

12 NOVEMBER 2021

THAILAND / CONSUMER DISCRETIONARY SERVICES

**SRINANAPORN MARKETING****SNNP TB****BUY**

UNCHANGED

TARGET PRICE	THB15.00
CLOSE	THB11.20
UP/DOWNSIDE	+33.9%
PRIOR TP	THB15.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+1.5%

**คาดผลประกอบการสูงเป็นประวัติการณ์ใน 4Q21****ผลประกอบการอ่อนแอจากมาตรการปิดเมืองแต่สูงกว่าที่เราคาดเล็กน้อย**

SNNP รายงานกำไรสุทธิ 62 ลบ. ใน 3Q21 (-20% q-q, +21% y-y) สูงกว่าที่เราคาด 6.2% จากยอดขายในประเทศและอัตรากำไรขั้นต้นที่สูงเกินคาด กำไร 9M21 คิดเป็น 75% ของประมาณการเต็มปีของเรา เรายังมั่นใจว่าบริษัทฯ จะบรรลุเป้าประมาณการกำไรปี 2021 ของเราราคา 421 ลบ. ซึ่งหมายถึงกำไร 4Q21 ที่ประมาณ 100 ลบ.

**ยอดขายในตลาด CLMV เป็นตัวถ่วงสำคัญหลังมาตรการปิดเมือง**

ยอดขายในประเทศลดลง 7% q-q และ 2% y-y เป็น 792 ลบ. เนื่องจากเป็นช่วง low season ในฤดูฝน นอกจากนี้โรงงานที่สมุทรปราการยังมีอัตราการใช้กำลังการผลิตที่ลดลงจากนโยบาย Bubble & Seal ในช่วงที่ตัวเลขผู้ติดเชื้อโควิดเพิ่มสูงขึ้นในเดือน ส.ค. 21 กำไรที่ลดลงเล็กน้อย y-y ส่วนมากเกิดจากประสิทธิภาพที่เพิ่มขึ้นของช่องทางการจัดจำหน่ายแบบดั้งเดิม ยอดขายในต่างประเทศลดลง 15% q-q เป็น 186 ลบ. จากมาตรการปิดเมืองในเวียดนาม (8% ของยอดขายรวม) และกัมพูชา (6%) ใน 3Q21 อัตรากำไรขั้นต้น (GPM) อยู่ที่ 25.1% (เทียบกับ 25.6% ใน 2Q21) จากอัตราการใช้กำลังการผลิตที่ลดลงและสัดส่วนของสินค้าเครื่องอิเล็กทรอนิกส์ที่ลดลงในช่วงฤดูฝน แนะนำให้หันไปซื้อสินค้าที่มีความต้องการคงทน เช่น โทรทัศน์ ที่ 11 ลบ.

**คาดถึงการฟื้นตัวที่ดีใน 4Q21**

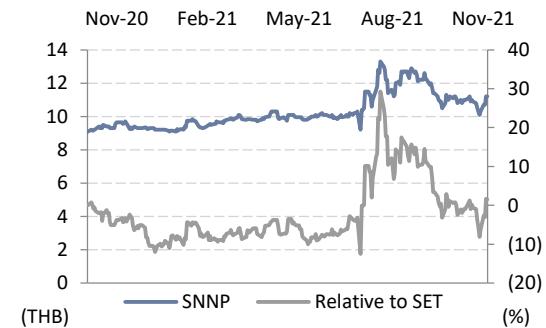
ผู้บริหารยืนยันว่าความต้องการสินค้าของ SNNP ยังคงดี ยอดขายในประเทศที่ลดลง 7% q-q เกิดขึ้นส่วนมากจากปัญหาการขาดแคลนสินค้า เนื่องจากโรงงานของบริษัทฯ มีอัตราการใช้กำลังการผลิตลดลง ยอดขายในช่องทางการจัดจำหน่ายสัญใหม่ (MT) ทรงตัว q-q ในขณะที่ยอดขายในช่องทางการจัดจำหน่ายแบบดั้งเดิมลดลง 12% q-q เนื่องจาก SNNP พยายามหาสินค้าเพื่อบรรจุผ่านช่องทาง MT ด้วยเหตุดังกล่าวเราคาดว่ายอดขายในประเทศจะฟื้นตัวสู่ระดับปกติที่ 850-900 ลบ. ใน 4Q21 สำหรับยอดขายในเวียดนาม (ประมาณ 8% ของยอดขายรวม) ที่เป็นปัจจัยถ่วงสำคัญสำหรับยอดขายในต่างประเทศ (-15% q-q) เท็นสัญญาณบวกใน 4Q21 และคาดว่ายอดขายใน 4Q จะคิดเป็นประมาณ 50% ของยอดขายในรอบ 9M21 นอกจากนี้ SNNP วางแผนเปิดตัว 4-5 สินค้าใหม่ใน 4Q21 ภายใต้ตราสินค้า Jele, Lotus และ Bento ตัวแรกจะเป็น Jele Chewy ที่ 7-Eleven ในช่วงต้นเดือน พ.ย. 21 ที่ผ่านมา ซึ่งมี GPM ที่สูงกว่าค่าเฉลี่ย SNNP ดังเป้าเปิดตัวผลิตภัณฑ์เยลลี่/ขนมขบเคี้ยวสมกัญช์นิดแรกของบริษัทฯ ในช่วงเดือน ธ.ค. 21/ม.ค. 22

**ความเสี่ยงขาขึ้นจากสินค้าใหม่ผลิตภัณฑ์ใน 4Q21-1Q22**

เราคงคำแนะนำซื้อที่ราคาเป้าหมาย 15 บาท (DCF) ปัจจัยภายในระดับจะอยู่ที่แนวโน้มกำไรที่ดีใน 4Q21 ซึ่งอาจเป็นไตรมาสที่มีกำไรสูงสุดในปี 2021 ปัจจุบันหันมีการซื้อขายในระดับที่น่าสนใจที่ 21x ของค่า 2022E P/E ซึ่งต่ำกว่าค่าเฉลี่ยของกลุ่มฯ ที่ 29x เราเห็นความเสี่ยงขาขึ้นจากผลิตภัณฑ์ใหม่ผลิตภัณฑ์ ซึ่งอาจเปิดตัวได้ในปลาย 4Q21

**KEY STOCK DATA**

YE Dec (THB m)	2020	2021E	2022E	2023E
Revenue	4,436	4,512	5,260	5,822
Net profit	94	421	502	592
EPS (THB)	0.13	0.44	0.52	0.62
vs Consensus (%)	-	-	3.0	-
EBITDA	381	727	881	1,007
Core net profit	94	292	502	592
Core EPS (THB)	0.13	0.30	0.52	0.62
Chg. In EPS est. (%)	-	-	-	-
EPS growth (%)	(15.5)	133.7	71.7	17.9
Core P/E (x)	86.0	36.8	21.4	18.2
Dividend yield (%)	-	2.3	2.8	3.3
EV/EBITDA (x)	27.8	15.4	12.8	10.9
Price/book (x)	36.5	4.1	3.8	3.5
Net debt/Equity (%)	497.8	7.6	8.3	(0.5)
ROE (%)	53.8	20.7	18.6	20.2



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	0.9	(8.2)	n/a
Relative to country (%)	1.0	(13.8)	n/a
Mkt cap (USD m)			327
3m avg. daily turnover (USD m)			4.9
Free float (%)			34
Major shareholder	Concord I. Capital Limited (21%)		
12m high/low (THB)			13.40/9.90
Issued shares (m)			960.00

Sources: Bloomberg consensus; FSSIA estimates



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## Investment thesis

As one of Thailand's leading producers and distributors of snacks and jelly, with three highly recognised brands – 'Bento' (squid and fish strips), 'Jele' (jelly), and 'Lotus' (biscuit sticks), Srinanaporn Marketing (SNNP) has been an iconic snack market leader in Thailand over the past three decades. After three years of restructuring efforts in 2018-20, we think SNNP will now reap the benefits from higher net margins, rising sales volumes, and improving operational and distribution efficiency. Unlike other snacks, which have seen demand sharply dwindle after a few years due to health concerns and high prices, we think SNNP's seafood snacks and jelly products are "core snacks", which have seen consistent demand growth in the past three decades.

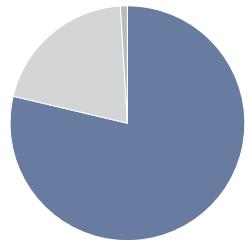
## Company profile

Founded in 1972 by the Kraipisitkul family as a snack wholesaler under the name Sriiwat, SNNP has been operating for more than 30 years and is currently a market leader with strong brands in snack and beverage products.

<https://snnp.co.th>

## Principal activities (revenue, 2020)

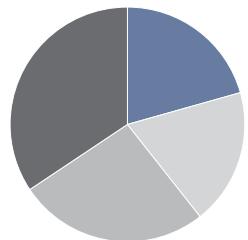
- Domestic - 78.7 %
- Overseas - 20.3 %
- Others - 1.0 %



Source: Srinanaporn Marketing

## Major shareholders

- Concord I. Capital Limited - 20.6 %
- Ascend I. Holding Company Limited - 18.8 %
- Chaisathaporn family - 26.3 %
- Others - 34.4 %



Source: Srinanapom Marketing

## Catalysts

Potential catalysts are 1) revenue growth driven by higher utilisation rates and the new production plant in Vietnam (COD in 2022); and 2) a net margin rise from 2.1% in 2020 to 9.1-10.2% in 2021-23, driven by lower SG&A and interest expenses, along with higher sales volumes from traditional trade, rising from 48% in 2020 to 52% of the total sales volume in 2023, based on our estimate.

## Risks to our call

The key downside risks to our DCF-based TP are 1) slower-than-expected demand growth and market penetration overseas, especially in Cambodia and Vietnam; 2) a lower-than-expected profit margin due to high raw material and transportation costs; and 3) higher-than-expected SG&A expenses from overseas operations.

## Event calendar

Date	Event
February 2022	4Q21 results announcement

## Key assumptions

SNNP	2021E	2022E	2023E
	(%)	(%)	(%)
Total sales (THB m)	4,499	5,209	5,766
Sales growth (%)	2.4	15.8	10.7
Domestic sales	3,464	3,907	4,209
Oversea sales	1,035	1,302	1,557
GPM	26.2	26.4	26.4
SG&A to sales	15.0	15.0	14.5

Source: FSSIA estimates

## Earnings sensitivity

- For every 1% increase in utilisation rate, we estimate that 2021 earnings would rise by 2.4%, and vice versa, all else being equal.
- For every 1% increase in THB/USD, we estimate that 2021 earnings would rise by 1.7%, and vice versa, all else being equal.
- For every 1% increase in electricity tariff, we estimate that 2021 earnings would drop by 0.2%, and vice versa, all else being equal

Source: FSSIA estimates



## Weak results hit by lockdown but slightly beat our estimate

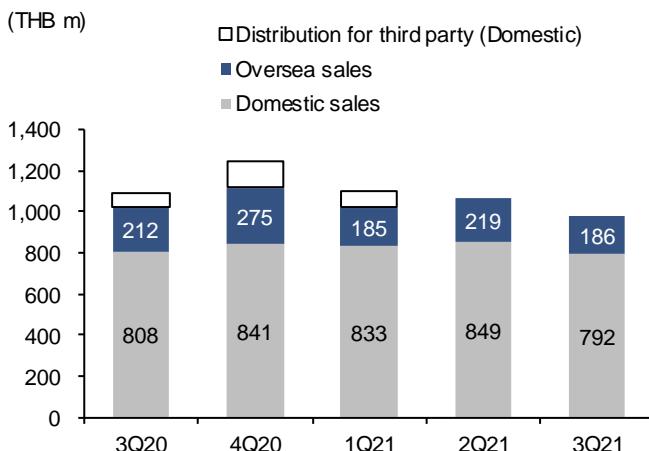
Domestic sales dropped 7% q-q and 2% y-y to THB792m on the low rainy season and a lower utilisation rate from its Samutsakhon plant due to the bubble and seal policy during the surging Covid cases in Aug-21. The slight drop y-y was mainly from the increasing efficiency of its traditional trade channel. Overseas sales plunged 15% q-q to THB186m due to the lockdown measures in Vietnam (8% of total sales) and Cambodia (6%). 3Q21 GPM was at 25.1% (vs 25.6% in 2Q21) due to a lower utilisation rate and a change in product mix toward a lower proportion of high-margin beverage products during the rainy season. Equity income from Siripro was a loss at THB11m in 3Q21.

### Exhibit 1: 3Q21 results summary

	3Q20	4Q20	1Q21	2Q21	3Q21	---- Change ----	9M21		2021E	Change		
YE Dec 31	(THB m)	(q-q%)	(y-y%)	(THB m)	(y-y%)	%21E	(THB m)	(y-y%)				
Total revenue	1,094	1,259	1,110	1,073	986	(8)	(10)	3,170	(0)	70	4,512	2
<b>Retail sales</b>	<b>1,086</b>	<b>1,247</b>	<b>1,102</b>	<b>1,068</b>	<b>978</b>	<b>(8)</b>	<b>(10)</b>	<b>3,148</b>	<b>0</b>	<b>70</b>	<b>4,499</b>	<b>2</b>
Cost of sales	782	937	812	795	732	(8)	(6)	2,339	1	71	3,318	2
<b>Gross profit</b>	<b>312</b>	<b>321</b>	<b>298</b>	<b>278</b>	<b>254</b>	<b>(9)</b>	<b>(19)</b>	<b>830</b>	<b>(2)</b>	<b>70</b>	<b>1,194</b>	<b>2</b>
Operating costs	235	260	220	158	162	3	(31)	540	(27)	80	677	(32)
Operating profit	77	61	78	121	92	(24)	20	290	155	56	518	196
<b>Operating EBITDA</b>	<b>127</b>	<b>115</b>	<b>126</b>	<b>162</b>	<b>132</b>	<b>(18)</b>	<b>4</b>	<b>420</b>	<b>60</b>	<b>58</b>	<b>727</b>	<b>91</b>
Interest expense	(19)	(20)	(19)	(17)	(4)	(74)	(77)	(40)	(34)	79	(50)	(38)
<b>Profit before tax</b>	<b>58</b>	<b>41</b>	<b>59</b>	<b>104</b>	<b>87</b>	<b>(16)</b>	<b>52</b>	<b>250</b>	<b>375</b>	<b>54</b>	<b>467</b>	<b>399</b>
Tax	(11)	(9)	(15)	(21)	(17)	(18)	52	(53)	414	(46)	117	499
Associates	0	0	(1)	(9)	(11)	21	n/a	(20)	n/a	n/a	(30)	n/a
Minority interests	(5)	(5)	(6)	(3)	(2)	(29)	(57)	(11)	n/a	39	(28)	(243)
<b>Reported net profit</b>	<b>51</b>	<b>37</b>	<b>178</b>	<b>77</b>	<b>62</b>	<b>(20)</b>	<b>21</b>	<b>316</b>	<b>453</b>	<b>75</b>	<b>421</b>	<b>349</b>
<b>Recurring net profit</b>	<b>51</b>	<b>37</b>	<b>49</b>	<b>77</b>	<b>62</b>	<b>(20)</b>	<b>21</b>	<b>188</b>	<b>228</b>	<b>64</b>	<b>292</b>	<b>212</b>
EPS (THB)	0.06	0.04	0.19	0.08	0.07	(20)	21	0.34	437	78	0.44	237
Recurring EPS (THB)	0.06	0.04	0.05	0.08	0.07	(20)	21	0.20	218	67	0.30	134
<b>Key Ratios</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(ppt)</b>	<b>(ppt)</b>	<b>(%)</b>	<b>(ppt)</b>	<b>(%)</b>	<b>(ppt)</b>	
Sales margin	28.0	24.9	26.3	25.6	25.1	(0.5)	(2.9)	25.7	(0.4)		26.2	0.5
EBIT margin	7.0	4.8	7.0	11.3	9.3	(1.9)	2.3	9.2	5.6		11.5	7.5
Recurring net margin	4.2	2.5	4.0	7.7	7.1	(0.6)	2.9	6.2	4.9		6.5	4.4
SG&A / Sales	21.5	20.7	19.8	14.7	16.4	1.7	(5.1)	17.0	(6.2)		15.0	(7.5)
Effective tax rate	(20.0)	(22.2)	(24.8)	(20.5)	(19.9)	0.6	0.0	(21.3)	(1.6)		25.0	4.2
<b>Operating statistics</b>	<b>(THB m)</b>	<b>(q-q%)</b>	<b>(y-y%)</b>									
<b>Branded own</b>												
Domestic sales	808	841	833	849	792	(7)	(2)					
Overseas sales	212	275	185	219	186	(15)	(13)					
CLMV	154	218	122	161	128	(20)	(17)					
Others	58	57	63	58	58	0	0					
<b>Distribution for third party (Domestic)</b>	<b>66</b>	<b>131</b>	<b>85</b>	<b>0</b>	<b>0</b>							

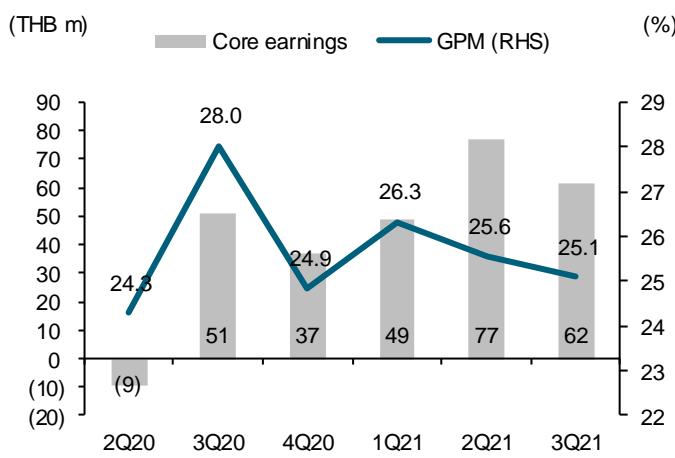
Sources: SNNP; FSSIA estimates

### Exhibit 2: Revenue breakdown by domestic and overseas markets



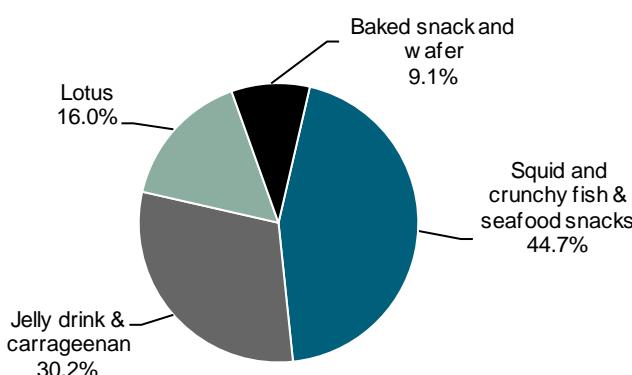
Sources: SNNP; FSSIA estimates

### Exhibit 4: Core earnings and GPM trend, quarterly



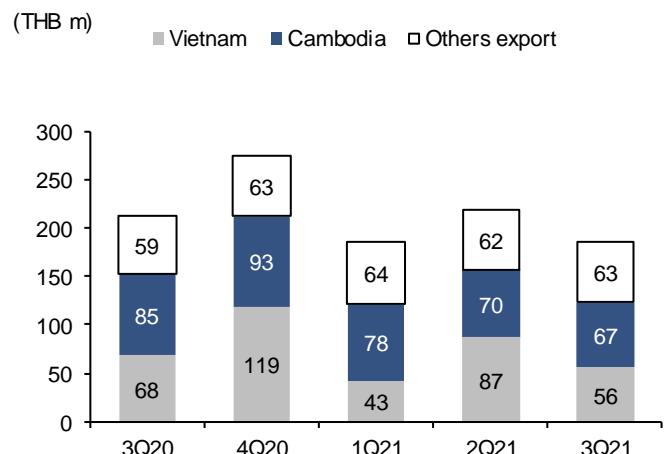
Sources: SNNP; FSSIA estimates

### Exhibit 6: Revenue breakdown by snack segment (2020)



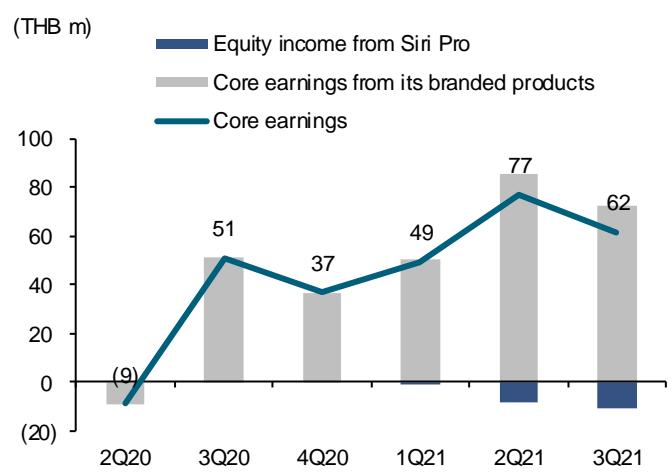
Sources: SNNP; FSSIA estimates

### Exhibit 3: Overseas sales breakdown



Sources: SNNP; FSSIA estimates

### Exhibit 5: Equity income from Siripro trend

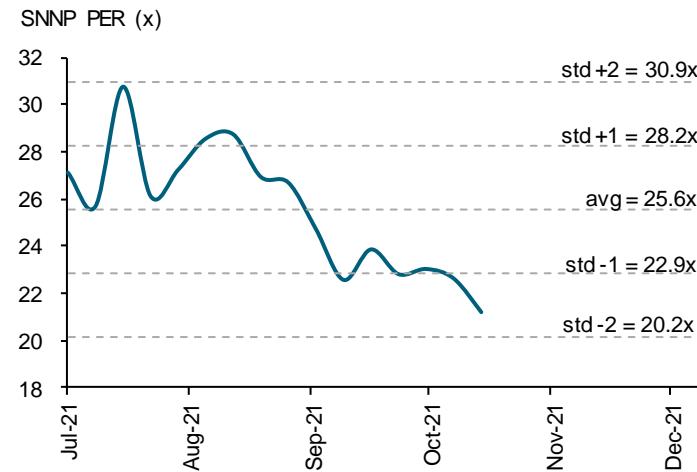


Sources: SNNP; FSSIA estimates

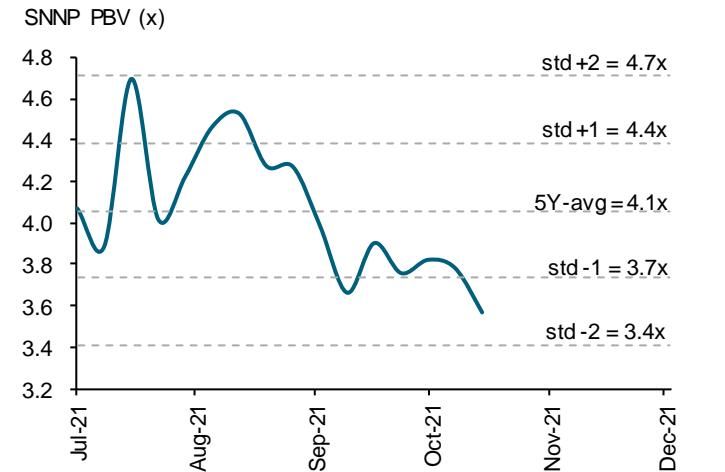
### Exhibit 7: Solid core earnings growth expected in 2022-23



Sources: SNNP; FSSIA estimates

**Exhibit 8: Rolling one-year forward P/E band**

Sources: Bloomberg; FSSIA estimates

**Exhibit 9: Rolling one-year forward P/BV band**

Sources: Bloomberg; FSSIA estimates

**Exhibit 10: Peers valuation as of 11 Nov 2021**

Company	BBG	Share	Market	3Y EPS	----- PE -----		---- ROE ----		---- PBV ----		-- EVEBITDA --		
					price (LCY)	Cap (USD m)	CAGR (%)	21E (x)	22E (x)	21E (%)	22E (%)	21E (x)	22E (x)
Berli Jucker	BJC TB	34.75	4,235	21.3	25.1	21.1	4.9	5.8	1.2	1.2	14.8	13.8	
Cp All	CPALL TB	65.25	17,825	12.8	56.3	34.0	10.4	15.9	7.1	6.3	23.7	19.3	
Siam Global House	GLOBAL TB	20.70	2,897	22.6	31.6	28.4	16.2	16.4	4.9	4.4	20.8	18.9	
Home Product Center	HMPRO TB	15.10	6,039	12.6	37.8	31.0	23.7	27.2	8.7	8.2	21.2	18.1	
Siam Makro	MAKRO TB	48.50	14,470	3.4	35.6	41.8	28.1	8.8	9.6	2.0	21.2	19.1	
Central Retail Corp	CRC TB	36.00	6,603	417.4	(367.7)	57.7	(1.1)	7.0	4.1	3.9	22.7	15.7	
Srinanaporn Marketing	SNNP TB	11.20	327	67.9	36.8	21.4	20.7	18.6	4.1	3.8	15.4	12.8	
<b>Coverage</b>				<b>52,396</b>	<b>20.3</b>	<b>(20.6)</b>	<b>33.6</b>	<b>14.7</b>	<b>14.2</b>	<b>5.7</b>	<b>4.3</b>	<b>20.0</b>	<b>16.8</b>
Dohome	DOHOME TB	24.20	1,786	53.3	28.6	25.0	22.1	20.1	5.8	4.9	21.5	19.2	
Lawson	2651 JP	5,980.00	5,248	(17.5)	66.7	33.5	3.4	6.7	2.3	2.2	5.5	4.8	
Dairy Farm Intl Holding	DFI SP	3.37	4,586	48.5	28.7	17.1	13.1	18.6	3.6	3.3	12.5	14.3	
Better Life Commercial	002251 CH	6.74	904	22.0	30.4	27.3	2.2	2.4	0.9	0.9	14.7	13.6	
<b>Regional</b>				<b>12,525</b>	<b>(14.2)</b>	<b>38.6</b>	<b>25.7</b>	<b>10.2</b>	<b>12.0</b>	<b>3.1</b>	<b>2.8</b>	<b>13.5</b>	<b>13.0</b>
<b>Average</b>				<b>64,920</b>	<b>8.3</b>	<b>0.9</b>	<b>30.8</b>	<b>13.1</b>	<b>13.4</b>	<b>4.8</b>	<b>3.7</b>	<b>17.6</b>	<b>15.4</b>

Sources: Bloomberg; FSSIA estimates

## Financial Statements

Srinanaporn Marketing

Profit and Loss (THB m) Year Ending Dec	2019	2020	2021E	2022E	2023E
Revenue	4,749	4,436	4,512	5,260	5,822
Cost of goods sold	(3,364)	(3,058)	(3,108)	(3,590)	(3,970)
<b>Gross profit</b>	<b>1,385</b>	<b>1,378</b>	<b>1,404</b>	<b>1,671</b>	<b>1,851</b>
Other operating income	0	0	0	0	0
Operating costs	(1,037)	(997)	(677)	(789)	(844)
<b>Operating EBITDA</b>	<b>348</b>	<b>381</b>	<b>727</b>	<b>881</b>	<b>1,007</b>
Depreciation	(151)	(206)	(210)	(245)	(271)
Goodwill amortisation	0	0	0	0	0
<b>Operating EBIT</b>	<b>197</b>	<b>175</b>	<b>518</b>	<b>637</b>	<b>736</b>
Net financing costs	(83)	(81)	(50)	(23)	(22)
Associates	0	0	(30)	3	15
Recurring non-operating income	0	0	(30)	3	15
Non-recurring items	0	0	129	0	0
<b>Profit before tax</b>	<b>114</b>	<b>94</b>	<b>566</b>	<b>617</b>	<b>730</b>
Tax	(30)	(19)	(117)	(111)	(132)
<b>Profit after tax</b>	<b>84</b>	<b>74</b>	<b>449</b>	<b>507</b>	<b>598</b>
Minority interests	21	20	(28)	(5)	(6)
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
<b>Reported net profit</b>	<b>105</b>	<b>94</b>	<b>421</b>	<b>502</b>	<b>592</b>
<b>Non-recurring items &amp; goodwill (net)</b>	<b>0</b>	<b>0</b>	<b>(129)</b>	<b>0</b>	<b>0</b>
<b>Recurring net profit</b>	<b>105</b>	<b>94</b>	<b>292</b>	<b>502</b>	<b>592</b>
<b>Per share (THB)</b>					
Recurring EPS *	0.15	0.13	0.30	0.52	0.62
Reported EPS	0.15	0.13	0.44	0.52	0.62
DPS	0.08	0.00	0.26	0.31	0.37
Diluted shares (used to calculate per share data)	680	720	960	960	960
<b>Growth</b>					
Revenue (%)	(2.8)	(6.6)	1.7	16.6	10.7
Operating EBITDA (%)	(35.5)	9.4	90.9	21.2	14.2
Operating EBIT (%)	(52.6)	(11.3)	196.2	23.1	15.6
Recurring EPS (%)	(71.3)	(15.5)	133.7	71.7	17.9
Reported EPS (%)	(71.3)	(15.5)	236.6	19.2	17.9
<b>Operating performance</b>					
Gross margin inc. depreciation (%)	26.0	26.4	26.5	27.1	27.2
Gross margin of key business (%)	26.0	26.4	26.2	26.4	26.4
Operating EBITDA margin (%)	7.3	8.6	16.1	16.8	17.3
Operating EBIT margin (%)	4.1	3.9	11.5	12.1	12.7
Net margin (%)	2.2	2.1	6.5	9.5	10.2
Effective tax rate (%)	26.5	20.8	25.0	18.0	18.5
Dividend payout on recurring profit (%)	54.5	-	86.4	60.0	60.0
Interest cover (X)	2.4	2.2	9.7	28.4	34.8
Inventory days	40.3	50.0	49.5	46.6	47.6
Debtor days	86.7	91.5	84.1	78.8	80.7
Creditor days	106.3	116.7	114.6	107.8	110.0
Operating ROIC (%)	6.3	5.9	17.0	20.8	23.8
ROIC (%)	5.3	4.8	12.3	16.1	18.2
ROE (%)	92.0	53.8	20.7	18.6	20.2
ROA (%)	3.7	3.4	8.2	10.5	11.5

\* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2019	2020	2021E	2022E	2023E
Domestic	3,667	3,490	3,464	3,907	4,209
Overseas	1,042	902	1,035	1,302	1,557
Others	40	43	14	51	56

Sources: Srinanaporn Marketing; FSSIA estimates

## Financial Statements

Srinanaporn Marketing

Cash Flow (THB m) Year Ending Dec	2019	2020	2021E	2022E	2023E
Recurring net profit	105	94	292	502	592
Depreciation	151	206	210	245	271
Associates & minorities	163	1	(28)	(5)	(6)
Other non-cash items	(31)	(9)	23	9	5
Change in working capital	(212)	142	(9)	(87)	(62)
<b>Cash flow from operations</b>	<b>175</b>	<b>434</b>	<b>488</b>	<b>663</b>	<b>799</b>
Capex - maintenance	(380)	0	(500)	(300)	(100)
Capex - new investment	0	0	0	0	0
Net acquisitions & disposals	(17)	(233)	130	(102)	(76)
Other investments (net)	0	32	0	0	0
<b>Cash flow from investing</b>	<b>(397)</b>	<b>(201)</b>	<b>(370)</b>	<b>(402)</b>	<b>(176)</b>
Dividends paid	(57)	0	(253)	(301)	(355)
Equity finance	(20)	0	2,210	2	2
Debt finance	440	(292)	(1,565)	0	0
Other financing cash flows	0	0	0	0	0
<b>Cash flow from financing</b>	<b>363</b>	<b>(292)</b>	<b>393</b>	<b>(299)</b>	<b>(353)</b>
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
<b>Net other adjustments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Movement in cash</b>	<b>141</b>	<b>(59)</b>	<b>511</b>	<b>(38)</b>	<b>270</b>
Free cash flow to firm (FCFF)	(138.61)	314.37	169.27	283.85	644.63
Free cash flow to equity (FCFE)	218.53	(58.45)	(1,446.18)	261.35	<b>623.03</b>

Per share (THB)	2019	2020	2021E	2022E	2023E
FCFF per share	(0.14)	0.33	0.18	0.30	0.67
FCFE per share	0.23	(0.06)	(1.51)	0.27	0.65
Recurring cash flow per share	0.57	0.41	0.52	0.78	0.90

Balance Sheet (THB m) Year Ending Dec	2019	2020	2021E	2022E	2023E
Tangible fixed assets (gross)	2,655	2,724	3,224	3,524	3,624
Less: Accumulated depreciation	(752)	(1,060)	(1,270)	(1,514)	(1,785)
<b>Tangible fixed assets (net)</b>	<b>1,903</b>	<b>1,664</b>	<b>1,955</b>	<b>2,010</b>	<b>1,839</b>
<b>Intangible fixed assets (net)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	0	0	0	0	0
Cash & equivalents	232	173	685	647	917
A/C receivable	1,193	1,031	1,048	1,222	1,353
Inventories	419	418	425	491	544
Other current assets	2	3	3	3	3
<b>Current assets</b>	<b>1,847</b>	<b>1,625</b>	<b>2,161</b>	<b>2,364</b>	<b>2,817</b>
Other assets	449	687	687	801	886
<b>Total assets</b>	<b>4,199</b>	<b>3,976</b>	<b>4,803</b>	<b>5,175</b>	<b>5,543</b>
Common equity	128	221	2,600	2,803	3,041
Minorities etc.	258	239	239	239	239
<b>Total shareholders' equity</b>	<b>385</b>	<b>460</b>	<b>2,839</b>	<b>3,042</b>	<b>3,281</b>
Long term debt	871	721	600	600	600
Other long-term liabilities	68	73	74	87	96
<b>Long-term liabilities</b>	<b>939</b>	<b>794</b>	<b>674</b>	<b>687</b>	<b>696</b>
A/C payable	988	968	983	1,137	1,257
Short term debt	1,886	1,744	300	300	300
Other current liabilities	1	11	6	10	9
<b>Current liabilities</b>	<b>2,875</b>	<b>2,722</b>	<b>1,289</b>	<b>1,446</b>	<b>1,566</b>
<b>Total liabilities and shareholders' equity</b>	<b>4,199</b>	<b>3,976</b>	<b>4,803</b>	<b>5,175</b>	<b>5,543</b>
Net working capital	626	473	487	571	633
Invested capital	2,978	2,825	3,129	3,382	3,359

\* Includes convertibles and preferred stock which is being treated as debt

Per share (THB)	2019	2020	2021E	2022E	2023E
Book value per share	0.19	0.31	2.71	2.92	3.17
Tangible book value per share	0.19	0.31	2.71	2.92	3.17

Financial strength	2019	2020	2021E	2022E	2023E
Net debt/equity (%)	655.4	497.8	7.6	8.3	(0.5)
Net debt/total assets (%)	60.1	57.6	4.5	4.9	(0.3)
Current ratio (x)	0.6	0.6	1.7	1.6	1.8
CF interest cover (x)	3.6	0.3	(27.7)	12.6	29.8

Valuation	2019	2020	2021E	2022E	2023E
<b>Recurring P/E (x) *</b>	<b>72.7</b>	<b>86.0</b>	<b>36.8</b>	<b>21.4</b>	<b>18.2</b>
<b>Recurring P/E @ target price (x) *</b>	<b>97.3</b>	<b>115.1</b>	<b>49.3</b>	<b>28.7</b>	<b>24.3</b>
Reported P/E (x)	72.7	86.0	25.5	21.4	18.2
Dividend yield (%)	0.8	-	2.3	2.8	3.3
Price/book (x)	59.7	36.5	4.1	3.8	3.5
Price/tangible book (x)	59.7	36.5	4.1	3.8	3.5
EV/EBITDA (x) **	29.9	27.8	15.4	12.8	10.9
EV/EBITDA @ target price (x) **	37.3	35.0	20.4	16.9	14.5
EV/invested capital (x)	3.5	3.8	3.6	3.3	3.3

\* Pre-exceptional, pre-goodwill and fully diluted    \*\* EBITDA includes associate income and recurring non-operating income

Sources: Srinanaporn Marketing; FSSIA estimates

## Corporate Governance report of Thai listed companies 2020

### EXCELLENT LEVEL

AAV	ADVANC	AF	AIRA	AKP	AKR	ALT	AMA	AMATA	AMATAV	ANAN
AOT	AP	ARIP	ARROW	ASP	BAFS	BANPU	BAY	BCP	BCPG	BDMS
BEC	BEM	BGRIM	BIZ	BKI	BLA	BOL	BPP	BRR	BTS	BWG
CENTEL	CFRESH	CHEWA	CHO	CIMBT	CK	CKP	CM	CNT	COL	COMAN
COTTO	CPALL	CPF	CPI	CPN	CSS	DELT	DEMCO	DRT	DTAC	DTC
DV8	EA	EASTW	ECF	ECL	EGCO	EPG	ETE	FNS	FPI	FPT
FSMART	GBX	GC	GCAP	GEL	GFPT	GGC	GPSC	GRAMMY	GUNKUL	HANA
HARN	HMPRO	ICC	ICHI	III	ILINK	INTUCH	IRPC	IVL	JKN	JSP
JWD	K	KBANK	KCE	KKP	KSL	KTB	KTC	LANNA	LH	LHFG
LIT	LPN	MAKRO	MALEE	MBK	MBKET	MC	MCOT	METCO	MFEC	MINT
MONO	MOONG	MSC	MTC	NCH	NCL	NEP	NKI	NOBLE	NSI	NVD
NYT	OISHI	ORI	OTO	PAP	PCSGH	PDJ	PG	PHOL	PLANB	PLANET
PLAT	PORT	PPS	PR9	PREB	PRG	PRM	PSH	PSL	PTG	PTT
PTTEP	PTTGC	PYLON	Q-CON	QH	QTC	RATCH	RS	S	S & J	SAAM
SABINA	SAMART	SAMTEL	SAT	SC	SCB	SCC	SCCC	SCG	SCN	SDC
SEAFCO	SEAOIL	SE-ED	SELIC	SENA	SIRI	SIS	SITHAI	SMK	SMPC	SNC
SONIC	SORKON	SPALI	SPI	SPRC	SPVI	SSSC	SST	STA	SUSCO	SUTHA
SVI	SYMC	SYNTEC	TACC	TASCO	TCAP	TFMAMA	THANA	THANI	THCOM	THG
THIP	THRE	THREL	TIP	TIPCO	TISCO	TK	TKT	TTB	TMILL	TNDT
TNL	TOA	TOP	TPBI	TQM	TRC	TSC	TSR	TSTE	TSTH	TTA
TTCL	TTW	TU	TV	TVI	TV	TWPC	U	UAC	UBIS	UV
VGI	VIH	WACOAL	WAVE	WHA	WHAUP	WICE	WINNER	TRUE		

### VERY GOOD LEVEL

2S	ABM	ACE	ACG	ADB	AEC	AEONTS	AGE	AH	AHC	AIT
ALLA	AMANAH	AMARIN	APCO	APCS	APURE	AQUA	ASAP	ASEFA	ASIA	ASIAN
ASIMAR	ASK	ASN	ATP30	AUCT	AWC	AYUD	B	BA	BAM	BBL
BFIT	BGC	BJC	BJCHI	BROOK	BTW	CBG	CEN	CGH	CHARAN	CHAYO
CHG	CHOTI	CHOW	CI	CIG	CMC	COLOR	COM7	CPL	CRC	CRD
CSC	CSP	CWT	DCC	DCON	DDD	DOD	DOHOME	EASON	EE	ERW
ESTAR	FE	FLOYD	FN	FORTH	FSS	FTE	FVC	GENCO	GJS	GL
GLAND	GLOBAL	GLOCON	GPI	GULF	GYT	HPT	HTC	ICN	IFS	ILM
IMH	INET	INSURE	IRC	IRCP	IT	ITD	ITEL	J	JAS	JCK
JCKH	JMART	JMT	KBS	KCAR	KGI	KIAT	KOOL	KTIS	KWC	KWM
L&E	LALIN	LDC	LHK	LOXLEY	LPH	LRH	LST	M	MACO	MAJOR
MBAX	MEGA	META	MFC	MGT	MILL	MITSIB	MK	MODERN	MTI	MVP
NETBAY	NEX	NINE	NTV	NWR	OCC	OGC	OSP	PATO	PB	PDG
PDI	PICO	PIMO	PJW	PL	PM	PPP	PRIN	PRINC	PSTC	PT
QLT	RCL	RICHY	RML	RPC	RWI	S11	SALEE	SAMCO	SANKO	SAPPE
SAWAD	SCI	SCP	SE	SEG	SFP	SGF	SHR	SIAM	SINGER	SKE
SKR	SKY	SMIT	SMT	SNP	SPA	SPC	SPCG	SR	SRICHA	SSC
SSF	STANLY	STI	STPI	SUC	SUN	SYNEX	T	TAE	TAKUNI	TBSP
TCC	TCMC	TEAM	TEAMG	TFG	TIGER	TITLE	TKN	TKS	TM	TMC
TMD	TMI	TMT	TNITY	TNP	TNR	TOG	TPA	TPAC	TPCORP	TPOLY
TPS	TRITN	TRT	TRU	TSE	TVT	TWP	UEC	UMI	UOBKH	UP
UPF	UPOIC	UT	UTP	UWC	VL	VNT	VPO	WIIK	WP	XO
YUASA	ZEN	ZIGA	ZMICO							

### GOOD LEVEL

7UP	A	ABICO	AJ	ALL	ALUCON	AMC	APP	ARIN	AS	AU
B52	BC	BCH	BEAUTY	BGT	BH	BIG	BKD	BLAND	BM	BR
BROCK	BSBM	BSM	BTNC	CAZ	CCP	CGD	CITY	CMAN	CMO	CMR
CPT	CPW	CRANE	CSR	D	EKH	EP	ESSO	FMT	GIFT	GREEN
GSC	GTB	HTECH	HUMAN	IHL	INOX	INSET	IP	JTS	JUBILE	KASET
KCM	KKC	KUMWEL	KUN	KWG	KYE	LEE	MATCH	MATI	M-CHAI	MCS
MDX	MJD	MM	MORE	NC	NDR	NER	NFC	NNCL	NPK	NUSA
OCEAN	PAF	PF	PK	PLE	PMTA	POST	PPM	PRAKIT	PRECHA	PRIME
PROUD	PTL	RBF	RCI	RJH	ROJNA	RP	RPH	RSP	SF	SFLEX
SGP	SISB	SKN	SLP	SMART	SOLAR	SPG	SQ	SSP	STARK	STC
SUPER	SVOA	TC	TCCC	THMUI	TIW	TNH	TOPP	TPCH	TPIPP	TPLAS
TTI	TYCN	UKEM	UMS	VCOM	VRANDA	WIN	WORK	WPH		

Description	Score Range
Excellent	90-100
Very Good	80-89
Good	70-79

#### Disclaimer:

The disclosure of the survey results of the Thai Institute of Directors Association ('IOD') regarding corporate governance is made pursuant to the policy of the Office of the Securities and Exchange Commission. The survey of the IOD is based on the information of a company listed on the Stock Exchange of Thailand and the Market for Alternative Investment disclosed to the public and able to be accessed by a general public investor. The result, therefore, is from the perspective of a third party. It is not an evaluation of operation and is not based on inside information.

The survey result is as of the date appearing in the Corporate Governance Report of Thai Listed Companies. As a result, the survey results may be changed after that date. FSS International Investment Advisory Company Limited does not confirm nor certify the accuracy of such survey results.

\* CGR scoring should be considered with news regarding wrong doing of the company or director or executive of the company such unfair practice on securities trading, fraud, and corruption SEC imposed a civil sanction against insider trading of director and executive; \*\* delisted

Source: Thai Institute of Directors Association (IOD); FSSIA's compilation

## Anti-corruption Progress Indicator 2020

CERTIFIED											
2S	ADVANC	AI	AIE	AIRA	AKP	AMA	AMANAH	AP	AQUA	ARROW	
ASK	ASP	AYUD	B	BAFS	BANPU	BAY	BBL	BCH	BCP	BCPG	
BGC	BGRIM	BJCHI	BKI	BLA	BPP	BROOK	BRR	BSBM	BTS	BWG	
CEN	CENTEL	CFRESH	CGH	CHEWA	CHOTI	CHOW	CIG	CIMBT	CM	CMC	
COL	COM7	CPALL	CPF	CPI	CPN	CSC	DCC	DELTA	DEMCO	DIMET	
DRT	DTAC	DTC	EASTW	ECL	EGCO	FE	FNS	FPI	FPT	FSS	
FTE	GBX	GC	GCAP	GEL	GFPT	GGC	GJS	GPSC	GSTEEL	GUNKUL	
HANA	HARN	HMPRO	HTC	ICC	ICHI	IFS	INET	INSURE	INTUCH	IRPC	
ITEL	IVL	K	KASET	KBANK	KBS	KCAR	KCE	KGI	KKP	KSL	
KTB	KTC	KWC	L&E	LANNA	LHFG	LHK	LPN	LRH	M	MAKRO	
MALEE	MBAX	MBK	MBKET	MC	MCOT	MFC	MFEC	MINT	MONO	MOONG	
MPG	MSC	MTC	MTI	NBC	NEP	NINE	NKI	NMG	NNCL	NSI	
NWR	OCC	OCEAN	OGC	ORI	PAP	PATO	PB	PCSGH	PDG	PDI	
PDJ	PE	PG	PHOL	PL	PLANB	PLANET	PLAT	PM	PPP	PPPM	
PPS	PREB	PRG	PRINC	PRM	PSH	PSL	PSTC	PT	PTG	PTT	
PTTEP	PTTGC	PYLON	Q-CON	QH	QLT	QTC	RATCH	RML	RWI	S & J	
SABINA	SAT	SC	SCB	SCC	SCCC	SCG	SCN	SEAOIL	SE-ED	SELIC	
SENA	SGP	SIRI	SITHAI	SMIT	SMK	SMPC	SNC	SNP	SORKON	SPACK	
SPC	SPI	SPRC	SRICHCHA	SSF	SSSC	SST	STA	SUSCO	SVI	SYNTPEC	
TAE	TAKUNI	TASCO	TBSP	TCAP	TCMC	TFG	TFI	TFMAMA	THANI	THCOM	
THIP	THRE	THREL	TIP	TIPCO	TISCO	TKT	TTB	TMD	TMILL	TMT	
TNITY	TNL	TNP	TNR	TOG	TOP	TPA	TPCORP	TPP	TRU	TSC	
TSTH	TTCL	TU	TVD	TVI	TVO	TWPC	U	UBIS	UEC	UKEM	
UOBKH	UWC	VGI	VIH	VNT	WACOAL	WHA	WHAUP	WICE	WIIK	XO	
ZEN	TRUE										
DECLARED											
7UP	ABICO	AF	ALT	AMARIN	AMATA	AMATAV	ANAN	APURE	B52	BKD	
BM	BROCK	BUI	CHO	CI	COTTO	DDD	EA	EFORL	EP	ERW	
ESTAR	ETE	EVER	FSMART	GPI	ILINK	IRC	J	JKN	JMART	JMT	
JSP	JTS	KWG	LDC	MAJOR	META	NCL	NOBLE	NOK	PK	PLE	
ROJNA	SAAM	SAPPE	SCI	SE	SHANG	SINGER	SKR	SPALI	SSP	STANLY	
SUPER	SYNEX	THAI	TKS	TOPP	TRITN	TTA	UPF	UV	WIN	ZIGA	

### Level

Certified	This level indicates practical participation with thorough examination in relation to the recommended procedures from the audit committee or the SEC's certified auditor, being a certified member of Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) or already passed examination to ensure independence from external parties.
Declared	This level indicates determination to participate in the Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC)

### Disclaimer:

The disclosure of the Anti-Corruption Progress Indicators of a listed company on the Stock Exchange of Thailand, which is assessed by Thaipat Institute, is made in order to comply with the policy and sustainable development plan for the listed companies of the Office of the Securities and Exchange Commission. Thaipat Institute made this assessment based on the information received from the listed company, as stipulated in the form for the assessment of Anti-corruption which refers to the Annual Registration Statement (Form 56-1), Annual Report (Form 56-2), or other relevant documents or reports of such listed company. The assessment result is therefore made from the perspective of Thaipat Institute that is a third party. It is not an assessment of operation and is not based on any inside information. Since this assessment is only the assessment result as of the date appearing in the assessment result, it may be changed after that date or when there is any change to the relevant information. Nevertheless, FSS International Investment Advisory Company Limited does not confirm, verify, or certify the accuracy and completeness of the assessment results.

Note: Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of June 24, 2019) are categorised into: 1) companies that have declared their intention to join CAC, and; 2) companies certified by CAC.

Source: The Securities and Exchange Commission, Thailand; \* FSSIA's compilation

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Karun Intrachai FSS International Investment Advisory Securities Co., Ltd

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Company	Ticker	Price	Rating	Valuation & Risks
Srinanaporn Marketing	SNNP TB	THB 11.20	BUY	The key downside risks to our DCF-based TP are 1) slower-than-expected demand growth and market penetration overseas, especially in Cambodia and Vietnam; 2) a lower-than-expected profit margin due to high raw material and transportation costs; and 3) higher-than-expected SG&A expenses from overseas operations.
Berli Jucker	BJC TB	THB 34.75	HOLD	Key downside risks to our DCF-based TP could come from 1) competition with Tesco Lotus which could impact its sales and gross margin; and 2) a lower-than-expected utilisation rate and profit margin from its packaging unit after losing major customers in Thailand. The key upside risk is from easing competition in the hypermarket segment.
CP All	CPALL TB	THB 65.25	BUY	The key downside risks to our DCF-derived TP are: 1) the higher-than-expected impact from a loss of service income from the convenience store business; 2) the worse-than-expected overseas performance of Makro; and 3) the slow recovery of tourist numbers.
Siam Global House	GLOBAL TB	THB 20.70	BUY	The key downside risks to our DCF-based TP are volatile farm incomes and farm prices which could negatively impact purchasing power, especially in the provinces.
Home Product Center	HMPRO TB	THB 15.10	BUY	The key downside risks to our DCF-based TP include: 1) lower-than-expected SSSG; 2) the slow recovery of tourist numbers; and 3) operating losses from its overseas business.
Siam Makro	MAKRO TB	THB 48.50	HOLD	The key downside risks to our DCF-based TP include: 1) lower-than-expected SSSG; 2) lower-than-expected GPM improvement; and 3) operational losses from its overseas business. The key upside risks include: 1) the faster-than-expected recovery of Lotus' performance; and 2) a more aggressive expansion plan.
Central Retail Corp	CRC TB	THB 36.00	BUY	The key downside risks to our DCF-based TP include 1) new waves of Covid-19; and 2) lower-than-expected sales from the high-margin fashion business.

Source: FSSIA estimates

### Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited

FSSIA may incorporate the recommendations and target prices of companies currently covered by FSS Research into equity research reports, denoted by an 'FSS' before the recommendation. FSS Research is part of Finansia Syrus Securities Public Company Limited, which is the parent company of FSSIA.

All share prices are as at market close on 11-Nov-2021 unless otherwise stated.

## RECOMMENDATION STRUCTURE

### Stock ratings

Stock ratings are based on absolute upside or downside, which we define as  $(\text{target price}^* - \text{current price}) / \text{current price}$ .

**BUY (B).** The upside is 10% or more.

**HOLD (H).** The upside or downside is less than 10%.

**REDUCE (R).** The downside is 10% or more.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

\* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

### Industry Recommendations

**Overweight.** The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.

**Neutral.** The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.

**Underweight.** The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

### Country (Strategy) Recommendations

**Overweight (O).** Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Neutral (N).** Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

**Underweight (U).** Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.