



CP ALL Public Company Limited

FY16 : Presentation Results

February 2017



Financial Highlights



Unit : Million Baht	FY12	FY13	FY14	FY15	FY16	% Chg
<i>Company Only</i>						
Total Revenue	194,695	217,495	228,996	249,758	278,246	+11.4%
Net Profit	10,015	10,260	8,686	11,376	14,099	+23.9%
Unit : Million Baht	FY12	FY13	FY14	FY15	FY16	% Chg
<i>Consolidated</i>						
Total Revenue	197,816	284,670	371,294	405,893	451,939	+11.3%
Net Profit	11,049	10,503	10,200	13,682	16,677	+21.9%

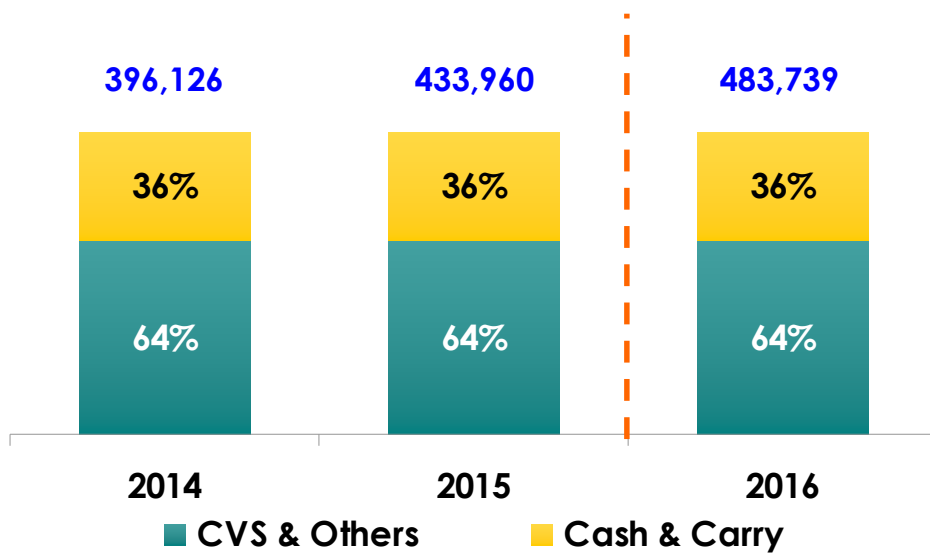
Business Segment Performance

CVS & Others and Cash & Carry



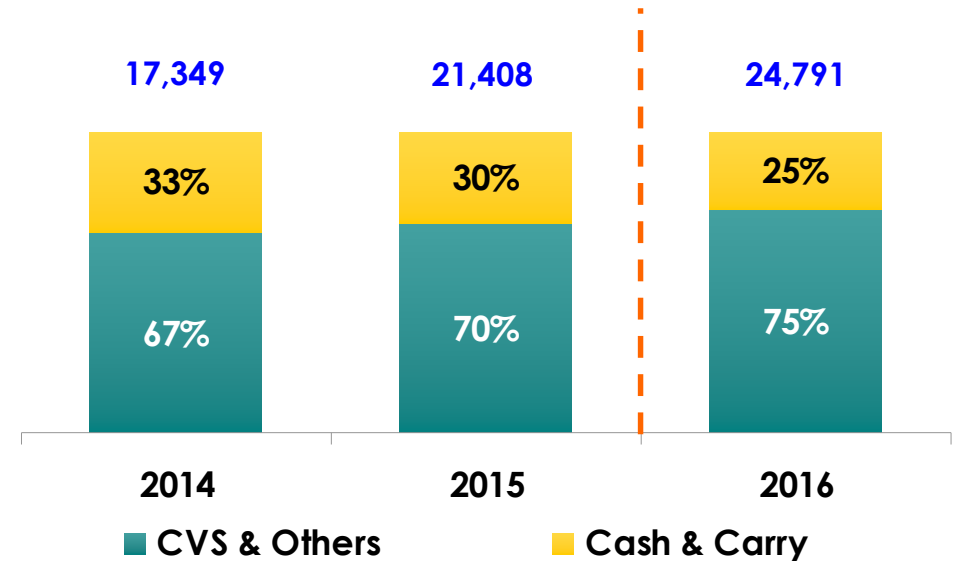
Revenue Contribution before elimination

(Unit: Million Baht)



Earnings Before Tax Contribution before elimination

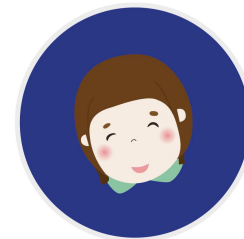
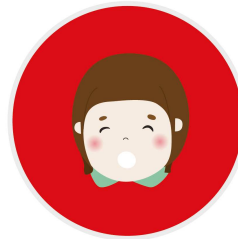
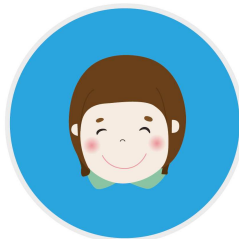
(Unit: Million Baht)





we **care** for every trust

we share success through **giving back**



we **cherish** the quality of convenience food

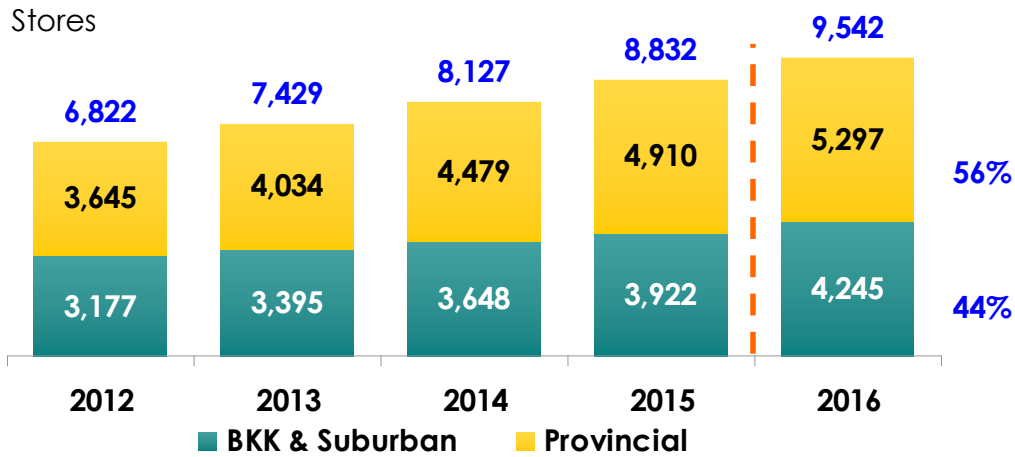
we have **engagement** with Thai society

Store Types Breakdown

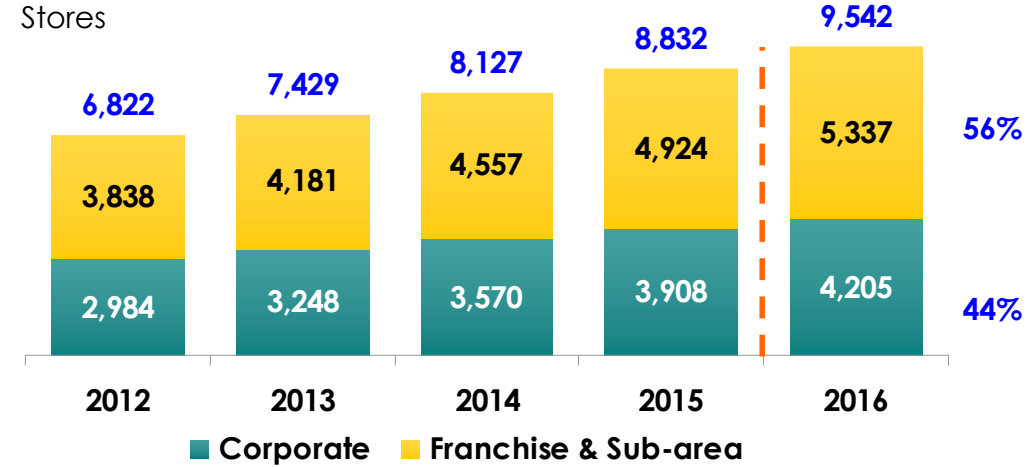
Store expansion on track



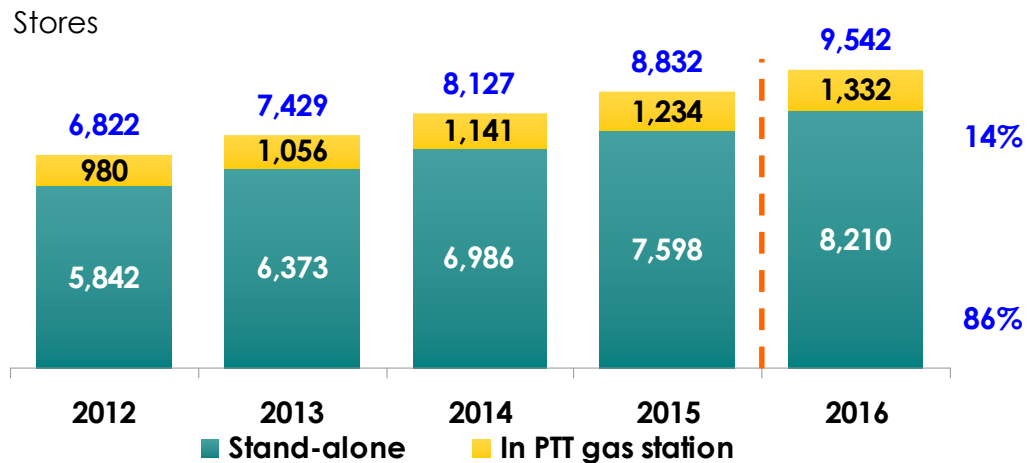
BKK & Suburban / Provincial



Corporate / Franchise & Sub-area



Stand-alone / In PTT gas station



Store / Year	2013	2014	2015	2016
Expansion	+607	+698	+705	+710

Same store sales growth

Positive SSSG is sustained



FY16

Average daily sales / store **78,706** Baht

	2012	2013	2014	2015	2016
SSS Growth	+13.0%	+5.7%	-2.6%	+0.9%	+2.4%

	2012	2013	2014	2015	2016
Spending per ticket (Baht)	58	62	63	62	65
No.of customers per store per day (Customers)	1,290	1,294	1,252	1,230	1,216

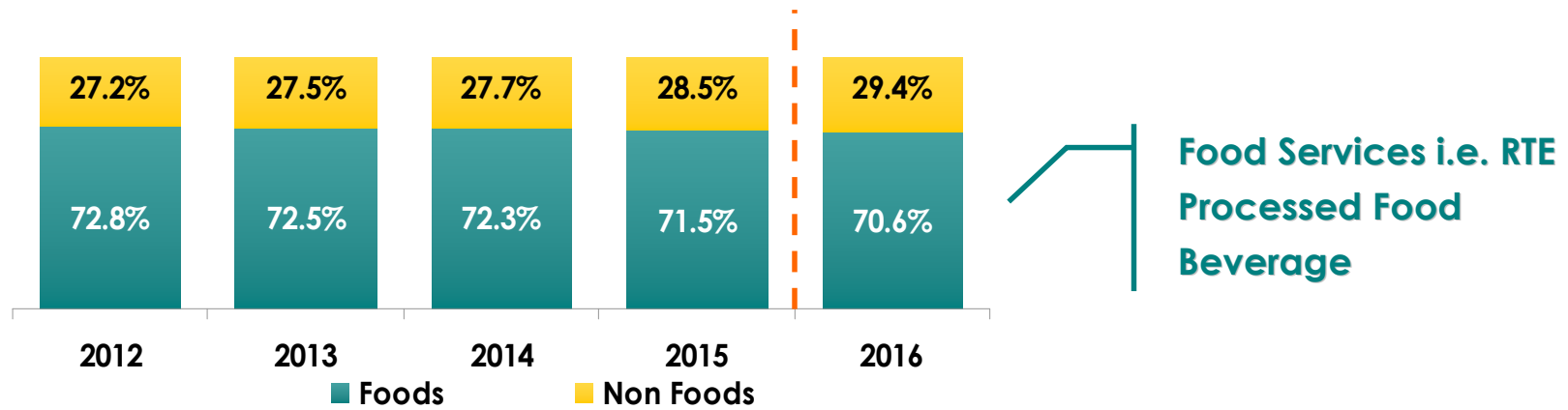
- Spending per ticket increased at a CAGR of 4.3% from 2010-2015.
- No. of customers per store per day increased at a CAGR of 0.7% from 2010-2015.
- Spending per ticket and No. of customers per store per day have been rebased from 2015 onwards.

Product Sales Mix and Gross Margin Mix

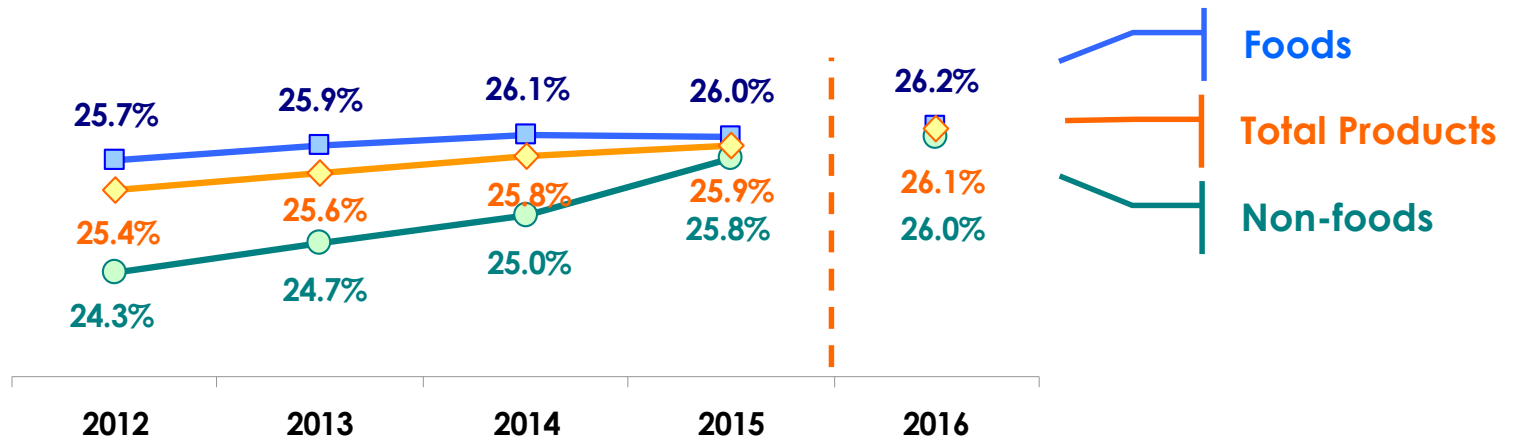
Overall gross margin improved YOY



Product Sales Mix (excl. T&E)



Gross Margin Mix (excl. T&E)



SG&A Expenses

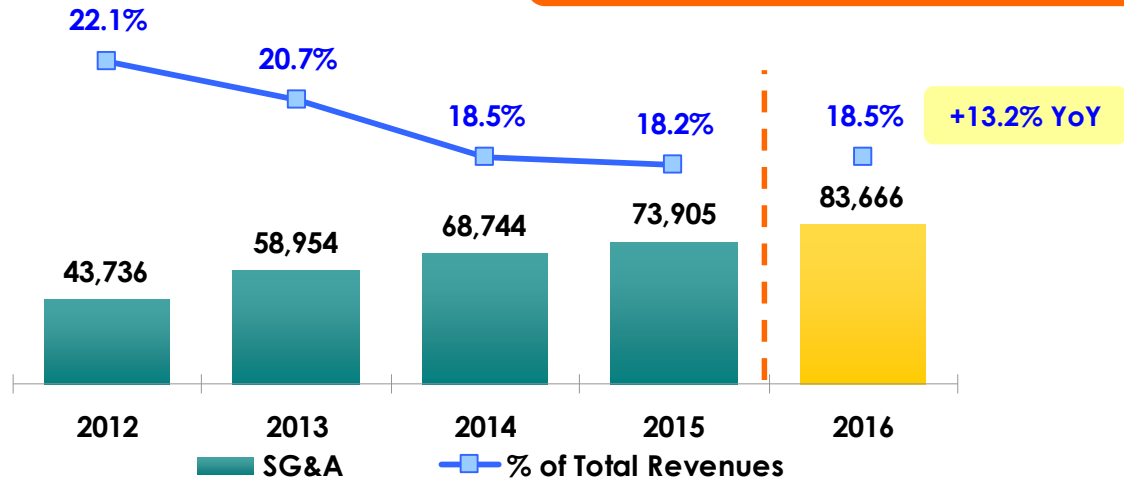
An increase of CVS marketing expenses well-offset by other operating income



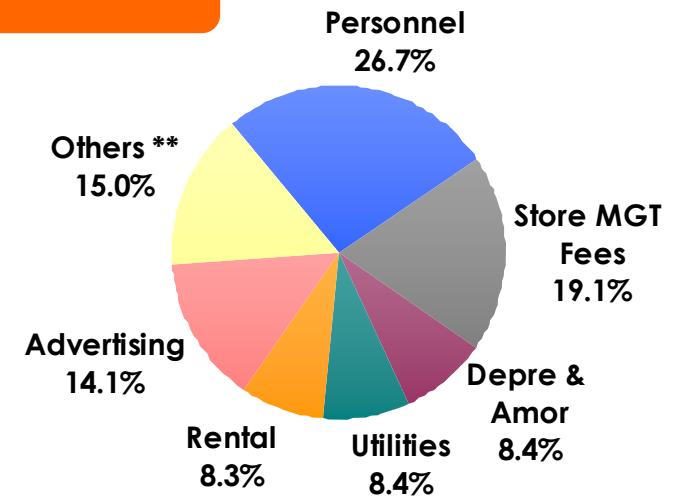
FY16 SG&A Expenses-to-Total Revenue

(Unit: Million Baht)

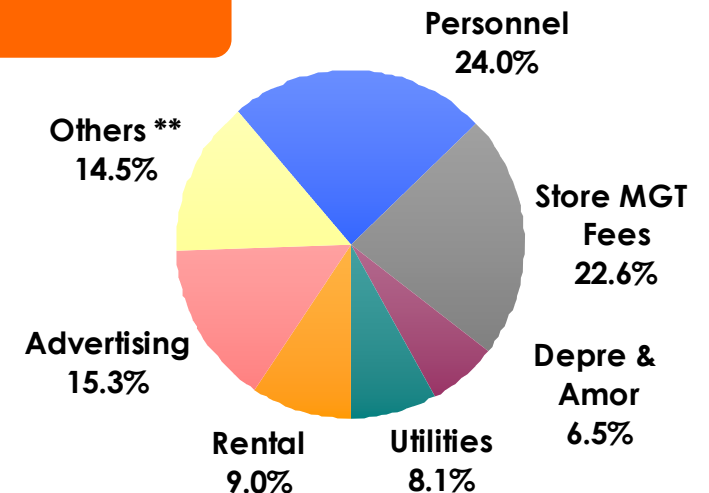
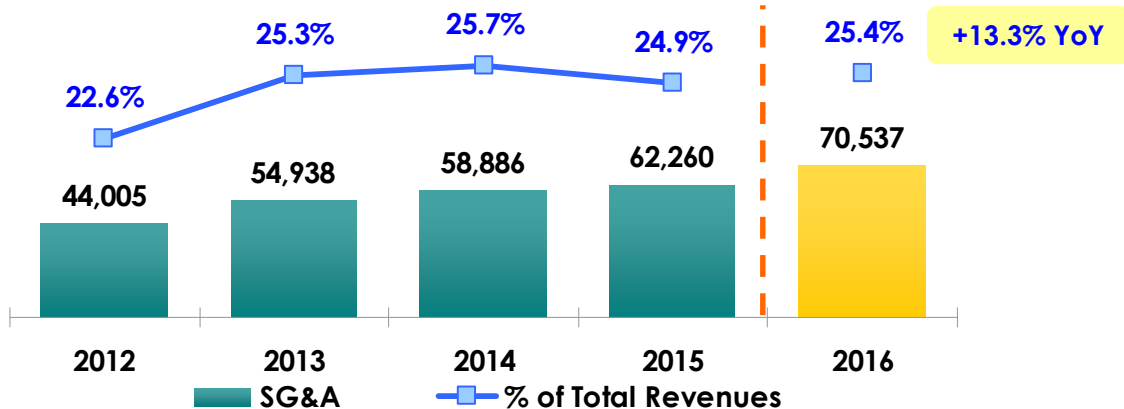
Consolidated



FY16 SG&A Expenses Breakdown



Company Only



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

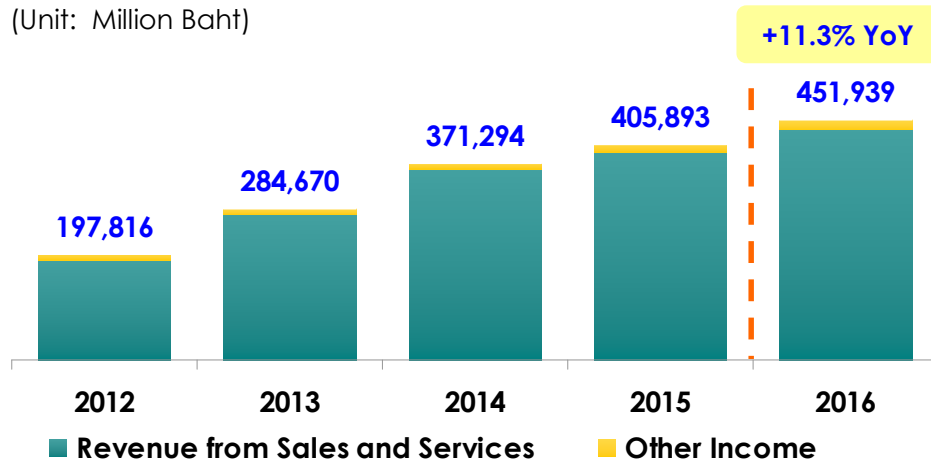
Financial Performance - Consolidated

Continued posting decent growth



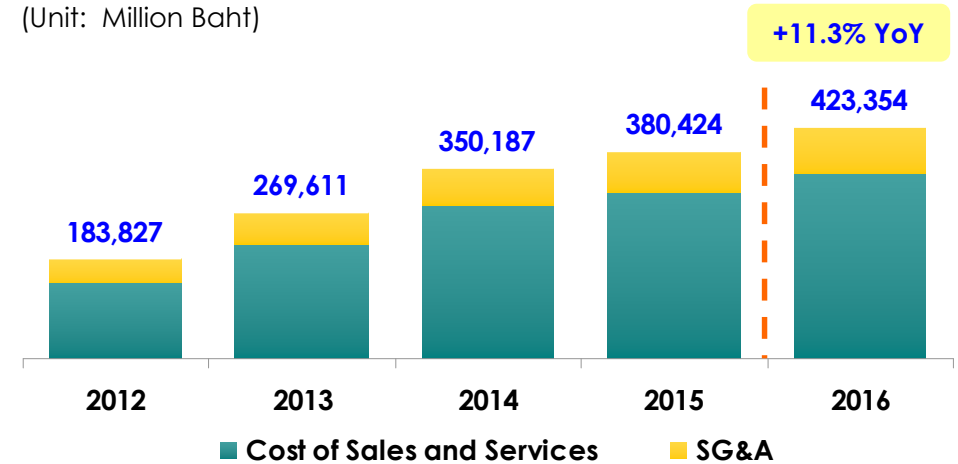
Total Revenue

(Unit: Million Baht)



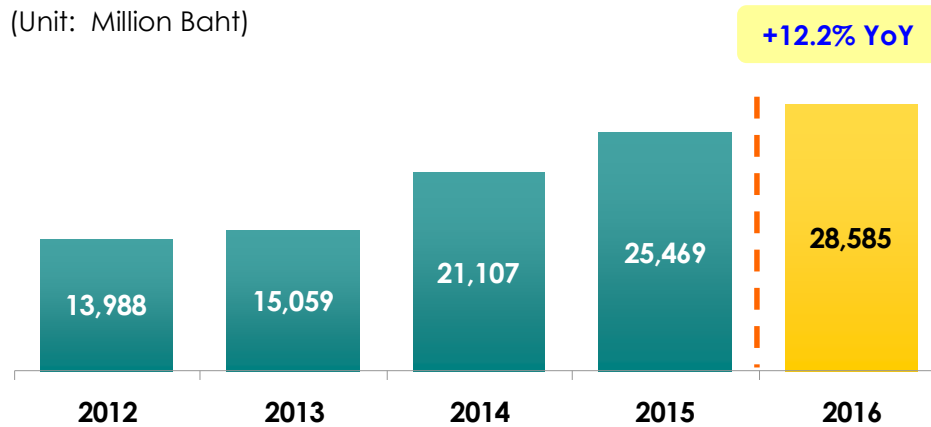
Total Costs

(Unit: Million Baht)



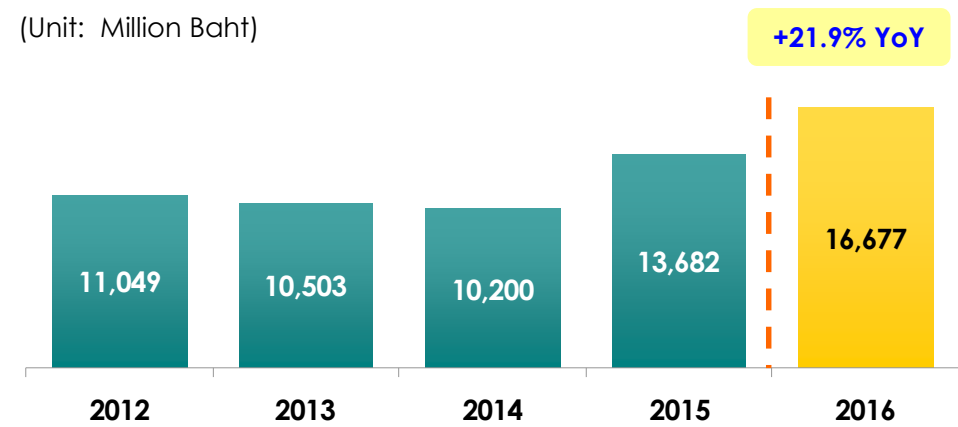
Operating Profits

(Unit: Million Baht)



Net Profits

(Unit: Million Baht)



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

Financial Performance – Company Only

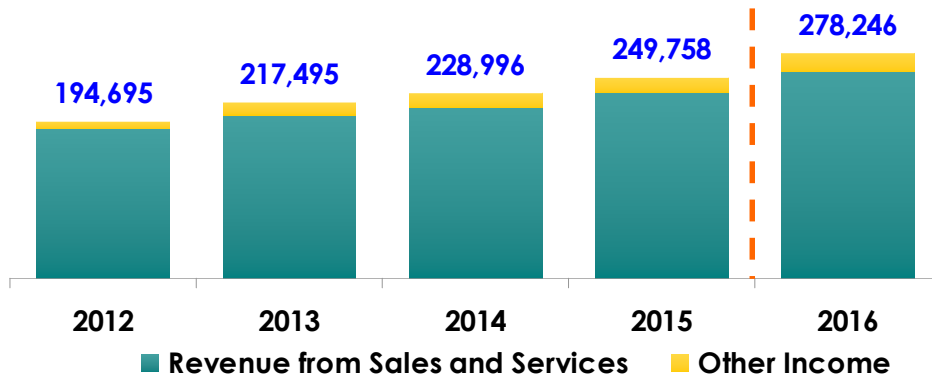
Continued posting decent growth



Total Revenue

(Unit: Million Baht)

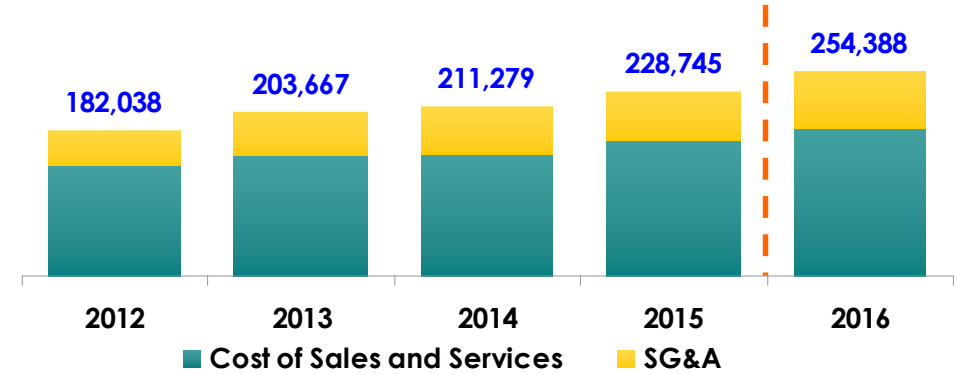
+11.4% YoY



Total Costs

(Unit: Million Baht)

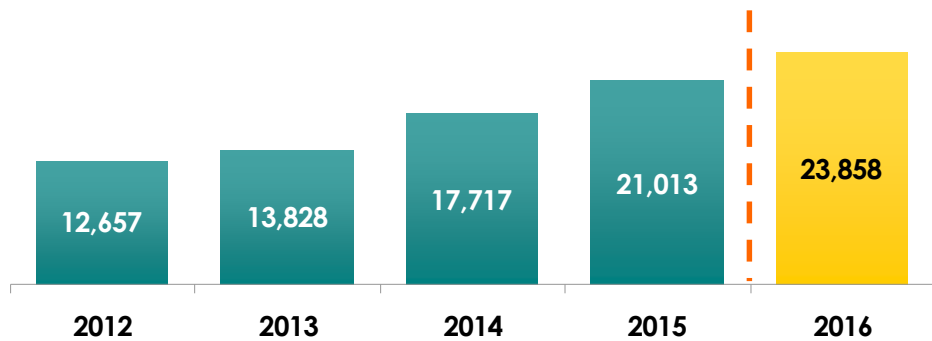
+11.2% YoY



Operating Profits

(Unit: Million Baht)

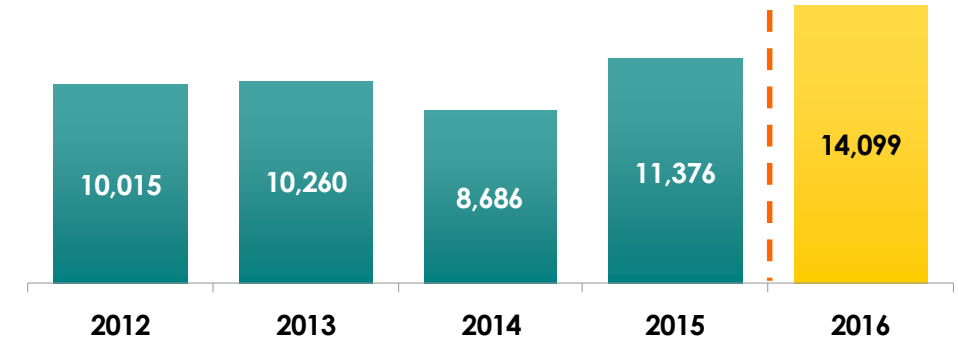
+13.5% YoY



Net Profits

(Unit: Million Baht)

+23.9% YoY



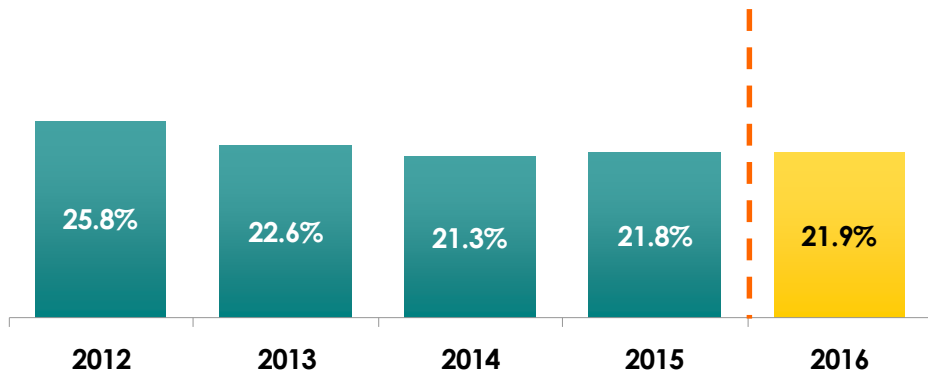
Note : Other income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.

Profitability Ratios - Consolidated

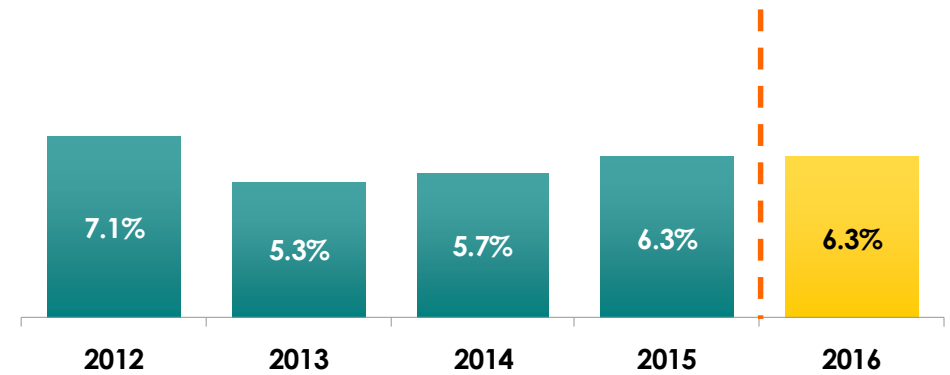
Retained solid margins



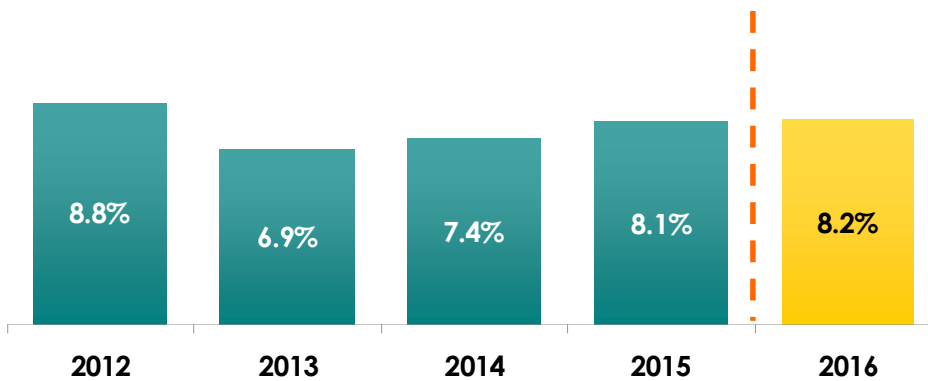
Gross Margin (Sales & Services)



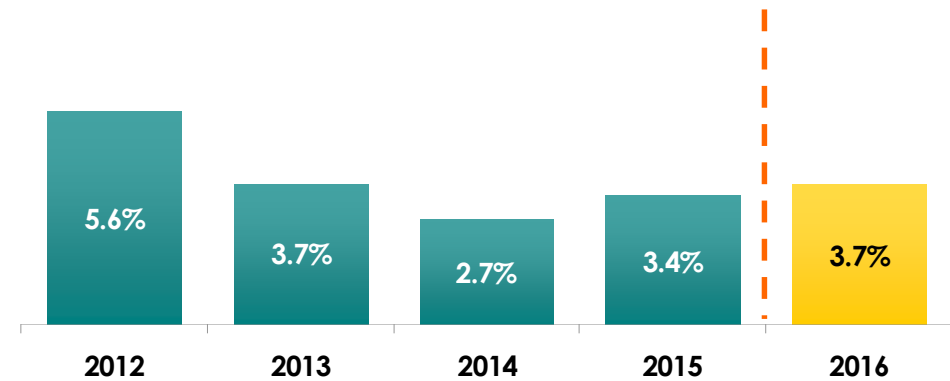
EBIT Margin



EBITDA Margin



Net Margin

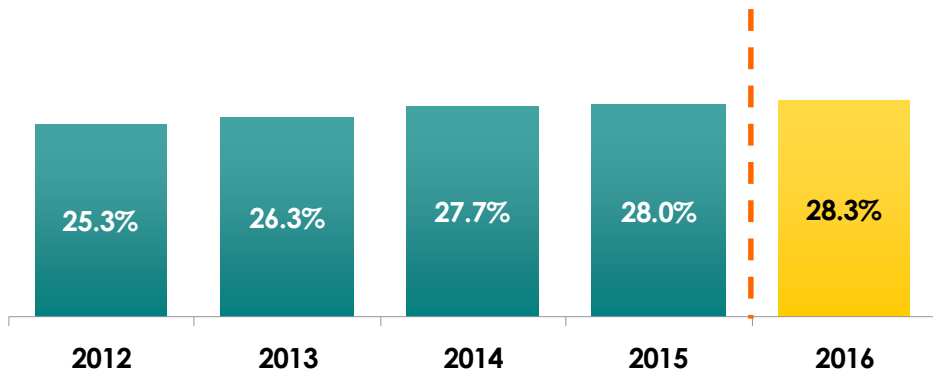


Profitability Ratios – Company Only

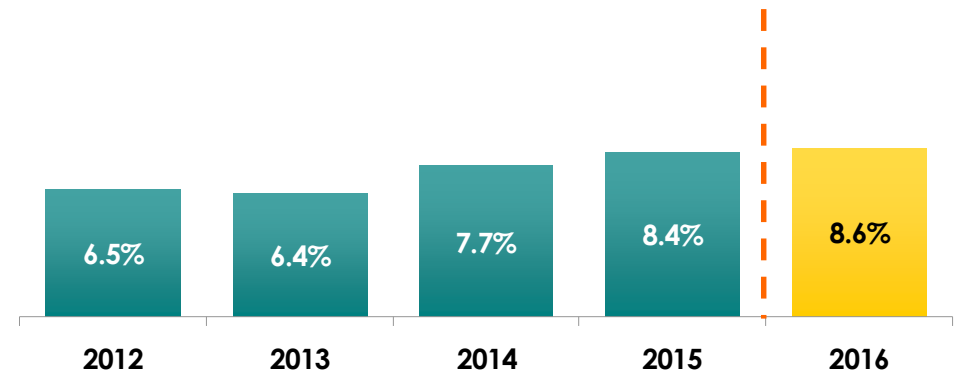
Delivered better margins



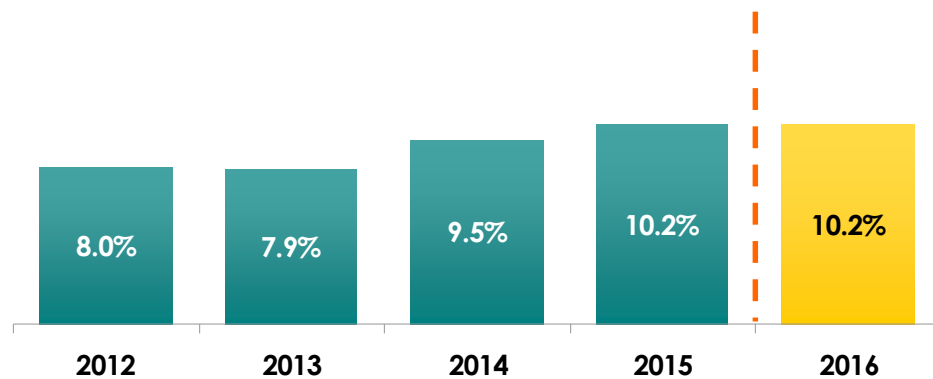
Gross Margin (Sales & Services)



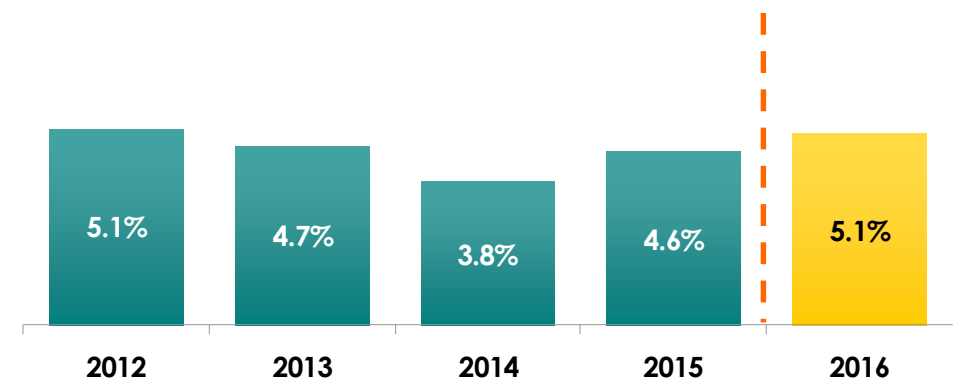
EBIT Margin



EBITDA Margin



Net Margin

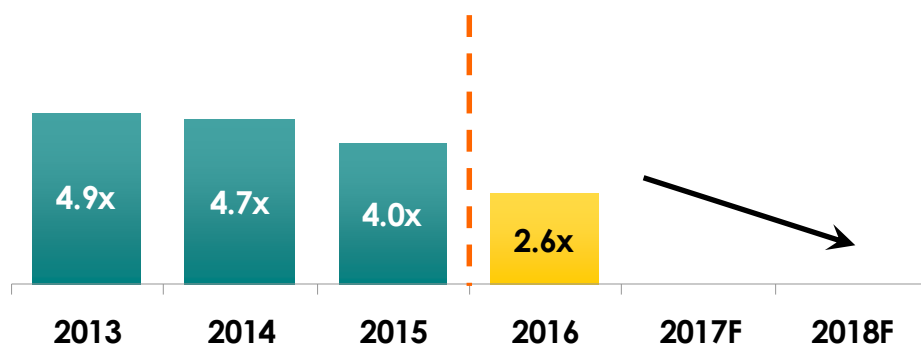


Leverage Ratios – Consolidated

Comfortably maintained below Bond Covenants



Net Debt to Equity



Bond Covenants *

Year	Net Debt to Equity
2015	5.0x
2016	3.5x
2017	2.5x
2018 - 2022	2.0x

Equity as per Bond Covenants shall be adjusted with deferred taxes.

- In 2016, CPALL issued Thai Baht bonds amount of Baht 7,000 million in March and amount of Baht 12,000 million in August with the objective of repayment of borrowings. In addition, the Company also issued a perpetual bond amount of Baht 10,000 million for the first time in November.
- According to the definition of Bond Covenants, net debt to adjusted equity decreased to **2.08x** in 2016 from 2.95x in 2015.
- As at 31 December 2016, interest-bearing liabilities, excluding liabilities under financial leases, in the separate financial statement with a period of maturity within one year were Baht 25,937 million.

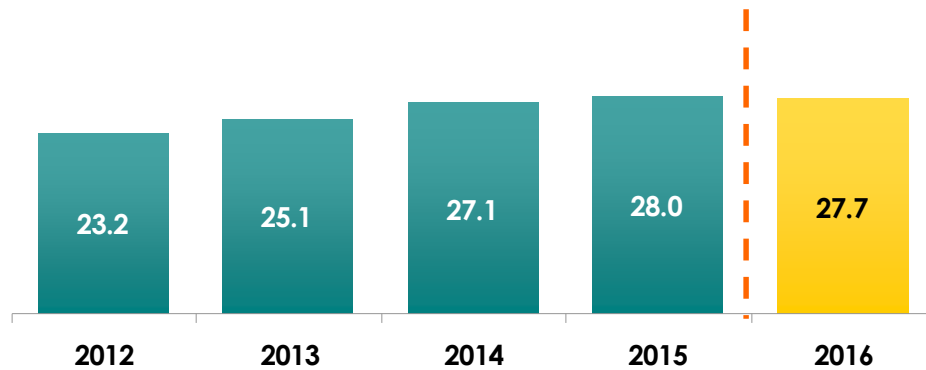
Working Capital – Consolidated

Negative cash cycle days



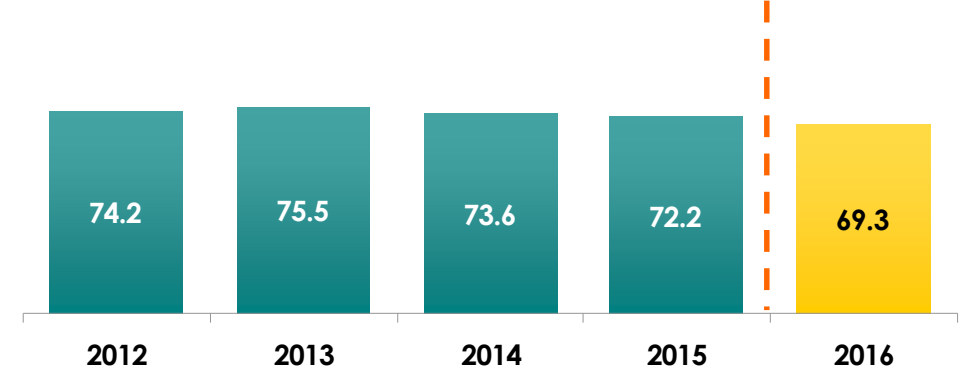
Inventory Days

(Unit: Days)



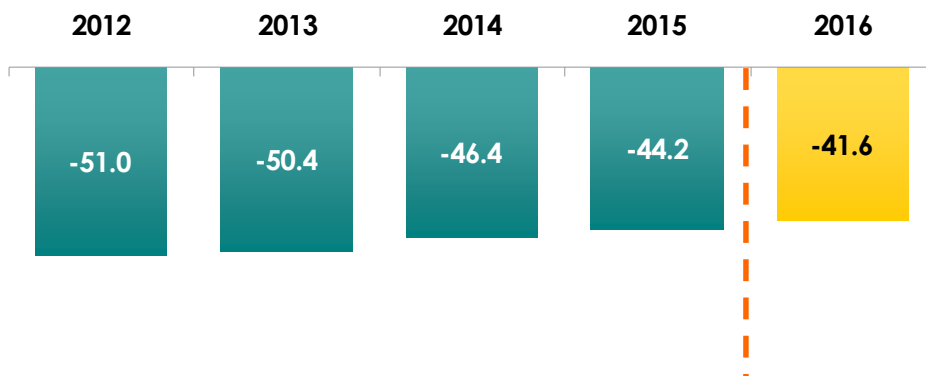
Account Payable Days

(Unit: Days)



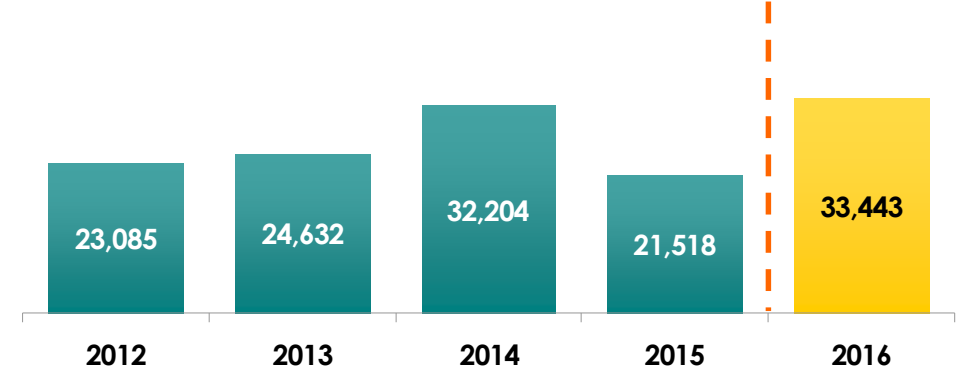
Cash Cycle Days

(Unit: Days)



Cash

(Unit: Million Baht)



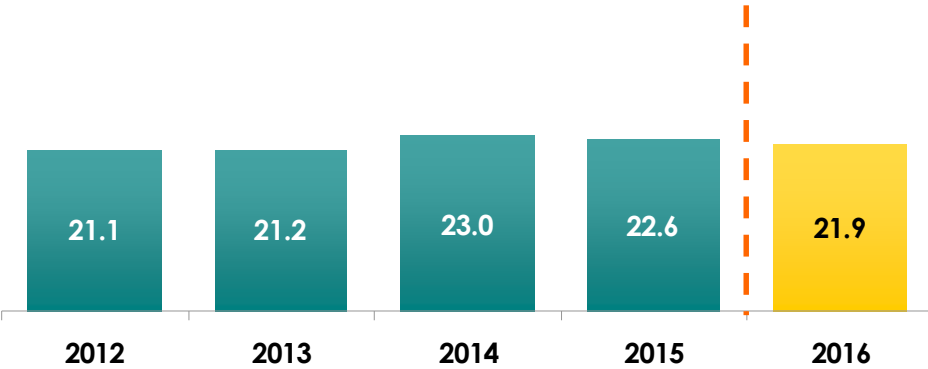
Working Capital – Company Only

Negative cash cycle days



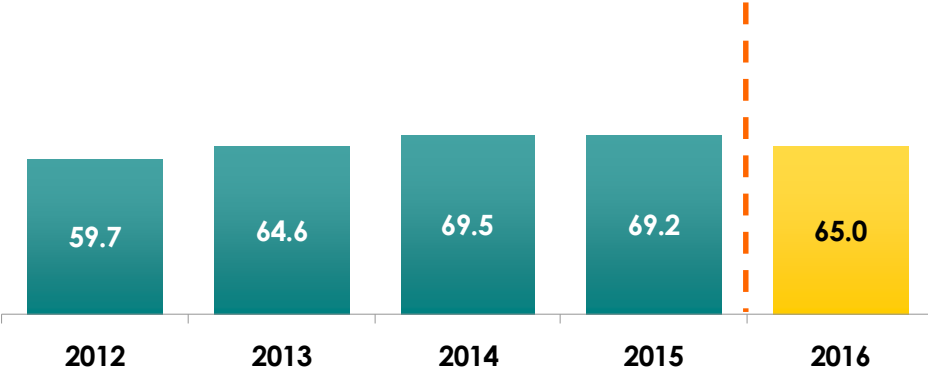
Inventory Days

(Unit: Days)



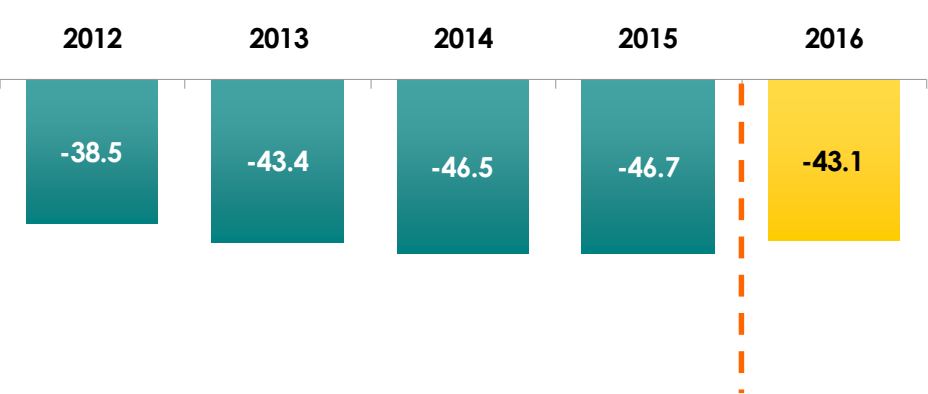
Account Payable Days

(Unit: Days)



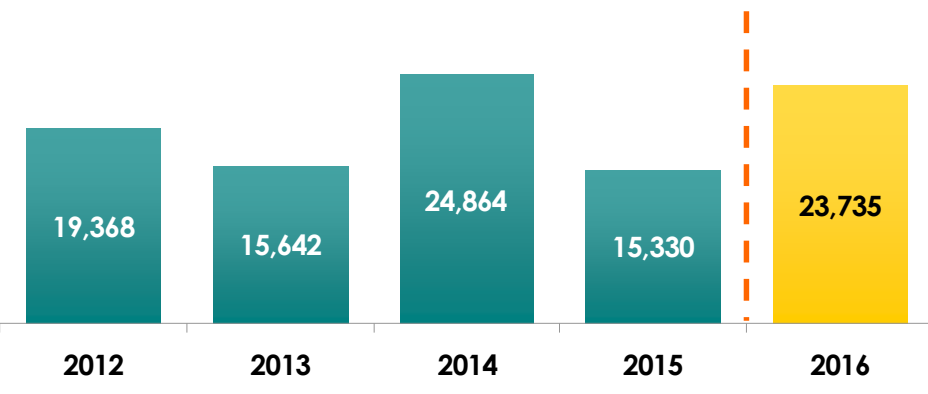
Cash Cycle Days

(Unit: Days)



Cash

(Unit: Million Baht)

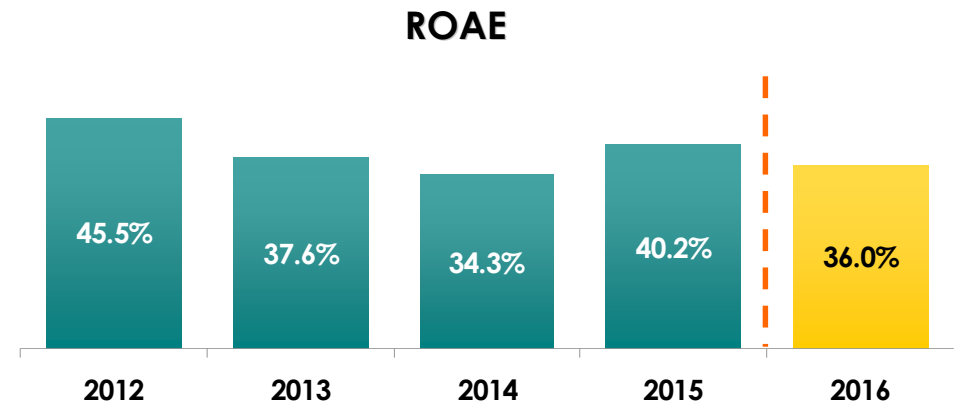
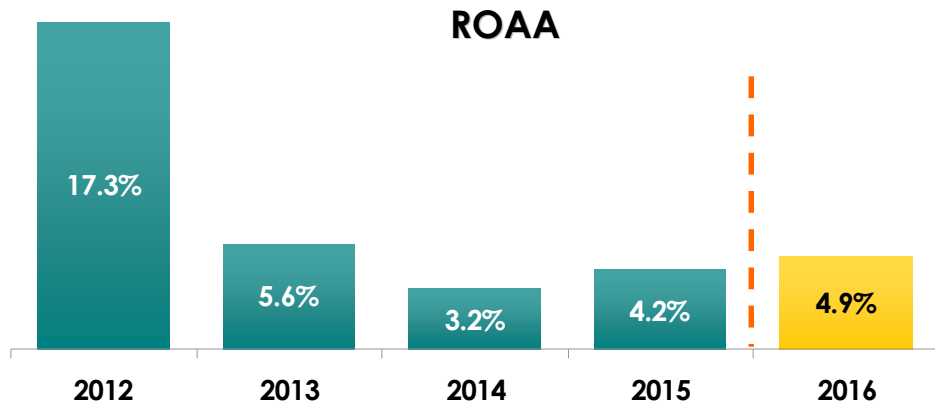


Key Performance Ratios

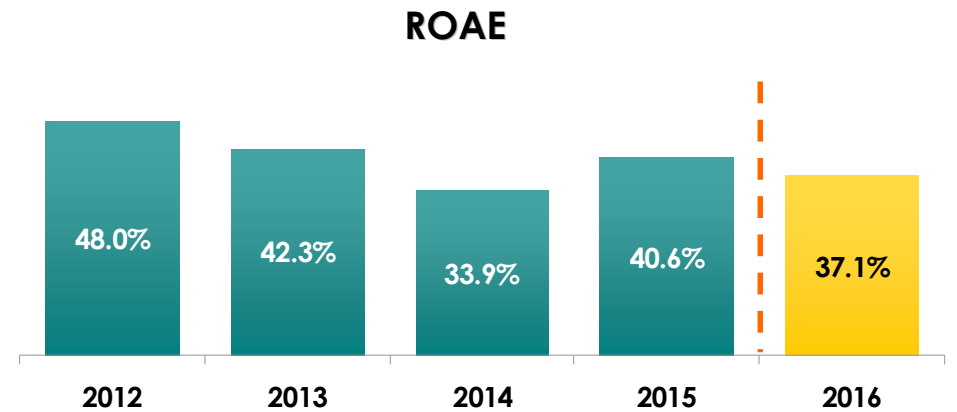
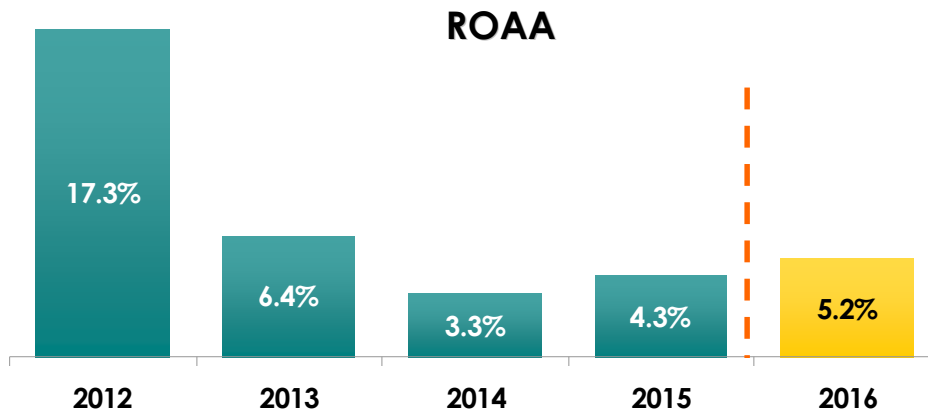
ROAE declined due to an enlarged equity base from a perpetual bond



Consolidated Statement



Company Only Statement



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

7 – Eleven Future and CAPEX plan

Continued 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



Share Capital Information



Price (Feb 15, 2017) : Bt 60.00
Hi/Low (12-month) : Bt 65.50 / 42.25 per share
Avg. daily turnover : 1,319.77 MB
No. of shares : 8,983,101,348 (Par Bt 1)
Market capitalization : 538,986 MB

Major Shareholders (as of Dec 30, 2016)

- CPF (subsidiaries)	34.6%
- Thai NVDR	6.7%
- Chase Nominees Limited	4.6%
- Littledown Nominees Limited	4.4%
- State Street Bank Europe Limited	3.4%
- Charoen Pokphand Group	3.3%

Free Float 61.8%
First trade date Oct 14, '03

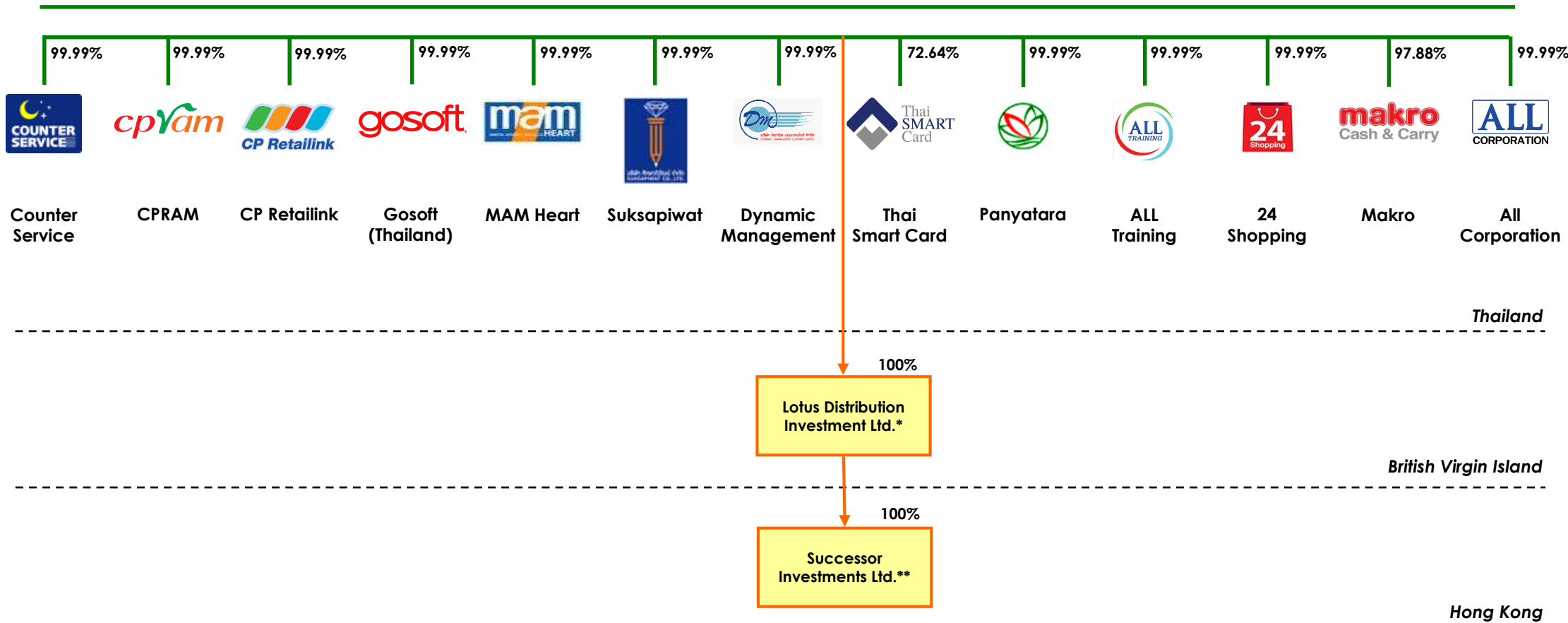
Dividend Payment	2010	2011	2012	2013	2014	2015	2016
Dividend payment (Bt/share)	Bt 1.40	Bt 2.25	Bt 0.90	Bt 0.90	Bt 0.80	Bt 0.90	Bt. 1.00 *
Payout ratio (%)	102%	139%	81%	79%	83%	71%	64%
Based on financial statement	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only	Company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

Remark : Dividend payment for 2016 shall be further proposed to the shareholders' meeting on April 20, 2017 for approval.

Group Structure of CPALL



As of December 30, 2016



* 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	2012	2013	2014	2015	2016
Cash	23,085	24,632	32,204	21,518	33,443
Inventory	9,148	19,916	22,167	25,072	26,705
Other current assets	16,621	9,414	10,313	10,382	9,751
Fixed assets	18,094	71,606	80,534	89,781	99,460
Other assets	5,219	178,439	181,192	182,329	182,909
Total assets	72,168	304,008	326,410	329,083	352,268
Account payable	32,580	54,734	59,312	62,624	66,959
Other current liabilities	8,445	10,921	13,063	14,785	15,406
Bank loan	-	135,143	57,942	15,881	8,101
Bond	-	50,000	140,000	173,000	180,159
Other liabilities	3,788	20,239	21,036	21,117	22,040
Total liabilities	44,812	271,037	291,352	287,407	292,665
Total equity of major S/H	27,101	28,747	30,782	37,349	55,196
Minority interest	255	4,223	4,276	4,326	4,407
Total equity	27,355	32,970	35,058	41,676	59,603

Balance Sheet – Company Only



Balance Sheet	2012	2013	2014	2015	2016
Unit : Million Baht					
Cash	19,368	15,642	24,864	15,330	23,735
Inventory	8,286	9,219	10,242	10,622	11,769
Other current assets	12,644	6,124	6,346	6,599	5,430
Fixed assets	13,711	18,343	20,036	22,441	25,639
Other assets	11,841	206,801	205,696	209,628	214,299
Total assets	65,849	256,129	267,184	264,620	280,872
Account payable	25,740	27,618	31,216	32,807	33,621
Other current liabilities	13,517	17,311	13,732	15,666	16,534
Bank loans	-	131,977	52,215	9,000	-
Bond	-	50,000	140,000	173,000	180,159
Other liabilities	3,420	3,877	4,081	4,110	4,646
Total liabilities	42,677	230,782	241,244	234,583	234,959
Total equity of major S/H	23,172	25,347	25,940	30,037	45,913
Minority interest	-	-	-	-	-
Total equity	23,172	25,347	25,940	30,037	45,913

Income Statement and Cash flow Statement - Consolidated



Income Statement Unit : Million Baht	2012	2013	2014	2015	2016
Revenue from Sales & Services	188,702	272,286	357,766	391,817	434,712
Other Income	9,114	12,385	13,528	14,076	17,227
Total revenue	197,816	284,670	371,294	405,893	451,939
Cost of Sales & Services	140,091	210,657	281,443	306,519	339,688
Total SG&A	43,736	58,954	68,744	73,905	83,666
EBIT	13,988	15,059	21,107	25,469	28,585
Net profit	11,049	10,503	10,200	13,682	16,677
EBITDA	17,357	19,760	27,417	32,827	36,899

Cashflow Statement	2012	2013	2014	2015	2016
CFO	23,032	21,624	26,371	31,419	37,939
CFI	(8,502)	(191,409)	(15,958)	(17,409)	(18,794)
CFF	(5,615)	171,177	(2,830)	(24,780)	(7,233)

Income Statement and Cash flow Statement – Company Only



Income Statement	2012	2013	2014	2015	2016
Unit : Million Baht					
Revenue from Sales & Services	184,799	201,669	210,776	231,149	256,401
Other Income	9,896	15,826	18,220	18,609	21,845
Total revenue	194,695	217,495	228,996	249,758	278,246
Cost of Sales & Services	138,033	148,728	152,394	166,485	183,850
Total SG&A	44,005	54,938	58,886	62,260	70,537
EBIT	12,657	13,828	17,717	21,013	23,858
Net profit	10,015	10,260	8,686	11,376	14,099
EBITDA	15,622	17,229	21,700	25,429	28,415

Cashflow Statement	2012	2013	2014	2015	2016
CFO	21,580	14,292	16,484	21,422	25,162
CFI	(7,405)	(190,498)	215	(5,419)	(8,762)
CFF	(5,612)	172,452	(7,478)	(25,537)	(7,995)

Key Performance Ratios – Consolidated



Financial Ratios		2012	2013	2014	2015	2016
Gross margin (sales & service)	(%)	25.8%	22.6%	21.3%	21.8%	21.9%
Operating margin	(%)	7.1%	5.3%	5.7%	6.3%	6.3%
EBITDA margin	(%)	8.8%	6.9%	7.4%	8.1%	8.2%
Net margin	(%)	5.6%	3.7%	2.7%	3.4%	3.7%
ROAA	(%)	17.3%	5.6%	3.2%	4.2%	4.9%
ROAE (exc. MI)	(%)	45.5%	37.6%	34.3%	40.2%	36.0%
Inventory days		23.2	25.1	27.1	28.0	27.7
Account payable days		74.2	75.5	73.6	72.2	69.3
Cash cycle days		(51.0)	(50.4)	(46.4)	(44.2)	(41.6)
Earnings per share	(Bt.)	1.2	1.2	1.1	1.5	1.9
Book value per share	(Bt.)	3.0	3.2	3.4	4.2	6.1

Key Performance Ratios – Company Only



Financial Ratios		2012	2013	2014	2015	2016
Gross margin (sales & service)	(%)	25.3%	26.3%	27.7%	28.0%	28.3%
Operating margin	(%)	6.5%	6.4%	7.7%	8.4%	8.6%
EBITDA margin	(%)	8.0%	7.9%	9.5%	10.2%	10.2%
Net margin	(%)	5.1%	4.7%	3.8%	4.6%	5.1%
ROAA	(%)	17.3%	6.4%	3.3%	4.3%	5.2%
ROAE (exc. MI)	(%)	48.0%	42.3%	33.9%	40.6%	37.1%
Inventory days		21.1	21.2	23.0	22.6	21.9
Account payable days		59.7	64.6	69.5	69.2	65.0
Cash cycle days		(38.5)	(43.4)	(46.5)	(46.7)	(43.1)
Earnings per share	(Bt.)	1.1	1.1	1.0	1.3	1.6
Book value per share	(Bt.)	2.6	2.8	2.9	3.3	5.1

Balance Sheet – Makro



Balance Sheet Unit : Million Baht	2012	2013	2014	2015	2016
Cash	6,056	5,011	4,564	2,230	2,550
Inventory	7,276	9,792	10,628	12,954	13,485
Other current assets	1,356	1,633	2,214	2,142	2,493
Fixed assets	16,499	18,098	23,655	27,039	30,319
Other assets	1,104	1,571	2,605	3,545	4,012
Total assets	32,291	36,104	43,666	47,910	52,859
Account payable	15,728	18,177	20,629	22,164	24,458
Other current liabilities	3,173	3,196	4,120	3,906	3,824
Bank loan	2,100	3,167	5,226	6,614	7,423
Bond	-	-	-	-	-
Other liabilities	427	543	903	1,019	1,413
Total liabilities	21,428	25,083	30,879	33,703	37,118
Total equity of major S/H	10,863	11,021	12,787	14,207	15,721
Minority interest	-	-	-	-	20
Total equity	10,863	11,021	12,787	14,207	15,742

Income Statement and Cash flow Statement – Makro



Income Statement	2012	2013	2014	2015	2016
Unit : Million Baht					
Revenue from Sales & Services	114,332	129,087	141,828	155,217	172,092
Other Income	623	694	704	700	698
Total revenue	114,956	129,781	142,532	155,917	172,790
Cost of Sales & Services	102,760	115,673	126,771	137,937	153,722
Total SG&A	7,419	8,598	9,386	10,930	12,044
EBIT	4,777	5,510	6,375	7,050	7,024
Net profit	3,534	4,299	4,922	5,378	5,412
EBITDA	5,969	6,841	7,816	8,920	9,125

Cashflow Statement	2012	2013	2014	2015	2016
CFO	5,166	5,306	7,661	6,701	9,071
CFI	(2,831)	(3,239)	(6,967)	(6,371)	(5,544)
CFF	(2,567)	(3,112)	(1,140)	(2,665)	(3,207)

Key Performance Ratios – Makro



Financial Ratios		2012	2013	2014	2015	2016
Gross margin (sales)	(%)	8.4%	8.7%	9.0%	9.6%	9.2%
Gross margin (Total revenue)	(%)	10.6%	10.9%	11.1%	11.5%	11.0%
Operating margin	(%)	4.2%	4.2%	4.5%	4.5%	4.1%
EBITDA margin	(%)	5.2%	5.3%	5.5%	5.7%	5.3%
Net profit margin	(%)	3.1%	3.3%	3.5%	3.4%	3.1%
ROA	(%)	11.2%	12.6%	12.3%	11.7%	10.7%
ROE (exc. MI)	(%)	34.0%	39.3%	41.3%	39.8%	36.1%
Inventory days		25.2	26.2	28.4	29.9	29.9
Account payable days		54.9	52.8	55.1	55.8	54.6
Cash cycle days		(29.7)	(26.5)	(26.7)	(25.9)	(24.7)
Earnings per share	(Bt.)	0.7	0.9	1.0	1.1	1.1
Book value per share	(Bt.)	2.3	2.3	2.7	3.0	3.3

The Corporate Governance Committee, appointed by the Board of Directors of CP All Public Company Limited, comprises of 4 directors, majority of which are independent directors. In 2016, the Corporate Governance Committee held a total of 4 meetings, which the key Corporate Governance (CG) deliverables are summarized as follows:

Charter – Established the Charter for CG Committee and Sub-Committee as a guideline for scope of work and their responsibilities. The Corporate Governance Committee shall hold 4 meetings in each year.

CG Policy, Business Ethics and Code of Conduct – Implemented the updated CG policy, Business Ethics and Code of Conduct that have been amended according to international best practices and the laws and regulations of regulatory organizations.

CG Guidelines – Adopted the updated CG guidelines for executives and employees such as use of inside information and conflict of interest.

Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) – The Company participated in CAC and has submitted Self-Evaluation Form in order to be certified for Level 4 in December 2016. Also, the Company adopted four key guidelines relating to anti-corruption, namely are 1) Anti-corruption guidelines, 2) Donation for charity guidelines, 3) Financial contribution guidelines, and 4) Guidelines on giving/accepting gifts, souvenirs and reception.

CG Enhancement – CG enhancement projects were initiated following the external consultant's advice. Majority of the projects were completed in 2016 and remaining two projects that will be completed in 2017 are 1) Project on the development and improvement of the Information Classification Policy and the Policy on Protection of Personal Information and 2) Project on the improvement of IT Governance, as well as training programs.

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

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