24 JUNE 2025

EQUITY RESEARCH - COMPANY REPORT

FINANSIA
FSS INTERNATIONAL INVESTMENT ADVISORY

MK RESTAURANT GROUP M TB

THAILAND / FOOD & BEVERAGE

HOLD

UNCHANGED

TARGET PRICE	THB18.50
CLOSE	THB14.80
UP/DOWNSIDE	+25.0%
PRIOR TP	THB24.00
CHANGE IN TP	-22.9%
TP vs CONSENSUS	-21.5%

บุฟเฟ่ต์ช่วยพลิก SSSG เป็นบวก

- การขายแบบบุฟเฟ่ต์ช่วยพลิกอัตราการเติบโตของยอดขายสาขาเดิม (SSSG) เป็นบวกในเดือน มิ.ย. แต่กำไรน่าจะยังฟื้นตัวช้า
- แนวโน้มเป็นบวกจากความสามารถในการปรับการขายให้ตรงกับความต้องการของตลาด แต่ยังจำเป็นต้องรอดูผลลัพธ์
- คงคำแนะนำถือหลังลดราคาเป้าหมายเป็น 18.5 บาท

บุฟเฟ่ต์ช่วยพลิก SSSG เป็นบวกในเดือน มิ.ย.

SSSG ของแบรนด์ MK พลิกเป็นบวกในเดือน มิ.ย. ที่ 15-20% y-y โดยได้ปัจจัยผลักดันจากการขายแบบบุฟเฟ่ต์ใน 57% ของสาขาของ MK ตั้งแต่วันที่ 9-30 มิ.ย. การขายแบบดังกล่าวช่วยชดเชย SSSG ที่ติดลบในอาทิตย์แรกของเดือน (ช่วง 1-8 มิ.ย.) และตัวเลขที่ลดลงในเดือน เม.ย. และ พ.ค. ได้บางส่วนอีกด้วย ดังนั้นเราจึงคาดว่า SSSG ใน 2Q25 จะติดลบในอัตราที่ลดลงเหลือ -4.5% y-y (ดีขึ้นจาก -10.5% ใน 1Q25) อย่างไรก็ดีเราคาดว่า SSSG ของ Yayoi และ LCS จะลดลงอย่างมีนัยสำคัญมาอยู่ที่ -8% y-y และ -20% y-y ตามลำดับ ในภาพรวมเราคาดว่ารายได้รวมใน 2Q25 จะลดลง 5% y-y แต่สูงขึ้น 10% q-q

กำไรน่าจะยังฟื้นตัวช้า

เราคาดอัตรากำไรขั้นต้นของสาขาที่เสนอขายแบบบุฟเฟ่ต์ที่เกือบ 50% แม้ว่าจะใช้วัตถุดิบที่มีคุณภาพแบบเดียวกันกับเมนูที่สั่งเป็นจาน ทั้งนี้ในสาขาที่ขายแบบบุฟเฟ่ต์ก็ยังมีลูกค้าบางส่วนที่สั่งเป็นจาน นอกจากนี้สาขาที่ไม่ได้เสนอขายแบบบุฟเฟ่ต์ก็ได้ประโยชน์จากบรรยากาศที่ดีขึ้นและไม่ได้รับผลกระทบเชิงลบจากการที่ลูกค้าเปลี่ยนไปกินที่สาขาที่ขายแบบบุฟเฟ่ต์อย่างที่เคยกลัวซึ่งทำให้เราคาดว่าอัตรากำไรขั้นต้นรวมใน 2Q25 จะอยู่ที่ประมาณ 61.5% (สมมติอัตรากำไรขั้นต้นที่ 50% สำหรับสาขาที่ขายแบบบุฟเฟ่ต์) ลดลงจาก 66.5% ใน 1Q25 อย่างไรก็ดีเราคาดว่าค่าใช้จ่ายรวมจะสูงขึ้นในอัตราที่ต่ำกว่ารายได้ซึ่งจะทำให้สัดส่วนค่าใช้จ่ายการขายและบริหารต่อยอดขายลดลงเหลือ 56.2% จาก 60.6% ใน 2Q24 ดังนั้นเราจึงคาดกำไรสุทธิ 2Q25 อยู่ที่ 241 ลบ. (+3% q-q, -40% y-y)

กลยุทธ์และแบรนด์ใหม่ใหม่ในช่วง 2H25

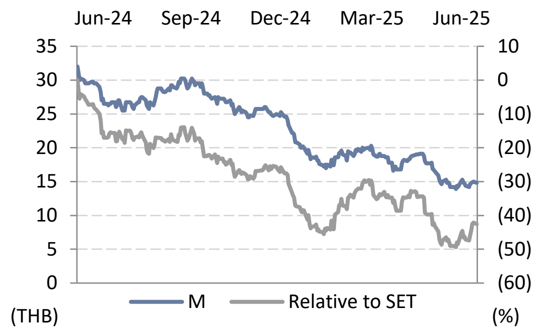
ถ้ากำไรออกมาตามคาด กำไรสุทธิในช่วง 1H25 จะอยู่ที่ 475 ลบ. (-36% y-y) เราปรับลดประมาณการกำไรสุทธิปี 2025 ของเราลง 22% เป็น 1.13พัน ลบ. (-21% y-y) หลังการขายแบบบุฟเฟ่ต์จบลงในวันที่ 30 มิ.ย. M จะหยุดขายแบบบุฟเฟ่ต์และประเมินผลก่อนตัดสินใจว่าจะทำอย่างไรต่อไป เราเชื่อว่าบริษัทฯ น่าจะออกกลยุทธ์ใหม่ ๆ อย่างต่อเนื่องโดยมีแผนเปิดสาขา Hikiniku To Come ใหม่ 2 แห่งในเดือน ส.ค. และ 4Q25 พร้อมการเปิดตัวแบรนด์ใหม่เพิ่มเติมในช่วง 2H25

มองบวกมากขึ้นต่อการปรับกลยุทธ์ แต่ยังต้องจับตาดูผลลัพธ์

เราปรับลดราคาเป้าหมายของเราลงเหลือ 18.5 (จาก 24) บาทเพื่อสะท้อนการปรับประมาณการกำไรของปีนี้ลง เรามีมุมมองเชิงบวกมากขึ้นเกี่ยวกับการปรับกลยุทธ์ของ M โดยเฉพาะในส่วนของความเต็มใจออกจากเขตปลอดภัยของบริษัทฯ ซึ่งสะท้อนทัศนคติและวิธีการบริหารของผู้นำรุ่น 2 และความตั้งใจที่จะรักษาธุรกิจของบริษัทฯ ไว้ในระยะยาว แม้ว่าผลตอบรับต่อการขายแบบบุฟเฟ่ต์จะมีทั้งบวกและลบ แต่การขายแบบดังกล่าวก็ได้แสดงให้เห็นแล้วว่าผู้บริโภคยังมีส่วนร่วมและสนับสนุนบริษัทฯ อย่างไรก็ดียังไม่ชัดเจนว่าผลการดำเนินงานจะกลับเป็นบวกได้ เราคงคำแนะนำถือโดยมีคาดผลตอบแทนในรูปเงินปันผลต่อปีอยู่ที่ 8%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	15,418	14,360	14,768	15,191
Net profit	1,442	1,137	1,346	1,422
EPS (THB)	1.57	1.23	1.46	1.54
vs Consensus (%)	-	(16.6)	15.9	23.2
EBITDA	3,769	3,412	3,657	3,748
Recurring net profit	1,442	1,137	1,346	1,422
Core EPS (THB)	1.57	1.23	1.46	1.54
Chg. In EPS est. (%)	-	(22.2)	(11.9)	(7.6)
EPS growth (%)	(14.3)	(21.1)	18.4	5.6
Core P/E (x)	9.5	12.0	10.1	9.6
Dividend yield (%)	10.1	7.9	8.4	8.9
EV/EBITDA (x)	2.5	2.8	2.8	3.0
Price/book (x)	1.0	1.0	1.0	1.0
Net debt/Equity (%)	(33.4)	(31.0)	(26.0)	(19.0)
ROE (%)	10.6	8.4	9.9	10.3



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(1.3)	(22.1)	(53.0)
Relative to country (%)	9.2	(13.0)	(42.2)

Mkt cap (USD m)	405
3m avg. daily turnover (USD m)	1.0
Free float (%)	36
Major shareholder	Thirakomen Family (37%)
12m high/low (THB)	32.25/13.80
Issued shares (m)	920.88

Sources: Bloomberg consensus; FSSIA estimates

Sureeporn Teewasuwet
Fundamental Investment Analyst on Securities; License no. 040694
sureeporn.t@fssia.com, +66 2646 9972

บทวิเคราะห์ฉบับนี้แปลมาจากต้นฉบับภาษาอังกฤษ ที่ออกรายงานเมื่อวันที่ 24 มิถุนายน 2025

Investment thesis

M is a leading chain restaurant company in Thailand. It has several branches across the country, in Bangkok, its vicinity, and other provinces. M's strengths lie in its professional management, training centers, distribution centers, and central kitchens. It focuses on offering fresh and quality food to its customers and excellent services.

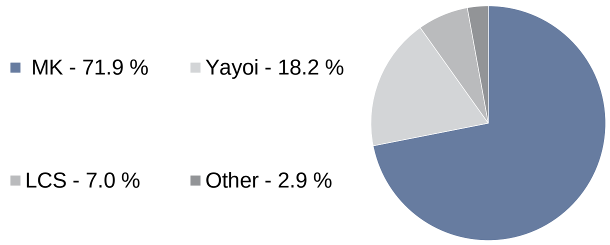
We are optimistic about the new strategies being implemented by MK Group under the leadership of both Gen 1 and the new management team. However, we have yet to see significant results in terms of numbers. The share of new brands and retail products still accounts for only c2-3% of total revenue, so we need to continue monitoring the recovery.

Company profile

M opened its first Sukiyaki restaurant in Thailand in 1984 and Japan in 1994. At the end of 2023, it had 703 branches under several brands, led by MK (448), Yayoi (198), and several others, such as Miyazaki, Hakata, Na Siam, and Le Siam. In 2020, it invested in Laem Charoen, which had 39 branches in 2023.

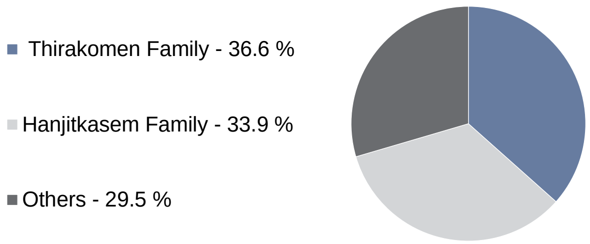
www.mkrestaurant.com

Principal activities (revenue, 2024)



Source: MK Restaurant Group

Major shareholders



Source: MK Restaurant Group

Catalysts

Potential catalysts for M's earnings growth in 2025 include 1) foot traffic growth and food price hikes; 2) tourism recovery, which would drive international customers; 3) lower raw material costs; and 4) new store expansions.

Risks to our call

Downside and upside risks to our TP include 1) a slower or faster-than-expected consumption recovery and more intense competition; 2) slower or faster-than-expected decreases in raw material costs; 3) a lower or higher-than-expected new store expansion; and 4) a minimum wage increase and labor shortages.

Event calendar

Date	Event
August 2025	2Q25 results announcement

Key assumptions

	2025E	2026E	2027E
SSSG (%)	(7.4)	2.0	2.0
Total stores (no.)	701	711	721
Total revenue growth (%)	(6.9)	2.8	2.9
Gross margin (%)	65.3	67.0	67.2
SG&A to sales (%)	57.7	58.0	58.0

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in SSSG, we estimate 2025 net profit to rise by 0.8%, and vice versa, all else being equal.
- For every 0.5% increase in GPM, we estimate 2025 net profit to rise by 3%, and vice versa, all else being equal.
- For every 0.5% increase in SG&A, we estimate 2025 net profit to fall by 3%, and vice versa, all else being equal.

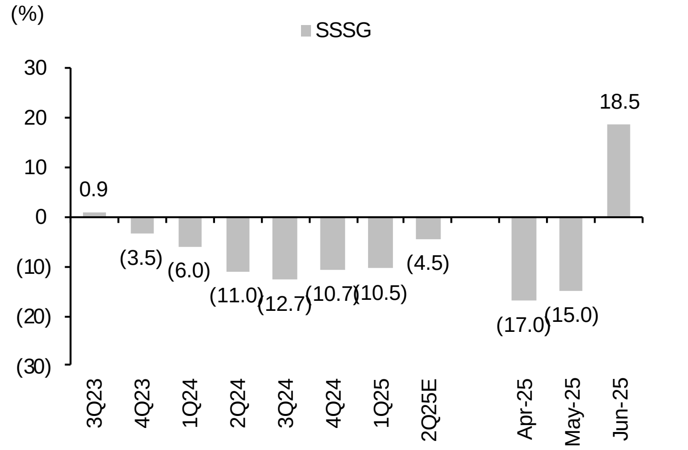
Source: FSSIA estimates

Exhibit 1: M – 2Q25 earnings preview

	2Q24 (THB m)	3Q24 (THB m)	4Q24 (THB m)	1Q25 (THB m)	2Q25E (THB m)	------ Change ------ (q-q%)	(y-y%)	2024 (THB m)	2025E (THB m)	Change (y-y%)	% 1H25E to 2025E
Sales	4,107	3,683	3,683	3,541	3,902	10.2	(5.0)	15,418	14,360	(6.9)	51.8
Cost of sales	1,346	1,187	1,217	1,188	1,502	26.5	11.6	5,028	4,983	(0.9)	54.0
Gross profit	2,761	2,495	2,466	2,353	2,400	2.0	(13.1)	10,390	9,377	(9.7)	50.7
SG&A	2,350	2,189	2,144	2,147	2,193	2.2	(6.7)	9,006	8,286	(8.0)	52.4
Operating profit	497	419	463	298	307	2.9	(38.2)	1,822	1,450	(20.4)	41.7
Interest expense	27	26	25	25	25	1.1	(6.7)	104	108	3.7	46.0
Tax expense	65	48	85	41	43	4.7	(34.4)	264	202	(23.7)	41.2
Reported net profit	401	341	353	234	241	3.0	(40.0)	1,442	1,137	(21.1)	41.7
Core profit	401	341	353	234	241	3.0	(40.0)	1,442	1,137	(21.1)	41.7
Key ratios (%)						**(ppt)**	**(ppt)**				
Gross margin	67.2	67.8	67.0	66.5	61.5	(5.0)	(5.7)	67.4	65.3	(2.1)	
SG&A to sales	57.2	59.4	58.2	60.6	56.2	(4.4)	(1.0)	58.4	57.7	(0.7)	
Operating margin	12.1	11.4	12.6	8.4	7.9	(0.6)	(4.2)	11.8	10.1	(1.7)	
Net margin	9.8	9.3	9.6	6.6	6.2	(0.4)	(3.6)	9.3	7.9	(1.4)	
Core margin	9.8	9.3	9.6	6.6	6.2	(0.4)	(3.6)	9.3	7.9	(1.4)	
Operating statistics											
SSSG (%)	(11.0)	(12.7)	(10.7)	(10.5)	(5.0)			(10.1)	(7.4)		
Total stores (no.)	702	694	692	688	688			692	702		

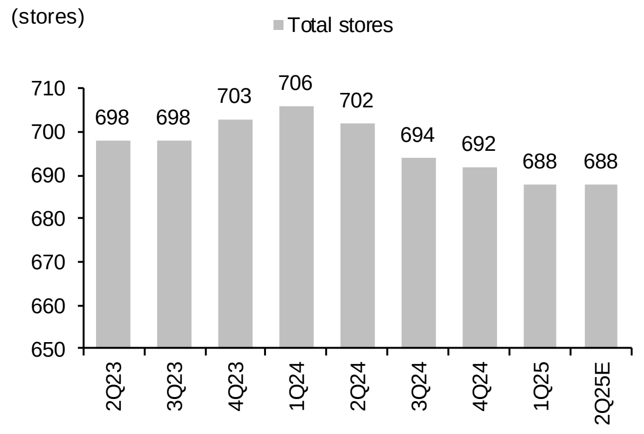
Sources: M; FSSIA estimates

Exhibit 2: Quarterly same-store-sales growth



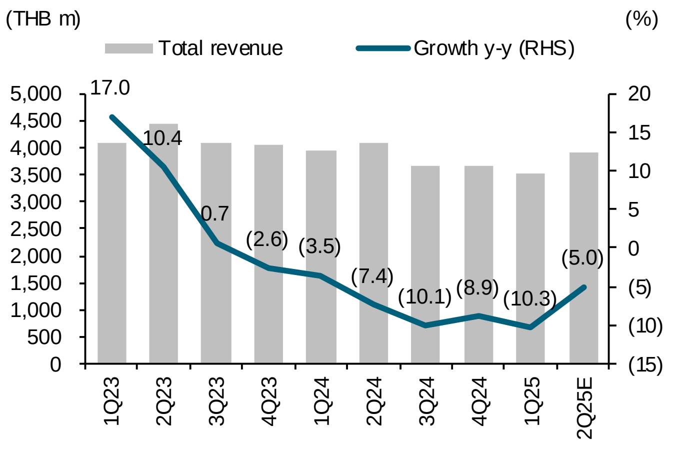
Sources: M; FSSIA estimates

Exhibit 3: Total number of branches



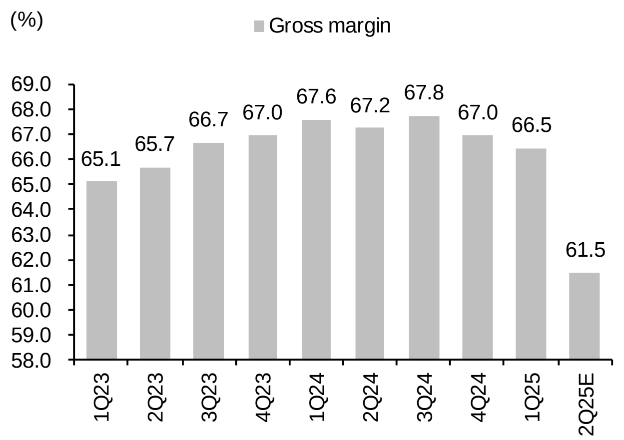
Sources: M; FSSIA estimates

Exhibit 4: Quarterly total revenue and growth



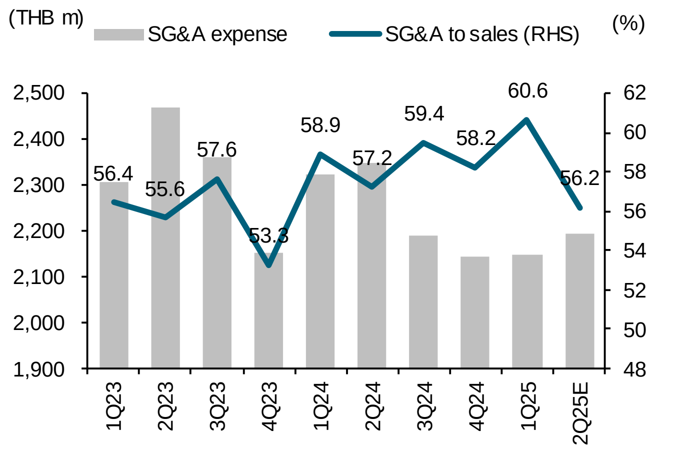
Sources: M; FSSIA estimates

Exhibit 5: Quarterly gross margin



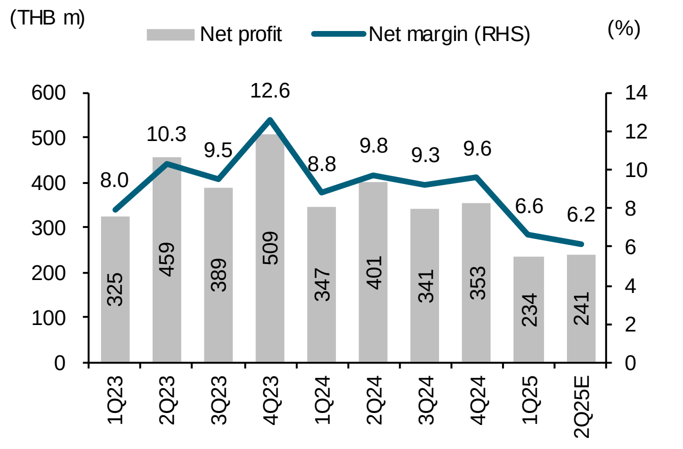
Sources: M; FSSIA estimates

Exhibit 6: Quarterly SG&A to sales



Sources: M; FSSIA estimates

Exhibit 7: Net profit and net margin



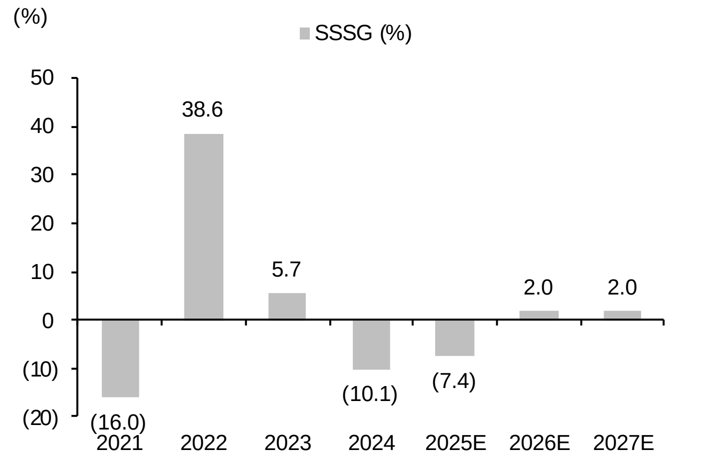
Sources: M; FSSIA estimates

Exhibit 8: Changes in key assumptions for M

	---------------------- Current	--------------------		--------------------- Previous	-------------------		-------------------- Change	--------------------	
	2025E (THB m)	2026E (THB m)	2027E (THB m)	2025E (THB m)	2026E (THB m)	2027E (THB m)	*2025E (%)*	*2026E (%)*	*2027E (%)*
Sales	14,360	14,768	15,191	15,933	16,443	16,970	*(9.9)*	*(10.2)*	*(10.5)*
Cost of sales	4,983	4,874	4,983	5,178	5,344	5,515	*(3.8)*	*(8.8)*	*(9.7)*
Gross profit	9,377	9,895	10,208	10,755	11,099	11,455	*(12.8)*	*(10.9)*	*(10.9)*
SG&A	8,286	8,566	8,811	9,321	9,586	9,843	*(11.1)*	*(10.6)*	*(10.5)*
Operating profit	1,450	1,684	1,762	1,832	1,907	1,918	*(20.8)*	*(11.7)*	*(8.1)*
Interest expense	108	106	106	108	116	124	*0.0*	*(8.6)*	*(14.3)*
Tax expense	202	238	251	259	270	272	*(22.1)*	*(11.9)*	*(7.6)*
Reported net profit	1,137	1,346	1,422	1,461	1,528	1,539	*(22.2)*	*(11.9)*	*(7.6)*
Core profit	1,137	1,346	1,422	1,461	1,528	1,539	*(22.2)*	*(11.9)*	*(7.6)*
Key ratios (%)									
Total sales growth	(6.9)	2.8	2.9	3.3	3.2	3.2			
Net profit growth	(21.1)	18.4	5.6	1.4	4.5	0.7			
Core profit growth	(21.1)	18.4	5.6	1.4	4.5	0.7			
Gross margin	65.3	67.0	67.2	67.5	67.5	67.5	*(3.3)*	*(0.7)*	*(0.4)*
SG&A to sales	57.7	58.0	58.0	58.5	58.3	58.0	*(0.8)*	*(0.3)*	*0.0*
Operating margin	10.1	11.4	11.6	11.5	11.6	11.3	*(12.2)*	*(1.7)*	*2.7*
Net margin	7.9	9.1	9.4	9.2	9.3	9.1	*(1.3)*	*(0.2)*	*0.3*
Core margin	7.9	9.1	9.4	9.2	9.3	9.1	*(13.7)*	*(1.9)*	*3.2*
Operating statistics									
SSSG (%)	(7.4)	2.0	2.0	3.0	3.0	3.0			
Total stores (no.)	701	711	721	701	711	721			

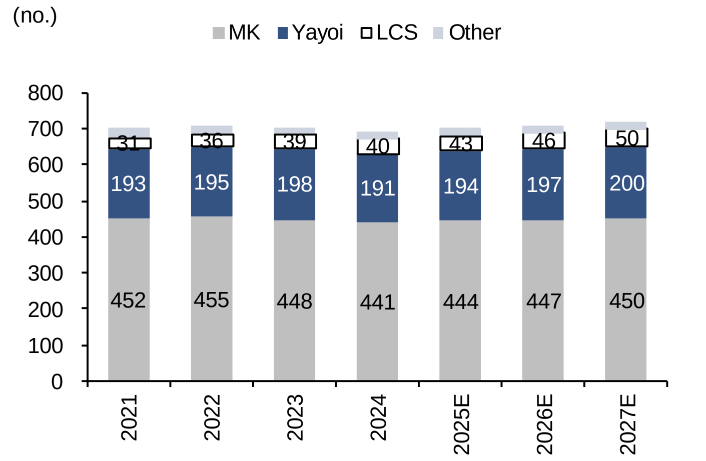
Source: FSSIA estimates

Exhibit 9: Yearly same-store-sales growth



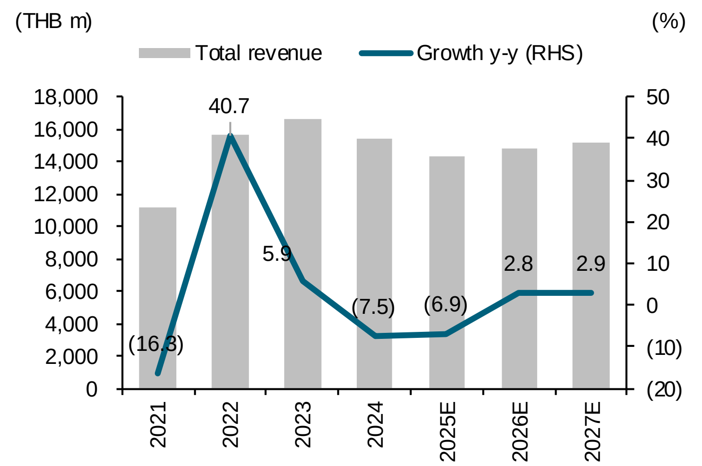
Sources: M; FSSIA estimates

Exhibit 10: Total branches by brand



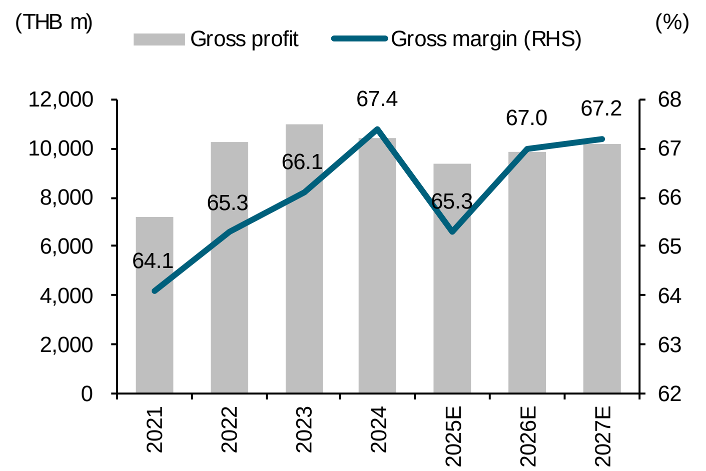
Sources: M; FSSIA estimates

Exhibit 11: Yearly total revenue and growth



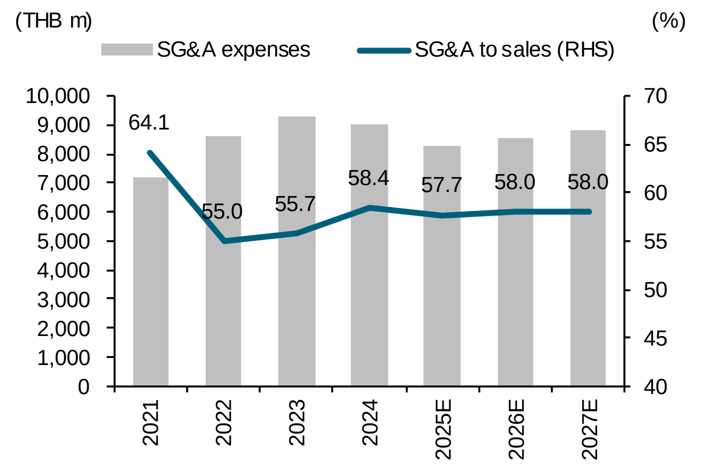
Sources: M; FSSIA estimates

Exhibit 12: Yearly gross margin



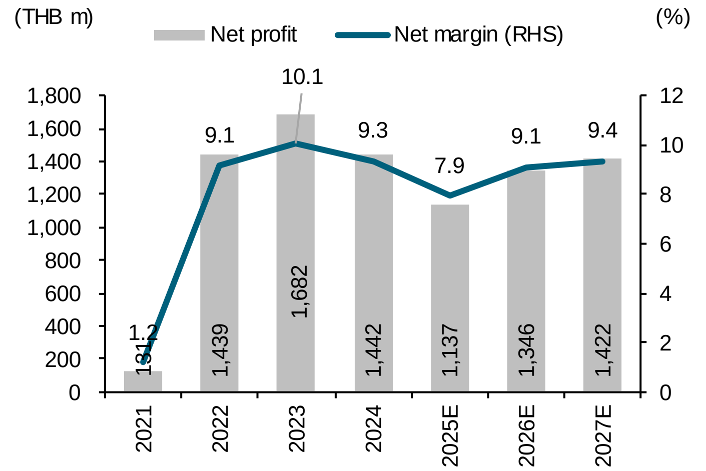
Sources: M; FSSIA estimates

Exhibit 13: Yearly SG&A to sales



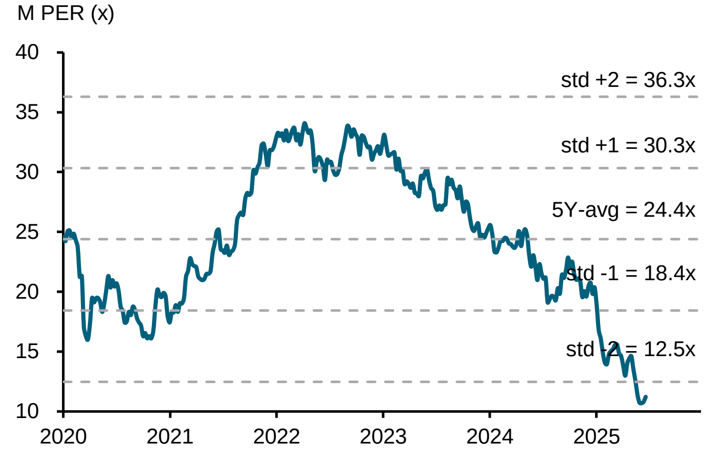
Sources: M; FSSIA estimates

Exhibit 14: Yearly net profit and net margin



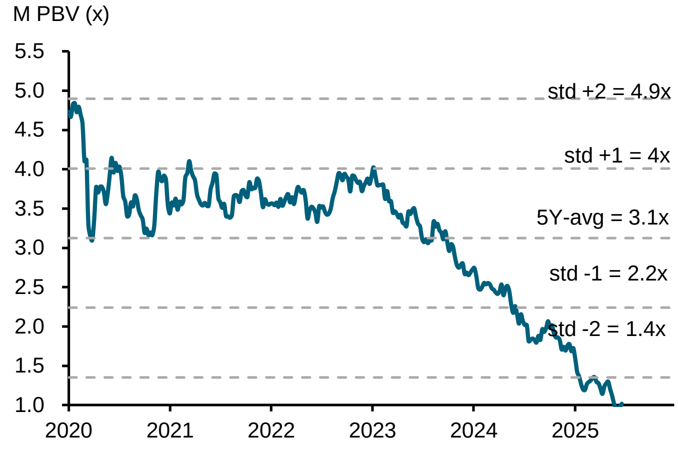
Sources: M; FSSIA estimates

Exhibit 15: Historical P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 16: Historical P/BV band



Sources: Bloomberg, FSSIA estimates

Financial Statements

MK Restaurant Group

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	16,661	15,418	14,360	14,768	15,191
Cost of goods sold	(5,648)	(5,028)	(4,983)	(4,874)	(4,983)
Gross profit	**11,013**	**10,390**	**9,377**	**9,895**	**10,208**
Other operating income	365	438	359	354	365
Operating costs	(9,288)	(9,006)	(8,286)	(8,566)	(8,811)
Operating EBITDA	**4,072**	**3,769**	**3,412**	**3,657**	**3,748**
Depreciation	(1,980)	(1,946)	(1,961)	(1,974)	(1,986)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	**2,091**	**1,822**	**1,450**	**1,684**	**1,762**
Net financing costs	(95)	(104)	(108)	(106)	(106)
Associates	(9)	8	4	12	21
Recurring non-operating income	(9)	8	4	12	21
Non-recurring items	0	0	0	0	0
Profit before tax	**1,987**	**1,726**	**1,346**	**1,589**	**1,676**
Tax	(280)	(264)	(202)	(238)	(251)
Profit after tax	**1,707**	**1,461**	**1,144**	**1,351**	**1,425**
Minority interests	(25)	(20)	(7)	(5)	(3)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	**1,682**	**1,442**	**1,137**	**1,346**	**1,422**
Non-recurring items & goodwill (net)	**0**	**0**	**0**	**0**	**0**
Recurring net profit	**1,682**	**1,442**	**1,137**	**1,346**	**1,422**
Per share (THB)					
Recurring EPS *	1.83	1.57	1.23	1.46	1.54
Reported EPS	1.83	1.57	1.23	1.46	1.54
DPS	1.60	1.50	1.17	1.24	1.31
Diluted shares (used to calculate per share data)	921	921	921	921	921
Growth					
Revenue (%)	5.9	(7.5)	(6.9)	2.8	2.9
Operating EBITDA (%)	5.3	(7.4)	(9.5)	7.2	2.5
Operating EBIT (%)	11.8	(12.9)	(20.4)	16.1	4.7
Recurring EPS (%)	16.9	(14.3)	(21.1)	18.4	5.6
Reported EPS (%)	16.9	(14.3)	(21.1)	18.4	5.6
Operating performance					
Gross margin inc. depreciation (%)	66.1	67.4	65.3	67.0	67.2
Gross margin exc. depreciation (%)	78.0	80.0	79.0	80.4	80.3
Operating EBITDA margin (%)	24.4	24.4	23.8	24.8	24.7
Operating EBIT margin (%)	12.6	11.8	10.1	11.4	11.6
Net margin (%)	10.1	9.3	7.9	9.1	9.4
Effective tax rate (%)	14.1	15.3	15.0	15.0	15.0
Dividend payout on recurring profit (%)	87.6	95.8	95.0	85.0	85.0
Interest cover (X)	21.9	17.5	13.4	16.0	16.8
Inventory days	40.1	44.9	46.9	51.0	49.3
Debtor days	2.5	2.9	3.2	3.0	3.0
Creditor days	154.0	174.9	153.2	153.0	148.0
Operating ROIC (%)	450.4	104.0	45.7	51.8	52.8
ROIC (%)	17.9	14.9	11.2	12.3	11.9
ROE (%)	12.3	10.6	8.4	9.9	10.3
ROA (%)	8.9	7.8	6.3	7.3	7.4

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
MK	12,455	11,088	10,312	10,518	10,728
Yayoi	2,999	2,811	2,615	2,745	2,883
LCS	1,000	1,078	970	1,019	1,070
Other	207	441	463	487	511

Sources: MK Restaurant Group; FSSIA estimates

Financial Statements

MK Restaurant Group

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	1,682	1,442	1,137	1,346	1,422
Depreciation	1,980	1,946	1,961	1,974	1,986
Associates & minorities	37	12	(18)	(7)	(16)
Other non-cash items	0	0	0	0	0
Change in working capital	214	(456)	40	(12)	24
Cash flow from operations	**3,914**	**2,943**	**3,120**	**3,300**	**3,416**
Capex - maintenance	(1,982)	(3,322)	(2,589)	(2,900)	(3,250)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(449)	999	197	(6)	1
Cash flow from investing	**(2,431)**	**(2,322)**	**(2,392)**	**(2,906)**	**(3,249)**
Dividends paid	(1,270)	(1,856)	(1,080)	(1,144)	(1,209)
Equity finance	0	0	0	0	0
Debt finance	(10)	(219)	225	227	227
Other financing cash flows	(118)	39	(91)	29	30
Cash flow from financing	**(1,397)**	**(2,036)**	**(946)**	**(888)**	**(952)**
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	**0**	**0**	**0**	**0**	**0**
Movement in cash	**85**	**(1,415)**	**(218)**	**(494)**	**(784)**
Free cash flow to firm (FCFF)	1,577.48	725.50	836.11	500.22	274.23
Free cash flow to equity (FCFE)	1,355.18	440.98	862.20	649.63	424.47
Per share (THB)					
FCFF per share	1.71	0.79	0.91	0.54	0.30
FCFE per share	1.47	0.48	0.94	0.71	0.46
Recurring cash flow per share	4.02	3.69	3.35	3.60	3.68

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	12,203	14,022	14,322	14,572	14,822
Less: Accumulated depreciation	(9,405)	(9,499)	(9,594)	(9,689)	(9,786)
Tangible fixed assets (net)	**2,798**	**4,523**	**4,728**	**4,882**	**5,035**
Intangible fixed assets (net)	**5,434**	**5,060**	**5,494**	**6,266**	**7,377**
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	2,840	1,868	1,868	1,868	1,868
Cash & equivalents	7,865	6,449	6,232	5,737	4,953
A/C receivable	110	133	118	121	125
Inventories	391	368	410	401	410
Other current assets	76	132	72	74	76
Current assets	**8,441**	**7,081**	**6,831**	**6,333**	**5,563**
Other assets	834	839	646	665	684
Total assets	**20,347**	**19,372**	**19,567**	**20,014**	**20,527**
Common equity	13,843	13,429	13,497	13,699	13,912
Minorities etc.	351	371	357	362	367
Total shareholders' equity	**14,194**	**13,800**	**13,854**	**14,061**	**14,279**
Long term debt	2,008	1,836	1,936	2,086	2,236
Other long-term liabilities	1,058	1,096	1,005	1,034	1,063
Long-term liabilities	**3,065**	**2,933**	**2,941**	**3,120**	**3,300**
A/C payable	1,646	1,307	1,229	1,202	1,229
Short term debt	0	0	0	0	0
Other current liabilities	1,441	1,332	1,543	1,631	1,719
Current liabilities	**3,087**	**2,639**	**2,771**	**2,832**	**2,948**
Total liabilities and shareholders' equity	**20,347**	**19,372**	**19,567**	**20,014**	**20,527**
Net working capital	(2,511)	(2,007)	(2,172)	(2,237)	(2,337)
Invested capital	9,395	10,283	10,564	11,444	12,626

* Includes convertibles and preferred stock which is being treated as debt

Per share (THB)					
Book value per share	15.03	14.58	14.66	14.88	15.11
Tangible book value per share	9.13	9.09	8.69	8.07	7.10
Financial strength					
Net debt/equity (%)	(41.3)	(33.4)	(31.0)	(26.0)	(19.0)
Net debt/total assets (%)	(28.8)	(23.8)	(22.0)	(18.2)	(13.2)
Current ratio (x)	2.7	2.7	2.5	2.2	1.9
CF interest cover (x)	15.2	5.2	9.0	7.1	5.0

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	**8.1**	**9.5**	**12.0**	**10.1**	**9.6**
Recurring P/E @ target price (x) *	**10.1**	**11.8**	**15.0**	**12.7**	**12.0**
Reported P/E (x)	8.1	9.5	12.0	10.1	9.6
Dividend yield (%)	10.8	10.1	7.9	8.4	8.9
Price/book (x)	1.0	1.0	1.0	1.0	1.0
Price/tangible book (x)	1.6	1.6	1.7	1.8	2.1
EV/EBITDA (x) **	2.0	2.5	2.8	2.8	3.0
EV/EBITDA @ target price (x) **	2.8	3.4	3.8	3.8	3.9
EV/invested capital (x)	0.9	0.9	0.9	0.9	0.9

* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income

Sources: MK Restaurant Group; FSSIA estimates

Disclaimer for ESG scoring

<table>
<tr><th>ESG score</th><th>Methodology</th><th>Rating</th></tr>
<tr><td>The Dow Jones Sustainability Indices (DJSI) By S&P Global</td><td>The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.</td><td>Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.</td></tr>
<tr><td>SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)</td><td>SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.</td><td>To be eligible for <u>SETESG inclusion</u>, verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality.
<u>SETESG Index</u> is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.</td></tr>
<tr><td>CG Score by Thai Institute of Directors Association (Thai IOD)</td><td>An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.</td><td>Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).</td></tr>
<tr><td>AGM level By Thai Investors Association (TIA) with support from the SEC</td><td>It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). (The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</td><td>The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.</td></tr>
<tr><td><u>Thai CAC</u> By Thai Private Sector Collective Action Against Corruption (CAC)</td><td>The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years.
(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</td><td>The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.</td></tr>
<tr><td>Morningstar Sustainalytics</td><td>The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</td><td>A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored.<table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table></td></tr>
<tr><td>ESG Book</td><td>The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.</td><td>The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.</td></tr>
<tr><td>MSCI</td><td colspan="2">MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers.<table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="2">Leader:</td><td rowspan="2">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BBB</td><td>4.286-5.713</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td><td rowspan="2">Laggard:</td><td rowspan="2">lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr><tr><td>CCC</td><td>0.000-1.428</td></tr></table></td></tr>
<tr><td>Moody's ESG solutions</td><td colspan="2">Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.</td></tr>
<tr><td>Refinitiv ESG rating</td><td colspan="2">Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. (Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</td></tr>
<tr><td>S&P Global</td><td colspan="2">The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.</td></tr>
<tr><td>Bloomberg</td><td>ESG Score</td><td>Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.</td></tr>
<tr><td>Bloomberg</td><td>ESG Disclosure Score</td><td>Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.</td></tr>
</table>

Rating regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) **THSI**. The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Sureeporn Teewasuwet FSS International Investment Advisory Securities Co., Ltd

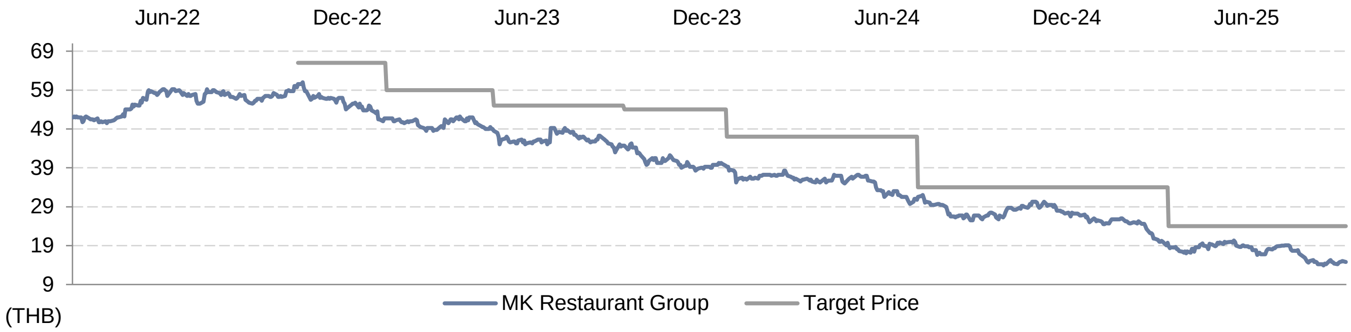
The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s) was, is, or will be, directly or indirectly, related to the specific recommendations or views expressed herein.

This report has been prepared by FSS International Investment Advisory Securities Company Limited (FSSIA). The information herein has been obtained from sources believed to be reliable and accurate; however FSSIA makes no representation as to the accuracy and completeness of such information. Information and opinions expressed herein are subject to change without notice. FSSIA has no intention to solicit investors to buy or sell any security in this report. In addition, FSSIA does not guarantee returns nor price of the securities described in the report nor accept any liability for any loss or damage of any kind arising out of the use of such information or opinions in this report. Investors should study this report carefully in making investment decisions.

This report may not be reproduced, distributed or published by any person in any manner for any purpose without permission of FSSIA. Investment in securities has risks. Investors are advised to consider carefully before making investment decisions.

History of change in investment rating and/or target price

MK Restaurant Group (M TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
05-Jan-2023	BUY	66.00	12-Oct-2023	BUY	54.00	21-Jan-2025	HOLD	24.00
22-Mar-2023	BUY	59.00	08-Jan-2024	BUY	47.00			
22-Jun-2023	BUY	55.00	20-Jun-2024	HOLD	34.00			

Sureeporn Teewasuwet started covering this stock from 05-Jan-2023

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
MK Restaurant Group	M TB	THB 14.80	HOLD	Downside and upside risks to our TP include 1) a slower or faster-than-expected consumption recovery and more intense competition; 2) slower or faster-than-expected decreases in raw material costs; 3) a lower or higher-than-expected new store expansion; and 4) a minimum wage increase and labor shortages.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 23-Jun-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as (target price* - current price) / current price.

BUY (B). The upside is 10% or more.
HOLD (H). The upside or downside is less than 10%.
REDUCE (R). The downside is 10% or more.
Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.
Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.
Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.