

21 FEBRUARY 2025

EQUITY RESEARCH – RESULTS FLASH

BERLI JUCKER **BJC TB**
THAILAND / COMMERCE

FINANSIA

FSS INTERNATIONAL INVESTMENT ADVISORY

FSSIA ESG rating



BUY

UNCHANGED

TARGET PRICE	THB31.00
CLOSE	THB22.20
UP/DOWNSIDE	+39.6%
PRIOR TP	THB31.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+12.0%

4Q24 results at first glance

BJC reports 4Q24 core profit of THB1.5b (+71% q-q, -10% y-y), in line with our estimate but 8% below BBG's consensus

Highlights

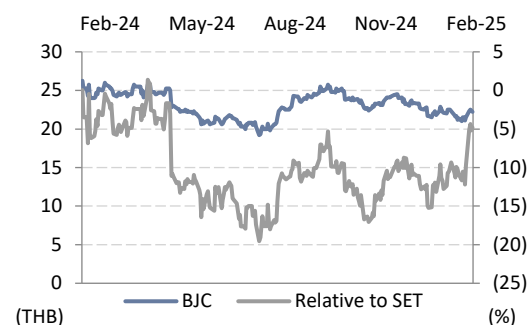
- BJC reported a 4Q24 net profit of THB1.64b. Excluding after-tax FX gain of THB131m, the core profit came in at THB1.5b (+71% q-q, -10% y-y). The y-y decline was primarily due to a higher effective tax rate of c22% in 4Q24, compared to -2% in 4Q23. However, operating profit increased by c10% y-y, supported by gross margin improvement across all supply chains.
- Sales grew by 2% y-y, driven by PSC, HTSC, and MSC segments. MSC sales increased by 3% y-y, with SSSG of 2.2% (up from 0.03% in 3Q24), supported by both big and small format expansions.
- The gross margin improved to 21% (vs 19.7% in 3Q24 and 20.2% in 4Q23), driven by all business units. In particular, BigC was at 19.4% (+30bps y-y), supported by better fresh food margins from an improved RTE & bakery mix and better inventory management. Logistics costs also declined. Meanwhile, PSC benefited from low raw material costs, such as natural gas and soda ash, and CSC recorded lower potato costs and a higher mix of Personal care products. Finally, HTSC saw increased medical equipment sales.
- The SG&A to Sales declined to 20% (-20bps y-y), showing effective cost management.
- BJC declared a THB0.56 DPS, implying a dividend yield of 2.5%. The XD date is April 29, 2025.

Outlooks

- SSSG (Jan 1 - Feb 16): Still positive at 4-5%, primarily driven by fresh food sales.
- February Outlook: Growth may slow down due to the Chinese New Year shift and one fewer day in February compared to last year (February 2024 had 29 days).

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	170,814	177,113	183,319	190,580
Net profit	4,001	5,255	5,567	5,881
EPS (THB)	1.00	1.31	1.39	1.47
vs Consensus (%)	-	18.1	7.6	4.0
EBITDA	22,292	23,351	24,729	26,198
Recurring net profit	4,610	5,255	5,567	5,881
Core EPS (THB)	1.15	1.31	1.39	1.47
Chg. In EPS est. (%)	nm	0.0	0.0	nm
EPS growth (%)	(2.1)	14.0	5.9	5.6
Core P/E (x)	19.3	16.9	16.0	15.1
Dividend yield (%)	3.2	4.2	4.4	4.7
EV/EBITDA (x)	11.3	11.1	10.7	10.4
Price/book (x)	0.7	0.7	0.7	0.7
Net debt/Equity (%)	123.8	126.6	128.7	131.3
ROE (%)	3.8	4.4	4.6	4.8



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(0.4)	(3.1)	(12.1)
Relative to country (%)	7.1	13.8	(2.5)
Mkt cap (USD m)	2,644		
3m avg. daily turnover (USD m)	2.3		
Free float (%)	25		
Major shareholder	TCC Corporation (74%)		
12m high/low (THB)	26.25/19.20		
Issued shares (m)	4,007.80		

Sources: Bloomberg consensus; FSSIA estimates



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Exhibit 1: BJC - 4Q24 results summary

YE Dec 31	4Q23 (THB m)	1Q24 (THB m)	2Q24 (THB m)	3Q24 (THB m)	4Q24 (THB m)	----- Change ----- (q-q%) (y-y%)		2023 (THB m)	2024 (THB m)	Change (y-y%)
Total revenue	43,244	41,868	43,044	41,757	44,145	6	2	167,902	170,814	2
Sales revenue	39,849	38,633	39,739	38,534	40,821	6	2	154,672	157,727	2
Cost of sales	(31,804)	(30,924)	(31,679)	(30,923)	(32,237)	4	1	(124,628)	(125,764)	1
Gross profit from sales	8,046	7,710	8,060	7,610	8,584	13	7	30,043	31,963	6
Other income	3,395	3,235	3,305	3,223	3,324	3	(2)	13,230	13,086	(1)
Gross profit	11,441	10,944	11,365	10,833	11,907	10	4	43,274	45,050	4
Operating costs	(8,042)	(7,817)	(8,070)	(8,029)	(8,157)	2	1	(31,650)	(32,146)	2
Operating profit	3,398	3,127	3,295	2,804	3,751	34	10	11,624	12,904	11
Interest income	17	11	15	18	23	29	35	43	67	56
Interest expense	(1,447)	(1,427)	(1,433)	(1,419)	(1,391)	(2)	(4)	(5,338)	(5,669)	6
Profit before tax	1,968	1,711	1,877	1,403	2,383	70	21	6,329	7,301	15
Tax	40	(439)	(411)	(315)	(527)	67	(1,419)	(503)	(1,618)	222
Equity income	(59)	(45)	18	2	(59)	(3,089)	0	(200)	(84)	(58)
Minority interests	(277)	(221)	(276)	(208)	(284)	37	3	(917)	(989)	8
Non-recurring items	(35)	(578)	20	(181)	131	(172)	(476)	85	(608)	(815)
Reported net profit	1,638	428	1,228	701	1,645	134	0	4,795	4,001	(17)
Recurring net profit	1,673	1,006	1,208	883	1,513	71	(10)	4,710	4,610	(2)
EPS (THB)	0.41	0.11	0.31	0.17	0.41	134	0	1.20	1.00	(17)
Recurring EPS (THB)	0.42	0.25	0.30	0.22	0.38	71	(10)	1.18	1.15	(2)
Key Ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)
Gross margin from sales	20.2	20.0	20.3	19.7	21.0	1.3	0.8	19.4	20.3	0.8
Operating margin	8.5	8.1	8.3	7.3	9.2	1.9	0.7	7.5	8.2	0.7
Net margin	4.1	1.1	3.1	1.8	4.0	2.2	(0.1)	3.1	2.5	(0.6)
Recurring net margin	4.2	2.6	3.0	2.3	3.7	1.4	(0.5)	3.0	2.9	(0.1)
SG&A / Sales	20.2	20.2	20.3	20.8	20.0	(0.9)	(0.2)	20.5	20.4	(0.1)
Effective tax rate	(2.0)	25.7	21.9	22.4	22.1	(0.3)	24.1	7.9	22.2	14.2
SSSG (%)	(0.5)	0.1	(1.9)	0.03	2.2					
Private label (%)	12.8	12.8	13.1	13.8	13.5					
Sales by supply chain	(%)	(%)	(%)	(%)	(%)					
PSC	17	16	16	15	17					
CSC	13	14	13	14	13					
HTSC	5	5	6	6	6					
MSC	65	64	65	65	65					

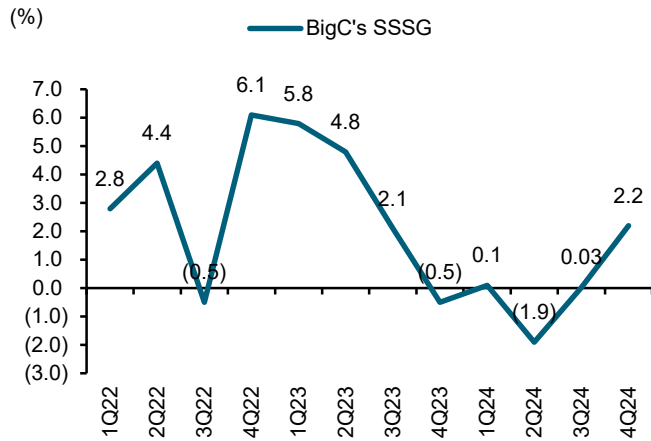
Sources: BJC; FSSIA estimates

Exhibit 2: Sales by supply chain

Sales by supply chain	4Q23 (THB m)	1Q24 (THB m)	2Q24 (THB m)	3Q24 (THB m)	4Q24 (THB m)	----- Change ----- (q-q%) (y-y%)		2023 (THB m)	2024 (THB m)	Change (y-y%)
Packaging										
Sales	6,650	6,341	6,315	5,876	6,828	16.2	2.7	25,006	25,360	1.4
Recurring profit	564	485	613	539	589	9.3	4.4	1,942	2,226	14.6
Recurring profit margin (%)	8.5	7.6	9.7	9.2	8.6	(0.5)	0.1	7.8	8.8	1.0
Gross profit margin (%)	20.5	20.9	22.3	22.0	21.6	(0.4)	1.1	19.3	21.6	2.3
Consumer										
Sales	5,346	5,535	5,279	5,311	5,266	(0.8)	(1.5)	21,121	21,391	1.3
Recurring profit	381	330	381	274	437	59.5	14.7	1,180	1,422	20.5
Recurring profit margin (%)	7.1	6.0	7.2	5.2	8.3	3.1	1.2	5.6	6.6	1.1
Gross profit margin (%)	18.5	19.3	19.4	19.4	20.4	1.0	1.9	18.2	19.6	1.4
Healthcare and technical										
Sales	2,158	2,118	2,401	2,429	2,326	1.2	3.1	9,073	9,274	2.2
Recurring profit	151	188	280	209	309	(25.4)	(7.1)	816	986	20.8
Recurring profit margin (%)	7.0	8.9	11.7	8.6	13.3	4.7	6.3	9.0	10.6	1.6
Gross profit margin (%)	31.9	31.0	28.5	31.3	34.1	2.8	2.2	30.6	31.2	0.6
Modern retail										
Sales	26,105	25,040	26,195	25,388	26,935	(3.1)	3.2	101,124	103,558	2.4
Total modern revenues	29,373	28,258	29,404	28,548	30,202	(2.9)	2.8	114,050	116,412	2.1
Recurring profit	1,096	1,042	1,034	609	1,311	(41.1)	(10.4)	3,786	3,996	5.5
Recurring profit margin (%)	4.2	4.2	3.9	2.4	4.9	2.5	0.7	3.7	3.9	0.1
Gross profit margin (%)	19.1	18.3	18.6	17.5	19.4	1.9	0.3	18.1	18.5	0.4

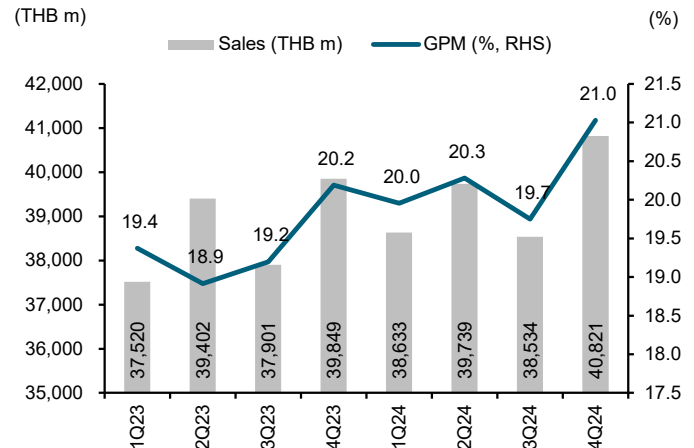
Sources: BJC; FSSIA estimates

Exhibit 3: BigC's SSSG



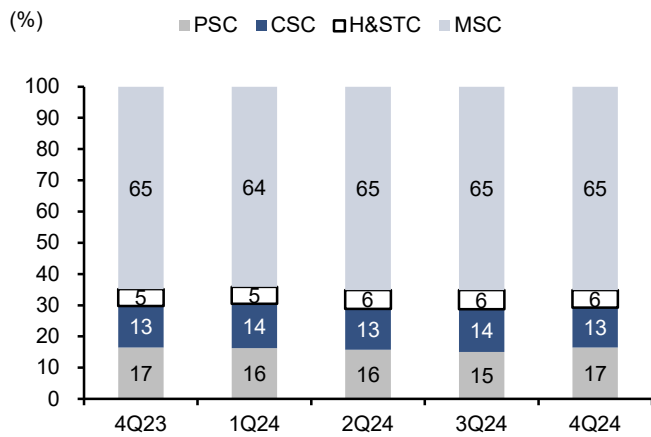
Sources: BJC; FSSIA estimates

Exhibit 4: Sales and %GPM



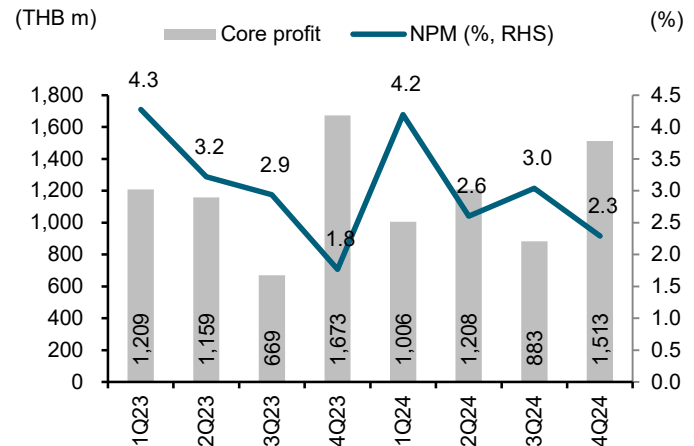
Sources: BJC; FSSIA estimates

Exhibit 5: Sales contribution by supply chain



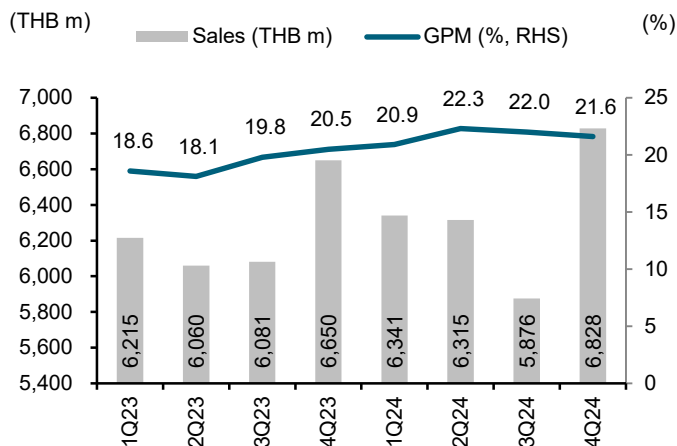
Sources: BJC; FSSIA estimates

Exhibit 6: Core profit and % NPM



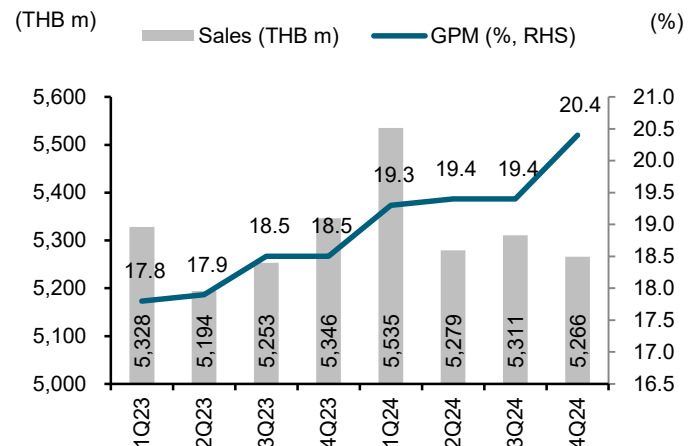
Sources: BJC; FSSIA estimates

Exhibit 7: PSC performance



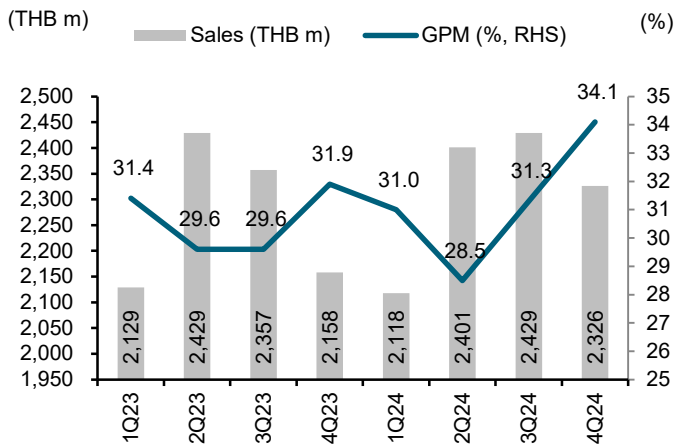
Sources: BJC; FSSIA estimates

Exhibit 8: CSC performance



Sources: BJC; FSSIA estimates

Exhibit 9: HTSC performance



Sources: BJC; FSSIA estimates

Exhibit 10: MSC (BigC) performance*

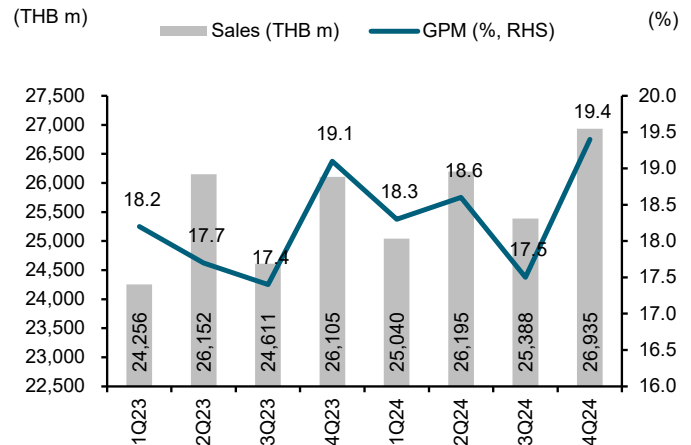
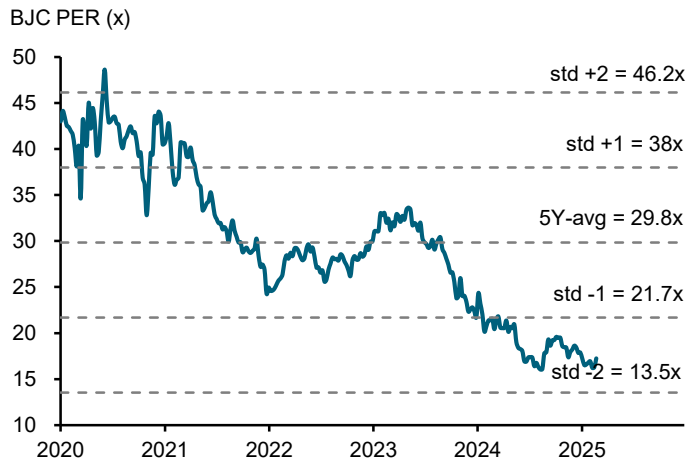
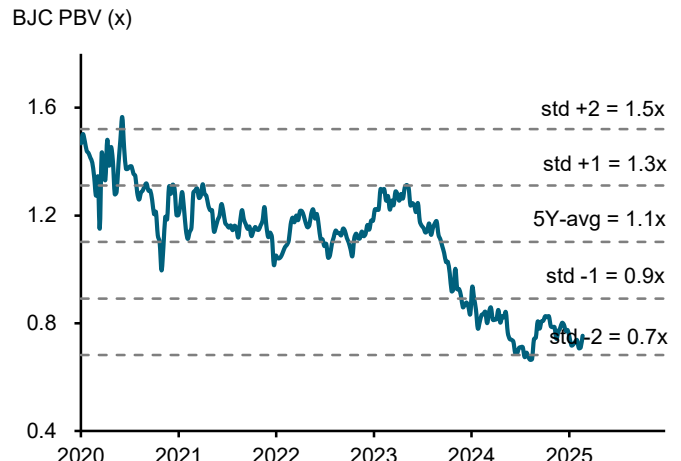
*Note: excluding rental and other income
Sources: BJC; FSSIA estimates

Exhibit 11: Rolling one-year forward P/E band



Sources: Bloomberg; FSSIA estimates

Exhibit 12: Rolling one-year forward P/BV band



Sources: Bloomberg; FSSIA estimates

Exhibit 13: Commerce peers as of 20 February 2025

Company	BBG	Rec	Share price			Market Cap (USD m)	PE		ROE		PBV		EV/EBITDA	
			Current (LCY)	Target (LCY)	Upside (%)		24E (x)	25E (x)	24E (%)	25E (%)	24E (x)	25E (x)	24E (x)	25E (x)
Consumer Staple														
CP All	CPALL TB	BUY	52.25	83.00	59	13,949	18.8	16.9	21.2	21.3	4.1	3.7	17.1	15.3
CP Axtra	CPAXT TB	BUY	28.50	34.00	19	8,832	27.4	23.1	3.7	4.3	1.0	1.0	10.3	9.2
Berli Jucker	BJC TB	BUY	22.20	31.00	40	2,644	19.3	16.9	3.8	4.4	0.7	0.7	11.3	11.1
Consumer Staple average						25,425	21.9	19.0	9.6	10.0	2.0	1.8	13.0	11.9
Consumer Discretionary														
Com7	COM7 TB	BUY	21.50	30.00	40	1,505	16.2	15.0	36.1	33.2	5.4	4.6	11.2	9.9
Central Retail Corp	CRC TB	BUY	33.75	42.00	24	6,049	23.8	21.7	12.2	12.4	2.8	2.6	9.6	9.2
Home Improvement														
Index Living Mall	ILM TB	BUY	14.60	17.00	16	219	9.8	9.1	12.4	12.8	1.2	1.1	6.1	5.8
Home Product Center	HMPRO TB	BUY	8.45	13.20	56	3,303	17.1	16.0	24.8	25.3	4.2	4.0	9.9	9.3
Siam Global House	GLOBAL TB	HOLD	8.25	9.70	18	1,275	18.1	17.0	9.9	10.3	1.7	1.7	14.7	14.1
Dohome	DOHOME TB	BUY	7.00	10.50	50	672	33.8	24.4	5.3	7.0	1.8	1.7	16.1	14.1
Home Improvement avg.						5,469	19.7	16.6	13.1	13.9	2.2	2.1	11.7	10.8
Consumer Discretionary avg.						13,023	19.8	17.2	16.8	16.8	2.8	2.6	11.3	10.4
Total average						38,448	20.5	17.8	14.4	14.6	2.5	2.3	11.8	10.9

Source: FSSIA estimates

Financial Statements

Berli Jucker

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	167,902	170,814	177,113	183,319	190,580
Cost of goods sold	(124,628)	(125,764)	(130,237)	(134,670)	(139,882)
Gross profit	43,274	45,050	46,876	48,649	50,698
Other operating income	0	0	0	0	0
Operating costs	(31,650)	(32,146)	(33,280)	(34,470)	(35,883)
Operating EBITDA	20,608	22,292	23,351	24,729	26,198
Depreciation	(8,984)	(9,389)	(9,756)	(10,549)	(11,383)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	11,624	12,904	13,596	14,179	14,815
Net financing costs	(5,295)	(5,603)	(5,355)	(5,468)	(5,663)
Associates	(200)	(84)	(200)	(200)	(200)
Recurring non-operating income	(200)	(84)	(200)	(200)	(200)
Non-recurring items	85	(608)	0	0	0
Profit before tax	6,214	6,609	8,041	8,511	8,953
Tax	(503)	(1,618)	(1,768)	(1,895)	(1,992)
Profit after tax	5,712	4,990	6,274	6,616	6,961
Minority interests	(917)	(989)	(1,018)	(1,049)	(1,080)
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
Reported net profit	4,795	4,001	5,255	5,567	5,881
Non-recurring items & goodwill (net)	(85)	608	0	0	0
Recurring net profit	4,710	4,610	5,255	5,567	5,881
Per share (THB)					
Recurring EPS *	1.18	1.15	1.31	1.39	1.47
Reported EPS	1.20	1.00	1.31	1.39	1.47
DPS	0.80	0.71	0.93	0.99	1.04
Diluted shares (used to calculate per share data)	4,008	4,008	4,008	4,008	4,008
Growth					
Revenue (%)	2.6	1.7	3.7	3.5	4.0
Operating EBITDA (%)	3.1	8.2	4.7	5.9	5.9
Operating EBIT (%)	5.9	11.0	5.4	4.3	4.5
Recurring EPS (%)	(6.0)	(2.1)	14.0	5.9	5.6
Reported EPS (%)	(4.3)	(16.5)	31.3	5.9	5.6
Operating performance					
Gross margin inc. depreciation (%)	25.8	26.4	26.5	26.5	26.6
Gross margin exc. depreciation (%)	31.1	31.9	32.0	32.3	32.6
Operating EBITDA margin (%)	12.3	13.1	13.2	13.5	13.7
Operating EBIT margin (%)	6.9	7.6	7.7	7.7	7.8
Net margin (%)	2.8	2.7	3.0	3.0	3.1
Effective tax rate (%)	7.9	22.2	21.5	21.8	21.8
Dividend payout on recurring profit (%)	68.1	61.7	71.1	71.1	71.1
Interest cover (X)	2.2	2.3	2.5	2.6	2.6
Inventory days	73.7	69.1	66.9	67.2	67.3
Debtor days	41.3	41.5	40.9	40.9	40.9
Creditor days	105.0	104.7	104.2	104.7	104.8
Operating ROIC (%)	15.1	14.2	15.1	15.7	16.4
ROIC (%)	3.5	3.3	3.5	3.5	3.6
ROE (%)	4.0	3.8	4.4	4.6	4.8
ROA (%)	3.1	2.9	3.1	3.1	3.1

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Sales of goods/services	154,672	157,727	163,707	169,588	176,496
Other income	13,230	13,086	13,406	13,732	14,084

Sources: Berli Jucker; FSSIA estimates

Financial Statements

Berli Jucker

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	4,710	4,610	5,255	5,567	5,881
Depreciation	8,984	9,389	9,756	10,549	11,383
Associates & minorities	(544)	(1,016)	0	0	0
Other non-cash items	1,144	1,232	945	1,126	1,084
Change in working capital	1,559	1,420	(232)	(280)	(294)
Cash flow from operations	15,853	15,634	15,723	16,963	18,053
Capex - maintenance	(10,683)	(10,430)	(9,713)	(10,198)	(10,708)
Capex - new investment	0	0	0	0	0
Net acquisitions & disposals	(2,694)	4,009	(8,028)	(7,860)	(9,158)
Other investments (net)	0	0	0	0	0
Cash flow from investing	(13,377)	(6,421)	(17,740)	(18,058)	(19,866)
Dividends paid	(3,206)	(2,846)	(3,737)	(3,959)	(4,182)
Equity finance	(215)	(822)	(452)	(452)	(452)
Debt finance	1,639	(5,258)	6,206	5,506	6,446
Other financing cash flows	0	0	0	0	0
Cash flow from financing	(1,782)	(8,926)	2,017	1,095	1,812
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	695	287	0	0	0
Free cash flow to firm (FCFF)	7,814.37	14,882.22	3,389.20	4,424.88	3,901.83
Free cash flow to equity (FCFE)	4,115.69	3,954.43	4,189.09	4,410.80	4,634.10
Per share (THB)					
FCFF per share	1.95	3.71	0.85	1.10	0.97
FCFE per share	1.03	0.99	1.05	1.10	1.16
Recurring cash flow per share	3.57	3.55	3.98	4.30	4.58
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	111,435	116,368	126,081	136,279	146,987
Less: Accumulated depreciation	(48,581)	(52,332)	(61,942)	(72,341)	(83,570)
Tangible fixed assets (net)	62,854	64,037	64,139	63,937	63,417
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	2,774	2,630	2,730	2,830	2,930
Cash & equivalents	4,857	5,144	5,144	5,144	5,144
A/C receivable	19,377	19,490	20,209	20,917	21,746
Inventories	22,338	21,701	22,473	23,238	24,137
Other current assets	843	759	776	794	814
Current assets	47,416	47,094	48,602	50,093	51,841
Other assets	225,926	223,252	231,485	239,597	249,086
Total assets	338,970	337,012	346,956	356,457	367,275
Common equity	119,665	119,999	121,065	122,222	123,469
Minorities etc.	6,230	6,203	7,221	8,270	9,350
Total shareholders' equity	125,896	126,202	128,287	130,492	132,819
Long term debt	129,749	128,320	128,039	137,382	144,095
Other long-term liabilities	11,880	13,856	14,307	14,808	15,395
Long-term liabilities	141,629	142,176	142,345	152,190	159,489
A/C payable	32,947	33,810	35,013	36,204	37,605
Short term debt	36,870	33,042	39,529	35,691	35,425
Other current liabilities	1,628	1,783	1,783	1,879	1,936
Current liabilities	71,445	68,634	76,324	73,775	74,967
Total liabilities and shareholders' equity	338,970	337,012	346,956	356,457	367,275
Net working capital	7,984	6,357	6,663	6,865	7,156
Invested capital	299,538	296,276	305,017	313,229	322,589
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	29.86	29.94	30.21	30.50	30.81
Tangible book value per share	29.86	29.94	30.21	30.50	30.81
Financial strength					
Net debt/equity (%)	128.5	123.8	126.6	128.7	131.3
Net debt/total assets (%)	47.7	46.4	46.8	47.1	47.5
Current ratio (x)	0.7	0.7	0.6	0.7	0.7
CF interest cover (x)	1.8	1.7	1.8	1.8	1.8
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	18.9	19.3	16.9	16.0	15.1
Recurring P/E @ target price (x) *	26.4	27.0	23.6	22.3	21.1
Reported P/E (x)	18.6	22.2	16.9	16.0	15.1
Dividend yield (%)	3.6	3.2	4.2	4.4	4.7
Price/book (x)	0.7	0.7	0.7	0.7	0.7
Price/tangible book (x)	0.7	0.7	0.7	0.7	0.7
EV/EBITDA (x) **	12.5	11.3	11.1	10.7	10.4
EV/EBITDA @ target price (x) **	14.2	12.9	12.6	12.1	11.8
EV/invested capital (x)	0.9	0.8	0.8	0.8	0.8
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Berli Jucker; FSSIA estimates

Berli Jucker PCL (BJC TB)

FSSIA ESG rating


71.33 /100

Exhibit 14: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 15: ESG – peer comparison

	FSSIA ESG score	Domestic ratings						Global ratings					Bloomberg		
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BJC	71.33	Y	Y	Y	4.00	4.00	--	Medium	55.09	A	--	65.19	89.00	2.16	--
COM7	61.78	--	Y	Y	5.00	5.00	Certified	Low	47.75	--	--	52.68	21.00	4.40	43.59
CPALL	78.53	Y	Y	Y	5.00	5.00	Certified	Medium	47.38	A	34.00	59.95	82.00	3.74	--
CPAXT	59.46	--	--	--	5.00	5.00	Certified	Low	52.81	--	--	74.64	63.00	3.77	--
CRC	64.49	--	Y	Y	5.00	5.00	Certified	Medium	--	BBB	--	60.98	73.00	2.90	47.27

Sources: [SETTRADE.com](https://www.settrade.com); FSSIA's compilation

Exhibit 16: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	0.96	0.97	1.54	1.56	1.62	2.64	2.59	2.60
BESG environmental pillar score	0.69	0.69	0.76	0.73	0.77	2.37	2.05	1.73
BESG social pillar score	0.16	0.16	1.08	1.11	1.25	2.34	2.34	2.58
BESG governance pillar score	3.13	3.19	3.48	3.54	3.42	3.48	3.62	3.62
ESG disclosure score	30.47	30.47	43.34	48.52	50.41	62.23	61.10	58.67
Environmental disclosure score	0.91	0.91	9.15	24.71	30.38	50.20	44.85	41.71
Social disclosure score	9.22	9.22	33.34	33.34	33.34	42.74	44.71	40.54
Governance disclosure score	81.10	81.10	87.36	87.36	87.36	93.62	93.62	93.62
Environmental								
Emissions reduction initiatives	No	No	No	No	No	Yes	Yes	Yes
Climate change policy	No	No	No	No	No	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	Yes	Yes	Yes	Yes
GHG scope 1	—	—	357	466	483	417	503	507
GHG scope 2 location-based	—	—	699	699	715	603	616	609
GHG Scope 3	—	—	—	—	—	—	292	—
Carbon per unit of production	—	—	—	—	—	—	—	—
Biodiversity policy	No	No	No	No	No	No	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	—	—	2,978	3,108	3,303	2,903	2,875
Renewable energy use	—	—	0	2	24	42	53	58
Electricity used	—	—	—	1,423	1,485	1,207	1,322	—
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 17: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous waste	—	—	—	—	2	1	—	—
Total waste	—	—	121	129	137	73	100	84
Waste recycled	—	—	—	37	37	33	20	28
Waste sent to landfills	—	—	—	—	94	39	74	54
Environmental supply chain management	No	No	No	No	No	Yes	Yes	Yes
Water policy	No	No	No	No	No	Yes	Yes	Yes
Water consumption	—	—	—	2,380	3,106	4,550	3,840	4,150
Social								
Human rights policy	No	No	No	No	No	Yes	Yes	Yes
Policy against child labor	No	No	No	No	No	Yes	Yes	Yes
Quality assurance and recall policy	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Consumer data protection policy	No	No	No	No	No	Yes	Yes	Yes
Equal opportunity policy	No	No	No	No	No	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	No	No	Yes	Yes
Pct women in workforce	—	—	56	57	59	60	61	60
Pct disabled in workforce	—	—	—	—	—	—	—	—
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	1	0	0	1	0	0
Total recordable incident rate - employees	—	—	—	—	—	—	—	—
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No	No	No	No	No
Number of employees – CSR	11,572	10,597	37,954	40,294	40,491	35,400	37,980	34,046
Employee turnover pct	—	—	66	73	69	62	48	45
Total hours spent by firm - employee training	—	—	3,339,950	3,889,880	3,494,120	2,255,330	4,405,680	4,187,660
Social supply chain management	No	No	No	No	No	Yes	Yes	Yes
Governance								
Board size	15	15	15	16	16	16	16	17
No. of independent directors (ID)	5	6	8	8	8	8	8	9
No. of women on board	3	2	2	3	3	3	3	4
No. of non-executive directors on board	13	12	13	13	13	13	14	14
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	9	30	6	6	5	6	6	4
Board meeting attendance pct	75	89	93	96	97	99	99	99
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	38	39	41	42	43	45	46	46
Age of the oldest director	73	74	74	76	77	78	79	79
No. of executives / company managers	9	6	6	6	7	6	10	10
No. of female executives	3	2	1	1	1	1	5	5
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	4	3	3	3	3	3	4	4
No. of ID on audit committee	3	3	3	3	3	3	3	4
Audit committee meetings	5	8	7	5	5	5	8	6
Audit meeting attendance %	95	95	100	93	100	100	90	100
Size of compensation committee	3	3	3	3	3	3	3	3
No. of ID on compensation committee	1	1	2	2	1	2	2	2
No. of compensation committee meetings	2	5	4	2	3	3	3	3
Compensation meeting attendance %	100	93	100	100	100	100	100	100
Size of nomination committee	3	3	3	3	3	3	3	3
No. of nomination committee meetings	2	5	4	2	3	3	3	3
Nomination meeting attendance %	100	93	100	100	100	100	100	100
Sustainability governance								
Verification type	No	No	No	No	No	Yes	Yes	Yes

Sources: Bloomberg; FSSIA's compilation

Disclaimer for ESG scoring

ESG score	Methodology	Rating																				
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.																				
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for SETESG inclusion , verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. SETESG Index is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.																				
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).																				
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																				
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																				
Morningstar Sustainabilitycs	The Sustainabilitycs' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+										
NEGL	Low	Medium	High	Severe																		
0-10	10-20	20-30	30-40	40+																		
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																				
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="3">Leader:</td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td></tr><tr><td>BBB</td><td>4.286-5.713</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td></tr><tr><td>CCC</td><td>0.000-1.428</td><td>Laggard:</td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>		AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.																					
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																					
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																					
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																				
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																				

[Rating](#) regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

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Thada Jiracharoenying FSS International Investment Advisory Securities Co., Ltd

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Company	Ticker	Price	Rating	Valuation & Risks
Berli Jucker	BJC TB	THB 22.20	BUY	Key downside risks to our DCF-based TP could come from 1) competition with Lotus which could impact its sales and gross margin; and 2) a higher in raw material prices.
CP All	CPALL TB	THB 52.25	BUY	The key downside risks to our DCF-derived TP include 1) lower-than-expected SSSG, 2) lower-than-expected gross margin, and 3) higher-than-expected SG&A to sales ratio.
CP Axtra	CPAXT TB	THB 28.50	BUY	Key downside risks to our DCF-based TP include 1) a lower-than-expected SSSG; 2) a lower-than-expected GPM; 3) higher-than-expected SG&A expenses; 4) an operating loss from its overseas units; 5) lower-than-expected synergy value; and 6) lower-than-expected losses in Happitat project.
Com7	COM7 TB	THB 21.50	BUY	Risks to our P/E-based TP include 1) lower/higher domestic consumption and purchasing power, 2) store cannibalization/expansion, and 3) lower/higher-than-expected gross margin.
Central Retail Corp	CRC TB	THB 33.75	BUY	Downside risks to our DCF-based TP include 1) a decline in domestic purchasing power, 2) lower-than-expected tourist arrivals, 3) an absence of the government's stimulus, and 4) a slower-than-expected economic recovery in Vietnam.
Index Living Mall	ILM TB	THB 14.60	BUY	Risks to our DCF-based TP include 1) a lower-than-expected SSSG; 2) a lower-than-expected GPM; and 3) a higher-than-expected SG&A.
Home Product Center	HMPRO TB	THB 8.45	BUY	Key downside risks to our DCF-based TP include: 1) lower-than-expected SSSG; 2) slower-than-expected recovery in domestic consumption and tourist arrivals, and 3) operating losses from overseas units.
Siam Global House	GLOBAL TB	THB 8.25	HOLD	Key risks to our DCF-based TP are 1) lower/higher farm income, which would affect purchasing power in the agricultural sector, 2) government disbursement, 3) a lower/higher private brand mix and margin, 4) higher/lower expenses than expected, and 5) a higher/lower impact than expected from the El Nino.
Dohome	DOHOME TB	THB 7.00	BUY	Key risks to our DCF-based TP are 1) lower steel price and heavy clearance stock 2) lower farm income, which would affect purchasing power in the agricultural sector, 3) government disbursement, 4) a lower private brand mix and margin, and 5) higher expenses than expected.

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.

All share prices are as at market close on 20-Feb-2025 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.