

Key Indices

| | Prev Close | 1D % | 1W % | 1M % | YTD % |
|------------------------|------------|-------|-------|-------|-------|
| DJIA | 49015.6 | 0.0 | (0.1) | 0.6 | 2.0 |
| S&P 500 | 6978.0 | (0.0) | 1.5 | 0.7 | 1.9 |
| FTSE 100 | 10154.4 | (0.5) | 0.2 | 2.9 | 2.2 |
| AS30 | 9250.6 | (0.2) | 1.2 | 2.4 | 2.6 |
| CSI 300 | 4718.0 | 0.3 | (0.1) | 1.7 | 1.9 |
| FSSTI | 4909.3 | (0.3) | 2.1 | 5.9 | 5.7 |
| HSCEI | 9512.2 | 2.9 | 4.3 | 7.0 | 6.7 |
| HSI | 27826.9 | 2.6 | 4.7 | 7.8 | 8.6 |
| JCI | 8320.6 | (7.3) | (7.7) | (3.7) | (3.8) |
| KLCI | 1756.5 | (0.8) | 3.0 | 4.5 | 4.5 |
| KOSPI | 5170.8 | 1.7 | 5.3 | 22.5 | 22.7 |
| Nikkei 225 | 53358.7 | 0.0 | 1.1 | 5.6 | 6.0 |
| SET | 1338.9 | 0.3 | 1.6 | 6.8 | 6.3 |
| TWSE | 32803.8 | 1.5 | 5.0 | 13.9 | 13.3 |
| BDI | 2016 | 0.9 | 11.8 | 7.4 | 7.4 |
| CPO (RM/mt) | 4145 | 0.7 | 2.0 | 2.6 | 5.4 |
| Brent Crude (US\$/bbl) | 69 | 1.7 | 5.3 | 13.3 | 12.9 |

Source: Bloomberg

Corporate Events

| | Venue | Begin | Close |
|--|----------|--------|--------|
| Engagement Session with Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz | Malaysia | 30 Jan | 30 Jan |

Corporate and Macro Calendar

| Economic Indicator/Event | Country/Region | Date |
|--------------------------|----------------|--------|
| Dec. Trade Balance | Thailand | 30 Jan |

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Top Stories

Company Results | Siam Cement (SCC TB/**BUY**/Bt216.00/Target: Bt250.00)

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SCC reported a net loss of Bt3.69b in 4Q25, with losses increasing both qoq and yoy, mainly due to impairment losses and stock losses. Core earnings in 4Q25 also turned to a loss, driven by larger losses in the petrochemical business. SCC announced a 2H25 dividend of Bt2.50/share. We expect core earnings to recover qoq in 1Q26, supported by the cement and packaging businesses. Maintain **BUY**. Target price: Bt250.00.

Company Update | Berli Jucker (BJC TB/**BUY**/Bt14.50/Target: Bt18.00)

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BJC's non-retail businesses delivered strong performances, driven by margin improvement in all segments. Qtd SSSG has improved despite a high base in 1Q25. If the MMVN acquisition is completed, it will be accretive to 2026 earnings by 4%. Maintain **BUY** with a target price of Bt18.00. We expect fewer earnings downgrades in 2026.

Siam Cement (SCC TB)

4Q25: The Worst Quarter With The Largest Net Loss

Highlights

- SCC reported a net loss of Bt3.69b, with losses widening both qoq and yoy, and coming in worse than our and consensus expectations, due to higher-than-expected extra losses.
- Core earnings in 4Q25 turned to a loss, reflecting the low season for cement demand and weak petrochemical spreads.
- Core earnings are expected to return to profit in 1Q26, supported by a recovery in domestic cement demand. Maintain BUY. Target price: Bt250.00.

4Q25 Results

| Year to 31 Dec (Btm) | 4Q24 | 3Q25 | 4Q25 | % Chg. yoy | % Chg. qoq | 2024 | 2025 | % Chg. yoy |
|----------------------------|---------|---------|---------|------------|------------|---------|---------|------------|
| Revenue | 130,512 | 121,793 | 126,056 | -3% | 4% | 511,172 | 496,925 | -3% |
| Gross profit | -1,101 | 15,289 | -25,849 | n.a. | n.a. | 35,224 | 26,951 | -23% |
| EBITDA | 4,785 | 8,261 | 8,806 | 84% | 7% | 41,721 | 36,386 | -13% |
| Gain (Loss) from affiliate | 1,188 | 1,181 | 15,396 | 1196% | 1203% | 6,530 | 17,866 | 174% |
| Core Profit | -1,579 | 774 | -78 | n.a. | n.a. | 3,798 | 4,962 | 31% |
| Extraordinary item | 1,067 | -1,443 | -3,613 | n.a. | n.a. | 2,544 | 9,113 | 258% |
| Net Profit | -512 | -669 | -3,692 | n.a. | n.a. | 6,342 | 14,075 | 122% |
| - Cement (CBM) | -67 | 1,948 | 87 | n.a. | -96% | 4,325 | 5,582 | 29% |
| - Chemical (SCGC) | 3,403 | 3,999 | -4,501 | n.a. | n.a. | -7,990 | 1,460 | n.a. |
| - Packaging (SCGP) | -57 | 953 | 1,206 | n.a. | 27% | 3,699 | 4,069 | 10% |
| EPS | -0.43 | -0.56 | -3.08 | n.a. | n.a. | 5.28 | 11.73 | 122% |
| Inventory gain (loss) | 1,067 | -1,348 | -1,128 | n.a. | n.a. | 361 | -3,477 | n.a. |
| Financial ratio (%) | | | | | | | | |
| Gross Profit Margin | -0.8% | 12.6% | -20.5% | | | 6.9% | 5.4% | |
| EBITDA Margin | 3.7% | 6.8% | 7.0% | | | 8.2% | 7.3% | |
| Net profit margin | -0.4% | -0.5% | -2.9% | | | 1.2% | 2.8% | |

Source: SCC, UOB Kay Hian

Analysis

- SCC reported higher losses both qoq and yoy.** Siam Cement (SCC) posted a net loss of Bt3.69b in 4Q25 (vs a net loss of Bt512m in 4Q24 and Bt669m in 3Q25). The net loss in 4Q25 was below our and consensus estimates 14% and 31% respectively, mainly due to higher-than-expected extra losses, including stock loss and impairment loss. Total extra losses amounted to Bt3.6b, comprising: a) stock loss of Bt1.13b; and b) impairment loss of Bt3.26b, arising from the discontinuation of the “NocNoc” digital platform of Bt1.86b in losses and SCG Distribution and Retail of Bt1.36b in losses.

Key Financials

| Year to 31 Dec (Btm) | 2024 | 2025 | 2026F | 2027F | 2028F |
|---------------------------|---------|---------|---------|---------|---------|
| Net turnover | 511,172 | 496,925 | 671,649 | 706,504 | 605,398 |
| EBITDA | 41,721 | 36,386 | 43,552 | 43,348 | 43,659 |
| Operating profit | -1,475 | -9,785 | 965 | 2,172 | 4,734 |
| Net profit (rep./act.) | 6,342 | 14,075 | 7,848 | 8,390 | 9,003 |
| Net profit (adj.) | 3,798 | 4,962 | 7,848 | 8,390 | 9,003 |
| EPS | 5.28 | 11.73 | 6.54 | 6.99 | 7.50 |
| PE | 40.87 | 18.42 | 33.03 | 30.89 | 28.79 |
| P/B | 0.73 | 0.77 | 0.76 | 0.76 | 0.75 |
| EV/EBITDA | 23.27 | 29.25 | 19.47 | 19.28 | 17.89 |
| Dividend yield | 2.31 | 2.31 | 2.31 | 2.31 | 2.31 |
| Net margin | 0.74 | 1.00 | 1.17 | 1.19 | 1.49 |
| Net debt/(cash) to equity | 58.21 | 55.32 | 41.72 | 36.27 | 27.48 |
| Interest cover | 3.63 | 3.39 | 4.31 | 4.80 | 4.52 |
| Consensus net profit | n.a. | n.a. | 11,156 | 13,727 | 24,657 |
| UOBKH/Consensus (x) | n.a. | n.a. | 0.70 | 0.61 | 0.37 |

Source: SCC, Bloomberg, UOB Kay Hian

BUY (Maintained)

| | |
|--------------|----------|
| Share Price | Bt216.00 |
| Target Price | Bt250.00 |
| Upside | +15.74% |

Analyst(s)

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Stock Data

| GICS Sector | Property & Construction / Construction Materials |
|--------------------------------|--|
| Bloomberg ticker | SCC TB |
| Shares issued (m) | 1,200.0 |
| Market cap (Btm) | 273,600.0 |
| Market cap (US\$m) | 8,606.8 |
| 3-mth avg daily t'over (US\$m) | 24.1 |

Price Performance (%)

| 52-week high/low | Bt231.00/Bt124.50 |
|------------------|-------------------|
| 1mth | 11.2 |
| 3mth | 36.1 |
| 6mth | 37.8 |
| 1yr | (4.6) |
| YTD | 35.7 |

Major Shareholders

| | |
|---------------------------|-------|
| Maha Vajiralongkorn | 33.64 |
| Thai NVDR Company Limited | 7.85 |
| SOCIAL SECURITY OFFICE | 5.54 |

Price Chart



Source: Bloomberg

Company Description

SCC operates as a holding company which is engaged in the industrial supplies and construction industries. The company operates six core businesses - chemical, paper, cement, building materials, distribution and investment.

- **Petrochemical business losses widened in 4Q25.** SCC reported a core earnings loss of Bt78m in 4Q25 (vs core profit of Bt774m in 3Q25), driven by: a) lower cement, building and material businesses (CBM) earnings, reflecting the low season for domestic cement demand, while ASP remained flat qoq at Bt2,100/tonne; and b) larger losses in the petrochemical business, with core losses of Bt3.37b (vs Bt2.65b in 3Q25), due to weaker olefins and polyvinyl chloride spreads across all products. In 4Q25, Long Son Petrochemical (LSP) reported a loss of Bt3.51b, narrowing from Bt3.80b in 3Q25, partly because no startup costs were recorded, unlike in 3Q25 when startup costs were around Bt300m.
- **Packaging business improved qoq and yoy.** SCGP reported a net profit of Bt1.21b in 4Q25, up 27% qoq and turning around from a net loss in 4Q24, in line with our expectation. The improvement was supported by extra gains of Bt385m. However, core profit declined 18% qoq to Bt821m, pressured by lower selling prices, alongside higher fuel and transportation costs.
- **Core earnings expected to return to profit in 1Q26.** We expect core earnings to rebound in 1Q26, supported by the high season for cement demand, stronger demand from government infrastructure projects, which account for around 60% of total cement sales, and a qoq recovery in packaging core profit, driven by lower RCP costs.
- **Dividend.** SCC announced a 2H25 dividend of Bt2.50/share, with an XD date on 1 April and payment date on 21 April. For 2026, we forecast a dividend of Bt5.00/share.
- **Still cautious on the olefins business.** Qtd, olefins product prices have continued to decline faster than naphtha prices, resulting in narrower olefins spreads qoq, particularly for polyethylene (PE), reflecting weak demand and pressure from new supply. Qtd high-density polyethylene spread stands at US\$299/tonne, down 3% qoq, while polypropylene (PP) spread is US\$311/tonne, flat qoq. Looking ahead, the olefins sector faces structural risks from significant new cracker capacity in 2026, with additional PE and PP capacities of 3.8m tonnes and 6.5m tonnes, respectively, while demand growth is expected at only 1.5m tonnes for PE and 3.0m tonnes for PP.

Valuation/Recommendation

- **Maintain BUY with an SOTP-based 2026 target price of Bt250.00**, with the chemical business valued at 0.45x P/B (-2.0 SD), the cement business at 12x forward PE, and SCGP at 23.1x forward PE.

Earnings Revision/Risk

- **None.**

Environment, Social, Governance (ESG) Updates

Environmental

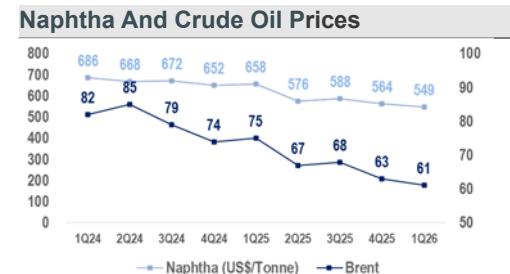
- **Carbon reduction.** Committed to reducing greenhouse gas emissions through energy efficiency, renewable energy and carbon capture technologies.

Social

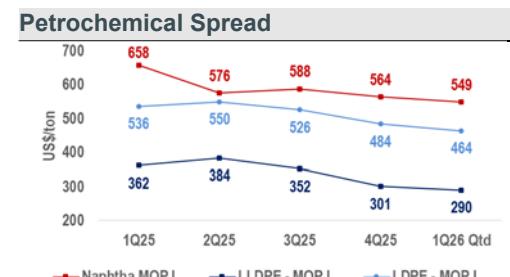
- **Community engagement.** Investing in education, health, and infrastructure programmes for local communities

15 Governance

- **Corporate governance.** Maintaining transparent reporting and adhering to ethical business practices.



Source: SCC, Bloomberg, UOB Kay Hian



Source: SGC, Bloomberg, UOB Kay Hian

LSPE Summary

- Ethane Gas Agreement**
 - U.S. Feedstock
 - Contract signed Jan '25
- 
- Shipping Agreement**
 - 5 VLOCs
 - Contract signed in Jan '25
- 
- Ethane Storage Tanks**
 - EPIC Contract
 - signed Fee '25
- 

Source: SCC, UOB Kay Hian

SOTP Valuation

| | Equity Value | Bt/share | Methodology |
|----------|--------------|----------|-------------|
| Chemical | 118,107 | 98 | 0.45x PBV |
| Cement | 199,375 | 166 | 12.0x PE |
| SCGP | 157,639 | 131 | 23.1x PE |
| SCGD | 11,833 | 10 | 11.0x PE |
| Others | 18,150 | 15 | 12.0x PE |
| Net Debt | -205,105 | -171 | |
| Total | 300,000 | 250 | |

Source: UOB Kay Hian

Profit & Loss

| Year to 31 Dec (Btm) | 2025 | 2026F | 2027F | 2028F |
|-------------------------------|----------|----------|---------|---------|
| Net turnover | 496,925 | 671,649 | 706,504 | 605,398 |
| EBITDA | 27,273 | 43,552 | 43,348 | 43,659 |
| Deprec. & amort. | 33,170 | 32,511 | 32,698 | 32,871 |
| EBIT | (5,897) | 11,040 | 10,650 | 10,788 |
| Associate contributions | 17,866 | 4,500 | 4,500 | 4,500 |
| Net interest income/(expense) | (10,738) | (10,105) | (9,038) | (9,659) |
| Pre-tax profit | 19,457 | 5,435 | 6,112 | 5,629 |
| Tax | (8,900) | (1,087) | (1,222) | (1,126) |
| Minorities | 3,518 | 3,500 | 3,500 | 4,500 |
| Net profit | 14,075 | 7,848 | 8,390 | 9,003 |
| Net profit (adj.) | 4,962 | 7,848 | 8,390 | 9,003 |

Balance Sheet

| Year to 31 Dec (Btm) | 2025 | 2026F | 2027F | 2028F |
|----------------------------|---------|---------|---------|---------|
| Fixed assets | 398,486 | 400,975 | 403,277 | 405,406 |
| Other LT assets | 76,009 | 6,716 | 7,065 | 6,054 |
| Cash/ST investment | 99,798 | 88,178 | 75,408 | 68,540 |
| Other current assets | 36,441 | 42,086 | 43,306 | 39,768 |
| Total assets | 821,591 | 787,886 | 807,310 | 806,113 |
| ST debt | 52,462 | 27,250 | 27,250 | 27,250 |
| Other current liabilities | 11,625 | 6,716 | 7,065 | 6,054 |
| LT debt | 191,842 | 164,592 | 137,342 | 110,092 |
| Other LT liabilities | 222,713 | 171,309 | 144,407 | 116,146 |
| Shareholders' equity | 380,760 | 382,608 | 384,998 | 388,002 |
| Total liabilities & equity | 821,591 | 787,886 | 807,310 | 806,113 |

Cash Flow

| Year to 31 Dec (Btm) | 2025 | 2026F | 2027F | 2028F |
|----------------------------------|----------|----------|----------|----------|
| Operating | 42,664 | 68,147 | 20,986 | 24,009 |
| Pre-tax profit | 19,457 | 5,435 | 6,112 | 5,629 |
| Tax | (8,900) | (1,087) | (1,222) | (1,126) |
| Deprec. & amort. | 33,170 | 32,511 | 32,698 | 32,871 |
| Working capital changes | 4,399 | 31,287 | (16,602) | (13,365) |
| Other operating cashflows | (5,462) | 0 | 0 | 0 |
| Investing | (8,852) | 10,139 | (35,000) | (35,000) |
| Investments | (37,913) | (35,000) | (35,000) | (35,000) |
| Others | 29,061 | 45,139 | 0 | 0 |
| Financing | (35,233) | (79,757) | 6,750 | 16,750 |
| Dividend payments | (8,637) | (6,000) | (6,000) | (6,000) |
| Issue of shares | | | | |
| Proceeds from borrowings | (26,595) | (73,757) | 12,750 | 22,750 |
| Net cash inflow (outflow) | (1,420) | (1,471) | (7,264) | 5,759 |
| Beginning cash & cash equivalent | 36,492 | 33,679 | 32,208 | 24,944 |
| Changes due to forex impact | (1,393) | 0 | 0 | 0 |
| Ending cash & cash equivalent | 33,679 | 32,208 | 24,944 | 30,703 |

Key Metrics

| Year to 31 Dec (%) | 2025 | 2026F | 2027F | 2028F |
|---------------------------|---------|---------|--------|---------|
| Profitability | | | | |
| EBITDA margin | 8.16 | 7.32 | 6.48 | 6.14 |
| Pre-tax margin | 1.51 | 3.92 | 0.81 | 0.87 |
| Net margin | 1.24 | 2.83 | 1.17 | 1.19 |
| ROA | 1.71 | 1.00 | 1.04 | 1.12 |
| ROE | 3.70 | 2.05 | 2.18 | 2.32 |
| Growth | | | | |
| Turnover | (2.79) | 35.16 | 5.19 | (14.31) |
| EBITDA | (30.39) | 59.69 | (0.47) | 0.72 |
| Pre-tax profit | 152.56 | (72.07) | 12.47 | (7.91) |
| Net profit | 121.95 | (44.24) | 6.91 | 7.31 |
| Net profit (adj.) | 30.66 | 58.16 | 6.91 | 7.31 |
| EPS | 121.95 | (44.24) | 6.91 | 7.31 |
| Leverage | | | | |
| Debt to total capital | 61.56 | 48.54 | 41.77 | 34.98 |
| Debt to equity | 64.16 | 50.14 | 42.75 | 35.40 |
| Net debt/(cash) to equity | 55.32 | 41.72 | 36.27 | 27.48 |
| Interest cover (x) | 3.39 | 4.31 | 4.80 | 4.52 |

Berli Jucker (BJC TB)

4Q25 Results Preview: Strong Non-retail Performance

Highlights

- BJC's non-retail businesses delivered strong performances, driven by margin improvement in all segments.
- Qtd SSSG improved despite a high base in 1Q25.
- Maintain BUY with a target price of Bt18.00. We expect fewer earnings downgrades in 2026.

4Q25 Results Preview

| Year to 31 Dec (Btm) | 4Q24 | 3Q25 | 4Q25F | yoY(%) | qoq(%) | 2024 | 2025F | yoY(%) |
|----------------------|--------|--------|--------|--------|--------|---------|---------|--------|
| Sales | 40,821 | 37,024 | 39,882 | (2.3) | 7.7 | 157,727 | 153,967 | (2.4) |
| Gross profit | 8,584 | 7,375 | 8,455 | (1.5) | 14.6 | 31,963 | 31,446 | (1.6) |
| Core profit | 1,645 | 639 | 1,384 | (15.8) | 116.6 | 4,660 | 4,321 | (7.3) |
| Net profit | 1,645 | 637 | 1,332 | (19.0) | 109.2 | 4,001 | 4,050 | 1.2 |
| Percent | 4Q24 | 3Q25 | 4Q25F | (ppts) | (ppts) | 2024 | 2025F | (ppts) |
| Gross margin | 21.0 | 19.9 | 21.2 | 0.2 | 1.3 | 20.3 | 20.4 | 0.2 |
| SG&A to sales | 20.0 | 21.6 | 20.7 | 0.7 | (0.9) | 20.3 | 20.9 | 0.6 |
| Core profit margin | 4.0 | 1.7 | 3.5 | (0.6) | 1.7 | 3.0 | 2.8 | (0.1) |
| Net profit margin | 4.0 | 1.7 | 3.3 | (0.7) | 1.6 | 2.5 | 2.6 | 0.1 |

Source: Berli Jucker, Bloomberg, UOB Kay Hian

Analysis

- Earnings expected to drop yoy.** We expect Berli Jucker (BJC) to report 4Q25 net profit of Bt1,384m. Excluding one-off items, core profit is estimated at Bt1,332m, down 16% yoy but up 117% qoq. Key pressures were weaker sales and higher SG&A expenses. These were partially offset by higher gross margins, a recovery in share of profit, and lower interest expenses.
- Strong non-retail business performance.** The non-retail businesses delivered strong performances, driven by margin improvement in all segments. The packaging business benefitted from lower raw material costs. The consumer business saw growth in both revenue and gross margin, supported by improvements in both the food and non-food segments. The healthcare & technical business reported higher gross margins following the divestment of loss-making operations. The pharmaceutical segment improved on strong sales of diabetes drugs and dietary supplements, which helped offset weaker medical equipment sales due to a high base.

Key Financials

| Year to 31 Dec (Btm) | 2023 | 2024 | 2025F | 2026F | 2027F |
|------------------------------|-----------|-----------|-----------|-----------|-----------|
| Net turnover | 167,901.8 | 170,813.5 | 166,504.7 | 167,880.1 | 171,282.3 |
| EBITDA | 20,608.2 | 22,102.2 | 22,065.7 | 22,846.1 | 23,117.0 |
| Operating profit | 11,623.9 | 12,976.6 | 11,827.4 | 12,560.4 | 12,771.8 |
| Net profit (rep./act.) | 4,794.7 | 4,001.4 | 4,050.0 | 4,639.8 | 4,776.9 |
| Net profit (adj.) | 4,795.0 | 4,660.0 | 4,298.2 | 4,639.8 | 4,776.9 |
| EPS | 1.2 | 1.2 | 1.1 | 1.2 | 1.2 |
| PE (x) | 12.0 | 12.3 | 13.3 | 12.4 | 12.0 |
| P/B (x) | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| EV/EBITDA (x) | 10.9 | 9.9 | 10.1 | 9.8 | 9.7 |
| Dividend yield (%) | 5.6 | 5.0 | 5.0 | 5.8 | 5.9 |
| Net margin (%) | 2.9 | 2.3 | 2.4 | 2.8 | 2.8 |
| Net debt/(cash) to equity(%) | 134.9 | 129.9 | 130.2 | 128.1 | 126.7 |
| Interest cover (x) | 3.9 | 3.9 | 4.1 | 4.3 | 4.4 |
| Consensus net profit | n.a | n.a | 4,327.2 | 4,724.3 | 5,144.5 |
| UOBKH/Consensus (x) | n.a | n.a | 1.0 | 1.0 | 0.9 |

Source: Berli Jucker, Bloomberg, UOB Kay Hian

Company – Update Thailand

Thursday, 29 January 2026

BUY (Maintained)

| | |
|--------------|---------|
| Share Price | Bt14.50 |
| Target Price | Bt18.00 |
| Upside | 24.14% |

Analyst(s)

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| Stock Data | |
|--------------------------------|------------------|
| GICS Sector | Consumer Staples |
| Bloomberg ticker | BJC TB |
| Shares issued (m) | 4,007.8 |
| Market cap (Btm) | 58,113.0 |
| Market cap (US\$m) | 1,871.2 |
| 3-mth avg daily t/over (US\$m) | 2.2 |

Price Performance (%)

| 52-week high/low | Bt24.4/Bt13.3 | | | |
|------------------|---------------|--------|--------|-----|
| 1mth | 3mth | 6mth | 1yr | YTD |
| 0.7 | (26.4) | (28.9) | (35.0) | 0.7 |

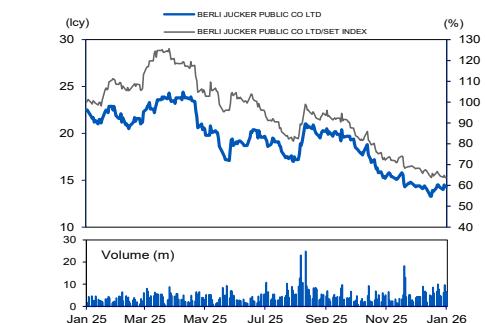
Major Shareholders %

| | |
|--------------------|-------|
| TCC Corporation | 45.68 |
| TCC Holding (1995) | 29.32 |
| TCC Corporation | 45.68 |

Balance Sheet Metrics %

| | |
|--------------------------|-------|
| FY26 NAV/Share (Bt) | 30.36 |
| FY26 Net Debt/Share (Bt) | 39.25 |

Price Chart



Source: Bloomberg

Company Description

Berli Jucker (BJC) is a conglomerate that operates in: a) packaging supply chain, b) consumer supply chain, c) healthcare and technical supply chains, and d) modern retail supply chain.

- Modern retail business has not recovered.** Modern retail performance has yet to recover, with 4Q25 SSSG down 3.3% yoy. Key headwinds include store closures near the border, temporary store closures in southern Thailand due to flooding, and a high base from the government cash-handout scheme in Oct 24. The non-food categories continued to underperform the food segment, pressuring modern retail's gross margin. Hypermarket and convenience store sales were weak in 4Q25, partially offset by positive supermarket sales. In addition, rental income declined yoy due to changes in tenant mix.
- SG&A likely to increase.** SG&A is expected to grow yoy due to the one-time loss related to the flood in the south and marketing expenses during the festive season. As a result, SG&A-to-sales is projected to jump 70bp yoy.
- Strong equity income.** Share of profit in 4Q25 turned positive and reached a **nine-year high**, driven by improved operations at the overseas packaging businesses and favourable forex impact. Interest expenses are also expected to decline yoy, reaching a **three-year low** following refinancing.
- Expect fewer earnings downgrades in 2026.** The **1Q26 earnings outlook** is forecasted to remain **weak yoy** due to a high base in 4Q24. However, with **qtd SSSG improving to around -2% to -3%**, despite a high base in 1Q25, we preliminarily expect **fewer earnings downgrades in 2026**. If the MM Mega Market Vietnam acquisition is completed, it will be accretive to 2026 earnings by 4%.

Valuation/Recommendation

- Maintain BUY with a target price of Bt18.00.** Our target price is based on a 2026F PE of 15x, equivalent to -2SD to BJC's and -1.5SD to peers' five-year average, to reflect the challenging outlook for the Thai modern retail business. While its share price performance has lagged peers, the stock is currently trading at a discount, with a 2026F PE of 12x.

Earnings Revision/Risk

- Fine-tune earnings.** We revise our 2025 core profit estimate down by 0.5% and maintain our 2026 earnings forecast to reflect the 4Q25 performance.

Share Price Catalyst

- MM Mega Market Vietnam acquisition, strong non-retail performance.

Environmental, Social, Governance (ESG)

CG Report: 5, SET ESG Rating: AA

Environmental

- BJC aims to become a net zero company by 2050. It is committed to developing the business to be sustainable in accordance with sustainable development frameworks, to comply with Sustainable Development Goals.

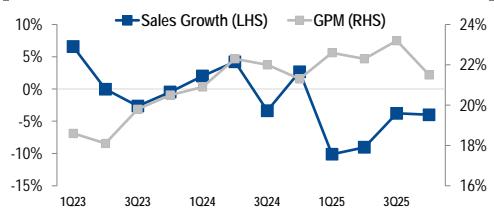
Social

- The company emphasises business operations with social responsibility in every operation by treating every stakeholder with respect for human rights as a basis, emphasises fair and equal treatment of workers, and strictly complies with relevant laws.

Governance

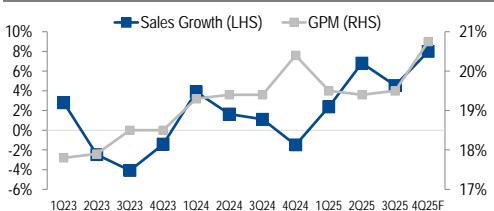
- BJC is committed to operating its business in accordance with good corporate governance policy and management excellence. BJC received the "Excellent" rating on good corporate governance from the Thai Institute of Directors.

Packaging Supply Chain



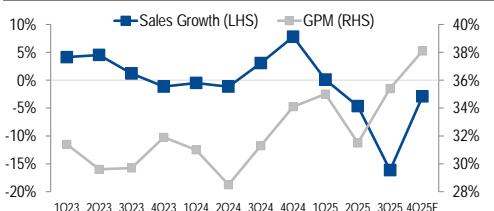
Source: BJC, UOB Kay Hian

Consumer Supply Chain



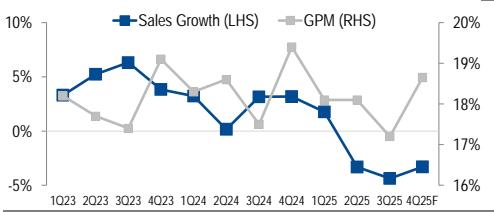
Source: BJC, UOB Kay Hian

Healthcare & Technical Supply Chain



Source: BJC, UOB Kay Hian

Modern Retail Supply Chain



Source: BJC, UOB Kay Hian

Same-store Sales Growth



Source: BJC, UOB Kay Hian

Peers PE Band

| Peers | -2SD | -1SD | Mean | +1SD | +2SD |
|---------|------|------|------|------|------|
| BJC | 14.8 | 19.5 | 24.3 | 29.1 | 33.9 |
| CPALL | 7.8 | 17.6 | 27.4 | 37.3 | 47.1 |
| CPAXT | 13.9 | 24.8 | 35.8 | 46.7 | 57.6 |
| CRC | 10.3 | 16.5 | 22.8 | 29.1 | 35.3 |
| DOHOME | -1.5 | 18.7 | 39.0 | 59.2 | 79.4 |
| GLOBAL | 14.5 | 21.7 | 28.9 | 36.1 | 43.3 |
| HMPRO | 12.5 | 18.9 | 25.3 | 31.6 | 38.0 |
| Average | 10.3 | 19.7 | 29.1 | 38.4 | 47.8 |

Source: UOB Kay Hian

Profit & Loss

| Year to 31 Dec (Btm) | 2024 | 2025F | 2026F | 2027F |
|----------------------------------|---------|---------|---------|---------|
| Net turnover | 170,814 | 166,505 | 167,880 | 171,282 |
| EBITDA | 22,102 | 22,066 | 22,846 | 23,117 |
| Deprec. & amort. | 9,126 | 10,238 | 10,286 | 10,345 |
| EBIT | 12,977 | 11,827 | 12,560 | 12,772 |
| Total other non-operating income | 45 | (109) | 0 | 0 |
| Associate contributions | (84) | 101 | 101 | 106 |
| Net interest income/(expense) | (5,603) | (5,332) | (5,314) | (5,314) |
| Pre-tax profit | 6,676 | 6,487 | 7,347 | 7,564 |
| Tax | (1,686) | (1,529) | (1,667) | (1,715) |
| Minorities | (989) | (908) | (1,041) | (1,071) |
| Net profit | 4,001 | 4,050 | 4,640 | 4,777 |
| Net profit (adj.) | 4,660 | 4,298 | 4,640 | 4,777 |

Cash Flow

| Year to 31 Dec (Btm) | 2024 | 2025F | 2026F | 2027F |
|----------------------------------|---------|---------|----------|---------|
| Operating | 15,744 | 9,723 | 13,574 | 12,350 |
| Pre-tax profit | 6,676 | 6,487 | 7,347 | 7,564 |
| Tax | (1,686) | (1,529) | (1,667) | (1,715) |
| Deprec. & amort. | 9,126 | 10,238 | 10,286 | 10,345 |
| Working capital changes | 1,389 | (5,025) | (2,606) | (3,861) |
| Non-cash items | 240 | (449) | 214 | 18 |
| Other operating cashflows | 0 | 0 | 0 | 0 |
| Investing | (5,545) | (8,796) | (10,482) | (9,104) |
| Capex (growth) | (7,584) | (9,226) | (9,439) | (9,749) |
| Investments | 144 | (40) | (40) | (42) |
| Others | 1,895 | 470 | (1,002) | 686 |
| Financing | (9,912) | (2,851) | (2,880) | (3,300) |
| Dividend payments | (3,206) | (2,846) | (2,880) | (3,300) |
| Issue of shares | (22) | 0 | 0 | 0 |
| Proceeds from borrowings | (5,229) | (5) | 0 | 0 |
| Others/interest paid | (1,455) | 0 | 0 | 0 |
| Net cash inflow (outflow) | 287 | (1,923) | 211 | (53) |
| Beginning cash & cash equivalent | 4,857 | 5,144 | 3,221 | 3,432 |
| Ending cash & cash equivalent | 5,144 | 3,221 | 3,432 | 3,379 |

Balance Sheet

| Year to 31 Dec (Btm) | 2024 | 2025F | 2026F | 2027F |
|----------------------------|---------|---------|---------|---------|
| Fixed assets | 284,384 | 283,372 | 282,526 | 281,929 |
| Other LT assets | 5,534 | 5,473 | 5,549 | 5,644 |
| Cash/ST investment | 5,144 | 3,221 | 3,432 | 3,379 |
| Other current assets | 41,950 | 43,364 | 46,440 | 50,542 |
| Total assets | 337,012 | 335,429 | 337,946 | 341,494 |
| ST debt | 33,112 | 33,107 | 33,107 | 33,107 |
| Other current liabilities | 35,522 | 31,462 | 32,146 | 32,405 |
| LT debt | 127,917 | 127,917 | 127,917 | 127,917 |
| Other LT liabilities | 14,258 | 14,627 | 13,660 | 14,400 |
| Shareholders' equity | 119,999 | 121,226 | 122,986 | 124,463 |
| Minority interest | 6,203 | 7,089 | 8,130 | 9,201 |
| Total liabilities & equity | 337,012 | 335,429 | 337,946 | 341,494 |

Key Metrics

| Year to 31 Dec (%) | 2024 | 2025F | 2026F | 2027F |
|---------------------------|-------|-------|-------|-------|
| Profitability | | | | |
| EBITDA margin | 12.9 | 13.2 | 13.6 | 13.5 |
| Pre-tax margin | 3.9 | 3.9 | 4.4 | 4.4 |
| Net margin | 2.3 | 2.4 | 2.8 | 2.8 |
| Growth | | | | |
| Net profit (adj.) | (2.8) | (7.8) | 8.0 | 3.0 |
| Leverage | | | | |
| Debt to total capital | 127.6 | 125.5 | 122.8 | 120.5 |
| Debt to equity | 134.2 | 132.8 | 130.9 | 129.4 |
| Net debt/(cash) to equity | 129.9 | 130.2 | 128.1 | 126.7 |
| Interest cover | 3.9 | 4.1 | 4.3 | 4.4 |

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