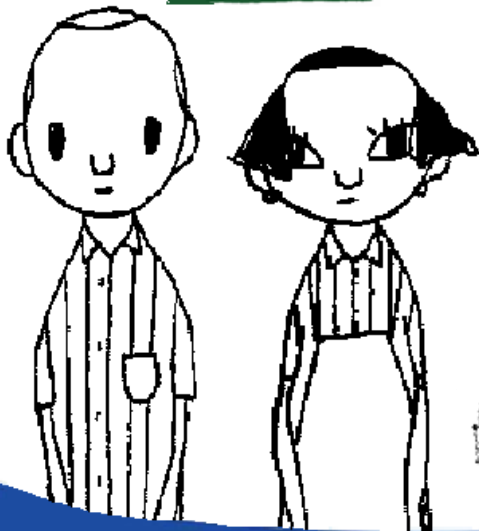


# CP ALL Public Company Limited

## 2Q13: Presentation Results

*August 2013*



# Financial Highlights

Units: MB	2Q12	2Q13	%Chg	1H12	1H13	%Chg
<b>Company Only</b>						
Total Revenue	47,368	53,149	+12.2%	91,268	105,187	+15.3%
Net Profit	2,703	2,829	+ 4.7%	5,152	5,747	+11.5%
<b>Consolidated</b>						
Total Revenue	47,731	53,633	+12.4%	92,398	106,535	+15.3%
Net Profit	2,602	2,649	+ 1.8%	5,359	5,835	+ 8.9%
<b>Company Only</b>						
	2007	2008	2009	2010	2011	2012
Total Revenue	81,807	98,108	115,285	138,092	159,226	194,695
Net Profit	2,504	3,740	4,597	6,143	7,274	9,982

Only  
at



# Convenience Store Business in Thailand: “7-Eleven”

*“Anytime at your appetite.  
Anytime at 7-Eleven”*





# Share Capital Information

**Price (Aug 5, '13)** : Bt 35.25

**Hi/Low (12-month)** : Bt 52.0/32.5 per share

**Avg. daily turnover** : 1,322.33 MB

**No. of shares** : 8,983,101,348 (Par Bt 1)

**Market capitalization** : 316,654 MB

## Major Shareholders (as of May 8, '13)

- Charoen Pokphand Group	11.3%
- CPF (subsidiaries)	33.0%
- Thai NVDR	4.9%
- Chase Nominees Limited	3.2%
- State Street Bank Europe Limited	2.7%
- AIA	2.7%
- GIC	1.0%

**Free float** : 55.5%

**First trade date** : Oct 14, '03

Dividend payment	2006	2007	2008	2009	2010	2011	2012
Dividend payment (Bt/share)	Bt 0.25	Bt 0.35	Bt 0.60	Bt 0.80	Bt 1.40	Bt 2.25	Bt 0.90
Payout ratio (%)	84%	63%	72%	78%	102%	139%	81%
Based on financial statement	Consolidated	Company only	Company only	Company only	Company only	Company only	Company only
Effective payout ratio(%)	50%	63%	72%	78%	102%	139%	81%

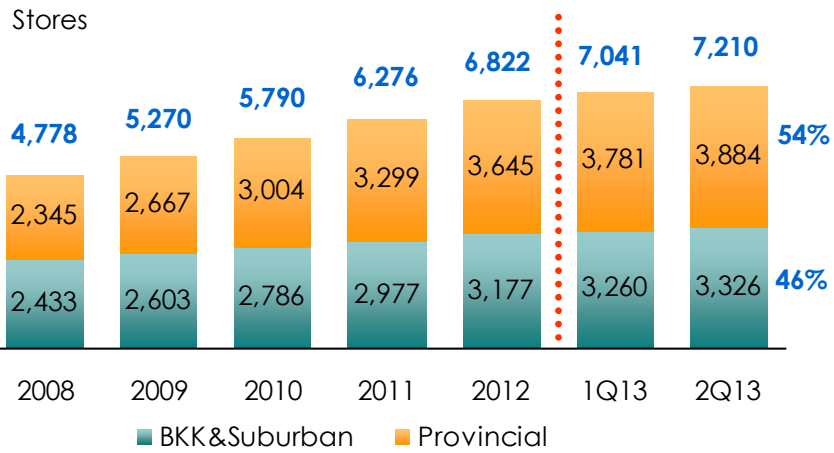
\* Effective payout ratio calculation based on the assumption that dividend is paid out from "Company Only" statement.



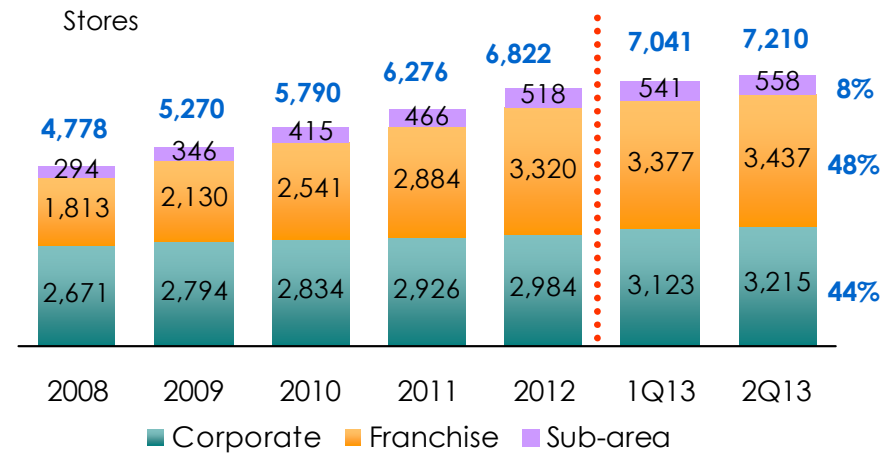
# Store Types Breakdown

## Continued store expansion

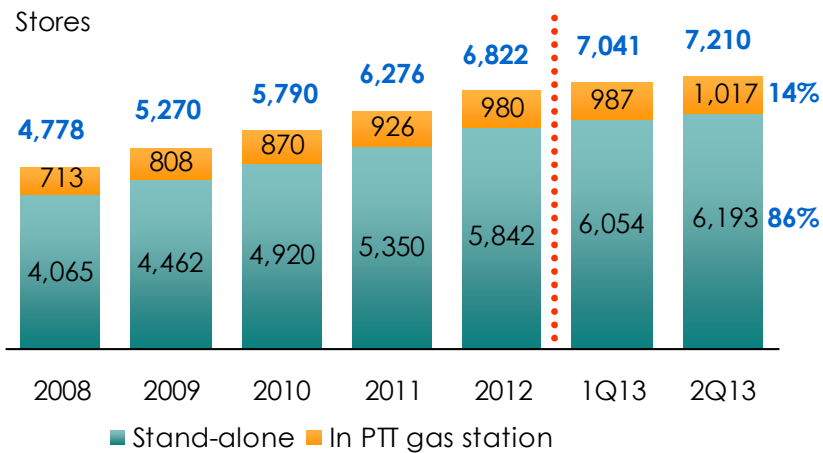
### BKK & Suburban / Provincial



### Corporate / Franchise / Sub-area



### Stand-alone / In PTT gas station



Stores/Year	2007	2008	2009	2010	2011	2012	1H13
Expansion	+495	+499	+492	+520	+486	+546	+388



# Performed same store sales growth From increase in both spending per ticket and traffic

2Q13

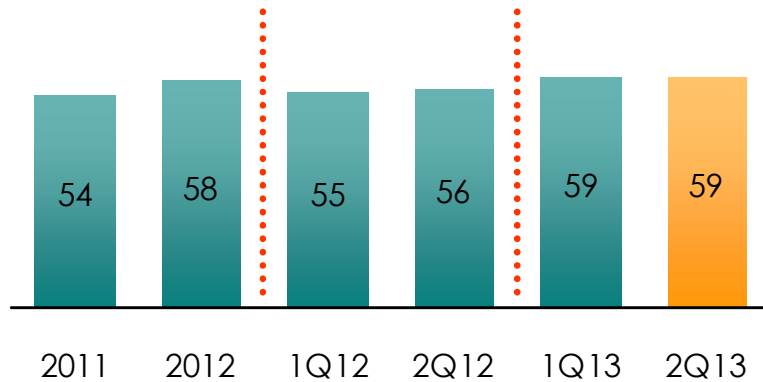
Average daily sales / store

94,044 Baht

	2005	2006	2007	2008	2009	2010	2011	2012	1Q13	2Q13
SSS Growth*	4.7%	5.5%	5.9%	10.5%	9.7%	9.9%	4.8%	13.0%	11.8%	7.6%

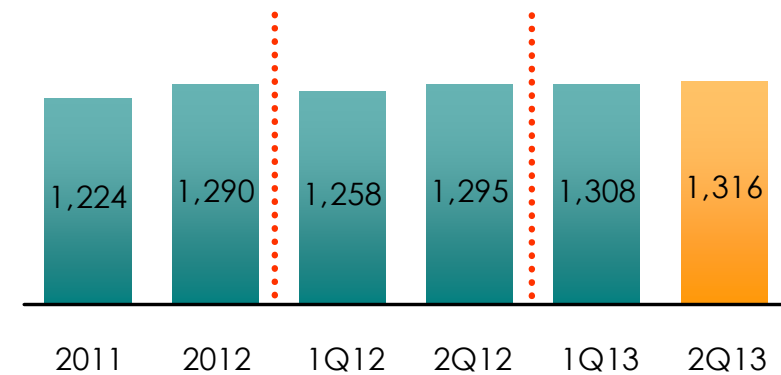
## Spending per Ticket

Baht



## No. of Customers per Store per Day

Customers



- Spending per ticket increased at a CAGR of 4.3% from 2005-2011.
- No. of customers per store per day increased at a CAGR of 3.1% from 2005-2011.

Note : T&E stands for technology and entertainment e.g. mobile phone top-up card

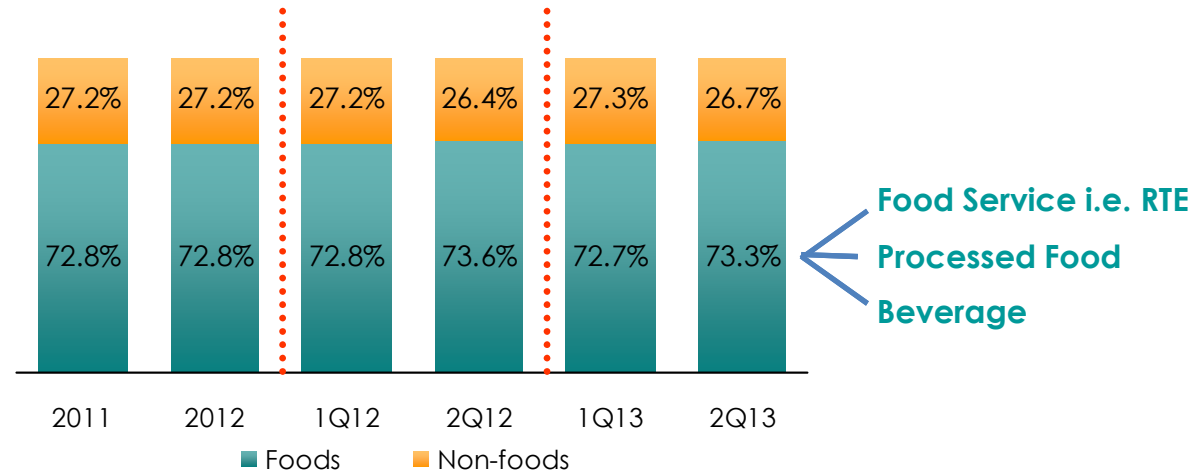
\* Exclude T&E

\* Round number has been shown

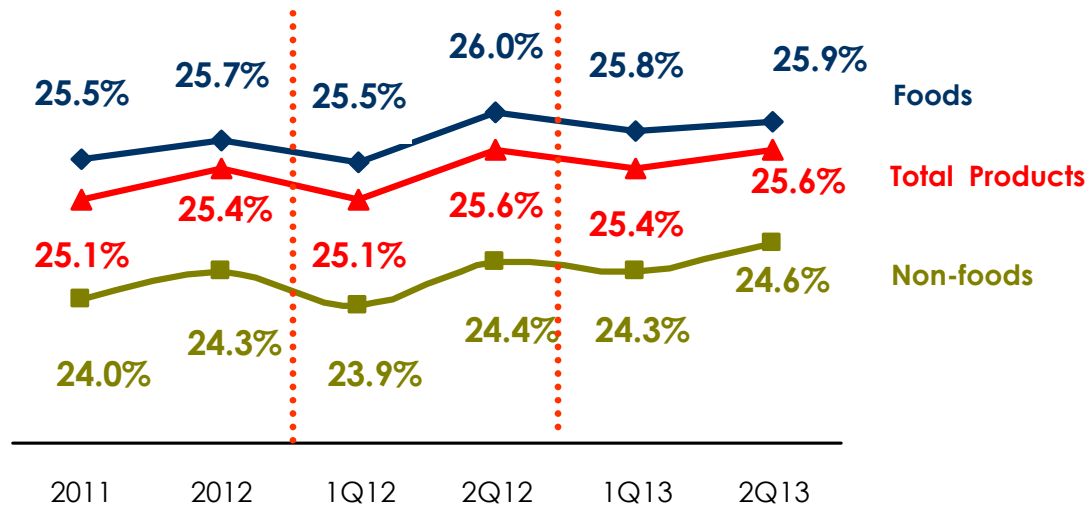
# Product Sales Mix & Gross Margin Mix

## Maintained gross margin yoy

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



### Gross Margin Mix (excl. T&E)

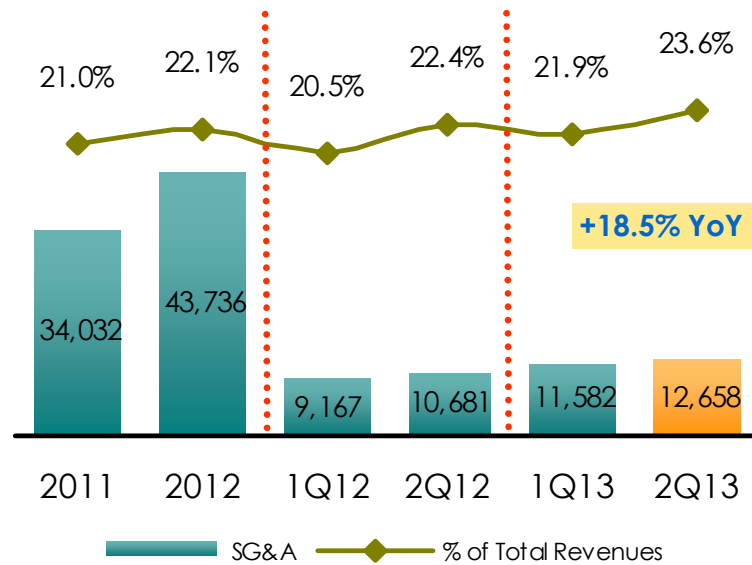


# SG&A Expenses – Consolidated

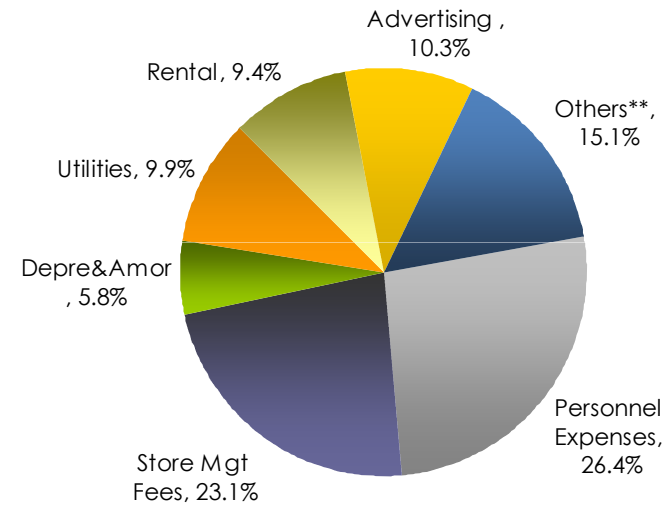
**% SG&A exp. to revenue increased due to rising utility cost and acquisition cost of Makro**

## 2Q13 SG&A Expenses-to-Total Revenues

(Unit: Million Baht)



## 2Q13 SG&A Expenses Breakdown



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





# Operational Strategy

## New stamp promotion for 2013 has already launched under “Love Thailand” theme

### Food & Drink Promotion

CPALL Promotional campaign  
 7-Eleven.

26 Apr – 25 May 13



More than 200 food & drink items were offered at a special price

### Stamp “Love Thailand” Promotion

CPALL Promotional campaign  
 7-Eleven.

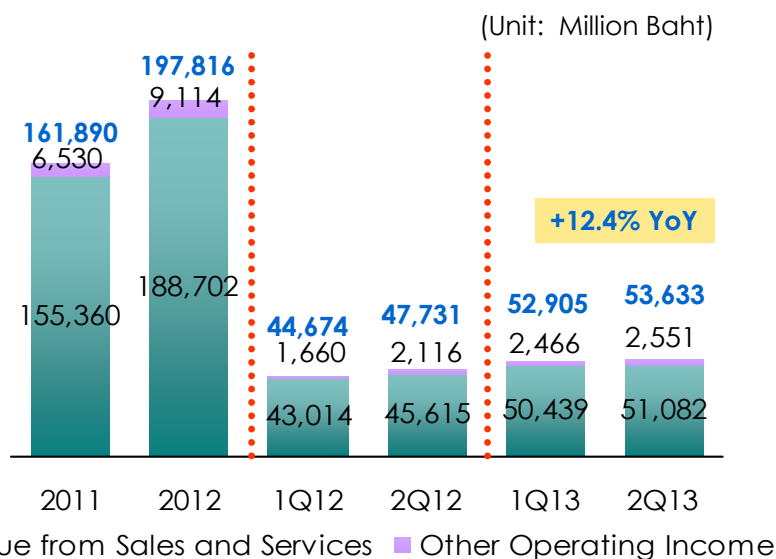
26 Jul – 25 Nov 13



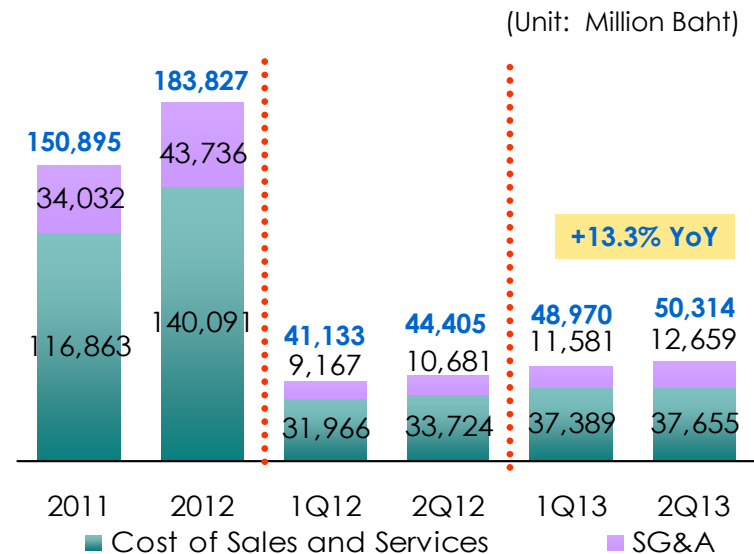
Customers get a stamp valued of Baht 1 for every Baht 50 purchase or more stamps from a wide range of product items participating the campaign which can be used for cash discount or exchanged for a premium gift.

# Consolidated Financial Performance

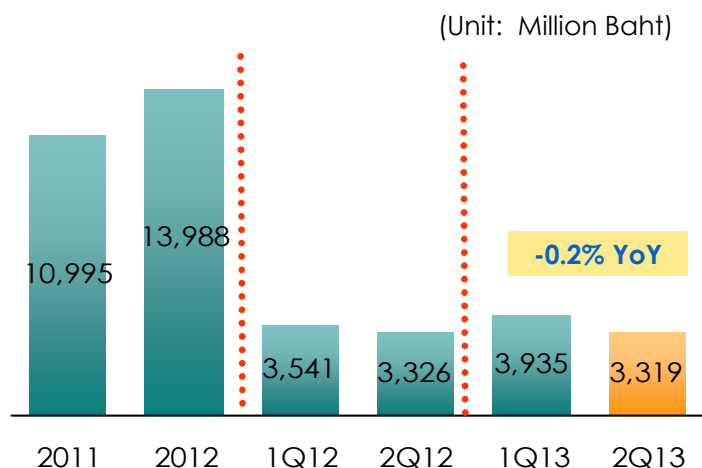
## Total Revenues



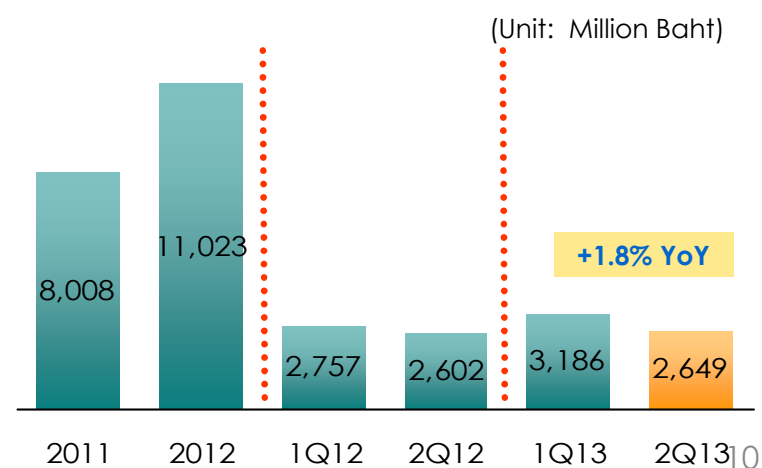
## Total Costs



## Operating Profits



## Net Profits



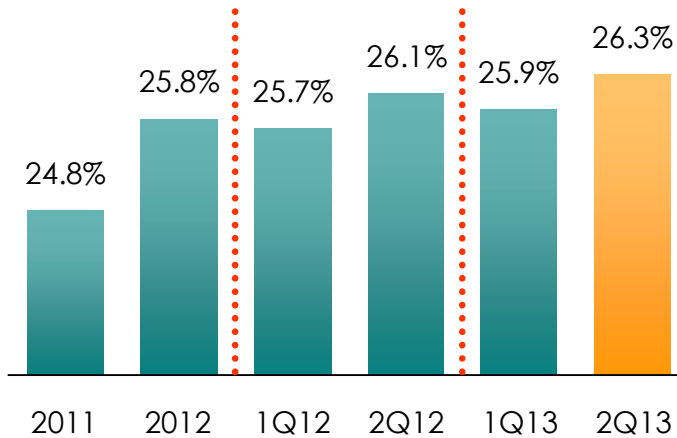
Note: Other operating income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.



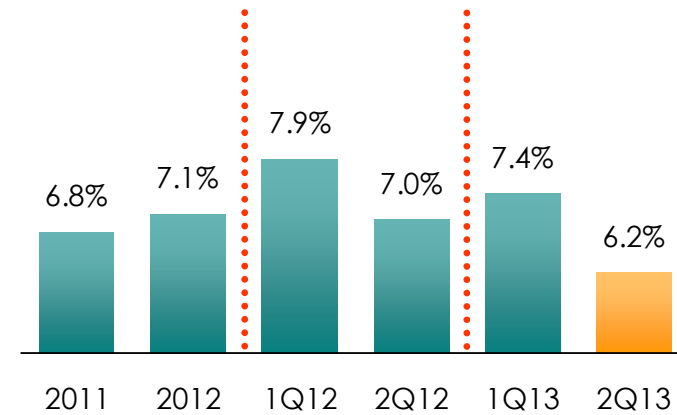
# Profitability Ratios – Consolidated

Increased in operating expenses and financing charges impacted to margins

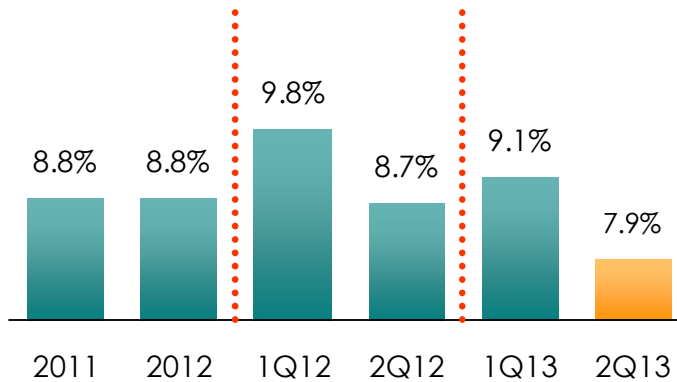
**Gross Margin (Sales & Services)**



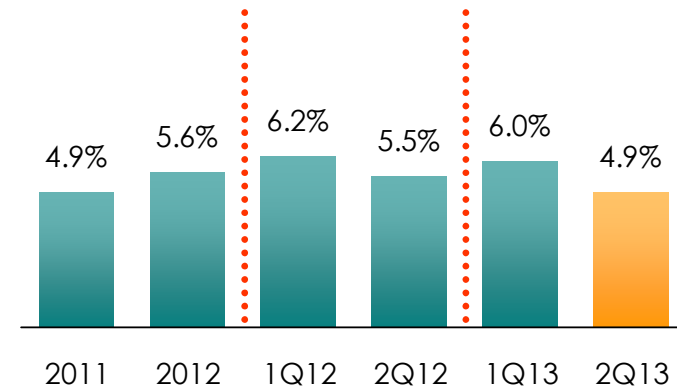
**EBIT Margin**



**EBITDA Margin**



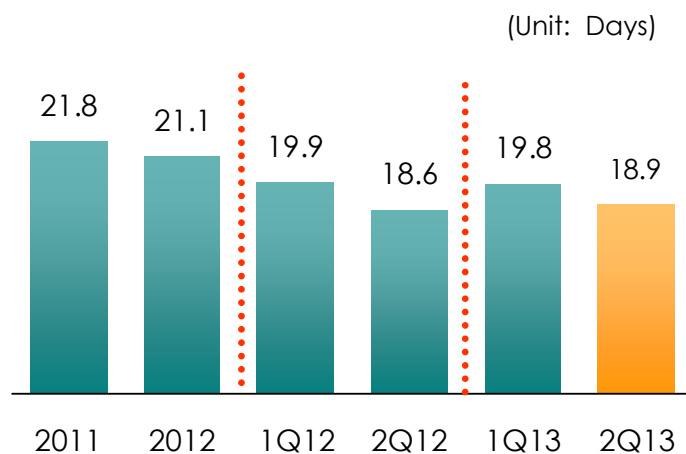
**Net Margin**



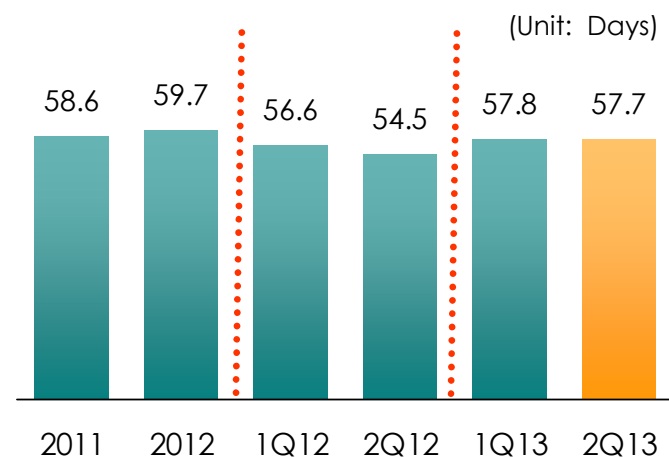
# Working Capital – Company Only

## Negative cash cycle days

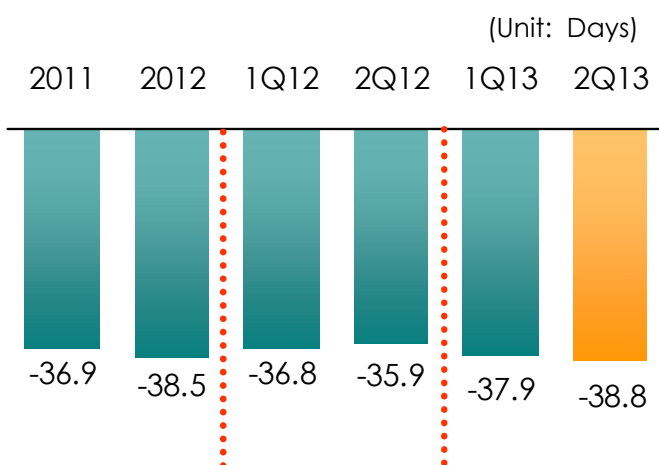
### Inventory Days



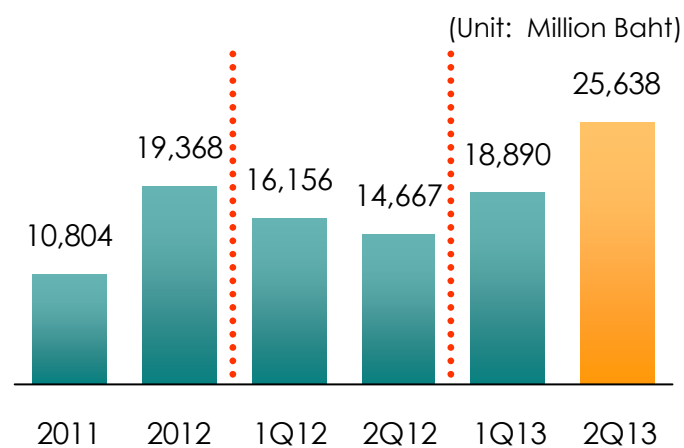
### Account Payable Days



### Cash Cycle Days

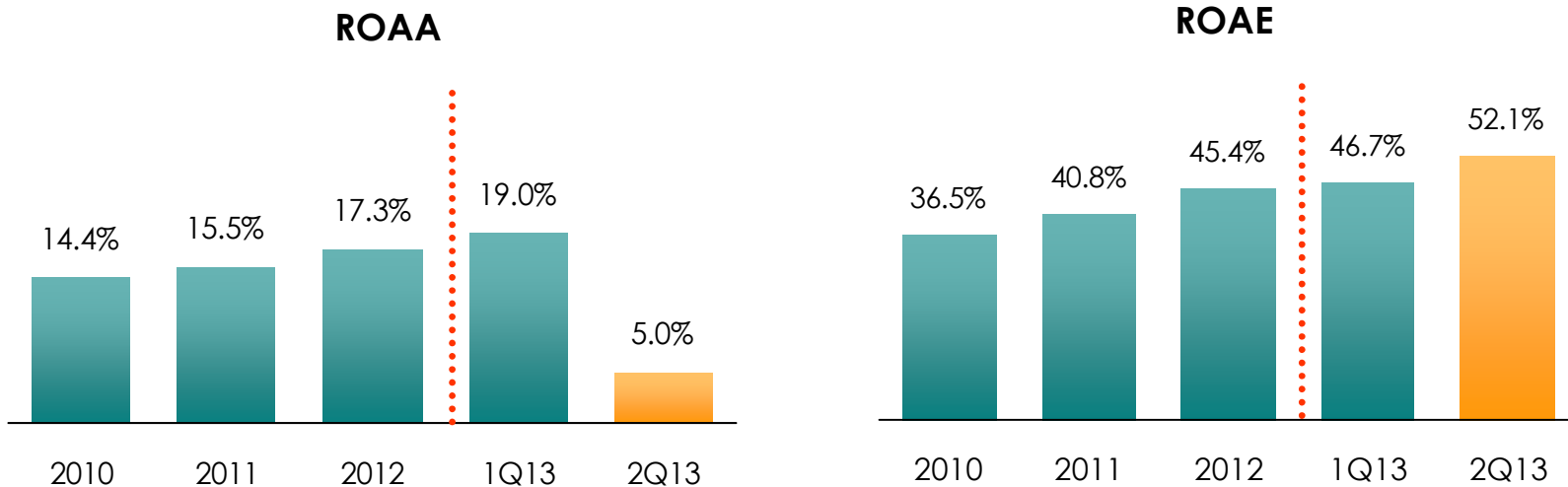


### Cash

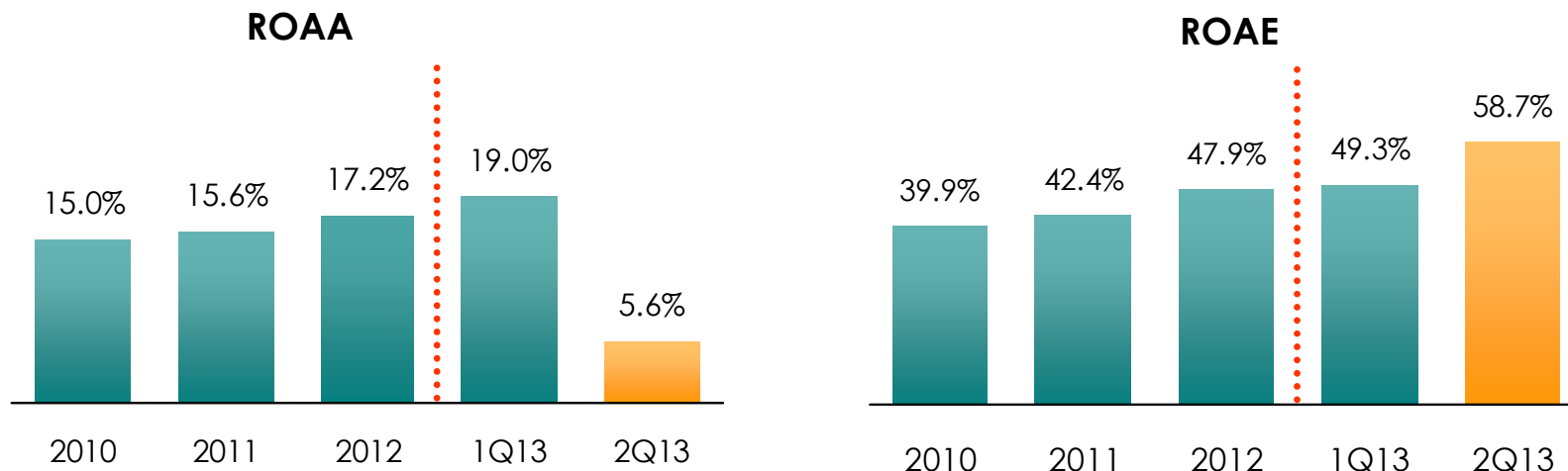


## Changes in ROAA as to record investment in Makro

### Consolidated Statement



### Company Only Statement





# Future and CAPEX Plan

## Continued stores expansion and supporting infrastructure

### 7-Eleven Stores Expansion

- Plan to open approx. 540 stores in 2013
- Milestone: 10,000 stores in next 5-6 years

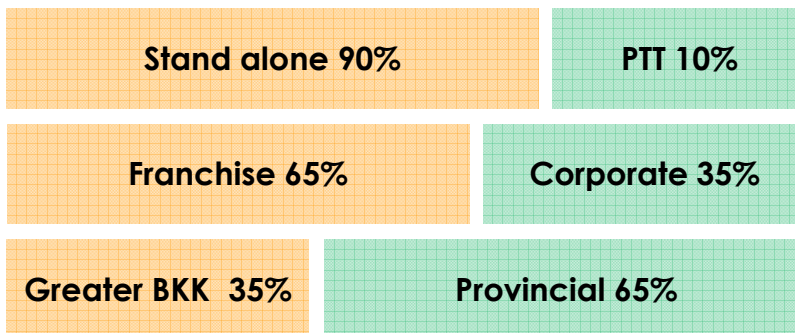
### 2013 Projected CAPEX

#### Thailand

MB

Stores expansion	2,100 – 2,200
Stores renovation	1,100 – 1,200
Investment in subsidiaries & DC	3,000 – 3,200
Fixed assets & IT system	800 – 1,000
<b>Total</b>	<b><u>7,000 – 7,600</u></b>

### New Stores Opening

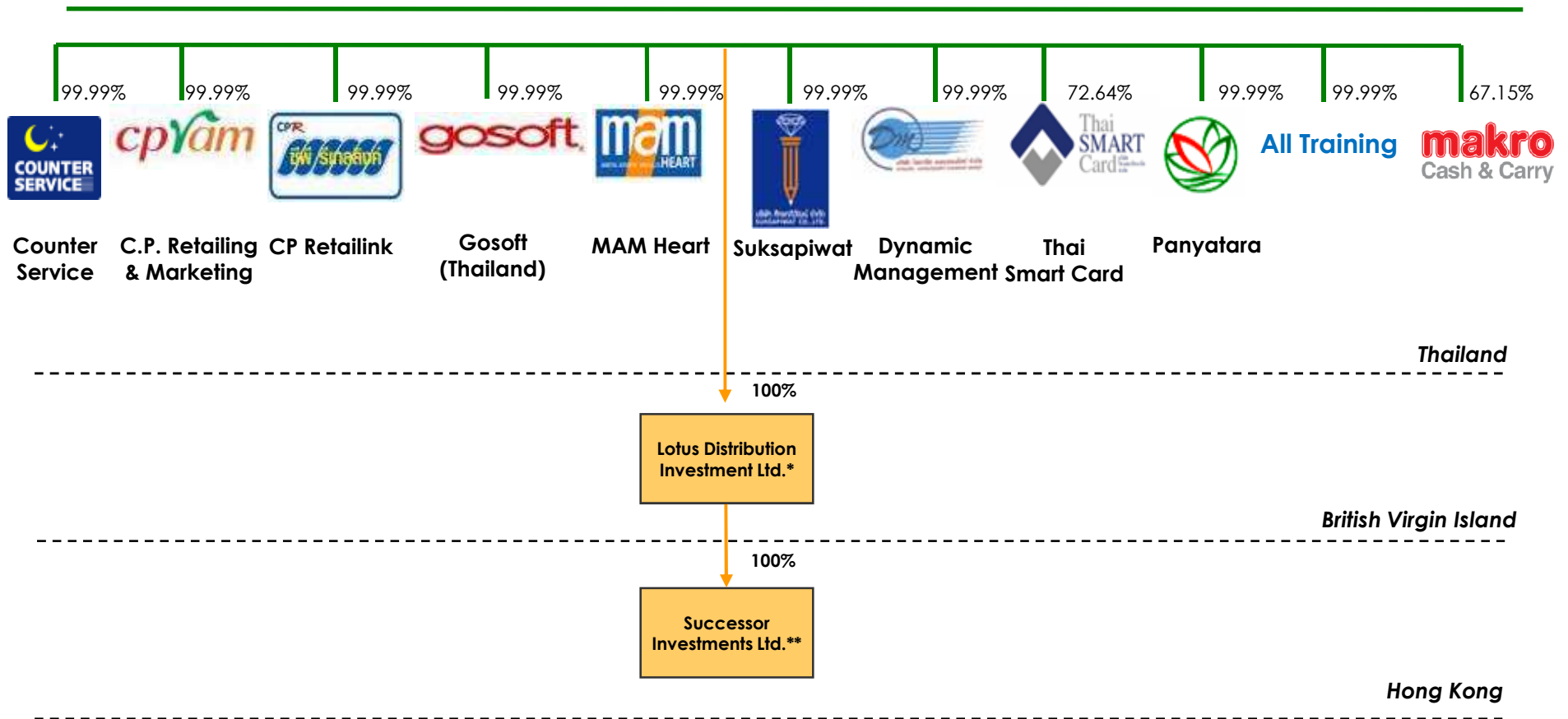


### CAPEX Plan for Regional DCs

- RDC: Samut Sakhon (Greater Bangkok)**
  - Serving 2,500 stores, opening in 2014

# Group Structure of CPALL

As of Jun 30, 2013



\* 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



# New offerings in 7-Eleven stores

## Kudsan and eXta

### Kudsan



Kudsan  
7-Eleven.

282 stores



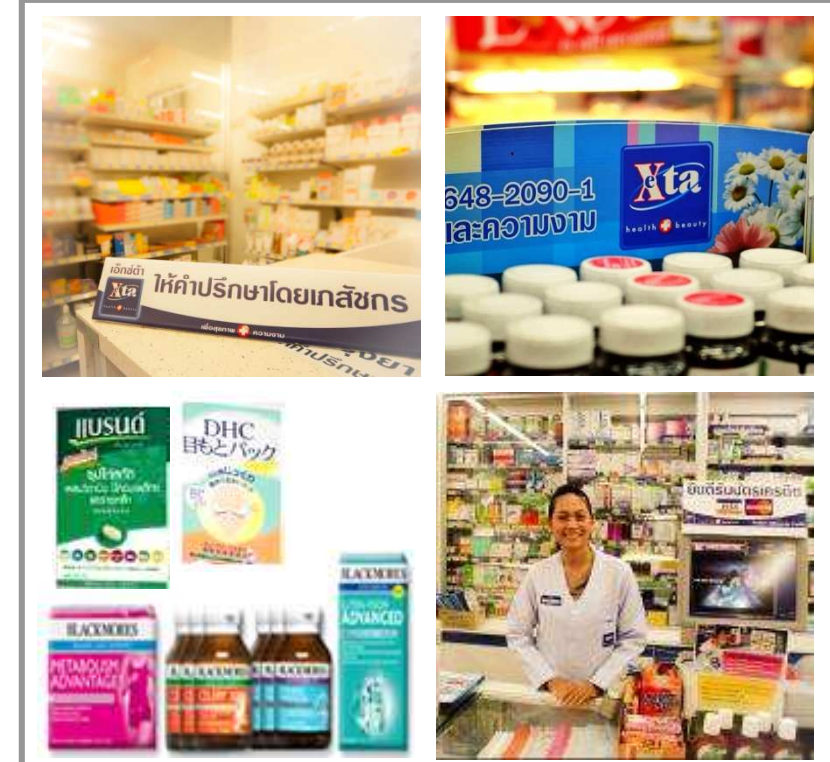
282 of 7-Eleven stores serving freshly baked bakery and freshly brewed coffee

### eXta



eXta  
7-Eleven.

459 stores



459 of 7-Eleven stores offering Health & Beauty products and pharmacy



### Changes in recording phone card revenue to service income

**Impact:** Sales was reduced but there is no impact to gross profit.  
Sales ex. Phone was increased 15.9% yoy.

### Investment in Makro of 67.15% has been recorded

**Impact:** CPALL assets were increased; thus, return on assets was significantly changed.  
Interest bearing debt of Baht 143,333 million was incurred.

### Only balance sheet of Makro was consolidated Statement of income of Makro was not consolidated (recording Makro acquisition on June 26, 2013)

**Impact:** CPALL assets were increased.  
Net profit of CPALL included acquisition cost.



## Balance Sheet - Consolidated

Unit: (million Baht)

Restated

Balance Sheet	2008	2009	2010	2011	2012	2Q12	2Q13
Cash	11,897	12,682	15,716	14,202	23,085	18,562	32,066
Inventory	5,444	5,900	6,518	8,642	9,148	8,226	16,554
Other current assets	3,566	4,542	8,480	13,560	16,621	11,319	11,976
Fixed assets	12,660	13,491	14,525	14,994	18,094	16,003	38,620
Other assets	6,592	7,825	2,666	3,943	5,219	4,477	133,738
<b>Total assets</b>	<b>40,159</b>	<b>44,441</b>	<b>47,904</b>	<b>55,341</b>	<b>72,168</b>	<b>58,587</b>	<b>232,953</b>
Accounts payable	17,733	19,189	21,613	24,393	32,580	26,970	45,337
Bank loan	168	10	-	2	-	-	143,333
Other current liabilities	3,774	4,371	5,757	6,084	8,444	6,579	11,575
Other liabilities	1,583	1,935	2,577	3,163	3,788	3,579	4,495
<b>Total liabilities</b>	<b>23,259</b>	<b>25,505</b>	<b>29,946</b>	<b>33,642</b>	<b>44,812</b>	<b>37,129</b>	<b>204,741</b>
Total equity of major S/H	16,739	18,740	17,756	21,491	27,101	21,244	23,184
Minority interest	161	196	203	208	255	215	5,028
<b>Total equity</b>	<b>16,900</b>	<b>18,937</b>	<b>17,958</b>	<b>21,699</b>	<b>27,356</b>	<b>21,458</b>	<b>28,212</b>



# Income Statement and Cash flow Statement - Consolidated

Unit: (million Baht)

Restated

Income Statement	2008	2009	2010	2011	2012	2Q12	2Q13
Net Sales	121,026	109,430	132,015	152,210	184,726	44,622	49,872
Service income	3,057	2,947	2,939	3,150	3,976	993	1,210
Other operating income	4,856	5,087	5,446	5,863	8,343	1,935	2,327
Other income	516	297	339	667	771	181	224
<b>Total revenue</b>	<b>129,454</b>	<b>117,761</b>	<b>140,739</b>	<b>161,890</b>	<b>197,816</b>	<b>47,731</b>	<b>53,633</b>
Cost of sales	93,285	81,618	100,128	115,529	138,205	33,326	37,014
Cost of services	1,069	1,100	1,268	1,333	1,886	399	641
<b>Total SG&amp;A</b>	<b>31,101</b>	<b>28,253</b>	<b>30,185</b>	<b>34,032</b>	<b>43,736</b>	<b>10,681</b>	<b>12,658</b>
<b>EBIT</b>	<b>4,000</b>	<b>6,790</b>	<b>9,157</b>	<b>10,995</b>	<b>13,988</b>	<b>3,326</b>	<b>3,319</b>
<b>Net profit</b>	<b>3,301</b>	<b>4,992</b>	<b>6,663</b>	<b>8,008</b>	<b>11,023</b>	<b>2,602</b>	<b>2,649</b>
EBITDA	6,689	9,229	12,250	14,297	17,404	4,151	4,252
Cash flow Statement	2008	2009	2010	2011	2012	2Q12	2Q13
CFO	9,410	9,005	12,340	12,587	23,032	10,424	3,433
CFI	(5,873)	(5,339)	(3,873)	(9,638)	(8,502)	(470)	(126,867)
CFF	(3,808)	(2,857)	(5,402)	(4,488)	(5,615)	(5,614)	132,399



## Balance Sheet – Company Only

Unit: (million Baht)

Restated

Balance Sheet	2008	2009	2010	2011	2012	2Q12	2Q13
Cash	8,866	9,496	12,180	10,804	19,368	14,667	25,638
Inventory	4,940	5,470	6,019	7,901	8,286	7,529	7,996
Other current assets	2,540	4,346	4,247	8,780	12,644	7,377	5,892
Fixed assets	9,317	10,269	11,428	11,743	13,711	12,469	15,767
Other assets	7,961	9,010	9,355	10,674	11,840	11,032	148,378
<b>Total assets</b>	<b>33,624</b>	<b>38,591</b>	<b>43,229</b>	<b>49,902</b>	<b>65,849</b>	<b>53,074</b>	<b>203,671</b>
Accounts payable	12,611	15,123	17,482	20,005	25,740	22,253	25,039
Bank loan	-	-	-	-	-	-	141,228
Other current liabilities	6,487	6,681	7,606	8,461	13,517	9,473	12,913
Other liabilities	1,396	1,757	2,381	2,895	3,420	3,278	3,655
<b>Total liabilities</b>	<b>20,495</b>	<b>23,560</b>	<b>27,469</b>	<b>31,361</b>	<b>42,677</b>	<b>35,004</b>	<b>182,836</b>
Total equity of major S/H	13,129	15,031	15,760	18,541	23,172	18,070	20,835
Minority interest	-	-	-	-	-	-	-
<b>Total equity</b>	<b>13,129</b>	<b>15,031</b>	<b>15,760</b>	<b>18,541</b>	<b>23,172</b>	<b>53,074</b>	<b>20,835</b>



# Income Statement and Cash flow Statement – Company Only

Unit: (million Baht)

Restated

Income Statement	2008	2009	2010	2011	2012	2Q12	2Q13
Net Sales	91,565	107,740	130,231	150,637	182,942	44,262	49,450
Service income	1,394	1,365	1,425	1,436	1,857	464	572
Other operating income	4,549	5,631	5,839	6,276	8,801	2,041	2,444
Other income	600	549	597	878	1,096	602	683
<b>Total revenue</b>	<b>98,108</b>	<b>115,285</b>	<b>138,092</b>	<b>159,226</b>	<b>194,695</b>	<b>47,368</b>	<b>53,149</b>
Cost of sales	69,283	80,928	99,446	115,066	138,033	33,359	36,914
Cost of service	-	-	-	-	-	-	-
<b>Total SG&amp;A</b>	<b>24,139</b>	<b>28,224</b>	<b>30,281</b>	<b>34,235</b>	<b>44,005</b>	<b>10,659</b>	<b>12,811</b>
<b>EBIT</b>	<b>4,686</b>	<b>6,133</b>	<b>8,364</b>	<b>9,926</b>	<b>12,657</b>	<b>3,350</b>	<b>3,424</b>
<b>Net profit</b>	<b>3,740</b>	<b>4,597</b>	<b>6,143</b>	<b>7,274</b>	<b>9,982</b>	<b>2,703</b>	<b>2,829</b>
EBITDA	6,909	8,573	11,042	12,826	15,622	4,079	4,251
Cash flow Statement	2008	2009	2010	2011	2012	2Q12	2Q13
CFO	4,539	8,280	10,801	11,750	21,580	9,610	2,729
CFI	(3,234)	(4,954)	(2,726)	(8,636)	(7,405)	(136)	(128,858)
CFF	(1,474)	(2,696)	(5,392)	(4,490)	(5,612)	(5,612)	132,399



## Key Performance Ratios - Consolidated

Restated

Financial Ratios	2008	2009	2010	2011	2012	2Q12	2Q13
Gross margin (%) (Sales and services)	24.0%	26.4%	24.9%	24.8%	25.8%	26.1%	26.3%
EBIT margin (%)	3.1%	5.8%	6.5%	6.8%	7.1%	7.0%	6.2%
EBITDA margin (%)	5.2%	7.8%	8.7%	8.8%	8.8%	8.7%	8.0%
Net margin (%)	2.5%	4.2%	4.7%	4.9%	5.6%	5.5%	4.9%
ROAA (%)	7.7%	11.8%	14.4%	15.5%	17.3%	20.3%	5.0%
ROAE (%) (excl. MI)	25.5%	28.1%	36.5%	40.8%	45.4%	54.7%	52.1%
Inventory days	25.4	25.0	22.3	23.6	23.2	20.3	30.2
Accounts payable days	82.2	81.4	73.3	71.7	74.2	65.6	88.1
Cash cycle days	(56.9)	(56.4)	(51.0)	(48.1)	(51.0)	(45.2)	(57.9)
Earnings per share (Bt.)	0.73	1.11	1.48	1.78	1.23	0.29	0.29
Book value per share (Bt.)	3.7	4.2	4.0	4.8	3.0	2.4	2.6

22

Note: Stock dividend was adjusted in 1Q12 onwards



## Key Performance Ratios – Company Only

Financial Ratios	Restated						
	2008	2009	2010	2011	2012	2Q12	2Q13
Gross margin (%) (Sales and services)	25.5%	25.8%	24.5%	24.3%	25.3%	25.4%	26.2%
EBIT margin (%)	4.8%	5.3%	6.1%	6.2%	6.5%	7.1%	6.4%
EBITDA margin (%)	7.0%	7.4%	8.0%	8.1%	8.0%	8.6%	8.0%
Net margin (%)	3.8%	4.0%	4.4%	4.6%	5.1%	5.7%	5.3%
ROAA (%)	11.7%	12.7%	15.0%	15.6%	17.2%	21.6%	5.6%
ROAE (%) (excl. MI)	31.2%	32.7%	39.9%	42.4%	47.9%	61.2%	58.7%
Inventory days	23.9	23.2	20.8	21.8	21.1	18.6	18.9
Accounts payable days	62.1	61.7	59.0	58.6	59.7	54.5	57.7
Cash cycle days	(38.2)	(38.5)	(38.2)	(36.9)	(38.5)	(35.9)	(38.8)
Earnings per share (Bt.)	0.83	1.02	1.37	1.62	1.11	0.30	0.31
Book value per share (Bt.)	2.9	3.3	3.5	4.1	2.6	2.0	2.3

Note: Stock dividend was adjusted in 1Q12 onwards