

BUY (Unchanged)

Change in Numbers

TP: Bt 30.00

Upside : 49.3%

(Unchanged)

5 JANUARY 2022

Small Cap Research

Siam Global House Pcl (GLOBAL TB)

Undervalued

We see GLOBAL as an undervalued growth stock. At a 24.3x 2022F PE, it is below the sector's 30.8x and its 34.7x five-year PE pre-COVID. Without steel-price benefit, we forecast a 20% three-year EPS CAGR. The long-term outlook is promising from branch expansion into 2nd-tier districts upcountry and increasing overseas exposure. BUY

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Reaffirm BUY as a top sector pick

We reiterate our BUY call on GLOBAL as a top sector pick in addition to COM7 (COM7 TB, Bt83.25, BUY). First, despite outperforming during COVID with earnings hitting a new record in 2021F and likely in the years to come, the stock is trading at a 2022F PE of 24.3x, the sector's 2nd cheapest after MC's 18.4x, vs. a 30.8x sector average and its 34.7x PE over 2015-19. Second, we believe fears of a steel-price decline are already reflected in its valuation for conservative EPS growth of 18-21% each over 2022-24F. Third, long-term growth looks promising, with store numbers in Thailand set to almost double in ten years from 75 branches in 2021 to 145 by 2031F; and it is currently expanding overseas to five countries.

A 20% EPS CAGR over 2021-24F

We forecast 2021 to have been a very strong year with 64% profit growth, boosted by 18.6% same-store sales (SSS) growth (recovering from -9% for 2020 on the COVID impact and rising sales from more modernized stores post renovation), 83bp gross-margin expansion from higher private label sales to 21% in 2021F from 19.5% in 2020, and a 41% steel-price increase. Assuming no further steel benefit, we project strong 18/21/20% EPS growth over 2022-24F from 7 new stores/year, 4-5% SSS growth and 34-46bp gross-margin expansion. In this note, we are fine-tuning our earnings on our lower gross-margin assumptions, but higher-than-expected SSS growth this year and higher overseas profit contribution. Our DCF TP is unchanged at Bt30.

Growing international exposure

In 4Q21, GLOBAL disclosed two new international investments: a 55% JV to launch home improvement stores in the Philippines (plan to open at least three branches by 2024) and a 12.75% investment (jointly with SCG) in PT Caturkarda Depo Bangunan Tbk, a home improvement retailer operating ten Depo Bangunan stores in Indonesia, which recorded a Bt240m profit for 2020. Adding to its current exposure in three countries, Cambodia (55%), Laos (34%) and Myanmar (30%), where all are making a profit, we forecast the international business to contribute 2.8/3.3/4.2% to 2022-24F profit, from 2.7% for 2021F.

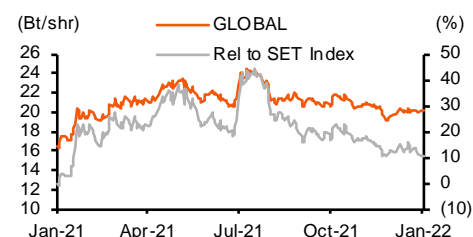
Strong 4Q21F

We forecast the company to deliver a 4Q21F net profit of Bt620m, up 92% y-y but down 6% q-q on higher SG&A expenses in 4Q. We expect these strong results y-y to come from 13% SSS growth (SSS beat 4Q19 by 9%), sales from four new stores opened this year (store numbers up from 71 last year to 75 in 2021F), and a widening gross margin by 183bp y-y to 23.67% (flat q-q) on an accounting adjustment on rebate income in 4Q20.

COMPANY VALUATION

Y/E Dec (Bt m)	2020A	2021F	2022F	2023F
Sales	26,803	33,546	36,772	40,763
Net profit	1,956	3,217	3,799	4,580
Consensus NP	—	3,179	3,466	3,951
Diff frm cons (%)	—	1.2	9.6	15.9
Norm profit	1,956	3,217	3,799	4,580
Prev. Norm profit	—	3,193	3,839	4,617
Chg frm prev (%)	—	0.7	(1.0)	(0.8)
Norm EPS (Bt)	0.4	0.7	0.8	1.0
Norm EPS grw (%)	(6.9)	64.0	18.0	20.6
Norm PE (x)	47.1	28.7	24.3	20.2
EV/EBITDA (x)	32.3	22.6	19.2	15.9
P/BV (x)	5.4	4.8	4.3	3.8
Div yield (%)	1.1	1.4	1.6	2.0
ROE (%)	11.9	17.8	18.6	19.8
Net D/E (%)	76.4	62.7	53.2	44.9

PRICE PERFORMANCE



COMPANY INFORMATION

Price as of 5-Jan-22 (Bt)	20.10
Market Cap (US\$ m)	2,786.4
Listed Shares (m shares)	4,601.7
Free Float (%)	32.1
Avg Daily Turnover (US\$ m)	8.1
12M Price H/L (Bt)	24.40/16.26
Sector	Commerce
Major Shareholder	SCG Distribution Co.,Ltd 32.27%

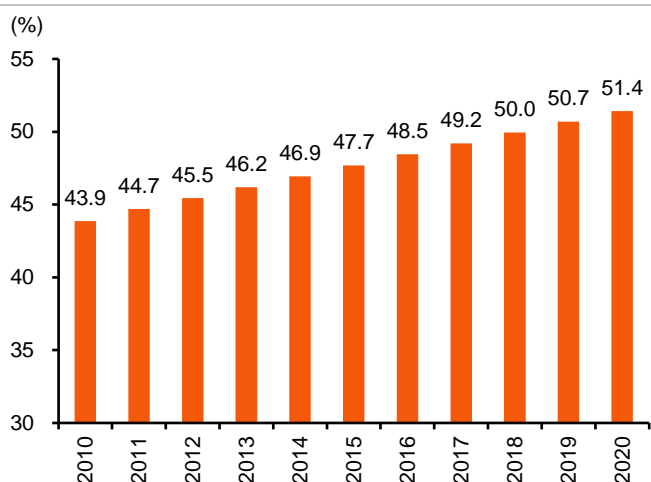
Sources: Bloomberg, Company data, Thanachart estimates

Ex 1: Key Assumptions Changes

	2021F	2022F	2023F	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F
SSSG (%)												
New	18.6	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Old	16.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
New stores - Thailand												
New	4	7	7	7	7	7	7	7	7	7	7	0
Old	5	6	7	7	7	7	7	7	7	7	7	0
Store number (YE) - Thailand												
New	75	82	89	96	103	110	117	124	131	138	145	145
Old	76	82	89	96	103	110	117	124	131	138	145	145
Gross margin (%)												
New	24.7	25.1	25.5	26.0	26.4	26.9	27.4	27.8	28.3	28.7	28.9	29.1
Old	25.5	25.9	26.3	26.8	27.2	27.7	28.1	28.6	29.0	29.5	29.7	29.9
House brand sales mix (%) - unchanged	21	22	23	24	25	26	27	28	29	30	30	30
Overseas stores (YE)	25	30	36	40	42	44	45	46	47	48	49	49
Cambodia	1	2	3	4	4	4	4	4	4	4	4	4
Philippines	0	0	2	3	3	3	3	3	3	3	3	3
Laos	6	7	8	8	9	9	10	10	11	11	12	12
Myanmar	8	9	9	10	10	11	11	12	12	13	13	13
Indonesia	10	12	14	15	16	17	17	17	17	17	17	17
Overseas profit (Bt m)	86	106	151	233	299	325	354	382	413	446	469	491
Cambodia, Philippines (55%)	25	33	69	144	201	219	238	258	279	302	316	332
Equity income (Laos-34%, Myanmar-30%)	61	67	74	81	89	97	105	113	123	132	140	146
Dividend income (Indonesia-6.38%)	1	7	7	8	9	10	10	11	12	12	13	13
Overseas profit contribution (%)	2.7	2.8	3.3	4.2	4.6	4.4	4.2	4.1	3.9	3.8	3.7	3.6
Normalized profit (Bt m)												
New	3,217	3,799	4,580	5,503	6,504	7,368	8,349	9,392	10,541	11,801	12,802	13,656
Old	3,193	3,839	4,617	5,537	6,525	7,393	8,357	9,381	10,509	11,744	12,730	13,569
Change (%)	1	(1)	(1)	(1)	(0)	(0)	(0)	0	0	0	1	1

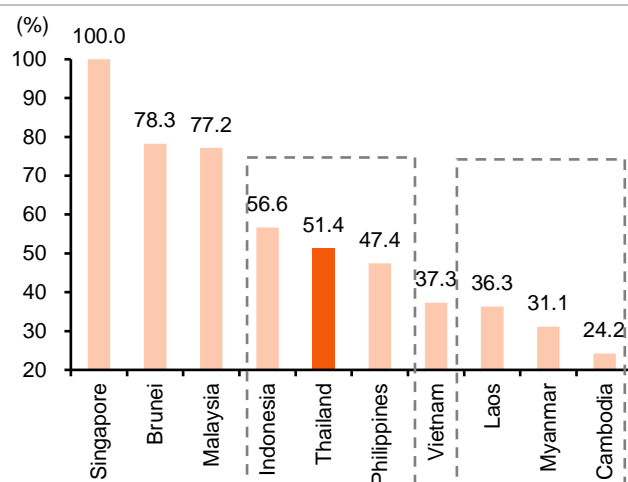
Source: Thanachart estimates

Ex 2: Thailand's Urbanization



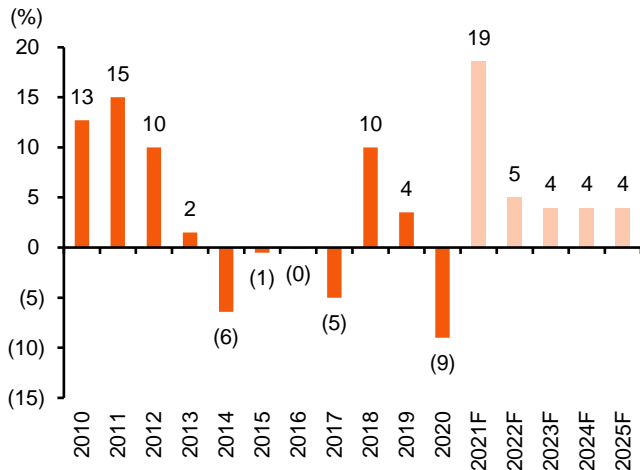
Source: www.statista.com

Ex 3: Urbanization In Southeast Asia



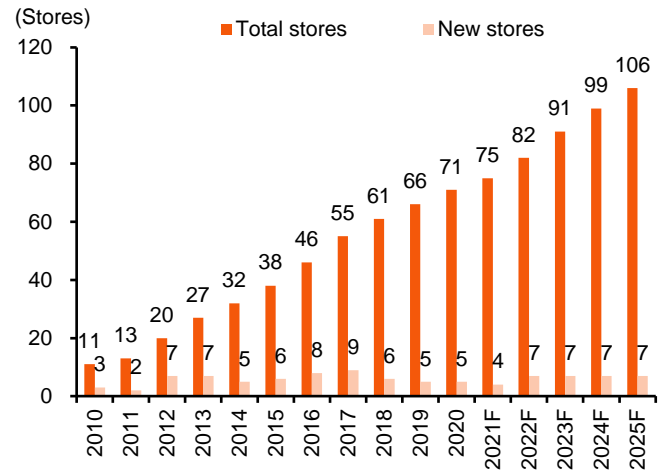
Source: www.statista.com

Ex 4: Yearly SSSG



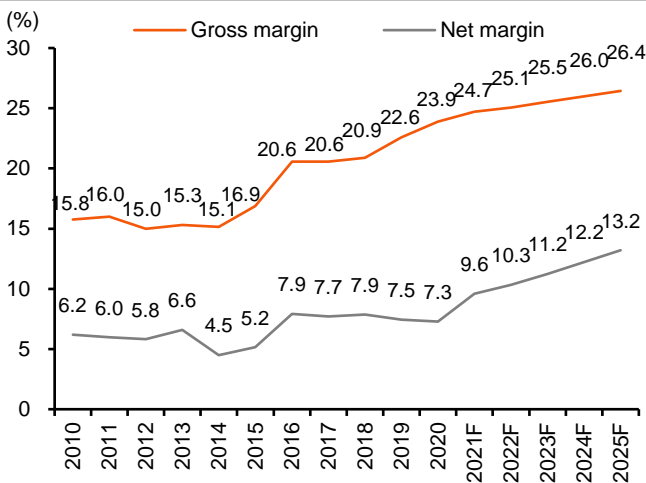
Sources: Company data, Thanachart estimates

Ex 5: Branch Expansion – Thailand



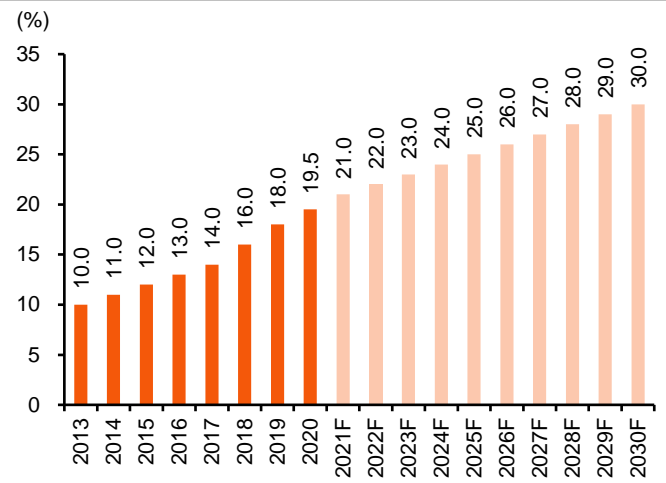
Sources: Company data, Thanachart estimates

Ex 6: Gross Margin Expansion



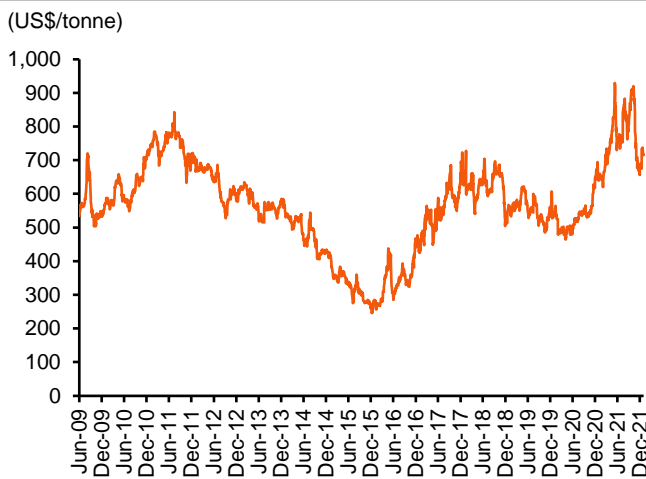
Sources: Company data, Thanachart estimates

Ex 7: Private-Label Sales Mix



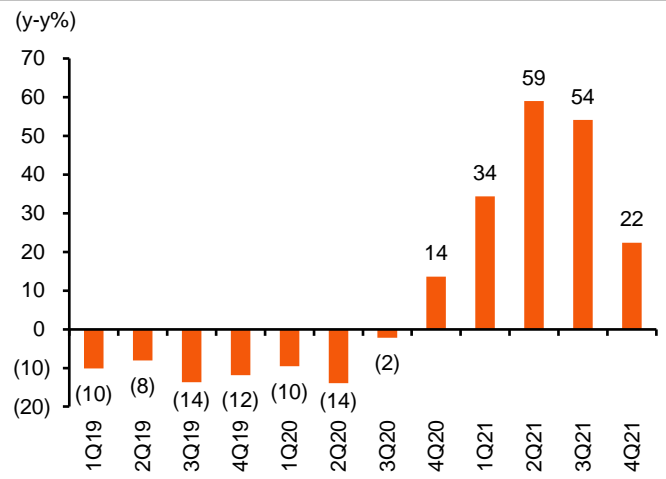
Sources: Company data, Thanachart estimates

Ex 8: Steel Prices



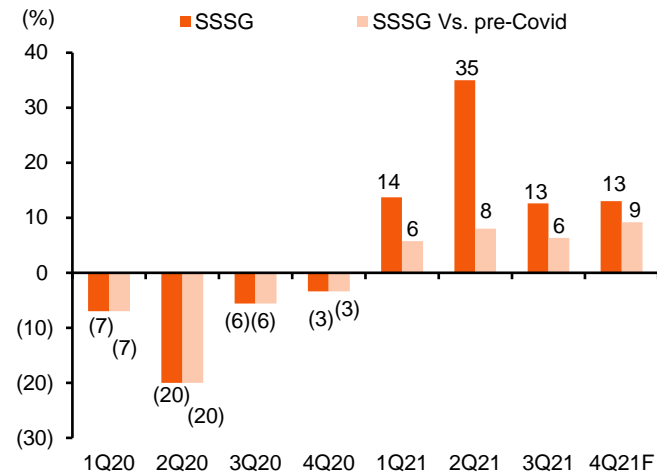
Source: Bloomberg

Ex 9: Steel Price Change



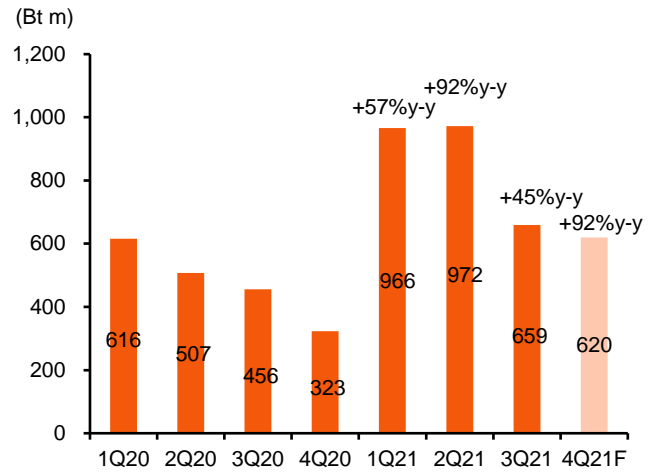
Sources: Bloomberg, Thanachart

Ex 10: Quarterly SSSG And SSSG Vs. Pre-Covid



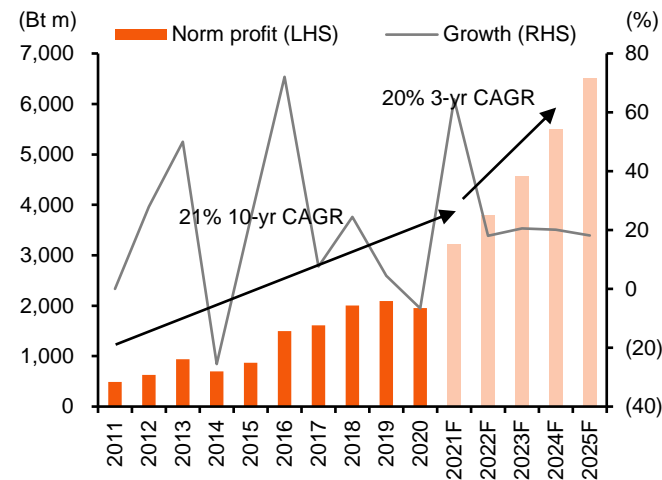
Sources: Company data, Thanachart estimates

Ex 11: Quarterly Net Profit



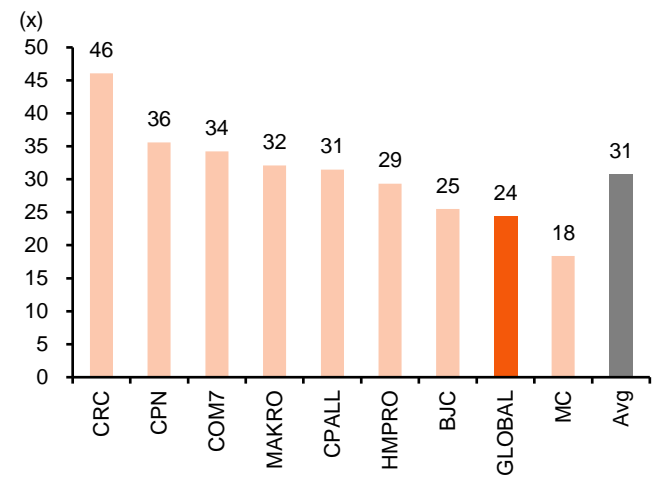
Sources: Company data, Thanachart estimates

Ex 12: Profit Profile



Sources: Company data, Thanachart estimates

Ex 13: Retail Sector Valuation – 2022F PE



Sources: Company data, Thanachart estimates

Ex 14: 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	5,358	6,419	7,606	8,812	9,876	11,037	12,302	13,678	15,175	16,303	17,198	
Free cash flow	2,276	2,472	5,290	7,207	8,509	7,522	8,608	9,788	11,069	14,072	15,126	235,781
PV of free cash flow	2,270	2,135	4,244	5,374	5,770	4,719	4,996	5,256	5,499	6,469	6,136	95,647
Risk-free rate (%)	2.5											
Market risk premium (%)	8.0											
Beta	1.0											
WACC (%)	7.6											
Terminal growth (%)	2.0											
Enterprise value - add investments	150,514.8											
Net debt (2021F)	12,217.0											
Minority interest	249.8											
Equity value	138,048.1											
# of shares (m)	4,601.7											
Equity value / share (Bt)	30.00											

Investment: (Bt m)

Land @ Muang Thong Thani 2,000

Sources: Company data, Thanachart estimates

Valuation Comparison

Ex 15: 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	101.2	10.8	1.3	1.8	9.8	6.3	0.0	0.3
J Sainsbury PLC	SBRY LN	Britain	(44.4)	97.3	23.2	11.8	0.8	0.9	6.3	5.5	5.7	4.5
Tesco	TSCO LN	Britain	(53.0)	102.0	26.4	13.1	1.3	1.6	9.2	7.5	3.0	3.8
Carrefour SA	CA FP	France	13.6	15.3	11.7	10.2	1.3	1.2	6.6	6.1	3.3	3.8
Casino Guichard	CO FP	France	26.0	21.1	11.8	9.7	0.8	0.7	7.3	7.0	4.5	5.3
L'Oreal SA	OR FP	France	21.8	11.2	49.2	44.3	7.9	7.4	30.2	27.6	1.1	1.2
Alimentation Couche	ATD/B CN	Canada	22.7	0.6	21.1	21.0	4.6	4.1	10.2	10.1	0.6	0.7
Aeon	8267 JP	Japan	na	na	na	92.9	2.3	2.4	9.9	8.5	1.3	1.3
Kao Corporation	4452 JP	Japan	(3.2)	10.4	23.8	21.5	3.1	2.9	11.8	10.9	2.4	2.5
Lion Corporation	4912 JP	Japan	(26.0)	0.8	20.7	20.5	1.8	1.7	9.2	8.7	1.5	1.6
Shiseido Co. Ltd	4911 JP	Japan	na	49.7	69.0	46.1	5.2	4.8	25.4	17.1	0.8	0.9
Lawson	2651 JP	Japan	(56.6)	109.5	61.5	29.4	2.1	2.0	5.1	4.4	2.7	2.7
Seven & I Holdings	3382 JP	Japan	(25.7)	29.8	29.3	22.6	1.7	1.7	10.8	8.7	1.9	2.0
Lotte Corp	004990 KS	South Korea	na	(4.3)	7.4	7.7	0.3	0.3	9.3	9.2	3.4	3.4
Shinsegae	004170 KS	South Korea	na	4.9	8.8	8.3	0.7	0.6	7.5	7.3	0.8	0.8
Amore Pacific Group	002790 KS	South Korea	na	(8.9)	17.4	19.1	1.2	1.1	5.9	5.1	0.8	0.7
Best Buy Co Inc	BBY US	USA	27.4	(6.2)	10.4	11.1	6.2	6.0	5.7	6.0	2.1	2.7
Wal-Mart Stores	WMT US	USA	14.8	5.0	22.1	21.1	4.7	4.3	11.6	11.2	1.5	1.5
Home Depot Inc	HD US	USA	29.4	4.4	26.6	25.4	567.9	na	18.2	17.7	1.5	1.6
Yonghui Superstores	601933 CH	China	na	na	na	72.7	2.4	2.4	314.5	25.7	1.0	0.5
Sa International	178 HK	Hong Kong	na	na	na	na	3.4	4.3	na	na	0.0	0.0
Dairy Farm Intl Hldgs	DFI SP	Hong Kong	(44.3)	99.0	30.4	15.3	3.2	3.0	11.9	10.8	3.1	4.8
President Chain Store	2912 TT	Taiwan	(12.3)	26.8	31.9	25.2	8.4	7.8	12.2	11.9	2.8	3.5
7-Eleven Malaysia	SEM MK	Malaysia	(43.8)	125.9	55.6	24.6	20.0	18.3	10.0	8.5	1.7	3.3
Berli Jucker *	BJC TB	Thailand	(0.5)	25.7	32.0	25.5	1.1	1.1	13.4	13.0	1.6	2.0
COM7 *	COM7 TB	Thailand	44.3	39.6	47.8	34.2	22.2	18.6	31.8	23.7	1.7	2.4
CP All *	CPALL TB	Thailand	(37.9)	84.8	58.2	31.5	5.4	4.8	17.0	14.4	0.9	1.6
Central Pattana *	CPN TB	Thailand	(49.9)	163.1	93.6	35.6	3.4	3.1	23.1	16.1	0.9	1.4
Central Retail Corp. *	CRC TB	Thailand	na	na	na	46.0	3.9	3.6	14.2	10.2	0.0	0.9
Siam Global House *	GLOBAL TB	Thailand	64.0	18.0	28.7	24.3	4.8	4.3	22.6	19.2	1.4	1.6
Home Product*	HMPRO TB	Thailand	4.1	21.2	35.5	29.3	8.7	8.0	19.0	16.5	2.3	2.7
Siam Makro *	MAKRO TB	Thailand	(5.0)	16.4	37.4	32.1	1.5	1.5	24.9	38.7	1.1	2.5
Mc Group *	MC TB**	Thailand	(11.5)	32.0	18.4	13.9	2.0	2.0	7.7	6.8	5.5	7.2
Average			(9.3)	39.1	34.9	26.8	21.4	4.0	22.9	12.5	1.9	2.3

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

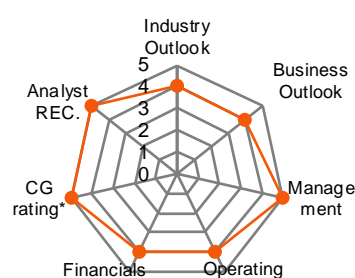
Based on 5 January 2022 closing price

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 75 stores located upcountry in Thailand and one store in Cambodia (55%). It also invests overseas in home improvement business in Myanmar (30%), Laos (34%) and Indonesia (6.38%).

Source: Thanachart

COMPANY RATING



Rating Scale

Excellent	5
Good	4
Fair	3
Weak	2
Very Weak	1
None	0

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, Bt388.00, 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 and South East Asia 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)	3,179	3,217	1%
Net profit 22F (Bt m)	3,466	3,799	10%
Consensus REC	BUY: 12	HOLD: 3	SELL: 1

HOW ARE WE DIFFERENT FROM THE STREET?

- Our 2021-22F net profits are 1-10% above the Bloomberg consensus estimates, likely as a result of us assuming a higher SSSG, gross margin and overseas profit.
- Our TP is then higher than the Street's by 15%.

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	33,546	36,772	40,763
Cost of sales	21,741	20,401	25,253	27,556	30,359
Gross profit	6,340	6,402	8,293	9,216	10,404
% gross margin	22.6%	23.9%	24.7%	25.1%	25.5%
Selling & administration expenses	4,038	4,301	4,914	5,130	5,401
Operating profit	2,302	2,101	3,378	4,086	5,003
% operating margin	8.2%	7.8%	10.1%	11.1%	12.3%
Depreciation & amortization	931	1,164	1,247	1,350	1,497
EBITDA	3,232	3,265	4,625	5,436	6,500
% EBITDA margin	11.5%	12.2%	13.8%	14.8%	15.9%
Non-operating income	544	552	722	797	864
Non-operating expenses	0	0	0	0	0
Interest expense	(268)	(246)	(183)	(223)	(234)
Pre-tax profit	2,577	2,407	3,917	4,661	5,632
Income tax	493	455	744	909	1,098
After-tax profit	2,085	1,952	3,173	3,752	4,534
% net margin	7.4%	7.3%	9.5%	10.2%	11.1%
Shares in affiliates' Earnings	29	23	61	67	74
Minority interests	(21)	(20)	(17)	(20)	(28)
Extraordinary items	0	0	0	0	0
NET PROFIT	2,093	1,956	3,217	3,799	4,580
Normalized profit	2,093	1,956	3,217	3,799	4,580
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
ASSETS:					
Current assets:	18,179	16,184	18,233	19,047	20,103
Cash & cash equivalent	1,299	1,224	1,287	1,178	1,234
Account receivables	1,271	666	1,379	2,015	2,234
Inventories	15,603	14,287	15,567	15,854	16,635
Others	7	7	0	0	0
Investments & loans	815	838	838	838	838
Net fixed assets	16,105	17,148	17,476	18,703	20,537
Other assets	887	1,850	1,985	2,041	2,109
Total assets	35,986	36,020	38,532	40,629	43,588
LIABILITIES:					
Current liabilities:	18,824	15,261	16,248	15,993	16,057
Account payables	3,399	2,988	3,805	4,152	4,575
Bank overdraft & ST loans	14,220	11,193	10,803	10,263	9,909
Current LT debt	953	884	1,350	1,283	1,239
Others current liabilities	252	197	289	295	335
Total LT debt	833	2,303	1,350	1,283	1,239
Others LT liabilities	198	1,242	1,436	1,441	1,448
Total liabilities	19,855	18,806	19,035	18,717	18,743
Minority interest	219	233	250	269	297
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)
Retained earnings	6,969	7,845	9,911	12,307	15,211
Shareholders' equity	15,912	16,981	19,247	21,643	24,547
Liabilities & equity	35,986	36,020	38,532	40,629	43,588

Sources: Company data, Thanachart estimates

CASH FLOW STATEMENT

Strong and sustainable cash flows, on our estimates

FY ending Dec (Bt m)	2019A	2020A	2021F	2022F	2023F
Earnings before tax	2,577	2,407	3,917	4,661	5,632
Tax paid	(457)	(502)	(677)	(898)	(1,064)
Depreciation & amortization	931	1,164	1,247	1,350	1,497
Chg In working capital	(1,623)	1,510	(1,176)	(576)	(577)
Chg In other CA & CL / minorities	45	(63)	(47)	(13)	21
Cash flow from operations	1,473	4,515	3,266	4,523	5,509
Capex	(2,577)	(2,207)	(1,500)	(2,500)	(3,250)
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	180	10	(21)
Cash flow from investments	(3,052)	(2,083)	(1,377)	(2,554)	(3,335)
Debt financing	3,074	(1,627)	(875)	(675)	(443)
Capital increase	200	200	200	0	0
Dividends paid	(823)	(863)	(1,151)	(1,403)	(1,676)
Warrants & other surplus	(235)	(218)	0	0	0
Cash flow from financing	2,217	(2,507)	(1,826)	(2,078)	(2,119)
Free cash flow	(1,104)	2,309	1,766	2,023	2,259

VALUATION

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

FY ending Dec	2019A	2020A	2021F	2022F	2023F
Normalized PE (x)	43.9	47.1	28.7	24.3	20.2
Normalized PE - at target price (x)	65.5	70.3	42.9	36.3	30.1
PE (x)	43.9	47.1	28.7	24.3	20.2
PE - at target price (x)	65.5	70.3	42.9	36.3	30.1
EV/EBITDA (x)	33.0	32.3	22.6	19.2	15.9
EV/EBITDA - at target price (x)	47.0	46.2	32.5	27.5	23.0
P/BV (x)	5.8	5.4	4.8	4.3	3.8
P/BV - at target price (x)	8.6	8.1	7.2	6.4	5.6
P/CFO (x)	62.4	20.4	28.3	20.4	16.8
Price/sales (x)	3.3	3.5	2.8	2.5	2.3
Dividend yield (%)	0.9	1.1	1.4	1.6	2.0
FCF Yield (%)	(1.2)	2.5	1.9	2.2	2.4
(Bt)					
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	1.0	1.2
FCF/share	(0.2)	0.5	0.4	0.4	0.5

Sources: Company data, Thanachart estimates

FINANCIAL RATIOS

We expect solid earnings growth in 2021F and a 20% CAGR in 2021-24F

FY ending Dec	2019A	2020A	2021F	2022F	2023F
Growth Rate					
Sales (%)	10.5	(4.6)	25.2	9.6	10.9
Net profit (%)	4.5	(6.6)	64.5	18.1	20.6
EPS (%)	4.2	(6.9)	64.0	18.0	20.6
Normalized profit (%)	4.5	(6.6)	64.5	18.1	20.6
Normalized EPS (%)	4.2	(6.9)	64.0	18.0	20.6
Dividend payout ratio (%)	41.2	51.9	40.0	40.0	40.0
Operating performance					
Gross margin (%)	22.6	23.9	24.7	25.1	25.5
Operating margin (%)	8.2	7.8	10.1	11.1	12.3
EBITDA margin (%)	11.5	12.2	13.8	14.8	15.9
Net margin (%)	7.4	7.3	9.5	10.2	11.1
D/E (incl. minor) (x)	1.0	0.8	0.7	0.6	0.5
Net D/E (incl. minor) (x)	0.9	0.8	0.6	0.5	0.4
Interest coverage - EBIT (x)	8.6	8.5	18.5	18.3	21.4
Interest coverage - EBITDA (x)	12.1	13.3	25.3	24.4	27.8
ROA - using norm profit (%)	6.2	5.4	8.6	9.6	10.9
ROE - using norm profit (%)	13.7	11.9	17.8	18.6	19.8
DuPont					
ROE - using after tax profit (%)	13.6	11.9	17.5	18.4	19.6
- asset turnover (x)	0.8	0.7	0.9	0.9	1.0
- operating margin (%)	10.1	9.9	12.2	13.3	14.4
- leverage (x)	2.2	2.2	2.1	1.9	1.8
- interest burden (%)	90.6	90.7	95.5	95.4	96.0
- tax burden (%)	80.9	81.1	81.0	80.5	80.5
WACC (%)	7.6	7.6	7.6	7.6	7.6
ROIC (%)	6.9	5.6	9.1	10.5	12.1
NOPAT (Bt m)	1,862	1,704	2,736	3,289	4,027
invested capital (Bt m)	30,619	30,136	31,464	33,294	35,699

Sources: Company data, Thanachart estimates

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