

### **Neutral** • Maintained

Price as of 16 Jan 2024	37.75
12M target price (Bt/shr)	42.00
Unchanged/Revised up(down)(%)	(19.6)
Upside/downside (%)	11.3

### **Key messages**

เราคาดกำไรสุทธิของ M อยู่ที่ 359 ล้านบาท (+12% YoY แต่ -8% QoQ) ออนแอกว่าที่เราประเมินไว้ก่อนหน้า กำไรที่ เพิ่มขึ้น YoY จะเป็นเพราะอัตรากำไร (margin) ดีขึ้น ขณะที่ กำไรออนตัว QoQ จะเกิดจากมีรายการพิเศษที่เกิดขึ้นเพียง ครั้งเคียวใน 3Q66 ทั้งนี้ เราปรับลคประมาณการกำไรปี 2566F/2567F ลงราว -8%/-13% จากปัจจัยของการปรับ รายได้ลดลง การเพิ่มขึ้นของสัดส่วนค่าใช้จายในการขาย และบริหารต่อยอุดขาย (SG&A ต่อยอดขาย) และอัตรากำไร ขั้นต<sup>้</sup>น (GPM) เมื่ออิงจากการปรับประมาณการกำไรใหม<sup>่</sup> เรา ประเมินราคาเป้าหมายปี 2567 ต่ำลงอยู่ที่ 42.00 บาท (จาก เดิมที่ 52.25 บาท) คงคำแนะนำเพียง "ถือ"

### Trading data

3			
Mkt cap (Btbn/US\$bn	35	.2/1101	
Outstanding shares (n	nn)		921
Foreign ownership (m	ın)		38.2
3M avg. daily trading	(mn)		0.6
52-week trading rang	je (Bt)		38.3-58
Performance (%)	6M	12M	
Absolute	-16.8	-32.9	
Relative	-9.2	-19.6	

### **Ouarterly EPS**

4	,				
	1Q	2Q	3Q	4Q	
2021	0.10	(0.11)	(0.28)	0.43	
2022	0.29	0.48	0.44	0.35	
2023	0.45	0.50	0.42		

### Share price chart



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# MK Restaurant Group

(M.BK/M TB\*)

## ประมาณการ 4066F: เผชิญกับการแขงขันที่รุนแรง

ประมาณการกำไรใน 4066F ปรับประมาณการกำไรและราคาเป้าหมาย

### **Impact**

การที่ 4Q66F เป็นชวง high season จะไมชวยให้กำไรแข็งแกรง

เราคาดกำไรสุทธิใน 4Q66 ของ M จะอ่อนแอกวาที่เราคาดไว้ก่อนหน้า โดยเราคาดกำไรสุทธิอยู่ที่ 359 ลานบาท(+12% YoY แต่ -8% QoQ) กำไรที่เพิ่มขึ้น YoY จะมาจากอัตรากำไรคีขึ้น ตามราคาวัตถูดิบที่ ต่ำลง ขูณะที่กำไรหลักนาจะทรงตัว QoQ สวนกำไรลูคลง QoQ จะมาจากรายการที่เกิดขึ้นเพียงครั้งเดียว ที่ 20 ลานบาทใน 3Q66 (ไม่มีรายการนี้ในไตรมาสนี้) ในกรณีที่กำไรใน 4Q66F เป็นตามที่เราคาด ทำให กำไรปี 2566F อยูที่ 1.5 พันลานบาท (+6% YoY) คิดเป็น 92% ของประมาณการกำไรสุทธิเต็มปีของเรา

รายไดูออนตัวทั้ง YoY และ QoQ

ถึงแม้วาเป็นช่วง high season เรากาครายใค้จากยอคขายอ่อนแอลง 3% YoY และ 2% QoQ อยู่ที่ 4.0 พันถานบาทใน 4Q66F และอยูที่ 1.66 หมื่นลานบาท (+6% YoY) ในปี 2566F ขณะที่ อัตราการเติบโต ของรายได้ในสาขาเดิม (SSSG) คาคลคลง 3% YoY ในไตรมาสนี้เพราะฐาน 4Q65 ต่ำและสุรท้อนสภาพ การแขงขันทางธุรกิจ ในดาน อัตรากำไรขันตน (GPM) เราประเมินวา GPM ใน 4Q66 จะดีขึ้น YoY อยูที่ 66.5% เพราะราคาวัตถุดิบตาง ๆ ปรับตัวลุง (figure 6) แตทรงตัว QoQ ใน 4Q66F ทำให GPM ปี 2566F อยูที่ 66.0% (สมมติฐานปี 2566 ของเราอยูที่ 65.5%) สำหรับสัคสวนคาใช้จายในการูขายและบริหารต่อ ยอดขายใน 4Q66F จะอยู่ที่ 57.3% (เทียบกับ 56.3%/57.6% ใน 4Q65/3Q66) เพิ่มขึ้น YoY จากต้นทุน พนักงานสูงขึ้น แต่ลดลงเล็กน้อย QoQ เนื่องจากต้นทุนค้านสาธารณูป โภคต่ำลง เมื่อรวมประมาณการ สัคสวน SG&A ต่อยอดขาย ใน 4066F สัคสวน SG&A ต่อยอดขายจะอยู่ที่ 56.7% (สมมติฐานเต็มปี 2566F ของเราอยที่ 55.4%)

เผชิญกับความทาทายจากการูแขงขันในธุรกิจสูง

เมื่อพิ้จารณาจากสภาพแวคล้อมทางธุรกิ่งที่มีการแข่งขันสูง ทำให*้*กคคันอัตรการเติบโตรายไค*้*ของ M และความสามารถในการผลักภาระต<sup>ุ</sup>้นทุนที่สูงขึ้น เราูจึงปรับลดประมาณการกำไรสุทธิในปี 2566F/2567F ลงฐาว -8%/-13% จากปัจจัย i) ปรับลครายใคลงราว 5% ในแตละปี (เป็นนัยวา อัตราการ เติบโตของรายใคอยู่ที่ 6%/4% YoY ในปี 2566F/2567F) ii) ปรับเพิ่มสัคสวน SG&A ต่อยอคขายขึ้นเป็น 56.7%/56.0% (จาก 55.4/54.2%) และ iii) ปรับเพิ่ม GPM ขึ้นเป็น 66.0%/66.2% (จาก 65.5%/65.1%) ทั้งนี้ เราประมาณการกำไรสุทธิที่ 6% YoY ในปี 2566F/2567F และคาดการเติบโตขึ้นเป็น 11% ในปี 2568F

### Valuation & action

เราปรับลด (de-rate) ค่า PE ลงเป็น 24x (จากเดิมที่ 26x) เพื่อสะท้อน โมเมนตัมอัตราการเติบ โตของกำไร และการแข่งขันทางธุรกิจที่รุนแรง โดยเราปรับลดราคาเป้าหมายปลายปี 2567 ลงอยู่ที่ 42.00 บาท (จาก เคิมที่ 52.25 บาท) ทั้งนี้ เรายั่งคงคำแนะนำเพียง "ถือ" หุ้น M รวมปัจจัยของงบุคุลที่แข็งแกร่งทามกลาง การถือเงินสคสุทธิในมือ ซึ่งอาจยังูมีโอกาสสำหรับอัตราการจายเงินปันผลได้สูงยิ่งขึ้น (หากไม่มีการ ลงทนจำนวนมากในอนาคตอันใกล้นี้)

เศรษฐกิจฟื้นตัวชากว่าที่คาคไว้ SSSG ชะลอตัวเกินคาคและ การแข่งขันในอตสาหกรรมคานอาหาร

### Key financials and valuations

	Dec - 20A	Dec - 21A	Dec - 22A	Dec - 23F	Dec - 24F	Dec - 25F
Revenue (Btmn)	13,361	11,182	15,728	16,625	17,359	18,680
Net Profit (Btmn)	907	131	1,439	1,531	1,616	1,786
Normalized Profit (Btmn)	907	131	1,439	1,531	1,616	1,786
EPS (Bt)	0.99	0.14	1.56	1.66	1.75	1.94
EPS Growth (%)	(64.9)	(85.6)	998.5	6.4	5.5	10.5
DPS (Bt)	1.8	0.8	1.4	1.5	1.6	1.7
P/E (X)	51.5	365.6	25.4	22.7	21.5	19.5
P/B (X)	3.4	3.5	2.7	2.5	2.5	2.4
EV/EBITDA (X)	9.4	13.7	7.8	7.1	6.4	5.8
Net Debt to Equity (X)	Net cash					
Dividend Yield (%)	3.5	1.5	3.5	4.0	4.2	4.6
Return on Average Equity (%)	6.6	1.0	10.5	11.0	11.5	12.5

Source: Company data, KGI Securities Research

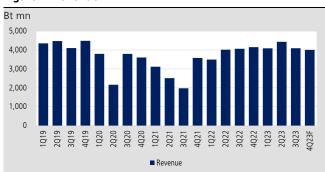


Figure 1: M's 4Q23F earnings preview

Bt mn	4Q23F	4Q22	YoY (%)	3Q23	QoQ (%)	2023F	2022	YoY (%)
Revenue	4,008	4,149	(3.4)	4,094	(2.1)	16,626	15,728	5.7
Gross Profit	2,663	2,699	(1.3)	2,730	(2.4)	10,970	10,267	6.9
SG&A	2,296	2,337	(1.7)	2,360	(2.7)	9,430	8,646	9.1
Operating Profit	367	362	1.4	370	(0.8)	1,540	1,621	(5.0)
Other income	66	68	(2.9)	89	(25.6)	291	210	38.5
Pre-tax Profit	427	419	2.0	453	(5.7)	1,795	1,784	0.7
Net Profit	359	321	11.8	389	(7.8)	1,532	1,439	6.4
Normalized profit	359	321	11.8	389	(7.8)	1,532	1,439	6.4
EPS (Bt)	0.39	0.35	11.8	0.42	(7.8)	1.66	1.56	6.4
Normalized EPS (Bt)	0.39	0.35	11.8	0.42	(7.8)	1.66	1.56	6.4
Percent	4Q23F	4Q22 '	YoY (ppts)	3Q23 (	QoQ (ppts)	2023F	2022 \	YoY (ppts)
Gross margin	66.5	65.0	1.4	66.7	(0.2)	66.0	65.3	0.7
EBIT margin	9.2	8.7	0.4	9.0	0.1	9.3	10.3	(1.0)
SG&A/sales	57.3	56.3	1.0	57.6	(0.3)	56.7	55.0	1.8

Source: Company data, KGI Securities Research

Figure 2: Revenue



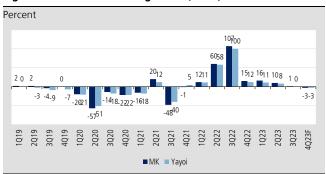
Source: Company data, KGI Securities Research

Figure 4: Gross margin



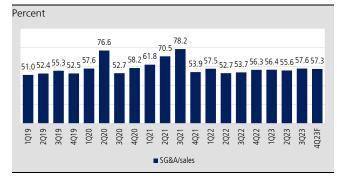
Source: Company data, KGI Securities Research

Figure 3: Same-store-sales growth (SSSG)



Source: Company data, KGI Securities Research

Figure 5: SG&A/Sales



Source: Company data, KGI Securities Research



Figure 6: Raw material costs

Raw materials	Assume Portion	4Q22	3Q23	4Q23	%YoY in costs	%QoQ in costs
Meats						
Pork (Bt/Kg)	20%	178	122	126	-5%	1%
Chicken (Bt/Kg)	10%	72	66	58	-2%	-1%
Shrimp (Bt/Kg)	10%	245	230	238	0%	0%
Egg (unit)	5%	4.0	4.6	4.4	0%	0%
Vegetables						
Cabbage (Bt/Kg)	5%	21	23	21	0%	0%
Water spinach (Bt/Kg)	5%	29	19	23	-2%	1%
Total	75%				-9%	0%

Source: Company data, KGI Securities Research

Figure 7: Earnings revsions

		2023F			2024F	
	Revised	Previous	Change	Revised	Previous	Change
Financials (Btmn)			Percent			Percent
Sales	16,625	17,422	(4.6)	17,359	18,264	(5.0)
COGS	5,653	6,019	(6.1)	5,867	6,383	(8.1)
SG&A	9,427	9,643	(2.2)	9,721	9,899	(1.8)
Net profit	1,531	1,657	(7.6)	1,616	1,848	(12.6)
Normalized profit	1,531	1,657	(7.6)	1,616	1,848	(12.6)
EPS (Bt/shr)	1.66	1.80	(7.6)	1.75	2.01	(12.6)
Normalized EPS (Bt/shr)	1.66	1.80	(7.6)	1.75	2.01	(12.6)
Key financial ratio (%)			ppts			ppts
GPM	66.0	65.5	0.5	66.2	65.1	1.2
SG&A/Revenue	56.7	55.4	1.4	56.0	54.2	1.8

Source: Company data, KGI Securities Research

Figure 8: Key assumptions

	Unit	2020	2021	2022	2023F	2024F	2025F
Restaurant Revenue	Btmn						
MK Suki/MK Gold/MK Live		9,898	8,274	11,639	12,348	12,635	13,412
Yayoi		2,440	2,124	2,831	2,842	2,986	3,287
Laem Charoen Seafood		748	559	944	1,177	1,479	1,722
Others		276	244	315	258	258	258
Total Restaurant Revenue		13,362	11,182	15,728	16,625	17,359	18,680
Number of branches	Branch						
MK Suki/MK Gold/MK Live		458	452	455	450	455	460
Yayoi		194	193	195	197	207	217
Laem Charoen Seafood		29	31	36	41	46	51
Others		41	27	24	24	24	24
Overseas		48	43	41	41	41	41
Total branches		770	746	751	753	773	793
SSSG	%						
MK		(28.7)	(15.7)	39.0	5.0	1.0	1.0
Yayoi		(28.5)	(13.2)	39.0	5.0	1.0	1.0
GPM	%	65.7	64.1	65.3	66.0	66.2	66.4
SG&A to sales	%	59.5	64.1	55.0	56.7	56.0	56.0

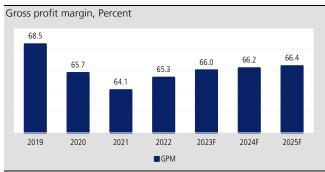


### Figure 9: Company profile

MK Restaurant Group (M) is a food services company. As of 9M23, M operated 698 restaurant outlets, comprising MK suki (at 448 stores), Yayoi (at 195 stores), Laem Charoen Seafood (at 34 stores), and others in Thailand. The company also has franchise business in Laos, Vietnam.

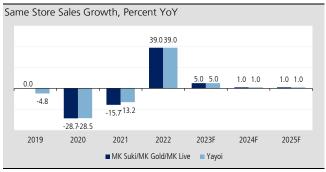
Source: Company data, KGI Securities Research

Figure 11: Gross profit margin (GPM)



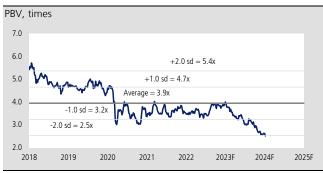
Source: Company data, KGI Securities Research

Figure 13: Same store sales growth (SSSG)



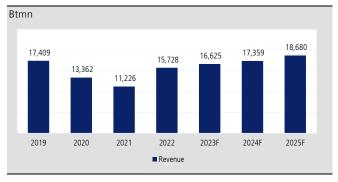
Source: Company data, KGI Securities Research

Figure 15: PBV



Source: Company data, KGI Securities Research

Figure 10: Revenue



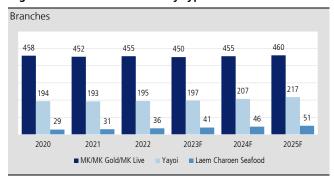
Source: Company data, KGI Securities Research

Figure 12: Net profit and NPM



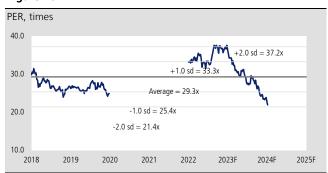
Source: Company data, KGI Securities Research

Figure 14: Outlet breakdown by type



Source: Company data, KGI Securities Research

Figure 16: PER





### **Quarterly Income Statement**

	Mar-20A	Jun-20A	Sep-20A	Dec-20A	Mar-21A	Jun-21A S	Sep-21A	Dec-21A	Mar-22A	Jun-22A S	Sep-22A	Dec-22A	Mar-23A	Jun-23A	Sep-23A	Dec-23F
Income Statement (Bt mn)																
Revenue	3,795	2,163	3,799	3,604	3,116	2,509	1,973	3,583	3,495	4,016	4,067	4,149	4,089	4,435	4,094	4,008
Cost of Goods Sold	(1,270)	(829)	(1, 265)	(1,213)	(1,116)	(924)	(788)	(1,186)	(1,204)	(1,394)	(1,413)	(1,450)	(1,426)	(1,521)	(1,365)	(1,344)
Gross Profit	2,525	1,333	2,534	2,391	2,000	1,585	1,185	2,397	2,291	2,623	2,654	2,699	2,663	2,914	2,730	2,663
Operating Expenses	(2,188)	(1,657)	(2,004)	(2,098)	(1,925)	(1,770)	(1,544)	(1,931)	(2,008)	(2,118)	(2,182)	(2,337)	(2,307)	(2,468)	(2,360)	(2,296)
Other incomes	82	33	66	80	40	60	46	40	57	41	44	68	55	82	89	66
Operating Profit	420	(291)	596	373	115	(125)	(312)	506	340	546	515	430	411	529	459	433
Depreciation of fixed assets	538	534	536	528	510	500	501	499	490	494	490	524	495	531	469	469
Operating EBITDA	958	244	1,132	901	624	375	188	1,005	830	1,040	1,005	954	905	1,060	928	902
Non-Operating Income	16	12	9	(3)	5	5	5	6	7	9	12	12	13	13	14	14
Interest Income	16	12	9	(3)	5	5	5	6	7	9	12	12	13	13	14	14
Other Non-op Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Operating Expenses	(25)	(11)	(19)	(19)	(19)	(20)	(12)	(18)	(21)	(21)	(21)	(23)	(23)	(26)	(20)	(20)
Interest Expenses	(25)	(11)	(19)	(19)	(19)	(20)	(12)	(18)	(21)	(21)	(21)	(23)	(23)	(26)	(20)	(20)
Other Non-op Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Equity Income/(Loss)	(2)	(6)	(0)	2	(6)	(8)	(8)	(1)	(9)	(4)	(7)	(9)	(7)	(4)	(0)	(0)
Pre-tax Profit	409	(297)	586	353	95	(148)	(328)	493	317	530	498	410	393	512	452	427
Current Taxation	(65)	41	(113)	(2)	(8)	42	65	(90)	(51)	(89)	(86)	(82)	(65)	(47)	(60)	(64)
Minorities	(3)	8	(8)	(1)	2	7	5	(4)	5	(2)	(4)	(7)	(3)	(6)	(4)	(4)
Extraordinary items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Profit	340	(247)	465	349	89	(99)	(257)	399	271	439	408	321	325	459	389	359
Normalized Profit	340	(247)	465	349	89	(99)	(257)	399	271	439	408	321	325	459	389	359
EPS (Bt)	0.37	(0.27)	0.50	0.38	0.10	(0.11)	(0.28)	0.43	0.29	0.48	0.44	0.35	0.35	0.50	0.42	0.39
Normalized EPS (Bt)	0.37	(0.27)	0.50	0.38	0.10	(0.11)	(0.28)	0.43	0.29	0.48	0.44	0.35	0.35	0.50	0.42	0.39
Margins																
Gross profit margin	66.5	61.7	66.7	66.3	64.2	63.2	60.1	66.9	65.6	65.3	65.2	65.0	65.1	65.7	66.7	66.5
Operating EBIT margin	11.1	(13.4)	15.7	10.3	3.7	(5.0)	(15.8)	14.1	9.7	13.6	12.7	10.4	10.0	11.9	11.2	10.8
Operating EBITDA margin	25.2	11.3	29.8	25.0	20.0	14.9	9.5	28.0	23.8	25.9	24.7	23.0	22.1	23.9	22.7	22.5
Net profit margin	9.0	(11.4)	12.2	9.7	2.8	(4.0)	(13.0)	11.1	7.7	10.9	10.0	7.7	8.0	10.3	9.5	8.9
YoY growth																
Revenue growth	(12.8)	(51.6)	(7.4)	(19.6)	(17.9)	16.0	(48.1)	(0.6)	12.2	60.1	106.1	15.8	17.0	10.4	0.7	(3.4)
Operating EBIT growth	(49.5)	(135.5)	(6.1)	(52.8)	(72.6)	57.0	(152.4)	35.8	196.6	N.A	N.A	(15.0)	20.6	(3.2)	(10.9)	0.8
Operating EBITDA growth	(6.7)	(75.8)	36.9	(8.8)	(34.8)	53.8	(83.4)	11.5	32.9	177.3	433.9	(5.1)	9.0	1.9	(7.6)	(5.4)
Net profit growth	(52.1)	(135.9)	(15.4)	(45.3)	(73.9)	N.A	N.A	14.2	205.0	N.A	N.A	(19.7)	20.1	4.5	(4.7)	11.8
Normalized profit growth	(52.1)	(135.0)	(15.4)	(45.3)	(73.9)	N.A	N.A	14.2	205.0	N.A	N.A	(19.7)	20.1	4.5	(4.7)	11.8

Source: Company data, KGI Securities Research



As of 31 Dec (Bt mn)	2020	2021	2022	2023F	2024F	2025F
Total Assets	20,353	19,569	19,901	19,060	19,114	18,997
Current Assets	8,310	8,418	8,426	10,040	11,638	13,041
Cash & ST Investments	7,663	7,689	7,779	9,414	10,986	12,343
Inventories	418	392	414	372	386	413
Accounts Receivable	110	167	121	137	143	154
Others	119	170	111	117	123	132
Non-current Assets	12,044	11,151	11,475	9,021	7,476	5,956
LT Investments	4,851	4,325	4,726	3,058	2,473	1,952
Net fixed Assets	3,254	2,842	2,747	1,816	739	(472)
Others	3,939	3,984	4,002	4,146	4,264	4,476
Total Liabilities	6,506	6,036	6,136	5,133	5,016	4,710
Current Liabilities	2,845	2,706	2,938	1,979	1,963	1,958
Accounts Payable	416	1,355	1,449	527	547	585
ST Borrowings	1,126	1,075	1,071	1,011	956	878
Others	1,303	276	417	441	461	496
Long-term Liabilities	3,661	3,331	3,198	3,154	3,053	2,751
Long-term Debts	2,565	2,207	2,023	1,911	1,756	1,578
Others	1,096	1,124	1,175	1,242	1,297	1,173
Shareholders' Equity	13,847	13,509	13,765	13,927	14,098	14,288
Common Stock	921	921	921	921	921	921
Capital Surplus	8,785	8,785	8,785	8,785	8,785	8,785
Retained Earnings	3,064	2,735	2,976	3,129	3,291	3,470
Preferred Stock	0	0	0	0	0	0

Source: KGI Securities Research

Ratios

Year to 31 Dec	2020	2021	2022	2023F	2024F	2025F
Growth (% YoY)						
Sales	(23.3)	(16.3)	40.7	5.7	4.4	7.6
OP	(64.7)	(82.0)	816.8	3.2	7.6	9.7
EBITDA	(17.9)	(32.3)	74.7	3.5	3.2	4.1
NP	(64.9)	(85.6)	1,214.6	33.8	33.8	33.8
Normalized Profit	(65.1)	(85.6)	1,214.6	33.8	33.8	33.8
EPS	(64.9)	(85.6)	1,214.6	33.8	33.8	33.8
Normalized EPS	(65.1)	(85.6)	1,214.6	33.8	33.8	33.8
Profitability (%)						
Gross Margin	65.7	64.1	65.3	66.0	66.2	66.4
Operating Margin	8.5	1.8	11.9	11.6	12.0	12.2
EBITDA Margin	24.5	19.8	24.6	24.1	23.8	23.0
Net Profit Margin	6.8	1.2	9.1	9.2	9.3	9.6
ROAA	4.5	0.7	7.2	8.0	8.5	9.4
ROAE	6.6	1.0	10.5	11.0	11.5	12.5
Stability						
Gross Debt/Equity (%)	47.0	44.7	44.6	36.9	35.6	33.0
Net Debt/Equity (%)	Net cash					
Interest Coverage (x)	15.4	2.9	21.6	20.2	23.3	27.8
Interest & ST Debt Coverage (x)	15.4	2.9	21.6	20.2	23.3	27.8
Cash Flow Interest Coverage (x)	28.0	28.0	43.9	25.2	38.9	38.0
Cash Flow/Interest & ST Debt (x)	28.0	28.0	43.9	25.2	38.9	38.0
Current Ratio (x)	6.4	30.5	20.2	22.8	25.3	26.3
Quick Ratio (x)	6.1	29.1	19.2	21.9	24.4	25.5
Net Debt (Bt mn)	(3,972)	(4,407)	(4,685)	(6,491)	(8,275)	(9,887)
Per Share Data (Bt)						
EPS	1.0	0.1	1.6	1.7	1.8	1.9
Normalized EPS	1.0	0.1	1.6	1.7	1.8	1.9
CFPS	2.2	2.1	4.1	2.6	3.8	3.4
BVPS	15.0	14.7	14.9	15.1	15.3	15.5
SPS	14.5	12.1	17.1	18.1	18.9	20.3
EBITDA/Share	3.5	2.4	4.2	4.3	4.5	4.7
DPS	1.8	0.8	1.4	1.5	1.6	1.7
Activity						
Asset Turnover (x)	0.7	0.6	0.8	0.9	0.9	1.0
Days Receivables	3.0	5.4	2.8	3.0	3.0	3.0
Days Inventory	33.3	35.7	27.7	24.0	24.0	24.0
Days Payable	33.2	123.2	96.8	34.0	34.0	34.0
Cash Cycle	3.2	(82.1)	(66.4)	(7.0)	(7.0)	(7.0)

Source: KGI Securities Research

### **Profit & Loss**

Year to 31 Dec (Bt mn)	2020	2021	2022	2023F	2024F	2025F
Revenue	13,361	11,182	15,728	16,625	17,359	18,680
Cost of Goods Sold	(4,577)	(4,015)	(5,461)	(5,653)	(5,867)	(6,276)
Gross Profit	8,784	7,167	10,267	10,973	11,491	12,403
Operating Expenses	(7,947)	(7,170)	(8,646)	(9,427)	(9,721)	(10,461)
Other Incomes	261	186	210	299	259	280
Operating Profit	1,097	183	1,831	1,845	2,030	2,223
Depreciation of fixed assets	(2,137)	(2,009)	(1,997)	(2,072)	(2,055)	(2,025)
Operating EBITDA	3,234	2,192	3,828	3,918	4,085	4,248
Non-Operating Income	34	21	39	85	47	55
Interest Income	34	21	39	85	47	55
Other Non-op Income	0	0	0	0	0	0
Non-Operating Expenses	(73)	(69)	(87)	(95)	(89)	(82)
Interest Expenses	(73)	(69)	(87)	(95)	(89)	(82)
Other Non-op Expenses	0	0	0	0	0	0
Equity Income/(Loss)	(6)	(23)	(29)	(20)	(5)	(5)
Pre-tax Profit	1,051	111	1,755	1,815	1,983	2,191
Current Taxation	(140)	10	(308)	(275)	(358)	(395)
Minorities	(4)	10	(8)	(8)	(9)	(10)
Extraordinary items	0	0	0	0	0	0
Net Profit	907	131	1,439	1,531	1,616	1,786
Normalized Profit	907	131	1,439	1,531	1,616	1,786
EPS (Bt)	0.99	0.14	1.56	1.66	1.75	1.94
Normalized EPS (Bt)	0.99	0.14	1.56	1.66	1.75	1.94

Source: KGI Securities Research

### **Cash Flow**

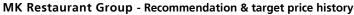
Year to 31 Dec (Bt mn)	2020	2021	2022	2023F	2024F	2025F
Operating Cash Flow	2,049	1,938	3,806	2,407	3,470	3,115
Net Profit	907	131	1,439	1,531	1,616	1,786
Depreciation & Amortization	2,137	2,009	1,997	2,072	2,055	2,025
Change in Working Capital	(616)	(185)	338	(1,120)	(138)	(361)
Others	(379)	(17)	33	(77)	(63)	(336)
Investment Cash Flow	(3,854)	(531)	(790)	526	(393)	(293)
Net CAPEX	(84)	(30)	(388)	(500)	(400)	(300)
Change in LT Investment	(3,770)	(501)	(402)	1,026	7	7
Change in Other Assets	0	0	0	0	0	0
Free Cash Flow	(1,805)	1,407	3,017	2,933	3,077	2,822
Financing Cash Flow	2,035	(879)	(1,369)	(1,540)	(1,657)	(1,853)
Change in Share Capital	(0)	0	0	0	0	0
Net Change in Debt	3,691	(410)	(187)	(171)	(211)	(256)
Change in Other LT Liab.	(1,656)	(470)	(1,182)	(1,369)	(1,445)	(1,597)
Net Cash Flow	229	527	1,647	1,393	1,420	969

Source: KGI Securities Research

### **Rates of Return on Invested Capital**

Year	1- COGS	+	Depreciation	+	Operating Exp.	= Operating
rear	Revenue	_ `	Revenue		Revenue	Margin
2020	18.3%		16.0%		57.3%	8.5%
2021	17.9%		18.0%		62.3%	1.8%
2022	22.0%		12.7%		53.4%	11.9%
2023F	21.5%		12.5%		54.4%	11.6%
2024F	22.0%		11.8%		54.2%	12.0%
2025F	22.8%		10.8%		54.2%	12.2%
Year	1/ Working Capita	+	Net PPE	+	Other Assets	= Capital
	Revenue		Revenue		Revenue	Turnover
2020	0.0		0.2		1.3	0.7
2021	0.0		0.3		1.5	0.6
2022	0.0		0.2		1.1	0.8
2023F	-0.1		0.1		1.0	0.9
2024F	0.0		0.0		1.1	0.9
2025F	0.0		0.0		1.0	1.0
Year	Operating	Х	Capital	Х	Cash	= After-tax Return
	Margin		Turnover		Tax Rate	on Inv. Capital
2020	8.5%		0.7		13.2%	0.8%
2021	1.8%		0.6		-7.1%	-0.1%
2022	11.9%		0.8		17.3%	1.6%
2023F	11.6%		0.9		15.0%	1.6%
2024F	12.0%		0.9		18.0%	2.0%
2025F	12.2%		1.0		18.0%	2.2%









## **SET ESG Ratings**

Stock	Company name	SET ESG Ratings	Stock	Company name	SET ESG Ratings
ADVANC	ADVANCED INFO SERVICE	AAA	КТС	KRUNGTHAI CARD	AAA
AMATA	AMATA CORPORATION	AAA	LH	LAND AND HOUSES	Α
AOT	AIRPORTS OF THAILAND	Α	MAJOR	MAJOR CINEPLEX GROUP	AA
AP	AP (THAILAND)	AA	MEGA	MEGA LIFESCIENCES	Α
BAFS	BANGKOK AVIATION FUEL SERVICES PCL.	AA	MINT	MINOR INTERNATIONAL	AA
BAM	BANGKOK COMMERCIAL ASSET MANAGEMEN	AA	MTC	MUANGTHAI CAPITAL	Α
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	Α
CBG	CARABAO GROUP	Α	SAPPE	SAPPE	BBB
CENTEL	CENTRAL PLAZA HOTEL	Α	SAT	SOMBOON ADVANCE TECHNOLOGY	AA
CK	CH. KARNCHANG	Α	SAWAD	SRISAWAD CORPORATION	BBB
CKP	CK POWER	AAA	SCB	SCB X	AA
СОМ7	COM7	Α	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	Α
CPN	CENTRAL PATTANA	AA	SICT	SILICON CRAFT TECHNOLOGY	Α
EGCO	ELECTRICITY GENERATING	AA	SMPC	SAHAMITR PRESSURE CONTAINER	AA
ERW	THE ERAWAN GROUP	Α	SNC	SNC FORMER	Α
GFPT	GFPT	BBB	SPALI	SUPALAI	AA
	SIAM GLOBAL HOUSE	AA	STEC	SINO-THAI ENGINEERING AND CONSTRUCTION	Α
GPSC	GLOBAL POWER SYNERGY	AA	STGT	SRI TRANG GLOVES (THAILAND)	AAA
GULF	GULF ENERGY DEVELOPMENT	AA	TCAP	THANACHART CAPITAL	Α
HANA	HANA MICROELECTRONICS	AA	TFG	THAIFOODS GROUP	Α
HENG	HENG LEASING AND CAPITAL	Α	тнсом	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	Α
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		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			SHR	S HOTELS AND RESORTS
BANPU	BANPU	KBANK		SICT	SILICON CRAFT TECHNOLOGY
BBL	BANGKOK BANK	KCE		SMPC	SAHAMITR PRESSURE CONTAINER
BCP	BANGCHAK CORPORATION	KEX		SNC	SNC FORMER
BCPG	BCPG	KKP		SPALI	SUPALAI
BDMS	BANGKOK DUSIT MEDICAL SERVICES	KTB		SPRC	STAR PETROLEUM REFINING
BEM	BANGKOK EXPRESSWAY AND METRO	KTC		STEC	Sino-thai engineering and construction
BGRIM	B.GRIMM POWER	LPN	-	STGT	SRI TRANG GLOVES (THAILAND)
BPP	BANPU POWER	MAJOR		SUN	SUNSWEET
BTS	BTS GROUP HOLDINGS	MBK	=	SVI	SVI
_	CENTRAL PLAZA HOTEL	MINT		TACC	T.A.C. CONSUMER
CK	CH. KARNCHANG	MTC		TCAP	THANACHART CAPITAL
CKP	CK POWER	OR			THAICOM
COM7	COM7	ORI		TISCO	TISCO FINANCIAL GROUP
CPALL	CP ALL	OSP		TKN	TAOKAENOI FOOD & MARKETING
CPAXT	CP AXTRA	PLANB		TOP	THAI OIL
CPF	CHAROEN POKPHAND FOODS	PSH		TTB	TMBTHANACHART BANK
CPN	CENTRAL PATTANA	PTG		TU	THAI UNION GROUP
DELTA	DELTA ELECTRONICS (THAILAND)	PTT		VGI	VGI
	DOHOME	PTTEP		WHA	WHA CORPORATION
EGCO	ELECTRICITY GENERATING	PTTGC			WHA UTILITIES AND POWER
GFPT	GFPT	PYLON		ZEN	ZEN CORPORATION GROUP
GGC	GLOBAL GREEN CHEMICALS	QH	QUALITY HOUSES		

### **Companies with Very Good CG Scoring**

	Complete Spring (Complete Spring Spri				
Stock	Company name	Stock	Company name	Stock	Company name
<b>AEONTS</b>	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	М	MK RESTAURANT GROUP	SMD	SAINTMED
ВН	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	SRISAWAD CORPORATION	UBE	UBON BIO ETHANOL
IIG	I&I GROUP	SFLEX	STARFLEX	хо	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	KASIKORNBANK	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
CENTEL	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

**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.



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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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