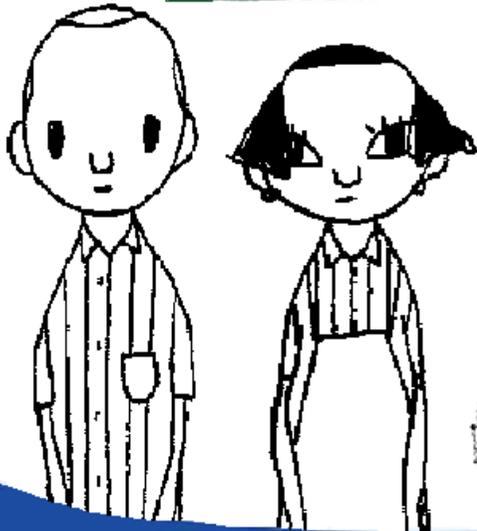


CP ALL Public Company Limited

FY2013: Presentation Results

February 2014





Financial Highlights

Units: MB	4Q12	4Q13	%Chg	2012	2013	%Chg
Company Only						
Total Revenue	53,189	57,984	+9.0%	194,695	217,495	+11.7%
Net Profit	2,382	2,876	+20.7%	10,015	10,260	+2.4%
Consolidated						
Total Revenue	54,171	91,980	+69.8%	197,816	284,670	+43.9%
Net Profit	2,786	2,042	-26.7%	11,049	10,537	-4.6%
Company Only						
	2008	2009	2010	2011	2012	2013
Total Revenue	98,108	115,285	138,092	159,226	194,695	217,495
Net Profit	3,740	4,597	6,143	7,274	10,015	10,260



Business Segment Performance

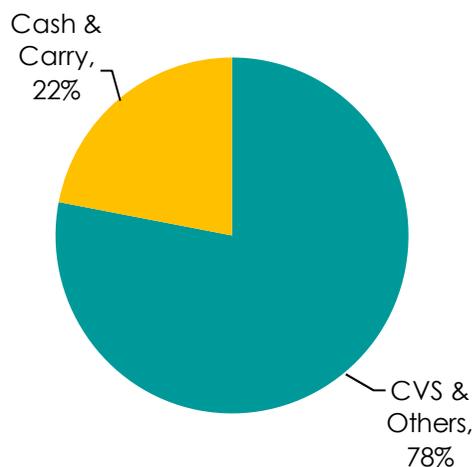
CVS & Others and Cash & Carry

Revenue Contribution

FY13

Total revenue before elimination

Baht 304,298 million

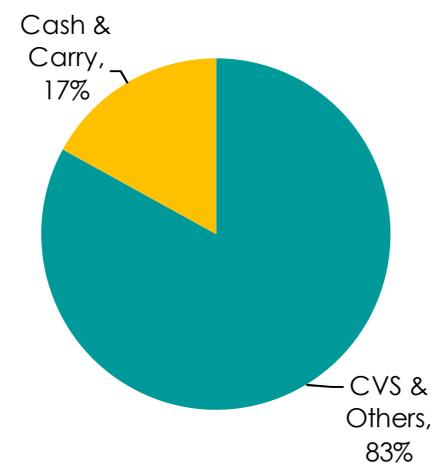


Earnings before Tax Contribution

FY13

Earnings before tax before elimination

Baht 16,667 million



Makro performance for 6 months period (July – Dec 2013) was consolidated to CPALL financial statements

Only
at



Convenience Store Business in Thailand: “7-Eleven”

“Every Meal at 7-Eleven”





Share Capital Information

Price (Feb 26, '14) : Bt 38.00

Hi/Low (12-month) : Bt 48.00/32.00 per share

Avg. daily turnover : 1,288.883 MB

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

Market capitalization : 341,358 MB

Major Shareholders (as of Dec 31, '13)

- Charoen Pokphand Group	11.3%
- CPF (subsidiaries)	30.0%
- Thai NVDR	5.0%
- State Street Bank Europe Limited	3.1%
- AIA	2.7%
- J.P. Morgan Ireland (Nominees)	3.0%
- GIC	1.2%

Free float : 55.5%

First trade date : Oct 14, '03

Dividend payment	2007	2008	2009	2010	2011	2012	2013
Dividend payment (Bt/share)	Bt 0.35	Bt 0.60	Bt 0.80	Bt 1.40	Bt 2.25	Bt 0.90	Bt 0.90
Payout ratio (%)	63%	72%	78%	102%	139%	81%	79%
Based on financial statement	Company only						
Effective payout ratio(%)	63%	72%	78%	102%	139%	81%	79%

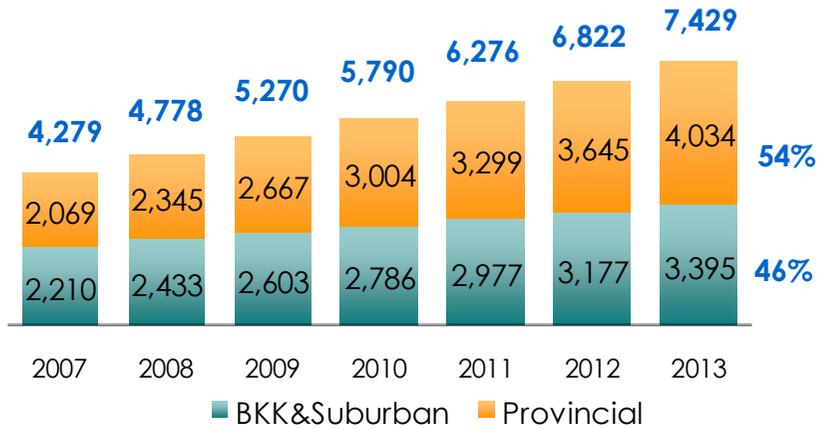
* Effective payout ratio calculation based on the assumption that dividend is paid out from "Company Only" statement.

Store Types Breakdown

Continued store expansion

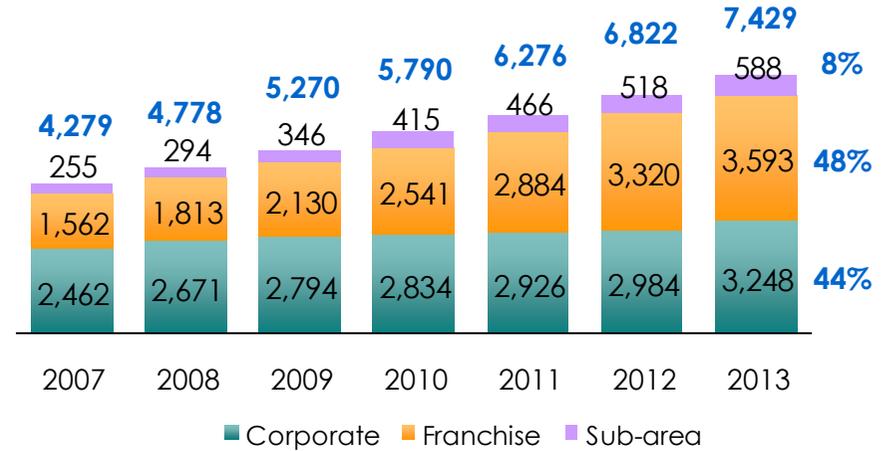
BKK & Suburban / Provincial

Stores



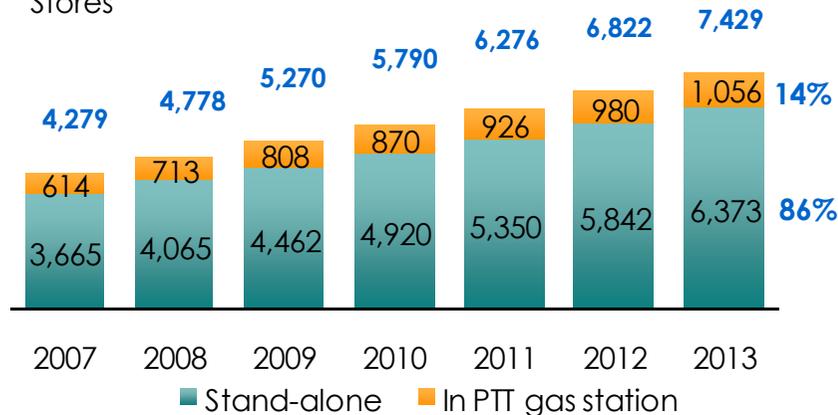
Corporate / Franchise / Sub-area

Stores



Stand-alone / In PTT gas station

Stores



Stores/Year	2007	2008	2009	2010	2011	2012	2013
Expansion	+495	+499	+492	+520	+486	+546	+607



In-line same store sales growth

Unusual cold weather impacted to traffic in 4Q13

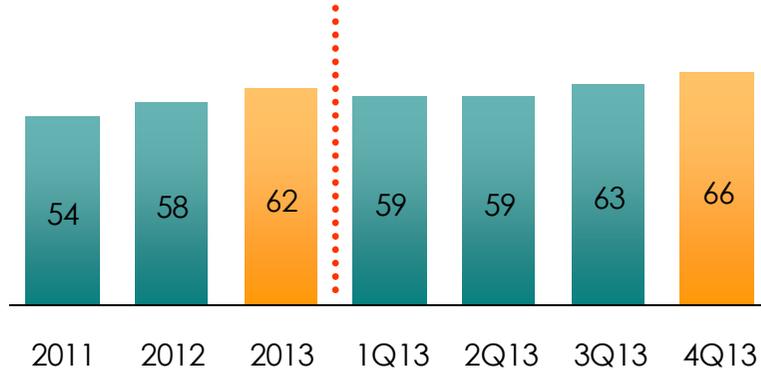
Average daily sales / store*	2013						FY13			
	2008	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
SSS Growth*	10.5%	9.7%	9.9%	4.8%	13.0%	5.7%	11.8%	7.6%	4.6%	1.5%

4Q13
81,301 Baht

FY13
78,371 Baht

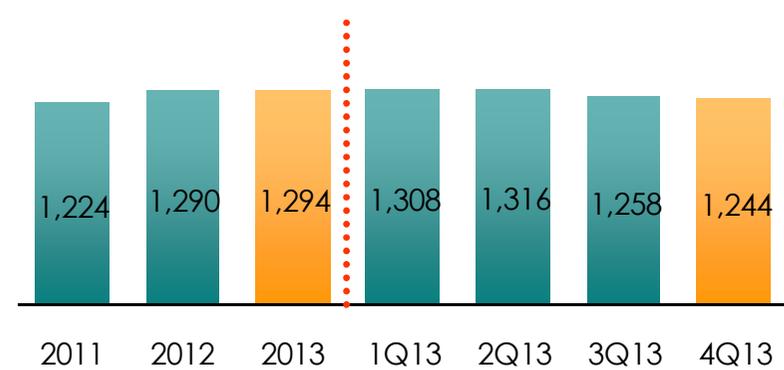
Spending per Ticket

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.

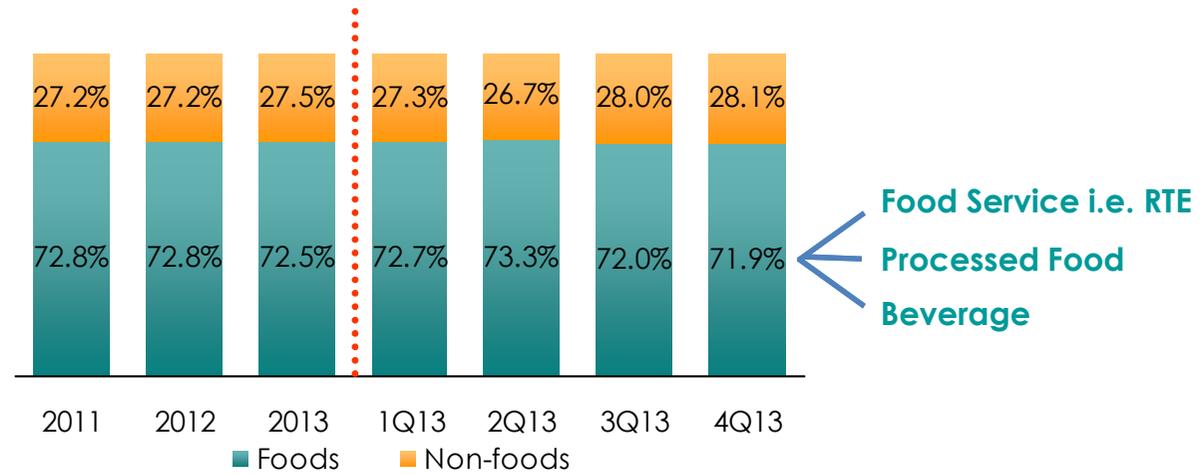
Note : T&E stands for technology and entertainment e.g. mobile phone top-up card
 * Calculated from all stores sales exclude T&E
 ** Round number has been shown



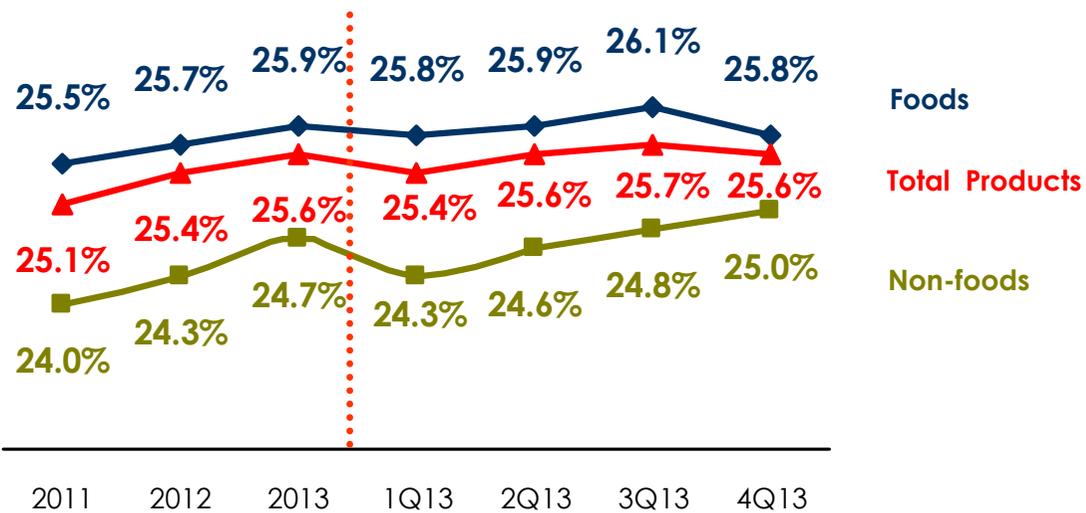
Product Sales Mix & Gross Margin Mix

Enhanced gross margin both food and non food products

Product Sales Mix (excl. T&E)



Gross Margin Mix (excl. T&E)

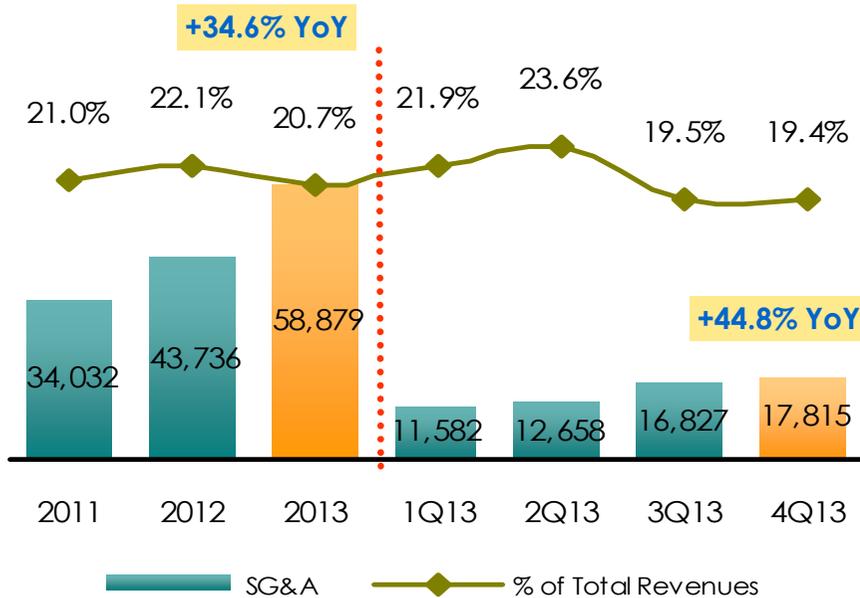


SG&A Expenses – Consolidated

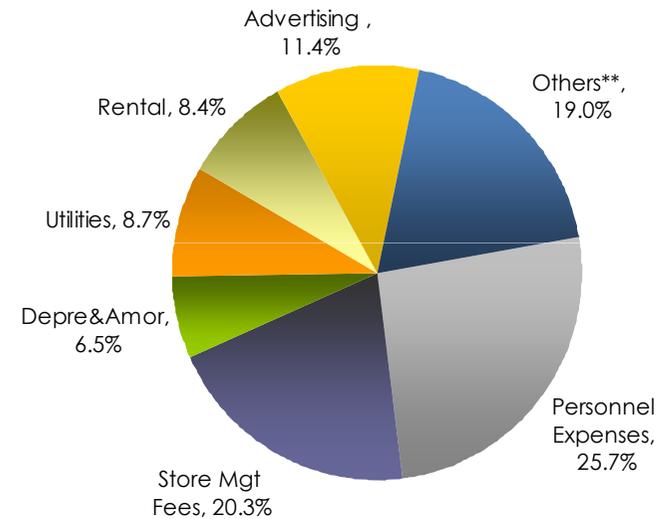
Adjusted base due to Makro consolidation
% SG&A exp. to revenue decreased

FY13 SG&A Expenses-to-Total Revenues

(Unit: Million Baht)



FY13 SG&A Expenses Breakdown



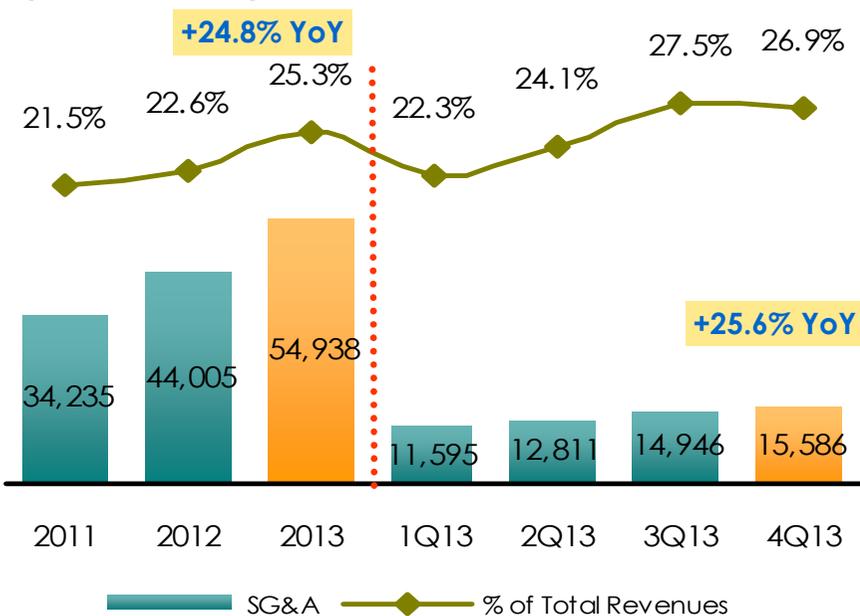
** Others are comprised of royalty fee, professional fee, R&D and acquisition cost of Makro

SG&A Expenses – Company Only

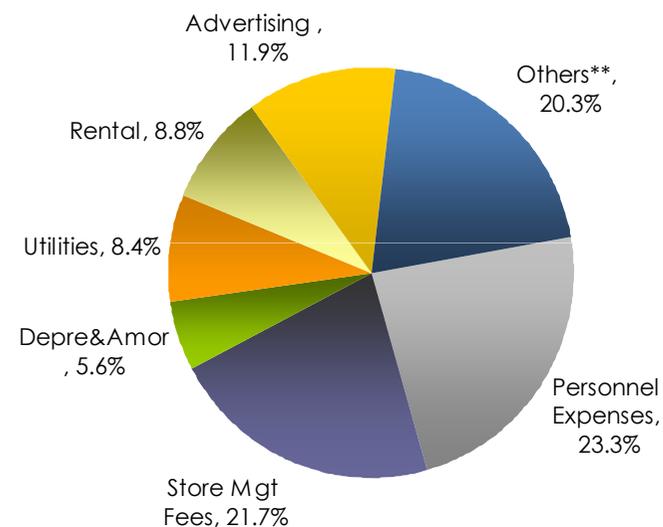
% SG&A exp. to revenue increased due to acquisition cost of Makro

FY13 SG&A Expenses-to-Total Revenues

(Unit: Million Baht)



FY13 SG&A Expenses Breakdown



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

Cash back and Breakfast combo set Promotion

7-Eleven Cash Back
คืนเงินสุดคุ้ม

ซื้อสินค้ารายการ รับเงินที่คู่มือ ใช้แทนเงินสด*

จำนวนเงินรับเงิน 50 บาท

Grid of products with cash back amounts: 30, 25, 20, 15, 10, 5, 3. Includes a 1-hour express service icon.

CPALL Promotional campaign
7-Eleven.
26 Jan – 25 Feb 14

จับคู่ อิ่มมือเช้า

- 30 + 33
- 25 + 32
- 28 + 34
- 36 + 36

Jan-Feb'14 Promotion

7-Eleven Cash Back
คืนเงินสุดคุ้ม

ซื้อสินค้าที่ร่วมรายการ รับเงินที่คู่มือ ใช้แทนเงินสด*

สมาชิกบัตร **7-E** รับเพิ่ม 50 บาท

ระยะเวลาในการร่วมรายการ
แจกคู่มือ : 26 ม.ค. - 25 ก.พ. 57
ใช้คู่มือ : 26 ม.ค. - 28 ก.พ. 57

*ติดตามรายละเอียดเงื่อนไขรายการได้ที่สื่อไปรษณีย์ภายในร้าน 7-ELEVEN

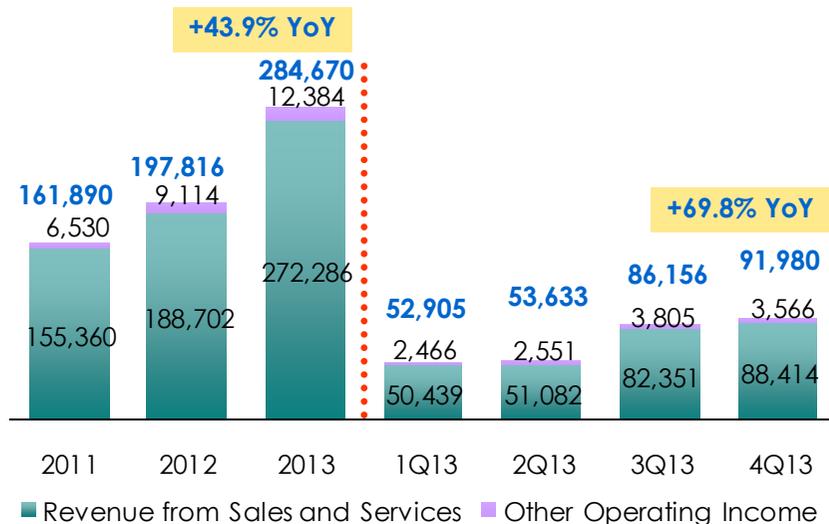
Customers entitle to get a Cash Back coupon when purchasing selected products. The coupon can be used as a cash discount for next purchase.

Consolidated Financial Performance

Impacted by financing charges and unrealized FX loss

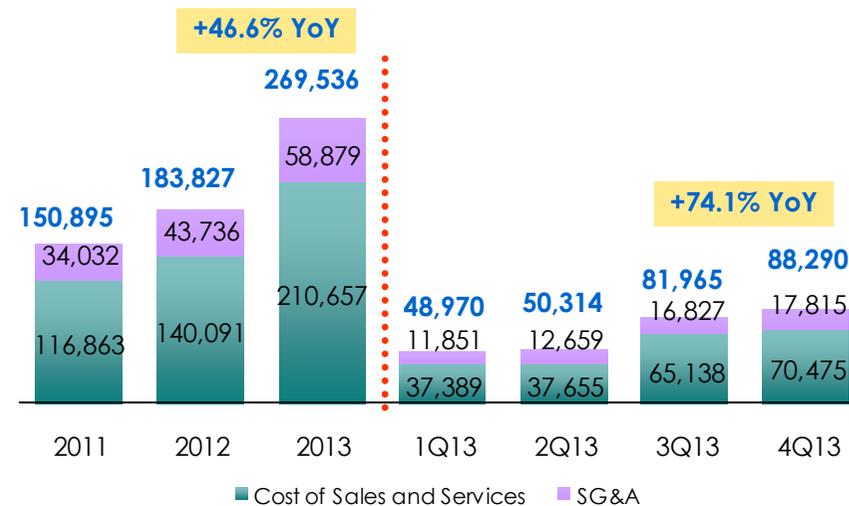
Total Revenues

(Unit: Million Baht)



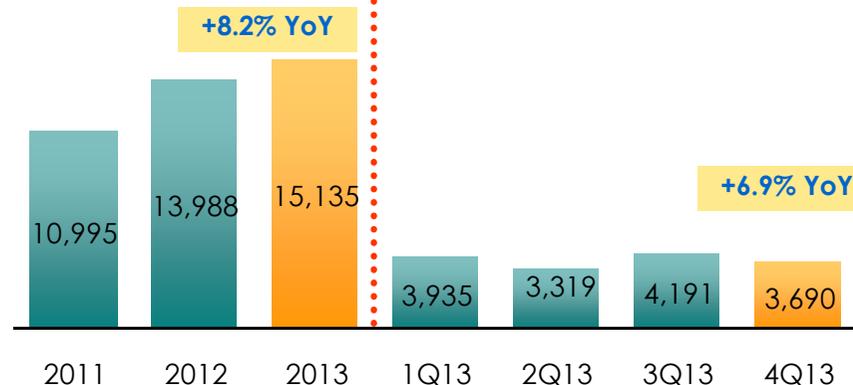
Total Costs

(Unit: Million Baht)



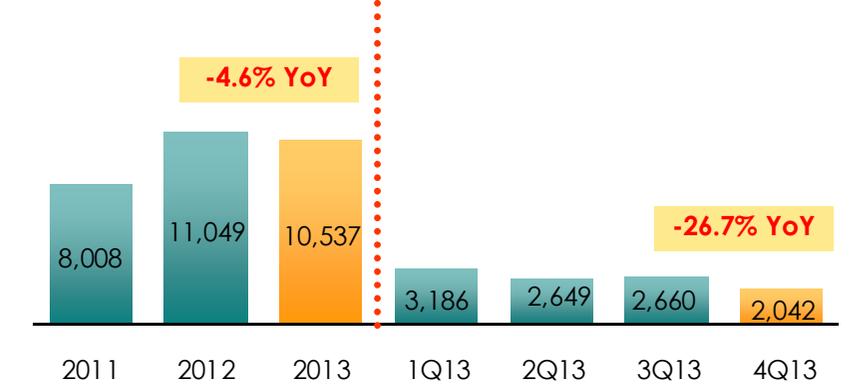
Operating Profits

(Unit: Million Baht)



Net Profits

(Unit: Million Baht)

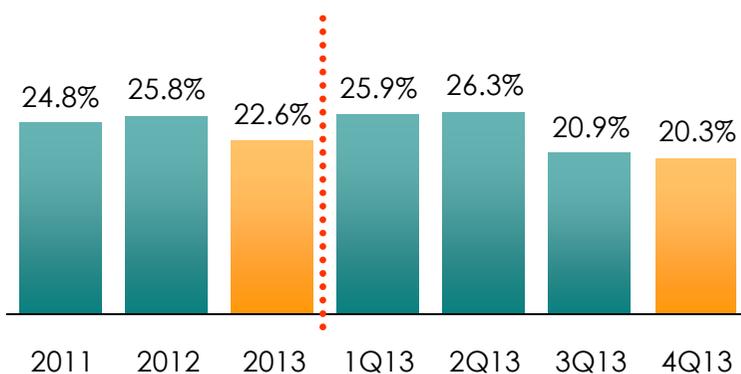


Note: Other operating income is comprising of interest income, net foreign exchange gain, sale promotion income, royalties fee and others.

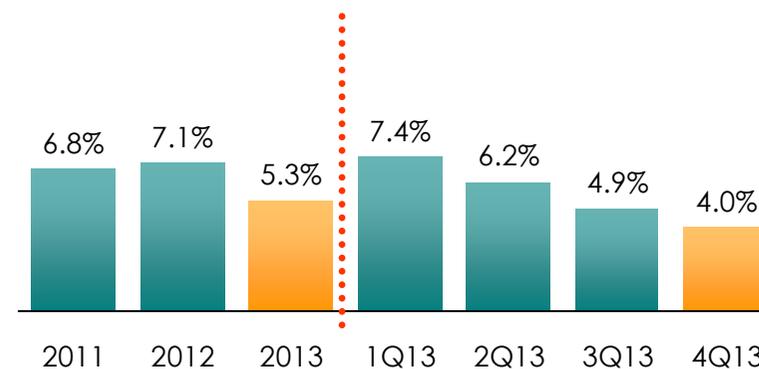
Profitability Ratios – Consolidated

Adjusted base due to Makro acquisition

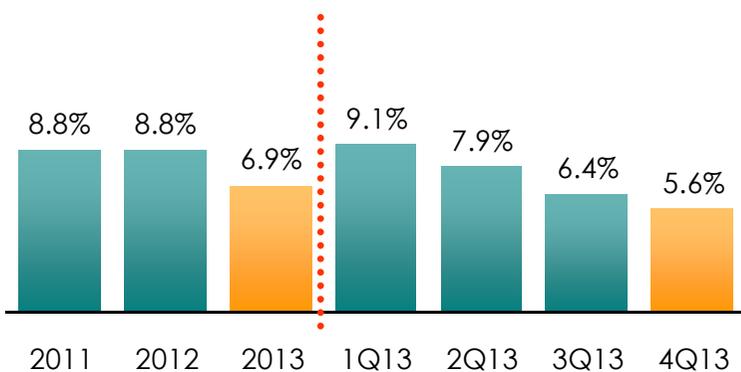
Gross Margin (Sales & Services)



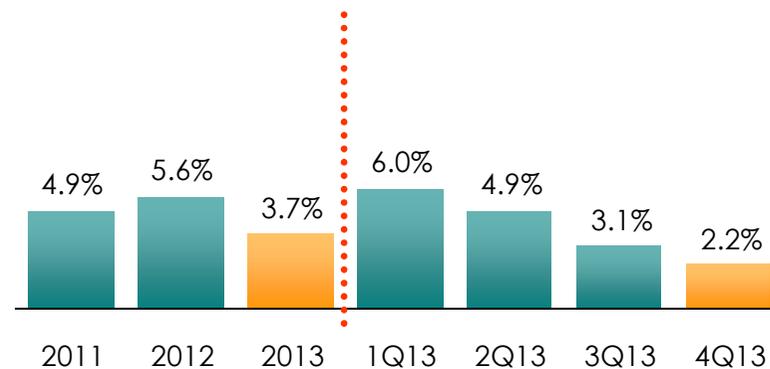
EBIT Margin



EBITDA Margin



Net Margin

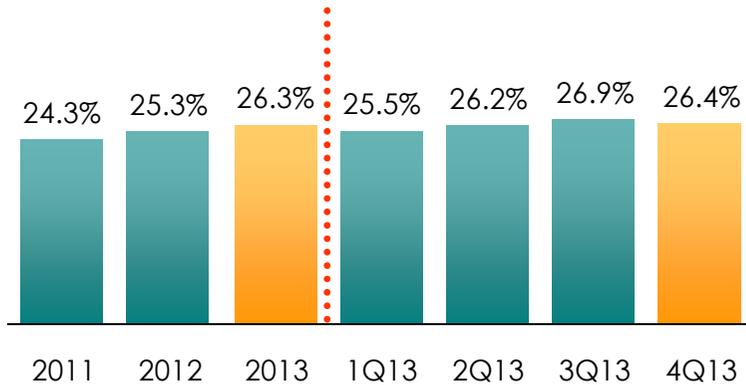




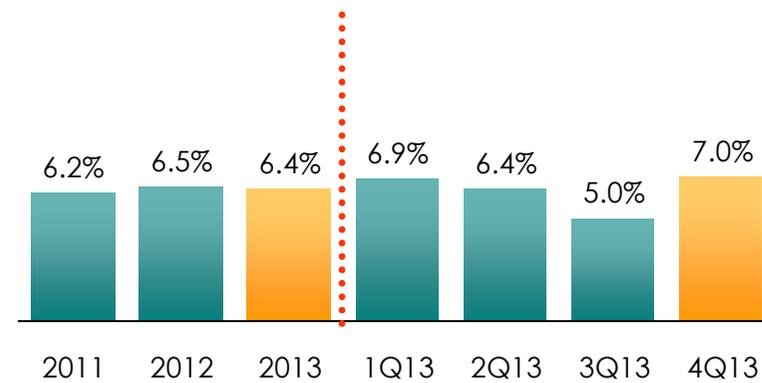
Profitability Ratios – Company Only

Impacted margins due to financing charges and Makro acquisition cost

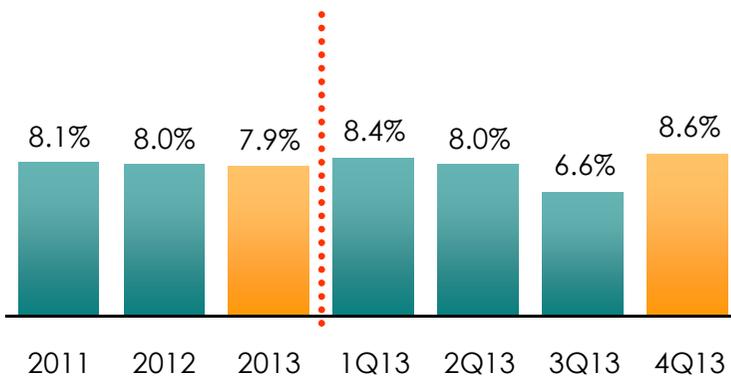
Gross Margin (Sales & Services)



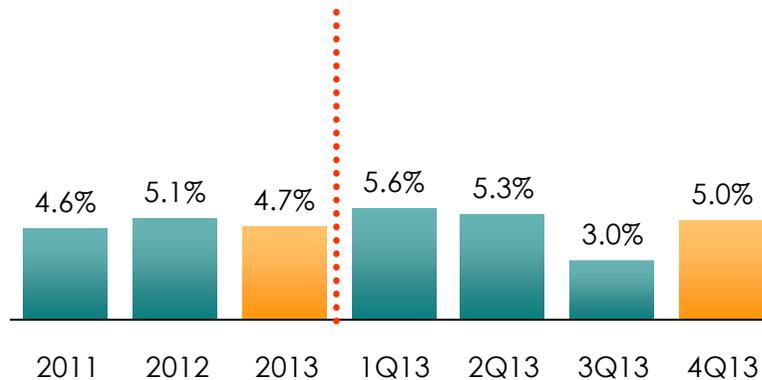
EBIT Margin



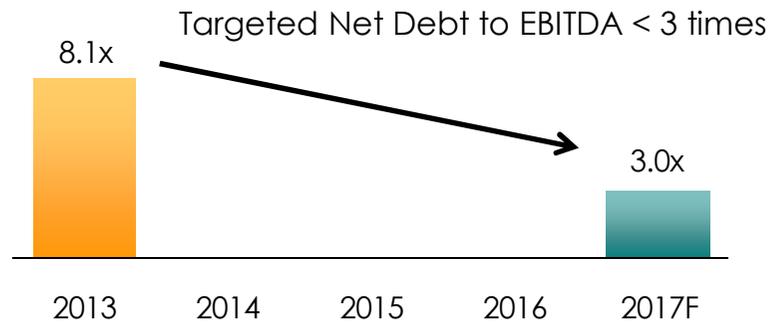
EBITDA Margin



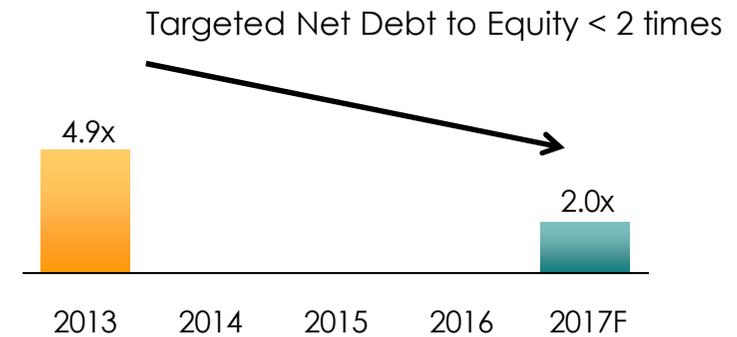
Net Margin



Targeted Net Debt to EBITDA



Targeted Net Debt to Equity



Bond Covenants

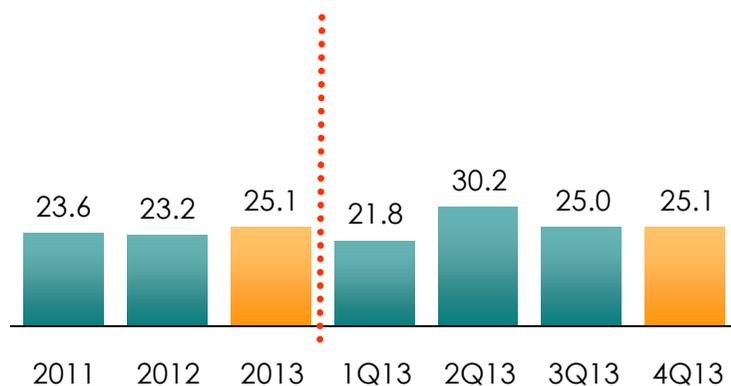
Year	Net Debt to Equity
2015	5.0x
2016	3.5x
2017	2.5x
2018 - 2022	2.0x

Working Capital – Consolidated

Negative cash cycle days

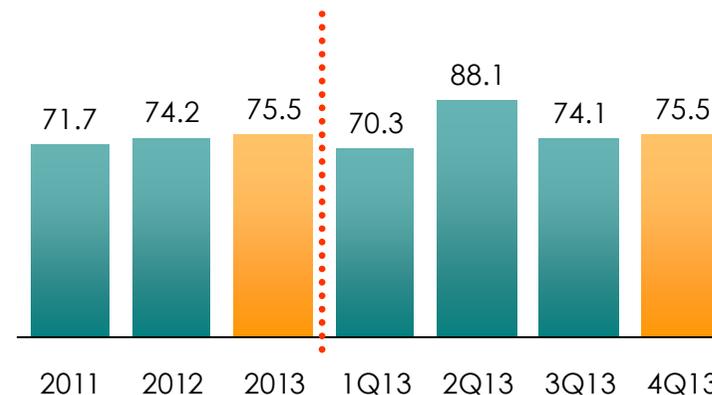
Inventory Days

(Unit: Days)



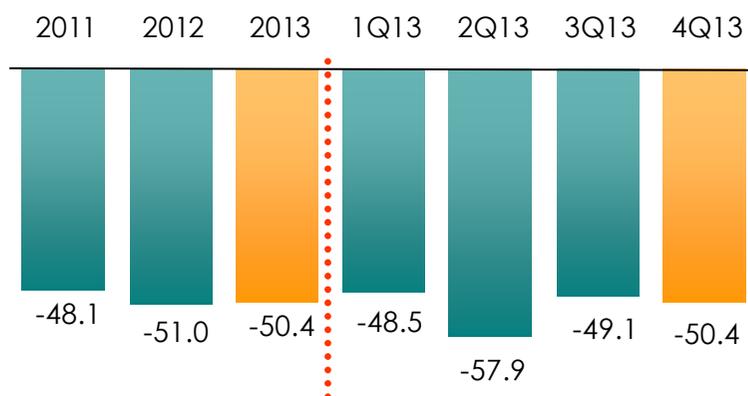
Account Payable Days

(Unit: Days)



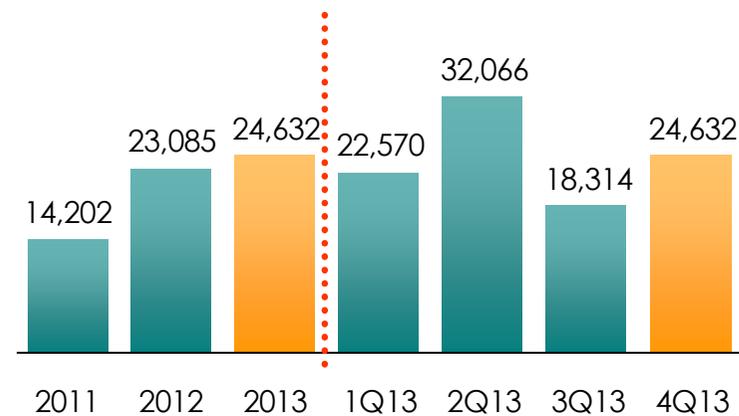
Cash Cycle Days

(Unit: Days)



Cash

(Unit: Million Baht)

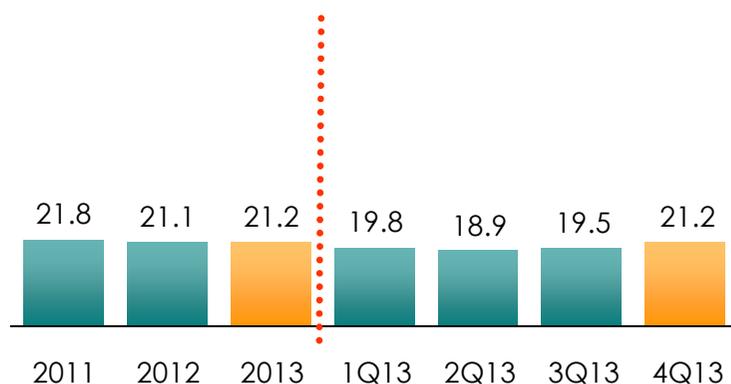


Working Capital – Company Only

Negative cash cycle days

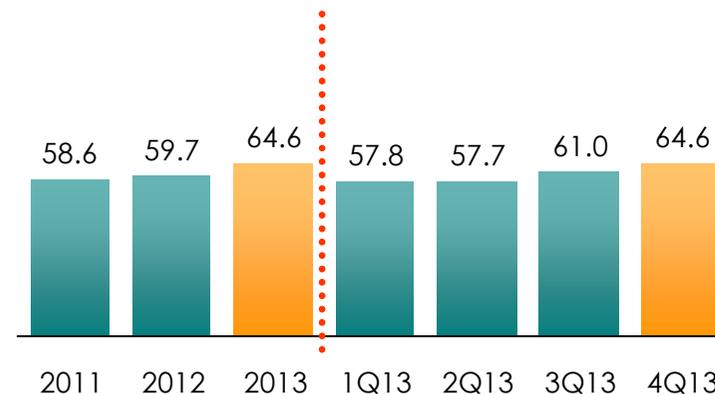
Inventory Days

(Unit: Days)



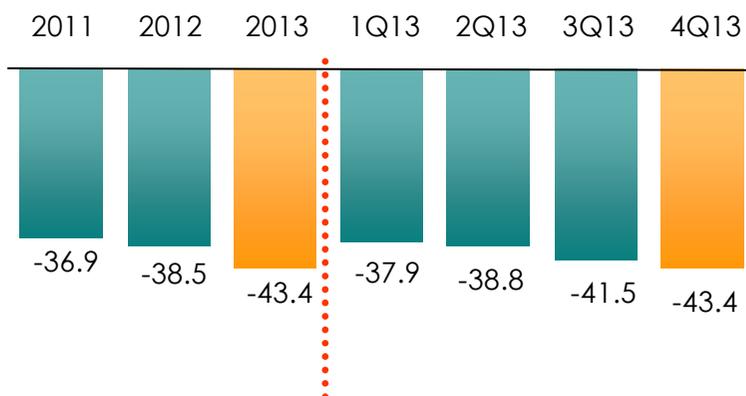
Account Payable Days

(Unit: Days)



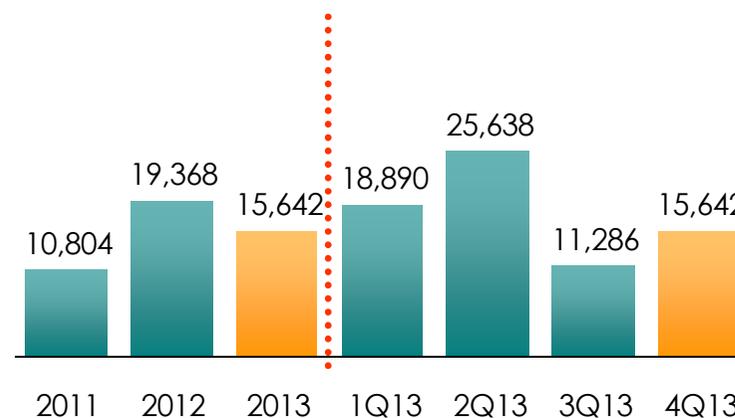
Cash Cycle Days

(Unit: Days)



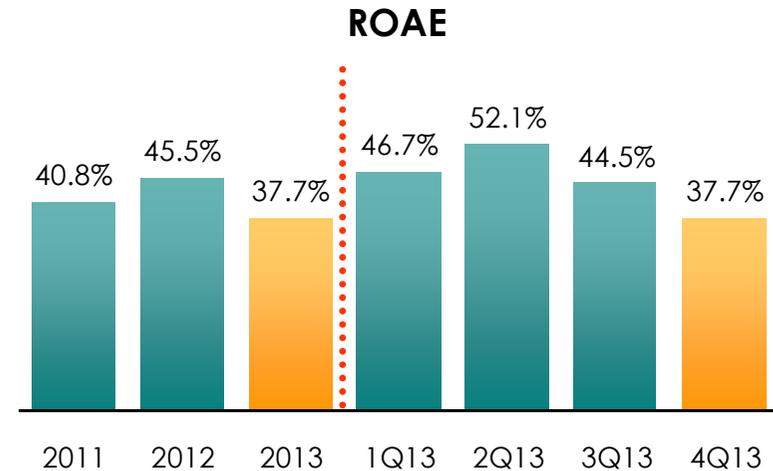
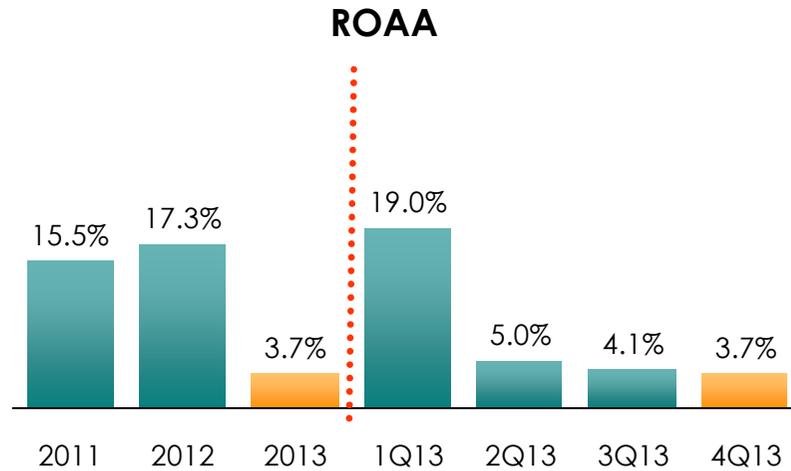
Cash

(Unit: Million Baht)

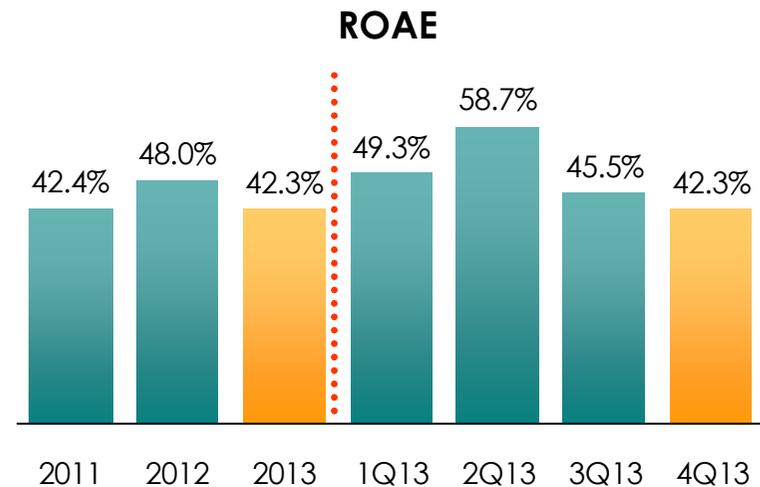
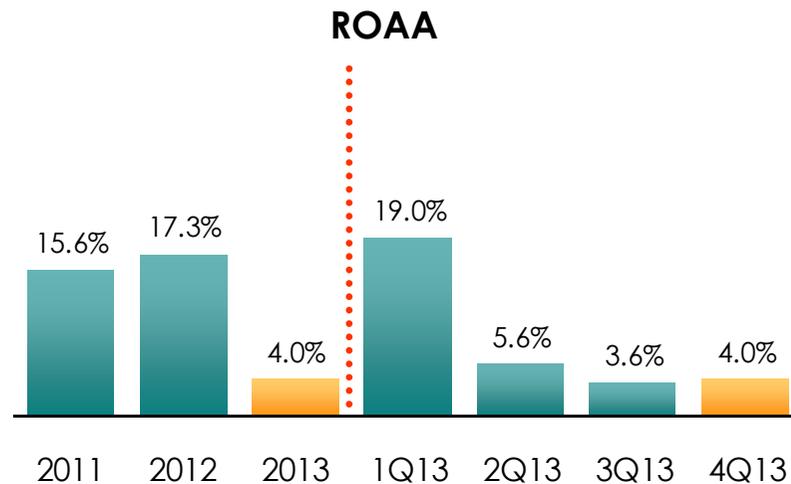


Changes in ROAA as to record investment in Makro of 97.88%

Consolidated Statement



Company Only Statement



Note: ROAA and ROAE are annualized figures.



Future and CAPEX Plan

Continued stores expansion and supporting infrastructure

7-Eleven Stores Expansion

- Plan to open approx. 600 stores in 2014
- Milestone: 10,000 stores in 2018

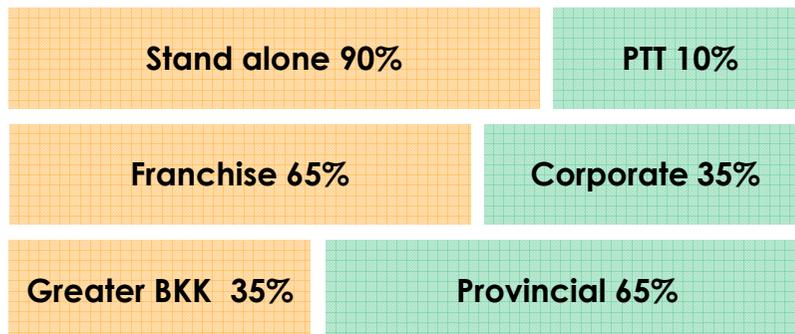
2014 Projected CAPEX

Thailand

MB

Stores expansion	2,500 – 2,600
Stores renovation	1,300 – 1,400
Investment in subsidiaries & DC	4,200 – 4,300
Fixed assets & IT system	900 – 1,000
Total	<u>8,900 – 9,300</u>

New Stores Opening

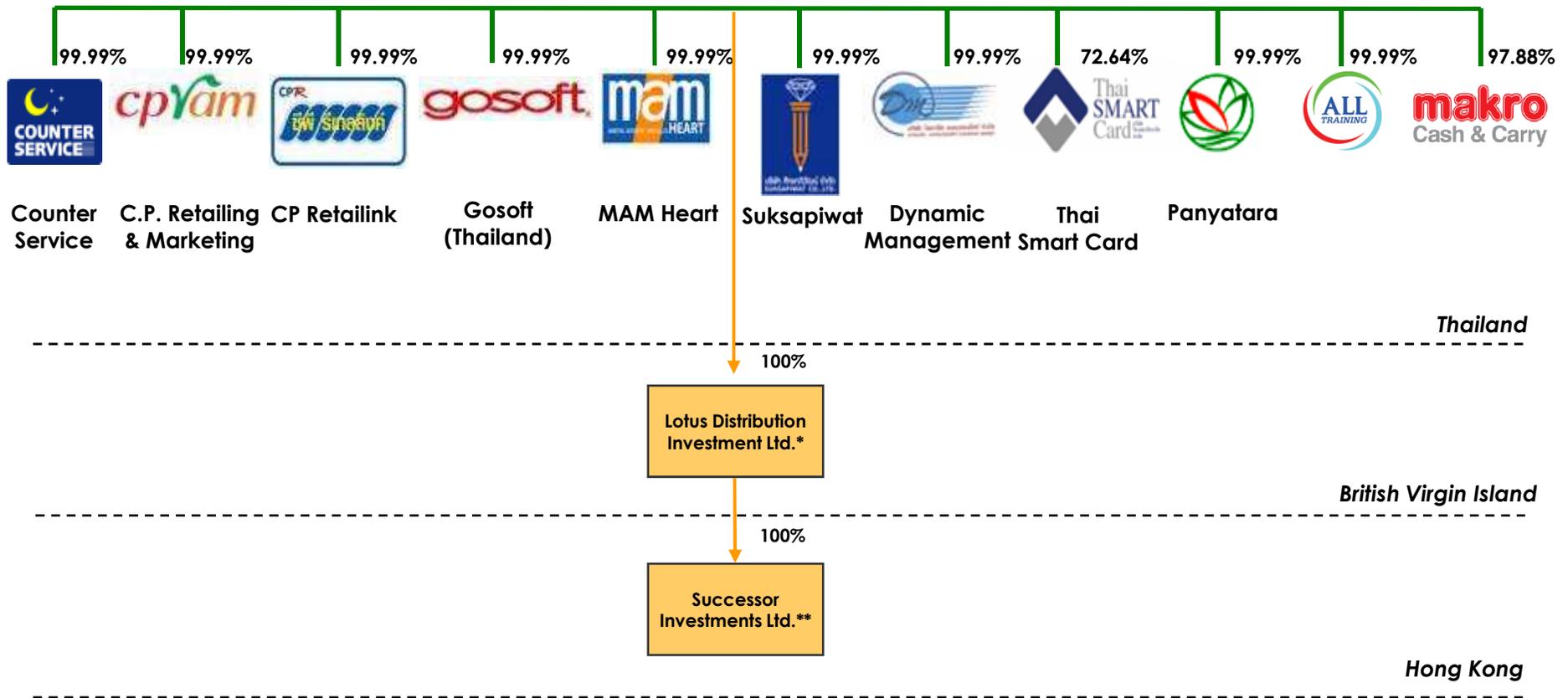


CAPEX Plan for Regional DCs

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

Group Structure of CPALL

As of Dec 31, 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



Accounting Impact in FY13

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 14.4% yoy.

Statement of Income of Makro was consolidated *(for 6 months period from July-December 2013)*

Impact: CPALL revenue and expenses were significantly increased including financing charges and related Makro acquisition costs.

Balance Sheet - Consolidated

Unit: (million Baht)

Balance Sheet	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Cash	12,682	15,716	14,202	23,085	24,632	22,570	32,066	18,314	24,632
Inventory	5,900	6,518	8,642	9,148	19,916	9,486	16,554	17,327	19,916
Other current assets	4,542	8,480	13,560	16,621	9,474	16,536	11,976	9,208	9,414
Fixed assets	13,491	14,525	14,994	18,094	71,606	19,581	38,620	40,641	71,606
Other assets	7,825	2,666	3,943	5,219	163,097	5,272	133,738	192,157	163,097
Total assets	44,441	47,904	55,341	72,168	288,665	73,445	232,953	277,647	288,665
Accounts payable	19,189	21,613	24,393	32,580	54,734	31,535	45,337	46,008	54,734
Other current liabilities	4,371	5,757	6,084	8,445	10,921	7,613	11,575	10,062	10,921
Bank loan	10	-	2	-	135,143	-	143,333	186,157	135,143
Bond	-	-	-	-	50,000	-	-	-	50,000
Other liabilities	1,935	2,577	3,163	3,788	4,860	3,938	4,495	4,659	4,860
Total liabilities	25,505	29,946	33,642	44,812	255,658	43,086	204,741	246,886	255,658
Total equity of major S/H	18,740	17,756	21,491	27,101	28,781	30,097	23,184	26,524	28,781
Minority interest	196	203	208	255	4,226	262	5,028	4,238	4,226
Total equity	18,937	17,958	21,699	27,355	33,007	30,359	28,212	30,762	33,007



Income Statement and Cash flow Statement - Consolidated

Unit: (million Baht)

Income Statement	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Net Sales	109,430	132,015	152,210	184,726	266,008	49,373	49,872	80,350	86,414
Service income	2,947	2,939	3,150	3,976	6,277	1,066	1,210	2,000	2,000
Other operating income	5,087	5,446	5,863	8,343	11,835	2,258	2,327	3,748	3,501
Other income	297	339	667	771	550	207	221	57	65
Total revenue	117,761	140,739	161,890	197,816	284,670	52,905	53,630	86,156	91,980
Cost of sales	81,618	100,128	115,529	138,205	208,153	36,820	37,014	64,474	69,844
Cost of services	1,100	1,268	1,333	1,886	2,504	569	641	664	631
Total SG&A	28,253	30,185	34,032	43,736	58,879	11,582	12,655	16,827	17,815
EBIT	6,790	9,157	10,995	13,988	15,135	3,935	3,319	4,191	3,690
Net profit	4,992	6,663	8,008	11,049	10,537	3,186	2,649	2,660	2,042
EBITDA	9,229	12,250	14,297	17,404	19,760	4,824	4,252	5,520	5,163
Cash flow Statement	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
CFO	9,005	12,340	12,587	23,032	21,624	2,180	3,433	10,240	21,624
CFI	(5,339)	(3,873)	(9,638)	(8,502)	(191,409)	(2,637)	(126,867)	(187,952)	(191,409)
CFF	(2,857)	(5,402)	(4,488)	(5,615)	171,177	-	132,399	172,910	171,177



Balance Sheet – Company Only

Unit: (million Baht)

Balance Sheet	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Cash	9,496	12,180	10,804	19,368	15,642	18,890	25,638	11,286	15,642
Inventory	5,470	6,019	7,901	8,286	9,219	8,545	7,996	8,406	9,219
Other current assets	4,346	4,247	8,780	12,644	6,124	12,615	5,892	6,642	6,124
Fixed assets	10,269	11,428	11,743	13,711	18,343	14,641	15,767	17,143	18,343
Other assets	9,010	9,355	10,674	11,840	206,801	12,436	148,377	206,784	206,801
Total assets	38,591	43,229	49,902	65,849	256,129	67,127	203,671	250,264	256,129
Accounts payable	15,123	17,482	20,005	25,740	27,618	25,609	25,039	25,480	27,618
Other current liabilities	6,681	7,606	8,461	13,517	17,311	11,877	12,913	14,567	17,311
Bank loan	-	-	-	-	131,977	-	141,228	184,030	131,977
Bond	-	-	-	-	50,000	-	-	-	50,000
Other liabilities	1,757	2,381	2,895	3,420	3,877	3,552	3,655	3,715	3,877
Total liabilities	23,560	27,469	31,361	42,677	230,782	41,037	182,836	227,793	230,782
Total equity of major S/H	15,031	15,760	18,541	23,172	25,347	26,090	20,835	22,471	25,347
Minority interest	-	-	-	-	-	-	-	-	-
Total equity	15,031	15,760	18,541	23,172	25,347	26,090	20,835	22,471	25,347



Income Statement and Cash flow Statement – Company Only

Unit: (million Baht)

Income Statement	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Net Sales	107,740	130,231	150,637	182,942	199,247	49,010	49,450	49,437	51,350
Service income	1,365	1,425	1,436	1,857	2,422	483	572	672	695
Other operating income	5,631	5,839	6,276	8,801	11,958	2,379	2,444	3,588	3,547
Other income	549	597	878	1,096	3,868	172	683	621	2,392
Total revenue	115,285	138,092	159,226	194,695	217,495	52,044	53,149	54,318	57,984
Cost of sales	80,928	99,446	115,066	138,033	148,728	36,856	36,914	36,640	38,318
Cost of service	-	-	-	-	-	-	-	-	-
Total SG&A	28,224	30,281	34,235	44,005	54,938	11,595	12,811	14,946	15,586
EBIT	6,133	8,364	9,926	12,657	13,828	3,593	3,424	2,732	4,080
Net profit	4,597	6,143	7,274	9,982	10,260	2,918	2,829	1,636	2,876
EBITDA	8,573	11,042	12,826	15,622	17,229	4,380	4,251	3,603	4,994
Cash flow Statement	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
CFO	8,280	10,801	11,750	21,580	14,292	2,156	2,729	6,945	14,292
CFI	(4,954)	(2,726)	(8,636)	(7,405)	(190,498)	(2,634)	(128,858)	(191,059)	(190,498)
CFF	(2,696)	(5,392)	(4,490)	(5,612)	172,452	-	132,399	176,019	172,452

Key Performance Ratios - Consolidated

Financial Ratios	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Gross margin (%) (Sales and services)	26.4%	24.9%	24.8%	25.8%	22.6%	25.9%	26.3%	20.9%	20.3%
EBIT margin (%)	5.8%	6.5%	6.8%	7.1%	5.3%	7.4%	6.2%	4.9%	4.0%
EBITDA margin (%)	7.8%	8.7%	8.8%	8.8%	6.9%	9.1%	7.9%	6.4%	5.6%
Net margin (%)	4.2%	4.7%	4.9%	5.6%	3.7%	6.0%	4.9%	3.1%	2.2%
ROAA (%)	11.8%	14.4%	15.5%	17.3%	3.7%	19.0%	5.0%	4.1%	3.7%
ROAE (%) (excl. MI)	28.1%	36.5%	40.8%	45.4%	37.7%	46.7%	52.1%	44.5%	37.7%
Inventory days	25.0	22.3	23.6	23.2	25.1	21.8	30.2	25.0	25.1
Accounts payable days	81.4	73.3	71.7	74.2	75.5	70.3	88.1	74.1	75.5
Cash cycle days	(56.4)	(51.0)	(48.1)	(51.0)	(50.4)	(48.5)	(57.9)	(49.1)	(50.4)
Earnings per share (Bt.)	1.11	1.48	1.78	1.23	1.17	0.35	0.29	0.30	0.23
Book value per share (Bt.)	4.2	4.0	4.8	3.0	3.7	3.4	3.1	3.4	3.7



Key Performance Ratios – Company Only

Financial Ratios	2009	2010	2011	2012	2013	1Q13	2Q13	3Q13	4Q13
Gross margin (%) (Sales and services)	25.8%	24.5%	24.3%	25.3%	26.3%	25.5%	26.2%	26.9%	26.4%
EBIT margin (%)	5.3%	6.1%	6.2%	6.5%	6.4%	6.9%	6.4%	5.0%	7.0%
EBITDA margin (%)	7.4%	8.0%	8.1%	8.0%	7.9%	8.4%	8.0%	6.6%	8.6%
Net margin (%)	4.0%	4.4%	4.6%	5.1%	4.7%	5.6%	5.3%	3.0%	5.0%
ROAA (%)	12.7%	15.0%	15.6%	17.3%	4.0%	19.0%	5.6%	3.6%	4.0%
ROAE (%) (excl. MI)	32.7%	39.9%	42.4%	48.0%	42.3%	49.3%	58.7%	45.5%	42.3%
Inventory days	23.2	20.8	21.8	21.1	21.2	19.8	18.9	19.5	21.2
Accounts payable days	61.7	59.0	58.6	59.7	64.6	57.8	57.7	61.0	64.6
Cash cycle days	(38.5)	(38.2)	(36.9)	(38.5)	(43.4)	(37.9)	(38.8)	(41.5)	(43.4)
Earnings per share (Bt.)	1.02	1.37	1.62	1.11	1.14	0.32	0.31	0.18	0.32
Book value per share (Bt.)	3.3	3.5	4.1	2.6	2.8	2.9	2.3	2.5	2.8

(Unit : million Baht)	2012	2013	%YoY Growth	Common Size	
				2012	2013
Total Revenues	114,956	129,781	+12.9%	100.0%	100.0%
Cost of Sales	102,760	115,673	+12.6%	89.4%	89.1%
Gross Profit	12,195	14,107	+15.7%	10.6%	10.9%
SG&A	7,419	8,598	+15.9%	6.5%	6.6%
EBIT	4,777	5,510	+15.3%	4.2%	4.2%
Net Profit	3,534	4,299	+21.6%	3.1%	3.3%
EBITDA	5,994	6,842	+14.2%	5.2%	5.3%
ROA(%)	10.9%	11.9%			
ROE(%)	32.5%	39.0%			