

**BUY** (Unchanged)

Change in Numbers

**TP: Bt 12.00**

Upside : 14.3%

(From: Bt 11.50)

**18 OCTOBER 2021**

Small Cap Research

**SISB Pcl** (SISB TB)**School reopening**

We expect the reopening of face-to-face classes in November to allow SISB to gain revenue from its high-margin food & after-school activities and drive earnings growth of 32-53% over 2022-23F. Despite slight cuts in 2021-24F earnings for dropped-out students and a delay in the new campus, we still see its fundamentals as solid. **BUY.**

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**Campus re-openings underway**

Given the easing of the government's COVID-19 restrictions, SISB is restarting face-to-face classes at its four school campuses. Based on the regulations, each school must seek approval from the local government agency in that area. Its Chiang Mai and Suvarnabhumi campuses already began face-to-face classes on 16 September 2021 and 11 October 2021, respectively, while the Pracha Uthit and Thonburi campuses in Bangkok are still waiting for approval. The resumption of face-to-face classes will allow SISB to gain revenue from food & beverage and after-school activities which account for 15% of total revenue (they had disappeared from 2Q21 after schools were closed with only online study instead).

**TP is raised to Bt12; maintain BUY**

We trim our earnings by 2-8% over 2021-24F but we raise them by 1-7% over 2025-32F. The earnings cuts are due to our lower student-number assumptions by 3-10% for 2021-24F given the higher-than-expected number of dropped-out students for Term 1 (August 2021 to December 2021) and one-year postponement in the opening of the Nonthaburi campus to August 2023. However, this negative factor is offset by our gross margin assumption hikes of 0.2-2.5% to 43-57% in 2021-32F (vs. 50% in 1H21 and 42-43% in 2019-20). Our DCF-based TP (2022F base year) is raised to Bt12/share from Bt11.5 and we reiterate our BUY call.

**Dropped-out students temporary, in our view**

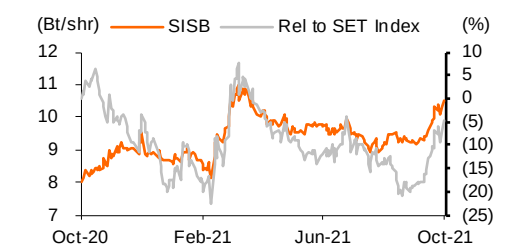
We see SISB's dropped-out student issue as temporary as most are in the kindergarten level which is not compulsory education and parents are concerned about the efficiency of online learning for very young children. However, these dropped-out students still have cash deposits with SISB for places when SISB can restart face-to-face classes. Therefore, we still expect strong earnings growth for SISB of 53% y-y in 2022F and a further 32% y-y in 2023F driven by **1)** 10-13% student number growth because of dropped-out students returning to school, the operation of the Thonburi campus's phase 2 in August 2021 and the greenfield Nonthaburi campus in August 2023, **2)** no more tuition-fee discounts in 2022F, and **3)** a 5% tuition-fee hike in 2023F.

**Solid fundamentals remain intact**

We still believe SISB's fundamentals are intact with its growth strategies of expansion into communities, solid brand awareness to enjoy the trend of parents sending their children to international schools and gaining market share from normal private schools, and robust financial strength with a 30%-plus EBITDA margin and net cash position. With these prospects, its PE multiples of 37x in 2022F and 28x in 2023F look acceptable to us.

**COMPANY VALUATION**

| Y/E Dec (Bt m)    | 2020A  | 2021F  | 2022F  | 2023F  |
|-------------------|--------|--------|--------|--------|
| Sales             | 1,048  | 1,025  | 1,206  | 1,439  |
| Net profit        | 160    | 177    | 271    | 357    |
| Consensus NP      | —      | 193    | 270    | 329    |
| Diff frm cons (%) | —      | (8.2)  | 0.4    | 8.6    |
| Norm profit       | 175    | 177    | 271    | 357    |
| Prev. Norm profit | —      | 193    | 293    | 363    |
| Chg frm prev (%)  | —      | (8.3)  | (7.8)  | (1.7)  |
| Norm EPS (Bt)     | 0.2    | 0.2    | 0.3    | 0.4    |
| Norm EPS grw (%)  | (20.7) | 1.1    | 52.8   | 32.1   |
| Norm PE (x)       | 56.3   | 55.7   | 36.5   | 27.6   |
| EV/EBITDA (x)     | 27.3   | 26.4   | 20.0   | 16.2   |
| P/BV (x)          | 5.3    | 5.0    | 4.6    | 4.2    |
| Div yield (%)     | 0.7    | 0.8    | 1.2    | 1.6    |
| ROE (%)           | 9.5    | 9.2    | 13.1   | 15.8   |
| Net D/E (%)       | (49.6) | (35.2) | (40.8) | (41.4) |

**PRICE PERFORMANCE****COMPANY INFORMATION**

|                             |                        |
|-----------------------------|------------------------|
| Price as of 18-Oct-21 (Bt)  | 10.50                  |
| Market cap (US\$ m)         | 294.9                  |
| Listed shares (m shares)    | 940.0                  |
| Free float (%)              | 20.1                   |
| Avg daily turnover (US\$ m) | 0.1                    |
| 12M price H/L (Bt)          | 11.00/8.00             |
| Sector                      | Professional services  |
| Major shareholder           | Mr. Yew Hook Koh 32.8% |

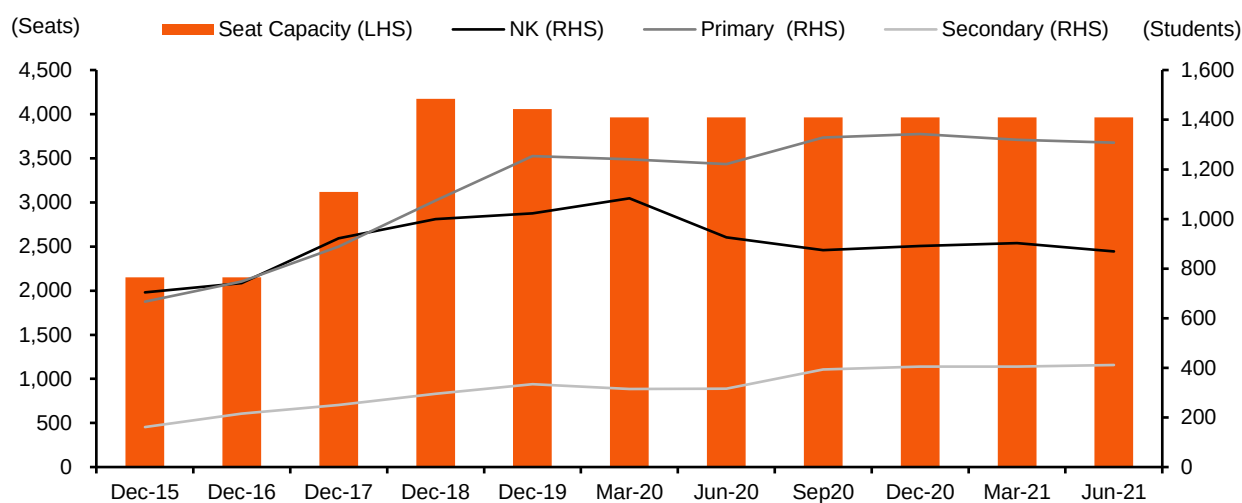
Sources: Bloomberg, Company data, Thanachart estimates

## Ex 1: Key Assumption Changes

|                                      | 2019  | 2020  | 2021F | 2022F  | 2023F |
|--------------------------------------|-------|-------|-------|--------|-------|
| <b>Number of students (students)</b> |       |       |       |        |       |
| New                                  | 2,611 | 2,638 | 2,520 | 2,769  | 3,137 |
| Old                                  |       |       | 2,660 | 3,079  | 3,297 |
| Change (%)                           |       |       | (5.3) | (10.1) | (4.9) |
| <b>Capacity (seats)</b>              |       |       |       |        |       |
| New                                  | 4,060 | 3,965 | 4,565 | 4,565  | 5,565 |
| Old                                  |       |       | 4,565 | 5,565  | 5,565 |
| Change (%)                           |       |       | -     | (18.0) | -     |
| <b>Gross margin (%)</b>              |       |       |       |        |       |
| New                                  | 42.1  | 42.7  | 45.0  | 46.2   | 47.1  |
| Old                                  |       |       | 42.5  | 45.5   | 46.9  |
| Change (pp)                          |       |       | 2.5   | 0.7    | 0.2   |

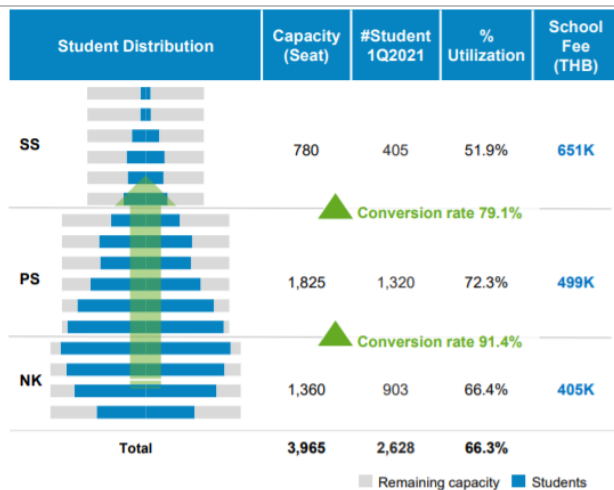
Sources: Company data, Thanachart estimates

## Ex 2: SISB's Student Breakdown By Education Level And Seat Capacity



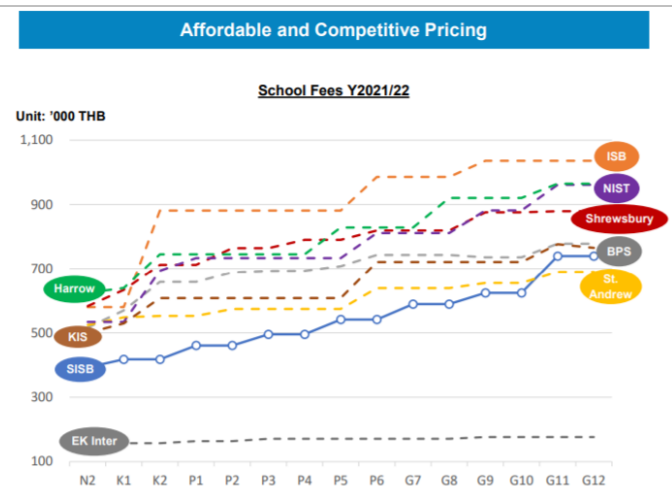
Source: Company data

## Ex 3: SISB's Student Distribution



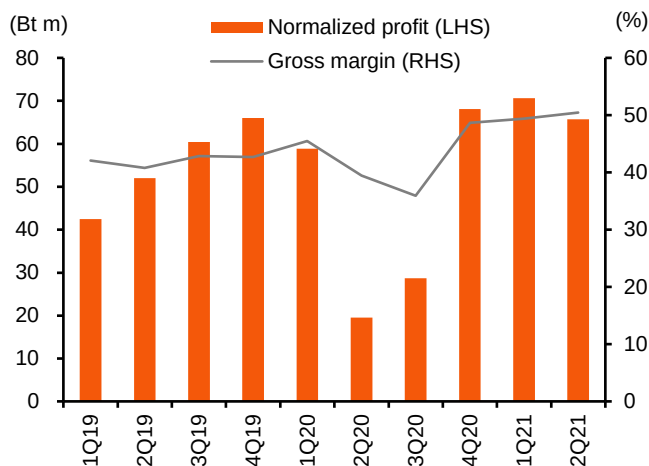
Source: Company data

## Ex 4: Tuition Fee Comparison



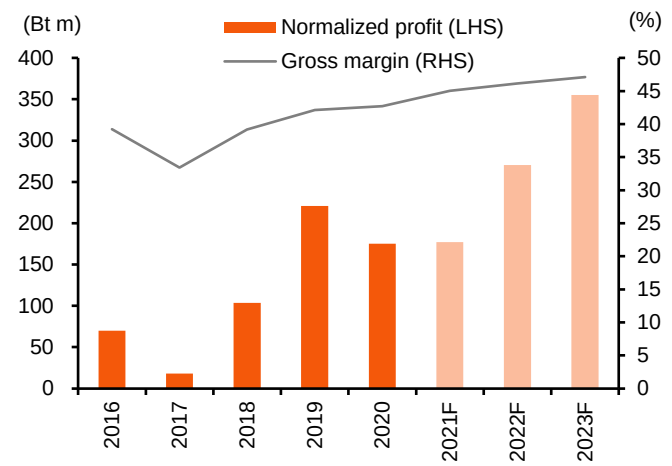
Source: Company data

## Ex 5: SISB's Quarterly Earnings Vs. Gross Margin



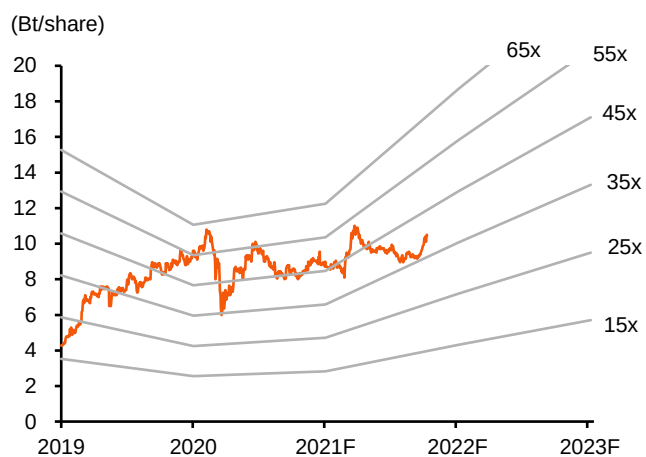
Source: Company data

## Ex 6: SISB's Yearly Earnings Vs. Gross Margin



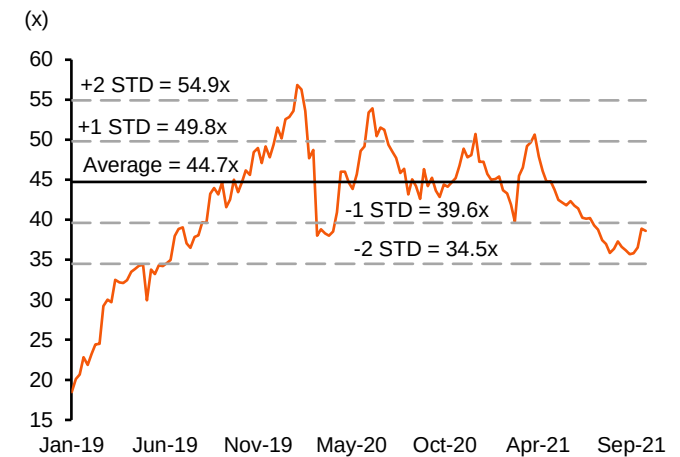
Sources: Company data, Thanachart estimates

## Ex 7: SISB's PE Band



Sources: Bloomberg, Thanachart estimates

## Ex 8: SISB's PE Standard Deviation



Sources: Bloomberg, Thanachart estimates

## Ex 9: 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                             | 450       | 550   | 650   | 763   | 878   | 1,001 | 1,137 | 1,263 | 1,405 | 1,559 | 1,729 | —              |
| Free cash flow                     | 244       | 193   | 491   | 601   | 714   | 836   | 770   | 1,046 | 1,235 | 1,387 | 1,554 | 18,215         |
| PV of free cash flow               | 243       | 160   | 372   | 407   | 440   | 467   | 390   | 481   | 515   | 502   | 508   | 5,951          |
| Risk-free rate (%)                 | 2.5       |       |       |       |       |       |       |       |       |       |       |                |
| Market risk premium (%)            | 8.0       |       |       |       |       |       |       |       |       |       |       |                |
| Beta                               | 0.9       |       |       |       |       |       |       |       |       |       |       |                |
| WACC (%)                           | 9.7       |       |       |       |       |       |       |       |       |       |       |                |
| Terminal growth (%)                | 2.0       |       |       |       |       |       |       |       |       |       |       |                |
| Enterprise value - add investments | 10,434    |       |       |       |       |       |       |       |       |       |       |                |
| Net debt (2021F)                   | (697)     |       |       |       |       |       |       |       |       |       |       |                |
| Minority interest                  | 0         |       |       |       |       |       |       |       |       |       |       |                |
| Equity value                       | 11,132    |       |       |       |       |       |       |       |       |       |       |                |
| # of shares (m)                    | 940       |       |       |       |       |       |       |       |       |       |       |                |
| <b>Target price/share (Bt)</b>     | <b>12</b> |       |       |       |       |       |       |       |       |       |       |                |

Sources: Company data, Thanachart estimates

## Valuation Comparison

## Ex 10: 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 (%)    |
| Beijing Kaiwen Edu.    | 002659 CH | China     | na           | na          | na          | 31.8        | 1.0        | 0.9        | 25.6        | 13.0       | na            | na         |
| NIIT Ltd               | NIIT IN   | India     | 19.4         | 22.1        | 26.3        | 21.5        | 3.2        | 2.9        | 14.0        | 12.0       | 1.7           | 2.0        |
| Huali University Group | 1756 HK   | Hong Kong | (4.9)        | 23.5        | 4.3         | 3.5         | 0.5        | 0.4        | 5.9         | 4.9        | 9.1           | 11.2       |
| China New Higher Edu.  | 2001 HK   | Hong Kong | 31.3         | 17.7        | 9.6         | 7.3         | 2.0        | 1.7        | 8.0         | 6.5        | 3.0           | 4.0        |
| Minsheng Education     | 1569 HK   | Hong Kong | 289.7        | 25.7        | 6.7         | 5.3         | 0.9        | 0.8        | 3.7         | 3.2        | 3.9           | 5.0        |
| SISB Pcl               | SISB TB   | Thailand  | 1.0          | 52.8        | 55.7        | 36.5        | 5.0        | 4.6        | 26.4        | 20.0       | 0.8           | 1.2        |
| <b>Average</b>         |           |           | <b>67.3</b>  | <b>28.4</b> | <b>20.5</b> | <b>17.7</b> | <b>2.1</b> | <b>1.9</b> | <b>13.9</b> | <b>9.9</b> | <b>3.7</b>    | <b>4.7</b> |

Sources: Company data, Thanachart estimates

Note: \* Thanachart estimates, using normalized EPS

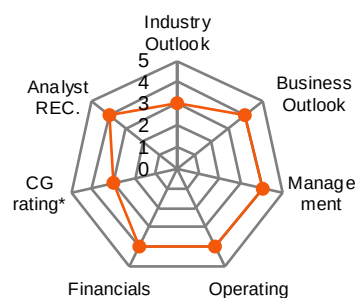
Based on 18-Oct-2021 closing prices

## COMPANY DESCRIPTION

SISB Public Company Limited (SISB) provides educational services in Thailand. The school offers various subjects such as languages, sciences, social studies, and maths, as well as music, dance, art, and sports. With four campuses in Bangkok, Samutprakarn and Chiangmai and more than 2,600 students, it is one of the biggest school groups in Thailand.

Source: Thanachart

## COMPANY RATING



## Rating Scale

|             |   |
|-------------|---|
| Very Strong | 5 |
| Strong      | 4 |
| Good        | 3 |
| Fair        | 2 |
| Weak        | 1 |
| None        | 0 |

Source: Thanachart; \* CG Rating

## THANACHART'S SWOT ANALYSIS

## S — Strength

- Solid brand perception and awareness.
- Economies of scale allow it to offer mid-range tuition fees and broaden targeted households.
- Robust financial status.

## O — Opportunity

- Growing demand for international schools in Thailand.
- Opportunities to expand in AEC markets.
- Business diversification.

## W — Weakness

- Three out of four campuses are located on leased land, so there is a risk pertaining to lease contract extensions.
- Teachers are the key to its success, so a shortage of teachers presents a risk.

## T — Threat

- Intense competition.
- Ageing society trend.
- Laws and regulations for operating schools.

## CONSENSUS COMPARISON

|                       | Consensus | Thanachart | Diff    |
|-----------------------|-----------|------------|---------|
| Target price (Bt)     | 11.23     | 12.00      | 7%      |
| Net profit 21F (Bt m) | 193       | 177        | -8%     |
| Net profit 22F (Bt m) | 270       | 271        | 0%      |
| Consensus REC         | BUY: 3    | HOLD: 1    | SELL: 0 |

## HOW ARE WE DIFFERENT FROM THE STREET?

- Our earnings estimate for 2021F is 8% lower than the Bloomberg consensus number, likely due to us having a more conservative assumption for SISB's student number growth.
- However, our DCF-based TP is 7% higher than the Street's, which we attribute to us being more bullish on its long-term earnings growth.

Sources: Bloomberg consensus, Thanachart estimates

## RISKS TO OUR INVESTMENT CASE

- A weak economic situation in Thailand would represent the key downside risk to our student and tuition-fee-growth assumptions.
- A continuation of the COVID-19 crisis would also represent a secondary downside risk to our student and tuition-fee-growth assumptions.
- If the company can't increase its tuition fees to offset rising teacher costs, this would negatively impact our gross-margin assumptions and therefore our net-profit forecasts.
- To comply with the government's strict regulations, the company may incur extra costs, which would negatively impact our gross-margin assumptions and our net-profit forecasts. This is a secondary downside risk to our call.

Source: Thanachart

## INCOME STATEMENT

| FY ending Dec (Bt m)              | 2019A      | 2020A      | 2021F      | 2022F      | 2023F      |
|-----------------------------------|------------|------------|------------|------------|------------|
| Sales                             | 1,095      | 1,048      | 1,025      | 1,206      | 1,439      |
| Cost of sales                     | 634        | 601        | 564        | 649        | 767        |
| <b>Gross profit</b>               | <b>461</b> | <b>447</b> | <b>462</b> | <b>557</b> | <b>672</b> |
| % gross margin                    | 42.1%      | 42.7%      | 45.0%      | 46.2%      | 46.7%      |
| Selling & administration expenses | 272        | 276        | 277        | 289        | 324        |
| <b>Operating profit</b>           | <b>189</b> | <b>172</b> | <b>185</b> | <b>267</b> | <b>348</b> |
| % operating margin                | 17.3%      | 16.4%      | 18.0%      | 22.2%      | 24.2%      |
| Depreciation & amortization       | 126        | 156        | 162        | 183        | 202        |
| <b>EBITDA</b>                     | <b>316</b> | <b>328</b> | <b>347</b> | <b>450</b> | <b>550</b> |
| % EBITDA margin                   | 28.8%      | 31.3%      | 33.8%      | 37.3%      | 38.2%      |
| Non-operating income              | 34         | 28         | 16         | 26         | 32         |
| Non-operating expenses            | (1)        | (0)        | 0          | 0          | 0          |
| Interest expense                  | (3)        | (26)       | (24)       | (22)       | (21)       |
| <b>Pre-tax profit</b>             | <b>220</b> | <b>174</b> | <b>177</b> | <b>271</b> | <b>359</b> |
| Income tax                        | 2          | (1)        | 2          | 3          | 4          |
| <b>After-tax profit</b>           | <b>217</b> | <b>175</b> | <b>175</b> | <b>269</b> | <b>355</b> |
| % net margin                      | 19.9%      | 16.7%      | 17.1%      | 22.3%      | 24.7%      |
| Shares in affiliates' Earnings    | 3          | 1          | 2          | 2          | 2          |
| Minority interests                | 0          | 0          | 0          | 0          | 0          |
| Extraordinary items               | 0          | (15)       | 0          | 0          | 0          |
| <b>NET PROFIT</b>                 | <b>221</b> | <b>160</b> | <b>177</b> | <b>271</b> | <b>357</b> |
| <b>Normalized profit</b>          | <b>221</b> | <b>175</b> | <b>177</b> | <b>271</b> | <b>357</b> |
| EPS (Bt)                          | 0.2        | 0.2        | 0.2        | 0.3        | 0.4        |
| Normalized EPS (Bt)               | 0.2        | 0.2        | 0.2        | 0.3        | 0.4        |

After COVID-19 subsides,  
we expect SISB's  
earnings to turn around  
strongly from 2022F

## BALANCE SHEET

| FY ending Dec (Bt m)            | 2019A        | 2020A        | 2021F        | 2022F        | 2023F        |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>ASSETS:</b>                  |              |              |              |              |              |
| Current assets:                 | 1,172        | 1,098        | 867          | 1,053        | 1,153        |
| Cash & cash equivalent          | 1,096        | 1,008        | 780          | 950          | 1,030        |
| Account receivables             | 56           | 77           | 75           | 88           | 105          |
| Inventories                     | 8            | 7            | 7            | 8            | 9            |
| Others                          | 11           | 6            | 6            | 7            | 9            |
| Investments & loans             | 54           | 54           | 54           | 54           | 54           |
| Net fixed assets                | 1,419        | 1,556        | 1,794        | 1,812        | 1,960        |
| Other assets                    | 56           | 458          | 462          | 467          | 472          |
| <b>Total assets</b>             | <b>2,701</b> | <b>3,166</b> | <b>3,178</b> | <b>3,386</b> | <b>3,639</b> |
| <b>LIABILITIES:</b>             |              |              |              |              |              |
| Current liabilities:            | 571          | 626          | 621          | 631          | 641          |
| Account payables                | 41           | 77           | 72           | 83           | 98           |
| Bank overdraft & ST loans       | 0            | 0            | 0            | 0            | 0            |
| Current LT debt                 | 19           | 17           | 19           | 17           | 11           |
| Others current liabilities      | 511          | 532          | 530          | 531          | 532          |
| <b>Total LT debt</b>            | <b>58</b>    | <b>60</b>    | <b>64</b>    | <b>57</b>    | <b>39</b>    |
| Others LT liabilities           | 253          | 604          | 515          | 550          | 594          |
| <b>Total liabilities</b>        | <b>882</b>   | <b>1,289</b> | <b>1,200</b> | <b>1,238</b> | <b>1,274</b> |
| Minority interest               | 0            | 0            | 0            | 0            | 0            |
| Preferreds shares               | 0            | 0            | 0            | 0            | 0            |
| Paid-up capital                 | 470          | 470          | 470          | 470          | 470          |
| Share premium                   | 1,128        | 1,128        | 1,128        | 1,128        | 1,128        |
| Warrants                        | 0            | 0            | 0            | 0            | 0            |
| Surplus                         | 0            | 0            | 0            | 0            | 0            |
| <b>Retained earnings</b>        | <b>221</b>   | <b>279</b>   | <b>381</b>   | <b>550</b>   | <b>767</b>   |
| Shareholders' equity            | 1,819        | 1,877        | 1,979        | 2,148        | 2,365        |
| <b>Liabilities &amp; equity</b> | <b>2,701</b> | <b>3,166</b> | <b>3,178</b> | <b>3,386</b> | <b>3,639</b> |

SISB's balance sheet  
looks strong and it is in a  
net cash position

Sources: Company data, Thanachart estimates

## CASH FLOW STATEMENT

| FY ending Dec (Bt m)              | 2019A        | 2020A        | 2021F        | 2022F        | 2023F        |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Earnings before tax               | 220          | 174          | 177          | 271          | 359          |
| Tax paid                          | (2)          | (0)          | (1)          | (3)          | (4)          |
| Depreciation & amortization       | 126          | 156          | 162          | 183          | 202          |
| Chg In working capital            | (6)          | 16           | (3)          | (3)          | (3)          |
| Chg In other CA & CL / minorities | 38           | 53           | 1            | 2            | 1            |
| <b>Cash flow from operations</b>  | <b>376</b>   | <b>399</b>   | <b>336</b>   | <b>450</b>   | <b>555</b>   |
| Capex                             | (160)        | (293)        | (400)        | (200)        | (350)        |
| Right of use                      | 0            | (348)        | (5)          | (5)          | (5)          |
| ST loans & investments            | 0            | 0            | 0            | 0            | 0            |
| LT loans & investments            | (3)          | (1)          | 0            | 0            | 0            |
| Adj for asset revaluation         | 0            | 0            | 0            | 0            | 0            |
| Chg In other assets & liabilities | (7)          | 255          | (88)         | 35           | 44           |
| <b>Cash flow from investments</b> | <b>(170)</b> | <b>(386)</b> | <b>(493)</b> | <b>(170)</b> | <b>(311)</b> |
| Debt financing                    | 6            | 1            | 5            | (9)          | (23)         |
| Capital increase                  | (49)         | 0            | 0            | 0            | 0            |
| Dividends paid                    | 0            | (94)         | (76)         | (101)        | (141)        |
| Warrants & other surplus          | 49           | (8)          | 0            | 0            | 0            |
| <b>Cash flow from financing</b>   | <b>6</b>     | <b>(101)</b> | <b>(70)</b>  | <b>(110)</b> | <b>(164)</b> |
| <b>Free cash flow</b>             | <b>217</b>   | <b>106</b>   | <b>(64)</b>  | <b>250</b>   | <b>205</b>   |

*We factor in Bt950m of capex over 2021-23F for the Thonburi campus's phase 2 and the new Nonthaburi campus*

## VALUATION

| FY ending Dec                       | 2019A | 2020A | 2021F | 2022F | 2023F |
|-------------------------------------|-------|-------|-------|-------|-------|
| Normalized PE (x)                   | 44.7  | 56.3  | 55.7  | 36.5  | 27.6  |
| Normalized PE - at target price (x) | 51.1  | 64.4  | 63.7  | 41.7  | 31.6  |
| PE (x)                              | 44.7  | 61.7  | 55.7  | 36.5  | 27.6  |
| PE - at target price (x)            | 51.1  | 70.5  | 63.7  | 41.7  | 31.6  |
| EV/EBITDA (x)                       | 28.0  | 27.3  | 26.4  | 20.0  | 16.2  |
| EV/EBITDA - at target price (x)     | 32.5  | 31.6  | 30.5  | 23.1  | 18.7  |
| P/BV (x)                            | 5.4   | 5.3   | 5.0   | 4.6   | 4.2   |
| P/BV - at target price (x)          | 6.2   | 6.0   | 5.7   | 5.3   | 4.8   |
| P/CFO (x)                           | 26.2  | 24.8  | 29.4  | 22.0  | 17.8  |
| Price/sales (x)                     | 9.0   | 9.4   | 9.6   | 8.2   | 6.9   |
| Dividend yield (%)                  | 1.0   | 0.7   | 0.8   | 1.2   | 1.6   |
| FCF Yield (%)                       | 2.2   | 1.1   | (0.7) | 2.5   | 2.1   |
| <b>(Bt)</b>                         |       |       |       |       |       |
| Normalized EPS                      | 0.2   | 0.2   | 0.2   | 0.3   | 0.4   |
| EPS                                 | 0.2   | 0.2   | 0.2   | 0.3   | 0.4   |
| DPS                                 | 0.1   | 0.1   | 0.1   | 0.1   | 0.2   |
| BV/share                            | 1.9   | 2.0   | 2.1   | 2.3   | 2.5   |
| CFO/share                           | 0.4   | 0.4   | 0.4   | 0.5   | 0.6   |
| FCF/share                           | 0.2   | 0.1   | (0.1) | 0.3   | 0.2   |

Sources: Company data, Thanachart estimates

*Given its solid fundamentals, SISB deserves a premium valuation, in our view*

**FINANCIAL RATIOS**

| <b>FY ending Dec</b>             | <b>2019A</b> | <b>2020A</b> | <b>2021F</b> | <b>2022F</b> | <b>2023F</b> |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Growth Rate</b>               |              |              |              |              |              |
| Sales (%)                        | 17.5         | (4.3)        | (2.2)        | 17.6         | 19.3         |
| Net profit (%)                   | 113.4        | (27.6)       | 10.7         | 52.8         | 32.1         |
| EPS (%)                          | 113.4        | (27.6)       | 10.7         | 52.8         | 32.1         |
| Normalized profit (%)            | 113.4        | (20.7)       | 1.1          | 52.8         | 32.1         |
| Normalized EPS (%)               | 113.4        | (20.7)       | 1.1          | 52.8         | 32.1         |
| Dividend payout ratio (%)        | 42.6         | 44.7         | 45.0         | 45.0         | 45.0         |
| <b>Operating performance</b>     |              |              |              |              |              |
| Gross margin (%)                 | 42.1         | 42.7         | 45.0         | 46.2         | 46.7         |
| Operating margin (%)             | 17.3         | 16.4         | 18.0         | 22.2         | 24.2         |
| EBITDA margin (%)                | 28.8         | 31.3         | 33.8         | 37.3         | 38.2         |
| Net margin (%)                   | 19.9         | 16.7         | 17.1         | 22.3         | 24.7         |
| D/E (incl. minor) (x)            | 0.0          | 0.0          | 0.0          | 0.0          | 0.0          |
| Net D/E (incl. minor) (x)        | (0.6)        | (0.5)        | (0.4)        | (0.4)        | (0.4)        |
| Interest coverage - EBIT (x)     | 69.7         | 6.6          | 7.8          | 12.3         | 16.5         |
| Interest coverage - EBITDA (x)   | 116.1        | 12.6         | 14.6         | 20.8         | 26.0         |
| ROA - using norm profit (%)      | 8.6          | 6.0          | 5.6          | 8.2          | 10.2         |
| ROE - using norm profit (%)      | 12.9         | 9.5          | 9.2          | 13.1         | 15.8         |
| <b>DuPont</b>                    |              |              |              |              |              |
| ROE - using after tax profit (%) | 12.7         | 9.4          | 9.1          | 13.0         | 15.7         |
| - asset turnover (x)             | 0.4          | 0.4          | 0.3          | 0.4          | 0.4          |
| - operating margin (%)           | 20.3         | 19.1         | 19.6         | 24.3         | 26.4         |
| - leverage (x)                   | 1.5          | 1.6          | 1.6          | 1.6          | 1.6          |
| - interest burden (%)            | 98.8         | 87.0         | 88.2         | 92.6         | 94.4         |
| - tax burden (%)                 | 98.9         | 100.4        | 98.9         | 98.9         | 98.9         |
| WACC (%)                         | 9.7          | 9.7          | 9.7          | 9.7          | 9.7          |
| ROIC (%)                         | 23.9         | 21.6         | 19.3         | 20.6         | 27.1         |
| NOPAT (Bt m)                     | 187          | 172          | 183          | 264          | 345          |
| invested capital (Bt m)          | 799          | 946          | 1,281        | 1,272        | 1,385        |

Sources: Company data, Thanachart estimates



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