Using Analytical Hierarchy Process (AHP) to form Shares Portfolio in Kingdom of Bahrain's Bourse

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Keywords: analytical hierarch process (AHP), pair-wise comparisons, multi-criteria decision making.

GJMBR - A Classification : JELCode : M19

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Keywords: analytical hierarch process (AHP), pair-wise comparisons, multi-criteria decision making.

I. Introduction

Using the Analytic Hierarchy Process (AHP) to build a shares portfolio in Kingdom of Bahrain stock market is described. AHP can be characterized as a multi-criteria decision technique in which qualitative factors are of prime of importance. A model of the problem (shares portfolio) is developed using a hierarchical representation (Zeleny 1982), (McCord & Neufville 1983) and (Kirkwood 1997). At the top of the hierarchy is the overall goal or prime objective one is seeking to fulfill (Saaty 1986), Saaty 1996). The succeeding lower levels then represent the progressive decomposition of the problem. We complete a pair-wise comparison of all entries in each level relative to each of the entries in the next higher level of the hierarchy. The comparison of these judgments indicates the relative priority of the entities at the lowest level (e.g. investment sectors) relative to achieving the top-most objective (Saaty 1994).

II. An Overview of the Analytical Hierarchy Process (ahp)

The Analytical Hierarchy Process (AHP) grew and evolution, at the Wharton School of Business by (Thomas Saaty 1980). It is a structured approach

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facilitates the process of analyzing the problem by breaking it down to small problems with multistage (Saaty 1990) which leads to show the problem of decision in analytical and systematic Fashion and in the way that shows the degree of similarity with the thinking of the decision-maker in the filming of the problems. The (AHP) style is not a style of complex processes designed for the analysis of complex problems but rather simple operations designed to analyze complex problems.

The (AHP) style views the problem of decision hierarchal with multiple levels, making it easier to use pairwise comparisons to determine the relative importance of all elements of the pyramid using a series of objectives / subjective judgments. This style shows its ability to detect the mistakes of Consistency of Judgments. By using (AHP) provisions to determine priorities more accurately depending on verbal judgments even if the words used are not accurate, building on this property, it is possible to use the words of comparison as quality variables for a relative measure could be coupled with quantitative variable to calculate the priorities that can affect or contribute to every variable in determining the final decision. (AHP) uses to overcome the negatives that accompany the process of using the other entries in the decision-making process likes the style of pros / cons, weights and scores techniques by identifying all aspects of the problem and the variables which reflect the relative importance of each variable within the group but not individually (Alsamaray & Almadhon 1990). Using (AHP) needs four steps (Saaty 1977), (Dyer 1990) and (Saaty 1990a).

a) Decompose the Problem and Represents it Hierarchically

The first step in using (AHP) is to divide the problem and analysis it to its components, and synthesis it in hierarchically form. So that, the problem should contain at least at the following levels: the first level is the Goal, second level Criteria and the third level is the alternatives which are the course of actions.

b) Setting priorities for the problem components

Rating process in (AHP) depends on the opinion of the decision maker, where judgments can be derived from realistic information -hard data- in addition to the knowledge and experience of decision-maker.

c) Synthesis of Results

Calculated relative importance of each alternative depends on the relative contribution of each criterion in determining the degree of preference. Sum of the relative importance of each alternative represents an appropriate degree that alternative standards for. The alternative with higher relative importance has the higher chance in the selection process (Forman, Saaty, Selly and Waldron 1983) and (Forman1990).

d) Evaluate the homogeneity of the verdicts

Pairwise comparison adopted in (AHP) does not specify randomly but can be derived from a set of judgments. These Judgments whether quality or quantity are governed by mathematical rules. At this stage, is assessing the degree of homogeneity of these verdicts and case heterogeneity Inconsistency must be equal to or less than 0.10 (Saaty 1980). Individuals often give a high bias in the estimation of the verdicts, overweighing bias requires tested statistically in order not to affect the importance of giving the proportion of non- real value (Dyer and Forman 1991). The lack of high inconsistency at any level or in the final assembly process does not invalidate the model as a whole, but give the indicator on the need to re- test some of the provisions (Saaty 1977), (Saaty 1994).

III. The Research Problem

The decision problem considered in this study is how to determine the priorities of the sectors in Bahrain stock market to form the shares portfolio depending on their relative importance. Generally speaking, we develop an (AHP) model as multi-criteria decision making method in the field of investment. Accordingly, the emphases had been put to shade the light on using the Analytical Hierarchy Process (AHP) as new way to form shares financial portfolio.

IV. Research Design

We built (AHP) model to research problem to form shares portfolio in Bahrain Bourse market. The structure of multi-criteria decision making according to (AHP) model consists of a number of alternatives (banks, investment, insurance, services, industrial and hotels &tourism) after setting the overall goal (shares portfolio) as well as a number of criteria like(balance sheet, income statement, shares trading, profitability and leverage & liquidity) as depicted in table (1).

Table (1) : Consolidated Market Information

Hotels & Tourism	Industrial	services	Insurance	Investment	Banks	Criteria	
213.4	1.264M	1.152	602,4	17.7	22	Total Assets	Balance Sheet
32.5	402,3	280.8	392,6	14.7	19.4	Total Liability	
52.7	147.6	257.4	113,88	2.153	1.285	Paid up Capital	
180.9	861.6	871.4	209,7	2.9	2.520	Total Equity	
13.627	98.5	100.8	11.8	207,633	197,165	Net Profit/ Loss	Income statement
8.032	40.6	59.770	3.7	21,432	166,188	Cash dividend	
516.036	1,468M	2.558M	501	8.495m	13.162m	Number of shares	Share Trading
0.35	1.13	1.67	0.53	0.57	2.94	Share turnover	
0.351	0.587	0.337	0.372	0.313	0.174	Book value	
0.026	0.067	0.037	0.025	0.019	0.014	Earn per share	Profitability
0.016	0.028	0.023	0.007	0.003	0.009	Dividend PS	
1.01	0.73	1.09	0.79	0.52	1.01	Price to book value	
4.39	6.50	6.38	2.55	1.67	5.02	Dividend yield	
7.53	11.43	11.10	6.84	5.96	7.86	Return/ equity	
6.38	7.79	8.30	2.11	0.83	0.82	Return/ assets	
84.75	68.17	74.81	30.94	13.98	10.39	Total equity to total assets	Leverage & Liquidity
0.18	0.47	0.33	2.11*	5.98	-	Total liability to total equity	
-	-	-	-	-	-	Management**	

Investors' Guide, Bahrain Bourse, 2013

* *Management will be assessed subjectively*

We perform this assessment depending on the information of Bahrain stock market activities' handbook and some experts who have good experience in financial planning and some colleagues in university who are teaching financial and investment decision courses. The results demonstrated that (AHP) can help the decision maker to rank the sectors of the stock market according to their relative importance.
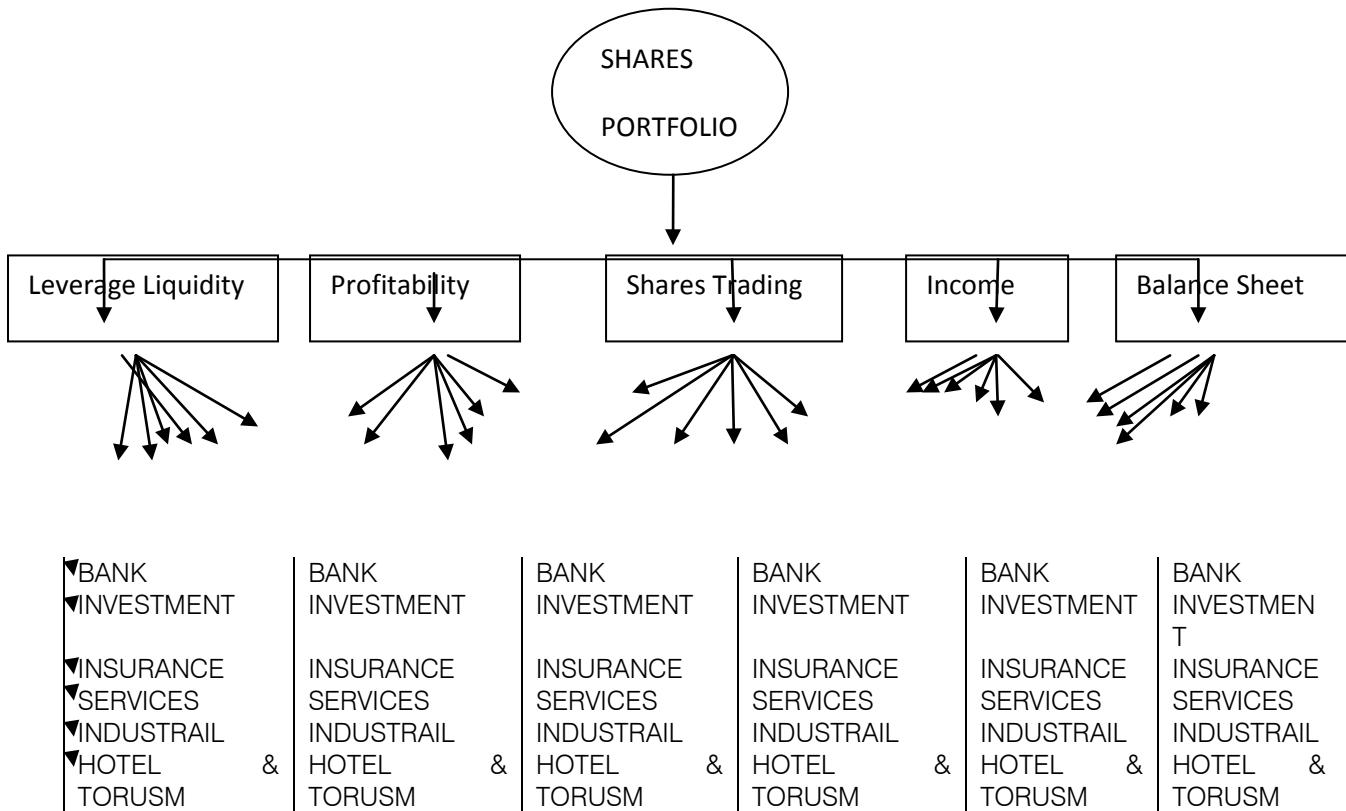
Figure (1) : Structure of the decision problem according to (AHP)

V. Model Analysis

Figure (1) illustrates the decision problem according to (AHP) model which consist of six alternatives and five criterions. This is some of the pairwise comparison judgment. We evaluated the six alternatives in term of five decision criteria. The following matrix represents the corresponding judgment matrix with the pairwise comparison. So that the corresponding priority vector and the consistency coefficients are given as well. Table (2) illustrates the judgment matrix for the case of comparing the importance of the six alternatives.

Table (2) : Pairwise comparison matrix for balance sheet

Balance Sheet	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	Priority Vector
C. bank	0.41	0.46	0.28	0.18	0.52	0.28	0.36
investment	0.20	0.23	0.23	0.18	0.26	0.23	0.22
insurance	0.09	0.06	0.06	0.04	0.03	0.03	0.05
Services	0.13	0.08	0.12	0.06	0.03	0.23	0.11
industrial	0.10	0.12	0.28	0.24	0.13	0.18	0.18
Hotels & tourism	0.07	0.05	0.03	0.30	0.03	0.05	0.09

Inconsistency = 0.08

VI. MEASURING THE INCONSISTENCY OF THE JUDGMENTS

AHP provides a measure of the consistency of the decision maker's judgment process. Consistency is very important because we would not want to base an important decision upon a set of judgment that lack consistency. Inconsistency can result from many reasons such as improper conceptualization of the hierarchal, leak of information, a mental lapse or clerical errors. As Dyer and Forman (1991) said "accurate judgments are fairly consistency, but consistency judgments need not be accurate. This consistency is necessary but not sufficient for a good decision".

Perfect judgment rarely occurs in the real world and should not be the objective when making judgments. However, perfect consistency should not be expected in working with AHP. The issue really is, how much inconsistency is accepted or tolerable in the expression of our preferences? AHP provides a method called the inconsistency ratio that calculates the degree of inconsistency of judgment. As a rule of thumb, if the inconsistency ratio is greater than about 0.10, here one must investigate and try to ascertain the possible cause of the inconsistency (Schoner & Wedley1989) and (Saaty 1991). If each of the possible causes is eliminated, then it is reasonable to proceed even though the inconsistency ratio is slightly greater than the 10 percent rule –of thumb value (Schenkerman 1997).

We will see how the inconsistency ratio can be approximated measures. The steps for estimating the inconsistency ratio are as follows:

1) Multiply the first row of the original pairwise comparison matrix for Balance sheet by the relative priority of bank (0.36). Performing the same multiplication for column 2,3,4,5 and 6. (e.g., column 2 X 0.22, column 3 X 0.05, column 4 X 0.11, column 5 X 0.18 and column 6 X 0.09). After, sum the entries across the rows to obtain the weighted sum (table (2).

$Bank = .41(.36) + .46(.22) + .28(.05) + .18(.11) + .52(.18) + .28(.09) = .4014/.36 = 1.115$

$Investment = .20(.36) + .23(.22) + .23(.05) + .18(.11) + .26(.18) + .23(.09) = .2214/.22 = 1.006$

$Insurance = .09(.36) + .06(.22) + .06(.05) + .04(.11) + .03(.18) + .03(.09) = .0611/.05 = 1.222$

$Services = .13(.36) + .08(.22) + .12(.05) + .06(.11) + .03(.18) + .23(.09) = .1031/.11 = .937$

$Industrial = .1(.36) + .12(.22) + .28(.05) + .24(.11) + .13(.18) + .18(.09) = .1424/.18 = .7911$

$Hotel \& Tourism = .07(.36) + .05(.22) + .03(.05) + .3(.11) + .03(.18) + .05(.09) = .0806/.09 = .8956$

a) Divide each sum of row entries from step 1 by their corresponding priority values, for balance sheet evaluation, the calculations are

.4014/.36 = 1.115, .2214/.22 = 1.006, .0611/.05 = 1.222, .1031/.11 = .937, .1424/.18 = .7911, .0806/.09 = .8956

b) Compute the average of the values specified in step 2; this average is denoted by Lmax. For the balance sheet example we have

$Lmax = (1.115 + 1.006 + 1.222 + .937 + .7911 + .8956)/6 = 5.9667/6 = .9945$

c) Compute the consistency index (CI), which is defined as follow:

$CI = (Lmax – n)/(n – 1)$

Where n = number of items being compared
For the balance sheet evaluation with n = 6, we obtain
$CI = (.9945 – 6)/5 = .10$

d) Compute the consistency ratio (CR), which is defined as follow:
$CR = CI/RI$

Where RI = random index

The random index is the consistency index of many randomly generated pairwise comparison matrices of size n as follow:

N	RI
2	.00
3	.58
4	.90
5	1.12
6	1.24
7	1.32
8	1.41

Therefore, for the balance sheet comparison with n =6 and RI = 1.24, we evaluate the following consistency ratio:

$CR = 0.10/1.24 = 0.08$

We previously mentioned as rule –of thumb was that a consistency ratio od 0.10 or less was accepted. Ours judgment resultsare in any estimate of the consistency ratio of .08, indicating that our priorities for balance sheet seem very accepted.

Table (3) : Composition and synthesis Impact of alternatives on Criteria

	Balance Sheet 0.29	Income 0.07	Shares Trading 0.09	Profitability 0.36	Leverage& Liquidity 0.19	
C. Bank	0.36	0.17	0.40	0.28	0.25	0.29

Investment	0.22	0.24	0.13	0.19	0.21	0.07
Insurance	0.05	0.10	0.06	0.13	0.11	0.09
Services	0.11	0.19	0.07	0.20	0.16	0.36
Industrial	0.18	0.19	0.19	0.12	0.13	0.19
Hotels & tourism	0.09	0.11	0.15	0.08	0.14	

Commercial Bank = 0.30

Investment Bank=0.20

Insurance Sector=0.09

Services Sector =0.15

Industrial Sector=0.15

Hotels &tourism = 0.11

VII. LIMITATIONS

The crucial thing that I faced is the delay of the companies in Bahrain stock market to announce their final report, the riot in Bahrain which affect the investment in the stock market because many companies let or have no desire to invest by limiting their activities. As well as, the limited number of pages for the proposal which force me not to include supporting materials for the study?

VIII. CONCLUSIONS

The most important conclusions can be determined as follows:

1. Shares portfolio must be respectively contains (Commercial banks 0.30%, Investment 0.20%, Services and Industrial 0.15%, Hotels & Tourism 0.11% and at the end came the insurance sector in 0.09%) shares according to the relative importance of these sectors.

2. It appears that Analytical Hierarchy Process (AHP) can be used with high elasticity andtool to analyze aspects of investment decisions, as it is characterized by easily use without the need for the decision-maker for the high requirements in mathematics and statistics.

3. (AHP) model can be used in the formulation of the problem of the resolution, which relies on subjective judgments and experience, is also distinguished by its ability to adapt and integration Completeness in cases that rely on a mixture of qualitative and quantitative factors.

4. (AHP) contributes to explain and understand complex and unstructured problem. to help decision maker.

5. (AHP) Model provides self-censorship to control the overall appreciation or judgments to decision makers by measuring the degree of homogeneity Consistency case to avoid bias that are the result of miscalculations or emotions.

6. Sensitivity Analysis uses to demonstrate the effect of the changes that can get on the relative importance

of some of the criteria on the final ranking of the decisions ranking of alternatives.

7. These results may encourage doing comparison study between (AHP) and other methods to form shares portfolio in near future.

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Appendix (1)

Complete Structure of Decision Problem according to AHP Model Shares' Portfolio
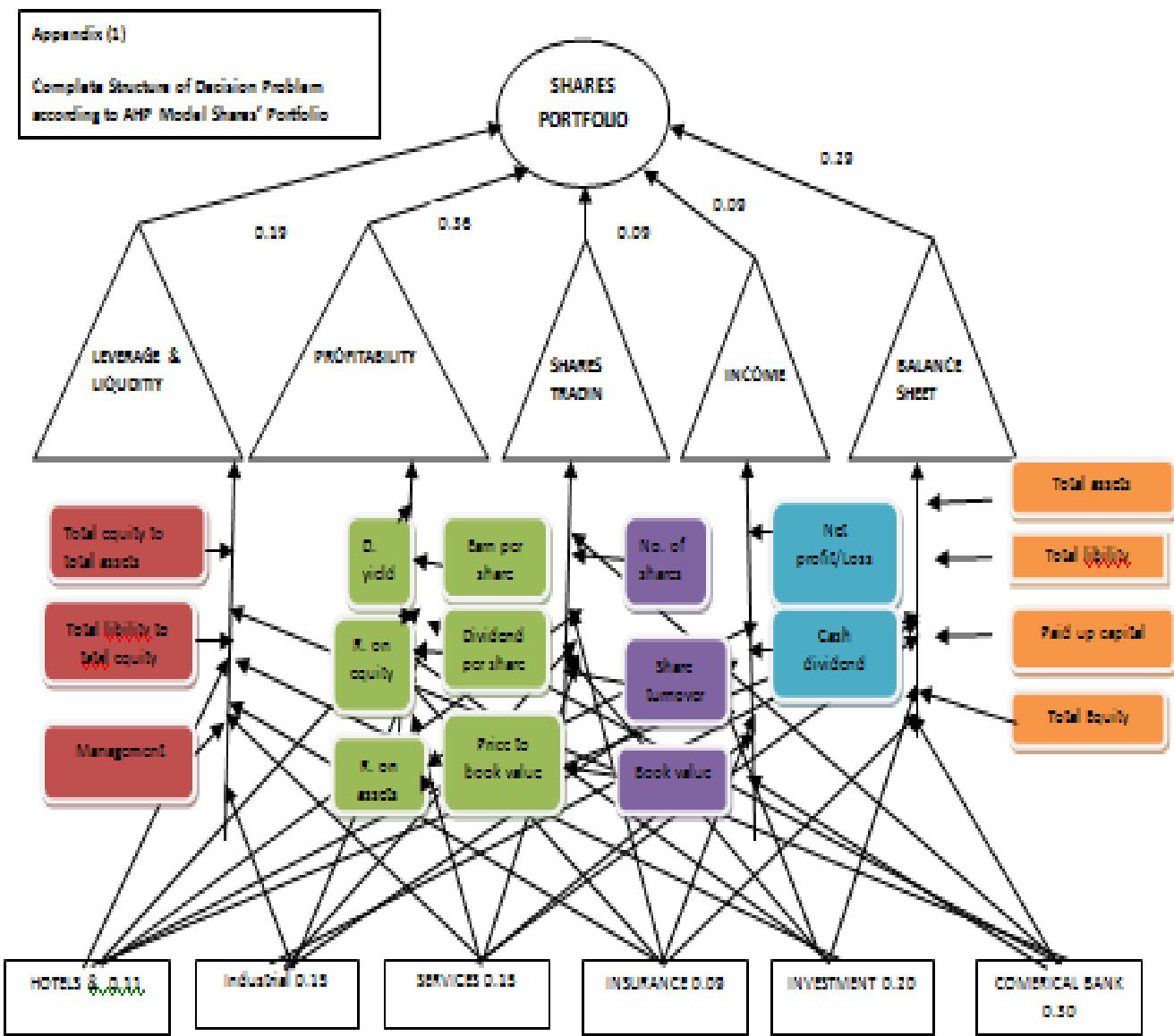
Appendix 2:

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MODEL

R		Balance Sheet B	Income I	Shares Trading S	Profitability P	Leverage & Liquidity L&E
	BALANCE SHEET	1	3	5	0.50	4
	INCOME	0.33	1	0.33	0.17	0.15
	SHARES TRADING	0.20	3	1	0.20	0.50
	PROFITIBILITY	0.25	6	4	1	8
	LEVERAGE& LIQUIDITY	0.25	7	5	0.15	1
		2.03	20	15.33	2.02	13.6

	B	I	S	P	L&E	SUM	AVG
BALANCE SHEET	0.49	0.15	0.3	0.25	0.28	1.47	0.29
INCOME	0.16	0.05	0.02	0.08	0.02	0.33	0.07
SHARES TRADING	0.10	0.15	0.07	0.10	0.04	0.46	0.09
PROFITIBILITY	0.13	0.3	0.28	0.5	0.59	1.80	0.36
LEVERAGE& LIQUIDITY	0.12	0.35	0.33	0.07	0.07	0.94	0.19
	1.00	1	1.00	1.00	1		1

BALANC SHEET	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM
C. bank	1	2	5	3	4	6	21
investment	0.50	1	4	3	2	5	15.50
insurance	0.20	0.25	1	0.50	0.20	0.14	2.29
Services	0.33	0.33	2	1.00	0.25	5	8.91
industrial	0.25	0.50	5	4.00	1	4	14.75
Hotels & tourism	0.17	0.20	0.14	5.00	0.25	1	6.76
	2.45	4.28	17.14	16.5	7.7	21.14	69.21

BALANC SHEET	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM	Avg
C. bank	0.41	0.46	0.28	0.18	0.52	0.28	2.13	0.36
investment	0.20	0.23	0.23	0.18	0.26	0.23	1.33	0.22
insurance	0.09	0.06	0.06	0.04	0.03	0.03	0.31	0.05
Services	0.13	0.08	0.12	0.06	0.03	0.23	0.65	0.11
industrial	0.10	0.12	0.28	0.24	0.13	0.18	1.05	0.17
Hotels & tourism	0.07	0.05	0.03	0.30	0.03	0.05	0.52	0.09
	1.00	1.00	1	1	1	1	5.99	1

INCOME	C. bank	investment	insurance	Services	Industrial	Hotels &tourism	SUM
C. bank	1	0.50	7	0.50	0.50	0.11	9.61
investment	0.14	1	6	2	2	8	19.14
insurance	7.00	0.17	1.00	0.14	0.14	1.00	9.45
Services	2.00	0.50	7	1.00	1.00	5	16.50
industrial	2.00	0.50	7	1.00	1	5	16.50
Hotels & tourism	9.00	0.13	1.00	0.20	0.20	1	11.53
	21.14	2.30	29	4.84	4.84	20.11	82.23

INCOME	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM	AVG
C. bank	0.05	0.18	0.24	0.10	0.10	0.03	0.7	0.1170
investment	0.03	0.36	0.21	0.4	0.4	0.4	1.80	0.2240
insurance	0.34	0.06	0.04	0.05	0.05	0.05	0.59	0.1

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Services	0.08	0.17	0.24	0.20	0.20	0.24	1.13	
industrial	0.08	0.18	0.24	0.20	0.2	0.23	1.13	0 . 1 9
Hotels & tourism	0.42	0.05	0.03	0.05	0.05	0.05	0.65	0 . 1 1
	1	1.00	1	1.00	1.00	1.00		

SHARES TRADING	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM
C. bank	1	3.00	5	4.00	2.00	6.00	21
investment	0.33	1	3	2	1	0.17	7.50
insurance	0.20	0.33	1.00	0.33	0.25	0.50	2.62
Services	0.25	0.33	3	1.00	0.33	0.20	5.12
industrial	0.50	1.00	3	3.00	1	2	10.50
Hotels & tourism	0.17	6.00	2.00	0.20	0.50	1	9.87
	2.45	11.67	17	10.53	5.08	9.87	

SHARES TRADING	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM	AVG
C. bank	0.4	0.26	0.29	0.36	0.40	0.60	2.31	0 . 4 0 0
investment	0.13	0.09	0.18	0.18	0.2	0.03	0.81	0

								.130
insurance	0.10	0.03	0.06	0.06	0.05	0.05	0.35	0.066
Services	0.10	0.03	0.18	0.09	0.06	0.02	0.48	0.067
industrial	0.20	0.09	0.18	0.27	0.2	0.2	1.14	0.119
Hotels & tourism	0.07	0.51	0.12	0.04	0.10	0.1	0.94	0.115
	1	1.0	1.0	1.00	1.0	1.00		

PROFITABILITY	C. bank	investment	insurance	Services	Industrial	Hotels & tourism
C. bank	1	2.00	1	3.00	2.00	3.00
investment	0.50	1	2	1	1	4.00
insurance	1.00	0.50	1.00	0.50	1.00	1.00
Services	0.33	1.00	2	1.00	3.00	2.00
industrial	0.50	0.25	1	0.33	1	3
Hotels & tourism	0.33	0.25	1.00	0.50	0.33	1
	3.7	5.00	8	6.33	8.33	14.00

PROFITABILITY	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM	AVG
C. bank	0.28	0.40	0.13	0.47	0.24	0.21	1.73	0.29

investment	0.13	0.2	0.245	0.16	0.12	0.28	1.14	0.19
insurance	0.27	0.10	0.13	0.08	0.12	0.08	0.78	0.13
Services	0.09	0.20	0.245	0.16	0.36	0.14	1.20	0.20
industrial	0.14	0.05	0.125	0.05	0.12	0.21	0.70	0.12
Hotels & tourism	0.09	0.05	0.13	0.08	0.04	0.08	0.47	0.07
	1	1.00	1	1.00	1.00	1.00		1.00

LEVERAGE & LIQUIDITY	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	Sum
C. bank	1	3.00	2	1.00	1.00	4.00	12
investment	0.33	1	3	3	2	1.00	10.33
insurance	0.50	0.33	1.00	0.50	0.33	3.00	5.67
Services	1.00	0.33	0.33	1.00	4.00	2.00	8.66
industrial	1.00	0.50	3	0.25	1	0.50	6.25
Hotels & tourism	0.25	1.00	0.33	0.50	5.00	1	8.08
							50.9
	4.1	6.17	9.6	6.25	13.30	11.50	2

LEVERAGE & LIQUIDITY	C. bank	investment	insurance	Services	Industrial	Hotels & tourism	SUM	AVG
C. bank	0.24	0.49	0.2	0.16	0.07	0.35	1.51	0.25
investment	0.09	0.16	0.31	0.48	0.14	0.09	1.27	0.21
insurance	0.12	0.05	0.10	0.08	0.02	0.26	0.63	0.11
Services	0.25	0.05	0.04	0.16	0.32	0.17	0.99	0.16
industrial	0.24	0.08	0.31	0.04	0.08	0.05	0.80	0.13
Hotels & tourism	0.06	0.17	0.04	0.08	0.38	0.08	0.81	0.14
	0	1.00	1	1.00	1.01	1.00		

Hotels & tourism	BALANCE SHEET	INCOME	SHARES TRADING	PROFITIBILITY	LEVERAGE & LIQUIDITY	SUM	AVG
C. bank	0.36	0.17	0.40	0.29	0.25	1.47	0.29
investment	0.22	0.24	0.13	0.19	0.21	0.99	0.20
insurance	0.05	0.10	0.06	0.13	0.11	0.45	0.09

Services	0.11	0.19	0.07	0.20	0.16	0.73	0.15
industrial	0.18	0.19	0.19	0.12	0.13	0.81	0.16
Hotels & tourism	0.09	0.11	0.15	0.07	0.14	0.56	0.11
	1.01	1.00	1.00	1.00	1.00		

CHASH DIVIDEND	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	7	8	3	4	9
Investment	0.14	1	6	0.33	0.50	3
Insurance	0.14	0.17	1	0.17	0.17	½
Services	0.33	3	1	1	2	8
industrial	¼	2	6	0.50	1	5
Hotels & tourism	0.11	0.33	2	0.15	0.20	1
Total	1.73	13.499	24	5.14	7.866	26.5

CHASH DIVIDEND	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg.
C. bank	0.578	0.482	0.333	0.583	0.508	0.346	2.83	0.46
Investment	0.08	0.074	0.25	0.06	0.06	0.115	0.65	0.1
Insurance	0.08	0.01	0.042	0.03	0.02	0.019	0.21	0.04
Services	0.19	0.222	0.042	0.194	0.254	0.307	1.21	0.2
industrial	0.144	0.148	0.25	0.10	0.127	0.192	0.958	0.16
Hotels & tourism	0.06	0.02	0.084	0.03	0.03	0.038	0.26	0.04

NUMBER of SHARES	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	2	8	5	8	9
Investment	0.50	1	7	4	6	9
Insurance	0.15	$ 0.14	1	4	0.33	1
Services	0.20	¼	¼	1	2	4
industrial	0.15	0.17	3	½	1	3
Hotels & tourism	0.11	0.11	1	0.25	0.33	1
Total	2.103	3.42	20	14.25	17.663	27

NUMBER of SHARES	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg.
C. bank	0.476	0.585	0.4	0.35	0.453	0.333	2.597	0.41
Investment	0.24	0.292	0.35	0.28	0.34	0.333	1.83	0.3
Insurance	0.07	0.04	0.05	0.28	0.02	0.037	0.50	0.08
Services	0.1	0.073	0.13	0.07	0.113	0.148	0.634	0.1
industrial	0.07	0.05	0.15	0.035	0.057	0.111	0.47	0.07
Hotels & tourism	0.05	0.03	0.05	0.02	0.02	0.037	0.21	0.04

1

SHARE TERUOVER	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	8	9	2	2	8
Investment	0.15	1	1	0.33	½	2
Insurance	0.111	1	1	0.33	1/2	1
Services	½	3	2	1	1	4
Industrial	½	2	2	1	1	3
Hotels & tourism	0.15	0.50	1	0.25	0.33	1
Total	1.407	15.5	16	4.913	4.83	19

SHARE TERUOVER	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg.
C. bank	0.71	0.516	0.56	0.41	0.414	0.42	3.03	0.48
Investment	0.11	0.064	0.06	0.07	0.103	0.11	0.52	0.07
Insurance	0.078	0.064	0.06	0.07	1/9	0.053	0.428	0.06
Services	0.36	0.193	0.125	0.21	0.207	0.21	1.305	0.16
Industrial	0.36	0.13	0.125	0.21	0.207	0.16	1.192	0.18
Hotels & tourism	0.11	0.03	0.06	0.05	0.07	0.053	0.38	0.05
								1

BOOK VALUE	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	0.50	1/2	1/4	1/5	1/3
investment	2	1	1	1	1/2	1
Insurance	2	1	1	1	1/2	1
Services	4	1	1	1	1/2	1
industrial	5	2	2	2	1	1/2
Hotels & tourism	3	1	1	1	2	1
	17	6 1/2	6 1/2	6 1/4	4 5/7	4 5/6

BOOK VALUE	C. bank	investment	insurance	Services	industrial	Hotels & tourism	Sum	Avg
C. bank	0.06	0.08	0.08	0.04	0.04	0.04	0.333	0.06
investment	0.12	0.153	0.153	0.16	0.11	0.21	0.898	0.15
Insurance	0.12	0.153	0.153	0.16	0.11	0.21	0.906	0.16
Services	0.24	0.153	0.153	0.16	0.11	0.21	1.026	17.00%
industrial	0.29	0.31	0.31	0.32	0.22	0.10	1.553	0.25
Hotels & tourism	0.18	0.153	0.153	0.16	0.44	0.21	1.296	0.21
								1

EARN PER SHARE	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	0.50	0.33	0.25	0.20	0.33
investment	2	1	0.50	0.33	0.25	0.50
insurance	3	2	1	0.50	0.33	1
Services	4	3	2	1	0.50	1
industrial	5	4	3	2	1	3
Hotels & tourism	3	2	1	1	0.33	1
	18	12.50	7.83	5.08	2.61	6.83

EARN PER SHARE	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg
C. bank	0.056	0.04	0.04	0.05	0.08	0.05	0.312	0.05
investment	0.111	0.08	0.06	0.07	0.10	0.07	0.489	0.08
insurance	0.167	0.16	0.127	0.10	0.13	0.146	0.824	0.14
Services	0.222	0.24	0.255	0.197	0.19	0.146	1.252	0.21
industrial	0.278	0.32	0.383	0.394	0.38	0.44	2.195	0.37
Hotels & tourism	0.166	0.16	0.127	0.197	0-Jan	0.146	0.926	0.15
								1

DIVIDEND per SHARE	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	0.33	1	0.50	0.33	0.50
investment	3.00	1	0.50	0.15	0.11	0.50
Insurance	1	2	1	0.33	0.25	0.20
Services	2	8	3	1	1	2
Industrial	3	9	4	1	1	2
Hotels & tourism	2	5	2	0.50	0.50	1
	12	25.33	11.5	3.48	3.19	6.20

DIVIDEND per SHARE	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg
C. bank	0.09	0.013	0.087	0.15	0.10	0.08	0.523	0.09
investment	0.24	0.039	0.04	0.04	0.03	0.08	0.48	0.08
Insurance	0.09	0.079	0.087	0.10	0.08	0.04	0.469	0.09
Services	0.17	0.316	0.261	0.28	0.313	0.32	1.66	0.27
Industrial	0.24	0.356	0.348	0.28	0.313	0.32	1.857	0.30
Hotels & tourism	0.17	0.197	0.174	0.15	0.16	0.16	1.008	0.17

1.00

PRICE to BOOK VALUE	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	2	2	1	2	1
investment	1/2	1	1	1/2	1	1/2
Insurance	1/2	1	1	1/2	1	1/2
Services	1	2	2	1	1/2	1
Industrial	1/2	1	1	2	1	1/2
Hotels & tourism	1	2	2	1	2	1
Total	4.5	9	9	6	7.5	4.5

PRICE to BOOK VALUE	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM	Avg
C. bank	0.222	0.22	0.22	0.167	0.27	0.222	1.321	0.21
investment	0.11	0.11	0.11	0.09	0.13	0.11	0.66	0.11
Insurance	0.11	0.11	0.11	0.08	0.13	0.11	0.65	0.11
Services	0.222	0.22	0.22	0.167	0.08	0.222	1.131	0.21
Industrial	0.11	0.11	0.11	0.33	0.13	0.11	0.90	0.15
Hotels & tourism	0.222	0.22	0.22	0.166	0.27	0.222	1.32	0.21

DIVIDEND YIELD	C. bank	Investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	3	2	0.50	0.50	1
investment	0.33	1	0.50	0.20	0.20	0.33
Insurance	0.50	2	1	0.33	0.25	0.50
Services	2	4	3	1	1	0.50
Industrial	2	4	3	1	1	2
Hotels & tourism	1	3	2	2	0.50	1
Total	6.83	17	11.5	5.03	3.45	5.33

DIVIDEND YIELD	C. bank	Investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.15	0.17	0.18	0.09	0.15	0.18	0.92
investment	0.05	0.06	0.05	0.05	0.06	0.07	0.34
Insurance	0.073	0.12	0.10	0.06	0.07	0.1	0.523
Services	0.29	0.24	0.24	0.20	0.29	0.1	1.36
Industrial	0.29	0.24	0.24	0.2	0.29	0.36	1.62
Hotels & tourism	0.15	0.17	0.18	0.4	0.15	0.18	1.225

RETURN on EQUITY	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	2	1	0.50	0.50	1
investment	0.50	1	1	0.50	0.50	1
Insurance	1	1	1	0.50	1	0.50
Services	2	2	2	1	1	2
Industrial	2	2	1	1	1	2
Hotels & tourism	1	1	2	0.50	0.50	1
Total	7.5	9	8	4.00	4.50	7.5

RETURN on EQUITY	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.133	0.222	0.125	0.13	0.11	0.13	0.846
investment	0.067	0.111	0.125	0.13	0.11	0.13	0.669
Insurance	0.133	0.111	0.125	0.13	0.222	0.07	0.786
Services	0.267	0.222	0.25	0.25	0.222	0.27	1.481
Industrial	0.267	0.222	0.125	0.25	0.22	0.27	1.354
Hotels & tourism	0.133	0.111	0.25	0.13	0.11	0.13	0.865

RETURN on ASSETS	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	1	0.33	0.11	0.15	0.14
investment	1	1	0.33	0.11	0.15	0.14
insurance	3	3	1	0.25	0.25	0.33
Services	9	9	4	1	1	1
industrial	8	8	4	1	1	1
Hotels & tourism	7	7	3	1	1	1
Total	29	29	12.66	3.47	3.54	3.61

RETURN on ASSETS	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.034	0.034	0.03	0.04	0.04	0.04	0.214
investment	0.034	0.034	0.03	0.04	0.04	0.04	0.216
insurance	0.103	0.103	0.08	0.08	0.08	0.09	0.536
Services	0.31	0.31	0.31	0.28	0.28	0.28	1.767
industrial	0.28	0.28	0.31	0.28	0.28	0.28	1.71
Hotels & tourism	0.24	0.24	0.24	0.28	0.28	0.28	1.56

TOTAL EQUITY to TOTAL ASSETS	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	1	0.33	0.14	0.17	0.15
investment	1	1	0.50	0.17	0.20	0.14
insurance	3	2	1	0.50	$0.50	0.33
Services	7	6	2	1	1	1
industrial	6	5	1	1	1	1
Hotels & tourism	8	7	3	1	1	1
Total	26	22	7.83	3.81	3.87	3.62

TOTAL EQUITY to TOTAL ASSETS	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.04	0.045	0.04	0.04	0.04	0.04	0.245
investment	0.04	0.045	0.05	0.06	0.05	0.04	0.285
insurance	0.11	0.09	0.13	0.13	0.13	0.09	0.68
Services	0.27	0.27	0.26	0.26	0.26	0.28	1.6
industrial	0.23	0.23	0.13	0.26	0.26	0.28	1.39
Hotels & tourism	0.31	0.32	0.4	0.26	0.26	0.28	1.83

TOTAL LIBILITY to TOTAL EQUITY	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	1	1	1	1	1
investment	1	1	3	7	8	9
insurance	1	0.33	1	1	0.50	2
Services	1	0.14	1	1	0.50	2
industrial	1	0.15	2	2	1	3
Hotels & tourism	1	0.11	0.50	0.50	0.33	1
Total	6	2.73	8.5	12.5	11.33	18

TOTAL LIBILITY to TOTAL EQUITY	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.166	0.37	0.12	0.08	0.08	0.056	0.872
investment	0.167	0.37	0.35	0.56	0.7	0.5	2.647
insurance	0.166	0.12	0.12	0.08	0.05	0.11	0.646
Services	0.167	0.05	0.12	0.08	0.08	0.11	0.607
industrial	0.167	0.05	0.23	0.16	0.08	0.168	0.855
Hotels & tourism	0.167	0.04	0.06	0.04	0.03	0.056	0.393

MANAGEMENT	C. bank	investment	insurance	Services	industrial	Hotels & tourism
C. bank	1	0.50	3	0.33	5	0.14
investment	2	1	3	4	3	0.17
insurance	0.33	0.33	1	3	0.50	0.25
Services	3	0.25	0.33	1	2	0.20
industrial	0.20	0.33	2	0.50	1	0.14
Hotels & tourism	8	6	4	5	7	1
Total	14.53	8.41	13.33	13.83	18.5	1.90

MANAGEMENT	C. bank	investment	insurance	Services	industrial	Hotels & tourism	SUM
C. bank	0.07	0.06	0.22	0.04	0.27	0.07	0.73
investment	0.14	0.119	0.22	0.28	0.15	0.09	0.999
insurance	0.02	0.04	0.08	0.21	0.06	0.13	0.54
Services	0.2	0.03	0.03	0.07	0.1	0.11	0.53
industrial	0.01	0.04	0.16	0.05	0.07	0.07	0.40
Hotels & tourism	0.56	0.71	0.3	0.35	0.35	0.53	2.8

Pairwise comparisons to

third level

Balance Sheet	Total Assets	Total Liquidity	Paid up Capital	Total Equity
Total Assets	1	0.50	4	0.14
Total Liqidity	2	1	0.20	0.11
Paid up Capital	0.25	5	1	1
Total Equity	7	9	1	1
Total	10.25	15.50	6.2	2.25

Balance Sheet	Total Assets	Total Liquidity	Paid up Capital	Total Equity	SUM
Total Assets	0.097	0.03	0.65	0.06	0.841
Total Liqidity Paid up	0.195	0.064	0.03	0.06	0.351
Capital	0.02	0.32	0.16	0.44	0.94
Total Equity	0.685	0.58	0.16	0.44	1.865
	1.001	1.00	1.002	1.00	

Income	Profit/ Loss	Cash dividend
Profit/ Loss	1	0.20
Cash dividend	5	1
Total	6	1.20

Income	Profit/ Loss	Cash dividend	SUM	Avg
Profit/ Loss	0.17	0.17	0.34	0.17
Cash dividend	0.83	0.83	1.66	0.83

Shares trading	No. of shares	share turnover	book value	earn per share	dividend per share
No. of shares	1	0.50	0.14	0.33	0.25
share turnover	5	1	0.25	0.20	0.33
book value	7	4	1	3	4
earn per share	3	5	0.33	1	5
dividend per share	4	3	0.25	0.20	1
price to book value	2	2	0.33	0.25	0.14
Total	22	15.50	2.30	4.98	10.72

Shares trading	No. of shares	share turnover	book value	earn per share	dividend per share
No. of shares	0.05	0.03	0.06	0.07	0.023
share turnover	0.23	0.07	0.12	0.04	0.04

Shares trading	No. of shares	share turnover	book value	earn per share	dividend per share
No. of shares	0.05	0.03	0.06	0.07	0.023
share	0.23	0.07	0.12	0.04	0.04
turnover book value earn per	0.315	0.26	0.43	0.6	0.37
share	0.135	0.32	0.14	0.2	0.47
dividend per share price to	0.18	0.19	0.11	0.04	0.09
book value	0.09	0.13	0.14	0.05	0.013

Profitability	dividend yield	return on equity	return on Assets
dividend yield	1	0.25	0.14
return one Equity	4	1	5
return on Assets	6	0.50	1
Total	11	1.75	6.14

Profitability	dividend yield	return on equity	return on Assets	SUM	AVG
dividend yield	0.1	0.15	0.03	0.28	0.09
return one Equity	0.36	0.57	0.81	1.74	0.58
return on Assets	0.54	0.28	0.16	0.98	0.33 1

Leverage & liquidity	total equity to total assets	total liability to total equity	management	
total equity to total assets total liability		1	0.14	1
to total equity		7	1	5
Management		1	0.2	1
		9	1.34	7

leverage& liquidity	Total Equity to total assets	total liability	management	SUM	Avg
Total Equity to total assets total liability	0.11	0.10	0.14	0.1	0.11
to total equity	0.78	0.75	0.71	2.24	0.75
management	0.11	0.15	0.15	0.41	0.14
					1