

**RELATIVES VALUATION OF
BIG C SUPERCENTER PUBLIC COMPANY LIMITED**



**A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
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entitled
**RELATIVES VALUATION OF
BIG C SUPERCENTER PUBLIC COMPANY LIMITED**

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RELATIVES VALUATION OF BIG C SUPERCENTER PUBLIC COMPANY LIMITED

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M.M. (FINANCIAL MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: PIYAPAS THARAVANIJ, Ph.D.,
VASAN SIRAPRAPASIRI, M.Sc., KAIPICHIT RUENGSRICHAIIYA, Ph.D.**ABSTRACT**

This thematic paper studies the Relatives Valuations based on interesting company as Big C Supercenter Public Company Limited. Relatives Valuation determines the financial worth of the company and is used to compare with its competitors. The concept of this method is applied in order to determine the company's intrinsic worth by using Price to Earnings Ratio, Price to Sales Ratio and EV to EBITDA. The result of applying valuation of Big C Supercenter with the support information as macro – economic, industry, competitive and investment analysis, it indicates that value of Big C is neither overvalued nor undervalued when compares to its current price as of 4 December 2014. Therefore, Big C is recommended to “HOLD”

KEY WORDS: valuation, Relatives Valuation, modern trade, hypermarket, supermarket

47 pages



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CHAPTER I

VALUATION

1.1 Highlights

Fundamental and valuation are indicative of HOLD

With the expected target price of THB 263.26 at the end of 2014, which is 1.25% upside gain since the effect of economic improvement and better Consumer Confidence Index (CCI) in the second half of 2014 so customers have high confidence to consume. With those causes, BigC gets a huge benefit because BigC is a customer – based. Base on conservative management, BigC maintains capital structure while expanding new stores aggressively and also uses the constant dividend payout ratio as 30% for supporting aggressive expansion.

Beat the 2014 expansion plan

On 3Q2014, BigC opened new stores more than expectation. During this quarter, there are 3 new BigC Market, 5 new Mini BigC and 2 new Pure drugstores. At 9M2014, BigC is able to expand 5 Hypermarket stores, 10 BigC Markets 69 Mini BigC and 29 drugstores which have pierced through 2014 target already (4 Hypermarket stores, 4 BigC Market and 40 Mini BigC).

Significant dropping in margin with decelerating in sales growth but rebounding on 2015

At the end of 2014, the net income growth is expected to plummet from last year due to negative SSSG (Same Store Sales Growth drops from 0% on 2013 to -1% on 2014) and also a bad economic condition. It reflects behavior of consumers that they have less confidence on economic and previous political situation. However, the SSSG of 4Q2014 is expected to be positive as the first quarter comparing to the past 4 quarters getting negative SSSG. It results from the stimulation policy of the

Government and it also reaches the spending season as New Year Festival. Therefore, the both of sales and net profit will rocket on the next year.

Not compensating of upside gain

Although purchasing power will improve but there is only 1.25% upside gain which does not persuade the investor as much as expect. This is because of any risks which BigC has to face as 1) aggressive competition in retail business and 2) it has to spend at least 2 years for Mini BigC to generate sales for covering operating cost.

Table 1.1 Financial Summary

	2012	2013	2014F	2015F	2016F	2017F	2018F
Net Profit (Bt mm)	6,073.8	6,975.6	6,884.8	8,146.6	9,384.2	10,744.3	12,203.4
Sales Growth (%)	8.9	5.8	4.1	14.2	12.3	10.5	9.9
Net Profit growth (%)	15.9	14.8	(1.3)	18.3	15.2	14.5	13.6
EPS (Bt)	7.4	8.5	8.3	9.9	11.4	13.0	14.8
DPS (Bt)	2.2	2.6	2.5	3.0	3.4	3.9	4.4
P/E (x)	28.7	25.2	25.9	22.5	19.5	17.0	15.0
P/BV (x)	5.5	4.1	4.9	3.8	3.3	2.9	2.6
ROE (%)	19.0	18.8	16.5	17.0	17.1	17.1	17.0
D/A (%)	66.1	61.9	58.5	56.5	54.3	51.9	49.0

Source: SetSMART and Team's estimation

1.2 Business Description

BigC Super Center was established as a modern trade retailer and steps into the Stock Exchange of Thailand in January 3, 1992. It operates business in the form of "Hypermarket" or "Supercenter" throughout the country which is divided into Bangkok and upcountry and Chaengwattana branch is the first branch of the company which started to operate on 1994. BigC tries to acquire quality products which are fresh food, dry food, soft line, hard line and home line from more than 3,600 domestic and international suppliers in order to fulfill the need of all customers segments with the believe as "*More Than Just Low Price*".

In 1999, BigC has formed a business alliance with France – based Casino Group being the world foremost food retailer. Casino Group buys 530 million shares of BigC and becomes the largest shareholder so it decides to sell the entire garment business in order to focus on the retail activities.

BigC has the goal to be “a number one modern retailer in Thailand and a major player in the region” with the provision of everyday products at low prices, an outstanding service as a one stop shopping and a fun shopping experience to maximize customer satisfaction.

In 2011, BigC set the foundation for 2012 – 2016 as the expansion periods so it set target to reach 300 stores of hypermarket and BigC Market which were mainly located in the upcountry area and 950 stores of Mini BigC which were mainly located in Bangkok areas in 2016.

In order to reach the goal, BigC integrated Carrefour’s Thailand operations in 2011. It enhances the ability of BigC to offer customers the best price and also widen the customer segments from low to high incomes. BigC converts Carrefour store to be BigC extra as a new premium hypermarket which targets mid to high income customers. Moreover, BigC also introduces a new format store as “BigC Jumbo” for hotels, restaurants as well as large families.

In 2012, BigC signs “the Exclusive Retail Partnership Agreement” with Bangchak Petroleum to set up Mini BigC in Bangchak filling stations. BigC plans to see 500 Mini BigC stores in Bangchak service stations by 2018.

BigC introduces a new shopping type as “Online Platform” in order to satisfy modern digital live style under slogan “Load – Scan – Shop - Ship” in 2013. The customers are able to place the order via mobile application by smart phones, QR code and Virtual Shelf which is located on BTS Phayathai station, Airport Link Phayathai station and Airport Link Makkasan station. And in May 2013, BigC constructs a new distribution center for Mini BigC in Rangsit which replaces the current 2 small fresh food distribution centers. It is used for small store format operations and contains capacity to serve 1,000 Mini BigC stores.

However, BigC is not well – known in Thailand only but it is also a famous brand in Thailand’s neighboring countries because of a large amount of neighboring customers flowing into Thailand. Nowadays, BigC is seeking an opportunity in neighboring countries such as Laos, Cambodia and Myanmar.

Currently, the company has 2 main categories of business which are retail business and property business. For retail business also called “multi format retailer”, BigC is able to response all demand of all customer segment to shop unlimitedly. This

business form provides the customers the maximum economy and also outstanding services. There are 4 types of multi format retailers.

1. **Hypermarket:** this is the oldest business type of BigC. Presently, there are 3 hypermarket formats which are BigC Supercenter, BigC extra and BigC Jumbo.
2. **Supermarket:** in 2010, the first supermarket format is opened called “BigC Junior” but it was changed to “BigC Market” when Carrefour was integrated by BigC since 2011.
3. **Proximity Store:** this store format is created to serve customer behavior which is changed from the past. The most customers choose to shop at a small convenience store which is near their home instead of shopping at a large format store. Therefore, BigC creates a small format store which is called “Mini BigC” in order to catch up this group of customer.
4. **Drugstore:** BigC establishes drugstore format called “Pure” which provides pharmaceutical health and wellness products. Pure Drugstores are located within the existing BigC hypermarket and BigC Market and there are a few of them are located as a standing store.

For property business also called “Dual retail – Property model”, BigC offers rental spaces which are inside and outside a store. There are 5 categories of tenants depended on the lease terms and the business types.

1. **Commercial Retail Unit:** there are many well-known brand name restaurants, cafes and banks which enhance the BigC’s image with the attractiveness and varieties of product. The lease term is 3 years.
2. **Junior Anchor:** there are home improvement stores, cinemas and IT mall. This kind of tenants plays an important role to make BigC a one – stop shopping. The lease term ranges from 3 to 15 years.
3. **Food Court:** there are varieties of food and beverages. The lease term is 1 year.
4. **Big Bazaar:** it consists of many varieties of products which are fashion, accessories and local products etc. the lease term is 1 year.
5. **Casual Leasing:** it consists of many varieties of small kiosks located inside and outside the store. The lease term is 1-month prepaid.

However, BigC renovates the hypermarkets every 5 to 8 years and “Alcudia Store Renovations” plays an important role to update the look and feel of BigC’ property. It also enlarges the store footprint and mixes more attractive tenants in order to introduce a new shopping mall experience.

1.3 Industry Overview and Competitive Positioning

1.3.1 Macro Economics Analysis

In the second half year of 2014, although Thai economic has received a positive factor of the obvious Thai political situation that there is a government to manage the country. It has formed and enhanced the confidence in many perceptions so it leads Thai economic keep developing continually. However, due to Thai structural problem and world economic, they cause Thai economic recover more slowly than expectation in 3Q2014, especially for import and export of private sectors. Moreover, tourism sector also has contracted because of the severe effect from Thai political in the first half year.

However, Thai economic will recover during the last quarter of this year significantly (Real GDP of 9M2014 = 0.2% from NESDB) if the government accelerates budget spending with the plan and launches the additional policy to stimulate the economic, Thai economic may improve more than the expectation and it may drive Real GDP up to 4% (3.5% - 4.5%) in 2015.

1.3.1.1 Thai economic developing next year

Thai economic tends to develop significantly because of the low base from 2014 and government expenditure in 2015. The government has the investment plan to develop basic structure with 10 years period and budget of 2.4 trillion baht which is expected to spend more than 140 billion baht within 2015. In this case, it can stimulate the private sectors to raise their investments. Besides that if Thai political is still peace continually and the working of the government still follows NCPO’s roadmap which plans to set up the general election under new constitution to get a new accepted government. As a result, it will support the belief of investors in the

positive perspective and also boost up tourism sector continually. For private consumption, it is going to be better because it gets a positive effect from increasing stages of progressive rate in the individual tax which helps tax payer with low to medium income to pay less tax expense and household debt is expected to be relieved. The export part will enlarge with the world economic improvement and depreciation of Thai baht.

However, there are risk factors that have to be concerned. For the external risk factors;

1. Finance problem and debt ceiling of USA.
2. Fragile recovery of EUROPEAN.
3. Economic effect of Japan from adjusting VAT to be 10%.
4. Contraction of Chinese economic.
5. Spreading of EBOLA.

For the internal risk factors;

1. Adjusting price structure of gasoline (increasing the price of LPG and NGV).
2. Consumption effect from increasing in VAT.
3. Effect from cancelling special tax privilege (GSP) by EU since January 1, 2018.
4. Political issues and natural disaster.

1.3.1.2 Implementing AEC (ASEAN Economic Community)

AEC or ASEAN Economic Community will be effective on December 31, 2015 which tries to maximize the benefits that all countries in this community will receive. The main concept of AEC is trying to transform every country in ASEAN to be “one” market and production base represented as ASEAN market. Therefore, it increases capability of competition comparing to other regions. For Thailand, it can receive the most benefit from AEC because of locating in the center of AEC.

The obvious change from AEC results from FTA or Free Trade Area which tries to reduce or cancel the constraint of trade and investment, especially for tax purpose. The import tax is going to be “zero” so Thai traders can import raw

materials, fresh food, instant food and beverage from ASEAN countries at lower cost with the same or higher quality.

Besides import part, Thai exporters are also supported. The big modern trade companies are seeking for the opportunity to invest and expand customer base through ASEAN. This is the important channel to distribute Thai agricultural products including rice, grain, fresh fruit and vegetables, and processed food to neighbor countries. Many of these companies are setting up a lot of branches near Thai borders as Mukdahan, Chiang Khan, Udon Thani and Tak, especially for BigC who is introducing BigC Market Model to get benefit from frontier area.

1.3.2 Industry Analysis

The overall sales of this company keeps increasing through the period of time with the CAGR of the industry as 18.95%. This is because the increasing of the population meaning that there is the increasing of demand to consume the both of durable goods and non – durable goods. From sales of 2013, the total sales of this industry is 556,644 million baht and BigC is at the second place of this industry and the half of market share is eaten up by CPALL who is a strong leader of this industry.

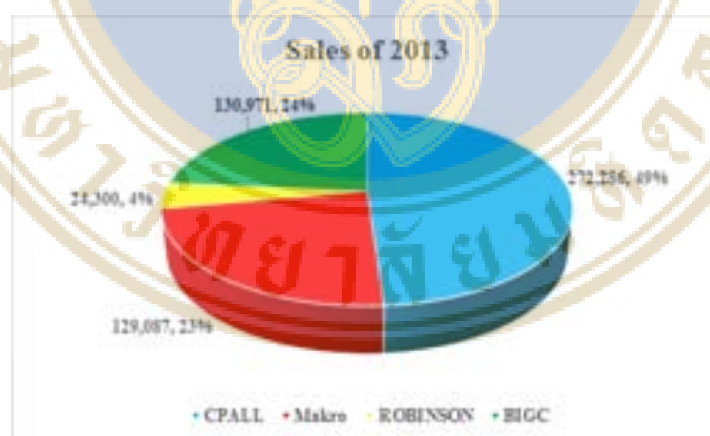


Figure 1.1 Sales of 2013

1.3.2.1 Consumption of Non – Durable Goods vs Durable Goods

When we consider the expenditure for consumption in the first half year of 2014, the consumption of non-durable goods increases by 2.8% while

durable goods shrinks by 2.6% comparing to last year. Therefore, it is able to consider that when the economic gets downturns, the durable goods will get more effect than the non-durable goods because many durable goods are not necessary for living. Meanwhile, the durable goods are goods with high value so the expenditure on these products has been depend on the belief and stability of future revenue. Moreover, people always purchase them with installment which is the main factor for increase in household debt so Thai economic need to extend a recovery time more than it should be.

Currently, the Thai economic is still tense. Although the Thai political is going to relieve comparing to the first half year, the agricultural sector has to face with decreasing in price of agricultural products continually.

In second half year of 2014, the non-durable goods, as food and beverage, tends to have a positive trend because these are necessary goods which are consistent with the number of tourists expected to increase, the change of consumer behavior to be a nuclear family rather than extended family, the expansion of urbanization to provincial part and the growth of modern trade with high rate. Meanwhile, the durable goods, as smart phone and computer also have an uptrend from watching digital television and decreasing in goods price so it is easier for consumer to purchase them.



Figure 1.2 Retail Business Index

1.3.2.2 Stimulating Private and Household Consumption

Private consumption of 3Q2014 contracted by 0.27% from Yr 2013 but it rebounded in October 2014 and increased by 0.27%. It showed the upper trend which is a positive sign and the forecasting GDP at the end of 2014 (1.5%) will increase by 0.9% from Q32014 which is equal to 0.6% and the forecasting GDP in 2015 is equal to 3.5% - 4.5%. There are also consumption stimulation policies;

1. Taking care agriculturists who have low income by stimulating budgeting to help them and also reducing the cost of production relating to the oil price.
2. Organizing the policy to take care laborers who have low income by supporting trainings to develop and enhance the labor skills in order to create supplementary or alternate career.
3. Supporting tourism industry to help it recovering continually by trying to understand with other countries that Thailand has enhanced the safety policy and eliminating the exploiting the foreigners. Besides, Thailand cooperates with the private sector and airline companies to extend the new aviation path.
4. Re-organizing structure of energy price by revising LPG, Benzine and diesel price in order to reflect the actual cost, economics and world oil price.

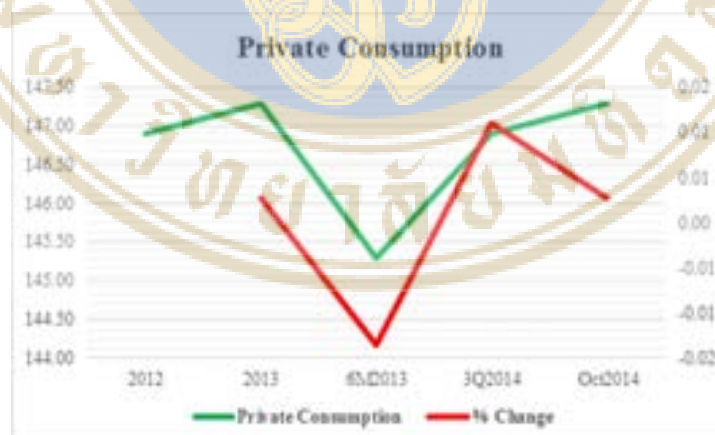


Figure 1.3 Private Consumption

For household consumption, it tends to increase in the second half year (1Q2014 = -3% and 3Q = 2.2%) from the raising of consumer's confidence. One part of circulating fund in Thai economic system comes from paying debt of rice

pledge project back to farmers at the cost of 92 billion baht. It pushes retail business and also consumer goods up because there is more demand to consume within this market.

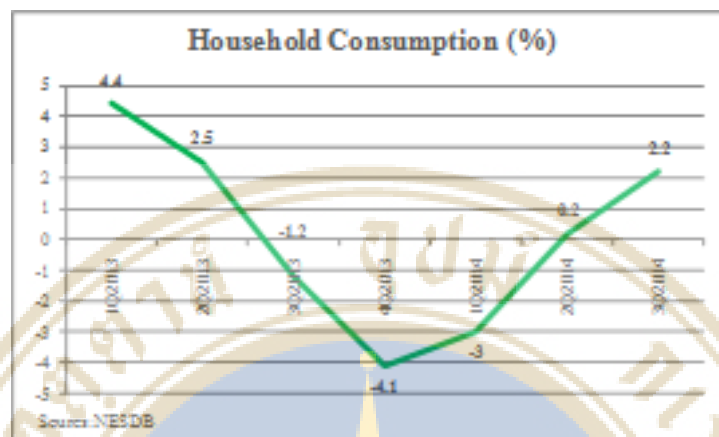


Figure 1.4 Household Consumption

1.3.2.3 Continuing 2014 Store Expansion for Second Half Year

In the second half of 2014, there is a store expansion continually. The number of convenience store grows up by 7%, Supermarket store grows up by 3.5%, Supercenter store grows up by 3.5% and Department store grows up by 3%. We believe that private sector keeps expanding business continually without any new plans to lower establishing new stores.

1.3.3 Competitive Analysis

Table 1.2 Financial Summary of Competitors

	CPALL	Makro	ROBINSON	BIGC
Revenue	272,286	129,087	24,300	130,971
Current Ratio	0.27	0.67	0.73	0.59
Net Profit Margin	3.87%	3.33%	8.17%	5.50%
ROA	5.84%	12.57%	11.03%	7.29%
ROE	34.91%	39.29%	17.37%	20.24%
Debt Ratio	88.57%	69.47%	36.21%	61.88%
Cash Conversion Cycle (days)	(51.55)	(27.50)	(52.74)	(54.71)
CAGR	24.76%	13.42%	15.74%	12.91%
EPS	1.17	0.90	1.79	8.46
Market Capitalization (million Bt.)	388,519	178,800	53,311	214,500
as of Dec 4, 2014				
Source: Bloomberg (as of 2013)				

From competitive analysis, BigC is not outstanding within this industry and it is considered to be at the second place in term of Market Capitalization. However, BigC is not a leader of profitability due to Net Profit Margin, ROA and ROE. Although BigC has a high solvency risk (debt ratio = 61.88%) with low liquidity (Current Ratio = 0.59) comparing to others except CPALL but its Cash Conversion Cycle is negative (-54.71 days). Therefore, BigC has the least chance to get bankruptcy risk.

The change of living pattern and the increase of population in the provincial part result in the new opportunity of retail business in order to satisfy shopping lifestyle of new generations who have a limited time to shop. Moreover, in order to approach the variety of customer type with different locations, retailers have introduced the convenience to customers and improve services to meet the customers' expectation in this globalized world.

However, year 2014 is the challenge year of Thai retail business from the decreasing of CCI continually since March 2013 to May 2014 which reflects the decreasing of shopping degree of consumers. To response to economic slowdown, BigC has tried to swap this crisis into opportunity by working hard to confirm that it is a low-price leader and launching many marketing campaigns such as Golden Saturday Campaign, long term joint campaign with the Ministry of Commerce to offer additional saving for customers during economic slowdown and stamp collection campaigns for getting premium items.



Figure 1.5 Thailand CCI

For modern retail business, there are few major competitors by separating into store format categories. Nowadays, Thai retail market has two major players as a multi – format retail which are BigC and Tesco Lotus.

Competition in Hypermarket

For retail market, it has only two big players which are BigC and Tesco Lotus and this competition is very intense because both of them continue expansion of their store networks. Currently, BigC has hypermarket store at 124 Stores while Tesco Lotus has at 163 stores.

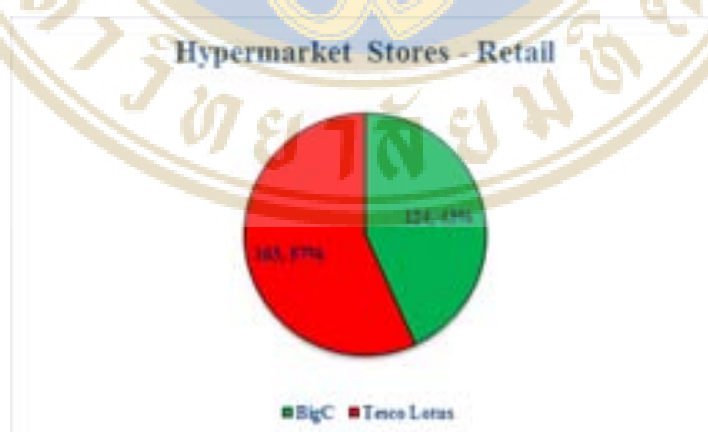


Figure 1.6 Hypermarket Stores - Retail

For wholesale market, the direct competitor of BigC Jumbo is Siam Makro which was acquired by CPALL group on 2013. Target groups of this store format are

professional customers (as HoReCa and Service sectors) and big household customers who buy in a bulk. Currently, BigC has BigC Jumbo at 4 stores while Siam Makro has at 77 stores (excluding 5 Siam Frozen stores).

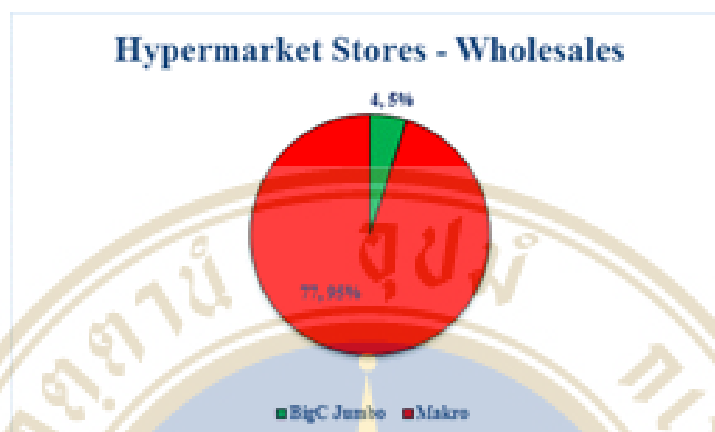


Figure 1.7 Hypermarket Stores - Wholesales

Competition in Supermarkets

For traditional supermarket format, it has many major players which are BigC (BigC Market), Tesco Lotus (Tesco Lotus Talad), Tops, MaxValu, Villa Market, Foodland and The mall. BigC Market stores provide variety of products in the both of food and non – food products. This store format focuses on upcountry locations. Currently, BigC has BigC Market at 40 stores while Tesco Lotus has Tesco Lotus Talad at 190 stores.



Figure 1.8 Supermarket

Competition in Small Stores (Convenience Store)

For small stores, it has the fastest expansion in retail business and there are the most amount of players in Thailand which are 7eleven stores, FamilyMart, V-Shop, Lawson 108, Mini BigC, Tesco Express, Tops Daily and MaxValu Tanjai. For this format store, 7eleven of CPALL possesses the leader position which has 7,429 stores currently. Besides Tesco Express, Tesco Lotus has launched the new convenience store which is called “365” which is opened 24 hours as 7eleven store.

The main reason for the fastest growing of this store format is opening a convenience stores with the petrol stations. BigC has a long term partnership with Bangchak Petroleum. Tesco Lotus has a partnership with Esso while CPALL has a partnership with PTT service stations.

However, the director competitor of Mini BigC is Tesco Express which focus more on mid – to – low income customers while the rest competitors focus on mid – to – high income customers. Currently, BigC has Mini BigC at 347 stores while Tesco Lotus has Tesco Lotus Express at 1,257 stores.

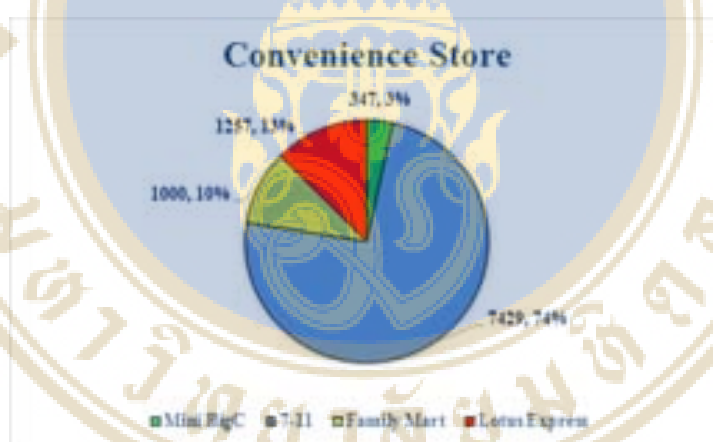


Figure 1.9 Convenience Store

1.3.4 Investment Summary

1.3.4.1 Cyclical stock depending on economics trend

Thai retail business is expected to recover in the second half because of the improvement of the consumer confidence which is driven from Thai GDP. The Consumer Confidence Index (CCI) in September rose to 79.2 which dropped from August at 80.1 but it is still higher than the past 8 months since the occurrence of Thai political insecurity. Therefore, we expect that all performance indicators of BigC

in the second half year is going to be better from the supporting of economic improvement.

For 2015, we believe that Thai economic and consumers' demand are going better comparing to 2014. Therefore, net profit of BigC keep growing by 18.28% from expanding new store with full capacity and also the support from operating of new Distribution Center to enhance the capability of Mini BigC.

1.3.4.2 Contracting of Same Store Sales Growth with the improvement trend

Management of BigC revealed that same – store – sales growth (SSSG) rate to go negative at 1% resulting from contraction at the first half year. Moreover net profit is expected to get negative at 1.23% because the increasing rate of sales is less than the increasing rate of expenses although sales are expected to increase by 4.06% from sales generating of new stores. However, we believe that SSSG in 3Q14 – 1Q15 tends to increase slowly effecting from economic improvement.

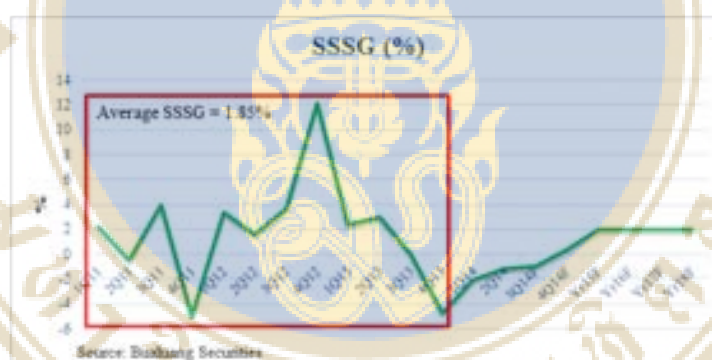


Figure 1.10 Same Store Sales Growth

1.3.4.3 New store expansion piercing through 2014 target plan

From expansion target that BigC has tried to expand Mini BigC store format to reach 950 stores within 2016 and BigC has signed a long term contract with Bangchak Petroleum already. It means that the company has to establish more than 200 stores per year in order to reach target plan on 2016. However, BigC adjusted the expansion plan by reducing the amount of new stores in 2014 according to Thai economic slowdown and the effect of announcing curfew from NCPO at the beginning of 2014. New 2014 expansion plan of Hypermarket store, BigC Market store and Mini BigC store during 2014 became 4 stores, 4 stores and 40 stores, respectively. However,

at year end of 2014, we forecast that BigC is able to overcome the expansion plan (7 Hypermarket stores, 13 BigC Market stores, 92 Mini BigC and 40 drugstores) because BigC opens 5 Hypermarket stores, 10 BigC Markets 69 Mini BigC and 29 drugstores within 9M2014.



Figure 1.11 Store Expansion of 2014

1.4 Valuation

1.4.1 Assumption for Projected Cash Flow

Revenue of BigC moves with SSSG of existing stores and the number of new store established each year. Both of them generate 2 kinds of revenue which are revenue from sales and revenue from rental and service. Moreover, based on our assumption, we separate source of BigC's revenue into 2 groups. One is from large stores (BigC Supercenter, BigC Extra and BigC Jumbo) and the other is from small stores (BigC Market, Mini BigC and Pure Drugstore).

1.4.2 Number of new store expansion

For 2014, we use information based on actual 9M2014 number of new store plus the forecasted 4Q2014 number of new store. We assume that the expansion targets during 2014 – 2016 are very aggressive because the management announces that “Expansion Plan during 2012 – 2016 is the ambitious expansion plan”. However, due to the economic slowdown since 3Q2013 until 2Q2014, the management has to readjust company's plan which is consistent with the economic situation.

Table 1.3 Number of new store expansion

	2009	2010	2011	2012	2013	2014F	2014F	2016F	2017F	2018F
Hypermarket	1	6	35	5	6	7	10	10	5	5
BigC Market	0	10	2	6	12	13	15	15	8	8
Mini BigC	9	7	35	75	152	92	150	150	75	75
Pure Drugstore	9	7	35	68	97	40	40	40	20	20
Total Number	19	30	107	154	267	152	215	215	108	108

1.4.3 Source of Revenue

Large store segment contributes 89.3% of Revenues from Sales of Goods and Rendering of Services while small store segment contributes 10.7%. Moreover, BigC has 2 sources of income as revenue from sales is 93.1% and revenue from rental & service is 6.9%.

1.4.4 Multiple Valuations

For multiple valuation, we apply the both of Trailing and Froward ratios in order to make a comparison and find out the price of BigC as shown below;

Price to Earnings Ratio (PER)

Trailing Method, we sum up the 4 actual quarters of EPS of BigC since 4Q2013 up until 3Q2014 as Trailing EPS equaling to 8.91. Therefore, Trailing PER of BigC is equal to 24.64 times.

Table 1.4 Trailing P/E Ratio

	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Trailing EPS*
EPS	3.20	1.52	2.29	1.90	8.91
Trailing P/E	Min	Max	Average		
BigC	19.19	30.08	24.64		

Source: Bloomberg

* Summation of four quarters

Forward Method, we sum up the 3 actual quarters of EPS of BigC since 1Q2014 up until 3Q2014 and the one estimated EPS on 4Q2014 as Forward EPS equaling to 8.21. Therefore, Forward PER of BigC is equal to 26.74 times.

Table 1.5 Forward P/E Ratio

	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Forward EPS*
EPS	1.52	2.29	1.90	2.50	8.21
Forward P/E	Min	Max	Average		
BigC	20.83	32.64	26.74		

Source: Bloomberg

* Summation of four quarters

However, the both of Trailing PER and Forward PER are still in the range of SETCOMMERCE as 13.27 – 35.47 times over the past 7 years. Besides, we use the expected EPS of 2014 get from our Pro Forma as equaling to 8.37 to calculate BigC's price. The price from Trailing method and Forward method are equal to **206.14 baht** and **223.71 baht**, respectively. However, when we compare BigC with other competitors as of 2014, BigC is in the last rank and BigC also has less P/E than Commerce industry so it can indicate that the price of BigC at the end of 2014 is undervalued.

Price to Sales (PS)

Trailing Method, we average the 4 actual quarters of Sales of BigC since 4Q2013 up until 3Q2014 as Trailing Sales equaling to 128,533 million baht. Therefore, Trailing PS of BigC is equal to 1.41 times.

Table 1.6 Trailing P/S Ratio

	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Trailing Sales*
Sales	126,921.74	127,859.26	129,188.31	130,165.78	137,880.00
Sales/Share	153.84	154.98	156.59	157.78	
Trailing P/S	Min	Max	Average		
BigC	1.10	1.72	1.41		

Source: Bloomberg

* Average of four quarters

Forward Method, we average the 3 actual quarters of Sales of BigC since 1Q2014 up until 3Q2014 and the 1 estimated Sales on 4Q2014 as Forward Sales equaling to 131,273 million baht. Therefore, Forward PS of BigC is equal to 1.38 times.

Table 1.7 Forward P/S Ratio

	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Forward Sales*
Sales	127,859.26	129,188.31	130,165.78	137,880.00	131,273.34
Sales/Share	154.98	156.59	157.78	167.13	
Forward P/S	Min	Max	Average		
BigC	1.07	1.68	1.38		

Source: Bloomberg

* Average of four quarters

However, the both of Trailing PS and Forward PS are still in the range of SETCOMMERCE as 0.04 – 1.91 times over the past 7 years. Besides, we use the expected Sales of 2014 get from our Pro Forma as equaling to 131,903 million baht to calculate BigC's price. The price from Trailing method and Forward method are equal to **225.25 baht** and **220.55 baht**, respectively.

EV to EBITDA

This method is very popular multiple method to value companies because depreciation method used by any company will not affect EBITDA.

Trailing Method, we sum up the 4 actual quarters of EBITDA of BigC since 4Q2013 up until 3Q2014 as Trailing EBITDA equaling to 14,174 million baht. Therefore, Trailing EV/EBITDA of BigC is equal to 11.41 times.

Table 1.8 Trailing EV to EBITDA Ratio

	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Trailing EBITDA*
EBITDA	4,547.02	2,800.21	3,576.47	3,251.28	14,174.98
	Min	Max	Average EV		
Daily Price * No. of Share	141,075.00	221,100.00	181,087.50		
+ Non Operating Asset			7,174.63		
- Value of Debt			26,572.89		
Adj. EV			161,689.24		
Adj. EV/Trailing EBITDA			11.41		
Estimated EBITDA from P&L			13,825.98		
Final EV			157,708.30		
BigC's Price			191.16		

Source: Bloomberg

* Summation of four quarters

Forward Method, we sum up the 3 actual quarters of EBITDA of BigC since 1Q2014 up until 3Q2014 and the 1 estimated EBITDA on 4Q2014 as Forward EBITDA equaling to 13,834 million baht. Therefore, Forward EV/EBITDA of BigC is equal to 11.69 times.

Table 1.9 Forward EV to EBITDA Ratio

	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Forward EBITDA*
EBITDA	2,800.21	3,576.47	3,251.28	4,207.00	13,834.95
	Min	Max	Average EV		
Daily Price * No. of Share	141,075.00	221,100.00	181,087.50		
+ Non Operating Asset				7,174.63	
- Value of Debt				26,572.89	
Adj. EV				161,689.24	
Adj. EV/Forward EBITDA				11.69	
Estimated EBITDA from P&L				13,825.98	
Final EV				161,584.31	
BigC's Price				195.86	

Source: Bloomberg

* Summation of four quarters

However, the both of Trailing EV/EBITDA and Forward EV/EBITDA are still in the range of SETCOMMERCE as 8.52 – 23.75 times over the past 7 years. Besides, we use the expected EBITDA of 2014 get from our Pro Forma as equaling to 13,826 million baht to calculate Final EV. The EV from Trailing method and Forward method are equal to 157,708 million baht and 161,584 million baht, respectively.

In order to compute the price of BigC by following this ratio, we divide EV by number of share as 825,000,000 shares. Therefore, the price of BigC from Trailing method and Forward method are equal to **191.16 baht** and **195.86 baht**, respectively.

Conclusion

Due to DCF method is able to show the intrinsic value of the company because it takes account of forecasted free cash flow of the firm. It also presents the sense of long term investment which serves the preference of any investors who hold BIGC's stock. Therefore we choose DCF method to value this firm and we recommend

to “HOLD” with the target price as 263.26 baht with the upside gain equaling to 1.25%.
 (Current Price = 260 baht on Dec 4, 2014)

1.5 Financial Analysis

1.5.1 Size Analysis

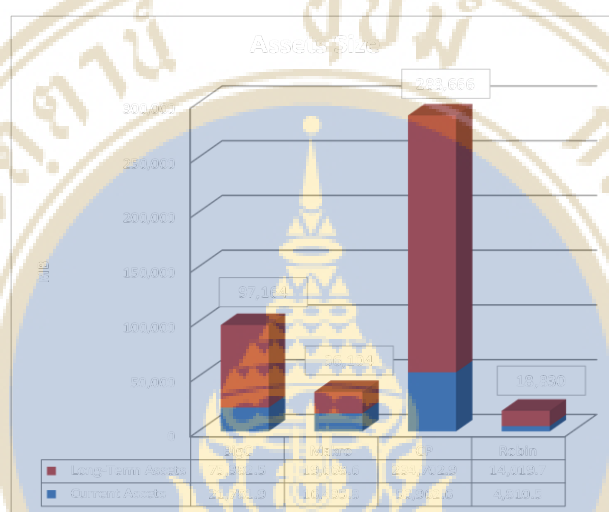


Figure 1.12 Asset Size

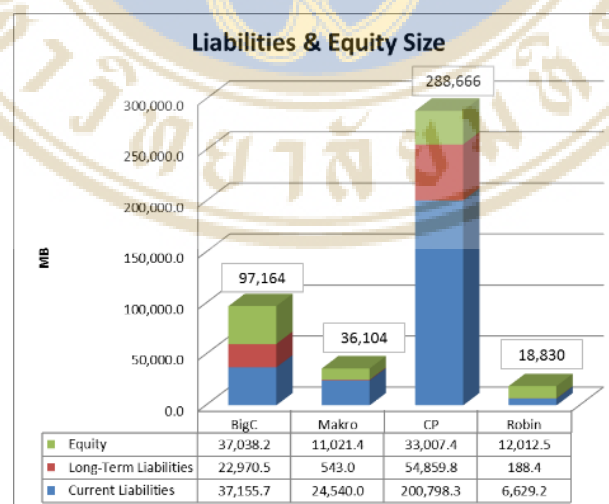


Figure 1.13 Liabilities and Equity Size

According to the graphs above show that BigC is the second biggest firm in terms of asset size in this industry with 97,164 mb. asset size in 2013 followed by Makro and Robinson with asset size of 36,104 and 18,830 respectively. While CP is the biggest firm with 288,666 mb. asset size. The most important part is long term asset. However, in terms of Equity & Liability size, BigC has the largest equity compare to others. CP has the biggest current liability of 200,798 mb. while BigC has only 37,156mb. of current liability.

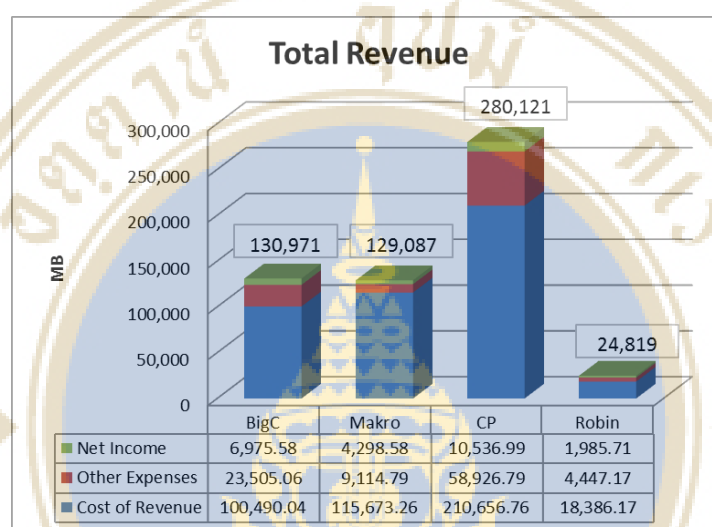


Figure 1.14 Total Revenue Size

Total revenue of BigC is equal to 130,971 which is the second place in the industry followed by Makro with 129,087mb. of Total revenue, while CP has the largest Total revenue of 280,121mb. The most important component is Cost of revenue which CP has the largest cost of revenue compare with other according to its high revenue.

1.5.2 Common size Analysis

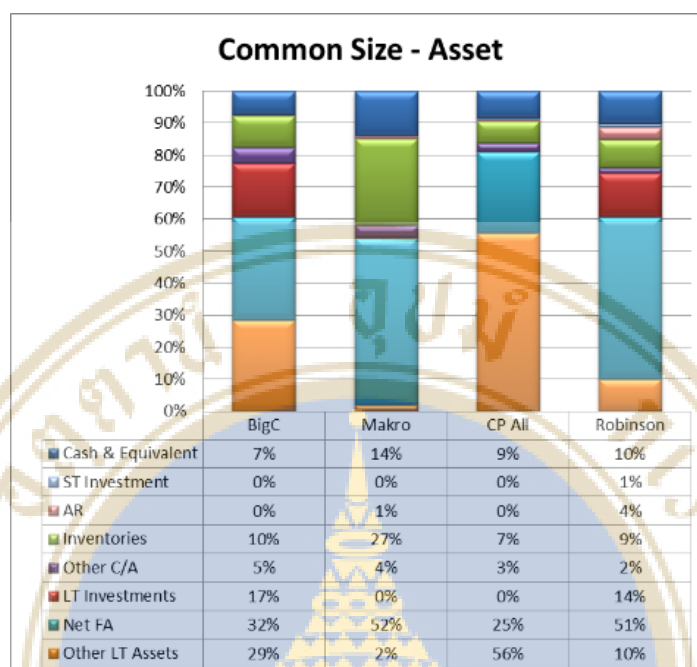


Figure 1.15 Common Size of Asset

The largest component of BigC's asset is Net Fixed Assets which are 32% of Total assets are mainly from Property, plant and equipment and Leasehold rights. The second largest assets component of BigC is other Long term assets which are mainly from Goodwill mainly consists of goodwill on the share purchase agreement for acquiring shares of CenCar Limited, Nava Nakarintr Limited, and SSCP (Thailand) Limited in 2010. Goodwill of approximately Baht 26,361 million comprises the value of expected synergies and cost saving arising from the acquisition and other benefits from combining the acquirer's and acquiree's business.

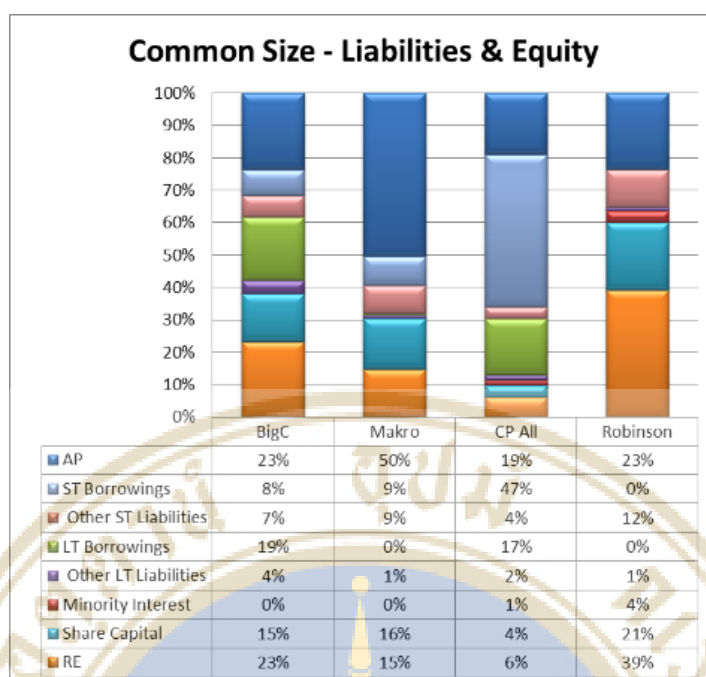


Figure 1.16 Common Size of Liabilities and Equity

In terms of Liabilities & Equity side, there are two key items which are Account payable and Long Term Borrowing. The portion of Account payable of BigC is 23%. The portion of long term borrowing of BigC is the highest compare with competitors since BigC entered into two long-term loan agreements in 2012 for purpose of refinancing its short term loan for funding the business acquisition in 2011.

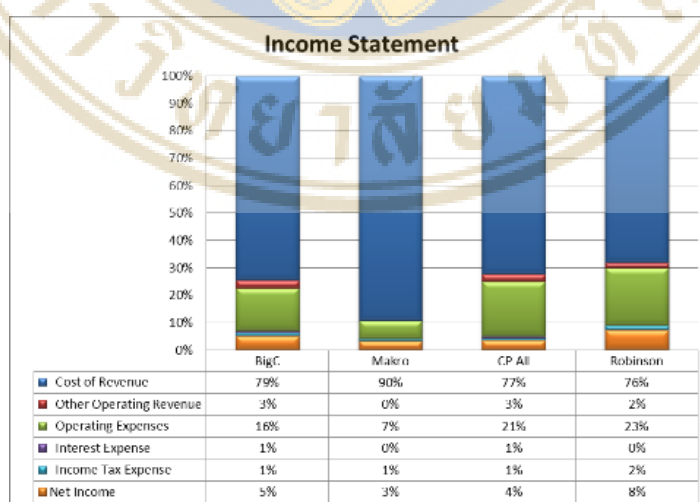


Figure 1.17 Common Size of Income Statement

When performing a common size analysis upon BigC's income statement, we realized that the highest portion of income in this business is generated from sales following by other income. Therefore, income growth is due almost completely to growth of sales. The graph above shows that BigC can generate Net Income in the portion of 5% higher than CP All & Makro which are 4% and 3% respectively represent BigC's successful in cost controls.

However, Robinson can generate highest Net Income since it's portion of Cost of Revenue is the lowest among competitors.

1.5.3 Trend Analysis

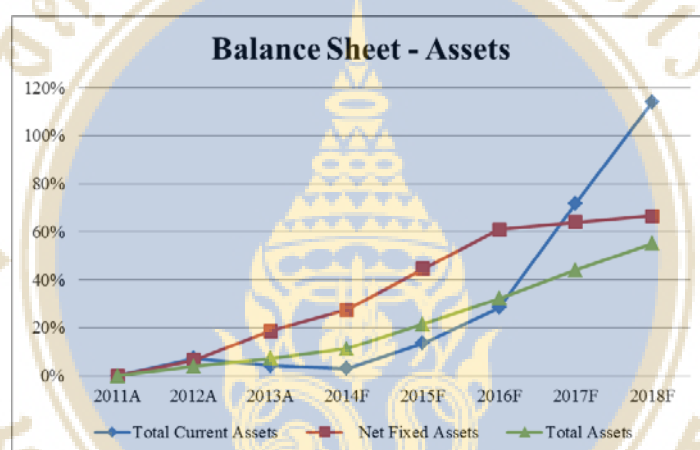


Figure 1.18 Trend Analysis of Assets

Assets of the company has been increase since the acquisition with Carrefour and expected to increase in the future according to the stores expansion nationwide.

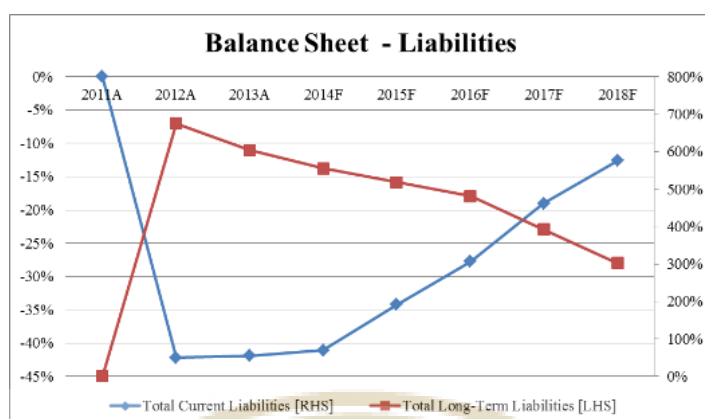


Figure 1.19 Trend Analysis of Liabilities

According to the graph above we can see the decreasing in Short-term liabilities and increasing in Long-term liabilities of BigC. The reason is BigC entered in Long-term loan contract in 2012 in order to refinance its short-term debt for business acquisition in 2011.

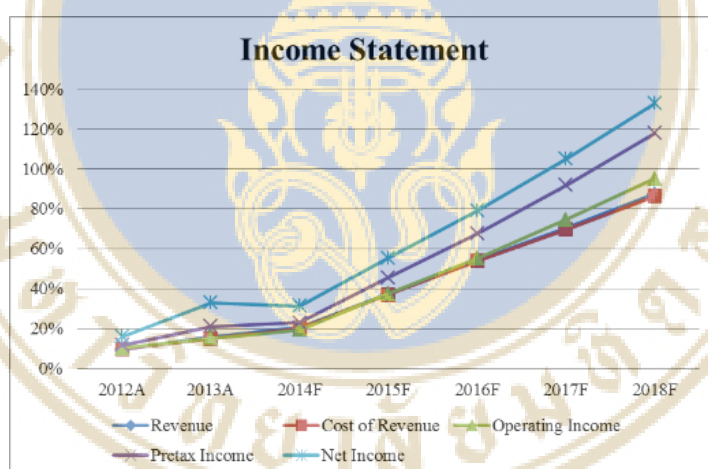


Figure 1.20 Trend Analysis of Income Statement

Net profit and operating profit increased significantly from 2010 to 2011 from the acquisition with Carrefour and continuing increase in recent years, this represent good performance of the company with challenging situations. However, in 2014 growth rate of net profit and operating profit is expected to be decelerated due to the effect of coup curfew and economic regression.

We expect that SSSG contraction will equal to -1% for the year 2014, mainly from the post-coup curfew since May which effect the consumer confidence. If

there were no curfew, SSSG would rise, since consumer confidence will be improved and the NCPO's policy to stimulate domestic consumption. We also expect that BIGC's SSSG will turn around to growth from 1Q15 and so on.

However, we expected that net sales will keep increasing mainly from the expansion of new stores. The growth of small store segment generates larger proportion of revenue in recent years due to a rapid expansion especially in Mini BigC and BigC Market formats. It is openings of 12 BigC Market and 153 Mini BigC in 2013. The higher gross profit in recent years reflects the company's increased sales, successful cost optimization and productivity enhancement initiatives, and continued supplier negotiations. Moreover, company is planning to build 2 new distribution centers which will be opened during 2014. They will help providing additional capacity and efficiency to facilitate continued stores expansion. This will be a rise in positive impact on gross margin and cost reduction since DCs will increase efficiency in supply chain.

Since BigC is now developing its supply chain from 2H14 to 2015. The DC for Mini BigC in Rangsit has been launched in 2Q14. Moreover, the company also has introduced a new cross dock DC in Bangplee in August and is constructing a DC for fresh food in Chachoengsao which is planned to open in 1Q15. Once all of DCs are completed, we expect gross margin to be widen and total cost to be decreased in 2015 as a result of the decreasing in transportation cost. Therefore, we expect 2015E gross profit margin will be up to 15.12%. We also expect 2015E SSSG rate at 2% YoY and 2015E new launch of six hypermarkets and mini BigCs in Bangchak gas stations, which will help support sales and rental revenue growth in 2015. We expect that 2015E net profit will be increase to 8.16 billion baht supported by the economic recovery, margin adjustment, and slightly decreasing in SG&A Ratio.

1.5.4 Selected Financial Ratios

Table 1.10 Liquidity Ratios

Liquidity Ratio	2007A	2008A	2009A	2010A	2011A	2012A	2013A
Current Ratio (x)	0.44	0.45	0.58	0.69	0.33	0.61	0.59
Quick Ratio (x)	0.17	0.18	0.23	0.41	0.19	0.36	0.33
Cash Ratio (x)	0.10	0.07	0.12	0.28	0.12	0.24	0.19

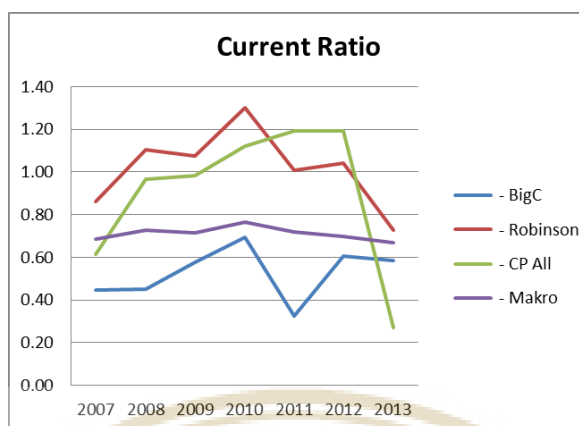


Figure 1.21 Current Ratio

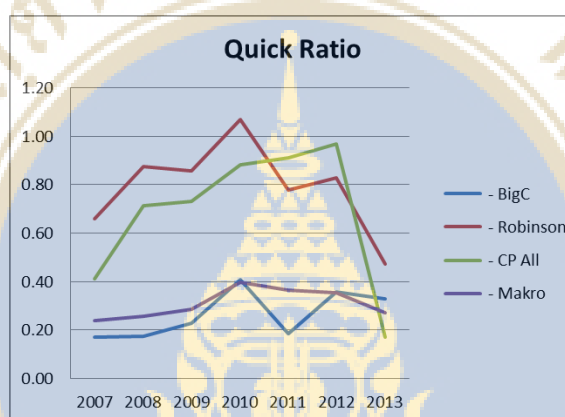


Figure 1.22 Quick Ratio

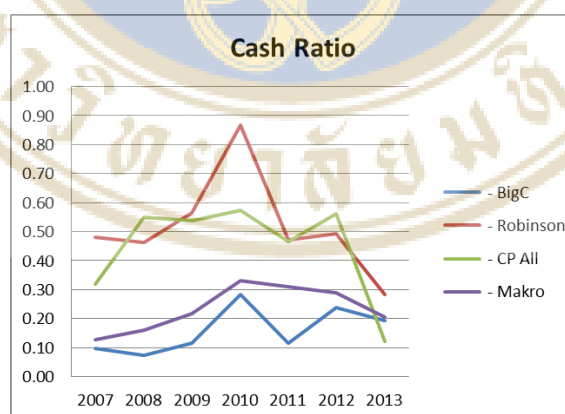


Figure 1.23 Cash Ratio

BigC liquidity ratios such as current ratio, quick ratio and cash ratio are quite low compare with other competitors. However, if we look at cash conversion cycle for BigC is very far below zero meaning that there is no need for BigC to

maintain liquidity ratios too high since the business can generate cash inflow very quickly from sales.

Table 1.11 Efficiency Ratios

Efficiency Ratio	2007A	2008A	2009A	2010A	2011A	2012A	2013A
Total Asset Turnover (x)	1.98	1.96	1.95	1.94	1.68	1.30	1.33
Fixed Asset Turnover (x)	2.58	2.55	2.58	2.74	2.26	1.70	1.73
Cash Conversion Cycle (days)	-43.36	-44.01	-44.53	-63.50	-50.97	-54.63	-54.71

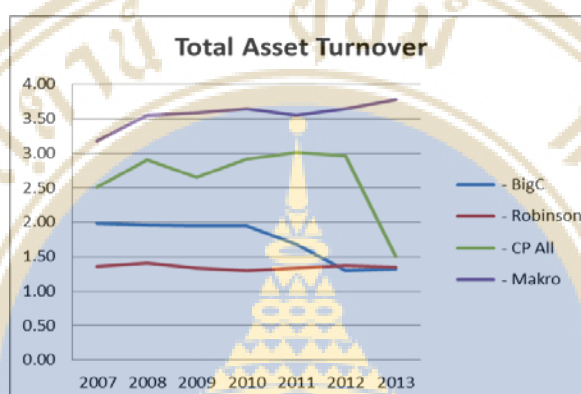


Figure 1.24 Total Asset Turnover Ratio

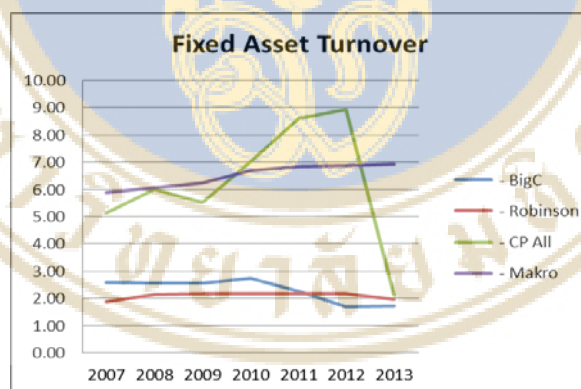


Figure 1.25 Fixed Asset Turnover Ratio

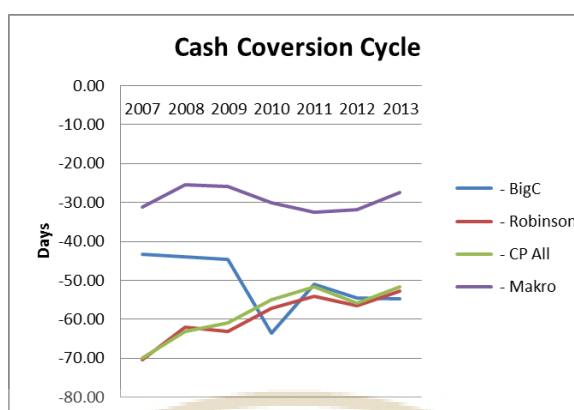


Figure 1.26 Cash Conversion Cycle

In terms of efficiency ratios such as total asset turnover and fixed asset turnover are also quite low compare with competitors since BigC has rapidly expanded its new stores in recent years therefore these new stores cannot be fully generate income for the company in the first few periods of investment. However, we expect that these ratios are going to improve in the nearly future.

Table 1.12 Profitability Ratios

Profitability Ratio	2007A	2008A	2009A	2010A	2011A	2012A	2013A
Gross Profit Margin (%)	12.27%	12.30%	11.54%	18.17%	20.14%	20.03%	20.83%
EBIT Margin (%)	5.78%	5.60%	5.78%	5.38%	7.56%	7.61%	4.33%
EBITDA Margin (%)	9.02%	9.04%	9.50%	8.81%	10.58%	10.45%	10.37%
Net Profit Margin (%)	3.89%	4.02%	3.98%	3.80%	4.78%	5.06%	5.50%
ROA (%)	7.71%	7.89%	7.75%	7.39%	8.05%	6.57%	7.29%
ROE (%)	16.53%	17.21%	15.80%	14.43%	24.04%	21.92%	20.24%
SG&A/Sale	16.70%	17.01%	17.51%	15.69%	16.34%	15.47%	16.50%

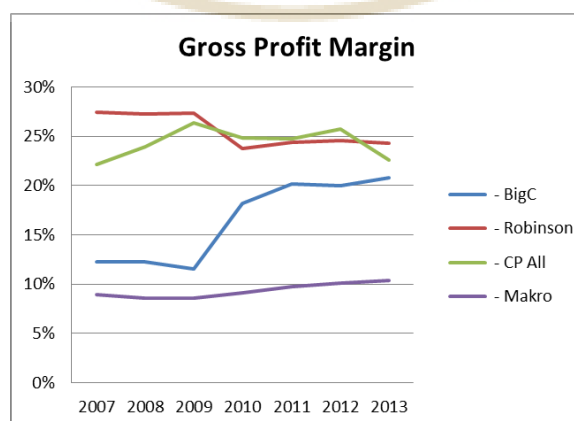


Figure 1.27 Gross Profit Margin

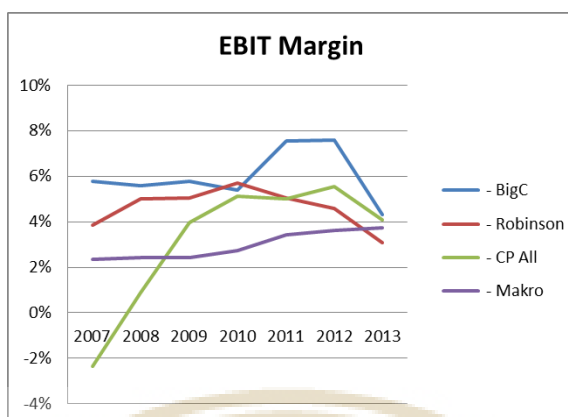


Figure 1.28 EBIT Margin

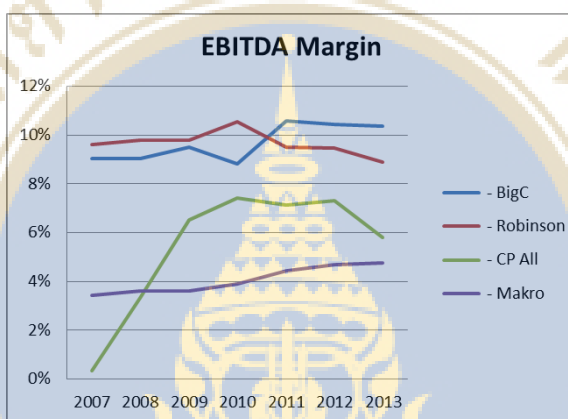


Figure 1.29 EBITDA Margin

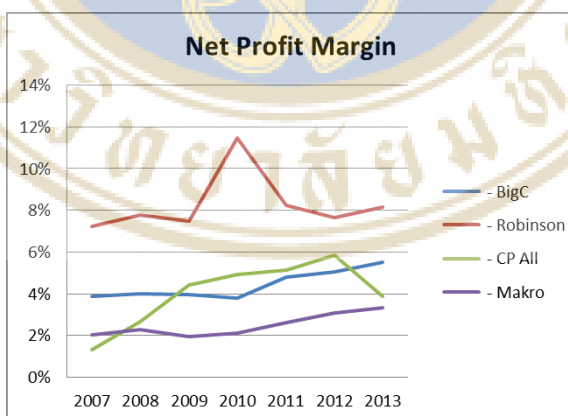


Figure 1.30 Net Profit Margin

On the other hand, the profitability ratios of the company are quite outstanding compare with key competitors such as EBIT margin and EBITDA margin meaning that increasing in sales is much higher than the increasing in cost of the

company no matter we take an account of the depreciation & amortization or not since both of EBIT margin & EBITDA margin are also high compare with others. This represents the outstanding efficiency of cost management compare with overall competitors. Moreover, Net Profit Margin of BigC tends to be increase. It represents the improving effectiveness at converting revenue into actual profit for the company.

Table 1.13 Solvency Ratios

Solvency Ratio	2007A	2008A	2009A	2010A	2011A	2012A	2013A
Debt Ratio (%)	54.87%	53.47%	48.41%	49.17%	74.08%	66.14%	61.88%
Debt to Equity Ratio (x)	1.22	1.15	0.94	0.97	2.86	1.95	1.62
Equity Multiply (x)	2.22	2.15	1.94	1.97	3.86	2.95	2.62
Long Term Debt Ratio (%)	2.81%	3.41%	2.95%	3.51%	3.60%	26.86%	23.64%
Interest Coverage Ratio (x)	43.94	26.62	37.71	618.03	6.52	7.06	5.22

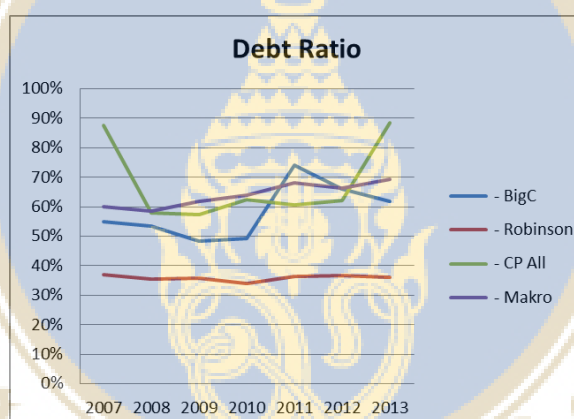


Figure 1.31 Debt Ratio

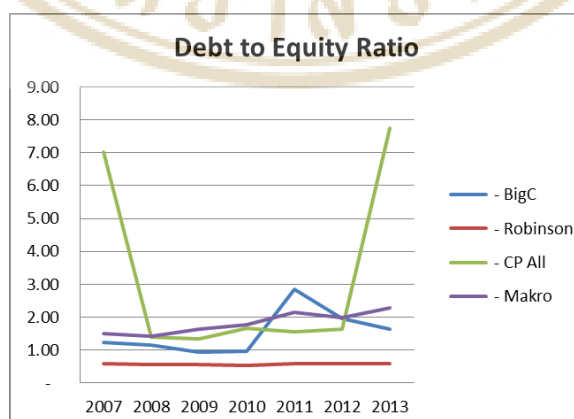


Figure 1.32 Debt to Equity Ratio

Solvency ratios such as Debt ratio, Long term debt ratio and Debt to equity ratio show that the overall debt of BigC is slightly decreasing after the acquisition of Carrefour in 2011.

Even though the Company has experienced major cost pressures in 2012 and also during 2013 it continued facing cost pressures from minimum wage increase, and utility expense increases. However, in 2013 the company's ability to maintain its profitability ratios at the same level as 2012 and 2011 numbers is represent its successful efficiency improvements and cost controls. Gross profit margin increased to 20.8% for full year 2013 from 20.0% in 2012, and 18.2% in 2011. Net profit margin also increased to 5.5% in 2013, from 5.1% in 2012 and 4.8% in 2011 mainly from decreasing in finance cost which is from lower debt levels and from corporate tax cut as a result of slightly decreasing of effective tax rate in 2013.

1.6 Additional Downside Possibility

1.6.1 Natural Disasters

From global warming effect, the natural disasters occur frequently and severely during these few years such as Tsunami in 2004 at the cost of more than 30,000 million baht, big flood in 2011 at the cost of more than one hundred billion and earthquake at the north in 2014. It causes huge damages of economic system and tourism industry. Moreover, these incidents are unpredictable so BigC must concentrate on these issues as well, otherwise some branches have to stop operating and the earnings will be harm eventually.

1.6.2 Failure of opening new stores on plan

If BigC is unable to open new stores as planned, the forecasted earning of the company will be affected. Moreover, retail business has a very high competition so if the competitors are more aggressive to expand new stores than BigC expects, market share of BigC will be taken and BigC will fail to achieve the target earnings.

1.7 Investment Risks

		Impact				
		Negligible	Minor	Moderate	Significant	Severe
Probability	(81%-100%)					
	(61%-80%)					- Risk on market and Competition
	(41%-60%)			- QE tapering of USA - Interest rate risk		
	(21%-40%)					
	(1%-20%)					- Business interruption risk

Figure 1.33 Risk Matrix

1.7.1 QE tapering of USA

If the FED (Federal Reserve) makes a decision to taper QE, it will lead more capital outflow from Thailand which affects to currency exchange rate directly as Thai baht is depreciated. The business expansion will be contracted because of increasing in the interest rate. Besides that asset price as stocks and gold has less value which results in less consumption by household sector.

However, this capital outflow may not lead Thailand reach the crisis as it is used to be in 1997 because monetary status of Thailand in present is quite stronger than the past. Moreover, QE tapering introduces that USA has a stronger economic which will support Thai export as well.

1.7.2 Interest rate risk

Due to BigC has two long term loan agreements with the main purpose to refinance the short term loan for business acquisition, Carrefour's business, in 2011. The first contract which has total credit facilities of 27,000 million baht will be repaid from 2013 – 2020. It carries interest rate at THBFIX 3 months or 6 months or BIBOR 3 months plus margin per annum. The other loan has total credit facilities of 5,000

million baht for 5 years (from 2013 - 2017) with THBFIX 6 months plus margin per annum.

Moreover, BigC entered into another long term loan agreement on December 27, 2013 for total credit facilities of 3,000 million baht with 2 years maturity. It carries interest rate at THBFIX 6 months plus margin per annum.

According to the above agreements, the majority of long term loan carries the floating interest rate as BIBOR which leads the company face with the fluctuation of the interest rate.

1.7.3 Risks on market and competition

Currently, Life style of people has been changed because the new technology has been developed and grown by leaps and bounds which reflects to the change of customers' shopping behavior. Moreover, retail market has a very high competition so if the company is unable to provide goods and services to achieve and maximize customers' satisfactions and needs, the company may lose market share and profit to other competitors eventually.

1.7.4 Business interruption risks

From the past, BigC has the bad experience from flood and fire which cause damage to many branches of the company. In order to manage these problems, the company makes a decision to hire a specialist who expertise in the area of developing an appropriate plan for business continuity which has been already implemented in head office, branches and distribution centers.

CHAPTER II DATA

2.1 Business Structure

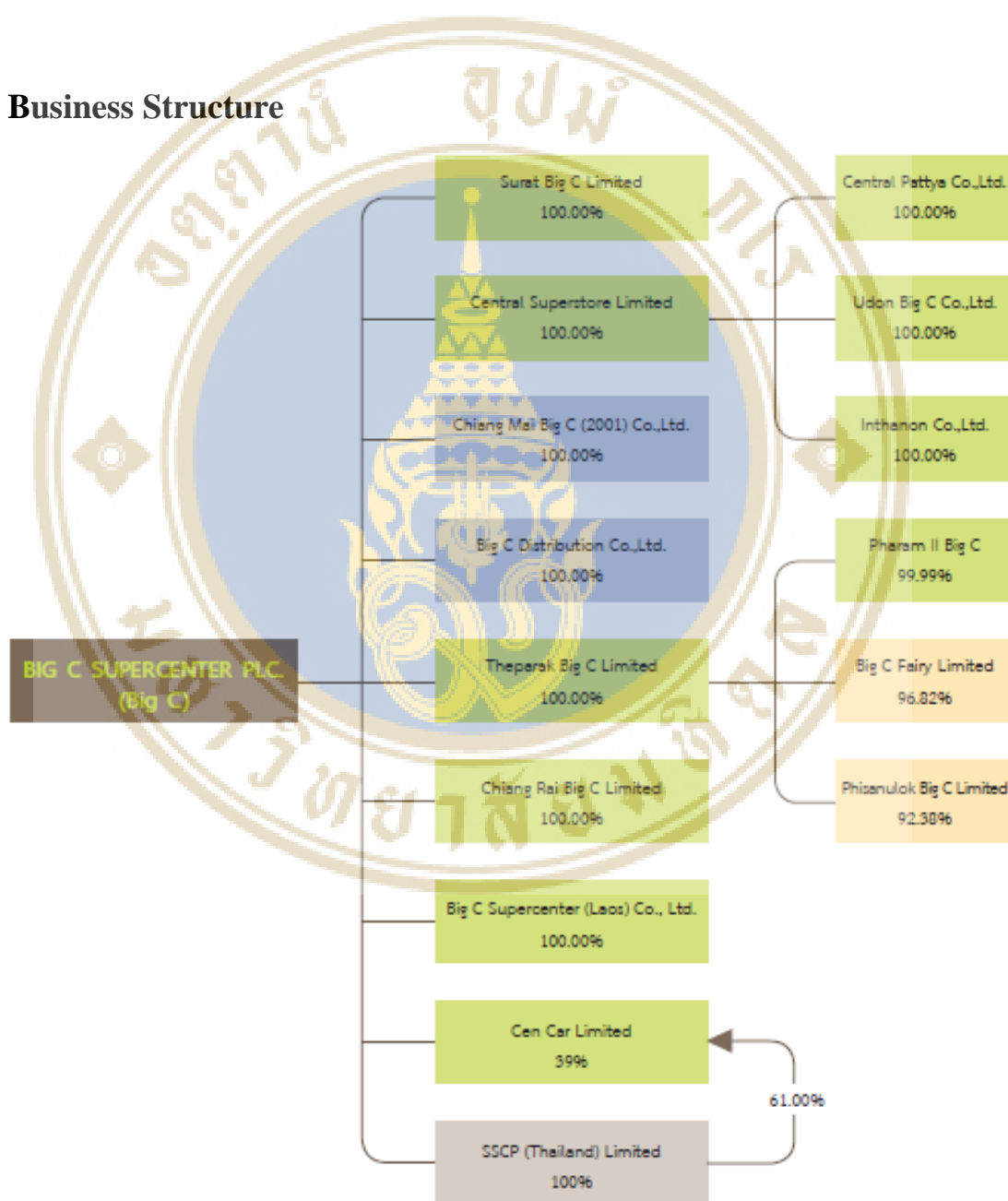


Figure 2.1 Business Structure

2.2 Major Shareholders as of July 31, 2014

Table 2.1 Major Shareholders as of July 31, 2014

No.	Name	Shares	Percent
1	Geant International B.V. ⁽¹⁾	264,797,600	32.10
2	Saowanee Holding Co., Ltd. ⁽¹⁾	218,280,000	26.46
3	Thai NVDR Co.,Ltd.	63,012,846	7.64
4	Mrs. Arunee Chan	37,619,714	4.56
5	UBS AG Singapore Branch	18,000,000	2.18
6	Barclays Bank PLC, Singapore	15,900,000	1.93
7	Credit Suisse (Hong Kong) Limited	10,794,300	1.31
8	State Street Bank Europe Limited	10,394,463	1.26
9	Deutsche Bank AG Singapore - PWM	10,000,000	1.21
10	The Bank of New York (Nominees) Limited	9,902,402	1.20
11	Social Security Office	7,722,500	0.94
12	Mr. Niti Osthannugrah	7,475,400	0.91

2.3 Income Statement

Table 2.2 Income Statement

Income Statement	Unit : Million Baht												
	2008A	2009A	2010A	2011A	2012A	2013A	2014F	2015F	2016F	2017F	2018F		
REVENUES													
REVENUES FROM SALE OF GOODS AND RENDERING OF SERVICES	70,440	72,121	74,451	109,548	120,062	126,922	131,903	150,604	169,084	186,811	205,361		
REVENUES FROM SALES	67,292	68,058	70,236	102,563	112,136	118,177	122,421	139,670	156,754	173,603	191,220		
+ Large Store	-	-	-	-	-	108,532	107,275	116,434	126,398	136,376	146,786		
+ Small Store	-	-	-	-	-	12,645	15,146	23,236	30,356	37,226	44,435		
REVENUES FROM RENDERING OF SERVICES	3,148	4,063	4,215	6,985	7,926	8,745	9,482	10,935	12,329	13,208	14,141		
OTHER INCOME	7,826	8,467	9,401	4,093	3,670	4,049	4,389	5,012	5,626	6,216	6,834		
TOTAL REVENUES	78,266	80,588	83,853	113,641	123,733	130,971	136,292	155,616	174,710	193,027	212,195		
EXPENSE													
COST OF SALE OF GOODS AND RENDERING OF SERVICES	59,752	61,096	63,793	84,018	92,609	96,874	101,193	115,541	129,718	143,318	157,549		
DEPRECIATION	2,467	2,700	2,540	3,307	3,411	3,616	3,938	4,403	4,875	5,115	5,358		
SELLING AND ADMINISTRATIVE EXPENSES	12,073	12,131	12,633	17,982	18,577	20,936	21,273	24,289	27,269	30,128	33,120		
SELLING EXPENSES	-	11,377	11,885	15,401	16,477	18,585	18,653	21,298	23,911	26,418	29,042		
ADMINISTRATIVE EXPENSES	-	755	748	2,581	2,100	2,351	2,619	2,991	3,358	3,710	4,078		
OTHER EXPENSES	-	-	391	48	-	-	-	-	-	-	-		
MANAGEMENT AND DIRECTORS' REMUNERATION	-	493	501	-	-	-	-	-	-	-	-		
TOTAL EXPENSES	74,291	76,421	79,858	105,355	114,596	121,426	126,404	144,232	161,862	178,560	196,028		
EBIT	3,974	4,167	3,994	8,286	9,136	9,545	9,888	11,383	12,848	14,466	16,167		
FINANCE COSTS	149	110	6	1,271	1,295	1,053	1,259	1,177	1,095	1,013	890		
EBT	3,825	4,056	3,988	7,015	7,841	8,492	8,629	10,206	11,753	13,453	15,277		
INCOME TAX EXPENSES	957	1,172	1,084	1,754	1,749	1,502	1,726	2,041	2,351	2,691	3,055		
NET PROFIT (LOSS)	2,868	2,884	2,903	5,260	6,093	6,989	6,903	8,165	9,403	10,763	12,222		

2.4 Balance Sheet

Table 2.3 Balance Sheet

Items	Unit : Million Baht											
	2008A	2009A	2010A	2011A	2012A	2013A	2014F	2015F	2016F	2017F	2018F	
ASSET												
CURRENT ASSET												
CASH AND CASH EQUIVALENTS	1,382	1,951	5,132	7,422	8,780	7,175	6,059	6,071	7,013	14,037	20,667	
TRADE ACCOUNTS AND OTHER RECEIVABLE	155	138	180	274	315	323	337	385	432	478	525	
INVENTORIES	5,171	5,785	5,627	8,941	9,196	9,555	10,259	11,714	13,151	14,530	15,973	
DERIVATIVE ASSETS, CURRENT	0	0	202	0	0	0	0	0	0	0	0	
OTHER SHORT-TERM ACCOUNT RECEIVABLES - NET	0	1,193	1,028	2,256	1,678	3,258	2,648	3,024	3,395	3,751	4,123	
OTHER CURRENT ASSETS	1,733	550	832	2,008	2,442	1,491	2,217	2,531	2,841	3,139	3,451	
TOTAL CURRENT ASSETS	8,442	9,596	13,000	20,901	22,411	21,782	21,521	23,725	26,833	35,935	44,739	
NON - CURRENT ASSET												
INVESTMENT PROPERTIES - NET	0	0	0	15,582	15,778	16,285	17,751	20,117	22,379	22,902	23,374	
PROPERTY, PLANT AND EQUIPMENTS - NET	24,873	23,145	22,618	21,300	22,877	26,195	28,289	32,043	35,623	35,699	35,684	
GOODWILL - NET	0	361	361	26,722	26,722	26,722	26,722	26,722	26,722	26,722	26,722	
LEASEHOLD RIGHT - NET	160	157	126	114	96	110	119	136	153	169	186	
INTANGIBLE ASSETS - NET	0	3,251	3,261	5,047	5,151	5,058	5,285	6,034	6,774	7,485	8,228	
DEFERRED TAX ASSETS	3,858	189	306	370	649	607	725	828	929	1,027	1,129	
OTHER NON-CURRENT ASSETS	28,890	27,103	26,672	69,825	71,752	75,583	79,356	86,410	93,176	94,662	96,046	
TOTAL ASSETS	37,331	36,698	39,673	90,726	94,163	97,164	100,876	110,136	120,008	130,597	140,785	
LIABILITY												
CURRENT LIABILITY												
BANK OVERDRAFTS AND SHORT-TERM BORROWINGS FROM FINANCIAL INSTITUTIONS	3,000	0	0	36,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	
TRADE ACCOUNTS AND OTHER PAYABLE	12,458	13,308	14,004	24,980	26,944	26,998	27,376	31,396	35,180	38,744	42,504	
OTHER SHORT-TERM ACCOUNT PAYABLES - NET	0	1,025	1,277	0	0	0	0	0	0	0	0	
CURRENT PORTION OF LONG-TERM LIABILITIES	0	0	0	0	1,675	1,675	1,675	1,675	1,675	1,675	1,675	
CURRENT PORTION OF DEFERRED INCOME	0	14	12	10	19	37	37	37	37	37	37	
SHORT-TERM PROVISIONS	0	125	156	251	132	79	79	79	79	79	79	
OTHER CURRENT LIABILITIES	3,229	2,211	2,588	2,202	2,210	2,367	2,513	2,869	3,222	3,559	3,913	
TOTAL CURRENT LIABILITIES	18,687	16,684	18,036	63,942	36,980	37,156	37,680	42,056	46,192	51,769	55,882	
NON - CURRENT LIABILITY												
NET OF CURRENT PORTION OF LONG-TERM LIABILITIES	0	0	0	0	21,580	18,898	17,223	15,548	13,873	10,523	7,173	
NET OF CURRENT PORTION OF DEFERRED INCOME	0	177	165	169	175	186	186	186	186	186	186	
NET OF CURRENT PORTION OF POST EMPLOYEE BENEFIT OBLIGATIONS	0	0	0	212	336	388	388	388	388	388	388	
DEFERRED TAX LIABILITIES	0	0	0	1,308	1,476	1,458	1,674	1,883	2,088	2,270	2,452	
OTHER NON-CURRENT LIABILITIES	1,274	905	1,019	1,575	1,728	2,041	1,907	2,175	2,441	2,692	2,955	
TOTAL NON-CURRENT LIABILITIES	1,274	1,082	1,184	3,264	25,295	22,970	21,377	20,179	18,976	16,058	13,153	
TOTAL LIABILITIES	19,961	17,766	19,221	67,206	62,276	60,126	59,057	62,235	65,168	67,827	69,036	
EQUITY												
AUTHORIZED SHARE CAPITAL	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	8,250	
ISSUED AND FULLY PAID-UP SHARE CAPITAL	8,014	8,014	8,014	8,014	8,250	8,250	8,250	8,250	8,250	8,250	8,250	
PREMIUM (DISCOUNT) ON SHARE CAPITAL	2,246	2,246	2,246	2,246	5,956	5,956	5,956	5,956	5,956	5,956	5,956	
RETAINED EARNINGS (DEFICIT)	7,159	8,721	10,037	13,304	17,724	22,879	27,660	33,741	40,682	48,611	57,591	
LEGAL AND STATUTORY RESERVES	744	885	902	902	902	902	902	902	902	902	902	
RETAINED EARNINGS (DEFICIT) - UNAPPROPRIATED	6,416	7,837	9,135	12,402	16,822	21,977	26,758	32,839	39,780	47,709	56,689	
OTHER COMPONENTS OF EQUITY	-66	-66	136	-66	-66	-66	-66	-66	-66	-66	-66	
EQUITY ATTRIBUTABLE TO EQUITY HOLDERS OF PARENT	17,352	18,914	20,432	23,498	31,863	37,019	41,800	47,881	54,821	62,750	71,731	
NON - CONTROLLING INTERESTS	18	18	20	22	24	19	19	19	19	19	19	
TOTAL EQUITY	17,370	18,933	20,452	23,520	31,887	37,038	41,819	47,900	54,841	62,770	71,750	
TOTAL LIABILITY & EQUITY	37,331	36,698	39,673	90,726	94,163	97,164	100,876	110,136	120,008	130,597	140,785	

2.5 Statement of Cash Flow

Table 2.4 Statement of Cash Flow

Items	Unit : Million Baht						
	2013	2014F	2015F	2016F	2017F	2018F	2018F
CASH FLOW FROM OPERATING ACTIVITIES							
PROFIT (LOSS) BEFORE FINANCIAL COSTS AND/OR INCOME TAX EXPENSES	3,824.8	4,056.3	3,987.7	7,014.7	7,841.3	8,491.7	8,629.0
PERIOD NET PROFIT (LOSS) ATTRIBUTABLE TO EQUITY HOLDERS OF PARENT	0.0	0.0	0.0	0.0	0.0	0.0	0.0
DEPRECIATION AND AMORTISATION	2,466.8	2,700.0	2,599.6	3,307.1	3,427.0	3,618.3	3,938.0
BAD DEBT AND DOUBTFUL ACCOUNTS (REVERSAL)	0.0	20.6	(3.2)	82.9	(78.4)	238.9	0.0
LOSS ON OBSOLESCENCE (REVERSAL)	0.0	(72.8)	(17.3)	0.0	0.0	0.0	0.0
LOSS ON DIMINUTION IN VALUE OF INVENTORIES (REVERSAL)	0.0	0.0	0.0	154.1	(157.5)	13.6	0.0
UNREALISED (GAIN) LOSS ON FOREIGN CURRENCY EXCHANGE	0.0	(0.6)	(3.4)	(0.7)	(0.1)	2.3	0.0
IMPAIRMENT LOSS OF FIXED ASSETS (REVERSAL)	0.0	0.0	82.0	(44.1)	(75.7)	(9.4)	0.0
(GAIN) LOSS ON DISPOSAL OF FIXED ASSETS	0.0	0.3	199	52.6	17.5	5.4	0.0
(GAIN) LOSS ON FAIR VALUE ADJUSTMENTS OF INVESTMENTS	0.0	0.0	0.5	0.0	0.0	0.0	0.0
LOSS ON WRITE-OFF INTANGIBLE ASSETS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
LOSS ON WRITE-OFF OTHER ASSETS	0.0	0.0	0.0	0.0	0.0	0.0	0.0
FINANCE COSTS	0.0	110.5	6.5	1,261.6	1,257.6	1,015.9	1,259.0
OTHER RECONCILIATION ITEMS	32.3	(35.7)	(1.5)	67.4	(152.9)	(42.9)	0.0
CASH FLOW'S FROM (USED IN) OPERATIONS BEFORE CHANGES IN OPERATING ASSETS AND LIABILITIES	6,324.0	6,777.7	6,608.9	11,925.6	12,085.0	13,233.8	13,826.0
(INCREASE) DECREASE IN OPERATING ASSETS	(286.0)	(578.3)	(13.0)	(3,938.2)	(12.7)	(1,161.7)	(1,140.2)
(INCREASE) DECREASE IN OPERATING LIABILITIES	446.1	956.0	1,462.0	3,168.5	2,538.0	473.6	390.1
CASH GENERATED FROM OPERATIONS	6,484.1	7,155.3	8,069.9	11,155.9	14,600.3	12,635.7	13,075.8
INTEREST PAID	(151.1)	(111.0)	(6.5)	(1,238.4)	(1,164.2)	(99.4)	(1,210.0)
INCOME TAX PAID	(1,103.6)	(993.5)	(1,262.4)	(4,722.0)	(1,767.7)	(1,372.1)	(1,723.8)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	5,229.3	6,050.9	6,781.0	8,445.6	11,678.5	10,072.2	10,140.0
CASH FLOW FROM INVESTING ACTIVITIES							
(INCREASE) DECREASE IN INVESTMENT IN SUBSIDIARIES AND ASSOCIATES	0.0	0.0	0.0	(34,283.1)	0.0	0.0	0.0
(INCREASE) DECREASE IN INVESTMENT PROPERTY	0.0	0.0	0.0	0.0	0.0	0.0	(1,466.6)
(INCREASE) DECREASE IN PROPERTY, PLANT AND EQUIPMENTS	(5,180.1)	(1,019.1)	(1,779.9)	(3,645.6)	(4,875.8)	(6,919.5)	(6,001.3)
(INCREASE) DECREASE IN INTANGIBLE ASSETS	0.0	(80.1)	(22.7)	(393)	(21.8)	(40.9)	(91)
INTEREST RECEIVED	0.0	0.9	2.6	563	70.7	31.1	0.0
SHORT TERM INVESTMENT	0.0	0.0	0.0	0.0	0.0	0.0	0.0
OTHER ITEMS	(117.0)	(92.1)	(213.8)	(3,154.9)	(391.6)	(226.0)	0.0
NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES	(6,297.1)	(1,160.4)	(2,013.8)	(41,068.9)	(6,218.5)	(7,156.3)	(7,476.9)
CASH FLOW FROM FINANCING ACTIVITIES							
INCREASE (DECREASE) IN SHORT-TERM BORROWINGS FROM FINANCIAL INSTITUTIONS	0.0	(3,000.0)	0.0	36,500.0	(3,030.0)	0.0	0.0
INCREASE (DECREASE) IN LONG-TERM BORROWINGS FROM FINANCIAL INSTITUTIONS	965.0	0.0	0.0	0.0	23,000.0	(2,675.0)	(1,675.0)
INCREASE (DECREASE) IN LONG-TERM BORROWINGS FROM RELATED PARTIES	0.0	0.0	0.0	0.0	0.0	0.0	0.0
INCREASE (DECREASE) IN FINANCE LEASE CONTRACT LIABILITIES	0.0	0.0	0.0	0.0	(5.6)	(7.1)	0.0
PROCEEDS FROM ISSUANCE OF SHARE CAPITAL	0.0	0.0	0.0	0.0	4,156.0	0.0	0.0
DIVIDEND PAID	(1,297.7)	(1,306.3)	(1,570.7)	(1,586.9)	(1,588.1)	(1,639.5)	(2,103.8)
OTHER ITEMS	(15.6)	(15.5)	(15.2)	0.0	(163.4)	0.0	0.0
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	(600.3)	(432.18)	(1,586.0)	34,913.1	(5,101.1)	(4,321.6)	(3,778.8)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT	(368.1)	568.7	3,181.2	2,289.8	1,358.8	(1,605.8)	(1,115.7)
CASH AND CASH EQUIVALENTS, BEGINNING BALANCE	1,750.0	1,381.9	1,950.6	5,131.8	7,421.6	8,780.4	7,174.6
CASH AND CASH EQUIVALENTS, ENDING BALANCE	1,381.9	1,950.6	5,131.8	7,421.6	8,780.4	7,174.6	6,059.0

2.6 Key Financial Ratio

Table 2.5 Key Financial Ratio

Key Financial Ratio	2008A	2009A	2010A	2011A	2012A	2013A	2014F	2015F	2016F
Liquidity Ratio									
Current Ratio (x)	0.45	0.58	0.72	0.33	0.61	0.59	0.57	0.56	0.58
Quick Ratio (x)	0.18	0.23	0.41	0.19	0.36	0.33	0.30	0.29	0.30
Cash Ratio (x)	0.07	0.12	0.28	0.12	0.24	0.19	0.16	0.14	0.15
Efficiency Ratio									
Total Asset Turnover (x)	1.95	1.95	1.95	1.68	1.30	1.33	1.33	1.43	1.47
Fixed Asset Turnover (x)	2.53	2.58	2.77	2.27	1.70	1.73	1.70	1.82	1.88
Acc Receivable Turnover (x)	389.45	491.55	468.32	482.53	407.55	398.03	399.65	417.01	413.73
Collection Period (days)	0.94	0.74	0.78	0.76	0.90	0.92	0.91	0.88	0.88
Inventory Turnover (x)	13.84	13.17	13.05	15.04	13.24	13.55	13.33	13.71	13.60
Days in Inventory (days)	26.38	27.72	27.97	24.27	27.57	26.93	27.39	26.63	26.84
Payables Turnover (x)	5.79	5.60	5.45	5.62	4.62	4.71	4.85	5.13	5.08
Payables Period (days)	63.07	65.20	66.95	64.94	78.93	77.56	75.23	71.22	71.86
Cash Conversion Cycle (days)	-35.75	-36.73	-38.20	-39.92	-50.46	-49.71	-46.93	-43.72	-44.14
Profitability Ratio									
Gross Profit Margin (%)	11.67%	11.54%	10.90%	20.29%	20.03%	20.83%	20.30%	20.36%	20.40%
EBIT Margin (%)	5.64%	5.78%	5.36%	7.56%	7.61%	7.52%	7.50%	7.56%	7.60%
EBITDA Margin (%)	9.14%	9.52%	8.78%	10.58%	10.45%	10.37%	10.48%	10.48%	10.48%
Net Profit Margin (%)	4.07%	4.00%	3.90%	4.80%	5.07%	5.51%	5.23%	5.42%	5.56%
ROA (%)	7.94%	7.79%	7.60%	8.07%	6.59%	7.31%	6.97%	7.74%	8.17%
ROE (%)	17.31%	15.89%	14.74%	23.93%	21.99%	20.28%	17.51%	18.20%	18.30%
SG&A/Sale	17.14%	16.82%	16.97%	16.42%	15.47%	16.50%	16.13%	16.13%	16.13%
Solvency Ratio									
Debt Ratio (%)	53.47%	48.41%	48.45%	74.08%	66.14%	61.88%	58.54%	56.51%	54.30%
Debt to Equity Ratio (x)	1.15	0.94	0.94	2.86	1.95	1.62	1.41	1.30	1.19
Equity Multiply (x)	2.15	1.94	1.94	3.86	2.95	2.62	2.41	2.29	2.18
Long Term Debt Ratio (%)	3.41%	2.95%	2.98%	3.60%	26.86%	23.64%	21.19%	18.32%	15.81%
Interest Coverage Ratio (x)	26.62	37.71	619.00	6.52	7.06	9.06	7.85	9.67	11.73

2.7 Current Construction plan and Capital Investment

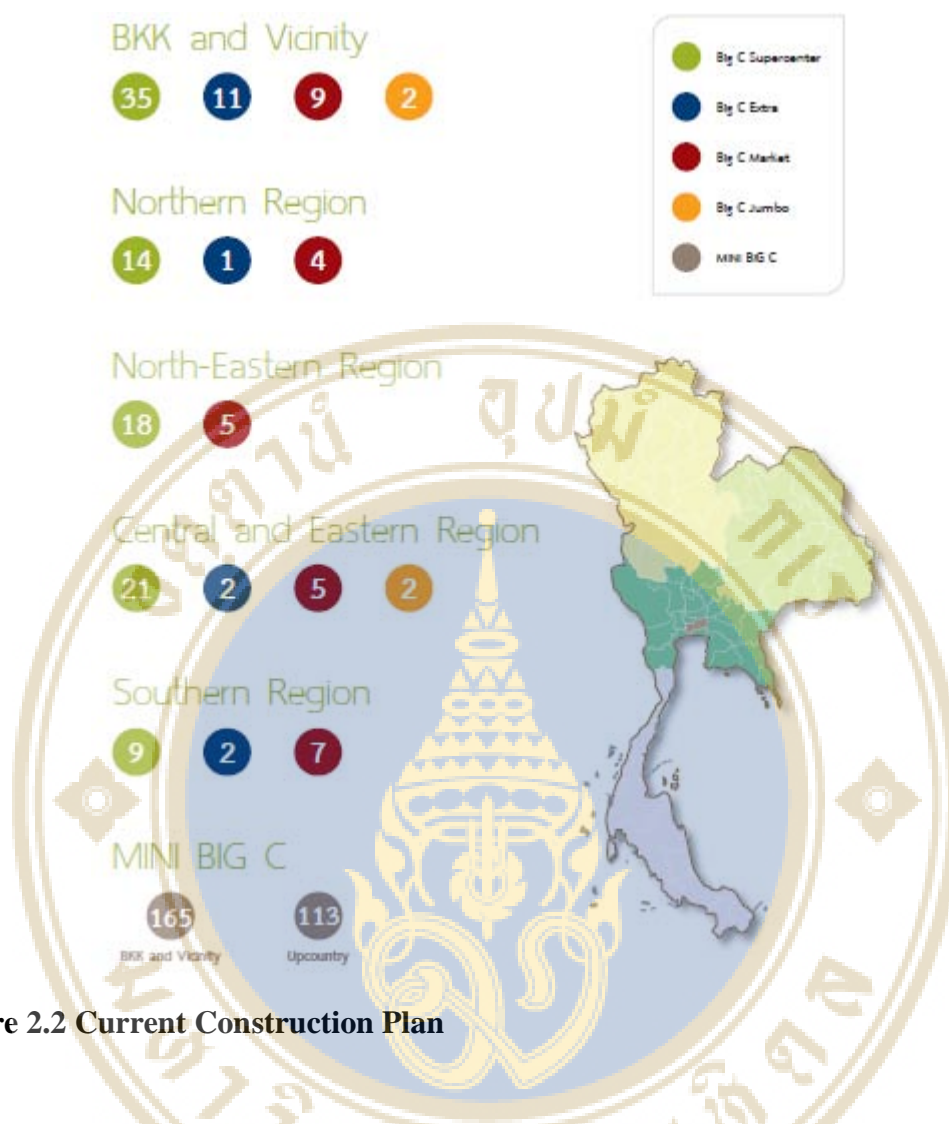


Figure 2.2 Current Construction Plan

Table 2.6 Number of Branch

No. of Branch	2007A	2008A	2009A	2010A	2011A	2012A	2013A	2014F	2015F	2016F	2017F	2018F
Big C Super Market (HP)	54	66	67	73	92	96	101	105	109	113	■	■
Big C Extra (HP)	-	-	-	-	15	16	16	17	17	18	■	■
Big C Jumbo (HP), (1st operation in 2011)	-	-	-	-	1	1	2	2	2	2	■	■
Total	54	66	67	73	108	113	119	124	128	133	141	149

2.8 Multiple Valuation – Price to Earnings Ratio

Table 2.7 Price to Earnings Ratio

Value	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Trailing	Forward
EPS	3.20	1.52	2.29	1.90	2.50	8.91	8.21

2.9 Multiple Valuation – Price to Sales Ratio

Table 2.8 Price to Sales Ratio

Value	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Trailing	Forward
Sales	126,921.7	127,859.3	129,188.3	130,165.8	137,880.0	128,533.77	131,273.34

2.10 Multiple Valuation – EV to EBITDA

Table 2.9 EV to EBITDA

Value	Q4_2013	Q1_2014	Q2_2014	Q3_2014	Q4_2014E	Trailing	Forward
EV	171,254.6	175,724.8	189,171.7	214,364.5	219,314.51	187,628.90	199,643.88
EBITDA	4,547.0	2,800.2	3,576.5	3,251.3	4,207.0	14,174.98	13,834.95

2.11 Regional Peer Comparison

as of 22 October 2014

Table 2.10 Financial Ratio of Peer

Symbol	Name	Last Price	P/E (Times)	P/BV (Times)	Book Value per Share (Baht)	Dividend Yield (%)
BEAUTY	BEAUTY COMMUNITY PUBLIC COMPANY LIMITED	29.50	40.75	8.75	3.37	2.20
BIGC	BIG C SUPERCENTER PUBLIC COMPANY LIMITED	225.00	25.94	4.88	46.13	1.13
BJC	BERLI JUCKER PUBLIC COMPANY LIMITED	43.25	34.92	4.61	9.39	1.94
CPALL	CP ALL PUBLIC COMPANY LIMITED	43.50	40.48	15.31	2.84	2.07

Table 2.10 Financial Ratio of Peer (cont.)

Symbol	Name	Last Price	P/E (Times)	P/BV (Times)	Book Value per Share (Baht)	Dividend Yield (%)
CSS	COMMUNICATION AND SYSTEM SOLUTION PUBLIC COMPANY LIMITED	6.55	39.21	4.42	1.48	2.14
GLOBAL	SIAM GLOBAL HOUSE PUBLIC COMPANY LIMITED	12.60	50.53	2.79	4.52	0.13
HMPRO	HOME PRODUCT CENTER PUBLIC COMPANY LIMITED	9.00	35.06	7.88	1.14	0.28
IT	IT CITY PUBLIC COMPANY LIMITED	3.08	N/A	1.06	2.91	-
KAMART	KARMARTS PUBLIC COMPANY LIMITED	6.15	23.83	5.74	1.07	3.65
LOXLEY	LOXLEY PUBLIC COMPANY LIMITED	4.26	36.26	1.86	2.48	2.07
MAKRO	SIAM MAKRO PUBLIC COMPANY LIMITED ITEMS	37.00	38.18	14.92	2.48	2.16
MC	MC GROUP PUBLIC COMPANY LIMITED	16.20	16.85	3.40	4.76	4.51
MEGA	MEGA LIFESCIENCES PUBLIC COMPANY LIMITED	18.80	31.52	4.36	4.31	0.96
MIDA	MIDA ASSETS PUBLIC COMPANY LIMITED	1.17	27.88	0.76	1.55	0.43

Table 2.10 Financial Ratio of Peer (cont.)

Symbol	Name	Last Price	P/E (Times)	P/BV (Times)	Book Value per Share (Baht)	Dividend Yield (%)
CSS	COMMUNICATION AND SYSTEM SOLUTION PUBLIC COMPANY LIMITED	6.55	39.21	4.42	1.48	2.14
OFM	OFFICEMATE PUBLIC COMPANY LIMITED	48.00	34.50	3.32	14.45	1.04
ROBINS	ROBINSON DEPARTMENT STORE PUBLIC COMPANY LIMITED	50.50	28.53	4.96	10.19	1.78
SINGER	SINGER THAILAND PUBLIC COMPANY LIMITED	16.30	14.95	2.97	5.48	2.76
SPC	SAHA PATHANAPIBUL PUBLIC COMPANY LIMITED	41.25	15.34	1.30	31.65	2.42
SPI	SAHA PATHANA INTER- HOLDING PUBLIC COMPANY LIMITED	26.50	11.58	0.72	36.71	0.87



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