



# CP ALL Public Company Limited

## 1Q18 Performance Highlights

May 2018



# Financial Highlights

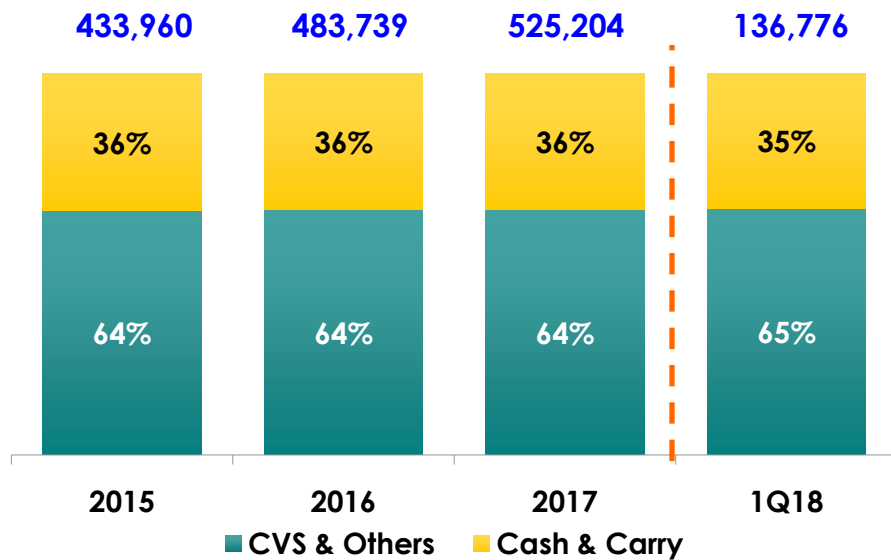
Unit : Million Baht	2016	2017	%Chg	1Q17	1Q18	%Chg
<b>Company Only</b>						
Total Revenue	278,246	302,584	+8.7%	69,693	78,986	+13.3%
Net Profit	14,099	16,618	+17.9%	2,685	3,981	+48.3%
Unit : Million Baht	2016	2017	%Chg	1Q17	1Q18	%Chg
<b>Consolidated</b>						
Total Revenue	451,939	489,403	+8.3%	117,513	128,046	+9.0%
Net Profit	16,677	19,908	+19.4%	4,765	5,417	+13.7%

# Business Segment Performance

## CVS & Others and Cash & Carry

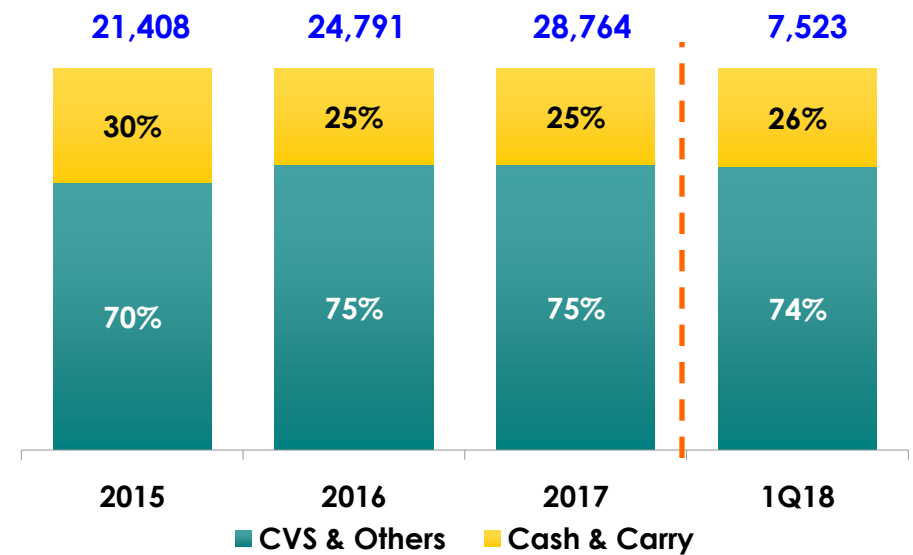
### Revenue Contribution Before Elimination

(Unit: Million Baht)



### Earnings Before Tax Contribution Before Elimination

(Unit: Million Baht)

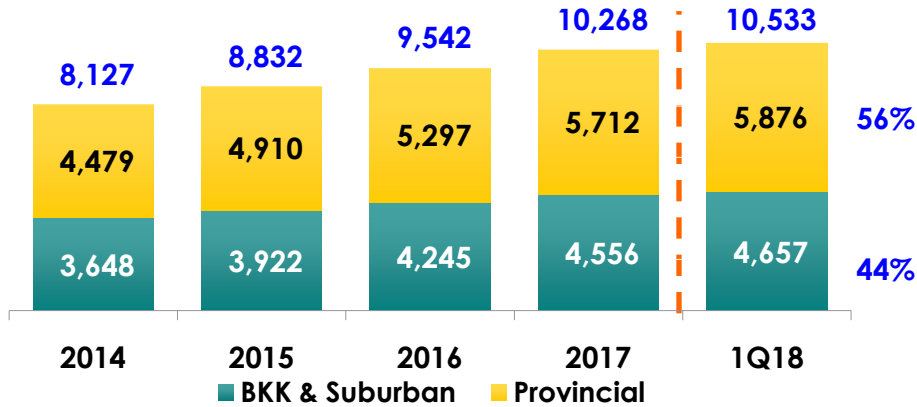


# Store Types Breakdown

Store expansion on track

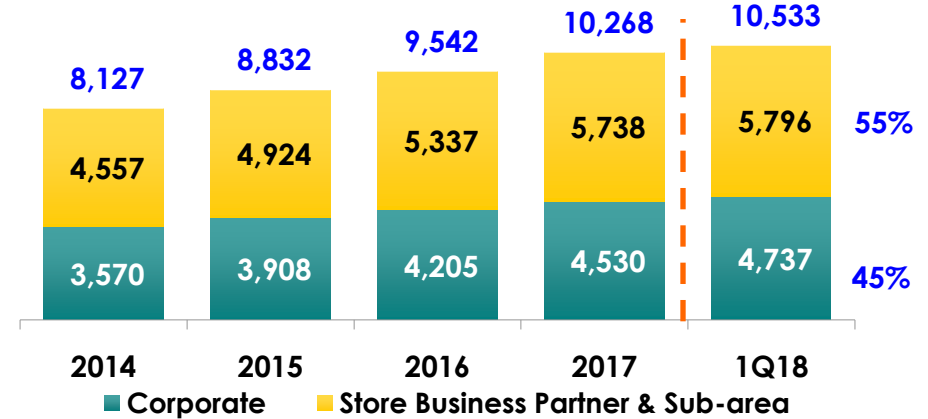
## BKK & Suburban / Provincial

(Unit: Stores)



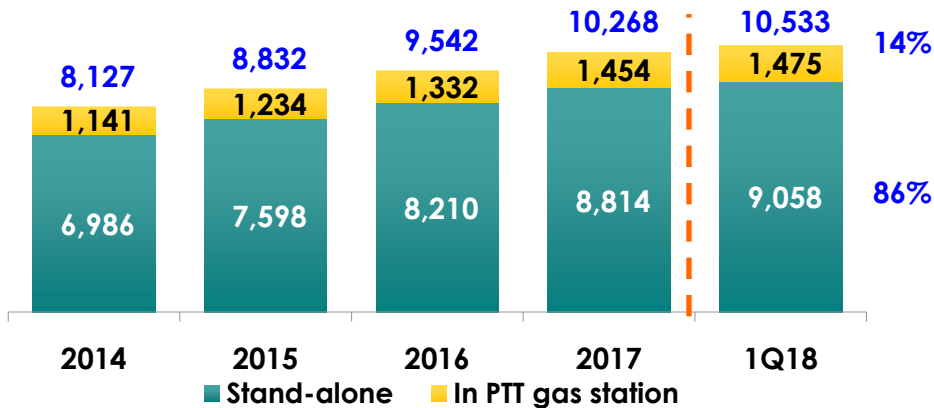
## Corporate / Store Business Partner & Sub-area

(Unit: Stores)



## Stand-alone / In PTT gas station

(Unit: Stores)



Store / Year	2014	2015	2016	2017	1Q18
Expansion	+698	+705	+710	+726	+265

# Same Store Sales Growth

Positive SSSG is sustained

1Q18

Average daily sales / store **81,226** Baht

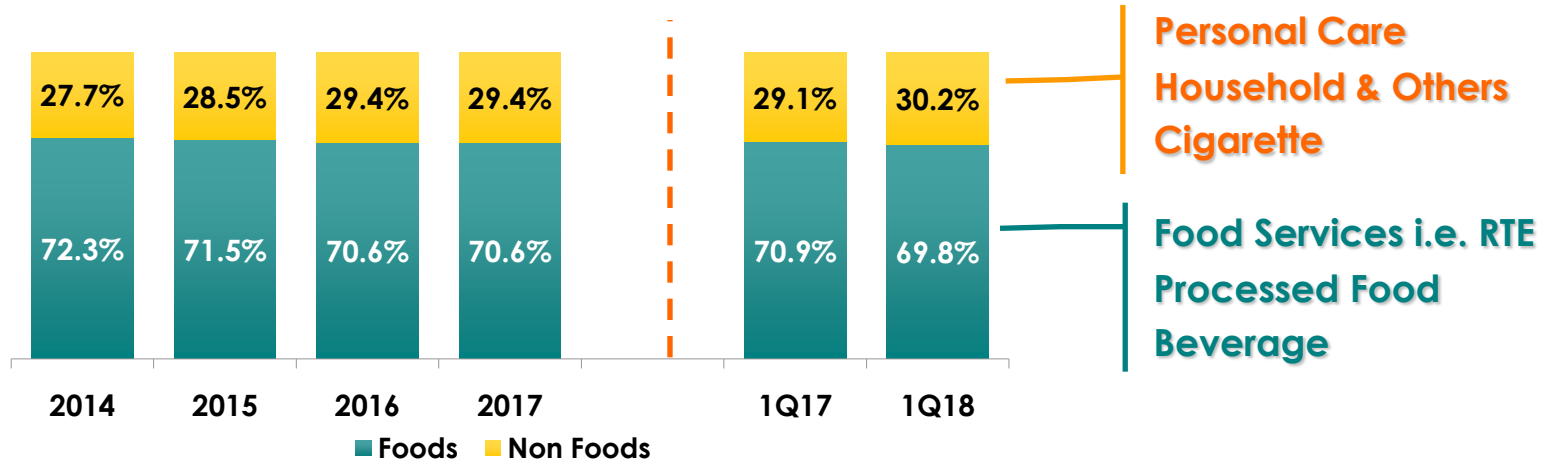
	2014	2015	2016	2017	1Q18
SSS Growth	-2.6%	+0.9%	+2.4%	+1.6%	+5.6%

	2014	2015	2016	2017	1Q18
Spending per ticket (Baht)	63	62	65	67	69
No. of customer per store per day (Customers)	1,252	1,230	1,216	1,184	1,183

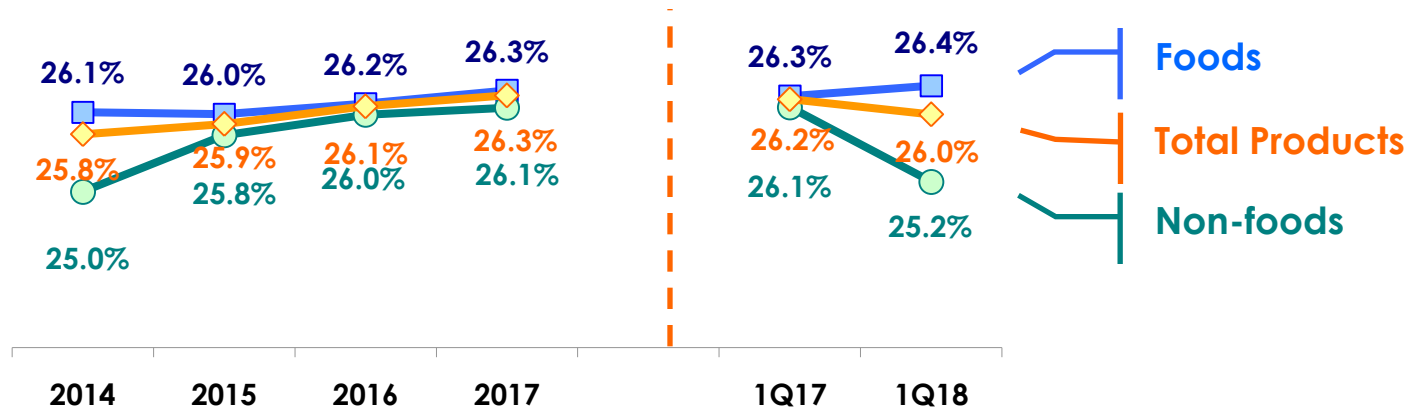
# Product Sales Mix and Gross Margin

Decrease in non-food margin from higher price of cigarette

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



## Gross Margin (excl. T&E)

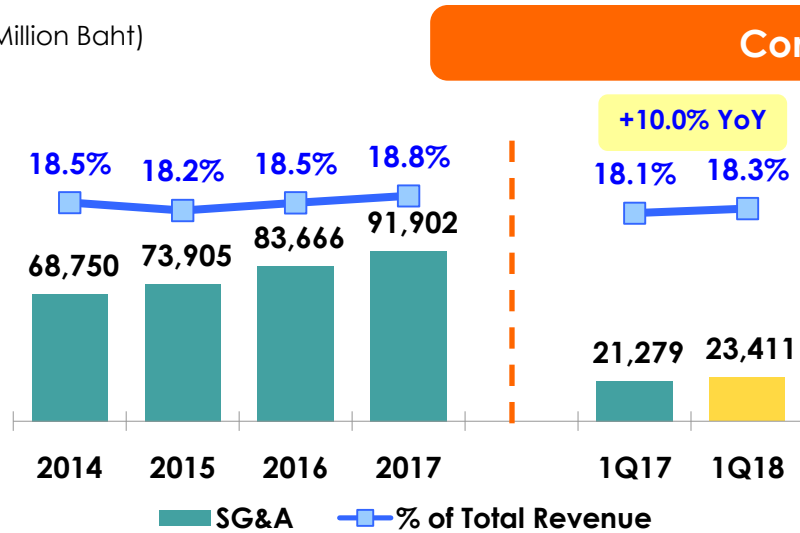


# SG&A Expenses

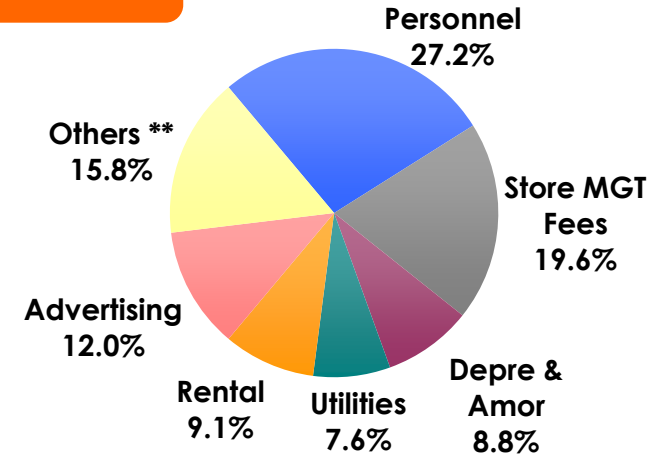
Higher SG&A expenses were mainly related to store expansion

## 1Q18 SG&A Expenses-to-Total Revenue

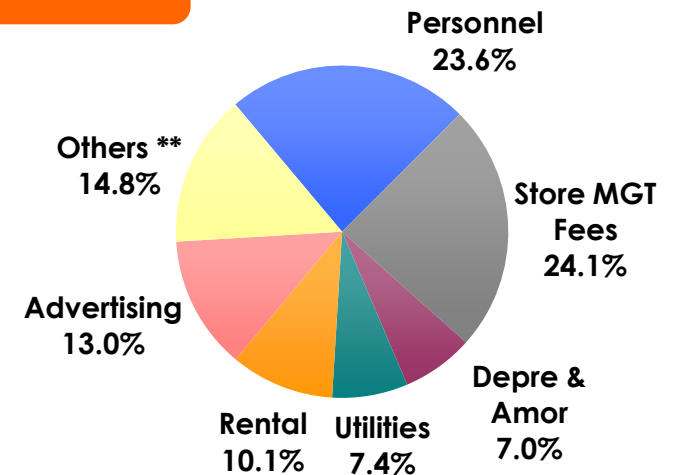
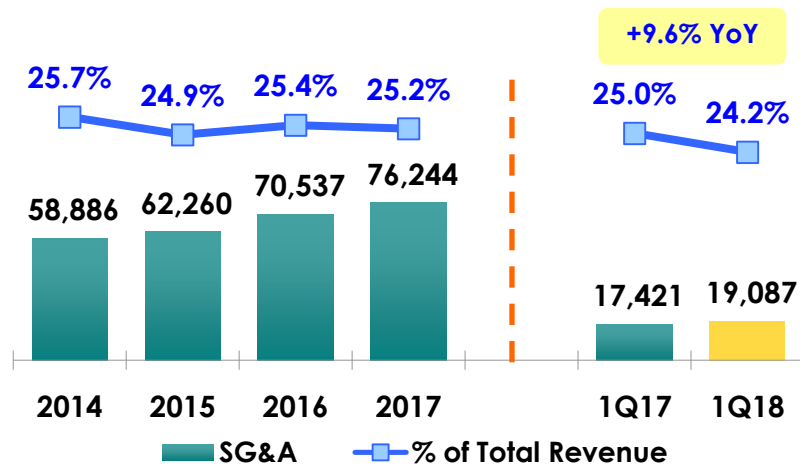
(Unit: Million Baht)



## 1Q18 SG&A Expenses Breakdown



## Company Only

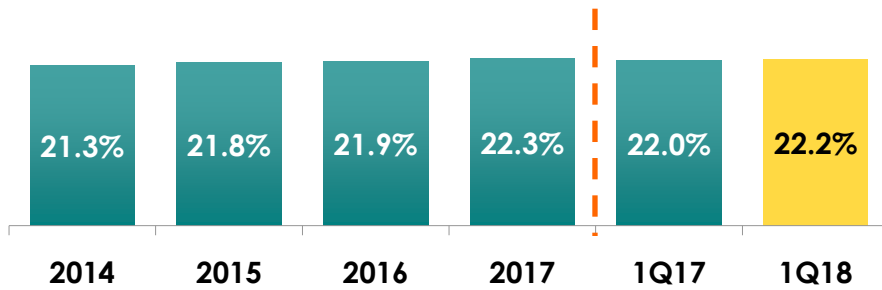


\*\* Others are comprised of royalty fee, professional fee, R&D and acquisition cost of Makro

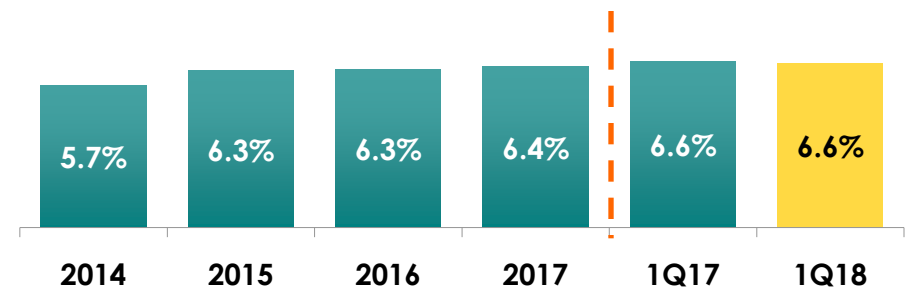
# Profitability Ratios – Consolidated

Improving margins

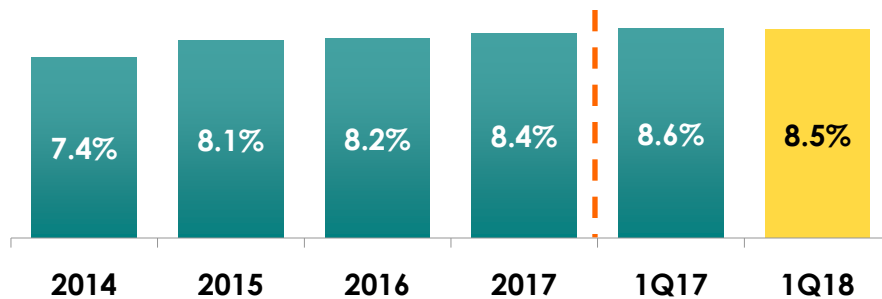
## Gross Margin (Sales & Services)



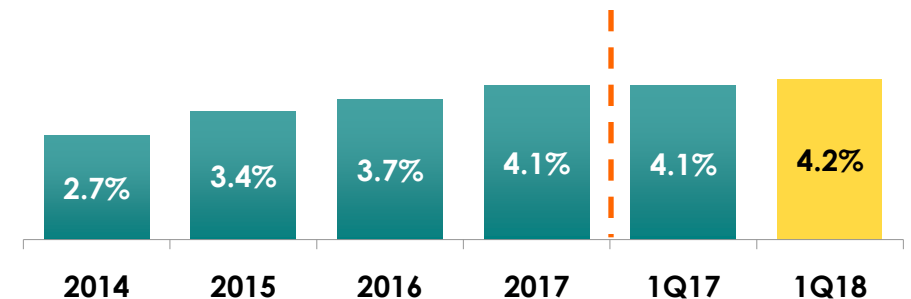
## EBIT Margin



## EBITDA Margin



## Net Margin

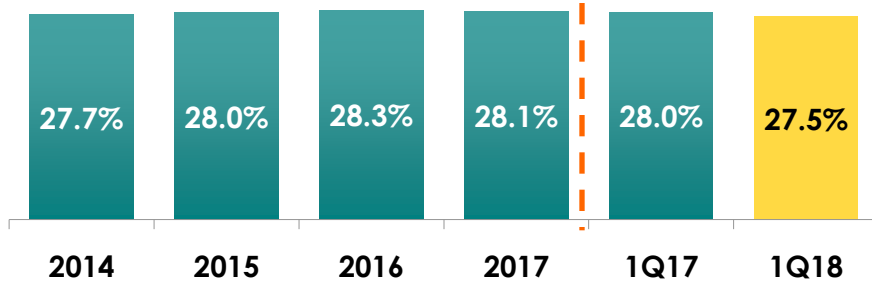




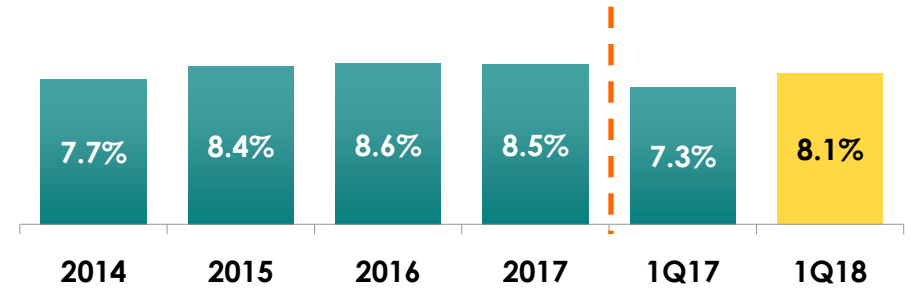
# Profitability Ratios – Company Only

Gross margin dipped but other margins remained solid

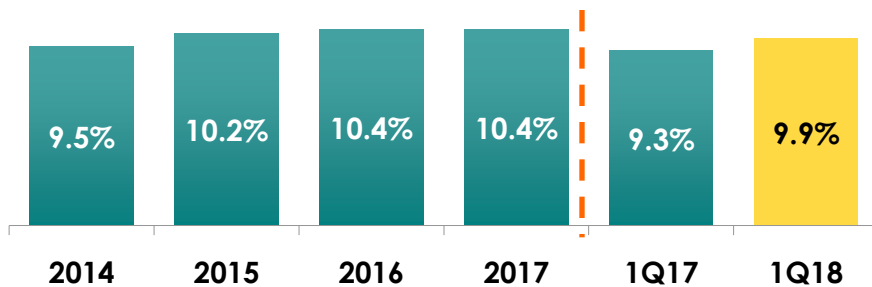
## Gross Margin (Sales & Services)



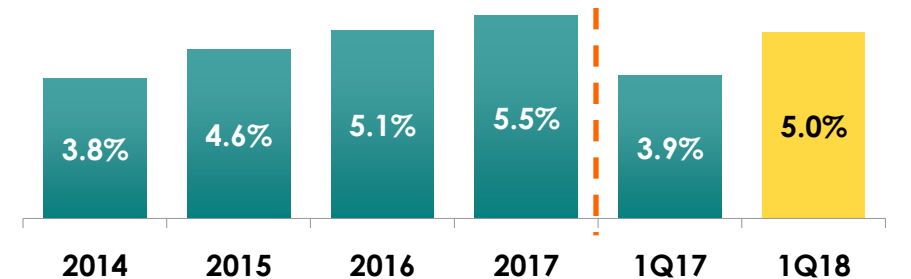
## EBIT Margin



## EBITDA Margin



## Net Margin

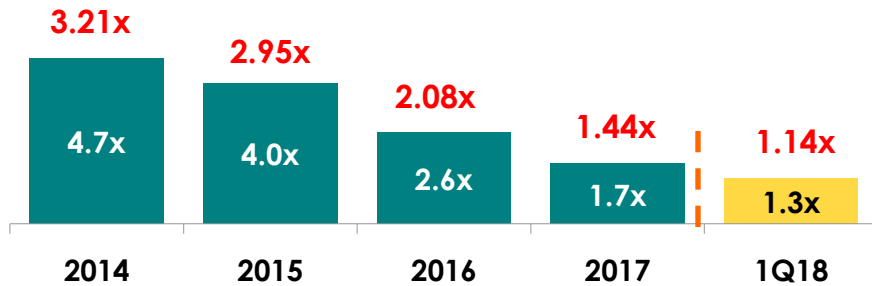


Remark: In 1Q18, the Company booked gain on sale of investment in Siam Makro amount Baht 907 million.

# Leverage Ratios – Consolidated

Comfortably maintained below Bond Covenants

## Net Debt to Equity



Remark: Equity as per bond covenants shall be adjusted with deferred taxes. Adjusted net debt to equity 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

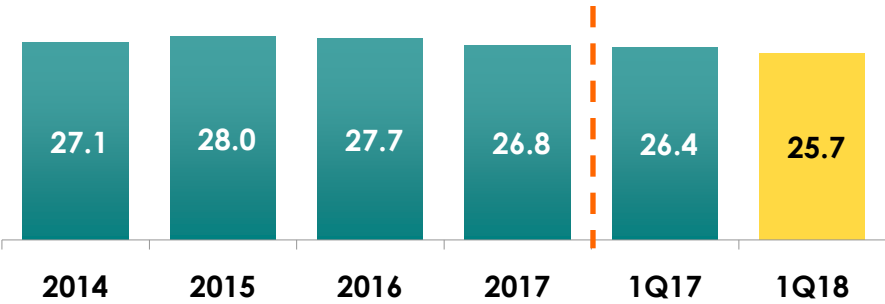
- According to the definition of bond covenants, net debt to adjusted equity was at **1.14x** as of 31 March 2018 vs. bond covenant not exceeding 2.0x in 2018.
- In 2018, total amount of debenture maturing is Baht14,747 million.

# Working Capital – Consolidated

## Negative cash cycle days

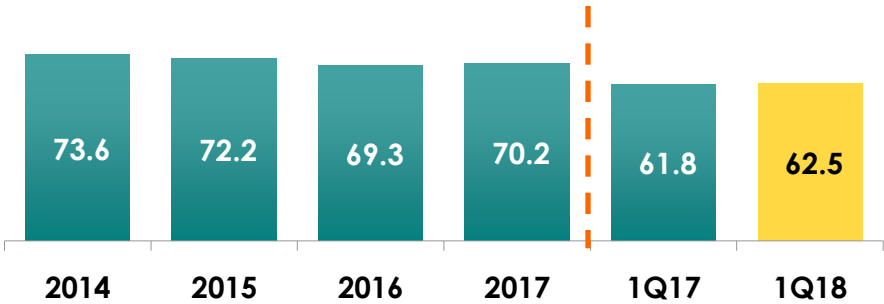
### Inventory Days

(Unit: Days)



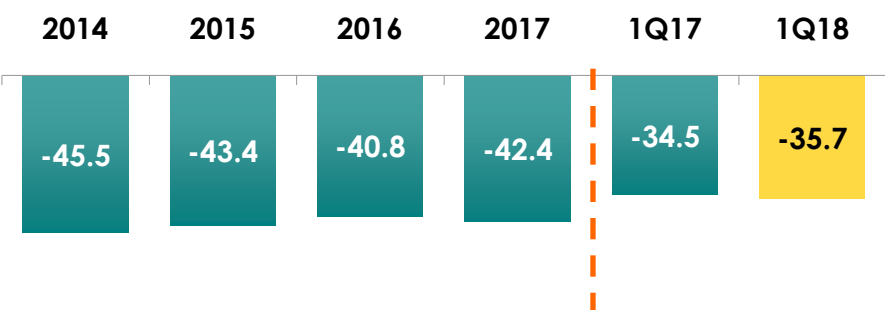
### Account Payable Days

(Unit: Days)



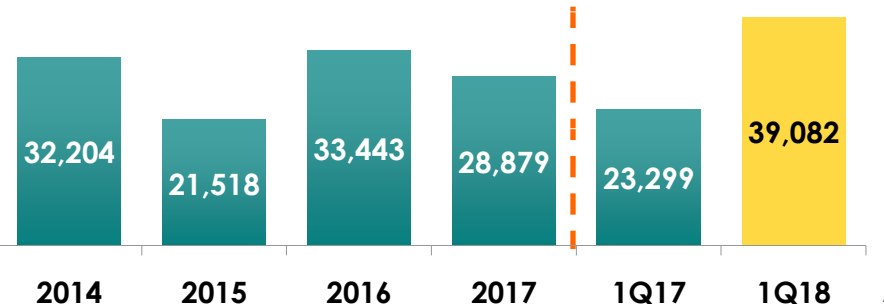
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)



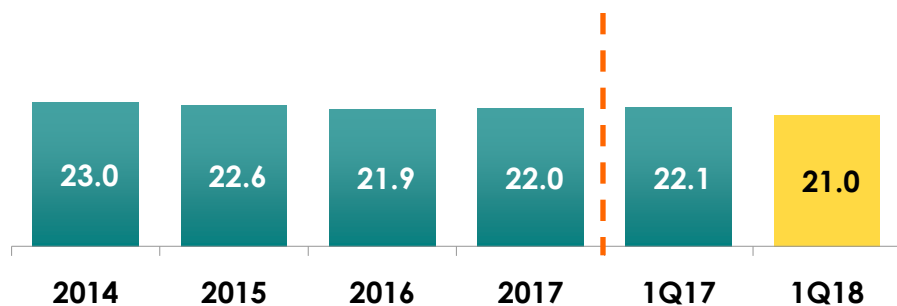
Note: AR turnover day was at 1.0 day in 1Q18.

# Working Capital – Company Only

## Negative cash cycle days

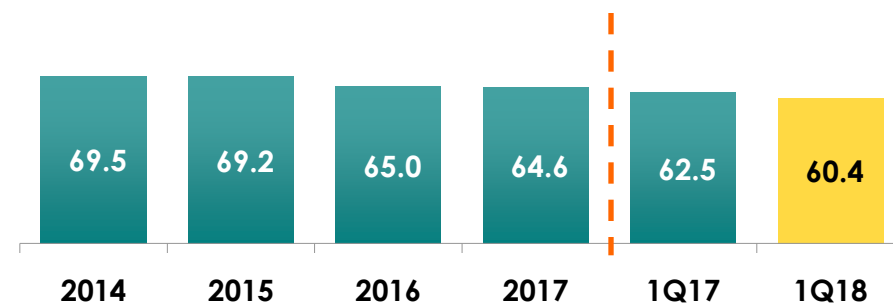
### Inventory Days

(Unit: Days)



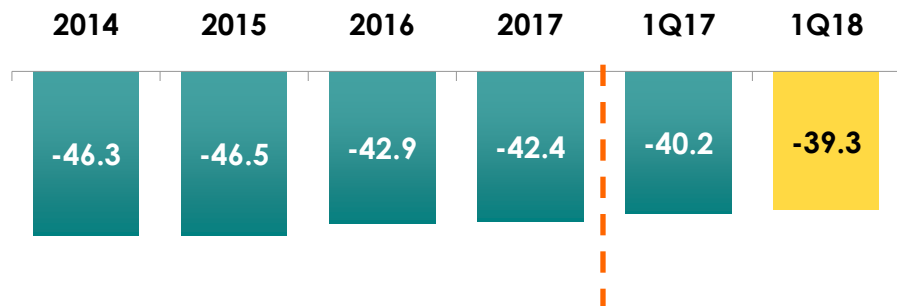
### Account Payable Days

(Unit: Days)



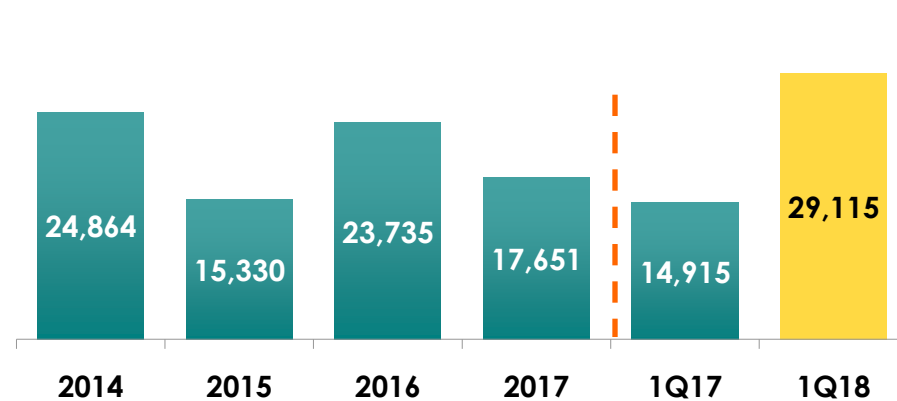
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)

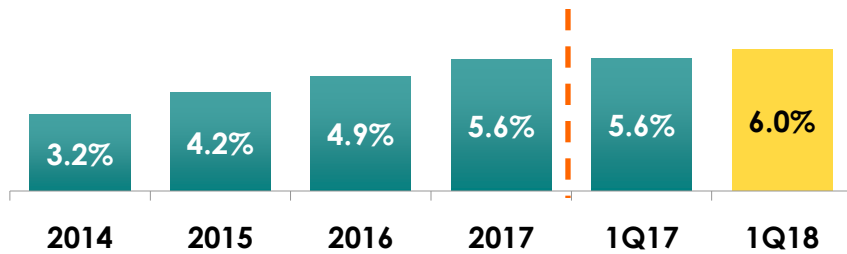


# Key Performance Ratios

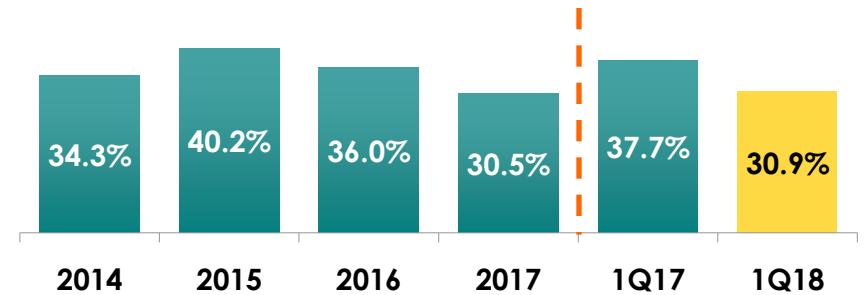
Enlarged equity base from perpetual bond

## Consolidated Statement

### ROAA

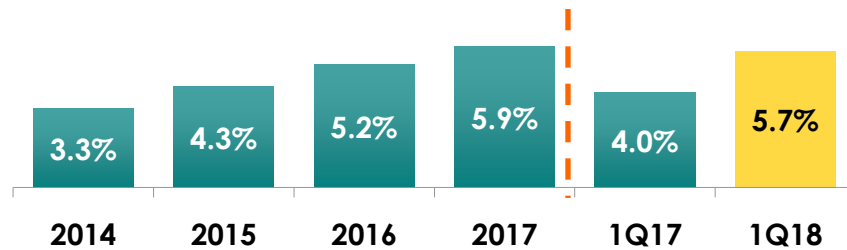


### ROAE

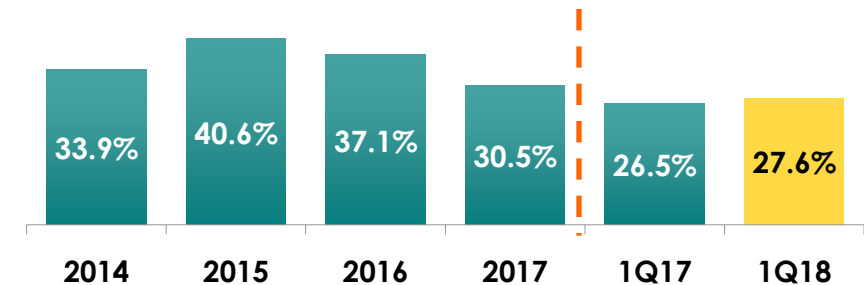


## Company Only Statement

### 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 2018
- Milestone: 13,000 stores by 2021

### 2018 Projected CAPEX

	MB
▪ Stores expansion	3,600 – 3,800
▪ Stores renovation	2,000 – 2,100
▪ Investment in new projects, subsidiaries & DC	3,100 – 3,200
▪ Fixed assets & IT system	800 – 900
	<hr/>
Total	<u>9,500 – 10,000</u>

# Appendix



# Share Capital Information

<b>Price (May 7, 2018)</b>	: Bt 88.25
<b>Hi/Low (12-month)</b>	: Bt 90.00 / 59.00 per share
<b>Avg. daily turnover</b>	: 1,279 MB
<b>No. of shares</b>	: 8,983,101,348 (Par Bt 1)
<b>Market capitalization</b>	: 792,759 MB

## Major Shareholders (as of Dec 31, 2017)

- CPF (subsidiaries)	34.3%
- Charoen Pokphand Group	2.6%
- South East Asia UK	7.3%
- Thai NVDR	7.2%
- State Street Bank	4.4%
- HSBC (Singapore) Nominee PTE LTD	3.9%

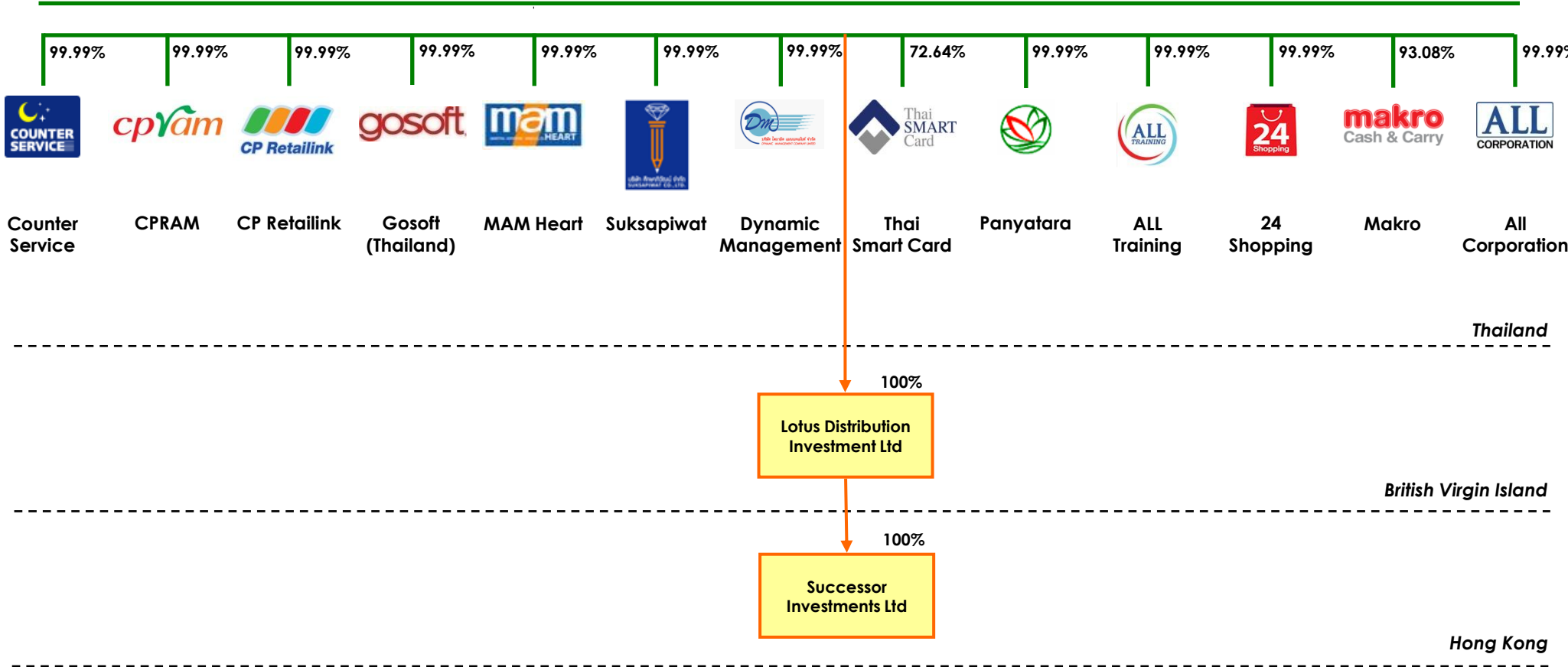
**First trade date** Oct 14, 2003

Dividend Payment	2011	2012	2013	2014	2015	2016	2017
Dividend payment (Bt/share)	Bt 2.25	Bt 0.90	Bt 0.90	Bt 0.80	Bt 0.90	Bt 1.00	Bt 1.10
Payout ratio (%)	139%	81%	79%	83%	71%	64%	59%
Based on financial statement	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only



# Group Structure of CPALL

As of 31 March 2018



# Balance Sheet – Consolidated

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18
Cash	32,204	21,518	33,443	28,879	23,299	39,082
Inventory	22,167	25,072	26,705	27,376	26,808	27,850
Fixed assets	80,534	89,781	99,460	106,761	100,700	107,334
Other assets	191,504	192,712	192,660	197,282	195,300	196,872
<b>Total assets</b>	<b>326,410</b>	<b>329,083</b>	<b>352,268</b>	<b>360,299</b>	<b>346,107</b>	<b>371,137</b>
Account payable	59,312	62,624	66,959	74,742	61,873	70,960
Bank loan	57,942	15,881	8,101	10,607	11,033	7,853
Bond	140,000	173,000	180,159	155,625	171,073	155,625
Other liabilities	34,099	35,902	37,446	39,095	37,724	41,431
<b>Total liabilities</b>	<b>291,352</b>	<b>287,407</b>	<b>292,665</b>	<b>280,070</b>	<b>281,702</b>	<b>275,869</b>
Total equity of major S/H	30,782	37,349	55,196	75,333	59,765	80,438
Minority interest	4,276	4,326	4,407	4,896	4,640	14,830
<b>Total equity</b>	<b>35,058</b>	<b>41,676</b>	<b>59,603</b>	<b>80,229</b>	<b>64,405</b>	<b>95,268</b>

## Balance Sheet – Company Only

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18
Cash	24,864	15,330	23,735	17,651	14,915	29,115
Inventory	10,242	10,622	11,769	12,724	12,201	12,758
Fixed assets	20,036	22,441	25,639	28,294	4,744	4,588
Other assets	212,042	216,228	219,730	221,041	240,298	235,600
<b>Total assets</b>	<b>267,184</b>	<b>264,620</b>	<b>280,872</b>	<b>279,710</b>	<b>272,158</b>	<b>282,062</b>
Account payable	31,216	32,807	33,621	38,336	33,314	38,573
Bank loan	52,215	9,000	-	-	-	-
Bond	140,000	173,000	180,159	155,625	171,073	155,625
Other liabilities	17,813	19,776	21,180	22,760	19,172	21,147
<b>Total liabilities</b>	<b>241,244</b>	<b>234,583</b>	<b>234,959</b>	<b>216,722</b>	<b>223,560</b>	<b>215,344</b>
Total equity of major S/H	25,940	30,037	45,913	62,988	48,598	66,717
Minority interest	-	-	-	-	-	-
<b>Total equity</b>	<b>25,940</b>	<b>30,037</b>	<b>45,913</b>	<b>62,988</b>	<b>48,598</b>	<b>66,717</b>

# Income Statement and Cash flow Statement – Consolidated

Income Statement Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18	% YOY Growth
Revenue from Sales & Services	357,766	391,817	434,712	471,069	113,329	123,652	9.1%
Other Income	13,535	14,076	17,227	18,334	4,184	4,394	5.0%
<b>Total revenue</b>	<b>371,301</b>	<b>405,893</b>	<b>451,939</b>	<b>489,403</b>	<b>117,513</b>	<b>128,046</b>	<b>9.0%</b>
Cost of Sales & Services	281,443	306,519	339,688	366,002	88,434	96,214	8.8%
Total SG&A	68,750	73,905	83,666	91,902	21,279	23,411	10.0%
EBIT	21,107	25,469	28,585	31,499	7,800	8,421	8.0%
<b>Net profit</b>	<b>10,200</b>	<b>13,682</b>	<b>16,677</b>	<b>19,908</b>	<b>4,765</b>	<b>5,417</b>	<b>13.7%</b>
EBITDA	27,417	32,827	36,899	41,057	10,086	10,911	8.2%

Cashflow Statement	2014	2015	2016	2017	1Q17	1Q18
CFO	26,371	31,419	37,939	46,156	4,951	6,353
CFI	(15,958)	(17,409)	(18,794)	(20,380)	(5,856)	(3,412)
CFF	(2,830)	(24,780)	(7,233)	(30,120)	(9,139)	7,355

# Income Statement and Cash flow Statement – Company Only

Income Statement Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18	% YOY Growth
Revenue from Sales & Services	210,776	231,149	256,401	278,751	65,545	73,786	12.6%
Other Income	18,220	18,609	21,845	23,833	4,149	5,200	25.3%
<b>Total revenue</b>	<b>228,996</b>	<b>249,758</b>	<b>278,246</b>	<b>302,584</b>	<b>69,693</b>	<b>78,986</b>	<b>13.3%</b>
Cost of Sales & Services	152,394	166,485	183,850	200,516	47,172	53,529	13.5%
Total SG&A	58,886	62,260	70,537	76,244	17,421	19,087	9.6%
EBIT	17,717	21,013	23,858	25,825	5,101	6,370	24.9%
<b>Net profit</b>	<b>8,686</b>	<b>11,376</b>	<b>14,099</b>	<b>16,618</b>	<b>2,685</b>	<b>3,981</b>	<b>48.3%</b>
EBITDA	21,700	25,429	28,838	31,467	6,454	7,824	21.2%
Cashflow Statement	2014	2015	2016	2017	1Q17	1Q18	
CFO	16,484	21,422	25,162	29,812	3,936	5,094	
CFI	215	(5,419)	(8,762)	(3,775)	(1,107)	(1,683)	
CFF	(7,478)	(25,537)	(7,995)	(32,121)	(11,649)	8,053	

# Key Performance Ratios – Consolidated

Financial Ratios		2014	2015	2016	2017	1Q17	1Q18
Gross margin (sales & service)	(%)	21.3%	21.8%	21.9%	22.3%	22.0%	22.2%
Operating margin	(%)	5.7%	6.3%	6.3%	6.4%	6.6%	6.6%
EBITDA margin	(%)	7.4%	8.1%	8.2%	8.4%	8.6%	8.5%
Net margin	(%)	2.7%	3.4%	3.7%	4.1%	4.1%	4.2%
ROAA	(%)	3.2%	4.2%	4.9%	5.6%	5.6%	6.0%
ROAE (exc. MI)	(%)	34.3%	40.2%	36.0%	30.5%	37.7%	30.9%
Inventory days		27.1	28.0	27.7	26.8	26.4	25.7
Account payable days		73.6	72.2	69.3	70.2	61.8	62.5
Cash cycle days		(45.5)	(43.4)	(40.8)	(42.4)	(34.5)	(35.7)
Earnings per share	(Bt.)	1.14	1.52	1.85	2.14	0.52	0.58
Book value per share	(Bt.)	3.43	4.16	6.14	8.39	6.65	8.95

## Key Performance Ratios – Company Only

Financial Ratios		2014	2015	2016	2017	1Q17	1Q18
Gross margin (sales & service)	(%)	27.7%	28.0%	28.3%	28.1%	28.0%	27.5%
Operating margin	(%)	7.7%	8.4%	8.6%	8.5%	7.3%	8.1%
EBITDA margin	(%)	9.5%	10.2%	10.4%	10.4%	9.3%	9.9%
Net margin	(%)	3.8%	4.6%	5.1%	5.5%	3.9%	5.0%
ROAA	(%)	3.3%	4.3%	5.2%	5.9%	4.0%	5.7%
ROAE (exc. MI)	(%)	33.9%	40.6%	37.1%	30.5%	26.5%	27.6%
Inventory days		23.0	22.6	21.9	22.0	22.1	21.0
Account payable days		69.5	69.2	65.0	64.6	62.5	60.4
Cash cycle days		(46.3)	(46.5)	(42.9)	(42.4)	(40.2)	(39.3)
Earnings per share	(Bt.)	0.97	1.27	1.56	1.77	0.29	0.42
Book value per share	(Bt.)	2.89	3.34	5.11	7.01	5.41	7.43

## Balance Sheet – Makro

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18
Cash	4,564	2,230	2,550	4,364	2,218	3,573
Inventory	10,628	12,954	13,485	13,043	13,217	13,627
Fixed assets	23,655	27,039	30,319	31,305	30,478	31,021
Other assets	4,819	5,688	6,505	10,265	9,363	9,938
<b>Total assets</b>	<b>43,666</b>	<b>47,910</b>	<b>52,859</b>	<b>58,976</b>	<b>55,277</b>	<b>58,159</b>
Account payable	20,629	22,164	24,458	26,120	21,871	23,807
Bank loan	5,226	6,614	7,423	8,351	9,563	7,644
Bond	-	-	-	-	-	-
Other liabilities	5,023	4,925	5,237	6,494	6,297	7,178
<b>Total liabilities</b>	<b>30,879</b>	<b>33,703</b>	<b>37,118</b>	<b>40,965</b>	<b>37,731</b>	<b>38,629</b>
Total equity of major S/H	12,787	14,207	15,721	17,553	17,337	19,078
Minority interest	-	-	20	458	210	452
<b>Total equity</b>	<b>12,787</b>	<b>14,207</b>	<b>15,742</b>	<b>18,011</b>	<b>17,547</b>	<b>19,530</b>



# Income Statement and Cash flow Statement – Makro

Income Statement Unit : Million Baht	2014	2015	2016	2017	1Q17	1Q18	% YOY Growth
Revenue from Sales & Services	141,828	155,217	172,092	185,804	46,313	48,030	3.7%
Other Income	704	700	698	950	250	280	12.1%
<b>Total revenue</b>	<b>142,532</b>	<b>155,917</b>	<b>172,790</b>	<b>186,754</b>	<b>46,563</b>	<b>48,310</b>	<b>3.8%</b>
Cost of Sales & Services	126,771	137,937	153,722	164,352	40,935	42,440	3.7%
Total SG&A	9,386	10,930	12,044	14,395	3,529	3,766	6.7%
EBIT	6,375	7,050	7,024	8,007	2,099	2,104	0.2%
<b>Net profit</b>	<b>4,922</b>	<b>5,378</b>	<b>5,412</b>	<b>6,178</b>	<b>1,622</b>	<b>1,628</b>	<b>0.3%</b>
EBITDA	7,816	8,920	9,125	10,407	2,674	2,726	2.0%

Cashflow Statement	2014	2015	2016	2017	1Q17	1Q18
CFO	7,661	6,701	9,071	11,999	1,148	368
CFI	(6,967)	(6,371)	(5,544)	(6,468)	(3,177)	(693)
CFF	(1,140)	(2,665)	(3,207)	(3,649)	1,697	(733)

# Key Performance Ratios – Makro

Financial Ratios		2014	2015	2016	2017	1Q17	1Q18
Gross margin (Sales)	(%)	9.0%	9.6%	9.2%	10.1%	10.1%	10.0%
Gross margin (Total revenue)	(%)	11.1%	11.5%	11.0%	12.0%	12.1%	12.2%
Operating margin	(%)	4.5%	4.5%	4.1%	4.3%	4.5%	4.4%
EBITDA margin	(%)	5.5%	5.7%	5.3%	5.6%	5.7%	5.6%
Net profit margin	(%)	3.5%	3.4%	3.1%	3.3%	3.5%	3.4%
ROA	(%)	12.3%	11.7%	10.7%	11.0%	11.1%	10.8%
ROE (exc. MI)	(%)	41.3%	39.8%	36.1%	37.1%	35.3%	34.0%
Inventory days		28.4	29.9	29.9	28.5	28.5	26.8
Account payable days		55.1	55.8	54.6	55.4	50.9	52.9
Cash cycle days		(25.9)	(25.1)	(23.8)	(25.6)	(21.2)	(24.5)
Earnings per share	(Bt.)	1.03	1.12	1.13	1.29	0.3	0.3
Book value per share	(Bt.)	2.66	2.96	3.28	3.66	3.6	4.0

# Disclaimer

---

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