

Company Update

Thailand

18 November 2016

BUY (from Hold)

CGR Scoring Rating	
Anti-corruption	N/A
Share price: Target price:	THB12.30 THB14.60 <i>(from 12.30)</i>

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Stock Information

<u>Description</u>: Siam Wellness Group PLC operates wellness spas and other related businesses.

Ticker :	SPA
Shares Issued (m):	570
Market Cap (THBm)	7,011
Market Cap (USD m)	197.03
3-mth Avg. Daily Turnover (THBm)	25.02
SET index	1,473.85
Free float (%)	32.20
Major Shareholders :	%
MR. WIBOON UTSAHAJIT	12.31

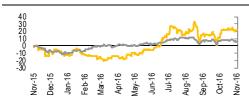
MR. WIBOON UTSAHAJIT	
MR. PRASERT JIRAVANSTIT	

Key Indicators

ROE – annualised (%)	22.6
Net cash (THBm):	7
NTA/shr (THB):	1.1
Interest cover (x):	89.0

12.31

Historic Chart



SPA

- SET



52-week High/Low			THB13.70/THB7.80			
	1-mth	3-mth	6-mth	1-yrs	YTD	
Absolute (%)	8.8	2.5	39.8	21.8	29.5	
Relative (%)	13.8	7.6	31.8	13.8	13.1	

Siam Wellness Group PCL (SPA)

New onsen captures Japanese expat boom

After visiting its first premium onsen spa on Thonglor Rd, we overweight this stock and recommend a BUY rating. We believe SPA will pass the breakeven point sooner than planned. Furthermore, the onsen business has a high profit margin which will support long-term growth. There will be a stronger ROE and dividend yield as it is targeting Japanese expats who are potentially long-term customers, diversifying their market from mainly Chinese tourists currently.

First onsen spa opened 15 Nov. Located on the 6th fl of the Grand Center Point Hotel Thonglor with a total area of 1,800 sq m, this new branch is an authentic, premium service Japanese that uses the finest equipment and Zen decoration. SPA invested a total of THB75m on a 600 customer per day capacity and a four-year breakeven schedule under a conservative assumption of 200 customers per day and average spending of THB400 per customer. Note the normal ticket price for the onse is THB650 and THB500 for a Thai massage. Its target customers are Japanese expats, Chinese and Korean tourists, and Thais who want a real onsen experience.

Five reasons why we are optimistic. 1) It is located in 4.5-star hotel with 422 rooms of potential customers. 2) Japanese expat numbers will surge 8% per year from the current 67,000 and accelerate when the Eastern Economic Corridor Development Project (EECDP) is confirmed. 3) SPA has an advantage over its competitors in terms of the quality of its services, IT integration, authentic Japanese design, and a diverse range of spa and Thai massage products. This new onsen spa will set a new standard for premium onsens in BKK. 4) Even using a conservative estimate, the onsen's GPM will be around 1000bps higher than a normal spa. 5) We estimate EPS growth during 2017-19 will rise from 27.9% to 31.9% pa. Profit is forecast to increase 3-7%, the average ROE will be a healthy 28.5% and the dividend yield 2.5% in 2019.

Recommendation. We have revised up our 2017-19 projection which increases the 2017TP by 18% to THB14.60/share, based on the DCF method (WACC 9.5%, g 5%). Not only will earnings and returns to shareholders increase; the onsen business will unlock a large market with new opportunities and greater yields. Furthermore, it reduces the risk from Chinese tourist number fluctuations by diversifying the customer base.

Risks. Factors affecting tourism and tourist confidence, customer attitudes towards spa and onsen usage.

SPA – Summary Earnings Table

FYE: Dec 31 (THB m)	2014	2015	2016F	2017F	2018F
Revenue	338	533	748	1,009	1,263
EBITDA	68	164	230	325	412
Recurring Net profi	33	106	146	211	270
Net profit	33	106	146	211	270
EPS (THB)	0.08	0.19	0.26	0.37	0.47
EPS growth (%)	(52.9)	137.5	34.6	44.6	28.1
DPS (THB)	0.03	0.10	0.14	0.20	0.25
PER	153.8	64.7	48.1	33.3	26.0
EV/EBITDA (x)	77.2	42.5	30.6	21.5	16.7
Div Yield (%)	0.2	0.8	1.1	1.6	2.0
P/BV(x)	11.0	12.6	10.9	9.0	7.5
Net Gearing (%)	cash	cash	3.2	cash	cash
ROE (%)	6.9	19.2	22.6	27.1	28.9
ROA (%)	5.5	16.3	17.7	20.5	21.7
Cons. Net Profit (THB m)	-	-	151	187	233

Source: Company reports and MBKET estimates.

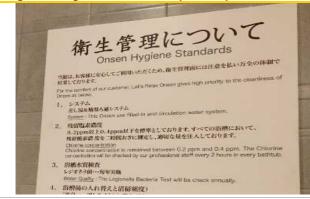
SEE APPENDIX I FOR IMPORTANT DISCLOSURES AND ANALYST CERTIFICATIONS

Onsen business visit. We visited the onsen on the morning of 17 Nov, just before opening time. SPA's 31st branch has a total area of 1,800 sq m and was decorated elegantly with great attention to detail. This reflects steady and thorough approach taken by management when it studied the feasibility of the business.



Source: Site visit, 17 Nov 2016, MBKET

Figure 3: High standards of Japan's top onsens

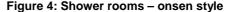


Source: Site visit, 17 Nov 2016, MBKET

Figure 2: 2 x 100 lockers, 600 clients/day capacity



Source: Site visit, 17 Nov 2016, MBKET





Source: Site visit, 17 Nov 2016, MBKET

Authentic Japanese service. This onsen spa has a capacity of 600 people per day with a maximum of 200 lockers available at any given time. It is divided into three zones: a 200 sq m reception and snack bar, a 1,000 sq m separated male and female onsen, and a 500 sq m Thai massage parlour. SPA has introduced an integrated, electronic wristband which allows customers to make purchases at the snack bar and serves as an electronic key for the lockers, mirroring the standards of premium onsens in Japan.

Figure 5: Luxury with modern facilities



Source: Site visit, 17 Nov 2016, MBKET

Figure 6: Sauna room



Source: Site visit, 17 Nov 2016, MBKET

Premium facilities are the main attraction. SPA has a total of five onsen spas which vary according to the user's preference. They include a silk bath that nourishes the skin and a spa that sources water from Gero, Japan, which is believed to have healing properties. Furthermore, SPA has merged Thai massage with Japanese onsen services. There are special offers for customers combining both services like buy five get one free, plus six-month and annual memberships.



Source: Site visit, 17 Nov 2016, MBKET

Figure 9: Interior design



Source: Site visit, 17 Nov 2016, MBKET

Figure 8: Silk bath - skincare and beauty



Source: Site visit, 17 Nov 2016, MBKET





Source: Site visit, 17 Nov 2016, MBKET

Control and management. Prior to use, each customer's weight and blood pressure are measured. People who are pregnant, drunk, obese, tattooed, or have high blood pressure are not allowed to use the onsen. Furthermore, the pH level and hygiene standards of the water system are strictly monitored and controlled.

Strong financial position – high GPM. This onsen spa required an initial investment of THB75m: THB60m on the onsen and THB15m on the spa. The onsen business will pay 15% of its revenue to the hotel, while both units have a 15-year rental agreement. Management aims to break even within four years, based on 200 customers per day spending an average of THB400 per person. Opex is estimated at around THB1m per month and depreciation expenses at THB4m per year. On the first day of operations on 15 Nov, there were 60 customers, quite an impressive amount.

This means onsen business will provide a GPM of around 45-50%, higher than the usual spa business margin of 35%. If SPA decreases the amount of discounts until higher average spending per head increases to THB650, the GPM could reach 70%.

Assumption adjustment. We adjust two assumptions made in the business model.

- We conservatively estimate the onsen will have 150 customers per day in 2017and 200-300 per day in 2018-2020. This is less than the 400 people per day management expects after an advertising campaign is run over the next three months. We project average spending of THB400 per visit despite a normal price of THB650. This because of promotional discounts will be offered during its opening months of business.
- 2. We have included profit sharing from the first franchised SPA branch in China for the first time, worth THB500K per year, but not the second branch, because it is still at an early stage.

	2013	2014	2015	2016F	2017F	2018F	2019F	2020F
Branches								
5-star (RarinJinda wellness spa)	3	3	3	3	3	3	3	3
4-star (Let's Relax)	8	10	14	20	26	32	39	46
3-star new brand	-	-	4	8	12	16	20	24
Total branches	11	13	21	31	41	51	62	73
Total service area (sq.m.) *	12,237	15,822	18,509	24,509	29,209	33,908	39,125	44,341
Avg. space rental price (Bt/ sq.m.)	374	361	452	457	462	466	471	476
Staff 4 & 5 star branch (ending)	330	390	600	775	1025	1275	1550	1825
Avg. revenue generation per staff (Btmn/ yr/ staff)	0.75	0.70	0.75	0.76	0.77	0.77	0.78	0.79
Avg. staff utilization	76%	70%	75%	76%	77%	78%	78%	79%
New 3-star operation								
Staff 3 star branch (ending)			100	200	300	400	500	600
Avg. ticket (Bt/ job)			500	505	510	515	520	526
Working hour			8.0	8.0	8.0	8.0	8.0	8.0
Day operate			330	330	330	330	330	330
Avg. staff utilization			50%	50%	50%	50%	50%	50%
Hotel occupancy rate	61.0%	63.0%	75.3%	73.0%	75.0%	75.0%	75.0%	75.0%
Product sales to Spa revenue	8.8%	5.3%	4.4%	9.0%	9.0%	9.0%	9.0%	9.0%
Onsen unit								
Avg. ticket size (THB)				400	400	450	500	500
Avg. client per day				60	150	200	250	300
Utilization (%)				10%	25%	33%	42%	50%

Average profit up 300 bps. Based on our conservative assumption outlined above, revenue will rise to above THB1b for the first time in 2017, while the GPM will stay at 34.7%. This means 2017-2019 net profit will rise 3-7% to THB211-332m, providing EPS growth of 31.9% (up from 27.9%), a ROE of no less than 28.5%, and a dividend yield of 2.5% in 2019.

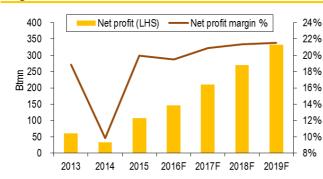


Figure 12 : NP trend

Source: MBKET estimate

Figure 13: Strong ROE and growing dividend yield



Source: MBKET estimate

Revise up TP by 18% to THB14.60/share. Including the onsen business and revenue sharing from franchising, the TP will increase to THB14.60/share, providing an 18% upside gain. This is based on the DCF method with a WACC of 9.55% and terminal growth of 5% compared to a spa industry average of 10-15%. We upgrade the rating from HOLD to BUY.

Year	0	1	2	3	4
ltems	2017F	2018F	2019F	2020F	2021
EBIT	265	341	420	492	560
Tax	-49	-63	-78	-91	-104
EBIT x (1-tax)	216	278	342	401	456
+ Depreciation	80	96	115	133	152
- CAPEX	-165	-165	-185	-185	-185
 Changes in NWC 	12	12	14	14	15
FCF to the Firm	142	221	285	363	438
Terminal Value					10,182
Present value of FCFF	142	201	238	277	7,383
NPV	8,241				
(Net Debt) Cash	66		Rf	3.2%	
Equity Value	8,307		Rm-Rf	9.2%	
Total shares (mn)	570		Beta	0.849	
Fair price	14.57		Ks	11.0%	
			Kd (1-tax)	4.9%	
			WACC	9.5%	
			g	5.0%	

Opportunity that should not be overlooked. In 2015, there were a total of 67,424 Japanese immigrants in Thailand. These numbers will increase by 8% annually and rise further once the Eastern Economic Corridor Development Project (EECDP) has been confirmed and implemented. The policy for this project is currently in the final drafting stage.

Places that already have onsens, like hotels, could use SPA to upgrade them to a premium level, similar to what SPA has already done to existing spas at three hotels. Besides the Thonglor area, there are other potential markets in Sri Racha, , the eastern industrial zone, and Chiang Mai, all areas where there are a lot of Japanese expats.

Figure 14: Japanese expat numbers



Source: www.th.emb-japan.go.jp

Risks

Attitude of Japanese customers towards Thai onsens. Thailand is a tropical country which means onsens might not be considered necessary as they are better suited to cold-weather countries. However, this particular onsen focuses on treating health issues, beauty and relaxation, meaning hot weather might not be an issue.

Fewer users than expected. SPA will provide 15% of revenue to the hotel which lowers the fixed costs of the business to just THB1m (labour and utility costs). This means the downside risk to earnings is quite limited.

Competition. There is hardly any competition in Bangkok at all. Its main competitor is on Sukhumvit 26 Rd, and provides a less luxurious service for THB450 compared to SPA's pre-discount price of THB650. Furthermore, SPA has created a uniquely Japanese onsen in Thailand that emphasises quality, excellent service, top-of-the-range equipment, and incorporates Thai massage. We are therefore confident it will easily beat its competitors.

INCOME STATEMENT (THB m)					BALAN
FY December	2015	2016F	2017F	2018F	FY Dece
Revenue	533	748	1,009	1,263	Fixed As
EBITDA	164	230	325	412	Other LT
Depreciation & Amortisation	39	63	80	96	Cash/ST
Operating Profit (EBIT)	125	167	245	316	Other Cu
Interest (Exp)/Inc	(1)	(2)	(5)	(8)	Total As
Associates	-	-	-	-	
One-offs	-	-	-	-	ST Debt
Pre-Tax Profit	134	180	260	333	Other Cu
Tax	(27)	(34)	(49)	(63)	LT Debt
Minority Interest	-	-	-	-	Other LT
Net Profit	106	146	211	270	Minority
Recurring Net Profit	106	146	211	270	Shareho
					Total Lia
Revenue Growth %	57.6	40.3	34.9	25.2	
EBITDA Growth (%)	139.2	40.6	41.3	26.8	Share Ca
EBIT Growth (%)	207.3	34.1	47.0	28.8	Gross D
Net Profit Growth (%)	220.3	36.8	44.6	28.1	Net Deb
Recurring Net Profit Growth (%)	220.3	36.8	44.6	28.1	Working
Tax Rate %	20.3	19.0	19.0	19.0	BVPS
					DATEO
CASH FLOW (THBm) FY December	2015	2016F	2017F	2018F	RATES FY Dece
Profit before taxation	134	180	260	333	Gross M
Depreciation	39	63	80	96	EBITDA
Net interest receipts/(payments)	(1)	(2)	(5)	(8)	Op. Prof
Working capital change	2	11	12	12	Net Prof
Cash tax paid	(27)	(34)	(49)	(63)	ROE %
Others (incl'd exceptional items)	94	0	4	6	ROA %
Cash flow from operations	240	218	301	376	Net Mar
Capex	(134)	(240)	(165)	(165)	Dividenc
	-	1	2	3	Interest
Disposal/(purchase)	()				
Others	(50)	(3)	(4)	(5)	
Others Cash flow from investing	(184)	(242)	(167)	(167)	Asset/De
Others Cash flow from investing Debt raised/(repaid)		(242) 60	(167) 48		Asset/De Debtors
Others Cash flow from investing Debt raised/(repaid) Equity raised/(repaid)	(184) (58)	(242) 60	(167) 48	(167) 36	Asset/De Debtors Creditors
Others Cash flow from investing Debt raised/(repaid) Equity raised/(repaid) Dividends (paid)	(184) (58) (43)	(242) 60 - (57)	(167) 48 - (77)	(167) 36 - (112)	Asset/De Debtors Creditors Inventor
Others Cash flow from investing Debt raised/(repaid) Equity raised/(repaid) Dividends (paid) Interest payments	(184) (58) (43) (1)	(242) 60 (57) (2)	(167) 48 (77) (5)	(167) 36 (112) (8)	Asset/De Debtors Creditors Inventor Net Gea
Others Cash flow from investing Debt raised/(repaid) Equity raised/(repaid) Dividends (paid) Interest payments Others	(184) (58) (43) (1) 1	(242) 60 (57) (2) 3	(167) 48 (77) (5) 6	(167) 36 (112) (8) 9	Asset/De Debtors Creditors Inventory Net Gea Debt/ EE
Others Cash flow from investing Debt raised/(repaid) Equity raised/(repaid) Dividends (paid)	(184) (58) (43) (1)	(242) 60 (57) (2)	(167) 48 (77) (5)	(167) 36 (112) (8)	Asset Tu Asset/De Debtors Creditors Inventory Net Gear Debt/ EB Debt/ Ma

BALANCE SHEET (THB m)				
FY December	2015	2016F	2017F	2018F
Fixed Assets	480	662	748	816
Other LT Assets	61	58	60	62
Cash/ST Investments	86	68	175	312
Other Current Assets	27	35	44	53
Total Assets	655	824	1,027	1,243
ST Debt	-	-	-	-
Other Current Liabilities	75	106	138	171
LT Debt	1	49	85	109
Other LT Liabilities	24	25	26	28
Minority Interest	0	0	0	0
Shareholders' Equity	555	644	777	935
Total Liabilities-Capital	655	824	1,027	1,243
Share Capital (m)	570	570	570	570
Gross Debt/(Cash)	1	61	109	145
Net Debt/(Cash)	(85)	(7)	(66)	(166)
Working Capital	38	(2)	81	194
BVPS	0.97	1.13	1.36	1.64
RATES & RATIOS				
FY December	2015	2016F	2017F	2018F
Gross Margin %	37.2	34.0	34.9	35.0
EBITDA Margin %	30.7	30.7	32.2	32.6
Op. Profit Margin %	23.3	22.3	24.3	25.0
Net Profit Margin %	20.0	19.5	20.9	21.4
ROE %	19.2	22.6	27.1	28.9
ROA %	16.3	17.7	20.5	21.7
Net Margin Ex. El %	20.0	19.5	20.9	21.4
Dividend Cover (x)	0.5	0.5	0.5	0.5
Interest Cover (x)	106.2	89.0	48.0	41.4
Asset Turnover (x)	0.8	0.9	1.0	1.0
Asset/Debt (x)	6.5	4.6	4.1	4.0
Debtors Turn (days)	2.8	2.8	2.8	2.8
Creditors Turn (days)	47.2	45.6	45.6	45.6
Inventory Turn (days)	15.1	14.6	14.6	14.6
Net Gearing %	(15.4)	(1.1)	(8.5)	(17.8)
Debt/ EBITDA (x)	0.6	0.8	0.8	0.7
Debt/ Market Cap (x)	0.0	0.0	0.0	0.0

Source: Company reports and MBKET

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18 November 2016

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Capex = Capital Expenditure	FYE = Financial Year End	QoQ = Quarter-On-Quarter
CY = Calendar Year	MoM = Month-On-Month	ROA = Return On Asset
DCF = Discounted Cashflow	NAV = Net Asset Value	ROE = Return On Equity
DPS = Dividend Per Share	NTA = Net Tangible Asset	ROSF = Return On Shareholders' Funds
EBIT = Earnings Before Interest And Tax	P = Price	WACC = Weighted Average Cost Of Capital
EBITDA = EBIT, Depreciation And Amortisation	P.A. = Per Annum	YoY = Year-On-Year
EPS = Earnings Per Share	PAT = Profit After Tax	YTD = Year-To-Date
EV = Enterprise Value	PBT = Profit Before Tax	

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					-				
Description	Number of Logo	Score Range	TMB	SCC	PPS	KCE	DRT	AMATA	
Excellent		90-100	TNDT	SCCC	PS	KKP	DTAC	AOT	
Very Good		80-89	TOP	SE-ED	PSL	KTB	DTC	BAFS	
Good		70-79	TSC	SIM	PTT	KTC	EASTW	BAY	
Satisf actory		60-69	TTCL	SITHAI	PTTEP	LHBANK	EGCO	BCP	
Pass	. 🔺 .	50-59	TU	SNC	PTTGC	LPN	GFPT	BIGC	
N/A	No logo given	Lower than 50	UV	SPALI	QH	MBK	GPSC	BTS	
			VGI	SSSC	QTC	MCOT	GRAMMY	BWG	
			WACOAL WAVE	STEC SVI	RATCH SAMART	MINT MONO	HANA HMPRO	CK CPF	
			WAVE	TCAP	SAMARI	NKI	INTUCH	CPN	
				THCOM	SAT	NYT	IRPC	CSL	
				TISCO	SC	ОТО	IVL	DELTA	
				ТКТ	SCB	PHOL	KBANK	DEMCO	
	_								
U	TFI	SMPC	PRG	NCH	К	DCC	BBL	2S	
UE	TGCI	SMT	PRINC	NOBLE	KSL	EA	BDMS	AAV	
E	THAI	SNP	PT	NSI	KTIS	ECF	BEM	ACAP	
R	THANA	SPI	PTG	NTV	L&E	EE	BFIT	ADVANC	
TE	THANI	SPPT	PYLON	000	LANNA	ERW	BLA	AGE	
TH	THIP	SPRC	Q-CON	OGC	LH	FORTH	BOL	AH	
A	THRE	SR	RICHY	OISHI	LHK	FPI	BROOK	AHC	
W	THREL	SSF	ROBINS	ORI	LIT	GBX	CEN	AKP	
'D 'O	TICON TIPCO	SST STA	RS RWI	PACE PAP	LOXLEY LRH	GC GCAP	CENTEL CFRESH	ALUCON AMANAH	
VPC	TK	SUSCO	S	PB	LST	GCAP	CGH	AMANAN	
AC	TKS	SUTHA	5 S & J	PCSGH	M	GLOBAL	CHG	AP	
5	TMC	SWC	SABINA	PDI	MACO	GLOW	СНО	APCO	
PF	TMI	SYMC	SALEE	PE	MALEE	GUNKUL	CHOW	APCS	
н	TMILL	SYNEX	SAMCO	PG	MBKET	HOTPOT	CI	ARIP	
Т	TMT	SYNTEC	SCG	PJW	MC	HYDRO	CIMBT	ASIA	
INNER	TNITY	TAE	SEAFCO	PLANB	MEGA	ICC	CKP	ASIMAR	
JASA	TNL	TAKUNI	SFP	PM	MFC	ICHI	СМ	ASK	
/ICO	TOG	TASCO	SIAM	PPP	MOONG	IFEC	CNS	ASP	
	TPC	TBSP	SINGER	PR	MSC	INET	CNT	AUCT	
	TPCORP	TCC	SIS	PRANDA	MTI	IRC	COL	AY UD BANPU	
	TRC	TF	SMK	PREB	MTLS	JSP	CPI		
OLY	STANLY	RML	NEP	ККС	GYT	DIMET	BJCHI	AEC	
ITN	STPI	RPC	NOK	KOOL	HPT	DNA	BKD	AEONTS	
:T	SUC	SANKO	NUSA	KWC	HTC	EARTH	BR	AF	
1	TACC	SAPPE	PATO	KYE	HTECH	EASON	BROCK	AIRA	
'I	TCCC	SAWAD	PCA	LALIN	IFS	ECL	BRR	AIT	
VP	TCMC	SCI	PDG	LPH	IHL	EFORL	BTNC	AJ	
	TEAM	SCN	PF	MAJOR	ILINK	EPCO	CBG	AKR	
BIS	TFD	SCP	PICO	MAKRO	INSURE	EPG	CGD	AMARIN	
ЛI	TFG	SEAOIL	PIMO	MATCH	IRCP	ESSO	CHARAN	AMATAV	
POIC	TIC	SENA	PL	MATI	IT	FE	CITY	AMC	
	TIW	SIRI	PLAT	M-CHAI	ITD	FER	CMR	APURE	
VC BHA	TKN TLUXE	SKR SLP	PLE PMTA	MDX MFEC	J JMART	FOCUS FSMART	COLOR COM7	AQUA ARROW	
впа 20	TMD	SMIT	PPMTA	MJD	JMART	FSMART	CPL	ARROW	
E	TNP	SORKON	PRIN	MK	JUBILE	FVC	CSC	BA	
ICE	TOPP	SPA	PSTC	MODERN	JWD	GEL	CSP	BEAUTY	
lik	ТРА	SPC	QLT	MPG	KASET	GIFT	CSR	BEC	
IN	TPAC	SPCG	RCI	NC	KBS	GLAND	CSS	BH	
)	TPCH	SPVI	RCL	NCL	KCAR	GOLD	CTW	BIG	
	TPIPL	SSC	RICH	NDR	KGI	GSTEL	DCON	BJC	

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Anti-Corruption Progress Indicator 2016

Companies that have declared their intention to join CAC										
Companies 2S	ASIAN	col	GFPT	O JOIN CAC KASET	МК	PLANB	SENA	TBSP	TVD	
A	ASIMAR	CPALL	GIFT	KBS	ML	PLAT	SGP	TEAM	TVO	
ABC	ASK	CPF	GLOBAL	KC	MPG	PRANDA	SITHAI	TFG	TVT	
ABICO	BCH	CPL	GPSC	KCAR	MTLS	PREB	SKR	TEL	TWPC	
ACAP	BEAUTY	CSC	GREEN	KSL	NBC	PRG	SMIT	THAI	U	
AEC	BFIT	CSR	GUNKUL	KTECH	NCH	PRINC	SMK	TIC	UBIS	
AF	BH	CSS	HMPRO	KYE	NCL	PSTC	SORKON	TICON	UKEM	
AGE	BIGC	DELTA	НОТРОТ	L&E	NDR	PYLON	SPACK	TIP	UNIQ	
AH	BJCHI	DNA	ICHI	LALIN	NINE	QH	SPALI	ткт	UOBKH	
AI	BKD	EA	IEC	LPN	NMG	RML	SPCG	TLU XE	UREKA	
AIE	BLAND	ECF	IFS	LRH	NNCL	ROBINS	SPPT	TMC	UWC	
AIRA	BROCK BROOK	EE EFORL	ILINK INET	LTX LVT	N P P N T V	ROCK ROH	SPRC SR	TMI TMILL	VGI VIBHA	
AMARIN	BRR	EPCO	INOX	M	NUSA	ROJNA	SRICHA	TMT	VNG	
AMATA	BSBM	ESTAR	INSURE	MAKRO	OCC	RP	STA	TPA	VNT	
ANAN	BTNC	EVER	IRC	MALEE	OGC	RWI	STANLY	TPP	WAVE	
AOT	CEN	FC	J	MBAX	PACE	SAMCO	SUPER	TRT	WHA	
AP	CGH	FER	JAS	MC	PAF	SANKO	SUSCO	TR U	WICE	
APCO	CHARAN	FNS	JMART	MCOT	PCA	SAUCE	SYMC	TR U E	WIIK	
APCS	СНО	FPI	JMT	MEGA	PCSGH	SC	SYNEX	TSE	WIN	
APURE	CHOTI	FSMART	JTS	MFEC	PDG	SCCC	SYNTEC	TSI	XO	
AQUA	CHOW	FVC	JUBILE	MIDA	PDI	SCN	TAE	TSTE	ZMICO	
AS	CI	GC	JUTHA	MILL	PIMO	SEAOIL	TAKUNI	TTW		
ASIA	CM	GEL	к	MJD	РК	SE-ED	TASCO	TU		
Companies	certified by	CAC								
ADVANC	BW G	DTC	IFEC	МВК	PG	Q-CON	SNP	THRE	TSTH	
AKP	CENTEL	EASTW	INTUCH	MBKET	PHOL	QLT	SPC	THREL	TTCL	
AMANAH	CFRESH	ECL	IRPC	MFC	PM	RATCH	SPI	TIPCO	TVI	
ASP	CIMBT	EGCO	IVL	MINT	PPP	S & J	SSF	TISCO	WACOAL	
AYUD	CNS	ERW	KBANK	MONO	PPS	SABINA	SSI	TMB		
BAFS	CPI	FE	KCE	MOONG	PR	SAT	SSSC	TMD		
BANPU BAY	C P N C S L	F S S G B X	KGI KKP	MSC MTI	PS PSL	SCB SCC	SVI TCAP	TN I TY TN L		
BBL	DCC	GCAP	KTB	NKI	PSL	SCG	TCMC	TOG		
BCP	DEMCO	GLOW	KTC	NSI	PTG	SINGER	TF	TOP		
BKI	DIMET	HANA	LANNA	OCEAN	PTT	SIS	TGCI	TPC		
BLA	DRT	HTC	LHBANK	PB	PTTEP	SMPC	THANI	TPCORP		
BTS	DTAC	ICC	LHK	PE	PTTGC	SNC	THCOM	TSC		
N/A AAV	BJC	CRANE	GTB	LST	ΡΑΤΟ	SAM	STAR	TMW	UP	
ACC	BLISS	CSP	GYT	MACO	PERM	SAMART	STEC	TNDT	U P A	
ADAM	BM	CTW	HARN	MAJOR	PF	SAMTEL	STHAI	TNH	UPF	
AEONTS	BOL	CWT	HFT	MANRIN	PICO	SAPPE	STPI	TN P	UPOIC	
AFC	BPP	DAII	HPT	MATCH	PJW	SAWAD	SUC	TNPC	UT	
AHC	BR	DCON	HTECH	MATI	PL	SAWANG	SUTHA	TOPP	U TP	
AIT	BRC	DCORP	HYDRO	MAX	PLE	SCI	SVH	TPAC	UV	
AJ	BSM	DRACO	IHL	M-CHAI	PMTA	SCP	SVOA	TPBI	UVAN	
AJD	BTC	DSGT	IRCP	MCS	POLAR	SEAFCO	SWC	TPCH	VARO	
AKR	BTW BUI	D TC I E AR TH	IT ITD	MD X METC O	POMPUI POST	SELIC SF	TACC	TPIPL TPOLY	VI VIH	
AMATAV	CBG	EASON	ITEL	MODERN	PPM	SFP	TAPAC	TPROP	VPO	
AMATAV	CCET	EIC	JCT	MPIC	PRAKIT	SGF	TC	TR	VTE	
APX	CCN	EKH	JSP	NC	PRECHA	SHANG	TCB	TRC	WG	
AQ	CCP	EMC	JWD	NEP	PRIN	SIAM	TCC	TRITN	WINNER	
ARIP	CGD	EPG	KAMART	NETBAY	PRO	SIM	TCCC	TRUBB	WORK	
ARROW	CHEWA	ESSO	KCM	NEW	PTL	SIMAT	TCJ	TSF	WORLD	
ASEFA	CHG	F&D	КДН	NEWS	QTC	SIRI	TCOAT	TSR	WP	
ASN	СНОО	FANCY	KIAT	NFC	RAM	SLP	TED	TTA	WR	
ATP30	CIG	FMT	ккс	NOBLE	RCI	SMART	TGPRO	TTI	YCI	
AUCT	CITY	FOCUS	KOOL	NOK	RCL	SMM	TH	TTL	YNP	
BA	CK	FORTH	KTIS	NPK	RICH	SMT	THANA	TTTM	YUASA	
BAT-3K	CKP	GENCO	KWC	NWR	RICHY	SOLAR	THE	TUCC TWP		
BCPG	CMO	GJS	KWG	NYT	RJH	SPA	THIP			
BD MS BEC	CMR	GL	LDC	OHTL	RPC	SPG	THL TIW	TWZ		
	CNT	GLAND	LEE	OISHI	RS	SPORT		TYCN		
BEM	COLOR	GOLD	LH	ORI	S	SPVI	TK	UAC		
BGT	COM7	GRAMMY	LIT	ОТО	S11	SQ	TKN	UEC		
BIG	CPH	GRAND	LOXLEY	PAE	SAFARI	SSC	TKS	UMI		
BIZ	CPR	GSTEL	LPH	PAP	SALEE	SST	ТМ	UMS		

Source : Thai Institute of Directors

Disclaimer

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of August 29, 2016) are categorised into:

- Companies that have declared their intention to join CAC, and
- Companies certified by CAC.

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