



# CP ALL Public Company Limited

## FY2018 Performance Highlights

February 2019



# Financial Highlights

Unit : Million Baht	2014	2015	2016	2017	2018	%Chg
<b>Company Only</b>						
Total Revenue	228,996	249,758	278,246	302,584	335,533	+10.9%
Net Profit	8,686	11,376	14,099	16,618	19,944	+20.0%

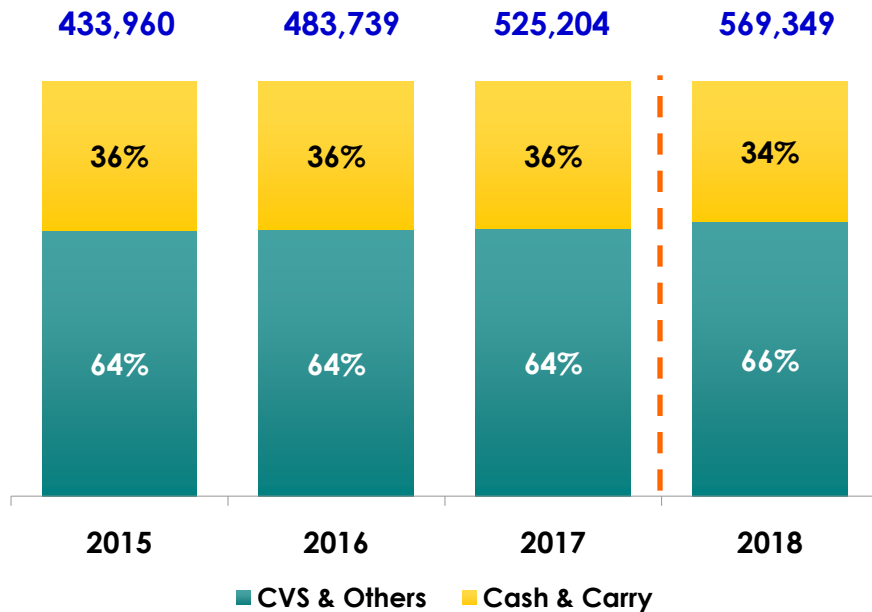
Unit : Million Baht	2014	2015	2016	2017	2018	%Chg
<b>Consolidated</b>						
Total Revenue	371,301	405,893	451,939	489,403	527,860	+7.9%
Net Profit	10,200	13,682	16,677	19,908	20,930	+5.1%

# Business Segment Performance

## CVS & Others and Cash & Carry

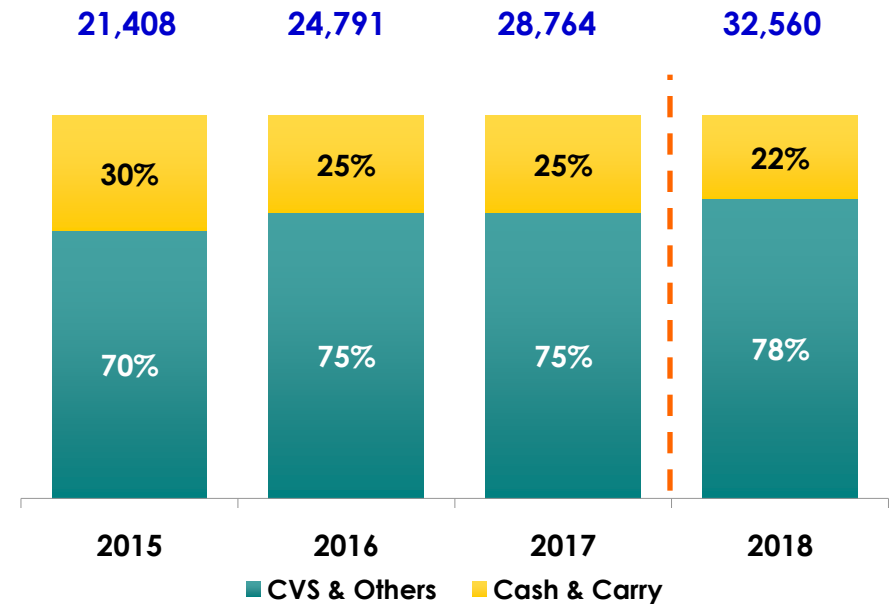
### Revenue Contribution Before Elimination

(Unit: Million Baht)



### Earnings Before Tax Contribution Before Elimination

(Unit: Million Baht)

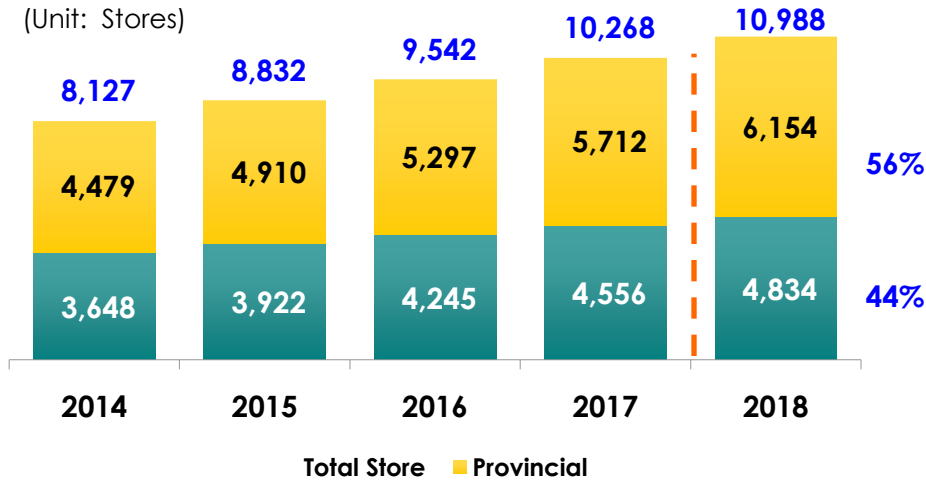


# Store Types Breakdown

Store expansion on track

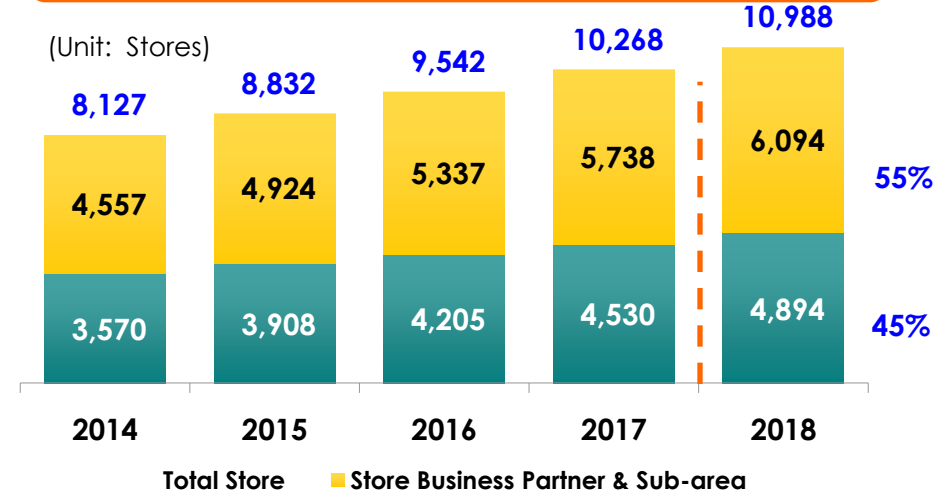
## BKK & Suburban / Provincial

(Unit: Stores)



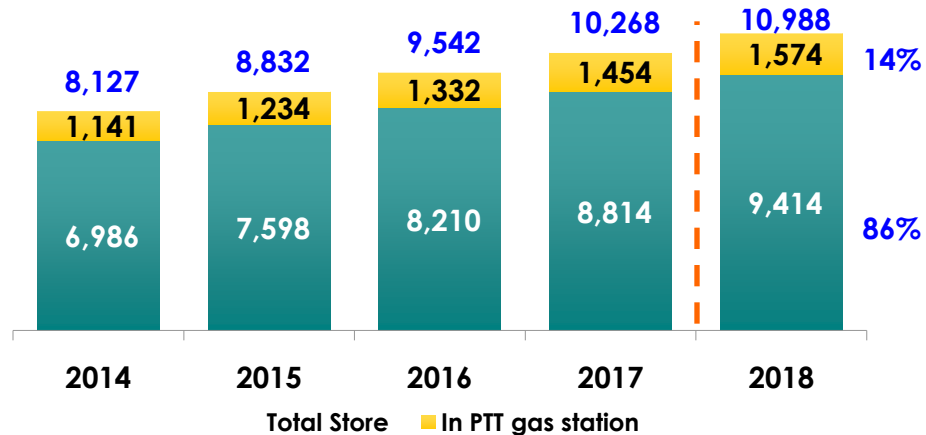
## Corporate / Store Business Partner & Sub-area

(Unit: Stores)



## Stand-alone / In PTT gas station

(Unit: Stores)



Store / Year	2014	2015	2016	2017	2018
Expansion	+698	+705	+710	+726	+720

# Same Store Sales Growth

Sustained positive SSSG

FY18

Average daily sales / store **81,788** Baht

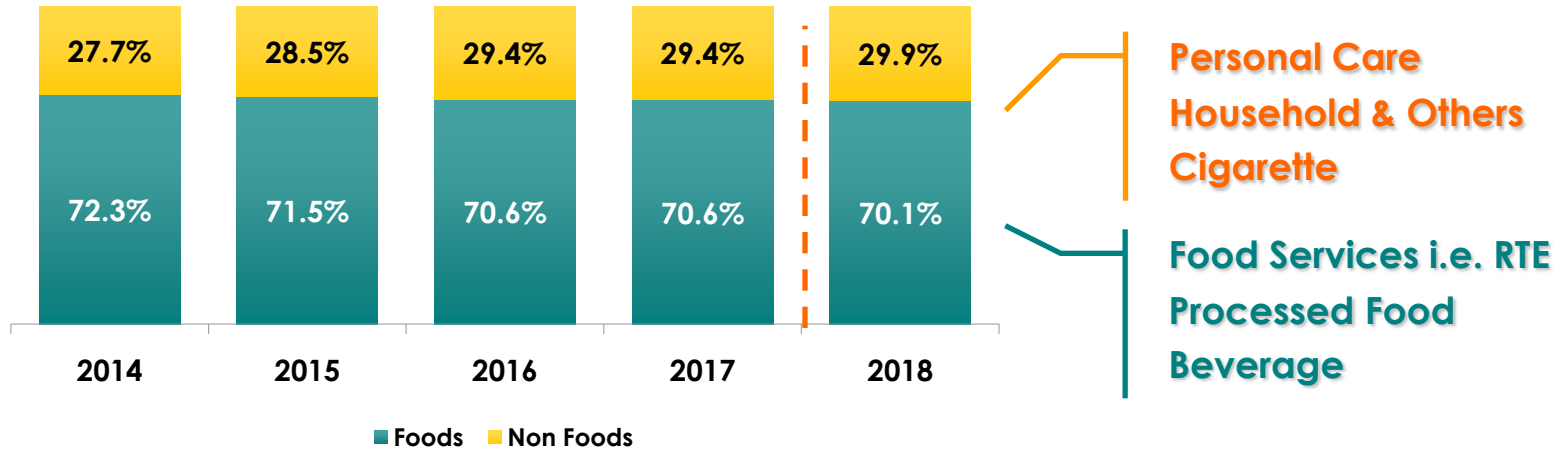
	2014	2015	2016	2017	2018
SSS Growth	-2.6%	+0.9%	+2.4%	+1.6%	+3.2%

	2014	2015	2016	2017	2018
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	1,185

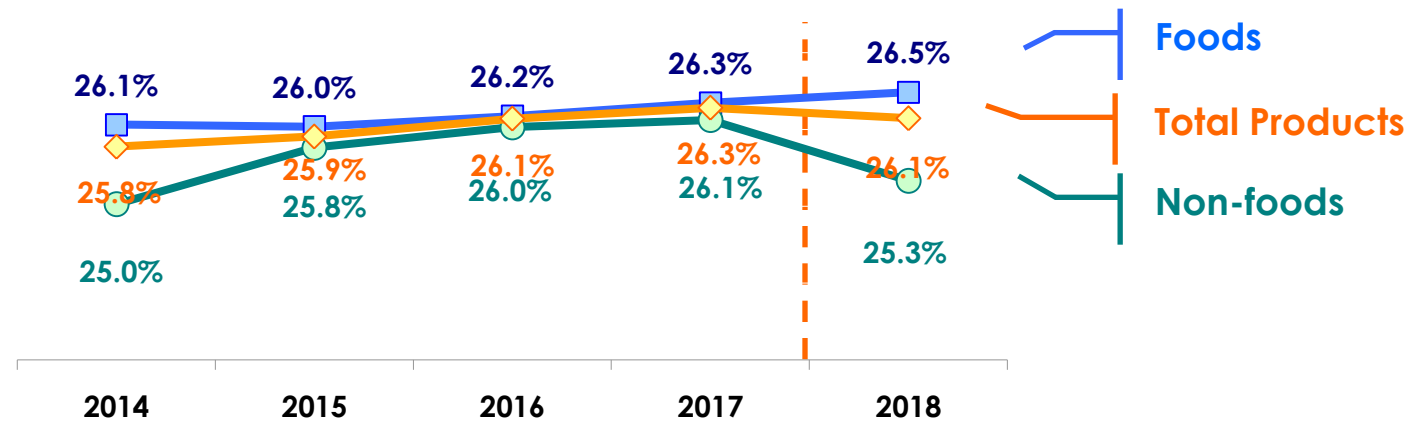
# Product Sales Mix and Gross Margin

Higher mix of cigarettes impacted non-food margins

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



## Gross Margin (excl. T&E)



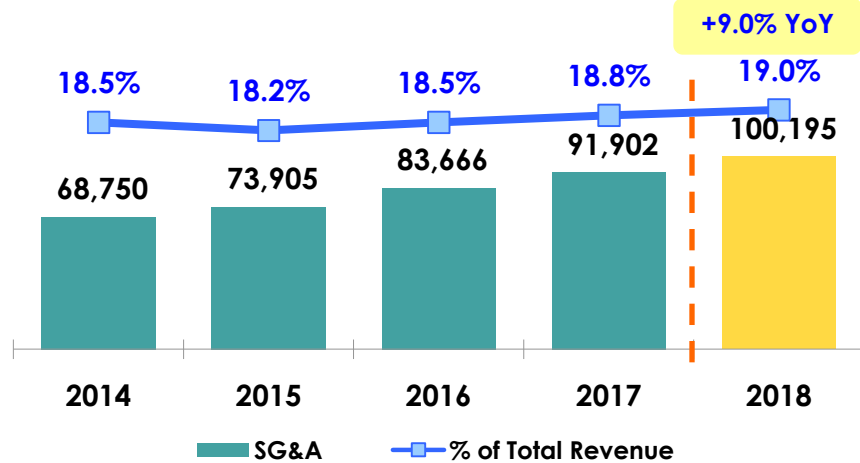
# SG&A Expenses

Higher SG&A expenses were mainly related to store expansion

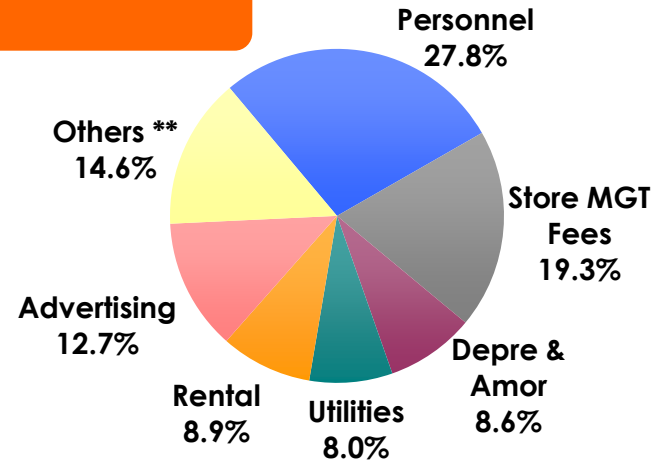
## FY18 SG&A Expenses-to-Total Revenue

(Unit: Million Baht)

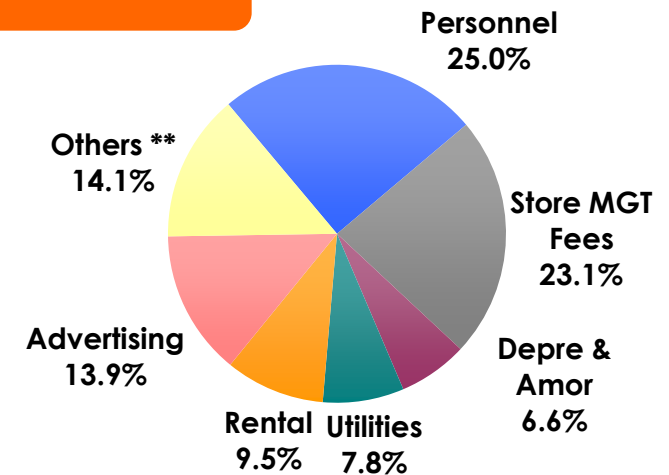
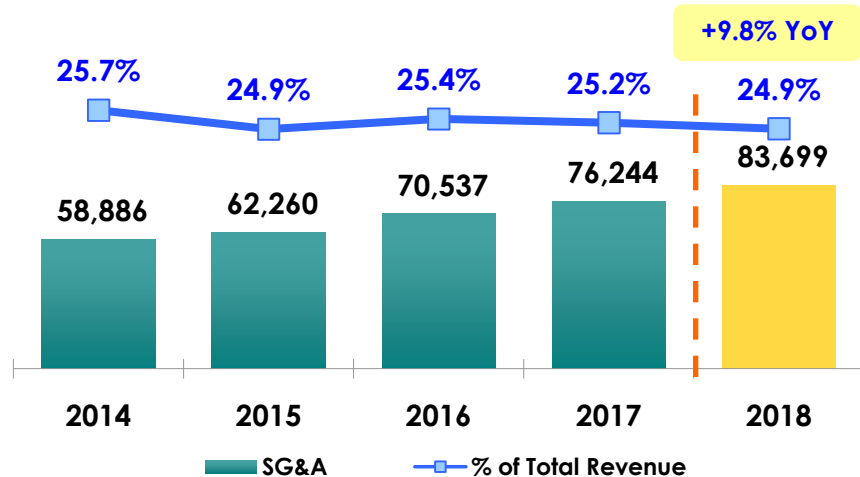
### Consolidated



## FY18 SG&A Expenses Breakdown



### Company Only

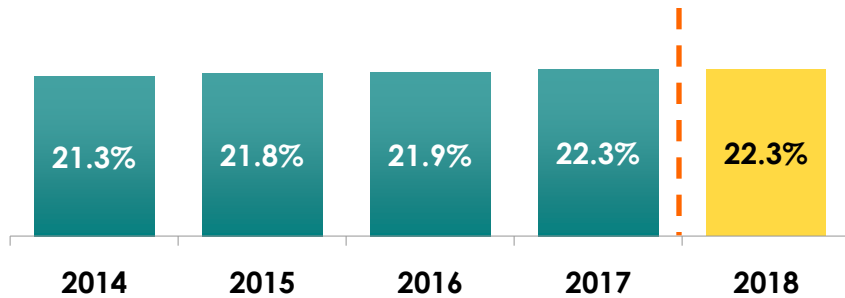


\*\* Others are comprised of royalty fee, professional fee, R&D and acquisition cost of Makro

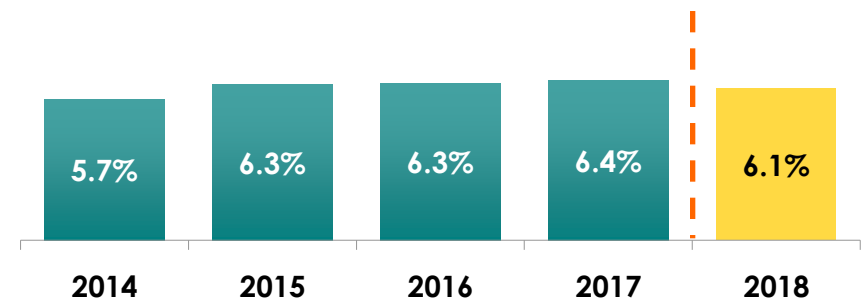
# Profitability Ratios – Consolidated

Higher SG&A expenses resulted in slightly decreased margins

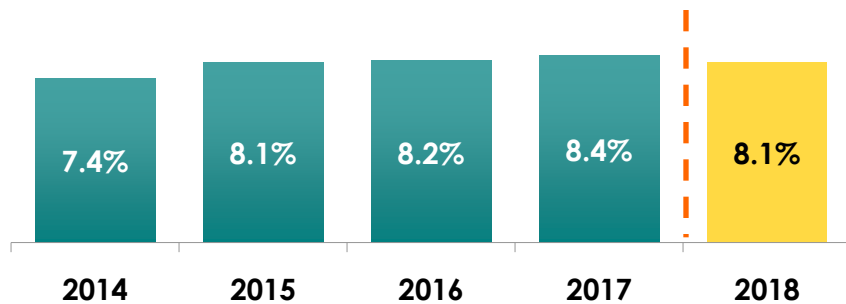
## Gross Margin (Sales & Services)



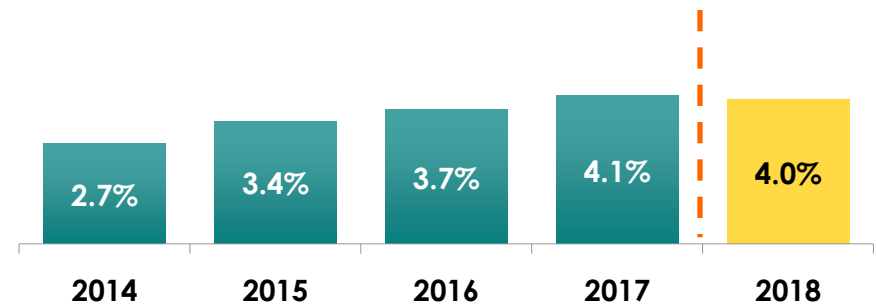
## EBIT Margin



## EBITDA Margin



## Net Margin

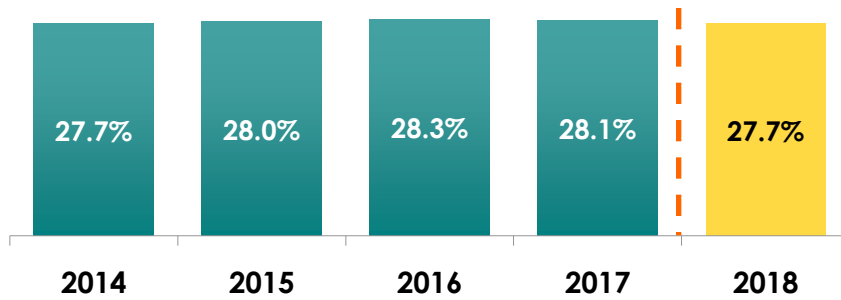




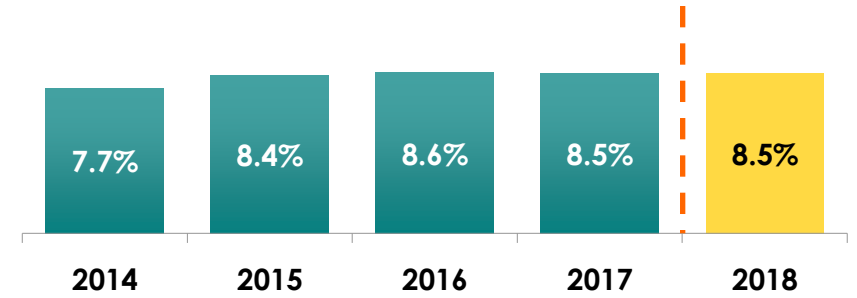
# Profitability Ratios – Company Only

Pressured from lower-margin products

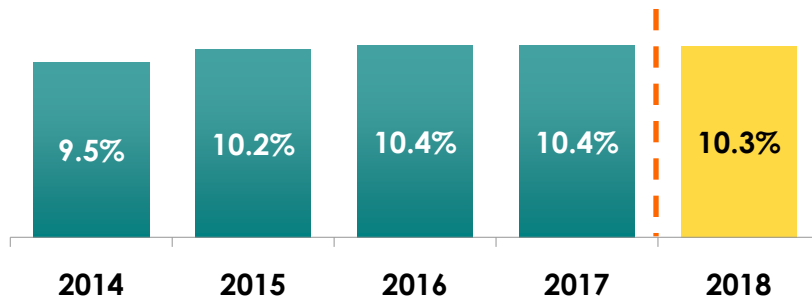
## Gross Margin (Sales & Services)



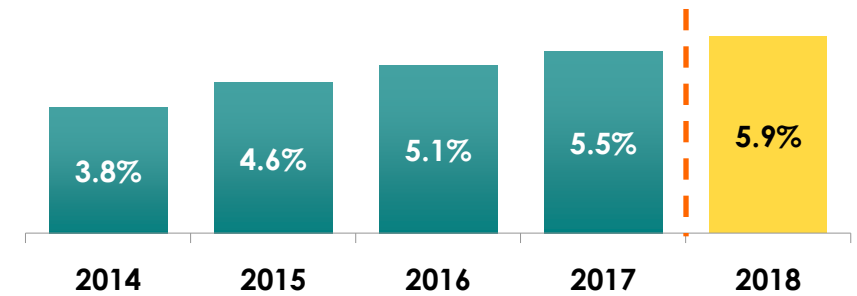
## EBIT Margin



## EBITDA Margin



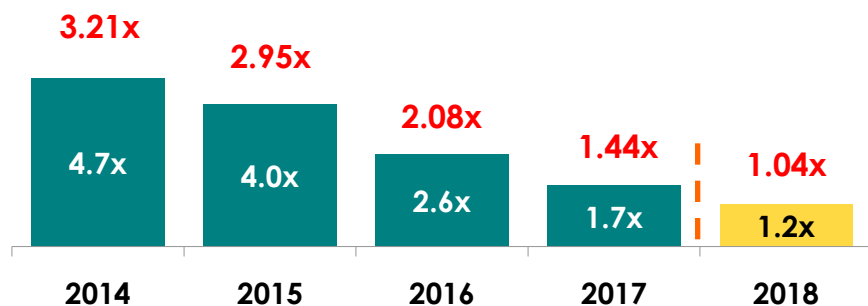
## Net Margin



# 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

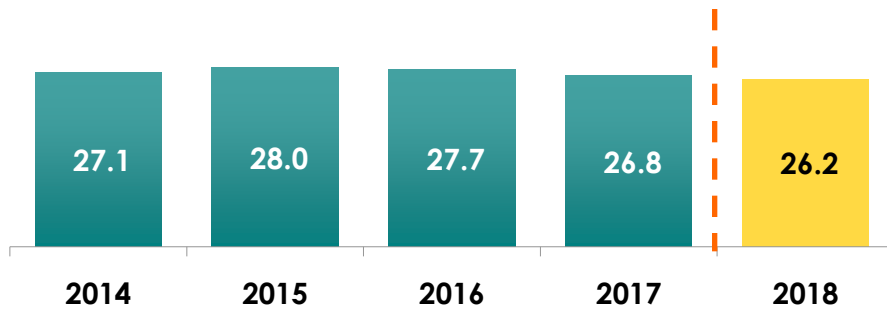
- In 2018, the Company repaid matured debentures of Baht 14,747 million and, as of 31 December 2018, the Company had a total outstanding debentures (including perpetual debenture) of Baht 160,877 million.
- As of 31 December 2018, net debt to adjusted equity was at **1.04x** vs. bond covenant at 2.0x.
- In 2019, total amount of debenture maturing is Baht 22,994 million. On January 2019, the Company had issued a total of Baht 15,000 million ordinary debenture to repay matured debentures.

# Working Capital – Consolidated

## Negative cash cycle days

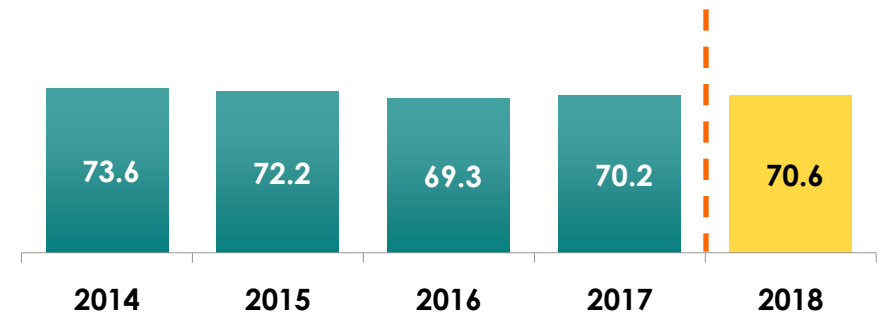
### Inventory Days

(Unit: Days)



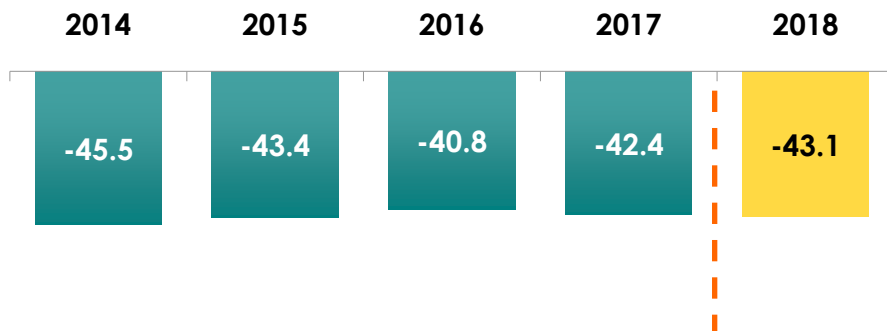
### Account Payable Days

(Unit: Days)



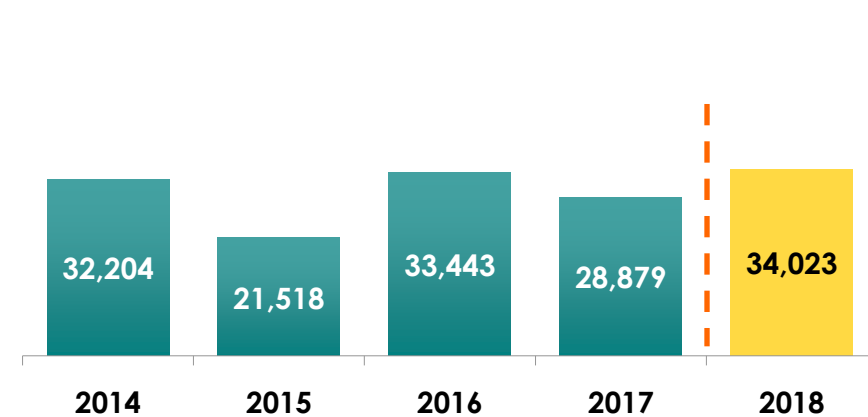
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)



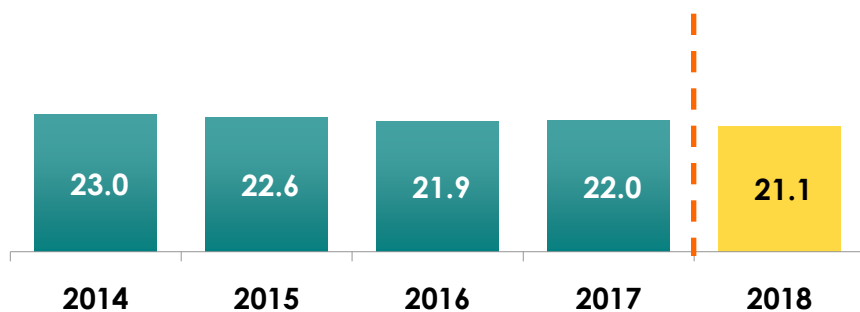
Note: AR turnover day was at 1.0 day in 2018.

# Working Capital – Company Only

## Negative cash cycle days

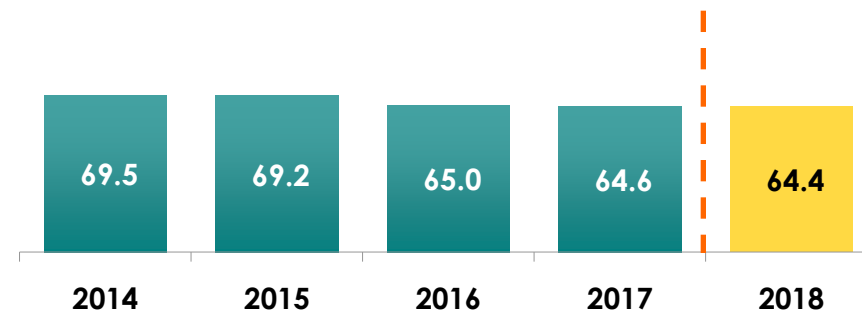
### Inventory Days

(Unit: Days)



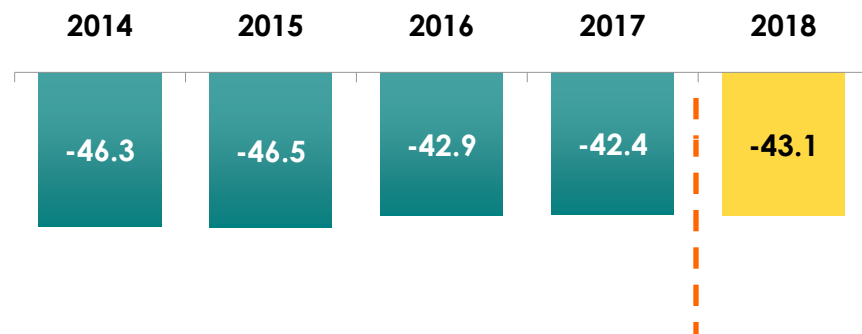
### Account Payable Days

(Unit: Days)



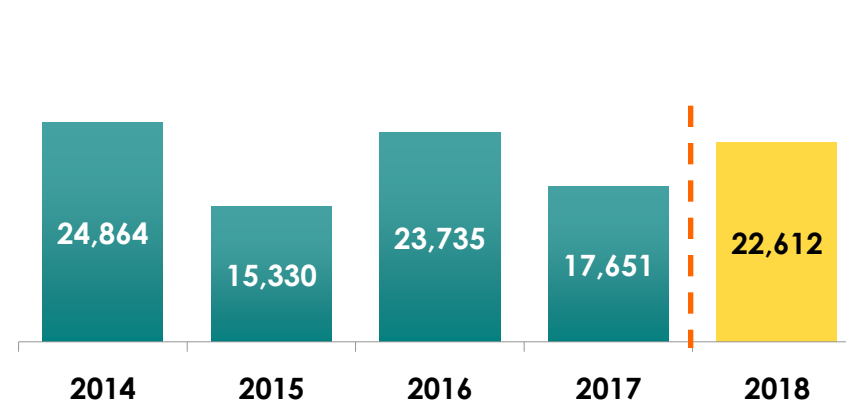
### Cash Cycle Days

(Unit: Days)



### Cash

(Unit: Million Baht)

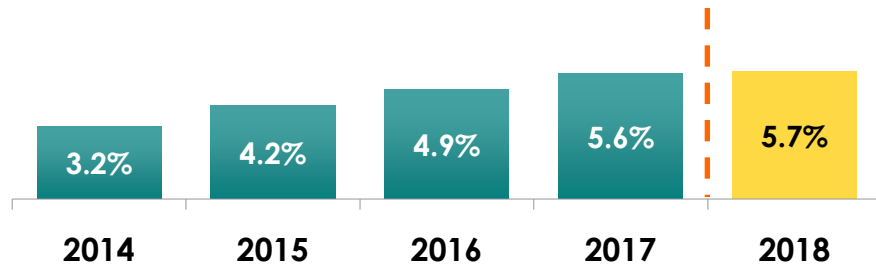


# Key Performance Ratios

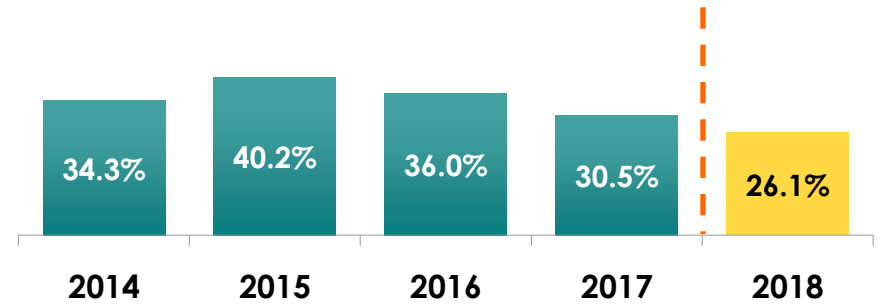
Enlarged equity base from perpetual bond

## Consolidated Statement

ROAA

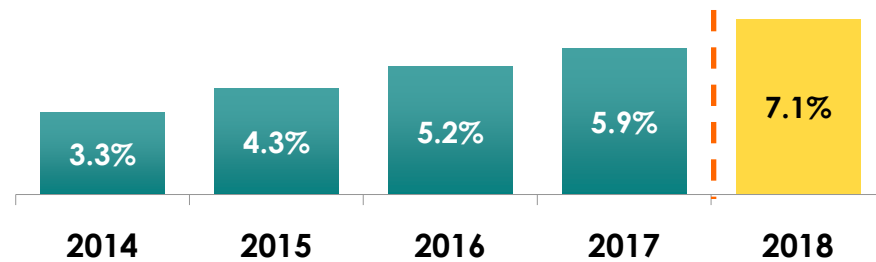


ROAE

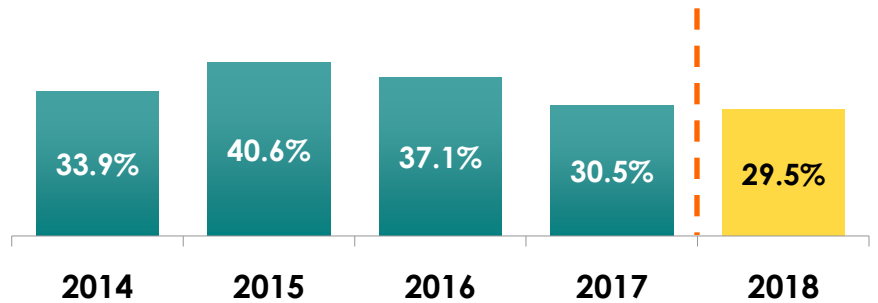


## Company Only Statement

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 2019
- Milestone: 13,000 stores by 2021

### 2019 Projected CAPEX

MB

▪ Stores expansion	3,800 – 4,000
▪ Stores renovation	2,400 – 2,500
▪ Investment in new projects, subsidiaries & DC	4,000 – 4,100
▪ Fixed assets & IT system	1,300 – 1,400
	<hr/>
Total	<u>11,500 – 12,000</u>

# Appendix



# Share Capital Information

<b>Price (Feb 20, 2019)</b>	: Bt 77.00
<b>Hi/Low (12-month)</b>	: Bt 90.00 / 62.50 per share
<b>Avg. daily turnover</b>	: 2,185 MB
<b>No. of shares</b>	: 8,983,101,348 (Par Bt 1)
<b>Market capitalization</b>	: 691,699 MB

## Major Shareholders (as of Dec 31, 2018)

- CPF (subsidiaries)	34.2%
- Charoen Pokphand Group	1.8%
- Thai NVDR	8.1%
- South East Asia UK	7.4%
- State Street Europe Limited	3.3%
- SE Asia (Type B)	1.6%

**First trade date**

**Oct 14, 2003**

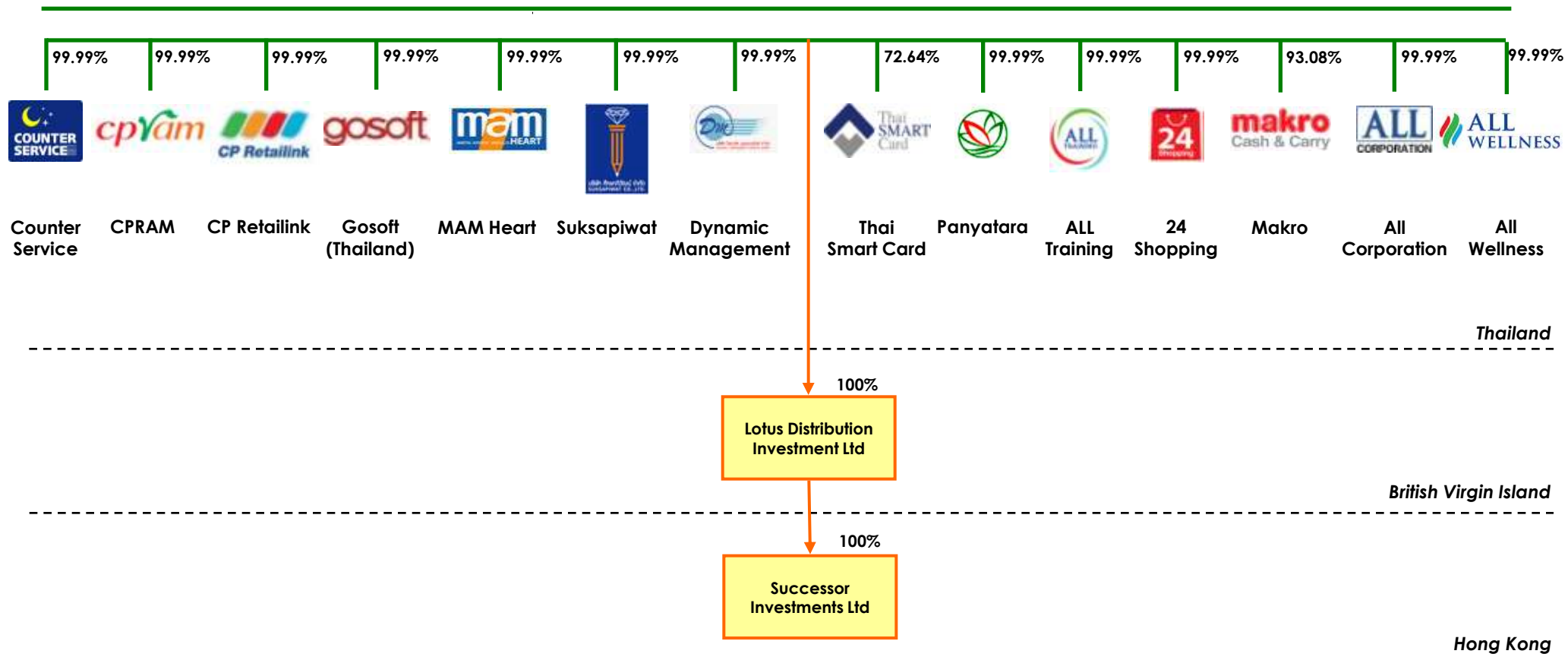
Dividend Payment	2012	2013	2014	2015	2016	2017	2018
<b>Dividend payment (Bt/share)</b>	<b>Bt 0.90</b>	<b>Bt 0.90</b>	<b>Bt 0.80</b>	<b>Bt 0.90</b>	<b>Bt 1.00</b>	<b>Bt 1.10</b>	<b>Bt 1.20</b>
<b>Payout ratio (%)</b>	<b>81%</b>	<b>79%</b>	<b>83%</b>	<b>71%</b>	<b>64%</b>	<b>59%</b>	<b>54%</b>
<b>Based on financial statement</b>	<b>Company Only</b>	<b>Company Only</b>	<b>Company Only</b>	<b>Company Only</b>	<b>Company Only</b>	<b>Company Only</b>	<b>Company Only</b>

Remark : Dividend payment for 2018 shall be further proposed to the shareholders' meeting on April 26, 2019 for approval.



# Group Structure of CPALL

As of 31 December 2018



## Balance Sheet – Consolidated

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	2018
Cash	32,204	21,518	33,443	28,879	34,023
Inventory	22,167	25,072	26,705	27,376	29,570
Fixed assets	80,534	89,781	99,460	106,761	111,655
Other assets	191,504	192,712	192,660	197,282	198,493
<b>Total assets</b>	<b>326,410</b>	<b>329,083</b>	<b>352,268</b>	<b>360,299</b>	<b>373,742</b>
Account payable	59,312	62,624	66,959	74,742	78,790
Bank loan	57,942	15,881	8,101	10,607	12,687
Bond	140,000	173,000	180,159	155,625	140,878
Other liabilities	34,099	35,902	37,446	39,095	41,568
<b>Total liabilities</b>	<b>291,352</b>	<b>287,407</b>	<b>292,665</b>	<b>280,070</b>	<b>273,923</b>
Total equity of major S/H	30,782	37,349	55,196	75,333	84,831
Minority interest	4,276	4,326	4,407	4,896	14,988
<b>Total equity</b>	<b>35,058</b>	<b>41,676</b>	<b>59,603</b>	<b>80,229</b>	<b>99,819</b>

## Balance Sheet – Company Only

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	2018
Cash	24,864	15,330	23,735	17,651	22,612
Inventory	10,242	10,622	11,769	12,724	13,459
Fixed assets	20,036	22,441	25,639	28,294	30,984
Other assets	212,042	216,228	219,730	221,041	213,314
<b>Total assets</b>	<b>267,184</b>	<b>264,620</b>	<b>280,872</b>	<b>279,710</b>	<b>280,368</b>
Account payable	31,216	32,807	33,621	38,336	41,443
Bank loan	52,215	9,000	-	-	-
Bond	140,000	173,000	180,159	155,625	140,878
Other liabilities	17,813	19,776	21,180	22,760	26,027
<b>Total liabilities</b>	<b>241,244</b>	<b>234,583</b>	<b>234,959</b>	<b>216,722</b>	<b>208,348</b>
Total equity of major S/H	25,940	30,037	45,913	62,988	72,020
Minority interest	-	-	-	-	-
<b>Total equity</b>	<b>25,940</b>	<b>30,037</b>	<b>45,913</b>	<b>62,988</b>	<b>72,020</b>

# Income Statement and Cash flow Statement – Consolidated

Income Statement Unit : Million Baht	2014	2015	2016	2017	2018
Revenue from Sales & Services	357,766	391,817	434,712	471,069	508,552
Other Income	13,535	14,076	17,227	18,334	19,307
<b>Total revenue</b>	<b>371,301</b>	<b>405,893</b>	<b>451,939</b>	<b>489,403</b>	<b>527,860</b>
Cost of Sales & Services	281,443	306,519	339,688	366,002	395,317
Total SG&A	68,750	73,905	83,666	91,902	100,195
EBIT	21,107	25,469	28,585	31,499	32,347
<b>Net profit</b>	<b>10,200</b>	<b>13,682</b>	<b>16,677</b>	<b>19,908</b>	<b>20,930</b>
EBITDA	27,417	32,827	36,899	41,057	42,792

Cashflow Statement	2014	2015	2016	2017	2018
CFO	26,371	31,419	37,939	46,156	41,357
CFI	(15,958)	(17,409)	(18,794)	(20,380)	(15,354)
CFF	(2,830)	(24,780)	(7,233)	(30,120)	(20,845)

# Income Statement and Cash flow Statement – Company Only

Income Statement Unit : Million Baht	2014	2015	2016	2017	2018
Revenue from Sales & Services	210,776	231,149	256,401	278,751	308,843
Other Income	18,220	18,609	21,845	23,833	26,690
<b>Total revenue</b>	<b>228,996</b>	<b>249,758</b>	<b>278,246</b>	<b>302,584</b>	<b>335,533</b>
Cost of Sales & Services	152,394	166,485	183,850	200,516	223,146
Total SG&A	58,886	62,260	70,537	76,244	83,699
EBIT	17,717	21,013	23,858	25,825	28,688
<b>Net profit</b>	<b>8,686</b>	<b>11,376</b>	<b>14,099</b>	<b>16,618</b>	<b>19,944</b>
EBITDA	21,700	25,429	28,838	31,467	34,727

Cashflow Statement	2014	2015	2016	2017	2018
CFO	16,484	21,422	25,162	29,812	30,029
CFI	215	(5,419)	(8,762)	(3,775)	(2,710)
CF	(7,478)	(25,537)	(7,995)	(32,121)	(22,359)

## Key Performance Ratios – Consolidated

Financial Ratios		2014	2015	2016	2017	2018
Gross margin (sales & service)	(%)	21.3%	21.8%	21.9%	22.3%	22.3%
Operating margin	(%)	5.7%	6.3%	6.3%	6.4%	6.1%
EBITDA margin	(%)	7.4%	8.1%	8.2%	8.4%	8.1%
Net margin	(%)	2.7%	3.4%	3.7%	4.1%	4.0%
ROAA	(%)	3.2%	4.2%	4.9%	5.6%	5.7%
ROAE (exc. MI)	(%)	34.3%	40.2%	36.0%	30.5%	26.1%
Inventory days		27.1	28.0	27.7	26.8	26.2
Account payable days		73.6	72.2	69.3	70.2	70.6
Cash cycle days		(45.5)	(43.4)	(40.8)	(42.4)	(43.1)
Earnings per share	(Bt.)	1.1	1.5	1.9	2.1	2.2
Book value per share	(Bt.)	3.4	4.2	6.1	8.4	9.4

## Key Performance Ratios – Company Only

Financial Ratios		2014	2015	2016	2017	2018
Gross margin (sales & service)	(%)	27.7%	28.0%	28.3%	28.1%	27.7%
Operating margin	(%)	7.7%	8.4%	8.6%	8.5%	8.5%
EBITDA margin	(%)	9.5%	10.2%	10.4%	10.4%	10.3%
Net margin	(%)	3.8%	4.6%	5.1%	5.5%	5.9%
ROAA	(%)	3.3%	4.3%	5.2%	5.9%	7.1%
ROAE (exc. MI)	(%)	33.9%	40.6%	37.1%	30.5%	29.5%
Inventory days		23.0	22.6	21.9	22.0	21.1
Account payable days		69.5	69.2	65.0	64.6	64.4
Cash cycle days		(46.3)	(46.5)	(42.9)	(42.4)	(43.1)
Earnings per share	(Bt.)	1.0	1.3	1.6	1.8	2.1
Book value per share	(Bt.)	2.9	3.3	5.1	7.0	8.0

## Balance Sheet – Makro

Balance Sheet Unit : Million Baht	2014	2015	2016	2017	2018
Cash	4,564	2,230	2,550	4,364	5,096
Inventory	10,628	12,954	13,485	13,043	14,361
Fixed assets	23,655	27,039	30,319	31,305	31,553
Other assets	4,819	5,688	6,505	10,265	11,056
<b>Total assets</b>	<b>43,666</b>	<b>47,910</b>	<b>52,859</b>	<b>58,976</b>	<b>62,065</b>
Account payable	20,629	22,164	24,458	26,120	25,178
Bank loan	5,226	6,614	7,423	8,351	10,585
Bond	-	-	-	-	-
Other liabilities	5,023	4,925	5,237	6,494	7,046
<b>Total liabilities</b>	<b>30,879</b>	<b>33,703</b>	<b>37,118</b>	<b>40,965</b>	<b>42,809</b>
Total equity of major S/H	12,787	14,207	15,721	17,553	18,729
Minority interest	-	-	20	458	528
<b>Total equity</b>	<b>12,787</b>	<b>14,207</b>	<b>15,742</b>	<b>18,011</b>	<b>19,257</b>



# Income Statement and Cash flow Statement – Makro

Income Statement Unit : Million Baht	2014	2015	2016	2017	2018
Revenue from Sales & Service	141,828	155,217	172,092	185,804	191,997
Other Income	704	700	698	950	933
<b>Total revenue</b>	<b>142,532</b>	<b>155,917</b>	<b>172,790</b>	<b>186,754</b>	<b>192,930</b>
Cost of Sales & Services	126,771	137,937	153,722	164,352	169,639
Total SG&A	9,386	10,930	12,044	14,395	15,481
EBIT	6,375	7,050	7,024	8,007	7,810
<b>Net profit</b>	<b>4,922</b>	<b>5,378</b>	<b>5,412</b>	<b>6,178</b>	<b>5,942</b>
EBITDA	7,816	8,920	9,125	10,407	10,361

Cashflow Statement	2014	2015	2016	2017	2018
CFO	7,661	6,701	9,071	11,999	6,012
CFI	(6,967)	(6,371)	(5,544)	(6,468)	(2,866)
CFF	(1,140)	(2,665)	(3,207)	(3,649)	(2,411)

## Key Performance Ratios – Makro

Financial Ratios		2014	2015	2016	2017	2018
Gross margin (Sales)	(%)	9.0%	9.6%	9.2%	10.1%	10.0%
Gross margin (Total revenue)	(%)	11.1%	11.5%	11.0%	12.0%	12.1%
Operating margin	(%)	4.5%	4.5%	4.1%	4.3%	4.0%
EBITDA margin	(%)	5.5%	5.7%	5.3%	5.6%	5.4%
Net profit margin	(%)	3.5%	3.4%	3.1%	3.3%	3.1%
ROA	(%)	12.3%	11.7%	10.7%	11.0%	9.8%
ROE (exc. MI)	(%)	41.3%	39.8%	36.1%	37.1%	32.8%
Inventory days		28.4	29.9	29.9	28.5	27.7
Account payable days		55.1	55.8	54.6	55.4	54.4
Cash cycle days		(25.9)	(25.1)	(23.8)	(25.6)	(24.9)
Earnings per share	(Bt.)	1.0	1.1	1.1	1.3	1.2
Book value per share	(Bt.)	2.7	3.0	3.3	3.7	3.9

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