

**BUY** (Unchanged)

Change in Numbers

**TP: Bt 30.00**

Upside : 45.6%

(Unchanged)

**8 SEPTEMBER 2021**

Small Cap Research

# Siam Global House Pcl (GLOBAL TB)

## Against the odds

GLOBAL's performance has been resilient to the COVID crisis with its same-store sales growing by 14-15% y-y in July-August 2021 and 8% from the same period in 2019. We believe a higher base of farm income and market share gains were key contributors. Reaffirm BUY.

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### Bucking the weak economy trend

Including the impact from four to six store closures (out of a total of 74) during the period, GLOBAL achieved same-store sales growth (SSSG) of 10% y-y in July and 19% y-y in August 2021. Compared to the same period in 2019, SSSG was up 8% in July-August. This tells us GLOBAL has been resilient to the COVID crisis. In fact, this has been the trend since early this year with 24% y-y SSSG in 1H21, or 7% above 1H19. We believe the drivers are a higher base of farm income since late last year, GLOBAL's new store concept after renovation boosting traffic and market share, and new products geared more toward home decoration, which have higher prices than building materials.

### Revisiting growth story

Due to stronger-than-expected business momentum during the COVID crisis, we lift our earnings by 3% p.a. in 2021-23F but keep our DCF-based 12-month TP unchanged at Bt30. We reaffirm BUY on GLOBAL expecting 63%/20%/20% earnings growth in 2021-23F. Key growth drivers are 4-16% p.a. SSSG, 5-7 p.a. store expansion (from 71 branches in 2020), and a 37-164bp increase in gross margin p.a. Behind these drivers are the modernization trend and GLOBAL's new store concept pushing up decorative product sales and SSSG, a higher portion of private labels in its sales mix (19.5% in 2020 vs. 21% in 2021F and 23% in 2023F) pushing up gross margin, and the urbanization trend into second-tier districts supporting its store expansion program.

### New store concept

It seems to us that GLOBAL's store renovation under its new concept has been one of the reasons for its strong performance and market share gains from traditional stores. To recap, GLOBAL renovated its stores between 2017-19. The new store concept is to make them more modern for end consumers and less like a warehouse for small contractors, who can see product inventory at the back of the stores. All stores are now air conditioned. They have more of lifestyle feeling that businesses like to go to directly to buy particular products. There are coffee outlets, more decorative items and even lifestyle products such as bicycles, electronics, etc. (see pictures in Exhibits 12-15).

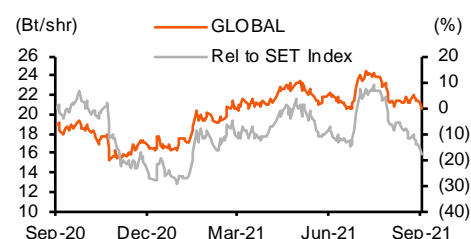
### Growth stock with an inexpensive valuation

As its store renovations were just completed in 2019, we foresee some years left to reap benefits from its new store concept. GLOBAL also has lots of room to move into second-tier districts and it sees 100 districts having the affordability for modern home-improvement stores. We expect further strong earnings growth of 20%/18% in 2024-25F. At 24.7x PE vs. a three-year EPS CAGR of 20% in 2021-24F, GLOBAL looks inexpensive to us.

### COMPANY VALUATION

Y/E Dec (Bt m)	2020A	2021F	2022F	2023F
Sales	26,803	32,875	36,145	39,870
Net profit	1,956	3,193	3,839	4,617
Consensus NP	—	3,043	3,401	3,893
Diff frm cons (%)	—	4.9	12.9	18.6
Norm profit	1,956	3,193	3,839	4,617
Prev. Norm profit	—	3,085	3,713	4,468
Chg frm prev (%)	—	3.5	3.4	3.4
Norm EPS (Bt)	0.4	0.7	0.8	1.0
Norm EPS grw (%)	(6.9)	62.8	20.1	20.3
Norm PE (x)	48.3	29.7	24.7	20.5
EV/EBITDA (x)	33.0	22.6	19.0	15.8
P/BV (x)	5.6	4.9	4.4	3.9
Div yield (%)	1.1	1.3	1.6	1.9
ROE (%)	11.9	17.6	18.8	20.0
Net D/E (%)	76.4	63.7	50.2	37.9

### PRICE PERFORMANCE



### COMPANY INFORMATION

Price as of 8-Sep-21 (Bt)	20.60
Market Cap (US\$ m)	2,892.9
Listed Shares (m shares)	4,601.7
Free Float (%)	32.1
Avg Daily Turnover (US\$ m)	8.7
12M Price H/L (Bt)	24.40/15.21
Sector	Commerce
Major Shareholder	Suriyawanakul family 33.66%

Sources: Bloomberg, Company data, Thanachart estimates

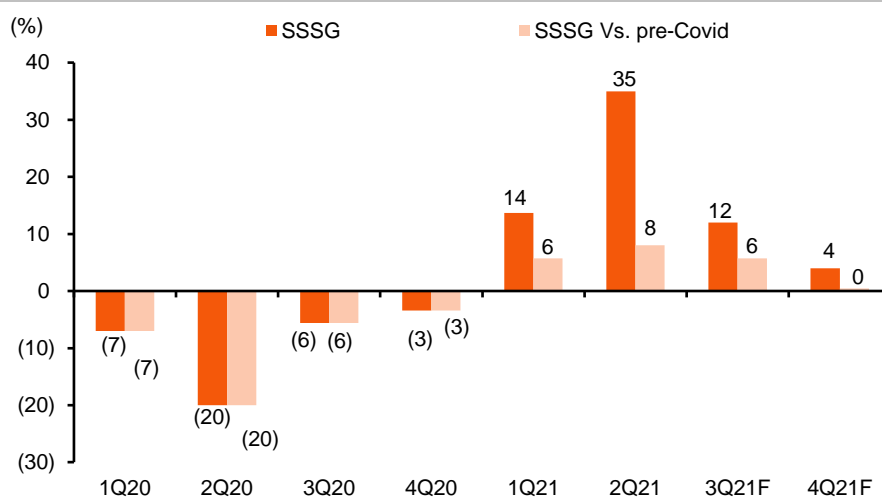


## Ex 1: Key Assumption Changes

	2019	2020	2021F	2022F	2023F	2024F	2025F
<b>SSSG (%)</b>							
New	(0.1)	(8.9)	16.0	5.0	4.0	4.0	4.0
Old	(0.1)	(8.9)	12.7	5.0	4.0	4.0	4.0
<b>Normalized profit (Bt m)</b>							
New	2,093	1,956	3,193	3,839	4,617	5,537	6,525
Old	2,093	1,956	3,085	3,713	4,468	5,359	6,317
Change (%)	0.0	0.0	3.5	3.4	3.4	3.3	3.3

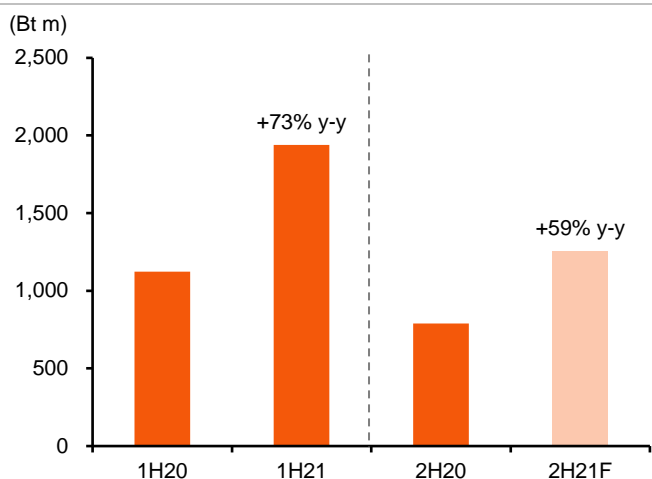
Sources: Company data, Thanachart estimates

## Ex 2: Quarterly SSSG And SSSG Vs. Pre-Covid



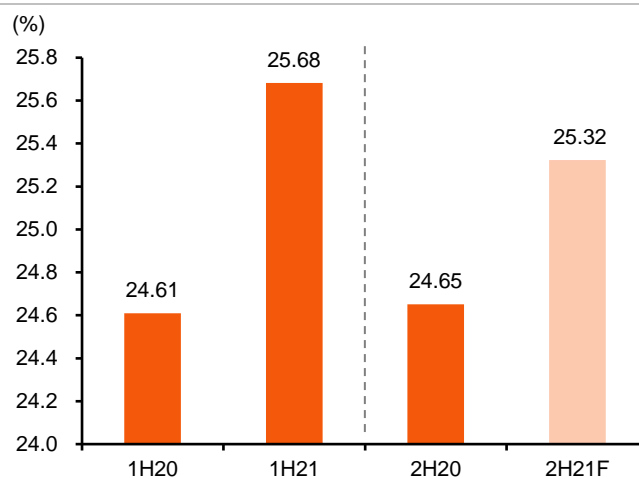
Sources: Company data, Thanachart estimates

## Ex 3: 1H21 Vs. 2H21F Profit



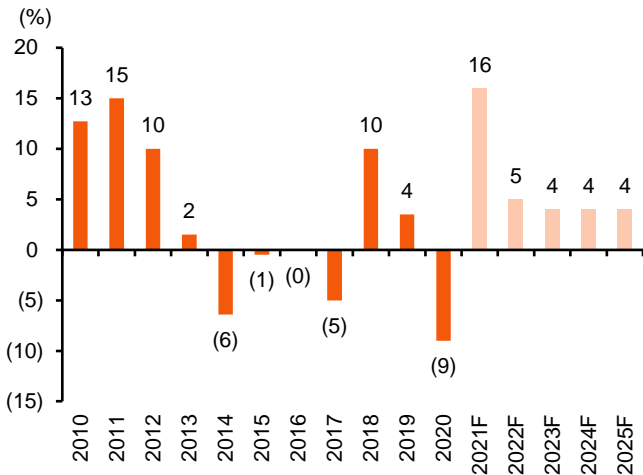
Sources: Company data, Thanachart estimates

## Ex 4: 1H21 Vs. 2H21F Gross Profit



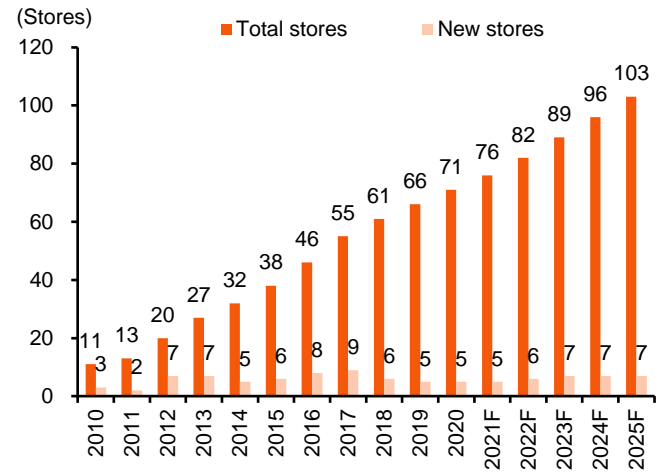
Sources: Company data, Thanachart estimates

**Ex 5: Yearly SSSG**



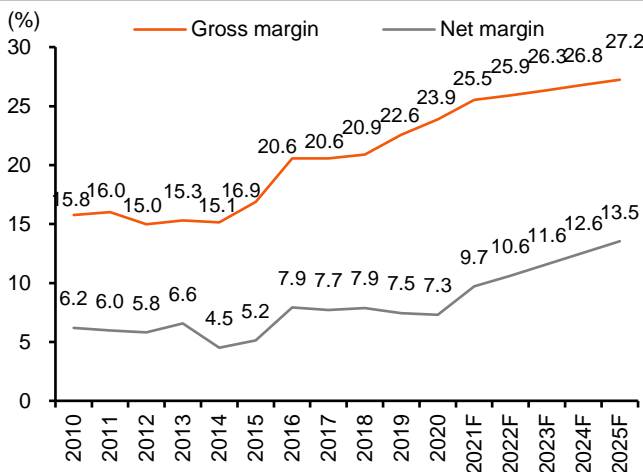
Sources: Company data, Thanachart estimates

**Ex 6: Branch Expansion – Thailand**



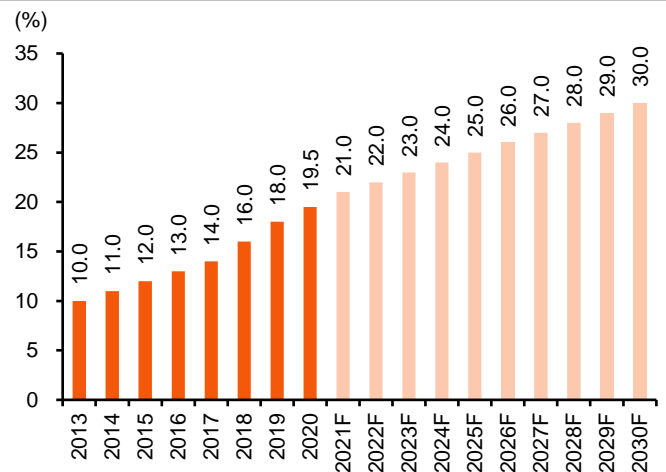
Sources: Company data, Thanachart estimates

**Ex 7: Gross Margin Expansion**



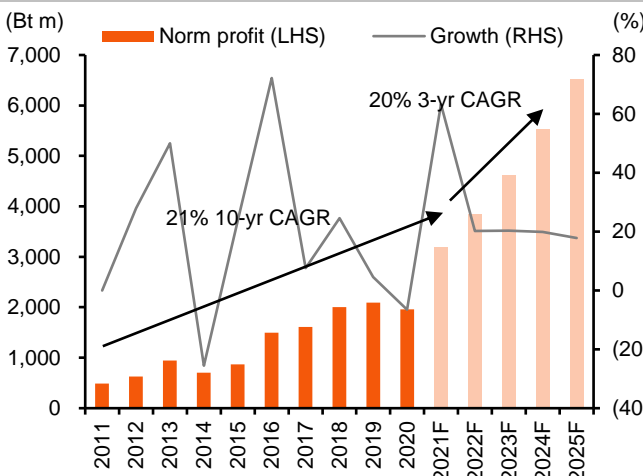
Sources: Company data, Thanachart estimates

**Ex 8: Private-Label Sales Mix**



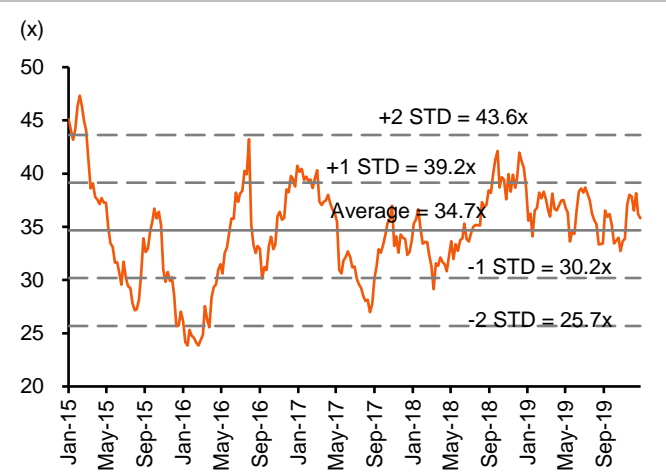
Sources: Company data, Thanachart estimates

**Ex 9: Profit Profile**



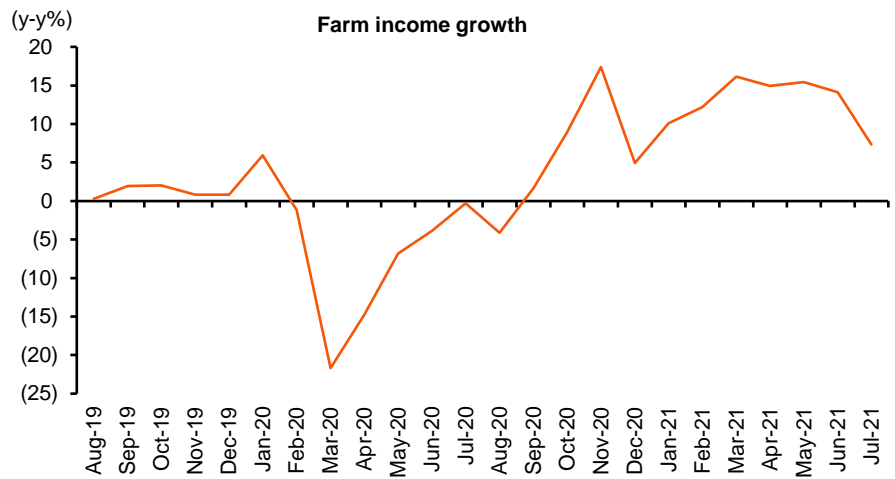
Sources: Company data, Thanachart estimates

**Ex 10: GLOBAL's PE**



Source: Bloomberg

**Ex 11: Rising Farm Income**



Source: Office of Agricultural Economics

**Ex 12: More Lifestyle Products**



Source: Company data

**Ex 13: More Lifestyle Products**



Source: Company data

**Ex 14: The Magnet – Electronic Appliances**



Source: Company data

**Ex 15: La Mayon Coffee Shops**



Source: Company data

**Ex 16: 12-month DCF-based TP Calculation Using A Base Year Of 2022F**

(Bt m)	2022F	2023F	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F	Terminal value
EBITDA	5,500	6,500	7,653	8,847	9,907	11,062	12,319	13,686	15,172	16,297	17,187	
Free cash flow	3,133	3,568	5,495	7,134	8,414	7,482	8,555	9,721	10,984	13,973	15,010	233,091
PV of free cash flow	3,125	3,080	4,406	5,314	5,699	4,688	4,958	5,210	5,446	6,409	6,074	94,317
Risk-free rate (%)	2.5											
Market risk premium (%)	8.0											
Beta	1.0											
WACC (%)	7.6											
Terminal growth (%)	2.0											
Enterprise value - add investments	150,726.3											
Net debt (2021F)	12,419.1											
Minority interest	254.2											
Equity value	138,053.0											
# of shares (m)	4,601.7											
<b>Equity value / share (Bt)</b>	<b>30.00</b>											

**Investment: (Bt m)**

Land @ Muang Thong Thani 2,000

Sources: Company data, Thanachart estimates

## Valuation Comparison

### Ex 17: Valuation Comparison With Regional Peers

Name	BBG code	Country	EPS growth		PE		P/BV		EV/EBITDA		Div. yield	
			21F (%)	22F (%)	21F (x)	22F (x)	21F (x)	22F (x)	21F (x)	22F (x)	21F (%)	22F (%)
Marks & Spencer	MKS LN	Britain	(86.7)	na	76.8	11.9	1.0	1.4	8.8	6.3	0.0	0.7
J Sainsbury PLC	SBRY LN	Britain	(44.4)	99.1	24.7	12.4	0.8	0.9	6.6	5.7	5.3	4.2
Tesco	TSCO LN	Britain	(53.0)	86.3	22.9	12.3	1.1	1.4	8.8	7.4	3.5	4.1
Carrefour SA	CA FP	France	13.5	12.4	11.0	9.8	1.2	1.1	6.4	6.0	3.5	3.9
Casino Guichard	CO FP	France	38.5	17.0	11.0	9.4	0.8	0.8	7.3	7.0	5.1	6.0
L'Oreal SA	OR FP	France	19.0	10.2	45.8	41.5	7.2	6.6	27.9	25.8	1.1	1.3
Alimentation Couche	ATD/B CN	Canada	22.7	2.3	21.3	20.8	4.7	4.3	10.0	9.8	0.6	0.7
Aeon	8267 JP	Japan	na	na	na	93.2	2.6	2.7	10.8	9.1	1.2	1.2
Kao Corporation	4452 JP	Japan	1.6	11.0	25.6	23.1	3.5	3.3	12.6	11.6	2.1	2.2
Lion Corporation	4912 JP	Japan	(25.8)	6.4	25.2	23.7	2.2	2.1	11.2	10.4	1.3	1.3
Shiseido Co. Ltd	4911 JP	Japan	na	25.5	69.3	55.2	6.3	5.8	29.5	20.7	0.6	0.7
Lawson	2651 JP	Japan	(56.6)	96.1	62.9	32.1	2.1	2.1	4.4	3.8	2.7	2.7
Seven & I Holdings	3382 JP	Japan	(25.7)	33.3	28.4	21.3	1.7	1.6	6.8	5.6	1.9	2.0
Lotte Corp	004990 KS	South Korea	167.9	20.0	11.2	9.3	0.6	0.5	9.1	8.9	3.5	3.8
Shinsegae	004170 KS	South Korea	na	24.9	11.5	9.2	0.7	0.7	8.5	8.3	0.7	0.7
Amore Pacific Group	002790 KS	South Korea	193.6	19.8	25.1	21.0	1.5	1.4	5.9	5.0	0.7	0.7
Best Buy Co Inc	BBY US	USA	23.2	(3.4)	11.4	11.8	6.7	6.7	6.2	6.5	2.0	2.5
Wal-Mart Stores	WMT US	USA	13.5	4.3	23.2	22.3	4.9	4.5	11.9	11.5	1.5	1.5
Home Depot Inc	HD US	USA	21.3	4.5	22.6	21.6	288.6	2,610.7	15.7	15.3	1.8	2.0
Yonghui Superstores	601933 CH	China	na	na	na	34.0	2.1	2.0	37.5	22.4	1.2	1.7
Sa International	178 HK	Hong Kong	na	na	na	102.2	3.9	3.6	na	25.2	0.0	0.9
Dairy Farm Intl Hldgs	DFI SP	Hong Kong	(27.0)	57.5	28.2	17.9	3.8	3.5	12.7	11.5	3.1	4.4
President Chain Store	2912 TT	Taiwan	(7.3)	20.8	30.0	24.9	7.1	6.7	12.1	10.9	3.1	3.5
7-Eleven Malaysia	SEM MK	Malaysia	(14.6)	51.2	37.8	25.0	20.1	21.2	9.5	9.1	1.8	2.6
Berli Jucker *	BJC TB	Thailand	(0.5)	25.7	34.9	27.7	1.2	1.1	13.9	13.5	1.4	1.8
COM7 *	COM7 TB	Thailand	40.8	37.1	42.1	30.7	19.2	16.2	27.9	21.1	1.9	2.7
CP All *	CPALL TB	Thailand	(34.9)	70.9	58.2	34.1	5.6	5.1	16.4	14.1	0.9	1.5
Central Pattana *	CPN TB	Thailand	(44.7)	127.5	81.5	35.8	3.2	3.0	22.2	16.3	0.9	1.4
Central Retail Corp. *	CRC TB	Thailand	na	106.4	73.7	35.7	3.7	3.5	11.1	9.7	0.5	1.1
Siam Global House *	GLOBAL TB	Thailand	62.8	20.1	29.7	24.7	4.9	4.4	22.6	19.0	1.3	1.6
Home Product*	HMPRO TB	Thailand	(1.0)	19.8	35.8	29.9	8.4	7.8	18.9	16.5	2.2	2.7
Siam Makro *	MAKRO TB	Thailand	10.2	8.0	37.3	34.6	11.1	10.3	21.8	20.4	2.0	2.3
Mc Group *	MC TB**	Thailand	(20.6)	29.5	21.0	16.2	2.1	2.1	8.3	7.5	4.8	5.9
<b>Average</b>			<b>6.9</b>	<b>36.0</b>	<b>34.7</b>	<b>28.3</b>	<b>13.2</b>	<b>83.3</b>	<b>13.9</b>	<b>12.2</b>	<b>1.9</b>	<b>2.3</b>

Sources: Bloomberg, Thanachart estimates

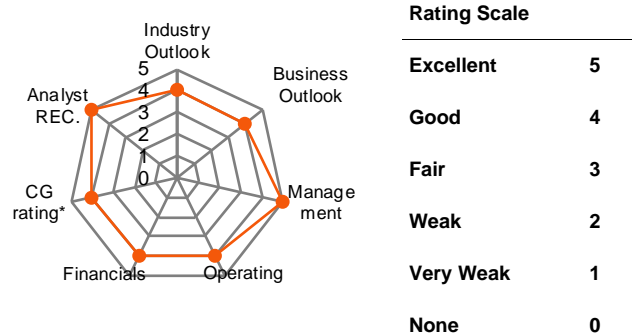
Note: \* Thanachart estimates using normalized EPS growth, \*\* MC's fiscal year ends in June. The figures shown in the table are for FY22F and FY23F  
Based on 8 September 2021 closing price

## COMPANY DESCRIPTION

Siam Global House (GLOBAL) is one of the leaders among modern-trade operators in the home-improvement segment under the brand “Global House”. GLOBAL has 74 stores located upcountry in Thailand and one store in Cambodia.

Source: Thanachart

## COMPANY RATING



Source: Thanachart; \* CG Rating

## THANACHART'S SWOT ANALYSIS

### S — Strength

- GLOBAL is a pure provincial play and we expect it to benefit fully once the upcountry economy starts growing again.
- GLOBAL's executives have many years of experience in the home-improvement segment.
- After Siam Cement's (SCC TB, Bt418.00, BUY) investment in GLOBAL in November 2012, we believe the company is a much stronger player, both operationally and financially.

### O — Opportunity

- The change in consumer lifestyles to shop at modern-trade stores rather than at traditional stores.
- We see a faster and less risky growth path after SCC's stake purchase in GLOBAL.
- Expanding opportunities in CLMV markets.

### W — Weakness

- No stores located in Bangkok.

### T — Threat

- Weak economic growth in the provinces.
- Intensifying competition from new rivals such as Thai Watsadu (Central group), HMPRO's Mega Home and other home-improvement operators.

## CONSENSUS COMPARISON

	Consensus	Thanachart	Diff
Target price (Bt)	26.02	30.00	15%
Net profit 21F (Bt m)	3,043	3,193	5%
Net profit 22F (Bt m)	3,401	3,839	13%
Consensus REC	BUY: 12	HOLD: 2	SELL: 2

## HOW ARE WE DIFFERENT FROM THE STREET?

- Our 2021-22F net profits are 5-13% above the Bloomberg consensus estimates, likely as a result of us assuming a higher SSSG and gross margin given strong numbers YTD.
- Together with our base year being rolled over to 2022F, we believe this is why our TP is higher than the Street's.

Sources: Bloomberg consensus, Thanachart estimates

## RISKS TO OUR INVESTMENT CASE

- If the number of new stores opened is lower than our assumption, this would result in downside to our earnings forecasts, representing the key downside risk to our call.
- If competition is stronger than our current expectations, GLOBAL's SSS growth and margins would be subject to downside risk.

Source: Thanachart

## INCOME STATEMENT

*We expect both existing stores' sales and new stores to boost sales*

FY ending Dec (Bt m)	2019A	2020A	2021F	2022F	2023F
Sales	28,081	26,803	32,875	36,145	39,870
Cost of sales	21,741	20,401	24,483	26,785	29,365
<b>Gross profit</b>	<b>6,340</b>	<b>6,402</b>	<b>8,392</b>	<b>9,360</b>	<b>10,504</b>
% gross margin	22.6%	23.9%	25.5%	25.9%	26.3%
Selling & administration expenses	4,038	4,301	4,898	5,133	5,382
<b>Operating profit</b>	<b>2,302</b>	<b>2,101</b>	<b>3,493</b>	<b>4,228</b>	<b>5,122</b>
% operating margin	8.2%	7.8%	10.6%	11.7%	12.8%
Depreciation & amortization	931	1,164	1,253	1,350	1,460
<b>EBITDA</b>	<b>3,232</b>	<b>3,265</b>	<b>4,747</b>	<b>5,578</b>	<b>6,581</b>
% EBITDA margin	11.5%	12.2%	14.4%	15.4%	16.5%
Non-operating income	544	552	657	723	837
Non-operating expenses	0	0	0	0	0
Interest expense	(268)	(246)	(231)	(212)	(213)
<b>Pre-tax profit</b>	<b>2,577</b>	<b>2,407</b>	<b>3,919</b>	<b>4,738</b>	<b>5,746</b>
Income tax	493	455	745	924	1,149
<b>After-tax profit</b>	<b>2,085</b>	<b>1,952</b>	<b>3,175</b>	<b>3,814</b>	<b>4,597</b>
% net margin	7.4%	7.3%	9.7%	10.6%	11.5%
Shares in affiliates' Earnings	29	23	40	44	48
Minority interests	(21)	(20)	(22)	(19)	(27)
Extraordinary items	0	0	0	0	0
<b>NET PROFIT</b>	<b>2,093</b>	<b>1,956</b>	<b>3,193</b>	<b>3,839</b>	<b>4,617</b>
<b>Normalized profit</b>	<b>2,093</b>	<b>1,956</b>	<b>3,193</b>	<b>3,839</b>	<b>4,617</b>
EPS (Bt)	0.5	0.4	0.7	0.8	1.0
Normalized EPS (Bt)	0.5	0.4	0.7	0.8	1.0

## BALANCE SHEET

*GLOBAL has continued to open new stores*

FY ending Dec (Bt m)	2019A	2020A	2021F	2022F	2023F
<b>ASSETS:</b>					
Current assets:	18,179	16,184	18,066	18,569	19,509
Cash & cash equivalent	1,299	1,224	1,287	1,178	1,234
Account receivables	1,271	666	1,351	1,981	2,185
Inventories	15,603	14,287	15,428	15,410	16,091
Others	7	7	0	0	0
Investments & loans	815	838	838	838	838
Net fixed assets	16,105	17,148	17,719	18,447	19,319
Other assets	887	1,850	1,971	2,027	2,090
<b>Total assets</b>	<b>35,986</b>	<b>36,020</b>	<b>38,594</b>	<b>39,881</b>	<b>41,756</b>
<b>LIABILITIES:</b>					
Current liabilities:	18,824	15,261	16,309	15,291	14,358
Account payables	3,399	2,988	3,689	4,036	4,425
Bank overdraft & ST loans	14,220	11,193	10,965	9,747	8,538
Current LT debt	953	884	1,371	1,218	1,067
Others current liabilities	252	197	284	290	328
<b>Total LT debt</b>	<b>833</b>	<b>2,303</b>	<b>1,371</b>	<b>1,218</b>	<b>1,067</b>
Others LT liabilities	198	1,242	1,432	1,437	1,443
<b>Total liabilities</b>	<b>19,855</b>	<b>18,806</b>	<b>19,111</b>	<b>17,947</b>	<b>16,868</b>
Minority interest	219	233	254	273	301
Preferreds shares	0	0	0	0	0
Paid-up capital	4,202	4,402	4,602	4,602	4,602
Share premium	4,739	4,739	4,739	4,739	4,739
Warrants	0	0	0	0	0
Surplus	2	(5)	(5)	(5)	(5)
<b>Retained earnings</b>	<b>6,969</b>	<b>7,845</b>	<b>9,892</b>	<b>12,325</b>	<b>15,251</b>
Shareholders' equity	15,912	16,981	19,228	21,661	24,587
<b>Liabilities &amp; equity</b>	<b>35,986</b>	<b>36,020</b>	<b>38,594</b>	<b>39,881</b>	<b>41,756</b>

Sources: Company data, Thanachart estimates

**CASH FLOW STATEMENT**

*Strong and sustainable cash flows, on our estimates*

<b>FY ending Dec (Bt m)</b>	<b>2019A</b>	<b>2020A</b>	<b>2021F</b>	<b>2022F</b>	<b>2023F</b>
Earnings before tax	2,577	2,407	3,919	4,738	5,746
Tax paid	(457)	(502)	(682)	(913)	(1,116)
Depreciation & amortization	931	1,164	1,253	1,350	1,460
Chg In working capital	(1,623)	1,510	(1,125)	(265)	(496)
Chg In other CA & CL / minorities	45	(63)	(21)	(33)	(0)
<b>Cash flow from operations</b>	<b>1,473</b>	<b>4,515</b>	<b>3,345</b>	<b>4,878</b>	<b>5,593</b>
Capex	(2,577)	(2,207)	(1,750)	(2,000)	(2,250)
Right of use	0	(1,270)	(64)	(64)	(64)
ST loans & investments	0	0	7	0	0
LT loans & investments	(29)	(23)	0	0	0
Adj for asset revaluation	3	(7)	0	0	0
Chg In other assets & liabilities	(449)	1,424	144	6	(22)
<b>Cash flow from investments</b>	<b>(3,052)</b>	<b>(2,083)</b>	<b>(1,663)</b>	<b>(2,058)</b>	<b>(2,336)</b>
Debt financing	3,074	(1,627)	(673)	(1,523)	(1,510)
Capital increase	200	200	200	0	0
Dividends paid	(823)	(863)	(1,146)	(1,406)	(1,691)
Warrants & other surplus	(235)	(218)	0	0	0
<b>Cash flow from financing</b>	<b>2,217</b>	<b>(2,507)</b>	<b>(1,619)</b>	<b>(2,929)</b>	<b>(3,202)</b>
<b>Free cash flow</b>	<b>(1,104)</b>	<b>2,309</b>	<b>1,595</b>	<b>2,878</b>	<b>3,343</b>

**VALUATION**

*2022F PE is below its 34.7x five-year average during 2015-19*

<b>FY ending Dec</b>	<b>2019A</b>	<b>2020A</b>	<b>2021F</b>	<b>2022F</b>	<b>2023F</b>
Normalized PE (x)	45.0	48.3	29.7	24.7	20.5
Normalized PE - at target price (x)	65.5	70.3	43.2	36.0	29.9
PE (x)	45.0	48.3	29.7	24.7	20.5
PE - at target price (x)	65.5	70.3	43.2	36.0	29.9
EV/EBITDA (x)	33.7	33.0	22.6	19.0	15.8
EV/EBITDA - at target price (x)	47.0	46.2	31.7	26.7	22.4
P/BV (x)	5.9	5.6	4.9	4.4	3.9
P/BV - at target price (x)	8.6	8.1	7.2	6.4	5.6
P/CFO (x)	63.9	20.9	28.3	19.4	16.9
Price/sales (x)	3.4	3.5	2.9	2.6	2.4
Dividend yield (%)	0.9	1.1	1.3	1.6	1.9
FCF Yield (%)	(1.2)	2.4	1.7	3.0	3.5
<b>(Bt)</b>					
Normalized EPS	0.5	0.4	0.7	0.8	1.0
EPS	0.5	0.4	0.7	0.8	1.0
DPS	0.2	0.2	0.3	0.3	0.4
BV/share	3.5	3.7	4.2	4.7	5.3
CFO/share	0.3	1.0	0.7	1.1	1.2
FCF/share	(0.2)	0.5	0.3	0.6	0.7

Sources: Company data, Thanachart estimates

## FINANCIAL RATIOS

*We expect solid earnings growth from this year*

FY ending Dec	2019A	2020A	2021F	2022F	2023F
<b>Growth Rate</b>					
Sales (%)	10.5	(4.6)	22.7	9.9	10.3
Net profit (%)	4.5	(6.6)	63.2	20.2	20.3
EPS (%)	4.2	(6.9)	62.8	20.1	20.3
Normalized profit (%)	4.5	(6.6)	63.2	20.2	20.3
Normalized EPS (%)	4.2	(6.9)	62.8	20.1	20.3
Dividend payout ratio (%)	41.2	51.9	40.0	40.0	40.0
<b>Operating performance</b>					
Gross margin (%)	22.6	23.9	25.5	25.9	26.3
Operating margin (%)	8.2	7.8	10.6	11.7	12.8
EBITDA margin (%)	11.5	12.2	14.4	15.4	16.5
Net margin (%)	7.4	7.3	9.7	10.6	11.5
D/E (incl. minor) (x)	1.0	0.8	0.7	0.6	0.4
Net D/E (incl. minor) (x)	0.9	0.8	0.6	0.5	0.4
Interest coverage - EBIT (x)	8.6	8.5	15.1	19.9	24.0
Interest coverage - EBITDA (x)	12.1	13.3	20.5	26.3	30.9
ROA - using norm profit (%)	6.2	5.4	8.6	9.8	11.3
ROE - using norm profit (%)	13.7	11.9	17.6	18.8	20.0
<b>DuPont</b>					
ROE - using after tax profit (%)	13.6	11.9	17.5	18.7	19.9
- asset turnover (x)	0.8	0.7	0.9	0.9	1.0
- operating margin (%)	10.1	9.9	12.6	13.7	14.9
- leverage (x)	2.2	2.2	2.1	1.9	1.8
- interest burden (%)	90.6	90.7	94.4	95.7	96.4
- tax burden (%)	80.9	81.1	81.0	80.5	80.0
WACC (%)	7.6	7.6	7.6	7.6	7.6
ROIC (%)	6.9	5.6	9.4	10.8	12.5
NOPAT (Bt m)	1,862	1,704	2,830	3,403	4,097
invested capital (Bt m)	30,619	30,136	31,647	32,666	34,026

Sources: Company data, Thanachart estimates

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