Downside: 11.1%

PATTADOL BUNNAK

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Osotspa Pcl (OSP TB)

New strategy bites

We expect OSP to start feeling the pain from its price increase strategy with an estimated 24% y-y and 17% q-q drop in its 2Q22F earnings. We believe the company has lost volume market share. We reaffirm our SELL call on the stock.

J

Likely weak 2Q22F results

We estimate OSP's 2Q22F norm earnings to come in at Bt620m, down 24% y-y and 17% q-q. The key drag should be domestic energy drink (51% of sales) which we estimate to fall 14% y-y and 15% q-q. The drop in sales despite its 20% price hike in April implies OSP has lost significant volume market share. However, note that the average price increase should be below 20% in 2Q22F since prices were not raised in all areas at the same time. Areas of growth were energy drink exports (16% of sales) which grew over 10% y-y and C-Vitt functional drink (16%), which grew over 10% in 2Q22F, on our estimate. There was some impact on the cost side from rising raw material and utilities costs.

Losing market share

Being the largest energy drink producer in Thailand, OSP raised the selling price of its main M-150 energy drink product by 20% to Bt12/bottle in April 2022, hoping to end its decades-long flat pricing of Bt10/bottle. It hoped that peers would follow suit amid the rising cost environment. However, its rivals maintained their prices and adopted more aggressive promotional campaigns to gain market share. We estimate OSP's volume market share to have fallen from 54% in 1Q22 to 47% in 2Q22F.

What's next?

Please refer to our view on OSP's price hike strategy in Energy Drink Sector – *Game theory*, dated 21 March, where we outlined our expectation for OSP to lose some market share. However, as the magnitude of the market share loss has been faster than we'd expected with no sign of other players following suit in raising prices but implementing even more aggressive promotional campaigns, we see a good chance of OSP lowering its product price back to Bt10/bottle. The longer OSP lets its market share fall, the more difficult it will be to regain it as consumers develop a loyalty for other brands. Examples of its peers' new campaigns are Carabao Group Pcl's (CBG TB, BUY, Bt111) plan to launch a cheaper energy drink with more vitamins than OSP's and Reb Bull's Bt500m budget for marketing expenses.

Cutting our earnings

OSP's 2Q22F earnings are likely to be below our previous expectation given its higher-than-expected market share loss, so we cut our earnings estimates by 18/15/14% in 2022-24F. Note that we assume OSP eventually brings down its domestic energy drink price back to Bt10/bottle. Also note that after our cuts, the Street's 2022F earnings are still 19% above our number. Given the downward earnings revisions, we trim our DCF-based 12-month TP, using a rolled-over-to-2023F base year, to Bt30 (from Bt31). We reaffirm SELL as we see its valuation as expensive on 30x 2023F PE vs. -11/+13/+13% EPS growth in 2022-24F.

COMPANY VALUATION

Y/E Dec (Bt m)	2021A	2022F	2023F	2024F
Sales	26,762	27,736	29,875	32,464
Net profit	3,255	3,015	3,407	3,867
Norm profit	3,383	3,015	3,407	3,867
Consensus NP	_	3,578	3,959	4,392
Diff frm cons (%)	_	(15.7)	(13.9)	(12.0)
Prev. Norm profit	_	3,691	4,010	4,474
Chg frm prev (%)	_	(18.3)	(15.0)	(13.6)
Norm EPS (Bt)	1.1	1.0	1.1	1.3
Norm EPS grw (%)	(3.5)	(10.9)	13.0	13.5
Norm PE (x)	30.0	33.6	29.8	26.2
EV/EBITDA (x)	21.1	23.2	20.2	18.2
P/BV (x)	5.1	5.1	5.1	5.0
Div yield (%)	3.3	3.0	3.4	3.8
ROE (%)	17.3	15.2	17.2	19.3
Net D/E (%)	(8.6)	0.7	(3.8)	(9.0)

PRICE PERFORMANCE



COMPANY INFORMATION

Price as of 18-Jul-22 (Bt)	33.75
Market Cap (US\$ m)	2,768.9
Listed Shares (m shares)	3,003.8
Free Float (%)	50.5
Avg Daily Turnover (US\$ m)	14.3
12M Price H/L (Bt)	38.25/32.00
Sector	Food
Major Shareholder	Osathanugrah family 58%

Sources: Bloomberg, Company data, Thanachart estimates

OSP has lost more volume market share than we'd expected because:

- 1) Consumers are highly sensitive to prices
- OSP's main competitors didn't copy OSP's move

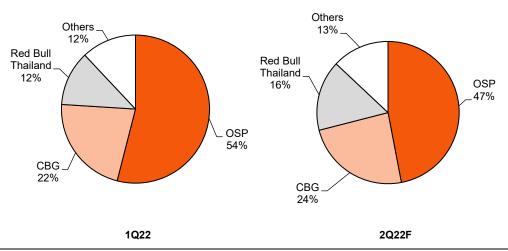
Losing market share

Osotspa Pcl (OSP), Thailand's largest energy drink maker, raised its selling price by 20% in April to Bt12/bottle from Bt10 for its main M-150 product. The magnitude of market share loss has been significant with its volume market share falling to 47% in 2Q22F from 54% in 1Q22, on our estimate. The drop in volume more than offsets the benefit from the higher unit price. Two factors leading to the disappointment in our view were:

- 1) It has been more difficult than OSP had anticipated to maintain demand from consumers with its higher price. Energy drink prices in Thailand have stayed at Bt10/bottle for 30-plus years despite rising wages and inflation over time. Also, most consumers are low-income earners who are being hit hard by the current inflationary environment, and hence they have much lower affordability.
- 2) Other large players, Carabao Daeng by Carabao Group Pcl (CBG TB, BUY, Bt111) and Red Bull Thailand didn't raise their prices as OSP had expected despite also facing rising costs. As for CBG, its management team said its main goal is to gain market share even though lifting prices could make it easier to boost sales. In CBG's view, having a higher market share offers long-term benefits. For instance, it could introduce better, more expensive marketing strategies due to higher sales volume. Also, having a larger client base helps when CBG launches new products. Launching new products is one of CBG's new strategies. Another reason is that CBG already generates a higher EBIT margin than OSP thanks to its much higher export sales while CBG's factories are also much newer and therefore more efficient.

As for Red Bull Thailand, it has not been so active in Thailand over the past few years but the company also see OSP's higher price strategy as a chance to gain market share. It has announced a plan to spend Bt500m on marketing expenses to gain market share.

Ex 1: Market Share Movement



Sources: Company data, Thanachart estimates

We expect OSP to put its price back down

What's next?

We had anticipated OSP to lose market share with its price hike strategy but the momentum has been worse than our expectation. We believe OSP will lower its main product's price back to Bt10/bottle while it may leave the Bt12/bottle version as a premium, niche product. In our view, the longer OSP loses market share, the more difficult it will be for it to regain it as consumers develop a loyalty to other brands.

Competition wise, there is no sign of other players lowering their prices, while they are planning to gain more market share. We discussed Red Bull Thailand's aggressive marketing spending plan above. As for CBG, it is planning to launch a cheaper energy drink that contains more vitamin B than OSP's new products. Also, CBG may launch a new, premium product to compete with OSP's. Aside from higher sales volume enabling CBG to be more aggressive in marketing and promotional strategies, falling costs, e.g., aluminum coming from its peak during the early stages of the Russia-Ukraine conflict in March-April has helped to lift its margins.





Source: Bloomberg

We cut our earnings estimates by 18/15/14% in 2022-24F

Cutting our earnings

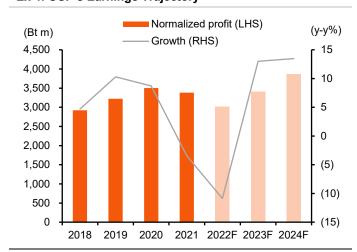
We lower our earnings estimates for OSP by 18/15/14% in 2022-24F as its 2Q22F results look set to come in weaker than our expectation on the back of lower demand as mentioned earlier. Note that after our cuts, the Bloomberg consensus' numbers for 2022F are 19% above ours as we believe other brokers do not factor in OSP losing market share despite it raising its selling price. We therefore expect downward earnings revisions from the Street.

Ex 3: Key Assumption Revisions

	2019	2020	2021	2022F	2023F	2024F
Sales (Bt m)						
New	25,610	25,583	26,762	27,736	29,875	32,464
Old				28,708	30,883	33,487
Change (%)				(3.4)	(3.3)	(3.1)
Gross margin (%)						
New	34.9	35.3	34.5	32.2	32.9	33.0
Old				34.6	34.8	34.8
Change (pp)				(2.4)	(1.9)	(1.8)
SG&A (%)						
New	22.2	22.3	22.3	22.2	22.0	21.7
Old				22.2	22.0	21.7
Change (pp)				(0.0)	(0.0)	(0.0)
Normalized profit (Bt m)						
New	3,224	3,504	3,383	3,015	3,407	3,867
Old				3,691	4,010	4,474
Change (%)				(18.3)	(15.0)	(13.6)

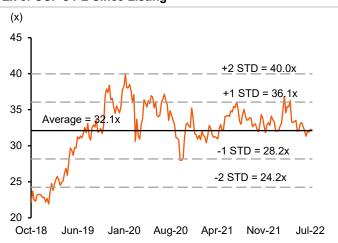
Sources: Company data, Thanachart estimates

Ex 4: OSP's Earnings Trajectory



Sources: Company data, Thanachart estimates

Ex 5: OSP's PE Since Listing



Sources: Company data, Thanachart estimates

Ex 6: 12-month DCF-based TP Calculation Using A Base Year Of 2023F

(Bt m)		2023F	2024F	202 5 F	202 6 F	202 7 F	2028F	2029F	2030F	2031F	2032F	2033F	Terminal Value
EBITDA		4,993	5,481	5,924	6,430	6,988	7,593	8,154	8,666	9,343	10,079	10,918	_
Free cash flow		4,280	4,782	5,261	5,782	6,383	7,027	7,647	8,236	8,973	9,739	9,258	125,465
PV of free cash flow		4,268	4,059	4,058	4,090	4,142	4,181	4,172	4,121	4,118	4,098	3,401	46,088
Risk-free rate (%)	2.5												
Market risk premium (%)	8.0												
Beta	0.8												
WACC (%)	8.5												
Terminal growth (%)	2.0												
Enterprise value - add													
investments	90,796												
Net debt (2022F)	142												
Minority interest	19												
Equity value	90,635												
# of shares (m)	3,004												
Equity value/share (Bt)	30												

Sources: Company data, Thanachart estimates

Name

Ex 7: Valuation Comparison With Regional Peers

BBG code

JNJ US

CL US

PG US

UNA NA

US

US

US

Netherlands

Valuation Comparison

Country

			(%)	(%)	(x)	(x)	(x)	(x)	(x)	(x)	(%)	(%)
<u>Beverage</u>												
Suntory Beverage & Food	2587 JP	Japan	9.8	8.1	21.2	19.6	1.8	1.7	8.3	7.9	1.5	1.6
Coca-Cola	KO US	US	6.2	7.4	25.4	23.6	9.9	9.7	22.4	21.0	2.8	2.9
PepsiCo	PEP US	US	6.3	8.7	25.7	23.7	12.3	11.2	18.1	16.7	2.6	2.8
Sappe PCLs	SAPPE TB	Thailand	31.6	16.9	20.5	17.5	3.6	3.4	10.6	9.9	3.1	3.5
Carabao Group PCL*	CBG TB	Thailand	44.1	30.0	27.4	21.0	9.3	7.8	20.7	16.2	2.4	3.1
Osotspa PCL*	OSP TB	Thailand	(10.9)	13.0	33.6	29.8	5.1	5.1	23.2	20.2	3.0	3.4
Average			14.5	14.0	25.6	22.5	7.0	6.5	17.2	15.3	2.6	2.9
Supply Chain Managemen	<u>ıt</u>											
Indofood CBP Sukses	ICBP IJ	Indonesia	10.0	13.1	15.8	13.9	2.9	2.6	10.8	9.7	2.7	3.2
			10.0	13.1	15.8	13.9	2.9	2.6	10.8	9.7	2.7	3.2

4.9

9.8

5.3

9.4

7.4

11.5

17.5

25.7

24.9

18.8

21.7

23.3

16.7

23.4

23.6

17.2

20.2

20.9

5.8

na

8.0

7.1

7.0

6.6

5.2

40.4

8.1

6.9

15.2

9.3

13.9

16.7

17.9

13.1

15.4

16.0

12.8

15.6

17.1

12.3

14.5

14.5

2.4

2.4

2.4

3.8

2.8

2.6

2.5

2.5

2.6

3.9

2.9

2.9

EPS growth

23F

22F

3.9

(5.4)

3.1

na

0.5

9.9

– PE ——

23F

22F

— P/BV —

23F

22F

EV/EBITDA

23F

22F

- Div yield-

23F

22F

Sources: Bloomberg, Thanachart estimates

Johnson & Johnson

Colgate-Palmolive

Procter & Gamble

Unilever NV

Average - All

Average

Note: * Thanachart estimates, using normalized EPS

COMPANY DESCRIPTION

Osotspa Public Company Limited produces and distributes non-alcoholic beverages. The company offers energy drinks and other beverages such as ready-to-drink coffee, sport drinks and functional drinks. Osotspa also provides personal-care products in the baby care and women's beauty product categories. The company also has an OEM business. OSP sells its products in Thailand and abroad.

Source: Thanachart

THANACHART'S SWOT ANALYSIS

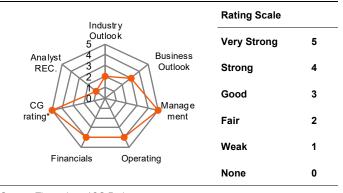
S — Strength

- Solid brands in the domestic energy-drink and personal-care product markets.
- Strong and experienced management team.
- Very healthy balance sheet.

Opportunity

- Overseas expansion.
- Mergers and acquisitions.
- Health-conscious trend emerging in Thailand.

COMPANY RATING



Source: Thanachart; *CG Rating

W — Weakness

- The energy-drink and personal-care markets are saturated with only low organic growth.
- Lack of pricing power for key products.

T — Threat

- Currency fluctuations.
- Fierce competition in Thailand's energy-drink market.
- Rising sugar tax for energy drinks and other sweet beverage products.

CONSENSUS COMPARISON

	Consensus	Thanachart	Diff
Target price (Bt)	37.64	30.00	-20%
Norm profit 22F (Bt m)	3,578	3,015	-16%
Norm profit 23F (Bt m)	3,959	3,407	-14%
Consensus REC	BUY: 17	HOLD: 4	SELL: 1

HOW ARE WE DIFFERENT FROM THE STREET?

 Our 2022-23F earnings and TP are lower than the Bloomberg consensus numbers, which we attribute to us having a less bullish view on OSP's earnings growth.

RISKS TO OUR INVESTMENT CASE

- Higher-than-expected growth of the company's domestic energy drinks and personal-care product businesses.
- Further relaxation in COVID-19 restrictions would be an upside risk to our numbers.
- Successful expansion into new business lines poses potential upside risk to our earnings.

Sources: Bloomberg consensus, Thanachart estimates

Source: Thanachart

Improving margin mainly on cost-savings plan

IN	ICC)ME	STA	TEN	ΛEΝ	JΤ

FY ending Dec (Bt m)	2020A	2021A	2022F	2023F	2024F
Sales	25,583	26,762	27,736	29,875	32,464
Cost of sales	16,554	17,527	18,814	20,049	21,742
Gross profit	9,029	9,236	8,922	9,827	10,722
% gross margin	35.3%	34.5%	32.2%	32.9%	33.0%
Selling & administration expenses	5,710	5,978	6,165	6,565	7,031
Operating profit	3,319	3,257	2,757	3,262	3,691
% operating margin	13.0%	12.2%	9.9%	10.9%	11.4%
Depreciation & amortization	1,244	1,471	1,616	1,731	1,789
EBITDA	4,563	4,728	4,373	4,993	5,481
% EBITDA margin	17.8%	17.7%	15.8%	16.7%	16.9%
Non-operating income	546	505	541	583	633
Non-operating expenses	0	0	0	0	0
Interest expense	(65)	(96)	(85)	(105)	(78)
Pre-tax profit	3,799	3,666	3,213	3,739	4,247
Income tax	587	664	563	655	744
After-tax profit	3,212	3,002	2,650	3,084	3,503
% net margin	12.6%	11.2%	9.6%	10.3%	10.8%
Shares in affiliates' Earnings	225	310	297	353	389
Minority interests	67	70	68	(30)	(25)
Extraordinary items	0	(128)	0	0	0
NET PROFIT	3,504	3,255	3,015	3,407	3,867
Normalized profit	3,504	3,383	3,015	3,407	3,867
EPS (Bt)	1.2	1.1	1.0	1.1	1.3
Normalized EPS (Bt)	1.2	1.1	1.0	1.1	1.3

BALANCE SHEET

FY ending Dec (Bt m)	2020A	2021A	2022F	2023F	2024F
ASSETS:					
Current assets:	9,179	8,827	8,063	9,589	10,137
Cash & cash equivalent	3,531	2,493	1,400	2,500	2,500
Account receivables	3,505	3,660	3,793	4,086	4,440
Inventories	2,077	2,658	2,853	2,985	3,178
Others	67	16	17	18	20
Investments & loans	2,782	3,817	3,810	3,802	3,795
Net fixed assets	12,845	13,730	15,115	14,383	13,594
Other assets	1,050	767	844	886	931
Total assets	25,855	27,142	27,831	28,661	28,457
LIABILITIES:					
Current liabilities:	4,557	5,530	6,054	6,478	6,558
Account payables	4,094	4,822	5,176	5,516	5,982
Bank overdraft & ST loans	0	207	410	461	180
Current LT debt	66	100	198	223	87
Others current liabilities	397	400	271	279	310
Total LT debt	851	473	934	1,051	410
Others LT liabilities	1,119	1,236	1,106	1,192	1,295
Total liabilities	6,526	7,238	8,095	8,721	8,263
Minority interest	105	19	19	49	74
Preferreds shares	0	0	0	0	0
Paid-up capital	3,004	3,004	3,004	3,004	3,004
Share premium	0	0	0	0	0
Warrants	0	0	0	0	0
Surplus	12,575	13,284	13,284	13,284	13,284
Retained earnings	3,645	3,596	3,429	3,602	3,832
Shareholders' equity	19,224	19,884	19,717	19,890	20,120
Liabilities & equity	25,855	27,142	27,831	28,661	28,457

Strong balance sheet

Sources: Company data, Thanachart estimates

CASH FLOW STATEMENT

FY ending Dec (Bt m)	2020A	2021A	2022F	2023F	2024F
Earnings before tax	3,799	3,666	3,213	3,739	4,247
Tax paid	(671)	(667)	(547)	(639)	(718)
Depreciation & amortization	1,244	1,471	1,616	1,731	1,789
Chg In working capital	(1,166)	(8)	26	(85)	(81)
Chg In other CA & CL / minorities	351	422	218	343	392
Cash flow from operations	3,558	4,884	4,525	5,089	5,629
Capex	(5,164)	(2,357)	(3,000)	(1,000)	(1,000)
Right of use	0	0	0	0	0
ST loans & investments	0	0	0	0	0
LT loans & investments	1,105	(1,035)	7	7	7
Adj for asset revaluation	(294)	0	0	0	0
Chg In other assets & liabilities	1,268	330	(205)	44	60
Cash flow from investments	(3,085)	(3,062)	(3,198)	(949)	(933)
Debt financing	796	(264)	762	193	(1,059)
Capital increase	0	0	0	0	0
Dividends paid	(3,304)	(3,303)	(3,182)	(3,234)	(3,637)
Warrants & other surplus	1,447	709	0	0	0
Cash flow from financing	(1,061)	(2,859)	(2,421)	(3,041)	(4,696)
Free cash flow	(1,605)	2,527	1,525	4,089	4,629

Expensive PE in our view

VALUATION

VALUATION					
FY ending Dec	2020A	2021A	2022F	2023F	2024F
Normalized PE(x)	28.9	30.0	33.6	29.8	26.2
Normalized PE - at target price (x)	25.7	26.6	29.9	26.4	23.3
PE(x)	28.9	31.1	33.6	29.8	26.2
PE - at target price (x)	25.7	27.7	29.9	26.4	23.3
EV/EBITDA (x)	21.6	21.1	23.2	20.2	18.2
EV/EBITDA - at target price (x)	19.2	18.7	20.6	17.9	16.1
P/BV (x)	5.3	5.1	5.1	5.1	5.0
P/BV - at target price (x)	4.7	4.5	4.6	4.5	4.5
P/CFO (x)	28.5	20.8	22.4	19.9	18.0
Price/sales (x)	4.0	3.8	3.7	3.4	3.1
Dividend yield (%)	3.3	3.3	3.0	3.4	3.8
FCF Yield (%)	(1.6)	2.5	1.5	4.0	4.6
(Bt)					
Normalized EPS	1.2	1.1	1.0	1.1	1.3
EPS	1.2	1.1	1.0	1.1	1.3
DPS	1.1	1.1	1.0	1.1	1.3
BV/share	6.4	6.6	6.6	6.6	6.7
CFO/share	1.2	1.6	1.5	1.7	1.9
FCF/share	(0.5)	8.0	0.5	1.4	1.5

Sources: Company data, Thanachart estimates

FINANCIAL RATIOS

EPS growth trend doesn't look exciting

FINANCIAL RATIOS					
FY ending Dec	2020A	2021A	2022F	2023F	2024F
Growth Rate					_
Sales (%)	(0.1)	4.6	3.6	7.7	8.7
Net profit (%)	7.5	(7.1)	(7.4)	13.0	13.5
EPS (%)	7.5	(7.1)	(7.4)	13.0	13.5
Normalized profit (%)	8.7	(3.5)	(10.9)	13.0	13.5
Normalized EPS (%)	8.7	(3.5)	(10.9)	13.0	13.5
Dividend payout ratio (%)	94.3	101.5	101.5	100.0	100.0
Operating performance					
Gross margin (%)	35.3	34.5	32.2	32.9	33.0
Operating margin (%)	13.0	12.2	9.9	10.9	11.4
EBITDA margin (%)	17.8	17.7	15.8	16.7	16.9
Net margin (%)	12.6	11.2	9.6	10.3	10.8
D/E (incl. minor) (x)	0.0	0.0	0.1	0.1	0.0
Net D/E (incl. minor) (x)	(0.1)	(0.1)	0.0	(0.0)	(0.1)
Interest coverage - EBIT (x)	50.8	34.1	32.3	30.9	47.6
Interest coverage - EBITDA (x)	69.8	49.5	51.3	47.4	70.7
ROA - using norm profit (%)	14.0	12.8	11.0	12.1	13.5
ROE - using norm profit (%)	18.9	17.3	15.2	17.2	19.3
DuPont					
ROE - using after tax profit (%)	17.3	15.4	13.4	15.6	17.5
- asset turnover (x)	1.0	1.0	1.0	1.1	1.1
- operating margin (%)	15.1	14.1	11.9	12.9	13.3
- leverage (x)	1.4	1.4	1.4	1.4	1.4
- interest burden (%)	98.3	97.5	97.4	97.3	98.2
- tax burden (%)	84.5	81.9	82.5	82.5	82.5
WACC (%)	8.5	8.5	8.5	8.5	8.5
ROIC (%)	20.2	16.1	12.5	13.5	15.9
NOPAT (Bt m)	2,806	2,667	2,274	2,691	3,045
invested capital (Bt m)	16,610	18,171	19,859	19,125	18,296

Sources: Company data, Thanachart estimates

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