CP ALL Public Company Limited

2Q15 : Presentation Results

August 2015

Financial Highlight

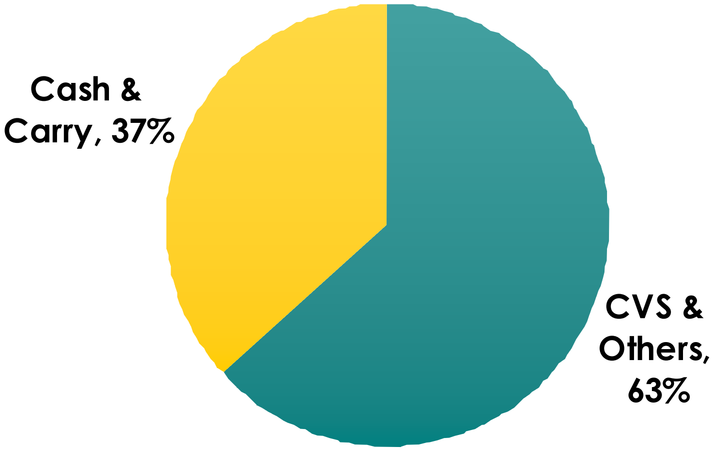
Unit : Million Baht	2Q14	2Q15	% Chg	1H14	1H15	% Chg
Company Only						
Total Revenue	**57,675**	**63,506**	**+10.1%**	**111,354**	**121,956**	**+9.5%**
Net Profit	**2,422**	**3,599**	**+48.6%**	**4,207**	**5,610**	**+33.3%**

Unit : Million Baht	2Q14	2Q15	% Chg	1H14	1H15	% Chg
Consolidated						
Total Revenue	**92,134**	**100,676**	**+9.3%**	**181,460**	**199,457**	**+9.9%**
Net Profit	**2,252**	**3,140**	**+39.4%**	**4,951**	**6,548**	**+32.3%**

Revenue Contribution

1H15 - Total revenue before elimination

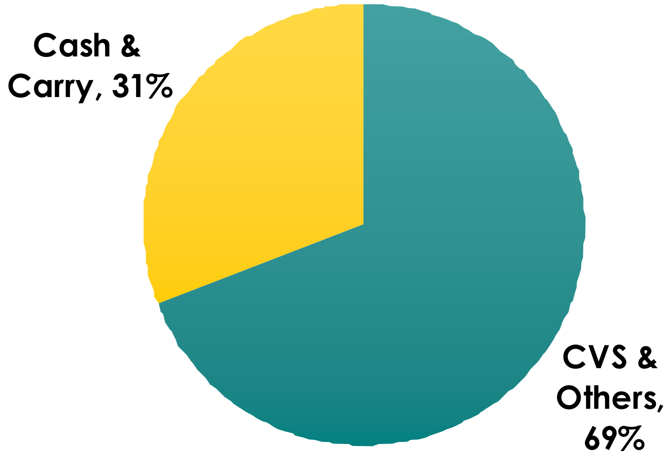
Baht 213,093 million



Earnings Before Tax Contribution

1H15 - Earnings before tax before elimination

Baht 10,529 million



Serving Convenience, Beside Every Community

"Every Meal at 7-Eleven"

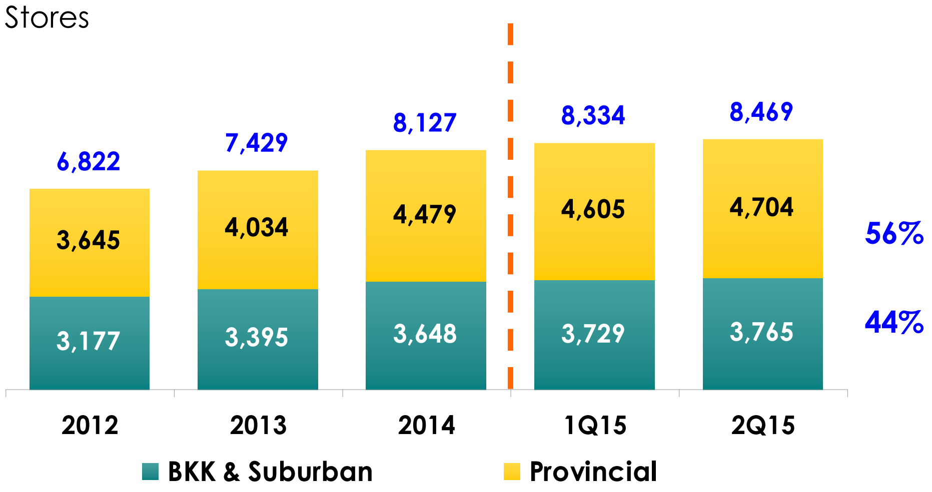
Upcoming Promotional Campaign
Consistent sales promotion throughout the year

“ RILAKKUMA” Stamp Campaign

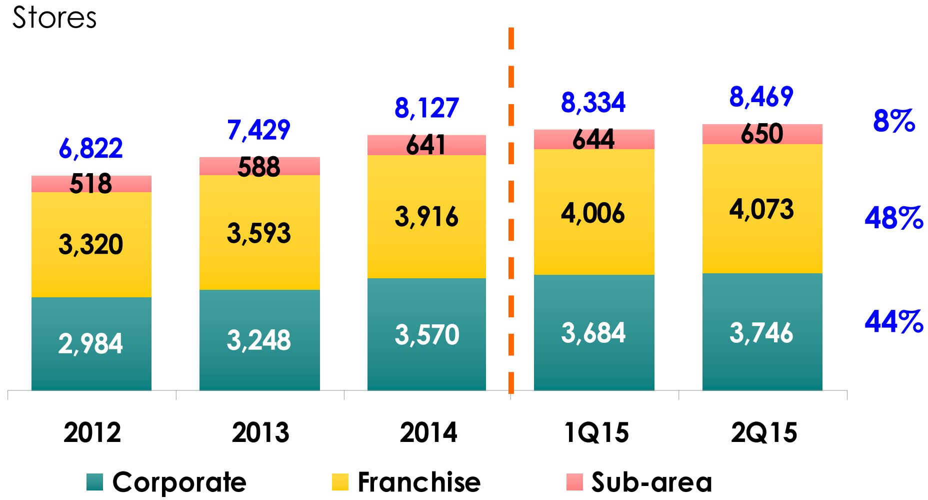
Customers spend up to **Baht 50 per ticket**, entitling to get **RILAKKUMA stamp** valued of Baht1 or spend on a wide range of product items participating in the campaign to get additional stamp Baht 3. The stamp can be used as a **cash discount** either for next purchase or for bill payment, or for **RILAKKUMA premium gifts** redemption, or donating for charity.

Store Types Breakdown
Continued stores expansion

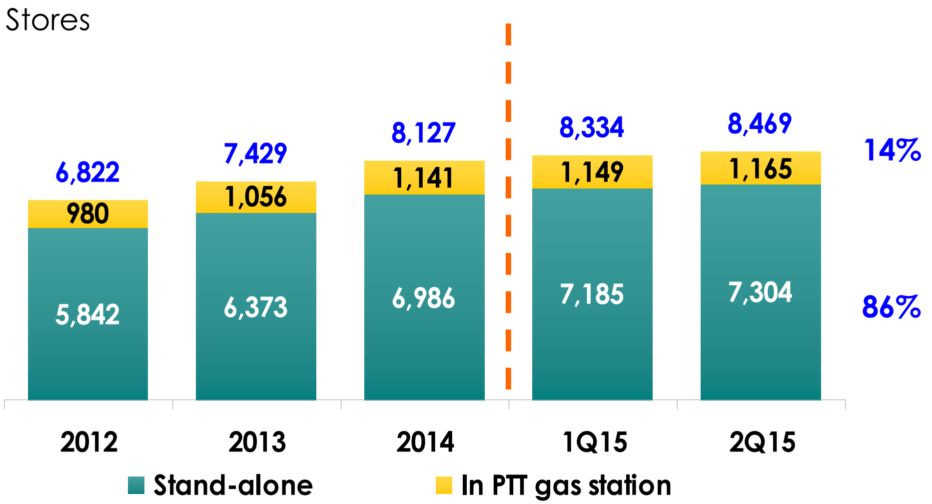
BKK & Suburban / Provincial



Corporate / Franchise / Sub-area



Stand-alone /In PTT gas station



Store / Year	2011	2012	2013	2014	1H15
Expansion	+486	+546	+607	+698	+342

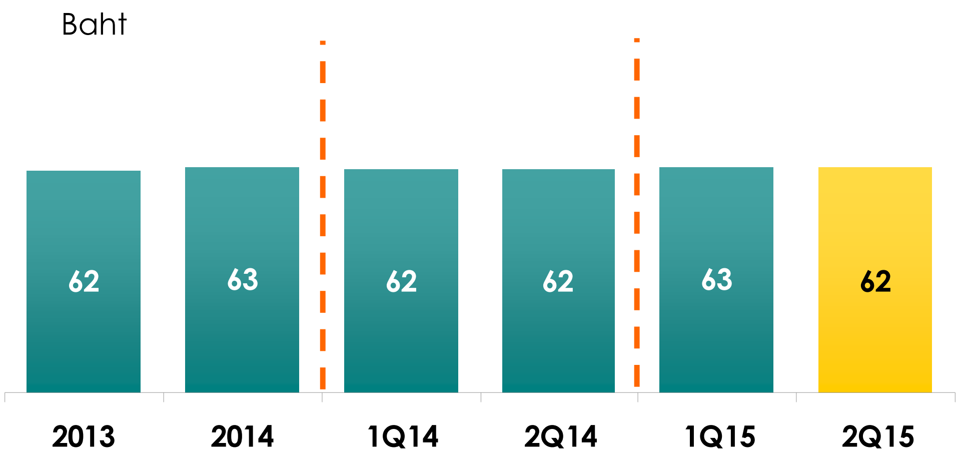
Same store sales growth

Gradual improvement on SSSG

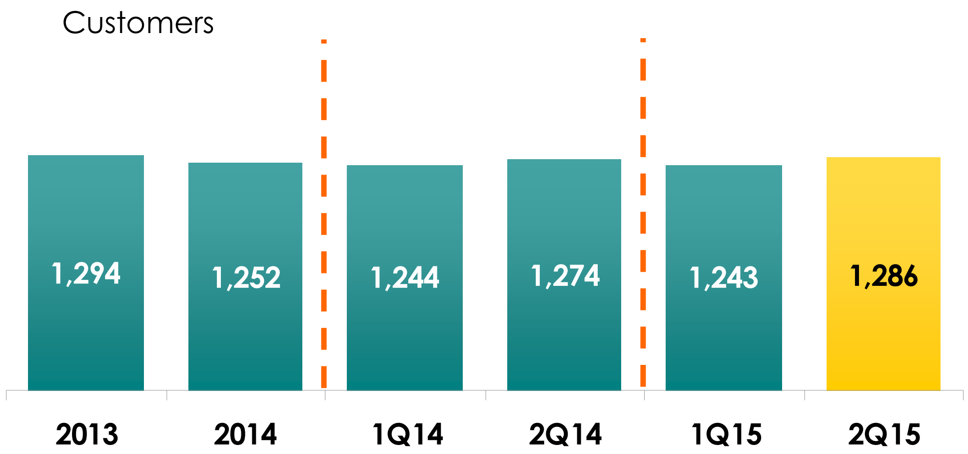
	2Q15
Average daily sales / store	78,358 Baht

	2009	2010	2011	2012	2013	2014	1Q15	2Q15
SSS Growth	+9.7%	+9.9%	+4.8%	+13.0%	+5.7%	-2.6%	+0.3%	+1.1%

Spending per Ticket



No. of Customers per Store per Day

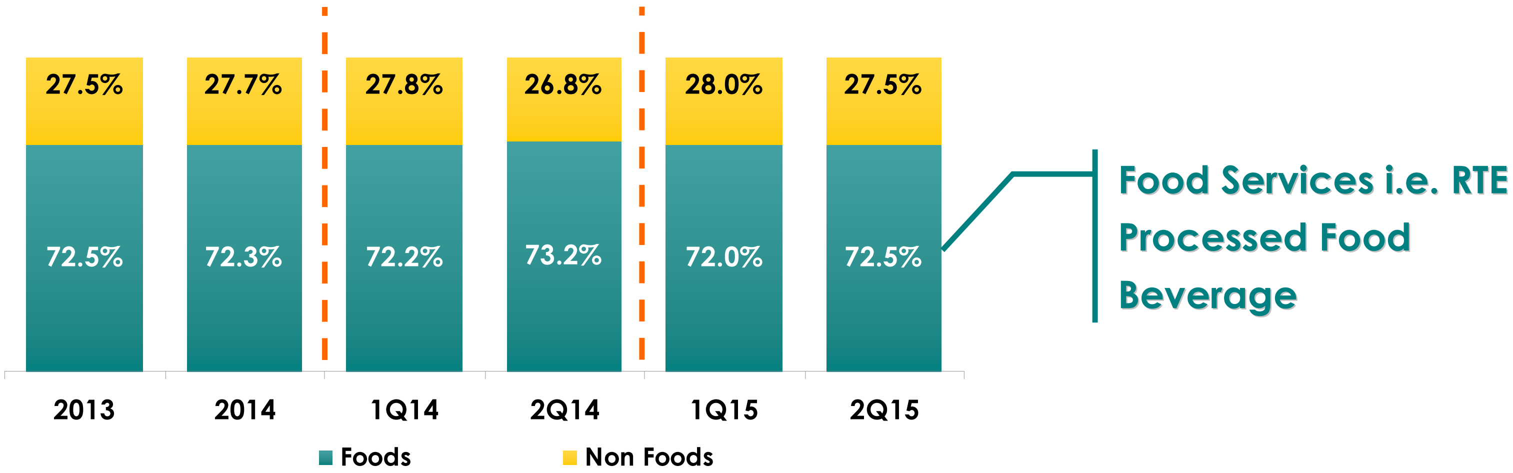


- Spending per ticket increased at a CAGR of 4.3% from 2005-2011.
- No. of customers per store per day increased at a CAGR of 3.1% from 2005-2011.

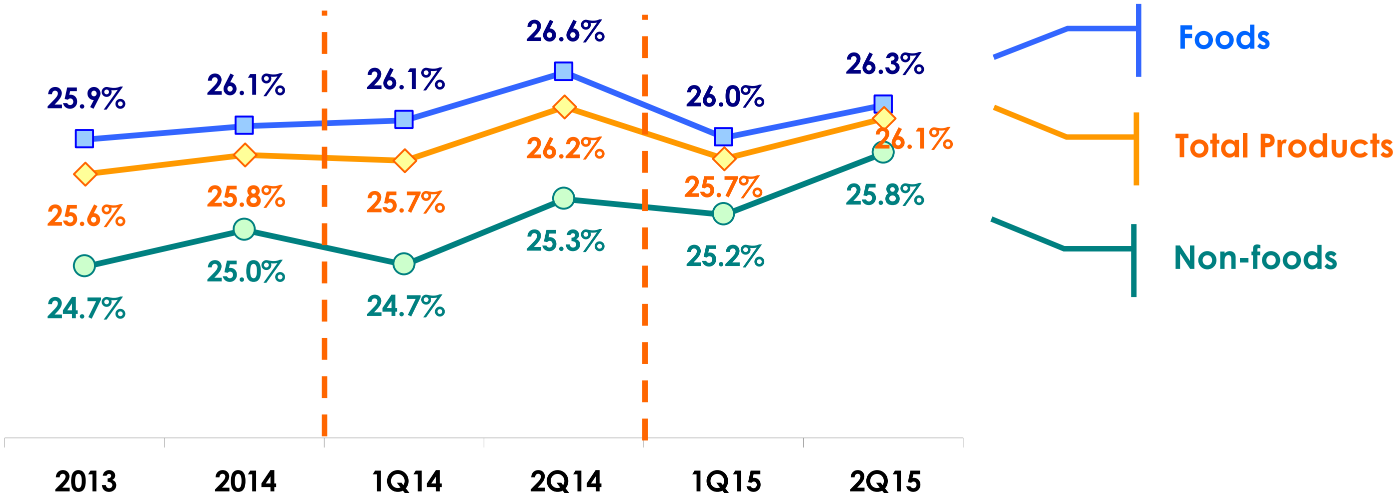
Product Sales Mix and Gross Margin Mix

Maintained overall gross margin YoY

Product Sales Mix (excl. T&E)



Gross Margin Mix (excl. T&E)



SG&A Expenses

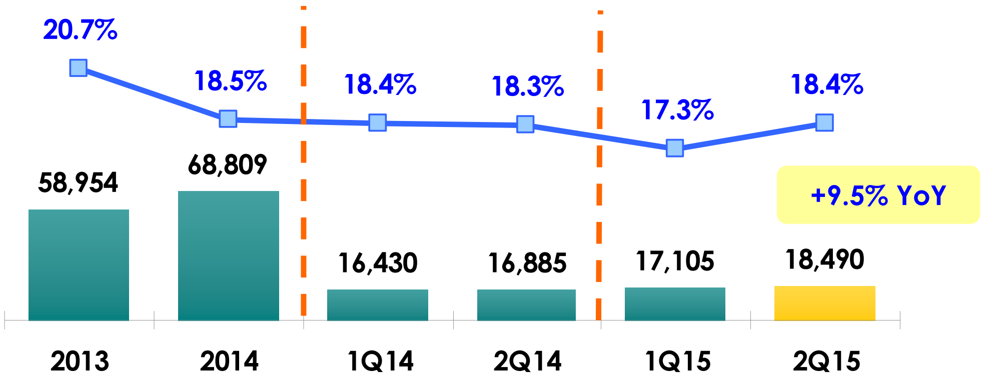
Stable % SG&A to total revenue

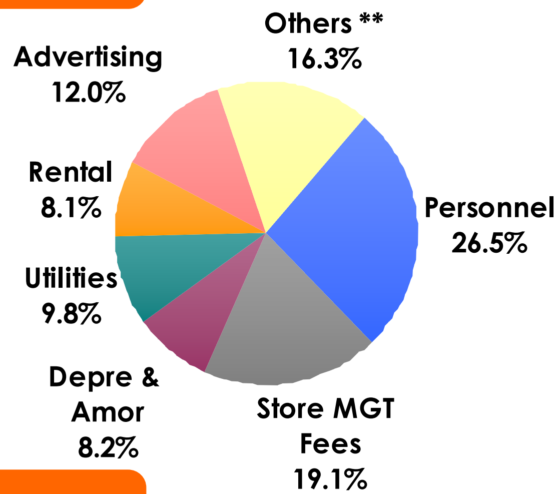
2Q15 SG&A Expenses-to-Total Revenue

2Q15 SG&A Expenses Breakdown

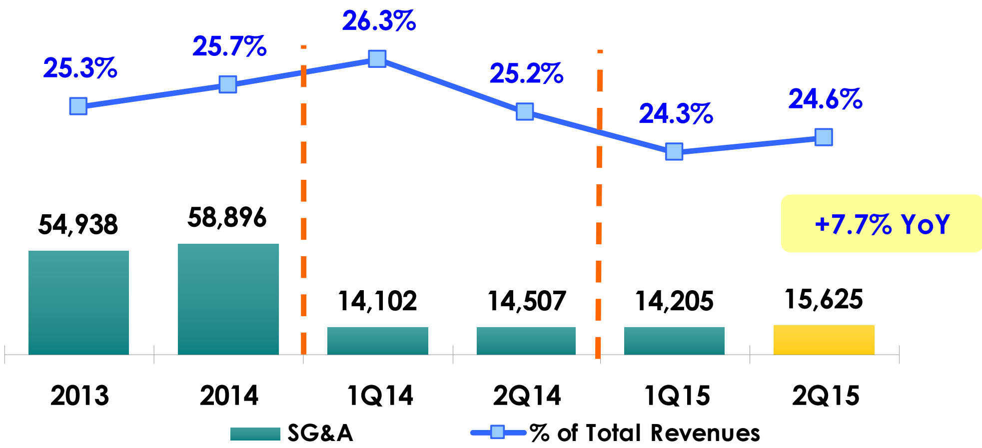
(Unit: Million Baht)

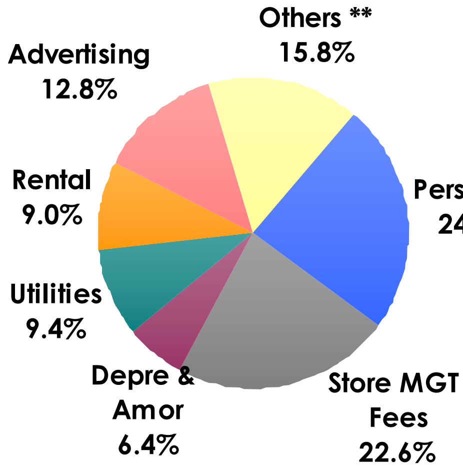
Consolidated





Company Only



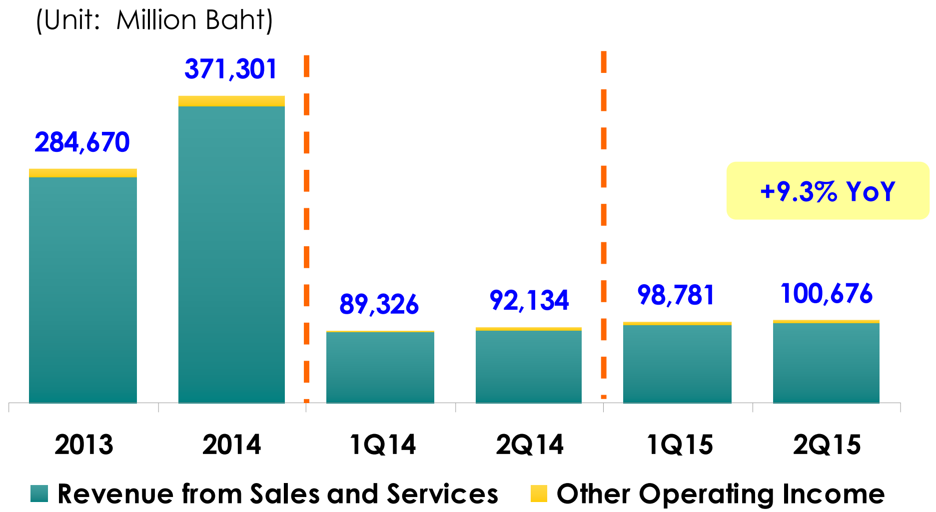


*** Others are comprised of royalty fee, professional fee, R&D and acquisition cost of Makro*

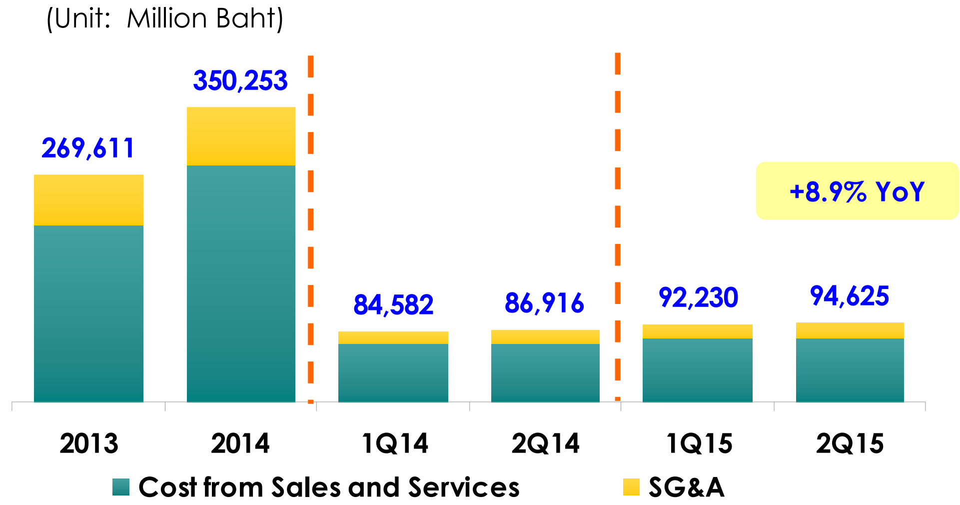
Financial Performance - Consolidated

Continued posting decent growth of operating and net profits

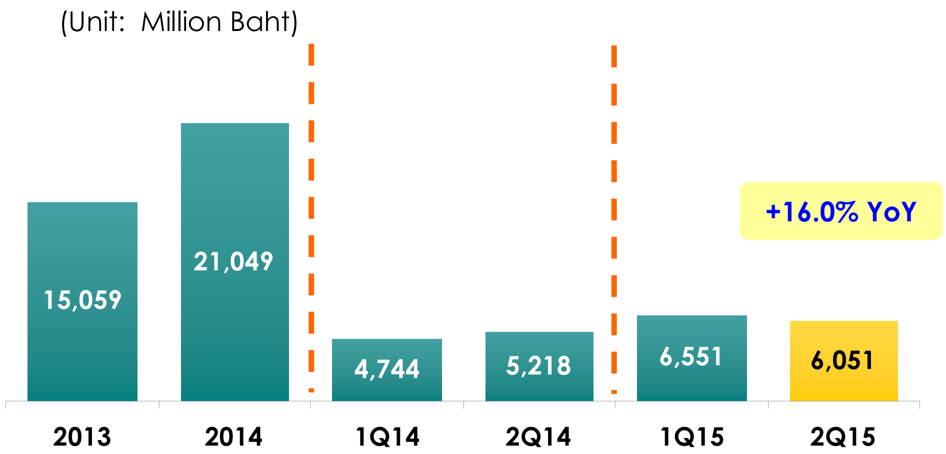
Total Revenue



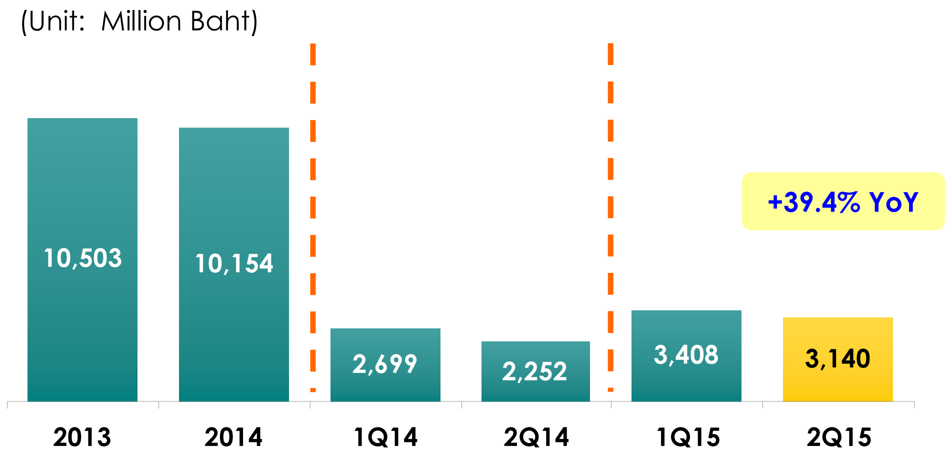
Total Costs



Operating Profits



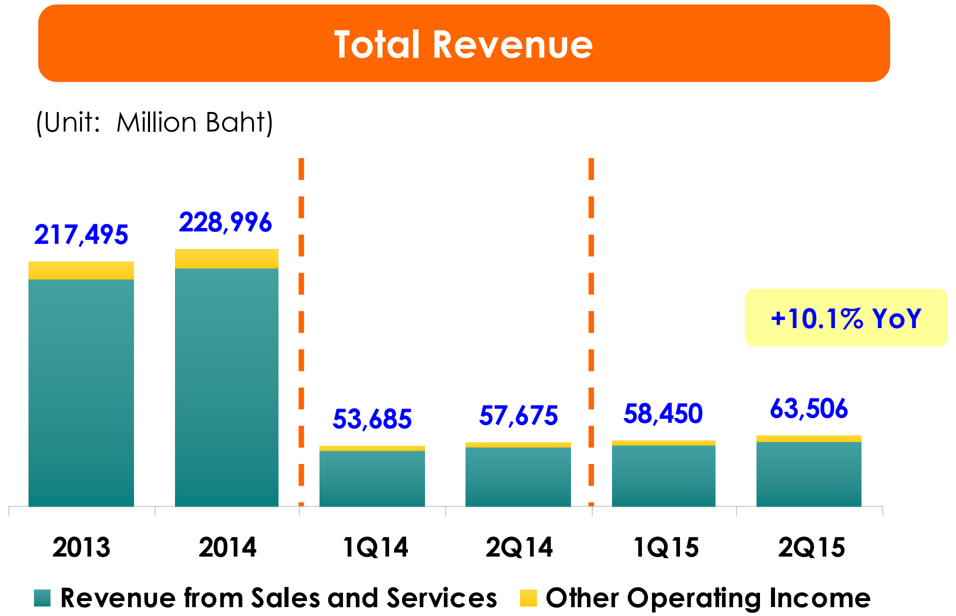
Net Profits

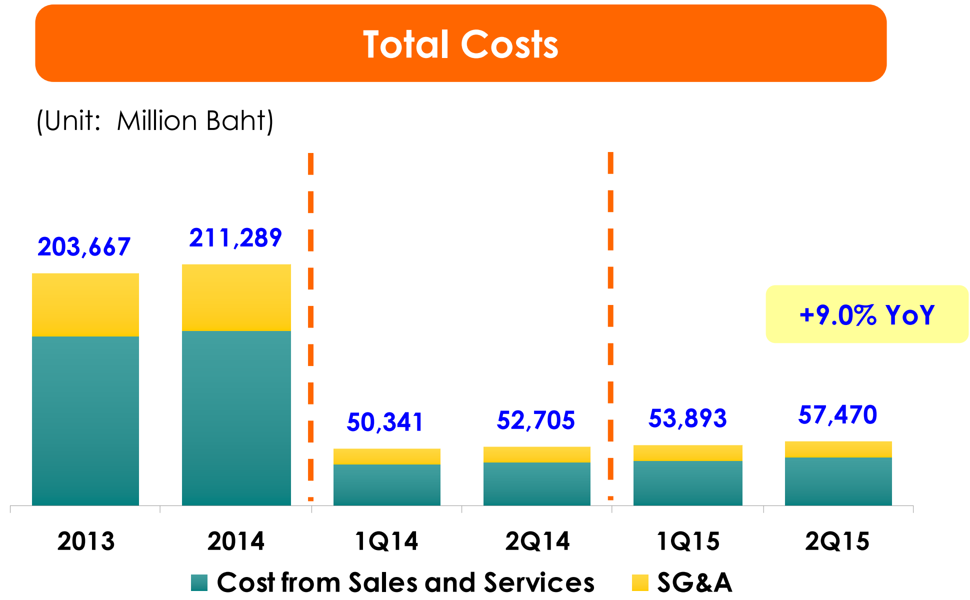


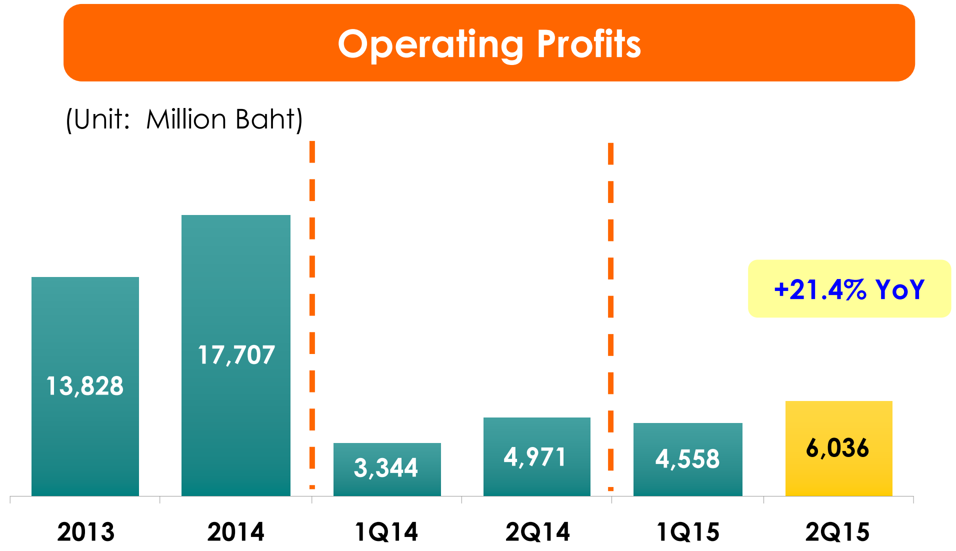
Note: *Other operating income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.*

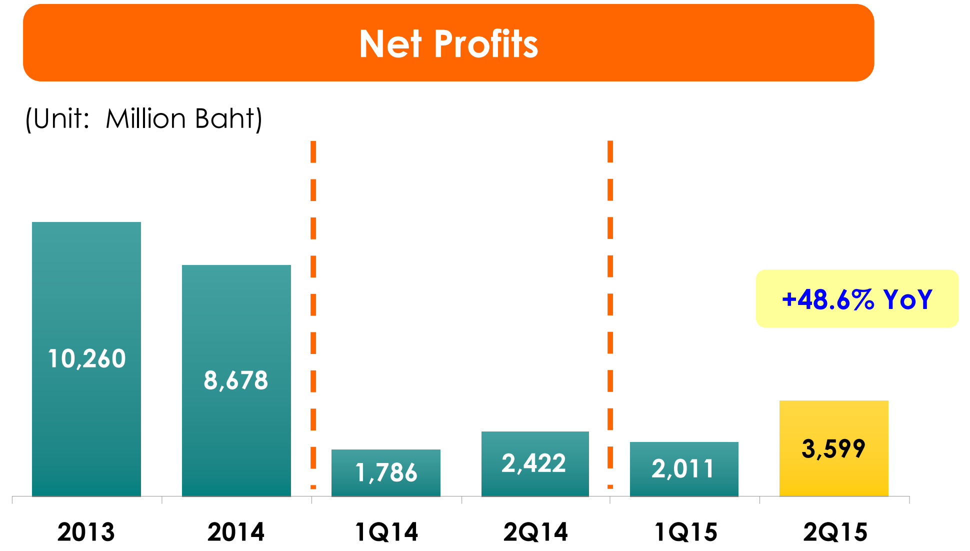
Financial Performance – Company Only

Decent growth of operating profits and lower finance charges







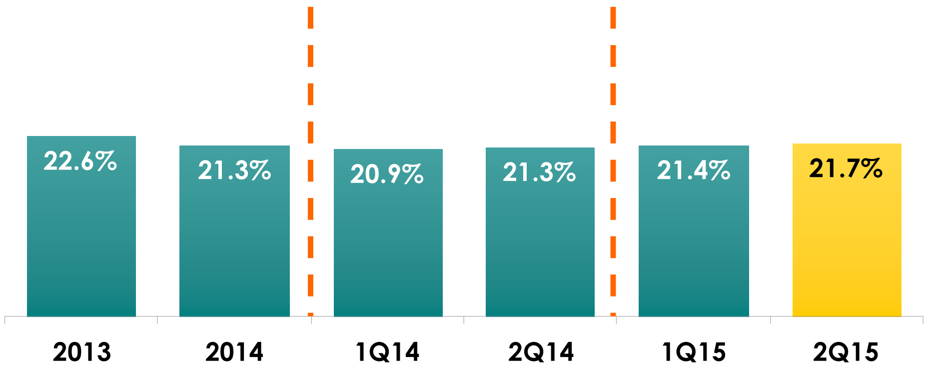


Note: Other operating income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.

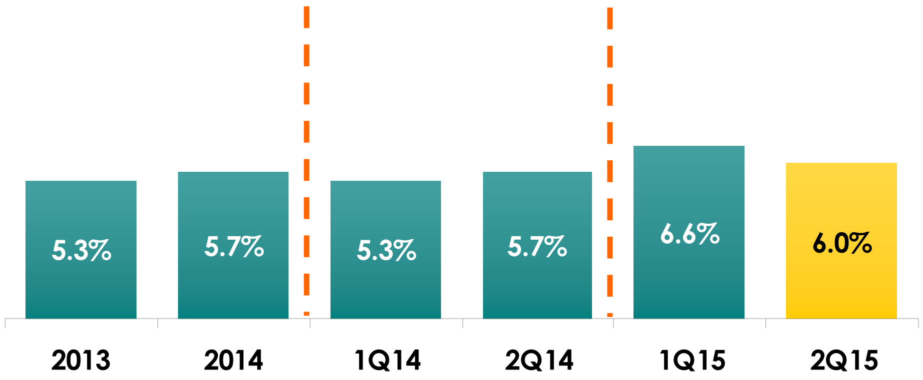
Profitability Ratios - Consolidated

Enhanced all margins YOY

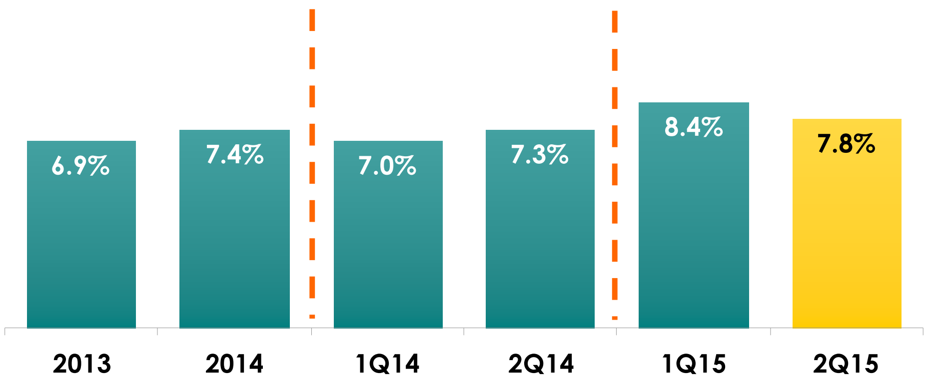
Gross Margin (Sales & Services)



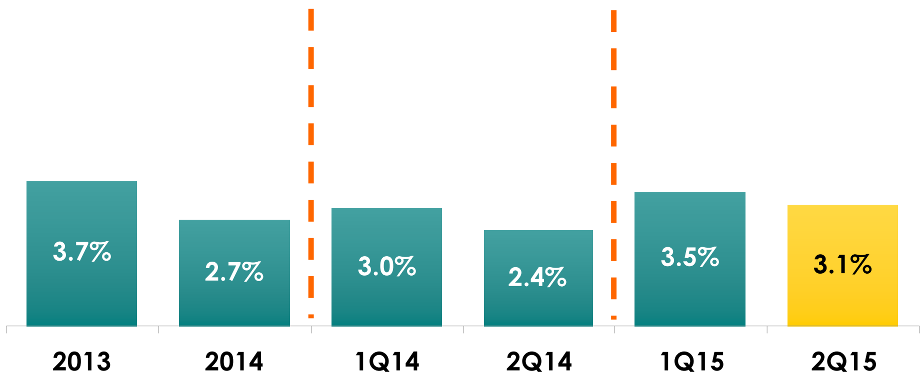
EBIT Margin



EBITDA Margin



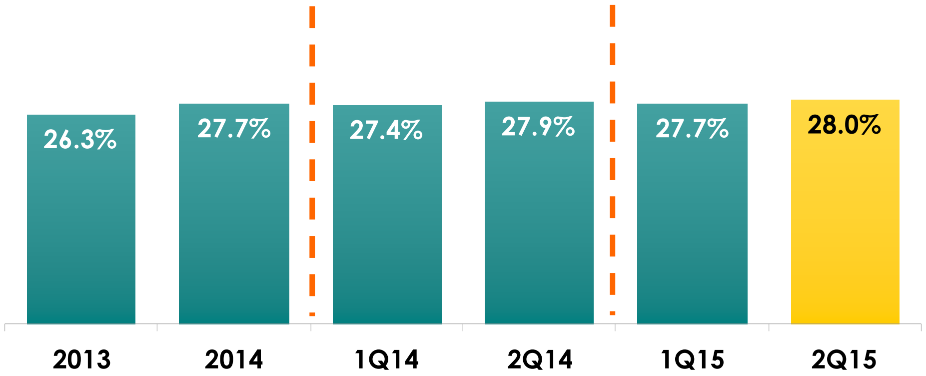
Net Margin



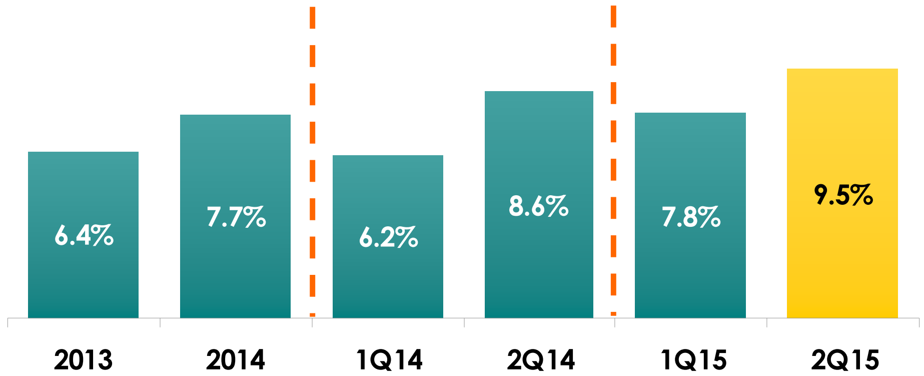
Profitability Ratios – Company Only

Enhanced all margins

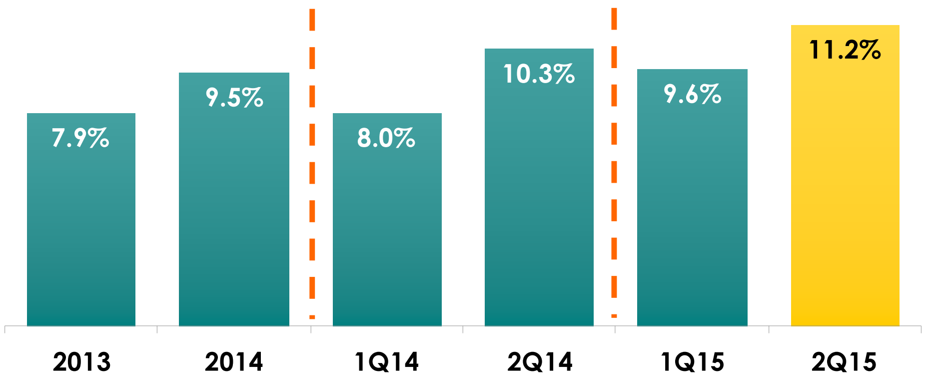
Gross Margin (Sales & Services)



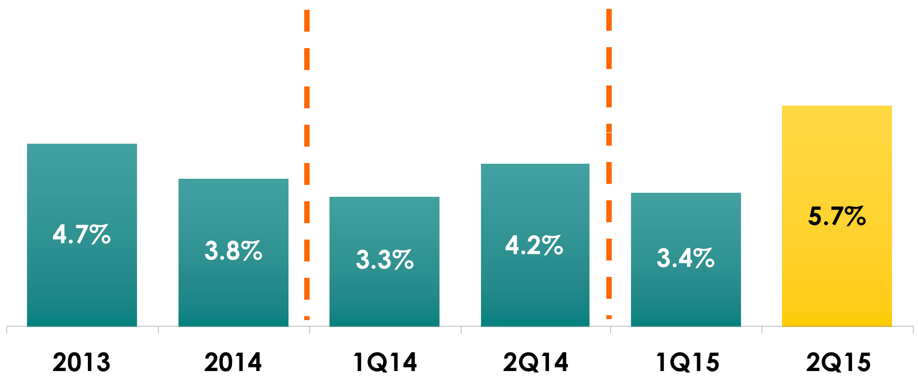
EBIT Margin



EBITDA Margin



Net Margin

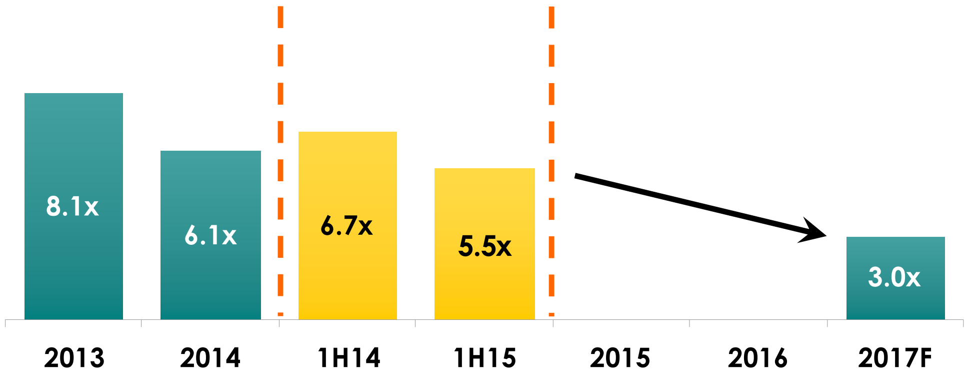


Leverage Ratios – Consolidated

Lower equity due to annual dividend paid temporary pulled up leverage ratio

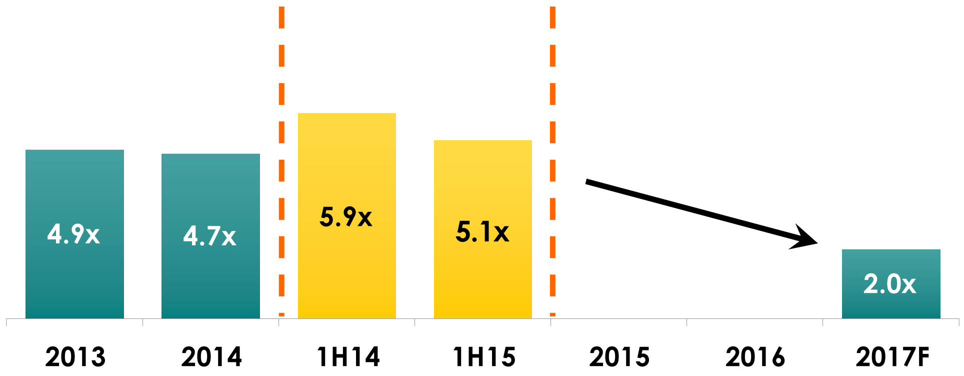
Targeted Net Debt to EBITDA

Targeted Net Debt to EBITDA < 3 times



Targeted Net Debt to Equity

Targeted Net Debt to Equity < 2 times



Bond Covenants

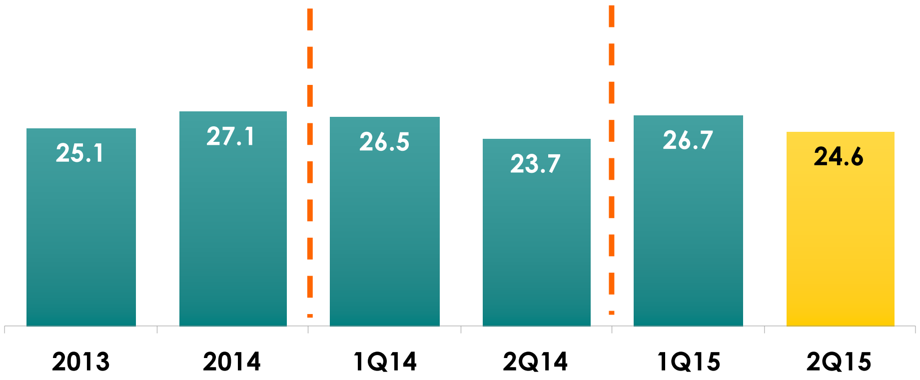
Year	Net Debt to Equity
2015	5.0x
2016	3.5x
2017	2.5x
2018 - 2022	2.0x

Working Capital – Consolidated

Negative cash cycle days

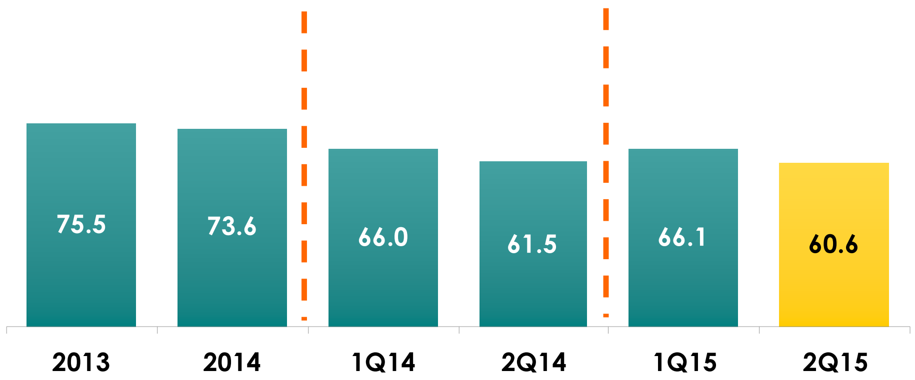
Inventory Days

(Unit: Days)



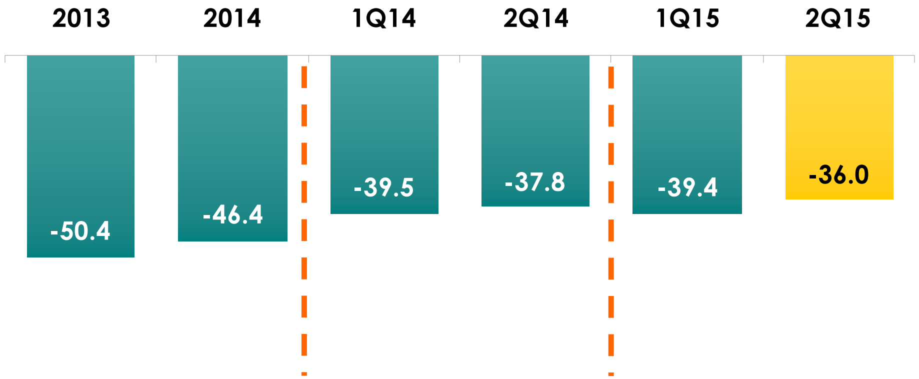
Account Payable Days

(Unit: Days)



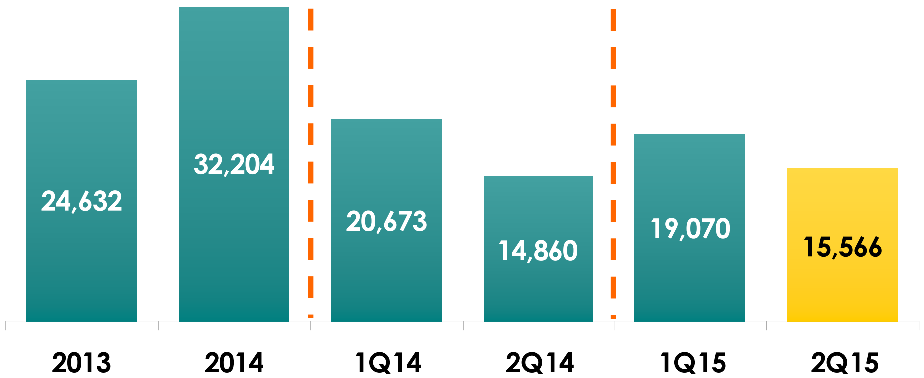
Cash Cycle Days

(Unit: Days)



Cash

(Unit: Million Baht)

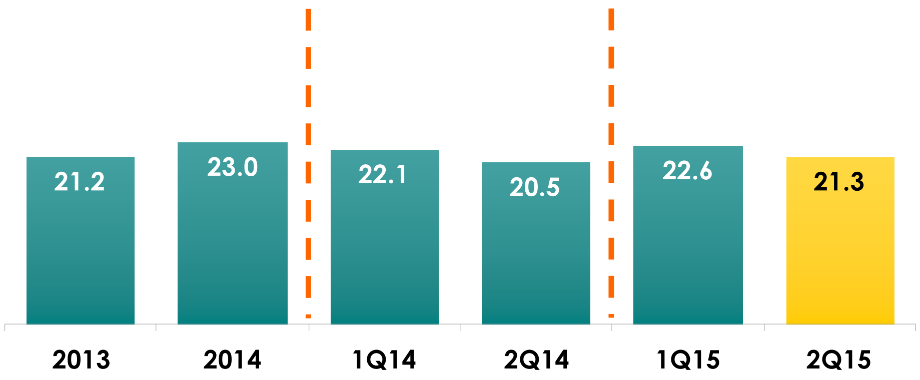


Working Capital – Company Only

Negative cash cycle days

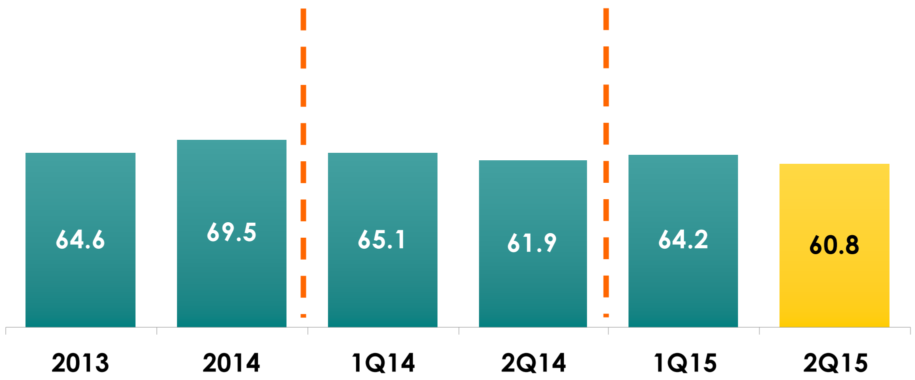
Inventory Days

(Unit: Days)



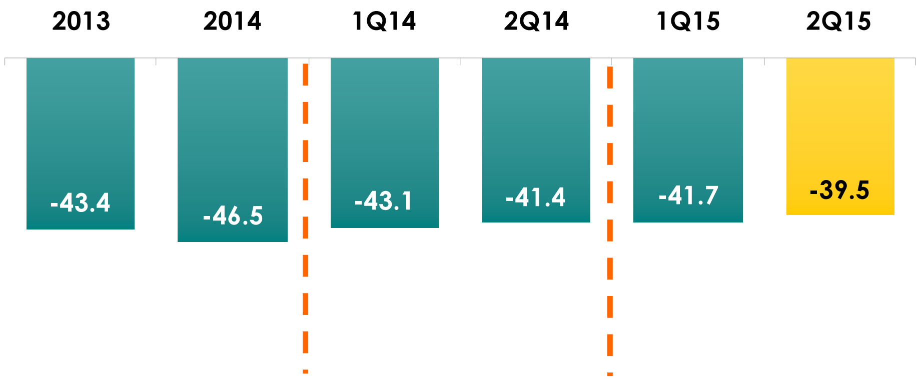
Account Payable Days

(Unit: Days)



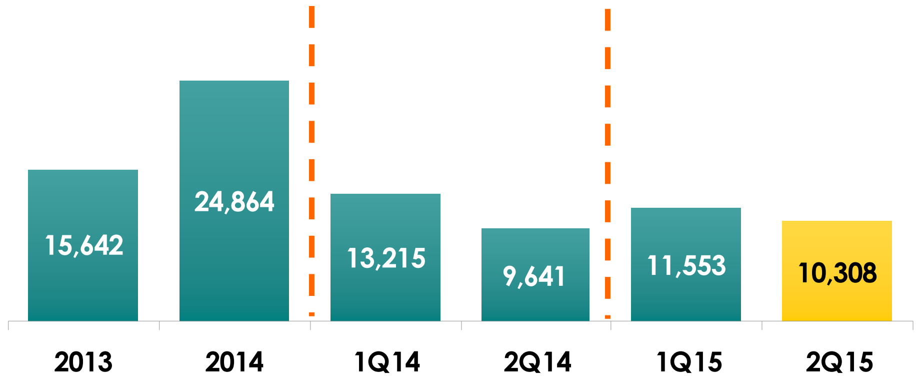
Cash Cycle Days

(Unit: Days)



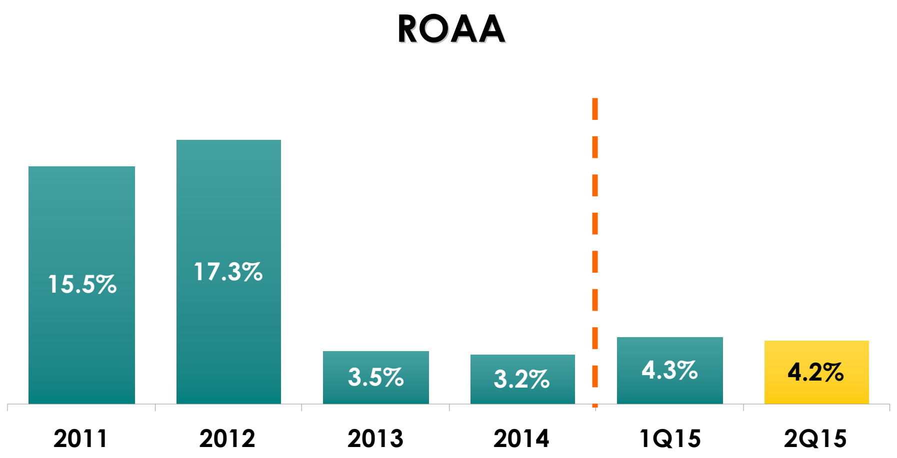
Cash

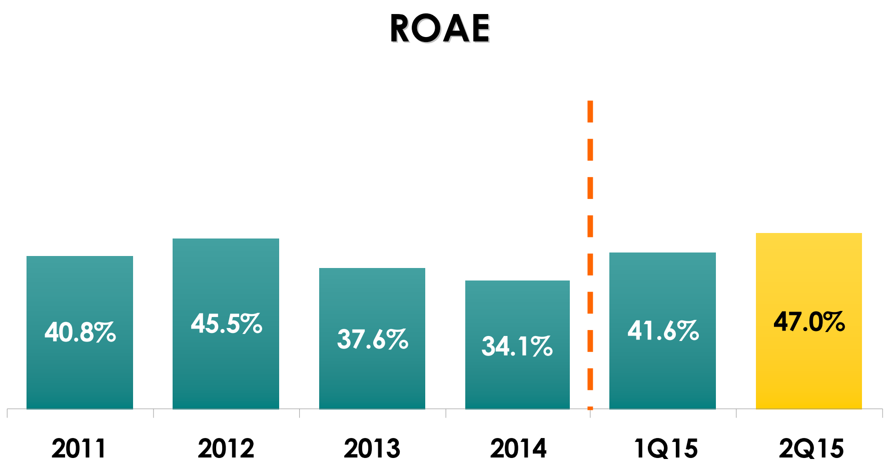
(Unit: Million Baht)



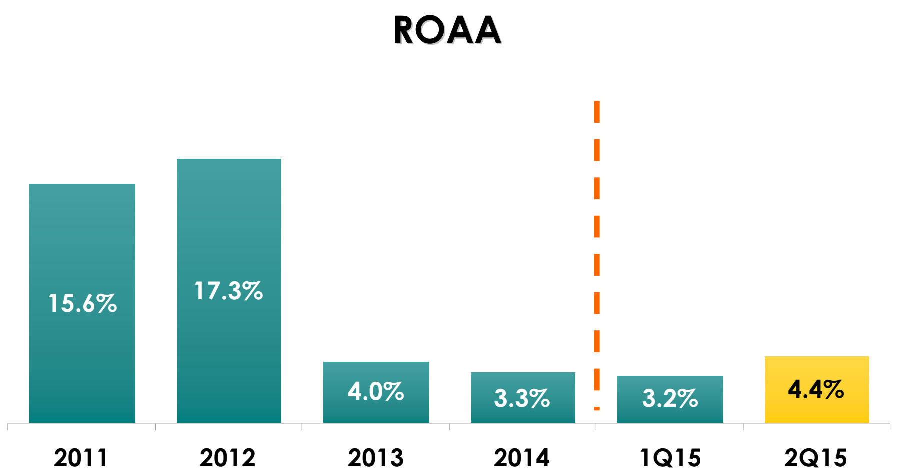
Key Performance Ratios
Improved ROAA and ROAE

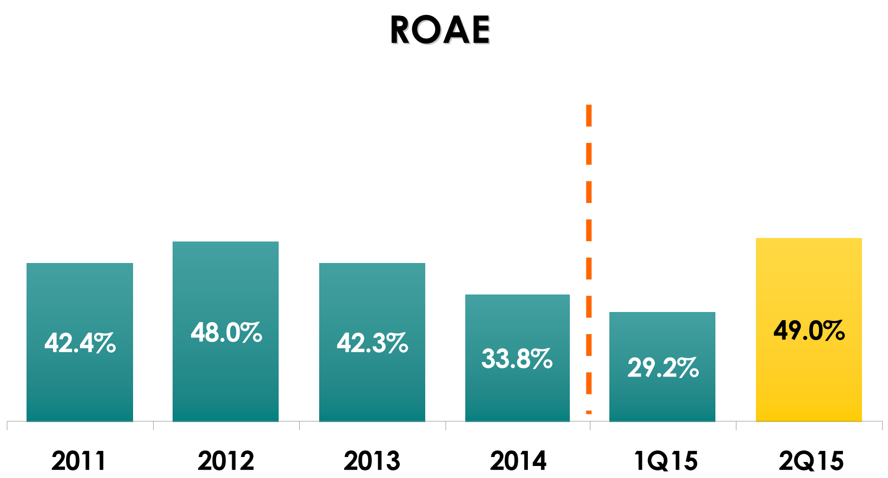
Consolidated Statement





Company Only Statement





Note: ROAA and ROAE are annualized figures.

Future and CAPEX plan

Continued store expansion and supporting infrastructure

7-Eleven Stores Expansion

- Plan to open approx. 600 stores in 2015
- Milestone: 10,000 stores in 2018

2015 Projected CAPEX

Thailand	MB
▪ Stores expansion	2,800 – 2,900
▪ Stores renovation	1,300 – 1,400
▪ Investment in subsidiaries & DC	4,100 – 4,300
▪ Fixed assets & IT system	900 – 1,000
Total	9,100 – 9,600

New Stores Opening

Stand alone 90%	PTT 10%
Franchise 60%	Corporate 40%
Greater BKK 35%	Provincial 65%

CAPEX Plan for Regional DCs

- **RDC: Chonburi (Eastern part of Thailand)**
  - Serving 1,000 stores

Appendix

Share Capital Information

Price (Aug 5, 2015)	:	Bt 48.75
Hi/Low (12-month)	:	Bt 49.25/37.50 per share
Avg. daily turnover	:	605.20 MB
No. of shares	:	8,983,101,348 (Par Bt 1)
Market capitalization	:	437,926 MB

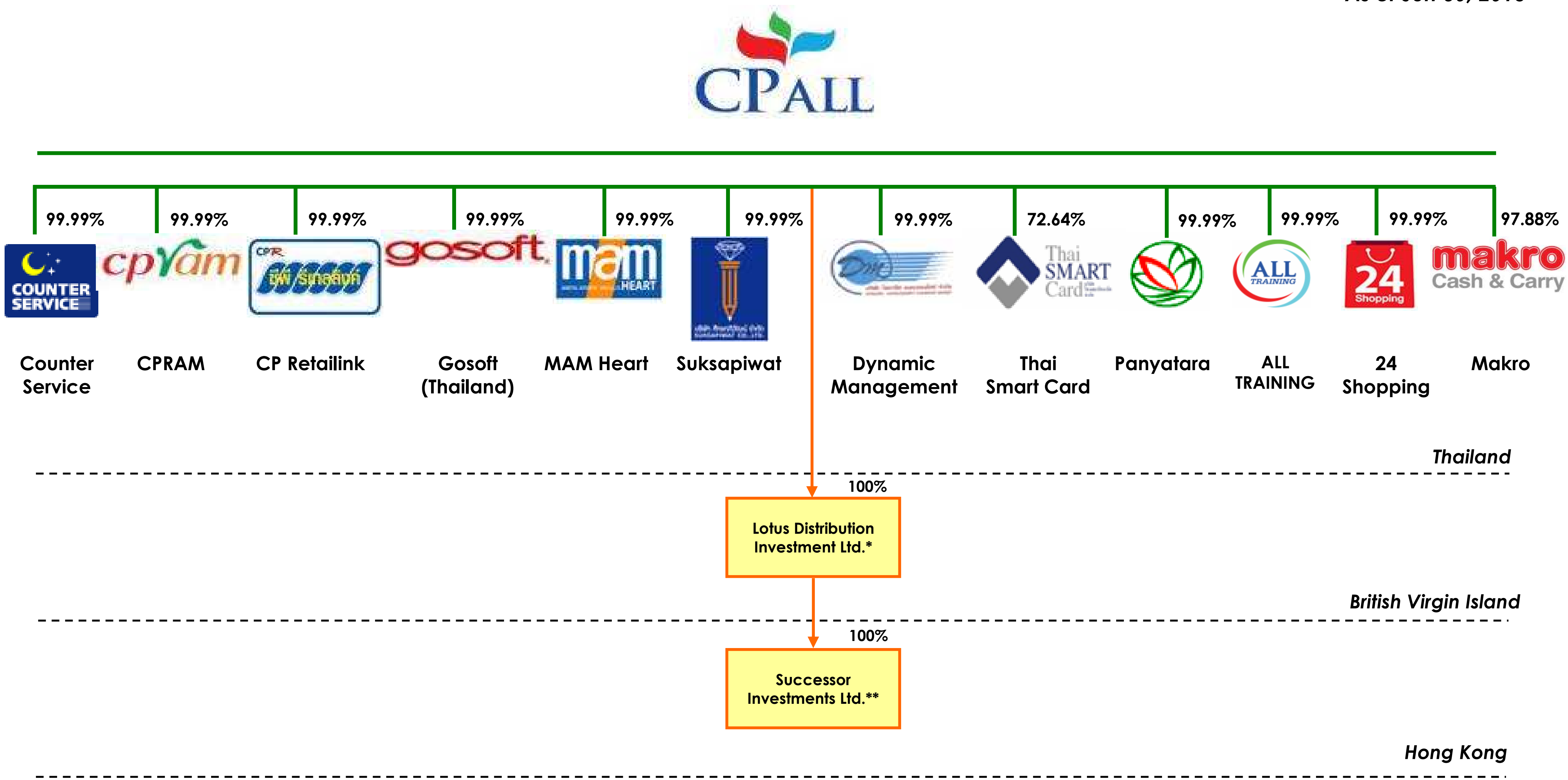
Major Shareholders (as of Mar 10, 2015)

- Charoen Pokphand Group	10.2%
- CPF (subsidiaries)	31.2%
- Thai NVDR	4.2%
- State Street Bank Europe Limited	3.2%
- J.P. Morgan Ireland (Nominees)	3.2%
- AIA	2.7%
- GIC	1.0%
Free float	58.0%
First trade date	Oct 14, '03

Divedend Payment	2008	2009	2010	2011	2012	2013	2014
Dividend payment (Bt/share)	Bt 0.60	Bt 0.80	Bt 1.40	Bt 2.25	Bt 0.90	Bt 0.90	Bt 0.80
Payout ratio (%)	72%	78%	102%	139%	81%	79%	83%
Based on financial statement	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only	Company Only

Group Structure of CPALL

As of Jun 30, 2015



** 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

Unit : Million Baht

Balance Sheet	2011	2012	Restate 2013	Restate 2014	2Q14	2Q15
Cash	14,202	23,085	24,632	32,204	14,860	15,566
Inventory	8,642	9,148	19,916	22,167	19,609	21,415
Other current assets	13,560	16,621	9,414	10,313	9,306	9,923
Fixed assets	14,994	18,094	71,606	80,534	75,253	84,043
Other assets	3,943	5,219	178,439	181,191	179,501	181,774
Total assets	**55,341**	**72,168**	**304,008**	**326,410**	**298,529**	**312,721**
Account payable	24,393	32,580	54,734	59,312	48,384	52,710
Other current liabilities	6,084	8,445	10,921	13,063	9,974	12,418
Bank loan	2	-	135,143	57,942	99,880	18,736
Bond	-	-	50,000	140,000	90,000	173,000
Other liabilities	3,163	3,788	20,239	21,036	20,526	21,293
Total liabilites	**33,642**	**44,812**	**271,037**	**291,353**	**268,764**	**278,157**
Total equity of major S/H	21,491	27,101	28,747	30,782	25,516	30,265
Minority interest	208	255	4,223	4,276	4,249	4,299
Total equity	**21,699**	**27,355**	**32,970**	**35,058**	**29,765**	**34,564**

Balance Sheet – Company Only

Unit : Million Baht

Balance Sheet	2011	2012	2013	2014	2Q14	2Q15
Cash	10,804	19,368	15,642	24,864	9,641	10,308
Inventory	7,901	8,286	9,219	10,242	8,999	10,303
Other current assets	8,780	12,644	6,124	6,346	5,562	5,670
Fixed assets	11,743	13,711	18,343	20,036	19,570	20,982
Other assets	10,674	11,841	206,801	205,696	207,380	206,101
Total assets	**49,902**	**65,849**	**256,129**	**267,184**	**251,153**	**253,365**
Account payable	20,005	25,740	27,618	31,216	26,197	28,898
Other current liabilities	8,461	13,517	17,311	13,732	13,762	12,764
Bank loans	-	-	131,977	52,215	95,695	10,000
Bond	-	-	50,000	140,000	90,000	173,000
Other liabilities	2,895	3,420	3,877	4,081	4,029	4,338
Total liabilites	**31,361**	**42,677**	**230,782**	**241,244**	**229,683**	**229,001**
Total equity of major S/H	18,541	23,172	25,347	25,940	21,470	24,364
Minority interest	-	-	-	-	-	-
Total equity	**18,541**	**23,172**	**25,347**	**25,940**	**21,470**	**24,364**

Income Statement and Cash flow Statement - Consolidated

Unit : Million Baht

Income Statement	2011	2012	Restate 2013	Restate 2014	2Q15	1H15
Net sales	152,210	184,726	266,008	349,464	95,227	188,595
Services income	3,150	3,976	6,277	8,302	2,065	4,251
Other operating income	5,863	8,343	11,835	12,920	3,333	6,495
Other income	667	771	550	615	51	115
Total revenue	**161,890**	**197,816**	**284,670**	**371,301**	**100,676**	**199,457**
Cost of sales	115,529	138,205	208,153	279,029	75,522	150,022
Cost of service	1,333	1,886	2,504	2,415	612	1,238
Total SG&A	34,032	43,736	58,954	68,809	18,490	35,595
EBIT	10,995	13,988	15,059	21,049	6,051	12,602
Net profit	**8,008**	**11,049**	**10,503**	**10,154**	**3,140**	**6,548**
EBITDA	14,297	17,404	19,760	27,358	7,842	16,096

Cashflow Statement	2011	2012	2013	2014	2Q15	1H15
CFO	12,587	23,032	21,624	26,370	-	8,915
CFI	(9,638)	(8,502)	(191,409)	(15,958)	-	(7,886)
CFF	(4,488)	(5,615)	171,177	(2,830)	-	(17,710)

Income Statement and Cash flow Statement – Company Only

Unit : Million Baht

Income Statement	2011	2012	2013	2014	2Q15	1H15
Net sales	150,637	182,942	199,247	208,015	57,443	111,607
Services income	1,436	1,857	2,422	2,761	686	1,380
Other operating income	6,276	8,801	11,958	13,049	3,379	6,563
Other income	878	1,096	3,868	5,171	1,998	2,407
Total revenue	**159,226**	**194,695**	**217,495**	**228,996**	**63,506**	**121,956**
Cost of sales	115,066	138,033	148,728	152,394	41,845	81,533
Cost of service	-	-	-	-	-	-
Total SG&A	34,235	44,005	54,938	58,896	15,625	29,830
EBIT	9,926	12,657	13,828	17,707	6,036	10,593
Net profit	**7,274**	**10,015**	**10,260**	**8,678**	**3,599**	**5,610**
EBITDA	12,826	15,622	17,229	21,690	7,124	12,722

Cashflow Statement	2011	2012	2013	2014	2Q15	1H15
CFO	11,750	21,580	14,292	16,484	-	6,739
CFI	(8,636)	(7,405)	(190,498)	215	-	(731)
CFF	(4,490)	(5,612)	172,452	(7,478)	-	(20,564)

Key Performance Ratios – Consolidated

Financial Ratios		2011	2012	2013	2014	2Q15	1H15
Gross margin (sales & service)	(%)	24.8%	25.8%	22.6%	21.3%	21.7%	21.6%
Operating margin	(%)	6.8%	7.1%	5.3%	5.7%	6.0%	6.3%
EBITDA margin	(%)	8.8%	8.8%	6.9%	7.4%	7.8%	8.1%
Net margin	(%)	4.9%	5.6%	3.7%	2.7%	3.1%	3.3%
ROAA	(%)	15.5%	17.3%	3.5%	3.2%	4.2%	4.3%
ROAE (exc. MI)	(%)	40.8%	45.5%	37.6%	34.1%	47.0%	47.0%
Inventory days		23.6	23.2	25.1	27.1	24.6	24.6
Account payable days		71.7	74.2	75.5	73.6	60.6	60.6
Cash cycle days		48.1	51.0	50.4	46.4	36.0	36.0
Earnings per share	(Bt.)	1.8	1.2	1.2	1.1	0.3	0.7
Book value per share	(Bt.)	4.8	3.0	3.7	3.4	3.8	3.8

Note: Stock dividend was adjusted in 1Q12 onwards

Key Performance Ratios – Company Only

Financial Ratios		2011	2012	2013	2014	2Q15	1H15
Gross margin (sales & service)	(%)	24.3%	25.3%	26.3%	27.7%	28.0%	27.8%
Operating margin	(%)	6.2%	6.5%	6.4%	7.7%	9.5%	8.7%
EBITDA margin	(%)	8.1%	8.0%	7.9%	9.5%	11.2%	10.4%
Net margin	(%)	4.6%	5.1%	4.7%	3.8%	5.7%	4.6%
ROAA	(%)	15.6%	17.3%	4.0%	3.3%	4.4%	4.4%
ROAE (exc. MI)	(%)	42.4%	48.0%	42.3%	33.8%	49.0%	49.0%
Inventory days		21.8	21.1	21.2	23.0	21.3	21.3
Account payable days		58.6	59.7	64.6	69.5	60.8	60.8
Cash cycle days		36.9	38.5	43.4	46.5	39.5	39.5
Earnings per share	(Bt.)	1.6	1.1	1.1	1.0	0.4	0.6
Book value per share	(Bt.)	4.1	2.6	2.8	2.9	2.7	2.7

Note: Stock dividend was adjusted in 1Q12 onwards

Balance Sheet – Makro

Unit : Million Baht

Balance Sheet	2011	2012	2013	2014	2Q14	2Q15
Cash	6,288	6,056	5,011	4,564	2,282	1,260
Inventory	7,212	7,276	9,792	10,628	9,521	9,621
Other current assets	1,085	1,356	1,633	2,214	1,379	1,721
Fixed assets	14,824	16,612	18,211	23,767	20,082	25,286
Other assets	1,138	991	1,458	2,492	2,138	3,074
Total assets	**30,548**	**32,291**	**36,104**	**43,666**	**35,401**	**40,960**
Account payable	15,596	15,728	18,177	20,629	15,399	17,016
Other current liabilities	2,601	3,149	3,169	4,059	3,234	3,718
Bank loan	2,052	2,124	3,195	5,287	4,183	5,854
Bond	-	-	-	-	-	-
Other liabilities	390	427	543	903	680	894
Total liabilites	**20,639**	**21,428**	**25,083**	**30,879**	**23,496**	**27,482**
Total equity of major S/H	9,909	10,863	11,021	12,787	11,904	13,479
Minority interest	-	-	-	-	-	-
Total equity	**9,909**	**10,863**	**11,021**	**12,787**	**11,904**	**13,479**

Income Statement & Cash Flow Statement – Makro

Unit : Million Baht

Income Statement	2011	2012	2013	2014	2Q15	1H15
Net sales	97,153	112,140	126,638	139,271	37,324	76,178
Services income	1,948	2,193	2,449	2,558	611	1,345
Other operating income	-	-	-	-	-	-
Other income	568	623	694	704	155	343
Total revenue	**99,669**	**114,956**	**129,781**	**142,532**	**38,090**	**77,866**
Cost of sales	89,402	102,760	115,673	126,771	33,945	68,956
Cost of service	-	-	-	-	-	-
Total SG&A	6,314	7,419	8,598	9,433	2,620	5,362
EBIT	3,953	4,777	5,510	6,328	1,525	3,548
Net profit	**2,654**	**3,534**	**4,299**	**4,885**	**1,169**	**2,708**
EBITDA	4,965	5,969	6,841	7,769	1,976	4,426

Cashflow Statement	2011	2012	2013	2014	2Q15	1H15
CFO	5,597	5,166	5,306	7,661	(25)	1,611
CFI	(3,319)	(2,831)	(3,239)	(6,967)	(1,251)	(3,475)
CFF	(1,282)	(2,567)	(3,112)	(1,140)	(1,439)	(1,441)

Key Performance Ratios – Makro

Financial Ratios		2011	2012	2013	2014	2Q15	1H15
Gross margin (sales)	(%)	8.0%	8.4%	8.7%	9.0%	9.1%	9.5%
Gross margin (Total revenue)	(%)	10.3%	10.6%	10.9%	11.1%	10.9%	11.4%
EBITDA margin	(%)	5.0%	5.2%	5.3%	5.5%	5.2%	5.7%
Net profit margin	(%)	2.6%	3.1%	3.3%	3.4%	3.1%	3.5%
ROA	(%)	9.4%	11.2%	12.6%	12.2%	13.8%	13.8%
ROE (exc. MI)	(%)	27.6%	34.0%	39.3%	41.0%	41.5%	41.5%
Inventory days		26.3	25.2	26.2	28.4	26.3	25.9
Account payable days		57.2	54.9	52.8	55.1	49.9	49.1
Cash cycle days		30.9	29.7	26.5	26.7	23.6	23.2
Earnings per share	(Bt.)	0.6	0.7	0.9	1.0	0.2	0.6
Book value per share	(Bt.)	2.1	2.3	2.3	2.7	2.8	2.8