

Minor International

(MINT.BK/MINT TB)*



SET ESG Rating of AA

Outperform • Maintained

Price as of 9 Feb 2024	30.50
12M target price (Bt/shr)	40.75
Unchanged/Revised up(down)(%)	6.5
Upside/downside (%)	33.6

Key messages

เรามองบวกต่อแผนกลยุทธ์ทางธุรกิจ 3 ปีของ MINT ซึ่งจะผลักดันให้รายได้เติบโต ขณะที่ งบดุลมีความแข็งแกร่งมากขึ้นด้วย โดยธุรกิจโรงแรมในยุโรปน่าจะเป็นตัวหลักที่ขับเคลื่อนการเติบโตต่อเนื่อง นอกจากนี้ การแข่งขันฟุตบอลยูโร ในประเทศเยอรมนี (UEFA EURO 2024) จะเป็นปัจจัยหนุนในระยะสั้น ทั้งนี้ เราปรับประมาณการกำไรสุทธิปี 2567F ของเราขึ้น 11% อยู่ที่ 8.0 พันล้านบาท (+48% YoY) เพื่อให้สอดคล้องกับกลยุทธ์ของบริษัทและโมเมนตัมการดำเนินงานซึ่งจะทำให้รายได้สูงขึ้นและกระจายจ่ายดอกเบี้ยต่ำลง เราลงคำแนะนำซื้อหุ้น MINT และปรับเพิ่มราคาเป้าหมายปี 2567F ขึ้นใหม่เป็น 40.75 บาท (อิงจาก EV/EBITDA ที่ 10.8x หรือเท่ากับ -1.0S.D.) จากเดิม 38.25 บาท

Trading data

Mkt cap (BtBn/US\$m)	173,470/4,337		
Outstanding shares (mn)	5,596		
Foreign ownership (mn)	1,747		
3M avg. daily trading (mn)	15		
52-week trading range (Bt)	26.50-34.75		
Performance (%)	3M	6M	12M
Absolute	11.7	-6.1	-8.8
Relative	11.6	3.6	9.2

Quarterly EPS

EPS	Q1	Q2	Q3	Q4
2021	(1.47)	(0.83)	(0.16)	(0.37)
2022	(0.80)	0.23	0.81	0.30
2023	(0.27)	0.51	0.31	NA

Share price chart



Source: SET

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กระตุ้นการเติบโตไปพร้อมกับการปรับลดหนี้ลง

Event

ประชุมนักวิเคราะห์และปรับประมาณการกำไร

Impact

ตั้งเป้ากำไรเติบโต 15-20% ต่อปี ด้วยกลยุทธ์หลัก ๆ 3 ประการ

MINT เปิดเผยเป้าหมายรายได้และกำไรเติบโตเฉลี่ยอยู่ที่ 8-10% และ 15-20% ต่อปี ตามลำดับในอีก 3 ปีข้างหน้า โดยที่บริษัทจะเน้นกลยุทธ์หลัก 3 ประการ ได้แก่

- i) ขยับเคลื่อนการเติบโตจากภายใน: จะมีการขยายระดับโรงแรม (การรีแบรนด์) มากกว่า 30 แห่งในปี 2567-2567F ขณะที่ จะใช้การขยายแบรนด์ในประเทศอื่น ๆ (cross-brand expansion) เพื่อให้เกิดอรรถประโยชน์สูงสุดด้วยชื่อเสียงของแบรนด์ในตลาดใหม่ ๆ
- ii) แคนหนีเชิงรุก: MINT จะใช้เงินสดจากเงินทุนหมุนเวียน เพื่อลดภาระหนี้สินโดยมุ่งลดอัตราส่วนหนี้สินที่มีภาระดอกเบี้ยสุทธิต่อส่วนของผู้ถือหุ้นเหลือ 0.8x ในปี 2567F จาก 1.0x ปี 2566
- iii) การขายธุรกิจโดยเน้นโมเดลธุรกิจแบบลดการเป็นเจ้าของสินทรัพย์ (asset-light business model): ประมาณ 90% ของการขายห้องพักโรงแรมใน 3 ปีข้างหน้าอยู่ภายใต้ asset-light model (โรงแรมภายใต้สัญญาเช่าบริหาร หรือโรงแรมภายใต้สิทธิบริหารจัดการห้องชุด)

มุ่งมั่นที่จะให้ RevPar เติบโตเป็นเลขสองหลักในปี 2567F

MINT ตั้งเป้าการเติบโตรายได้ต่อห้องค่อคืน (RevPar) เป็นเลขสองหลักในปี 2567F ปัจจัยหนุนหลักมาจากการเพิ่มขึ้นต่อเนื่องของรายได้เฉลี่ยต่อวัน (ADR) (จาก ADR เติบโตที่ 14% ในปี 2566) อันสืบเนื่องจากการแข่งขันฟุตบอล (UEFA EURO 2024) ในประเทศเยอรมนีช่วงเดือนมิถุนายน-กรกฎาคม น่าจะเป็นอีกปัจจัยหนุน โดย MINT มีโรงแรม 52 แห่งในประเทศเยอรมนี (คิดเป็น 13% ของห้องทั้งหมด) ในขณะที่การเติบโตของธุรกิจร้านอาหารจะมาจากการขยายสาขา โดยคัดลอกขยายสาขาเดิม (same-store sales: SSS) เติบโตเป็นเลขตัวหลักเดียว

ปรับเพิ่มประมาณการกำไรสุทธิขึ้น 11% ในปี 2567F

เรามีมุมมองเป็นบวกต่อกำไรของ MINT ปี 2567F เพราะว่าการธุรกิจหลักโรงแรมในยุโรปดูเหมือนยังคงแข็งแกร่ง แม้ว่าเราจะค่อนข้างกังวลเกี่ยวกับความไม่แน่นอนของ guidance ของบริษัท โดยเราได้ปรับเพิ่มประมาณการกำไรสุทธิปี 2567F ของเราขึ้น 11% อยู่ที่ 8.0 พันล้านบาท (+48% YoY) หลัก ๆ เนื่องจาก i) ปรับเพิ่มรายได้ขึ้น 7% ได้แรงหนุนหลักจากผลการดำเนินงานของธุรกิจโรงแรมดีขึ้น ii) ค่าใช้จ่ายในการขายและบริหารต่ำลง 1.2pptis อยู่ที่ 32.6% ได้ผลดีจากการประหยัดค่านายหน้า และ iii) ปรับลดรายจ่ายดอกเบี้ยลง 3% เพื่อให้สอดคล้องกับแผนการลดหนี้ของ MINT ทั้งนี้ เราเชื่อว่า กลยุทธ์ของ MINT น่าจะช่วยกระตุ้นกำไรให้เติบโตต่อเนื่องที่ 19% อยู่ที่ 9.5 พันล้านบาทในปี 2568F

Valuation & action

เราลงคำแนะนำซื้อหุ้น MINT และปรับเพิ่มราคาเป้าหมายปี 2567F ขึ้นใหม่เป็น 40.75 บาท (อิงจาก EV/EBITDA ที่ 10.8x หรือเท่ากับ -1.0S.D.) จากเดิม 38.25 บาท

Risks

ความไม่สงบทางการเมืองและสภาวะเศรษฐกิจโลกชะลอตัว

Key financials and valuations

	Dec - 21A	Dec - 22A	Dec - 23A	Dec - 24F	Dec - 25F
Revenue (Btmn)	69,481	122,030	149,340	159,935	168,531
Gross Profit (Btmn)	22,064	52,175	66,612	71,498	75,750
SG&A (Btmn)	38,882	42,189	48,592	52,171	54,887
Net Profit (Btmn)	-13,167	4,286	5,407	8,026	9,518
Normalized Profit (Btmn)	-9,314	2,019	7,132	8,026	9,518
EPS (Bt)	(2.83)	0.54	0.65	0.94	1.33
DPS (Bt)	0.00	0.25	0.30	0.40	0.50
EPS Growth (%)	NM	NM	21.4	43.2	41.8
P/E (X)	NM	59.9	45.1	32.5	23.0
P/B (X)	2.2	2.4	2.1	1.8	1.9
EV/EBITDA (X)	23.6	12.0	9.5	9.4	8.7
Net Debt to Equity (%)	333	306	295	269	238
Dividend Yield (%)	0.0	0.8	1.0	1.3	1.6
Return on Average Equity (%)	-19.5	6.2	7.3	8.0	10.8

Source: Company data, KGI Securities Research

*The Company may be issuer of Derivative Warrants on these securities.

http://research.kgi.com; Bloomberg: KGI <GO> Please see back page for disclaimer

Figure 1: MINT's earnings revision

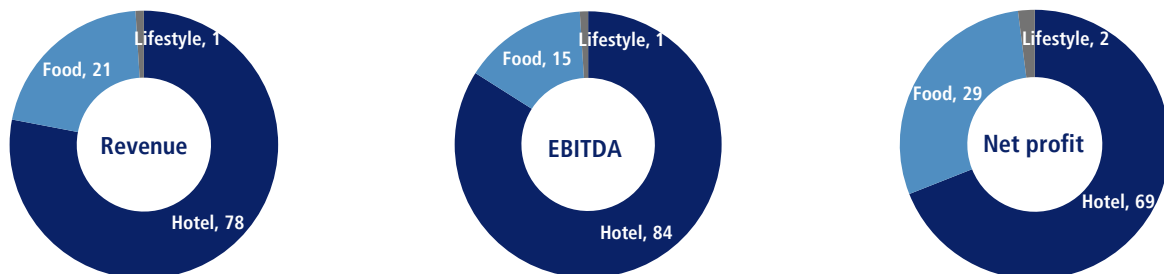
	Revised	2024F Previous	Change Percent	2025F New
Financials (Btmn)				
Revenue	159,935	150,125	6.5	168,531
Cost of service	(88,436)	(82,300)	7.5	(92,781)
SG&A	(52,171)	(50,748)	2.8	(54,887)
Operating profit	21,905	20,458	7.1	24,165
Interest income	1,350	1,350	0.0	1,350
EBITDA	42,187	40,732	3.6	44,687
Interest expense	(10,956)	(11,238)	(2.5)	(10,588)
Tax (expense)	(3,944)	(3,172)	24.4	(4,935)
Net profit	8,026	7,208	11.3	9,518
Normalized profit	8,026	7,208	11.3	9,518
EPS (Bt/shr)	0.94	0.94	0.0	1.33
Key financial ratio (%)			ppts	
GPM	44.7	45.2	(0.5)	44.9
SG&A/Sale	32.6	33.8	(1.2)	32.6
Net profit margin	5.0	4.8	0.2	5.6

Source: Company data, KGI Securities Research

Figure 2: Key assumptions

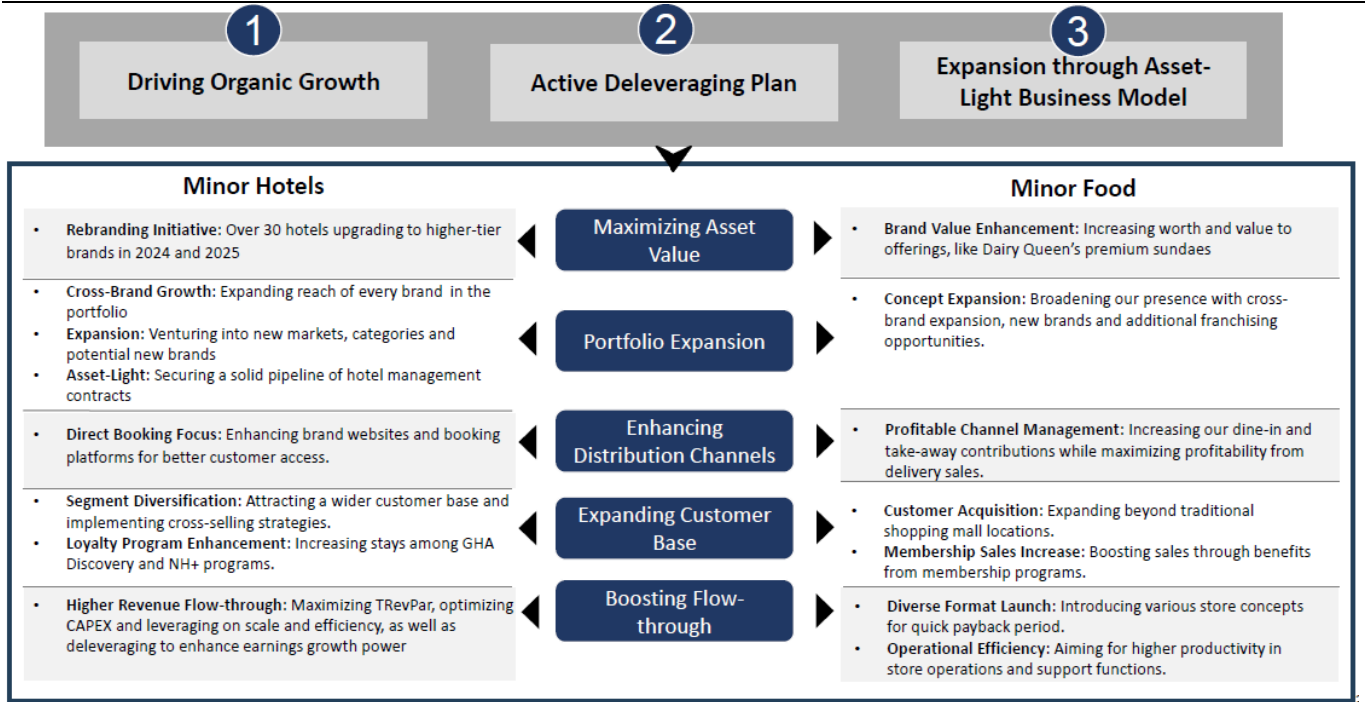
Our assumption	2019	2020	2021	2022	2023	2024F	2025F	Previous 2024F	% change 2024F
Revenue (Bt mn)	119,023	55,954	69,481	122,030	149,340	159,935	168,531	150,125	7%
Hotels and related	91,440	32,827	46,202	93,330	117,919	126,952	133,990	118,362	7%
Food	22,666	19,474	20,509	26,193	29,238	31,028	32,659	29,565	5%
Lifestyle	4,917	3,653	2,770	2,507	2,182	1,954	1,881	2,198	-11%
Hotel (Owned and leased hotels)									
Hotel rooms	54,255	54,707	54,846	54,512	54,707	55,026	55,614	54,980	0%
Occupancy (%)	71	25	33	59	67	69	69	67	2%
ADR (Bt/night)	3,846	3,267	3,668	4,780	5,448	5,666	5,893	5,617	1%
RevPar (Bt/night)	2,729	825	1,218	2,835	3,639	3,909	4,066	3,764	4%
Food									
SSSG (%)	-3.0	-15.5	-5.1	8.0	3.4	3.0	3.0	1.0	2%
TSSG (%)	2.7	-14.1	5.3	27.7	11.6	6.1	5.3	2.5	4%

Source: Company data, KGI Securities Research

Figure 3: Core operation breakdown in 2023


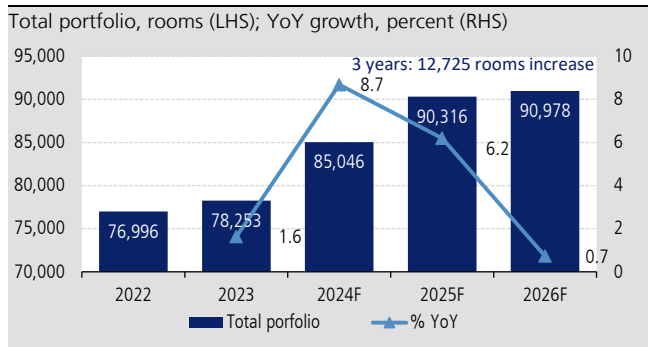
Source: Company data, KGI Securities Research

Figure 4: MINT's three-year strategy



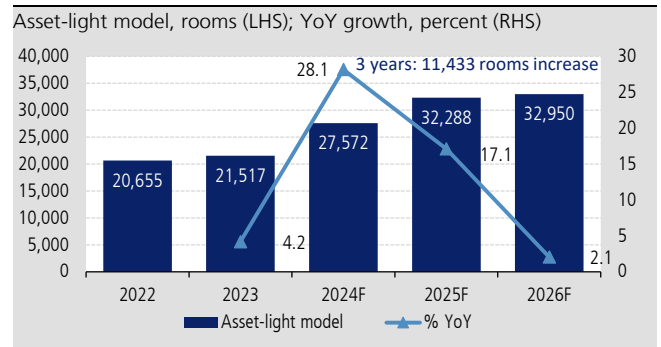
Source: Company data, KGI Securities Research

Figure 5: Hotel's total portfolio expansion



Source: Company data, KGI Securities Research

Figure 6: Hotel's asset-light model expansion



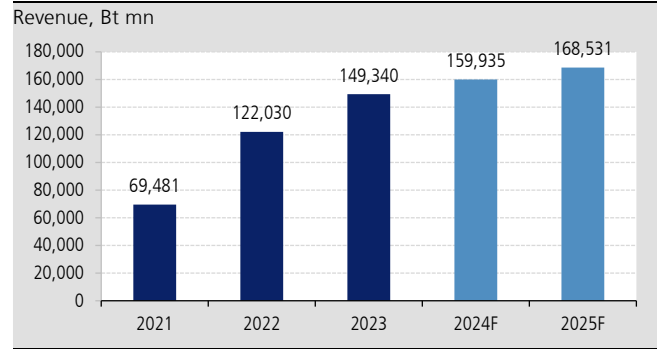
Source: Company data, KGI Securities Research

Figure 7: Company profile

Minor International (MINT) operates business in food and beverages, hotel and mixed-use including residential development, point-based vacation club and plaza and entertainment business, together with retail trading.

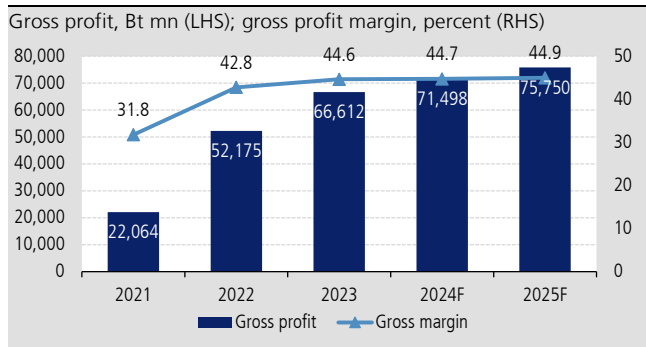
Source: Company data

Figure 8: Revenue



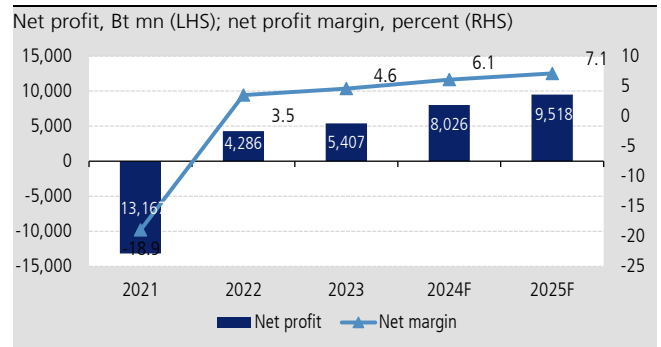
Source: Company data, KGI Securities Research

Figure 9: Gross profit



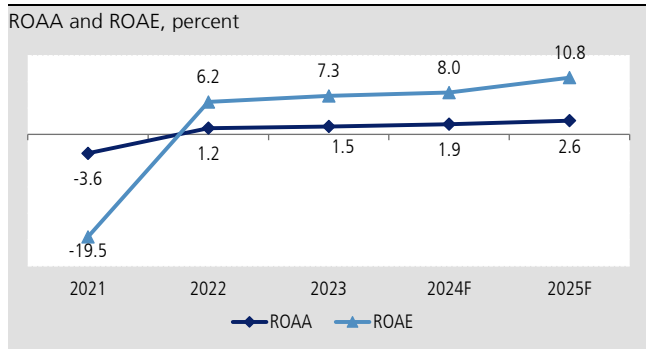
Source: Company data, KGI Securities Research

Figure 10: Net profit



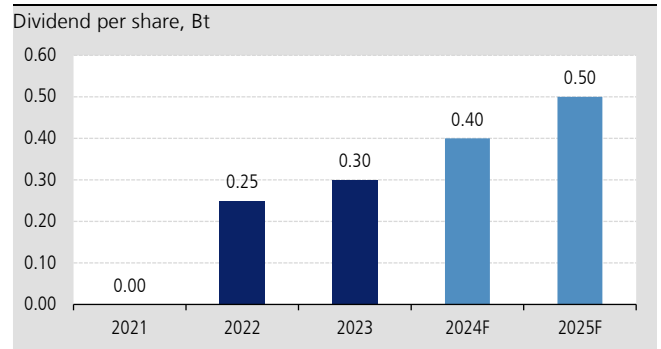
Source: Company data, KGI Securities Research

Figure 11: Company ROAA and ROAE



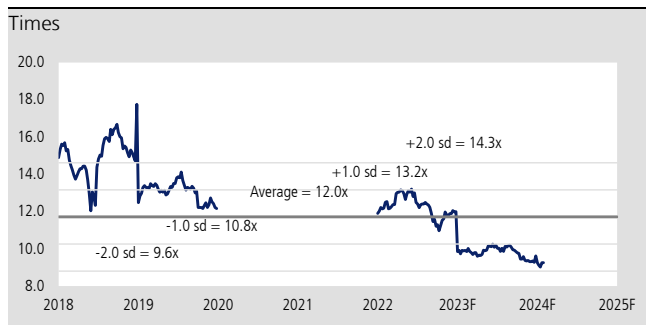
Source: Company data, KGI Securities Research

Figure 12: Dividend



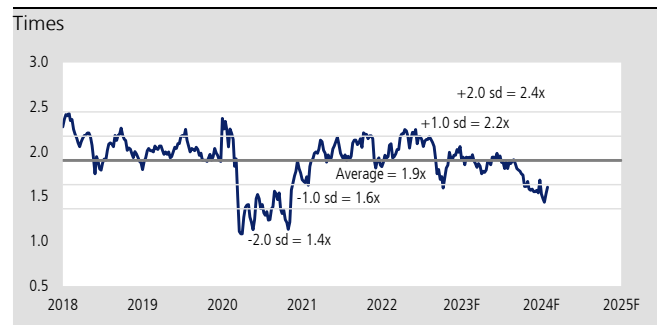
Source: Company data, KGI Securities Research

Figure 13: EV/EBITDA



Source: Company data, KGI Securities Research

Figure 14: PBV



Source: Company data, KGI Securities Research

Quarterly Income Statement

Bt mn	MAR-21A	JUN-21A	SEP-21A	DEC-21A	MAR-22A	JUN-22A	SEP-22A	DEC-22A	MAR-23A	JUN-23A	SEP-23A
Income Statement (Bt mn)											
Revenue	12,047	13,673	19,446	24,315	19,688	31,454	34,516	34,271	31,258	39,738	38,904
Cost of Services	(10,056)	(10,584)	(12,816)	(13,962)	(13,591)	(17,064)	(18,825)	(18,273)	(18,483)	(20,828)	(20,688)
Gross Profit	1,991	3,089	6,630	10,353	6,098	14,390	15,690	15,997	12,775	18,910	18,216
Operating Expenses	(9,423)	(7,716)	(7,685)	(14,058)	(8,906)	(10,314)	(11,183)	(11,787)	(11,924)	(12,879)	(12,576)
Other incomes	469	1,997	1,214	2,416	833	720	986	871	695	487	545
Operating Profit	(6,963)	(2,629)	159	(1,289)	(1,976)	4,797	5,493	5,082	1,545	6,519	6,186
Depretiation of Fixed assets	4,801	5,063	5,069	5,009	4,690	4,888	4,882	4,814	4,818	4,780	4,993
Operating EBITDA	(2,162)	2,433	5,228	3,720	2,714	9,685	10,376	9,896	6,363	11,299	11,179
Non-Operating Income	138	170	130	197	151	174	238	304	277	363	391
Interest Income	138	170	130	197	151	174	238	302	277	363	373
Other Non-op Income	-	-	-	1	-	-	-	2	-	1	18
Non-Operating Expenses	(1,450)	(2,457)	(1,312)	(2,298)	(2,371)	(2,200)	(312)	(2,585)	(2,837)	(2,017)	(3,240)
Interest Expenses	(1,995)	(3,002)	(2,294)	(1,695)	(2,056)	(2,157)	(2,289)	(2,501)	(2,434)	(2,889)	(2,902)
Other Non-Op Expenses	545	545	982	(603)	(315)	(44)	1,978	(85)	(403)	872	(338)
Net investment income/(loss)	(36)	(119)	(84)	30	55	(137)	171	46	261	19	47
Pre-tax Profit	(8,311)	(5,035)	(1,108)	(3,360)	(4,141)	2,634	5,591	2,847	(754)	4,884	3,384
Current Taxation	512	847	556	1,723	73	(932)	(816)	(733)	(186)	(1,394)	(1,060)
Minorities	549	264	116	79	274	(140)	(168)	(203)	(35)	(235)	(180)
Extraordinary items	-	-	-	-	-	-	-	-	-	-	-
Net Profit	(7,250)	(3,924)	(436)	(1,557)	(3,794)	1,561	4,608	1,911	(976)	3,255	2,144
EPS (Bt)	(1.47)	(0.83)	(0.16)	(0.37)	(0.80)	0.23	0.81	0.30	(0.27)	0.51	0.31
Margins (%)											
Gross Profit Margin	16.5	22.6	34.1	42.6	31.0	45.7	45.5	46.7	40.9	47.6	46.8
Operating EBIT Margin	(57.8)	(19.2)	0.8	(5.3)	(10.0)	15.2	15.9	14.8	4.9	16.4	15.9
Operating EBITDA Margin	(17.9)	17.8	26.9	15.3	13.8	30.8	30.1	28.9	20.4	28.4	28.7
Net Profit Margin	(60.2)	(28.7)	(2.2)	(6.4)	(19.3)	5.0	13.4	5.6	(3.1)	8.2	5.5
Growth (% YoY)											
Revenue Growth	(44.8)	111.5	34.4	84.6	63.4	130.0	77.5	40.9	58.8	26.3	12.7
Operating Profit Growth	NM	NM	NM	NM	NM	NM	3,355.8	NM	NM	35.9	12.6
Operating EBITDA Growth	(172.0)	NM	377.6	NM	NM	298.0	98.5	166.0	134.4	16.7	7.7
Net Profit Growth	NM	NM	NM	NM	NM	NM	NM	NM	NM	108.5	(53.5)

Source: Company data, KGI Securities Research

Balance Sheet

As of 31 Dec (Bt mn)	2021	2022	2023	2024F	2025F
Total Asset	369,632.9	358,209.8	359,195.9	363,015.8	364,790.1
Current Asset	49,413.1	50,296.1	42,575.7	39,955.3	42,150.5
Cash and ST Investment	25,096.5	22,966.1	14,259.8	10,185.7	9,874.0
Inventories	3,490.2	3,909.2	3,820.4	4,158.3	5,055.9
Account Receivable	14,638.0	17,052.3	18,487.3	19,192.2	20,223.7
Others	6,188.4	6,368.5	6,008.1	6,419.2	6,996.9
Non-Current Assets	320,219.8	307,913.6	316,620.2	323,060.5	322,639.5
LT investment	10,594.0	9,868.8	10,300.0	10,374.0	10,374.0
Net Fixed Assets	285,808.7	273,243.2	284,271.0	289,788.8	290,066.9
Others	23,817.0	24,801.7	22,049.2	22,897.7	22,198.6
Total Liabilities	290,140.5	275,600.8	271,901.4	267,351.0	259,684.1
Current Liabilities	58,058.3	67,554.0	66,395.3	68,754.5	78,505.1
Account Payable	18,393.6	21,806.5	24,953.3	27,188.9	28,650.2
ST Borrowings	17,395.8	21,752.0	16,678.3	17,209.0	26,231.0
Others	22,268.8	23,995.5	24,763.6	24,356.6	23,623.9
LT Liabilities	232,082.2	208,046.8	205,506.1	198,596.5	181,179.0
Long-term Debts	114,483.4	96,600.9	85,879.4	75,836.0	57,605.0
Others	117,598.8	111,445.9	119,626.7	122,760.5	123,574.0
Shareholder's Equity	79,492.4	82,609.0	87,294.6	95,664.8	105,106.0
Common Stock	5,213.8	5,275.0	5,595.8	5,595.8	5,595.8
Capital Surplus	24,892.7	26,306.8	33,879.6	33,879.6	33,879.6
Retained Earnings	(130.1)	2,986.2	2,003.5	8,367.9	15,606.6
Other components	49,516.1	48,041.0	45,815.7	47,821.5	50,023.9

Source: KGI Securities Research

Key Ratios

Year to 31 Dec (Bt mn)	2021	2022	2023	2024F	2025F
Forecast Drivers					
Growth (% YoY)					
Sales	24.2	75.6	22.4	7.1	5.4
OP	(37.6)	(224.9)	51.8	7.7	10.3
EBITDA	772.1	254.4	24.7	3.6	5.9
NP	(38.5)	(132.6)	26.1	48.4	18.6
EPS	(39.9)	(119.0)	21.4	43.2	41.8
Profitability (%)					
Gross Profit Margin	31.8	42.8	44.6	44.7	44.9
Operating Margin	(15.4)	11.0	13.6	13.7	14.3
Operating EBITDA Margin	13.3	26.8	27.3	26.4	26.5
Net Profit Margin	(18.9)	3.5	3.6	5.0	5.6
ROAA	(3.6)	1.2	1.5	1.9	2.6
ROAE	(19.5)	6.2	7.3	8.0	10.8
Stability					
Gross Debt/Equity (%)	365.0	333.6	311.5	279.5	247.1
Net Debt/Equity (%)	333.4	305.8	295.1	268.8	237.7
Interest coverage (x)	1.0	3.6	3.6	3.9	4.2
Interest & ST Debt Coverage (x)	(0.4)	0.4	0.7	0.8	0.7
Cash Flow Interest Coverage (x)	2.0	3.3	3.4	2.9	2.9
Cash Flow/Interest & ST Debt (x)	0.7	1.0	1.4	1.1	0.8
Current Ratio (x)	0.9	0.7	0.6	0.6	0.5
Quick Ratio (x)	0.7	0.6	0.5	0.4	0.4
Net Debt (Bt mn)	265,043.9	252,634.7	257,641.6	257,165.3	249,810.1
Per Share Data (bt)					
EPS	(2.8)	0.5	0.7	0.9	1.3
CFPS	3.5	5.7	6.8	5.6	5.3
BVPS	13.0	13.5	13.7	14.7	16.0
SPS	13.3	23.1	26.7	28.1	29.3
EBITDA/Share	1.8	6.2	7.3	7.4	7.8
DPS	0.00	0.25	0.30	0.40	0.50
Activity					
Asset Turnover (x)	0.2	0.3	0.4	0.4	0.5
Day Receivables	70.7	47.4	43.4	43.0	42.7
Day Inventories	27.6	19.3	17.1	16.5	18.1
Day Payable	130.2	104.4	103.3	107.2	108.8
Cash Cycle	(31.9)	(37.7)	(42.8)	(47.7)	(48.0)

Source: KGI Securities Research

Profit & Loss

Year to 31 Dec (Bt mn)	2021	2022	2023	2024F	2025F
Revenue	69,481	122,030	149,340	159,935	168,531
Cost of Goods Sold	(47,417)	(69,854)	(82,728)	(88,436)	(92,781)
Gross Profit	22,064	52,175	66,612	71,498	75,750
Operating Expenses	(38,882)	(42,189)	(48,592)	(52,171)	(54,887)
Other Income	6,096	3,410	2,317	2,577	3,302
Operating Profit	(10,722)	13,396	20,337	21,905	24,165
Depreciation of Fixed Asset	19,942	19,275	20,400	20,282	20,522
Operating EBITDA	9,220	32,671	40,736	42,187	44,687
Non-Operating Income	634	867	1,393	1,378	1,378
Interest Income	634	865	1,365	1,350	1,350
Other Non-op Income	1	2	28	28	28
Non-Operating Expenses	(7,517)	(7,468)	(12,714)	(10,956)	(10,588)
Interest Expenses	(8,986)	(9,003)	(11,257)	(10,956)	(10,588)
Other Non-Op Expenses	1,469	1,535	(1,457)	0	0
Net investment income/(loss)	(209)	136	581	650	700
Pre-tax Profit	(17,813)	6,931	9,596	12,976	15,655
Current Taxation	3,638	(2,408)	(3,508)	(3,944)	(4,935)
Minorities	1,009	(236)	(681)	(1,006)	(1,202)
Extraordinary items	0	0	0	0	0
Net Profit	(13,167)	4,286	5,407	8,026	9,518
EPS (Bt)	(2.83)	0.54	0.65	0.94	1.33

Source: KGI Securities Research

Cash Flow

Year to 31 Dec (Bt mn)	2021	2022	2023	2024F	2025F
Operating Cash Flow	18,143.6	30,139.2	38,017.1	32,038.5	30,322.5
Profit before tax	(17,813.4)	6,930.7	9,596.0	12,976.4	15,655.1
Depreciation and Amortizatic	19,941.8	19,274.6	20,399.9	20,282.2	20,521.8
Change in Working Capital	3,757.7	2,173.2	994.4	2,724.3	(919.2)
Others	12,257.5	1,760.5	7,026.8	(3,944.5)	(4,935.2)
Investment Cash Flow	5,825.9	(111.8)	(8,264.1)	(26,448.1)	(20,800.0)
Net CAPEX	(197.8)	(2,929.4)	(8,507.7)	(25,800.0)	(20,800.0)
Change in LT Investment	0.0	(1,068.9)	(1,418.0)	0.0	0.0
Change in Other Assets	6,023.8	3,886.5	1,661.7	(648.1)	0.0
Free Cash Flow	17,945.7	27,209.8	29,509.4	6,238.5	9,522.5
Financial Cash Flow	(25,444.5)	(31,881.5)	(38,018.3)	(9,664.4)	(9,834.2)
Change in Share Capital	728.4	1,475.3	7,893.6	0.0	0.0
Net Change in Debt	(17,304.6)	(20,397.2)	(28,634.1)	(9,002.8)	(8,555.4)
Change in other LT Liab.	(8,868.3)	(12,959.7)	(18,177.8)	(661.7)	(1,278.8)
Net Cash Flow	(1,475.0)	(1,854.2)	(9,165.2)	(4,074.1)	(311.6)

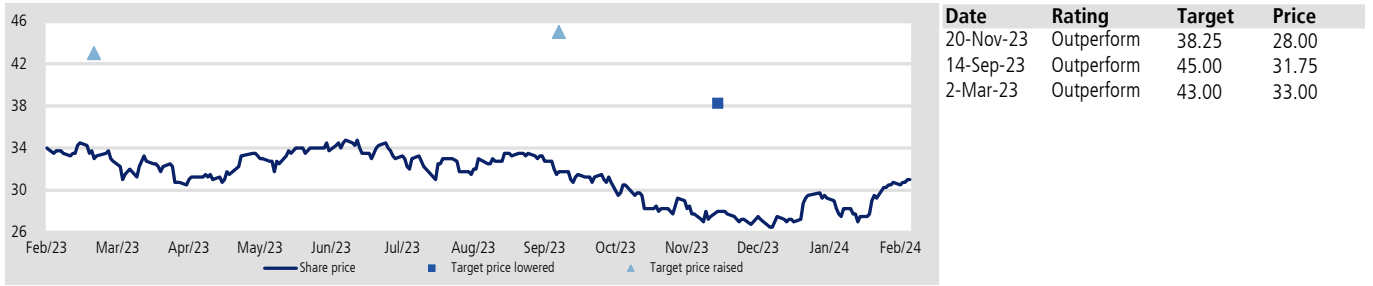
Source: KGI Securities Research

Rates of Return on Invested Capital

Year	1- $\frac{\text{Cost of Goods Sold}}{\text{Revenue}}$	+ $\frac{\text{Depreciation}}{\text{Revenue}}$	+ $\frac{\text{Op. Expenses}}{\text{Revenue}}$	= Operating Margin		
2021	68.2%	0.0%	56.0%	-24.2%		
2022	57.2%	0.0%	34.6%	8.2%		
2023	55.4%	0.0%	32.5%	12.1%		
2024F	55.3%	0.0%	32.6%	12.1%		
2025F	55.1%	0.0%	32.6%	12.4%		
Year	1/ $\frac{\text{Working Capital}}{\text{Revenue}}$	+ $\frac{\text{Net PPE}}{\text{Revenue}}$	+ $\frac{\text{Other Assets}}{\text{Revenue}}$	= Capital Turnover		
2021	-0.12	4.11	0.50	0.2		
2022	-0.14	2.24	0.28	0.4		
2023	-0.16	1.90	0.22	0.5		
2024F	-0.18	1.81	0.21	0.5		
2025F	-0.22	1.72	0.19	0.6		
Year	Operating Margin	X	Capital Turnover	X	Cash Tax Rate	= Afer-tax Return on Inv. Capital
2021	-24.2%		0.2		20.7	-1.1
2022	8.2%		0.4		35.4	1.2
2023	12.1%		0.5		38.9	2.4
2024F	12.1%		0.5		32.0	2.1
2025F	12.4%		0.6		33.0	2.4

Source: KGI Securities Research

Minor International – Recommendation & target price history



Source: KGI Securities Research

Company's ESG details

Environment

- The company has operated under its internal policy, "4R" approach: Reduce, Reuse, Recycle, and Replace.
- Almost 50% of total purchased energy (electricity, heating, and cooling) of NH Hotel Group was derived from renewable energy.
- Minor Hotel is committed to implementing long-term conservation initiatives to protect and preserve existing wildlife, plants, and their habitats by partnering with skilled conservation agencies. Over 50 properties of Minor Hotels are in, adjacent to, or derive income or reputation from natural-protected or ecologically significant areas.
- MINT responds to the rapidly increasing plastic pollution issue by setting a goal to reduce single-use plastic by 75% by 2024 (Baseline: 2018).
- Minor Cheese and Minor Dairy received "Zero Waste to Landfill Achievement Awards" from Ministry of Labour.

Social

- In 2020, MINT built a holistic "More You" program, championed by well-being committee comprising human resources teams from all business groups. The company has provided safe and healthy working environment in accordance with relevant legal regulations.
- MINT introduced various support programs for the affected employees. For example, over Bt29mn of interest-free loans and allowances were provided to aid staff during operations closures.
- The company continuously invests in educational, well-being, and career support for children, youth, and underprivileged community members.
- By 2024, each Minor Food brand offers at least one new healthy menu each year.

Governance

- MINT received annual "Excellent" CG scoring From Thai Institute of Directors Association (IOD).

Climate Management (Being the subset of Environment)

- MINT aims to conduct a reduction in carbon dioxide emission for Minor Hotels by 2023 (Baseline 2016). So far, the company has achieved 60% of the target.

Source: Company data, KGI Securities Research

SET ESG Ratings

Stock	Company name	SET ESG Ratings	Stock	Company name	SET ESG Ratings
ADVANC	ADVANCED INFO SERVICE	AAA	KTC	KRUNGTHAI CARD	AAA
AMATA	AMATA CORPORATION	AAA	LH	LAND AND HOUSES	A
AOT	AIRPORTS OF THAILAND	A	MAJOR	MAJOR CINEPLEX GROUP	AA
AP	AP (THAILAND)	AA	MEGA	MEGA LIFESCIENCES	A
BAFS	BANGKOK AVIATION FUEL SERVICES PCL.	AA	MINT	MINOR INTERNATIONAL	AA
BAM	BANGKOK COMMERCIAL ASSET MANAGEMEN	AA	MTC	MUANGTHAI CAPITAL	A
BANPU	BANPU	AAA	OR	PTT OIL AND RETAIL BUSINESS	AAA
BBGI	BBGI	AA	ORI	ORIGIN PROPERTY	AA
BBL	BANGKOK BANK	AA	OSP	OSOTSPA	AA
BCH	BANGKOK CHAIN HOSPITAL	AA	PLANB	PLAN B MEDIA	AA
BCP	BANGCHAK CORPORATION	AAA	PSH	PRUKSA HOLDING	BBB
BCPG	BCPG	AA	PTT	PTT	AAA
BDMS	BANGKOK DUSIT MEDICAL SERVICES	AA	PTTEP	PTT EXPLORATION AND PRODUCTION	AAA
BEM	BANGKOK EXPRESSWAY AND METRO	AA	PTTGC	PTT GLOBAL CHEMICAL	AAA
BGRIM	B.GRIMM POWER	AAA	RATCH	RATCH GROUP	AA
BPP	BANPU POWER	AAA	RBF	R&B FOOD SUPPLY	BBB
BTS	BTS GROUP HOLDINGS	AA	SAK	SAKSIAM LEASING	A
CBG	CARABAO GROUP	A	SAPPE	SAPPE	BBB
CENTEL	CENTRAL PLAZA HOTEL	A	SAT	SOMBOON ADVANCE TECHNOLOGY	AA
CK	CH. KARNCHANG	A	SAWAD	SRISAWAD CORPORATION	BBB
CKP	CK POWER	AAA	SCB	SCB X	AA
COM7	COM7	A	SCC	THE SIAM CEMENT	AAA
CPALL	CP ALL	AAA	SCCC	SIAM CITY CEMENT	AA
CPAXT	CP AXTRA	AAA	SCGP	SCG PACKAGING	AAA
CPF	CHAROEN POKPHAND FOODS	AAA	SHR	S HOTELS AND RESORTS	A
CPN	CENTRAL PATTANA	AA	SICT	SILICON CRAFT TECHNOLOGY	A
EGCO	ELECTRICITY GENERATING	AA	SMPC	SAHAMITR PRESSURE CONTAINER	AA
ERW	THE ERWAN GROUP	A	SNC	SNC FORMER	A
GFPT	GFPT	BBB	SPALAI	SUPALAI	AA
GLOBAL	SIAM GLOBAL HOUSE	AA	STEC	SINO-THAI ENGINEERING AND CONSTRUCTION	A
GPSC	GLOBAL POWER SYNERGY	AA	STGT	SRI TRANG GLOVES (THAILAND)	AAA
GULF	GULF ENERGY DEVELOPMENT	AA	TCAP	THANACHART CAPITAL	A
HANA	HANA MICROELECTRONICS	AA	TFG	THAIFOODS GROUP	A
HENG	HENG LEASING AND CAPITAL	A	THCOM	THAICOM	AAA
HMPRO	HOME PRODUCT CENTER	AA	TISCO	TISCO FINANCIAL GROUP	AAA
INTUCH	INTOUCH HOLDINGS	AA	TOP	THAI OIL	AAA
IRPC	IRPC	AA	TTB	TMBTHANACHART BANK	AA
IVL	INDORAMA VENTURES	AA	UBE	UBON BIO ETHANOL	A
KBANK	KASIKORNBANK	AAA	VGI	VGI	AA
KEX	KERRY EXPRESS (THAILAND)	BBB	WHA	WHA CORPORATION	AAA
KKP	KIATNAKIN PHATRA BANK	BBB	WHAUP	WHA UTILITIES AND POWER	AAA
KTB	KRUNG THAI BANK	AAA	ZEN	ZEN CORPORATION GROUP	AA

Source: www.setsustainability.com

Disclaimer: The disclosure of the Anti-Corruption Progress Indicators of a listed company on the Stock Exchange of Thailand, which is assessed by the relevant institution as disclosed by the Office of the Securities and Exchange Commission, is made in order to comply with the policy and sustainable development plan for the listed companies. The relevant institution made this assessment based on the information received from the listed company, as stipulated in the form for the assessment of Anti-corruption which refers to the Annual Registration Statement (Form 56-1), Annual Report (Form 56-2), or other relevant documents or reports of such listed company. The assessment result is therefore made from the perspective of a third party. It is not an assessment of operation and is not based on any inside information. Since this assessment is only the assessment result as of the date appearing in the assessment result, it may be changed after that date or when there is any change to the relevant information. Nevertheless, KGI Securities (Thailand) Public Company Limited (KGI) does not confirm, verify, or certify the accuracy and completeness of the assessment result.

Corporate Governance Report of Thai Listed Companies



Companies with Excellent CG Scoring

Stock	Company name	Stock	Company name	Stock	Company name
AAV	ASIA AVIATION	GLOBAL	SIAM GLOBAL HOUSE	RATCH	RATCH GROUP
ADVANC	ADVANCED INFO SERVICE	GPSC	GLOBAL POWER SYNERGY	RBF	R&B FOOD SUPPLY
AMA	AMA MARINE	GULF	GULF ENERGY DEVELOPMENT	SAT	SOMBOON ADVANCE TECHNOLOGY
AMATA	AMATA CORPORATION	HANA	HANA MICROELECTRONICS	SCB	SCB X
ANAN	ANANDA DEVELOPMENT	HENG	HENG LEASING AND CAPITAL	SCC	THE SIAM CEMENT
AOT	AIRPORTS OF THAILAND	HMPRO	HOME PRODUCT CENTER	SCCC	SIAM CITY CEMENT
AP	AP (THAILAND)	INTUCH	INTOUCH HOLDINGS	SCGP	SCG PACKAGING
BAFS	BANGKOK AVIATION FUEL SERVICES PCL.	IRPC	IRPC	SEAFCO	SEAFCO
BAM	BANGKOK COMMERCIAL ASSET MANAGEMEN	IVL	INDORAMA VENTURES	SHR	S HOTELS AND RESORTS
BANPU	BANPU	KBANK	KASIKORNBANK	SICT	SILICON CRAFT TECHNOLOGY
BBL	BANGKOK BANK	KCE	KCE ELECTRONICS	SMPC	SAHAMITR PRESSURE CONTAINER
BCP	BANGCHAK CORPORATION	KEX	KERRY EXPRESS (THAILAND)	SNC	SNC FORMER
BCPG	BCPG	KKP	KIATNAKIN PHATRA BANK	SPALI	SUPALAI
BDMS	BANGKOK DUSIT MEDICAL SERVICES	KTB	KRUNG THAI BANK	SPRC	STAR PETROLEUM REFINING
BEM	BANGKOK EXPRESSWAY AND METRO	KTC	KRUNGTHAI CARD	STEC	SINO-THAI ENGINEERING AND CONSTRUCTION
BGRIM	B.GRIMM POWER	LPN	L.P.N. DEVELOPMENT	STGT	SRI TRANG GLOVES (THAILAND)
BPP	BANPU POWER	MAJOR	MAJOR CINEPLEX GROUP	SUN	SUNSWEEP
BTS	BTS GROUP HOLDINGS	MBK	MBK	SVI	SVI
CENDEL	CENTRAL PLAZA HOTEL	MINT	MINOR INTERNATIONAL	TACC	T.A.C. CONSUMER
CK	CH. KARNCHANG	MTC	MUANGTHAI CAPITAL	TCAP	THANACHART CAPITAL
CKP	CK POWER	OR	PTT OIL AND RETAIL BUSINESS	THCOM	THAICOM
COM7	COM7	ORI	ORIGIN PROPERTY	TISCO	TISCO FINANCIAL GROUP
CPALL	CP ALL	OSP	OSOTSPA	TKN	TAOKAENOI FOOD & MARKETING
CPAXT	CP AXTRA	PLANB	PLAN B MEDIA	TOP	THAI OIL
CPF	CHAROEN POKPHAND FOODS	PSH	PRUKSA HOLDING	TTB	TMBTHANACHART BANK
CPN	CENTRAL PATTANA	PTG	PTG ENERGY	TU	THAI UNION GROUP
DELTA	DELTA ELECTRONICS (THAILAND)	PTT	PTT	VGI	VGI
DOHOM	DOHOME	PTTEP	PTT EXPLORATION AND PRODUCTION	WHA	WHA CORPORATION
EGCO	ELECTRICITY GENERATING	PTTGC	PTT GLOBAL CHEMICAL	WHAUP	WHA UTILITIES AND POWER
GFPT	GFPT	PYLON	PYLON	ZEN	ZEN CORPORATION GROUP
GGC	GLOBAL GREEN CHEMICALS	QH	QUALITY HOUSES		



Companies with Very Good CG Scoring

Stock	Company name	Stock	Company name	Stock	Company name
AEONTS	AEON THANA SINSAP (THAILAND)	JMT	JMT NETWORK SERVICES	SFT	SHRINKFLEX (THAILAND)
BCH	BANGKOK CHAIN HOSPITAL	LH	LAND AND HOUSES	SINGER	SINGER THAILAND
BEC	BEC WORLD	M	MK RESTAURANT GROUP	SMD	SAINTMED
BH	BUMRUNGRAD HOSPITAL	MEGA	MEGA LIFESCIENCES	SNNP	SRINANAPORN MARKETING
CBG	CARABAO GROUP	NETBAY	NETBAY	SPA	SIAM WELLNESS GROUP
CHG	CHULARAT HOSPITAL	PJW	PANJAWATTANA PLASTIC	TFG	THAIFOODS GROUP
ERW	THE ERAWAN GROUP	SAK	SAKSIAM LEASING	TIDLOR	NGERN TID LOR
ESSO	ESSO (THAILAND)	SAPPE	SAPPE	TNP	THANAPIRIYA
HUMAN	HUMANICA	SAWAD	SRI SAWAD CORPORATION	UBE	UBON BIO ETHANOL
IIG	I&I GROUP	SFLEX	STARFLEX	XO	EXOTIC FOOD



Companies with Good CG Scoring

Stock	Company name	Stock	Company name	Stock	Company name
AU	AFTER YOU	LPH	LADPRAO GENERAL HOSPITAL	TPCH	TPC POWER HOLDING
EKH	EKACHAI MEDICAL CARE	MENA	MENA TRANSPORT		
JMART	JAYMART GROUP HOLDINGS	SISB	SISB		

Companies classified Not in the three highest score groups

Stock	Company name	Stock	Company name	Stock	Company name
BBGI	BBGI	NTSC	Nutrition SC	TGE	THACHANG GREEN ENERGY
BTG	BETAGRO	PLT	Pilatus Marine		
ITC	i-Tail Corporation	PQS	Premier Quality Starch		

Source: www.thai-iod.com

Disclaimer: The disclosure of the survey result of the Thai Institute of Directors Association ("IOD") regarding corporate governance is made pursuant to the policy of the Office of the Securities and Exchange Commission. The survey of the IOD is based on the information of a company listed on the Stock Exchange of Thailand and the Market for Alternative Investment disclosed to the public and able to be accessed by a general public investor. The result, therefore, is from the perspective of a third party. It is not an assessment of operation and is not based on inside information. The survey result is as of the date appearing in the Corporate Governance Report of Thai Listed Companies. As a result, the survey result may be changed after that date or when there is any change to the relevant information. Nevertheless, KGI Securities (Thailand) Public Company Limited (KGI) does not confirm, verify, or certify the accuracy and completeness of such survey result.

Anti-corruption Progress Indicator

Level 5: Extended

Stock	Company name	Stock	Company name	Stock	Company name
ADVANC	ADVANCED INFO SERVICE	GLOBAL	SIAM GLOBAL HOUSE	QH	QUALITY HOUSES
ANAN	ANANDA DEVELOPMENT	GPSC	GLOBAL POWER SYNERGY	RATCH	RATCHABURI ELECTRICITY GENERATING HOLDING
BBL	BANGKOK BANK	HMPRO	HOME PRODUCT CENTER	ROBINS	ROBINSON DEPARTMENT STORE
BCH	BANGKOK CHAIN HOSPITAL	IRPC	IRPC	SCC	THE SIAM CEMENT
BDMS	BANGKOK DUSIT MEDICAL SERVICES	KBANK	KASIKORN BANK	SIRI	SANSIRI
BIGC	BIG C SUPERCENTER	KCE	KCE ELECTRONICS	SPALI	SUPALAI
CK	CH. KARNCHANG	KKP	KIATNAKIN BANK	STEC	SINO-THAI ENGINEERING AND CONSTRUCTION
DCC	DYNASTY CERAMIC	KTB	KRUNG THAI BANK	TCAP	THANACHART CAPITAL
DELTA	DELTA ELECTRONICS (THAILAND)	LPH	LADPRAO GENERAL HOSPITAL	TISCO	TISCO FINANCIAL GROUP
DRT	DIAMOND ROOFING TILES	PACE	PACE DEVELOPMENT CORPORATION	TMT	THAI METAL TRADE
EGCO	ELECTRICITY GENERATING	PTT	PTT	TOP	THAI OIL
GFPT	GFPT	PTTGC	PTT GLOBAL CHEMICAL		

Level 4: Certified

Stock	Company name	Stock	Company name	Stock	Company name
AAV	ASIA AVIATION	ERW	THE ERAWAN GROUP	SAPPE	SAPPE
AP	ASIAN PROPERTY DEVELOPMENT	GLOW	GLOW ENERGY	SAWAD	SRISAWAD POWER 1979
BA	BANGKOK AIRWAYS	GUNKUL	GUNKUL ENGINEERING	SCB	THE SIAM COMMERCIAL BANK
BANPU	BANPU	ILINK	INTERLINK COMMUNICATION	SCN	SCAN INTER
BCP	THE BANGCHAK PETROLEUM	KTC	KRUNGTHAI CARD	SEAFCO	SEAFCO
BH	BUMRUNGRAD HOSPITAL	LH	LAND AND HOUSES	SVI	SVI
BJCHI	BJC HEAVY INDUSTRIES	LPN	L.P.N. DEVELOPMENT	TASCO	TIPCO ASPHALT
CBG	CARABAO GROUP	MAKRO	SIAM MAKRO	TKN	TAOKAENOI FOOD & MARKETING
CENDEL	CENTRAL PLAZA HOTEL	MALEE	MALEE SAMPRAN	TMB	TMB BANK
CHG	CHULARAT HOSPITAL	MINT	MINOR INTERNATIONAL	TRT	TIRATHAI
CKP	CK POWER	MODERN	MODERNFORM GROUP	TRUE	TRUE CORPORATION
CPF	CHAROEN POKPHAND FOODS	NOK	NOK AIRLINES	TVO	THAI VEGETABLE OIL
CPN	CENTRAL PATTANA	PTTEP	PTT EXPLORATION AND PRODUCTION		
DTAC	TOTAL ACCESS COMMUNICATION	PYLON	PYLON		

Level 3: Established

Stock	Company name	Stock	Company name	Stock	Company name
BEM	BANGKOK EXPRESSWAY AND METRO	MTLS	MUANGTHAI LEASING	SPRC	STAR PETROLEUM REFINING
CPALL	CP ALL	SCI	SCI ELECTRIC		

No progress

Stock	Company name	Stock	Company name	Stock	Company name
AOT	AIRPORTS OF THAILAND	BPP	BANPU POWER	FN	FN FACTORY OUTLET
BCPG	BCPG	BTS	BTS GROUP HOLDINGS	TPCH	TPC POWER HOLDING

Source: www.cgthailand.org

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KGI's Ratings

Rating	Definition
Outperform (OP)	The stock's excess return over the next twelve months is ranked in the top 40% of KGI's coverage universe in the related market (e.g. Taiwan)..
Neutral (N)	The stock's excess return over the next twelve months is ranked in the range between the top 40% and the bottom 40% of KGI's coverage universe in the related market (e.g. Taiwan)
Under perform (U)	The stock's excess return over the next twelve months is ranked in the bottom 40% of KGI's coverage universe in the related market (e.g. Taiwan).
Not Rated (NR)	The stock is not rated by KGI.
Restricted (R)	KGI policy and/or applicable law regulations preclude certain types of communications, including an investment recommendation, during the course of KGI's engagement in an investment banking transaction and in certain other circumstances. Excess return = 12M target price/current price-
Note	When an analyst publishes a new report on a covered stock, we rank the stock's excess return with those of other stocks in KGI's coverage universe in the related market. We will assign a rating based on its ranking. If an analyst does not publish a new report on a covered stock, its rating will not be changed automatically.

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