

HOME PRODUCT CENTER

THAILAND / COMMERCE

HMPRO TB

BUY

UNCHANGED

Strong amidst challenges

- Post-quake home repairs could provide some support for Mega Home's sales, but the overall impact should be limited.
- Slight downward revision due to residential sector challenges. Our new 2025 profit growth forecast is +4.8% y-y.
- Trim TP to THB11.80. HMPRO remains solid, cheap share price.

TARGET PRICE	THB11.80
CLOSE	THB8.60
UP/DOWNSIDE	+37.2%
PRIOR TP	THB13.20
CHANGE IN TP	-10.6%
TP vs CONSENSUS	+12.0%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	72,577	76,232	80,587	85,134
Net profit	6,504	6,819	7,303	7,765
EPS (THB)	0.49	0.52	0.56	0.59
vs Consensus (%)	-	(0.6)	(0.9)	(1.0)
EBITDA	12,234	12,900	13,770	14,630
Recurring net profit	6,504	6,819	7,303	7,765
Core EPS (THB)	0.49	0.52	0.56	0.59
Chg. In EPS est. (%)	-	(1.7)	(0.4)	(0.1)
EPS growth (%)	1.0	4.8	7.1	6.3
Core P/E (x)	17.4	16.6	15.5	14.6
Dividend yield (%)	5.0	5.2	5.6	6.0
EV/EBITDA (x)	10.2	9.7	9.1	8.5
Price/book (x)	4.2	4.1	3.9	3.8
Net debt/Equity (%)	41.3	41.8	40.5	38.8
ROE (%)	24.8	25.0	25.9	26.6

Benefiting from home repair demand

The earthquake that occurred on 28 March 2025, caused HMPRO's stock price to rise by up to 6% yesterday, as investors speculated that the company would benefit from home repairs. We also believe this could provide some support for Mega Home's sales, but the overall impact should be limited. A more significant factor affecting revenue is the recovery of the housing market, which we expect to contract this year. The current situation differs from the 2011 flooding, which lasted about seven months. At that time, HMPRO's stock price surged by c25%, and its revenue in 2012 increased by 21% y-y, while its profit rose 34% y-y.

Expect slight y-y profit growth in 1Q25

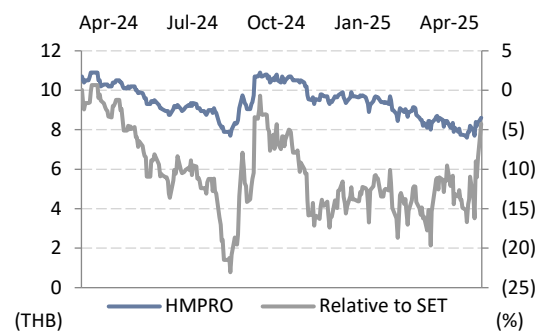
HMPRO's SSSG fell by 4% and 5% in January and February 2025, respectively, but improved in the first two weeks of March, leaving 1QTD slightly negative. The decline in SSSG during the first two months of 2025 was driven by 1) weak purchasing power; 2) lower e-receipt subsidies in 2025 to THB30,000 over 44 days vs THB50,000 over 60 days in 2024; and 3) one less day in February 2025 than the previous year, which translates to a sales decline of c3.4%. However, we expect 1Q25 core profit to increase slightly y-y to cTHB1.7b, supported by a larger private label mix, no new store marketing costs, and effective cost control.

Slight downward revision due to residential sector challenges

Given the increasingly challenging outlook for the residential sector in 2025 and weak purchasing power, we trim our 2025 profit forecast by 1.7%, mainly from lowering our SSSG assumption to +2% (from +3%, but better than -4% in 2024). In 2025, the company plans to open 12 stores (vs 9 in 2024), with 7 in a hybrid format (HomePro & Mega Home in one location), reducing capex per store by 30-40% compared to regular stores. Our new 2025 profit forecast is THB6.8b, +4.8% y-y (down from +6.6% y-y).

Trim TP, but HMPRO remains strong with attractive valuation

We have made a slight profit adjustment but raised the WACC to 8% (from 7%), lowering our DCF-based TP to THB11.80 (from THB13.20). Our new TP implies a 2025E P/E of 22.7x (-1SD of its five-year average), while the stock now trades at -2SD despite a strong balance sheet, a 5% dividend yield, and a 25% ROE. We maintain our BUY rating. With this report, we transfer coverage of HMPRO to Jitra Amornthum.



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	1.8	(8.5)	(18.9)
Relative to country (%)	5.8	10.6	(3.5)
Mkt cap (USD m)	3,335		
3m avg. daily turnover (USD m)	7.5		
Free float (%)	42		
Major shareholder	Land & Houses (30%)		
12m high/low (THB)	11.10/7.50		
Issued shares (m)	13,151.12		

Sources: Bloomberg consensus; FSSIA estimates



Jitra Amornthum

Fundamental Investment Analyst on Securities; License no. 014530
jitra.a@fssia.com, +66 2646 9966

Investment thesis

While earthquake-related home repairs should boost sales, weaker housing demand would have a larger impact, prompting us to cut our 2025 SSSG assumption to +2% (from +3%). However, cost-saving hybrid store expansion, a larger private-label mix, and expense control limits the profit estimate downgrade to just 1.7%.

A higher WACC lowers our TP to THB11.80, but HMPRO remains attractive due to its strong financials, high 25% ROE, and 5% dividend yield. We maintain our BUY rating.

Company profile

HMPRO is the leader in the home improvement business. It has comprehensive product and service offerings for buildings, homes, and residential units` construction, decoration, expansion, repair, and improvement, targeting mid-to-high-end customers. In 2011-12, HMPRO expanded its HMPRO unit to Malaysia and its retail and wholesale units, focusing on building materials and structural products under the MegaHome brand. Also, it operates a space rental business under the Market Village brand.

www.homepro.co.th

Principal activities (revenue, 2024)

Sales - 93.6 %

Rental and service - 2.6 %

Others - 3.8 %

Source: Home Product Center

Major shareholders

Land & Houses - 30.2 %

Others - 69.8 %

Source: Home Product Center

Catalysts

Potential catalysts to our TP include 1) domestic consumption and tourism recoveries; 2) consumption stimulus to boost domestic purchasing power; 3) an increase of 1-2% p.a. in house-brand sales to raise the gross margin; and 4) sales promotions, such as trade-ins.

Risks to our call

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.

Event calendar

Date	Event
10 April 2025	Shareholder's meeting date
22 April 2025	Ex-dividend date
8 May 2025	Dividend payment date

Key assumptions

	2024A	2025E	2026E	2027E
	(%)	(%)	(%)	(%)
SSSG	(4.0)	2.0	3.0	3.0
New store growth	6.3	5.1	4.9	4.7
Gross profit margin	26.7	26.9	27.1	27.2
SG&A to sales	19.6	19.7	19.7	19.7

Source: FSSIA estimates

- ### Earnings sensitivity
- For every 1% increase in SSSG, we estimate 2025 net profit to rise by 2.0%, and vice versa, all else being equal.
 - For every 0.1% increase in GPM, we estimate 2025 net profit to rise by 0.9%, and vice versa, all else being equal.
 - For every 0.1% increase in SG&A, we estimate 2025 net profit to fall by 0.9%, and vice versa, all else being equal.

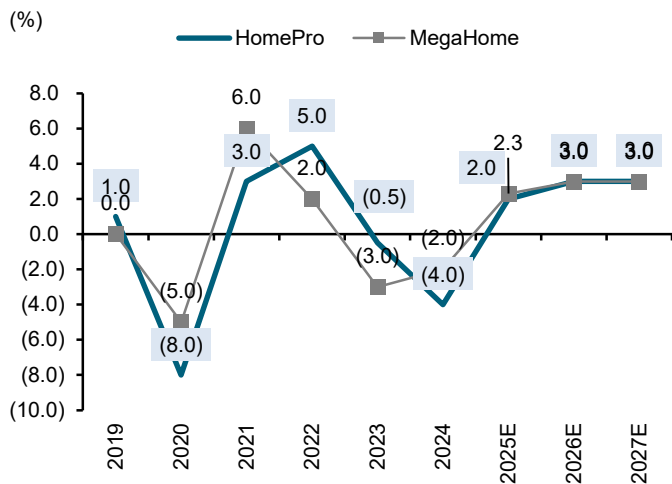
Source: FSSIA estimates

Exhibit 1: Key changes in assumptions

	Current			Previous			Change		
	2025E	2026E	2027E	2025E	2026E	2027E	2025E	2026E	2027E
Revenue (THB m)	76,232	80,587	85,134	76,903	81,296	85,882	(0.9)	(0.9)	(0.9)
SSSG (%)	2.0	3.0	3.0	3.0	3.0	3.0	(1.0)	0.0	0.0
Gross margin (%)	26.87	27.09	27.20	26.81	26.90	26.99	0.1	0.2	0.2
Private brand proportion (%)	21.4	22.1	22.7	21.3	21.6	22.0	0.1	0.5	0.7
No. of new stores	12	7	7	12	7	7	0.0	0.0	0.0
SG&A expenses to sales (%)	19.7	19.7	19.7	19.5	19.5	19.5	0.2	0.1	0.1
Net profit (THB m)	6,819	7,303	7,765	6,934	7,330	7,776	(1.7)	(0.4)	(0.1)

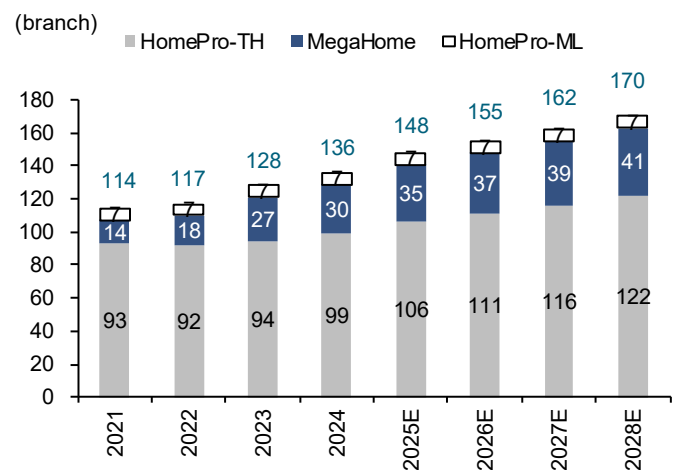
Source: FSSIA estimates

Exhibit 2: Same-store sales growth



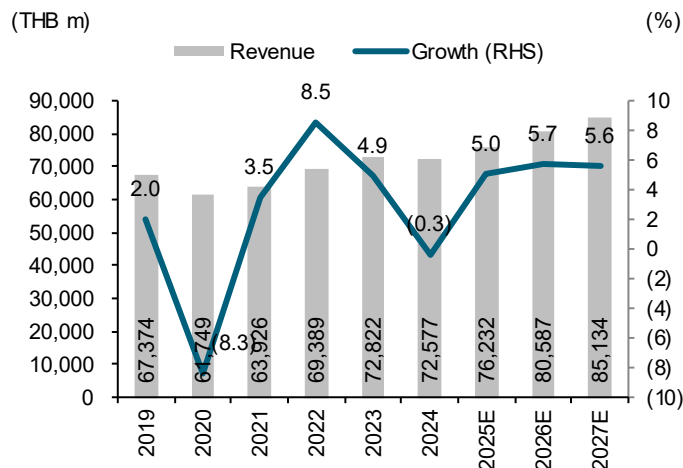
Sources: HMPRO, FSSIA estimates

Exhibit 3: Store expansion



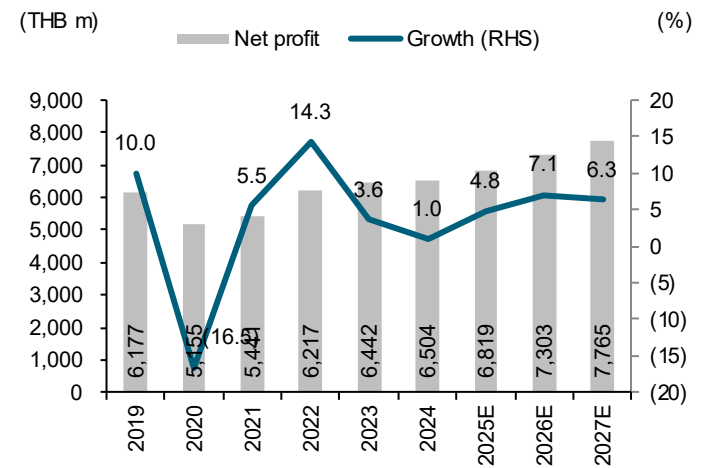
Sources: HMPRO, FSSIA estimates

Exhibit 4: Total revenue and growth



Sources: HMPRO, FSSIA estimates

Exhibit 5: Net profit and growth



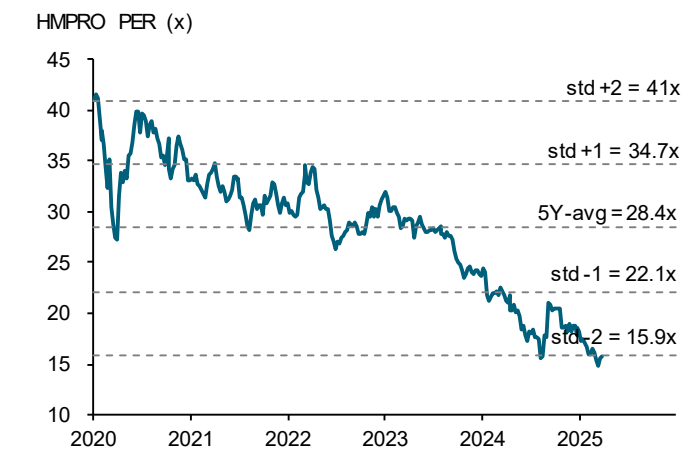
Sources: HMPRO, FSSIA estimates

Exhibit 6: DCF-based valuation

Cost of equity assumptions	(%)	Cost of debt assumptions	(%)
Risk-free rate	3.0	Pre-tax cost of debt	2.3
Market risk premium	9.0	Tax rate	20.0
Stock beta	1.3		
Cost of equity, Ke	14.3	Cost of debt, Kd	1.14
Weight applied	38.0	Weight applied	62.0
WACC	8.0		
Terminal growth	2.00		
(THB m)			
Enterprise value	166,239		
Net debt	11,576		
Equity value	154,663		
No. of shares	13,151		
Equity value per share	11.80		

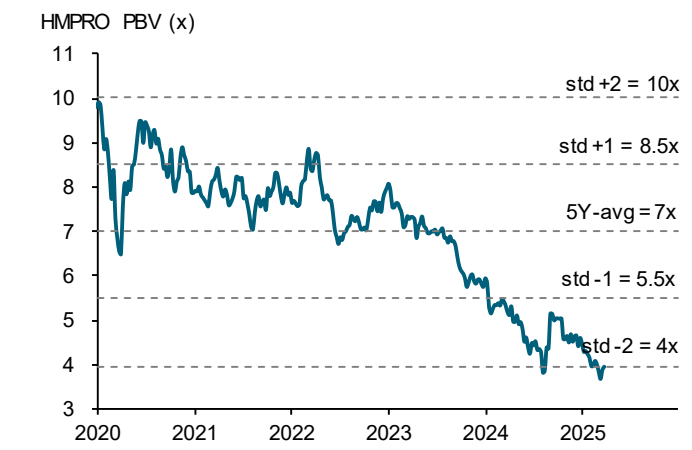
Source: FSSIA estimates

Exhibit 7: One-year rolling forward P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 8: One-year rolling forward P/BV band



Sources: Bloomberg, FSSIA estimates

Exhibit 9: Peers comparison as of 31 March 2025

Company	BBG	Rec	Share price			Market Cap	PE		ROE		PBV		EV/ EBITDA	
			Current (LCY)	Target (LCY)	Upside (%)		25E (x)	26E (x)	25E (%)	26E (%)	25E (x)	26E (x)	25E (x)	26E (x)
Consumer Staple														
CP All	CPALL TB	BUY	49.50	83.00	68	13,112	16.0	14.1	20.8	21.2	3.4	3.0	15.7	14.9
CP Aextra	CPAXT TB	BUY	26.00	34.00	31	7,995	21.1	19.0	4.3	4.7	0.9	0.9	8.6	7.5
Berli Jucker	BJC TB	BUY	22.60	31.00	37	2,671	17.2	16.3	4.4	4.6	0.7	0.7	11.1	10.8
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	19.20	30.00	56	1,333	13.4	12.4	36.6	34.5	4.6	4.0	9.3	8.4
Central Retail Corp	CRC TB	BUY	25.00	38.00	52	4,446	16.5	15.3	12.8	12.7	2.0	1.9	8.3	8.0
Home improvement														
Index Livingmall	ILM TB	BUY	13.90	17.00	22	207	8.7	8.1	12.8	13.1	1.1	1.0	5.6	5.3
Home Product Center	HMPRO TB	BUY	8.60	11.80	37	3,335	16.6	15.5	25.0	25.9	4.1	3.9	9.7	9.1
Siam Global House	GLOBAL TB	HOLD	6.70	9.70	45	1,067	13.8	12.7	10.3	10.5	1.4	1.3	11.9	10.9
Dohome	DOHOME TB	BUY	5.60	9.50	70	559	20.4	15.0	6.9	8.7	1.4	1.2	13.0	11.1
Home improvement avg.						5,168	14.9	12.8	13.8	14.6	2.0	1.9	10.0	9.1
Consumer Discretionary avg.						10,947	14.9	13.2	17.4	17.6	2.4	2.2	9.6	8.8
Total average						36,373	16.0	14.3	14.9	15.1	2.2	2.0	10.4	9.5

Source: FSSIA estimates

Financial Statements

Home Product Center

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	72,822	72,577	76,232	80,587	85,134
Cost of goods sold	(50,904)	(50,545)	(52,999)	(55,916)	(59,033)
Gross profit	21,918	22,032	23,234	24,671	26,101
Other operating income	-	-	-	-	-
Operating costs	(13,401)	(13,340)	(14,068)	(14,894)	(15,728)
Operating EBITDA	11,948	12,234	12,900	13,770	14,630
Depreciation	(3,431)	(3,543)	(3,735)	(3,992)	(4,258)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	8,516	8,691	9,166	9,777	10,373
Net financing costs	(540)	(626)	(641)	(647)	(666)
Associates	(1)	1	0	0	0
Recurring non-operating income	(3)	0	(1)	(1)	(1)
Non-recurring items	0	0	0	0	0
Profit before tax	7,974	8,066	8,524	9,129	9,706
Tax	(1,533)	(1,562)	(1,705)	(1,826)	(1,941)
Profit after tax	6,442	6,504	6,819	7,303	7,765
Minority interests	0	0	0	0	0
Preferred dividends	0	0	0	0	0
Other items	0	0	0	0	0
Reported net profit	6,442	6,504	6,819	7,303	7,765
Non-recurring items & goodwill (net)	0	0	0	0	0
Recurring net profit	6,442	6,504	6,819	7,303	7,765
Per share (THB)					
Recurring EPS *	0.49	0.49	0.52	0.56	0.59
Reported EPS	0.49	0.49	0.52	0.56	0.59
DPS	0.40	0.43	0.45	0.48	0.51
Diluted shares (used to calculate per share data)	13,151	13,151	13,151	13,151	13,151
Growth					
Revenue (%)	4.9	(0.3)	5.0	5.7	5.6
Operating EBITDA (%)	6.3	2.4	5.4	6.7	6.3
Operating EBIT (%)	5.3	2.1	5.5	6.7	6.1
Recurring EPS (%)	3.6	1.0	4.8	7.1	6.3
Reported EPS (%)	3.6	1.0	4.8	7.1	6.3
Operating performance					
Gross margin inc. depreciation (%)	30.1	30.4	30.5	30.6	30.7
Gross margin exc. depreciation (%)	34.8	35.2	35.4	35.6	35.7
Operating EBITDA margin (%)	16.4	16.9	16.9	17.1	17.2
Operating EBIT margin (%)	11.7	12.0	12.0	12.1	12.2
Net margin (%)	8.8	9.0	8.9	9.1	9.1
Effective tax rate (%)	19.2	19.4	20.0	20.0	20.0
Dividend payout on recurring profit (%)	81.7	87.0	87.0	87.0	87.0
Interest cover (X)	15.8	13.9	14.3	15.1	15.6
Inventory days	106.1	112.1	113.3	113.6	114.2
Debtor days	10.5	10.4	9.9	9.8	9.8
Creditor days	119.3	119.1	117.4	117.2	117.4
Operating ROIC (%)	24.1	23.0	23.2	24.1	25.2
ROIC (%)	15.9	15.4	15.6	16.0	16.5
ROE (%)	25.9	24.8	25.0	25.9	26.6
ROA (%)	10.2	10.1	10.2	10.4	10.7
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
Sales	68,283	67,952	71,434	75,617	79,987
Rental and service	1,882	1,854	1,945	2,059	2,178
Others	2,656	2,770	2,853	2,910	2,969

Sources: Home Product Center; FSSIA estimates

Financial Statements

Home Product Center

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	6,442	6,504	6,819	7,303	7,765
Depreciation	3,431	3,543	3,735	3,992	4,258
Associates & minorities	1	(1)	0	0	0
Other non-cash items	-	-	-	-	-
Change in working capital	(968)	(594)	(132)	(153)	(163)
Cash flow from operations	8,906	9,452	10,422	11,143	11,860
Capex - maintenance	0	0	0	0	0
Capex - new investment	(5,142)	(4,304)	(4,434)	(4,567)	(4,704)
Net acquisitions & disposals	30	119	27	177	115
Other investments (net)	(23)	680	(340)	(405)	(423)
Cash flow from investing	(5,135)	(3,505)	(4,747)	(4,795)	(5,012)
Dividends paid	(5,260)	(5,655)	(5,929)	(6,350)	(6,752)
Equity finance	0	0	0	0	0
Debt finance	2,499	(1,167)	1,955	362	285
Other financing cash flows	0	0	0	0	0
Cash flow from financing	(2,762)	(6,822)	(3,974)	(5,988)	(6,467)
Non-recurring cash flows	0	0	0	0	0
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	(241)	(9)	(13)
Movement in cash	1,009	(876)	1,461	351	368
Free cash flow to firm (FCFF)	4,338.47	6,633.81	6,347.78	7,030.87	7,551.32
Free cash flow to equity (FCFE)	6,269.72	4,779.23	7,389.95	6,700.96	7,120.10
Per share (THB)					
FCFF per share	0.33	0.50	0.48	0.53	0.57
FCFE per share	0.48	0.36	0.56	0.51	0.54
Recurring cash flow per share	0.75	0.76	0.80	0.86	0.91
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	59,722	63,013	67,447	72,013	76,717
Less: Accumulated depreciation	(28,543)	(31,072)	(34,807)	(38,799)	(43,057)
Tangible fixed assets (net)	31,179	31,941	32,639	33,214	33,659
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	0	0	0	0	0
Invest. in associates & subsidiaries	0	0	0	0	0
Cash & equivalents	6,429	5,554	7,014	7,365	7,733
A/C receivable	2,115	2,008	2,109	2,229	2,355
Inventories	13,965	14,900	15,696	16,636	17,644
Other current assets	150	188	198	209	221
Current assets	22,659	22,650	25,017	26,440	27,954
Other assets	15,210	15,075	15,834	16,738	17,683
Total assets	69,048	69,665	73,490	76,392	79,296
Common equity	25,559	26,802	27,692	28,645	29,658
Minorities etc.	0	0	0	0	0
Total shareholders' equity	25,559	26,802	27,692	28,645	29,658
Long term debt	11,743	8,597	11,001	11,215	11,384
Other long-term liabilities	8,167	8,316	8,735	9,234	9,755
Long-term liabilities	19,910	16,913	19,736	20,450	21,140
A/C payable	15,225	15,459	16,224	17,132	18,103
Short term debt	6,060	8,038	7,590	7,738	7,854
Other current liabilities	2,294	2,451	2,248	2,427	2,541
Current liabilities	23,579	25,949	26,062	27,297	28,498
Total liabilities and shareholders' equity	69,047	69,664	73,490	76,392	79,296
Net working capital	(1,289)	(814)	(470)	(484)	(424)
Invested capital	45,100	46,201	48,004	49,468	50,919
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	1.94	2.04	2.11	2.18	2.26
Tangible book value per share	1.94	2.04	2.11	2.18	2.26
Financial strength					
Net debt/equity (%)	44.5	41.3	41.8	40.5	38.8
Net debt/total assets (%)	16.5	15.9	15.8	15.2	14.5
Current ratio (x)	1.0	0.9	1.0	1.0	1.0
CF interest cover (x)	22.1	15.5	19.4	18.4	18.8
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	17.6	17.4	16.6	15.5	14.6
Recurring P/E @ target price (x) *	24.1	23.9	22.8	21.2	20.0
Reported P/E (x)	17.6	17.4	16.6	15.5	14.6
Dividend yield (%)	4.7	5.0	5.2	5.6	6.0
Price/book (x)	4.4	4.2	4.1	3.9	3.8
Price/tangible book (x)	4.4	4.2	4.1	3.9	3.8
EV/EBITDA (x) **	10.4	10.2	9.7	9.1	8.5
EV/EBITDA @ target price (x) **	13.9	13.6	12.9	12.1	11.4
EV/invested capital (x)	2.8	2.7	2.6	2.5	2.4
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Home Product Center; FSSIA estimates

Home Product Center PCL (HMPRO TB)

FSSIA ESG rating



Exhibit 10: FSSIA ESG score implication

87.20 /100

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 11: 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
DOHOME	42.34	--	--	--	5.00	5.00	Declared	Medium	37.50	--	--	37.19	20.00	4.17	46.91
GLOBAL	59.18	--	Y	Y	5.00	5.00	Declared	Low	53.10	--	--	36.48	41.00	3.24	52.38
HMPRO	87.20	Y	Y	Y	5.00	5.00	Certified	Low	66.54	AA	37.00	65.78	81.00	5.36	62.59
ILM	20.00	--	--	--	5.00	5.00	Certified	--	--	--	--	--	--	--	--
MEGA	54.48	--	Y	Y	4.00	4.00	Declared	Medium	66.56	--	--	58.59	24.00	2.39	--

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

Exhibit 12: 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	2.33	2.48	3.72	3.82	3.88	3.90	4.43	5.36
BESG environmental pillar score	0.72	0.90	1.00	1.21	1.16	1.36	2.58	4.21
BESG social pillar score	3.21	3.22	7.34	7.42	7.72	7.47	7.70	8.17
BESG governance pillar score	3.47	3.69	3.92	3.83	3.85	3.82	3.62	4.08
ESG disclosure score	49.20	49.20	53.02	53.90	58.58	59.11	60.32	62.59
Environmental disclosure score	28.39	28.39	39.08	41.71	41.71	41.71	41.71	45.15
Social disclosure score	35.49	35.49	36.28	36.28	50.33	51.93	55.56	58.95
Governance disclosure score	83.59	83.59	83.59	83.59	83.59	83.59	83.59	83.59
Environmental								
Emissions reduction initiatives	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Climate change policy	No	No	No	Yes	Yes	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	Yes	Yes	Yes	Yes	Yes
GHG scope 1	1	1	1	1	0	0	0	0
GHG scope 2 location-based	91	85	92	84	85	63	64	71
GHG Scope 3	23	23	23	27	28	27	26	26
Carbon per unit of production	—	—	—	—	—	—	—	—
Biodiversity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	—	—	—	—	—	—	198
Renewable energy use	—	—	—	—	—	—	—	51
Electricity used	159	158	158	144	147	112	136	146
Fuel used - natural gas	—	—	—	—	—	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 13: 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	—	—	—	—	—	—	—	—
Total waste	—	—	2	2	2	1	2	2
Waste recycled	—	—	2	2	2	1	2	2
Waste sent to landfills	—	—	—	0	0	0	0	0
Environmental supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water consumption	931	872	858	895	934	712	840	898
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No	No	No	No	No	No
Consumer data protection policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	Yes	Yes	Yes	No
Pct women in workforce	46	47	49	51	52	49	50	50
Pct disabled in workforce	1	1	1	1	1	1	1	1
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	0	0	0	0	0	0	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	Yes
Number of employees – CSR	9,280	9,238	8,172	8,221	8,351	10,771	10,601	11,359
Employee turnover pct	23	24	20	18	20	20	17	20
Total hours spent by firm - employee training	640,876	713,543	398,140	407,186	449,534	240,193	251,456	353,151
Social supply chain management	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Governance								
Board size	12	12	11	11	11	11	11	12
No. of independent directors (ID)	4	4	4	4	4	4	4	4
No. of women on board	1	1	1	1	1	1	1	1
No. of non-executive directors on board	11	11	10	10	9	9	9	10
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	12	12	12	12	12	14	12	12
Board meeting attendance pct	95	96	97	95	98	99	98	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	40	41	42	43	44	45	46	47
Age of the oldest director	70	71	72	73	74	75	76	77
No. of executives / company managers	17	16	17	19	18	21	25	24
No. of female executives	8	9	10	11	13	14	14	13
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	3	3	3	3	3	3	3	3
No. of ID on audit committee	3	3	3	3	3	3	3	3
Audit committee meetings	12	12	12	12	12	12	12	12
Audit meeting attendance %	100	97	100	100	97	100	100	100
Size of compensation committee	3	3	3	3	3	3	3	3
No. of ID on compensation committee	1	1	1	1	1	1	1	1
No. of compensation committee meetings	3	2	2	2	2	2	2	4
Compensation meeting attendance %	100	100	100	100	100	100	100	100
Size of nomination committee	3	3	3	3	3	3	3	3
No. of nomination committee meetings	3	2	2	2	2	2	2	4
Nomination meeting attendance %	100	100	100	100	100	100	100	100
Sustainability governance								
Verification type	No	No	No	No	No	No	No	No

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 Sustainabilitys	The Sustainabilitys' 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

ANALYST(S) CERTIFICATION

Jitra Amornthum FSS International Investment Advisory Securities Co., Ltd

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Company	Ticker	Price	Rating	Valuation & Risks
Home Product Center	HMPRO TB	THB 8.60	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.
Index Living Mall	ILM TB	THB 13.90	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.
Siam Global House	GLOBAL TB	THB 6.70	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 5.60	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.
CP All	CPALL TB	THB 49.50	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 26.00	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.
Berli Jucker	BJC TB	THB 22.60	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.
Com7	COM7 TB	THB 19.20	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 25.00	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.

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 31-Mar-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.