	7.8



# Key Performance Ratios – Company Only



Financial Ratios		2014	2015	2016	3Q16	3Q17	9M16	9M17
Gross margin (sales & service)	(%)	27.7%	28.0%	28.3%	28.0%	27.9%	28.3%	28.1%
Operating margin	(%)	7.7%	8.4%	8.6%	8.9%	9.1%	9.1%	9.1%
EBITDA margin	(%)	9.5%	10.2%	10.2%	10.7%	10.9%	10.7%	10.8%
Net margin	(%)	3.8%	4.6%	5.1%	5.5%	6.2%	5.6%	6.0%
ROAA	(%)	3.3%	4.3%	5.2%	5.8%	6.4%	5.8%	6.4%
ROAE (exc. MI)	(%)	33.9%	40.6%	37.1%	50.6%	38.2%	50.6%	38.2%
Inventory days		23.0	22.6	21.9	20.5	21.1	20.5	21.1
Account payable days		69.5	69.2	65.0	58.8	61.6	58.8	61.6
Cash cycle days		(46.5)	(46.7)	(43.1)	(38.3)	(40.5)	(38.3)	(40.5)
Earnings per share	(Bt.)	1.0	1.3	1.6	0.4	0.5	1.3	1.4
Book value per share	(Bt.)	2.9	3.3	5.1	3.7	6.7	3.7	6.7

Balance Sheet Unit : Million Baht	2014	2015	2016	3Q16	3Q17
Cash	4,564	2,230	2,550	927	2,414
Inventory	10,628	12,954	13,485	10,737	11,144
Fixed assets	23,655	27,039	30,319	29,852	31,104
Other assets	4,819	5,688	6,505	5,812	9,571
<b>Total assets</b>	<b>43,666</b>	<b>47,910</b>	<b>52,859</b>	<b>47,327</b>	<b>54,233</b>
Account payable	20,629	22,164	24,458	19,335	21,344
Bank loan	5,226	6,614	7,423	8,698	10,765
Bond	-	-	-	-	-
Other liabilities	5,023	4,925	5,237	5,187	6,010
<b>Total liabilities</b>	<b>30,879</b>	<b>33,703</b>	<b>37,118</b>	<b>33,220</b>	<b>38,119</b>
Total equity of major S/H	12,787	14,207	15,721	14,106	15,716
Minority interest	-	-	20	-	398
<b>Total equity</b>	<b>12,787</b>	<b>14,207</b>	<b>15,742</b>	<b>14,107</b>	<b>16,114</b>

# Income Statement and Cash flow Statement – Makro



Income Statement Unit : Million Baht	2014	2015	2016	3Q16	3Q17	% YOY Growth	9M16	9M17	% YOY Growth
Revenue from Sales & Services	141,828	155,217	172,092	42,039	45,654	8.6%	127,313	137,172	7.7%
Other Income	704	700	698	163	224	37.2%	540	700	29.6%
<b>Total revenue</b>	<b>142,532</b>	<b>155,917</b>	<b>172,790</b>	<b>42,203</b>	<b>45,879</b>	<b>8.7%</b>	<b>127,853</b>	<b>137,872</b>	<b>7.8%</b>
Cost of Sales & Services	126,771	137,937	153,722	37,293	40,375	8.3%	113,851	121,640	6.8%
Total SG&A	9,386	10,930	12,044	3,065	3,615	17.9%	9,031	10,662	18.1%
EBIT	6,375	7,050	7,024	1,845	1,889	2.4%	4,971	5,570	12.1%
<b>Net profit</b>	<b>4,922</b>	<b>5,378</b>	<b>5,412</b>	<b>1,408</b>	<b>1,447</b>	<b>2.7%</b>	<b>3,795</b>	<b>4,300</b>	<b>13.3%</b>
EBITDA	7,816	8,920	9,125	2,383	2,490	4.5%	6,514	7,343	12.7%

Cashflow Statement	2014	2015	2016	9M16	9M17
CFO	7,661	6,701	9,071	4,747	6,492
CFI	(6,967)	(6,371)	(5,544)	(4,141)	(5,344)
CFF	(1,140)	(2,665)	(3,207)	(1,909)	(1,285)

# Key Performance Ratios – Makro



Financial Ratios		2014	2015	2016	3Q16	3Q17	9M16	9M17
Gross margin (sales)	(%)	9.0%	9.6%	9.2%	9.7%	10.1%	9.0%	9.9%
Gross margin (Total revenue)	(%)	11.1%	11.5%	11.0%	11.6%	12.0%	11.0%	11.8%
Operating margin	(%)	4.5%	4.5%	4.1%	4.4%	4.1%	3.9%	4.0%
EBITDA margin	(%)	5.5%	5.7%	5.3%	5.6%	5.4%	5.1%	5.3%
Net profit margin	(%)	3.5%	3.4%	3.1%	3.3%	3.2%	3.0%	3.1%
ROA	(%)	12.3%	11.7%	10.7%	11.6%	11.7%	11.6%	11.7%
ROE (exc. MI)	(%)	41.3%	39.8%	36.1%	38.8%	39.7%	38.8%	39.7%
Inventory days		28.4	29.9	29.9	27.9	26.6	27.5	26.5
Account payable days		55.1	55.8	54.6	50.1	51.0	49.2	50.8
Cash cycle days		(26.7)	(25.9)	(24.7)	3.4	5.0	3.4	5.0
Earnings per share	(Bt.)	1.0	1.1	1.1	0.3	0.3	0.8	0.9
Book value per share	(Bt.)	2.7	3.0	3.3	2.9	3.3	2.9	3.3

Items published on this presentation as IR information are intended to provide financial information or business information or etc. of CPALL. Some content may contain forward-looking statements, that based on management's view upon the information currently available to us.

These information are subject to certain risks and uncertainties that could cause the actual results materially differed from what had been previously stated.

The Company undertakes no responsibility on the change after that date stated herein. The material set forth herein is for informational purposes only. It should not be construed, as an offer of securities for sale. For further information, the Company also discloses via the Stock Exchange of Thailand website ([www.set.or.th](http://www.set.or.th)).

CPALL Investor Relations  
investor@cpall.co.th  
+(662)071 2501

