

MINOR INTERNATIONAL

MINT TB

THAILAND / TOURISM & LEISURE

BUY

UNCHANGED

Back in the black

- Expect operations to gradually ramp up and reach pre-Covid level by 2H22.
- Expect hotel ADR to exceed pre-Covid level in 2022, while OCC rate should improve, but still remain below the 2019 level.
- Maintain BUY with DCF-based TP of THB42.

TARGET PRICE	THB42.00
CLOSE	THB30.50
UP/DOWNSIDE	+37.7%
PRIOR TP	THB42.00
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+10.8%

KEY STOCK DATA

YE Dec (THB m)	2021	2022E	2023E	2024E
Revenue	68,251	106,551	125,972	132,167
Net profit	(13,167)	2,883	6,828	7,848
EPS (THB)	(2.53)	0.55	1.22	1.36
vs Consensus (%)	-	122.7	19.1	(8.1)
EBITDA	9,588	29,071	34,956	36,890
Core net profit	(9,315)	2,883	6,828	7,848
Core EPS (THB)	(1.79)	0.50	1.19	1.36
Chg. In EPS est. (%)	nm	8.5	(2.9)	nm
EPS growth (%)	nm	nm	136.8	14.9
Core P/E (x)	(17.1)	60.9	25.7	22.4
Dividend yield (%)	-	0.6	1.4	1.5
EV/EBITDA (x)	38.6	12.3	10.6	9.8
Price/book (x)	2.3	2.2	2.6	2.7
Net debt/Equity (%)	251.5	226.9	242.6	224.0
ROE (%)	(13.8)	4.2	10.0	12.0

Limited impact from Russia-Ukraine conflict

We attended MINT's analyst meeting on 4 Mar and believe that the company should turn around in 2022 after reporting a positively surprising core profit of THB1.7b in 4Q21. Management guided that they expect overall performance to reach the pre-Covid level in 2H22. The impact from the Russia-Ukraine conflict should be limited as the Russian feeder market accounts for about 2% of MINT's total portfolio. However, there may be an indirect impact from higher natural gas and crude oil prices as Russia supplies about one-third of the natural gas and one-quarter of the crude oil supply to Europe.

Expect NHH to book a core profit of THB2.1b in 2022

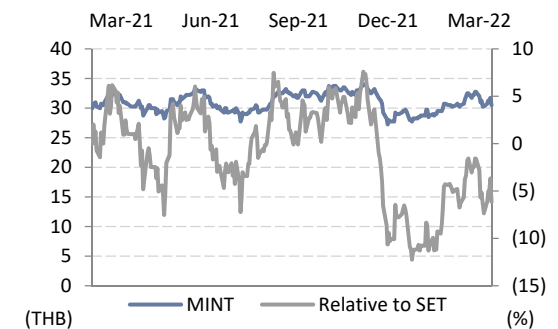
Management targets NH Hotel (NHH)'s OCC rate to improve from 34% in 2021 to 63% in 2022, still below the pre-Covid level of 73%. However, ADR should exceed the pre-Covid level by 5%. We assume an OCC rate and ADR in line with management's guidance and forecast the EBITDA margin to improve from 26% in 2021 to 32% in 2022, equivalent to the 2019 level. Thus, NHH should turn from a core loss of THB5.9b to a core profit of THB2.1b, accounting for 58% of the core profit of THB3.6b in 2019. Our forecast is conservative as NHH recorded an EBITDA margin of 36% in 4Q21 (excl. one-off subsidies from European governments).

Non-NHH portfolio should also turn around in 2022

We also expect its other portfolios to turn around. The OCC rate of hotels excluding NHH should improve from 33% in 2021 to 50% in 2022, led by the recovery of Thai hotels. The food business should also continue to improve. SSSG has turned positive from -1.7% in 4Q21 to 11% in Jan-22, driven by the easing of Covid restrictions in Thailand. We forecast SSSG of 5% in 2022. Overall, we expect Non-NHH operations to turn around from a cTHB3.8b core loss in 2021 to a THB0.9b core profit in 2022.

Revising up 2022E core profit by 20%

We raise our 2022E core profit by 20% to reflect the strong 4Q21 results and latest guidance. We also factor MINT-W7 to MINT-W9 – to be exercised over 2022-24 – into our model as they are all in-the-money. Our 2022 DCF-based TP is intact at THB42. MINT trades at an attractive valuation of 26x 2023E P/E, lower than its 5-year average of 31x.



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	0.0	9.9	0.8
Relative to country (%)	0.1	4.4	(7.5)
Mkt cap (USD m)	4,869		
3m avg. daily turnover (USD m)	17.0		
Free float (%)	86		
Major shareholder	Minor Holdings (Thai) (16%)		
12m high/low (THB)	34.75/27.00		
Issued shares (m)	5,754.62		

Sources: Bloomberg consensus; FSSIA estimates



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Investment thesis

We believe MINT’s earnings have already passed the bottom and its operation is now in a recovery mode. We expect core profit to turnaround in 2022 led by European hotel portfolio and food business.

MINT already solved its liquidity issue after raising capital of THB9.9b and issuing perpetual bonds worth USD300m. This should be sufficient to pass this crisis. In addition, MINT received approval for the extension of its financial covenant testing waiver from its creditors until the end of 2022.

We expect MINT’s core profit to return to the pre-Covid level by 2023, with a potential upside from a better EBITDA margin arising from cost-saving measures which should permanently reduce some expenses.

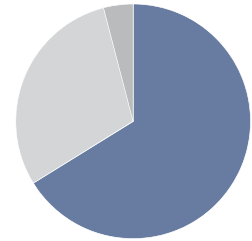
Company profile

MINT is one of the largest hospitality and leisure companies in the Asia Pacific region.

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Principal activities (revenue, 2021)

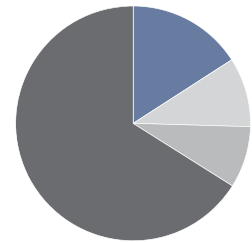
- Hotel & Mixed-use - 66.2 %
- F&B revenue - 29.8 %
- Retail revenue - 4.1 %



Source: Minor International

Major shareholders

- Minor Holdings (Thai) - 15.9 %
- Niti Osathanugrah - 9.6 %
- Thai NVDR - 8.5 %
- Others - 66.1 %



Source: Minor International

Catalysts

Key potential growth drivers include 1) a faster occupancy ramp-up rate following a global tourism recovery; 2) improving consumption and economic growth resulting in strong SSSG; and 3) an extensive rollout of Covid-19 vaccines.

Risks to our call

Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply and higher competition in the F&B business, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.

Event calendar

Date	Event
May 2022	1Q22 results announcement

Key assumptions

	2022E	2023E	2024E
	(%)	(%)	(%)
Owned & leased hotels			
- Number of rooms (no.)	56,921	56,921	56,921
- Occupancy rate (OCC)	55	69	71
- RevPAR growth	100	30	7
Food business			
- Number of outlets (no.)	2,461	2,559	2,661
- Same-Store Sales Growth (SSSG)	5	2	2
- Total System Sales Growth (TSSG)	8	6	6

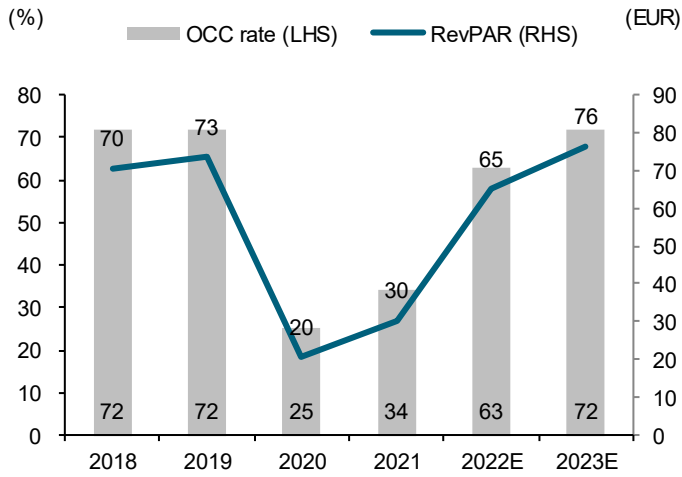
Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in OCC, we project a 2023 profit increase of 5%, and vice versa, all else being equal.
- For every 1% increase in SSSG, we project a 2023 profit increase of 1%, and vice versa, all else being equal.

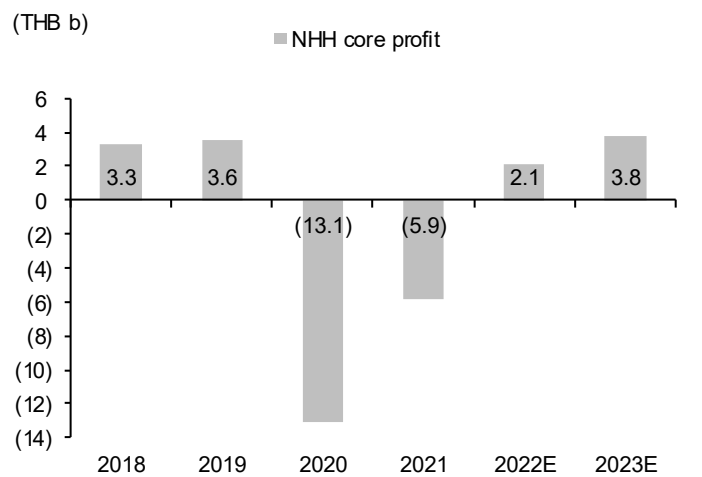
Source: FSSIA estimates

Exhibit 1: NHH OCC rate and RevPAR forecast



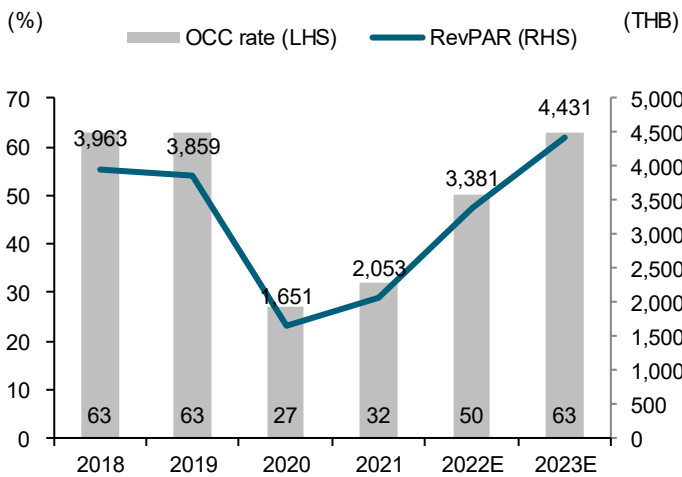
Sources: MINT; FSSIA estimate

Exhibit 2: NHH core profit forecast



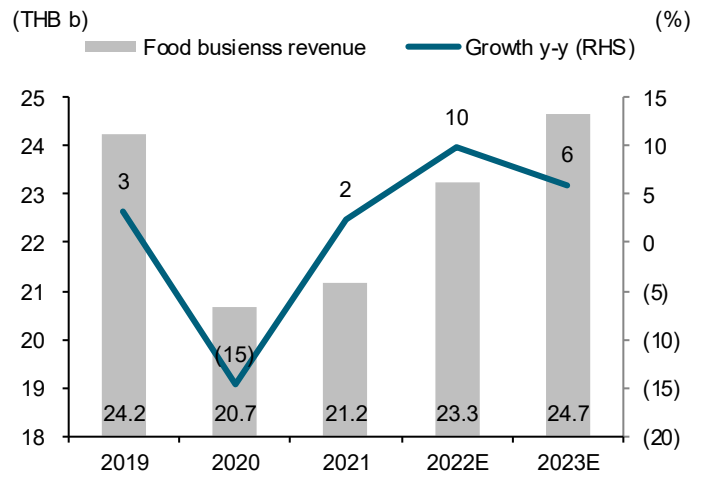
Sources: MINT; FSSIA estimate

Exhibit 3: MINT's OCC rate and RevPAR forecast



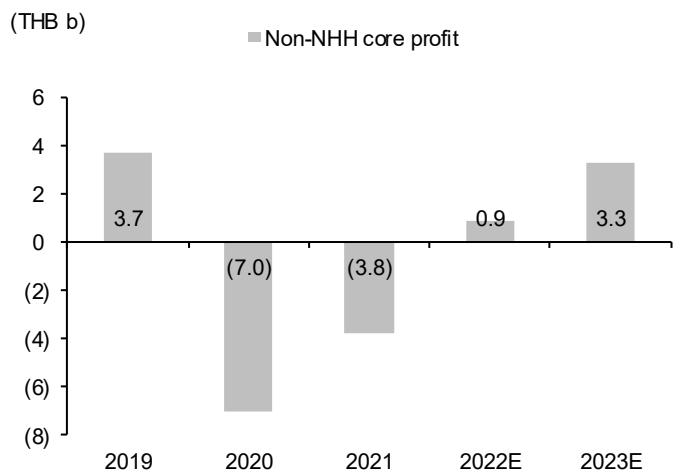
Sources: MINT; FSSIA estimate

Exhibit 4: Food business revenue



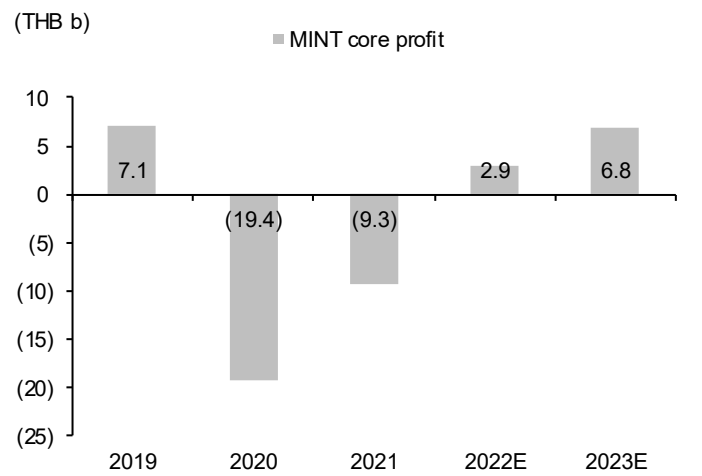
Sources: MINT; FSSIA estimate

Exhibit 5: Non-NHH core profit forecast



Sources: MINT; FSSIA estimate

Exhibit 6: MINT core profit forecast



Sources: MINT; FSSIA estimate

Recap: 4Q21 results review

MINT reported a positively surprising core profit of THB1.7b for 4Q21, the first core profit since Covid began, beating our forecast and Bloomberg's consensus estimate of a THB1.6b-1.8b core loss due to THB1.5b in subsidies from European governments and a better-than-expected EBITDA margin of 33% (27% excluding subsidies) vs our forecast of 24%. Including non-recurring items totaling -THB3.2b¹⁾, MINT's 4Q21 net loss was THB1.6b.

Hotel & mixed-use business: Revenue grew 32% q-q in 4Q21 thanks to the strong performance of NHH. NHH's OCC rate improved from 49% in 3Q21 to 50% in 4Q21 (peaked at 60% in Oct-21), while ADR increased from EUR91 in 3Q21 to EUR98 in 4Q21, only 5% below the pre-Covid level. Maldives hotels' RevPAR exceeded the pre-Covid level by 38% in 4Q21. Thailand hotels' OCC rate improved from 18% in 3Q21 to 30% in 4Q21 thanks to the pent-up demand for domestic tourism. Revenue from the mixed-use business jumped 82% q-q, driven by robust sales of residential units.

Food business: SSS fell by 1.7% y-y in 4Q21 due to weak operations in China (-11% y-y) and Australia (-8% y-y), pressured by the Omicron outbreak and lockdowns in some cities. However, it improved q-q compared to the -7% y-y SSSG in 3Q21. Meanwhile, the Thai hub recorded flat y-y SSSG, improving from -8% y-y in 3Q21 due to easing of lockdown restrictions.

Overall: The EBITDA of the hotel & mixed-use business jumped to 36% (vs 22% in 3Q21) thanks higher flow-through from revenue improvement, especially for NHH and the real estate business. The EBITDA margin of the food and beverage business was relatively flat q-q at 23%.

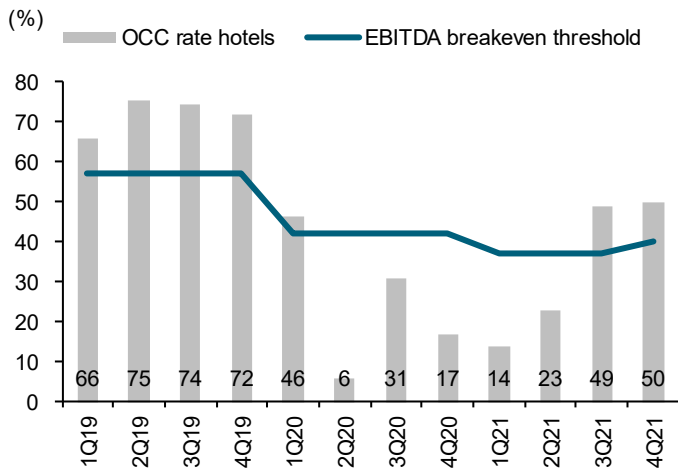
Note: ¹⁾ Non-recurring items in 4Q21: -THB3.1b loss on land valuation and building impairment, +THB0.9b adjustment of deferred tax asset, -THB0.2b FX loss on unmatched USD cross-currency swap, -THB0.8b impairment of goodwill and other assets.

Exhibit 7: 4Q21 results review

	4Q20	1Q21	2Q21	3Q21	4Q21	----- Change -----		2020	2021	Change
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)
Sales	13,174	12,166	13,539	18,556	23,990	29	82	55,858	68,251	22
-Hotel & Mixed-use	6,815	6,480	8,023	13,241	17,416	32	156	32,714	45,160	38
-Restaurant	5,287	4,943	4,964	4,775	5,639	18	7	19,491	20,321	4
-Retail	1,073	742	552	540	935	73	(13)	3,653	2,770	(24)
COGS (incl. depreciation)	(11,870)	(10,056)	(10,584)	(12,816)	(13,962)	9	18	(47,254)	(47,417)	0
Gross profit	1,304	2,110	2,955	5,740	10,028	75	669	8,604	20,834	142
SG&A	(5,881)	(6,939)	(7,759)	(7,757)	(8,733)	13	48	(26,715)	(31,188)	17
Operating profit	(4,577)	(4,829)	(4,803)	(2,017)	1,295	164	128	(18,111)	(10,354)	43
Net other income	694	469	1,997	1,214	2,416	99	248	2,165	6,096	182
Dividend income	0	0	0	0	1			1	1	(14)
Interest income	157	138	170	130	197	52	25	576	634	10
Interest expense	(1,398)	(1,995)	(2,265)	(2,163)	(1,695)	(22)	21	(7,452)	(8,118)	9
Pretax profit	(5,124)	(6,217)	(4,901)	(2,837)	2,213	178	143	(22,822)	(11,742)	49
Income Tax	429	493	1,362	438	(666)	(252)	(255)	2,601	1,627	(37)
Associates	72	(36)	(119)	(84)	30	(136)	(58)	(464)	(209)	(55)
Minority interest	353	549	264	116	79	(32)	(78)	1,296	1,009	(22)
Core profit	(4,270)	(5,211)	(3,394)	(2,367)	1,657	170	139	(19,388)	(9,315)	52
Extraordinaries, GW & FX	(1,321)	(2,039)	(530)	1,931	(3,214)			(2,019)	(3,852)	
Reported net profit	(5,591)	(7,250)	(3,924)	(436)	(1,557)	(258)	72	(21,407)	(13,167)	38
Shares out (end Q, m)	5,182	5,192	5,193	5,199	5,214	0	1	5,182	5,214	1
Core EPS	(0.8)	(1.0)	(0.7)	(0.5)	0.3	170	139	(4.0)	(1.8)	55
EPS	(1.1)	(1.4)	(0.8)	(0.1)	(0.3)	(257)	72	(4.4)	(2.5)	42
COGS (excl. depreciation)	(7,946)	(5,255)	(5,521)	(7,747)	(8,952)	16	13	(28,652)	(27,475)	(4)
Depreciation	(3,923)	(4,801)	(5,063)	(5,069)	(5,009)	(1)	28	(18,602)	(19,942)	7
EBITDA	269	543	2,307	4,312	8,948	108	3,226	2,769	16,109	482
Key Ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)
Gross margin	10	17	22	31	42	11	32	15	31	15
SG&A/Revenue	45	57	57	42	36	(5)	(8)	48	46	(2)
Total EBITDA margin	(0)	4	20	22	33	11	33	5	21	17
Net profit margin	(40)	(57)	(25)	(2)	(6)	(4)	34	(37)	(18)	19
Operating stat										
Owned & leased RevPAR (% y-y)										
Total	(80)	(76)	413	513	nm					
Thailand	(78)	(81)	609	(24)	50					
Maldives	(18)	(11)	nm	nm	0					
Europe & The Americas (NHH)	(82)	(77)	375	475	nm					
SSSG (y-y %)										
Total	(14)	(15)	6	(7)	(2)					
Thailand	(17)	(28)	(14)	(8)	0					
China	3	75	28	(6)	(11)					
TSSG (y-y %)										
Total	(16)	(12)	36	(8)	6					
Thailand	(17)	(27)	6	(14)	9					
China	8	183	76	15	7					

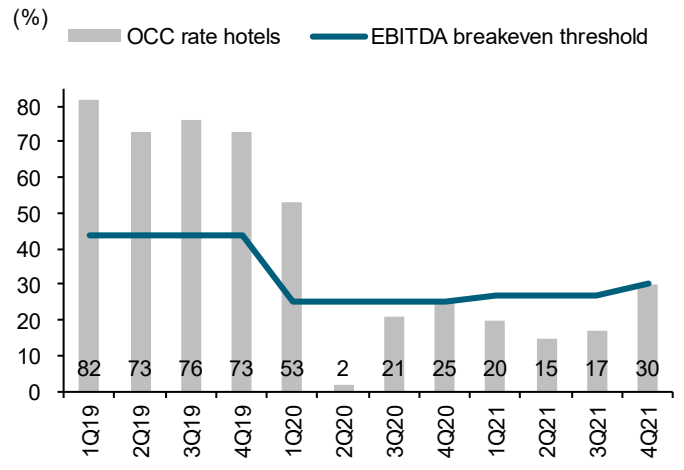
Sources: MINT; FSSIA estimates

Exhibit 8: NHH OCC rate



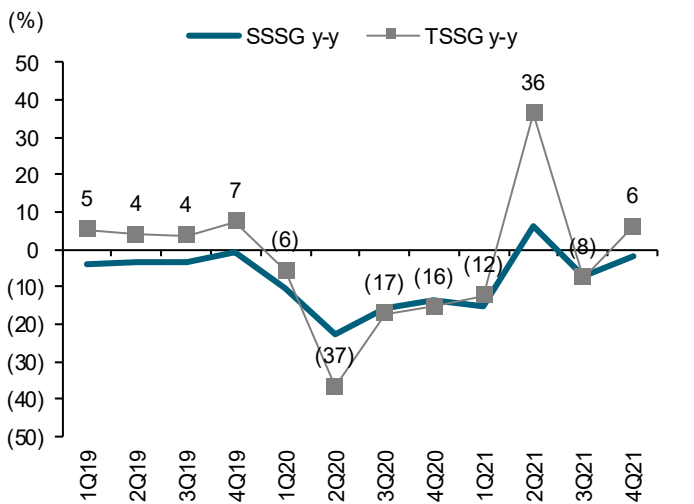
Source: MINT

Exhibit 9: Thai hotels OCC rate



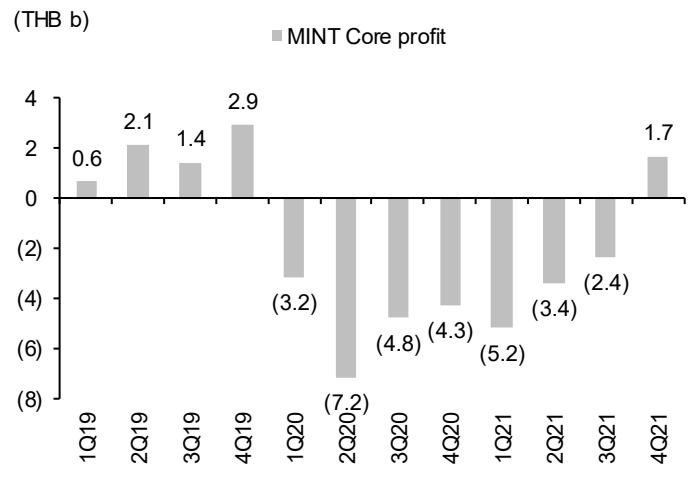
Source: MINT

Exhibit 10: SSSG and TSSG



Source: MINT

Exhibit 11: Core profit, quarterly



Source: MINT

Exhibit 12: Key assumption changes

	Current			Previous			Change (%)		
	2022E	2023E	2024E	2022E	2023E	2024E	2022E	2023E	2024E
Hotel - OCC (%)	55	69	71	60	69	0	(4.6)	-	71.4
Hotel - RevPAR (THB)	2,610	3,258	3,491	2,376	3,120	3,491	9.8	4.4	-
Food - SSSG (%)	5	2	2	4	2	0	1.0	-	2.0
Food - TSSG (%)	8	6	6	8	6	0	-	-	6.0
Revenue (THB b)	106.6	126.0	132.2	98.4	124.4	132.2	8.2	1.3	-
EBITDA margin (%)	30.0	30.1	30.2	29.2	29.7	30.2	0.8	0.5	0.0
Core earnings (THB b)	2.9	6.8	7.8	2.4	6.8	7.8	20.1	0.0	0.0

Note: Change of items in percentage terms is represented in ppt change
Source: FSSIA estimates

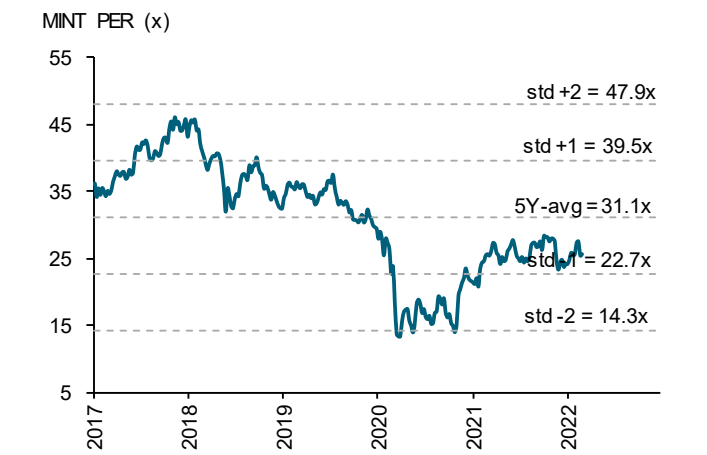
Exhibit 13: DCF valuation

Cost of equity assumptions (%)		Cost of debt assumptions (%)	
Risk-free rate	3.0	Pre-tax cost of debt	4.0
Market risk premium	8.0	Marginal tax rate	20.0
Stock beta	1.3		
Cost of equity, Ke	13.3	Net cost of debt, Kd	3.2
Weight applied	50.0	Weight applied	50.0
WACC		8.3	

DCF valuation estimate	(THB b)	(THB/share)	Comments
NPV	176.4	30.7	WACC 8.3%, risk-free rate 3%, risk premium 8%
Terminal value	278.9	48.5	Terminal growth 2.5%
Cash & liquid assets	24.8	4.3	At end-2022E
Investments	16.2	2.8	At end-2022E
Debt	(242.9)	(42.2)	At end-2022E
Minorities	(11.6)	(2.0)	At end-2022E
Residual ordinary equity	241.9	42.0	

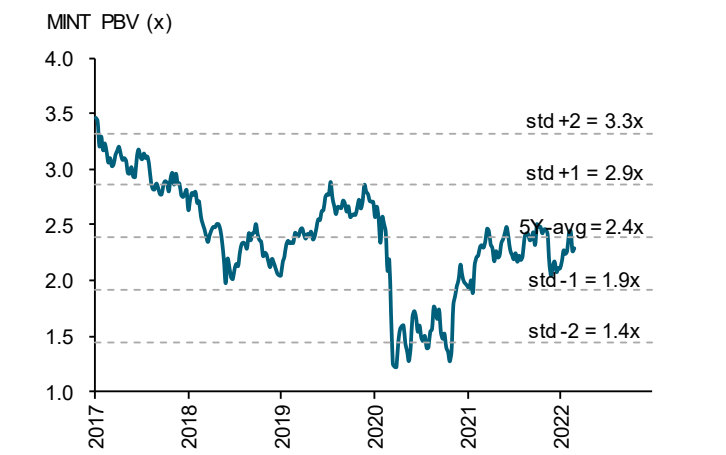
Source: FSSIA estimates

Exhibit 14: Historical P/E band



Sources: Bloomberg; FSSIA estimates

Exhibit 15: Historical P/BV band



Sources: Bloomberg; FSSIA estimates

Exhibit 16: Peers comparison as of 4 Mar 2022

Company	BBG	Rec	---Share price---			Market Cap (USD m)	----- PE -----		----- PBV -----		--- EV/ EBITDA ---	
			Current (LCY)	Target (LCY)	Upside (%)		22E (x)	23E (x)	22E (x)	23E (x)	22E (x)	23E (x)
Thailand												
Asset World Corp	AWC TB	BUY	5	6	20	4,894	548.0	76.7	2.0	1.9	69.2	35.5
Minor International	MINT TB	BUY	30.5	42	38	4,869	60.9	25.7	2.2	2.6	12.3	10.6
Central Plaza Hotel	CENDEL TB	BUY	37	45	22	1,528	84.5	24.2	2.7	2.4	16.3	11.0
Erawan Group	ERW TB	BUY	3.18	4	26	441	(143.8)	35.3	2.4	2.3	23.1	13.3
S Hotels & Resorts	SHR TB	BUY	3.4	4.6	35	374	123.8	29.8	0.8	0.8	12.3	10.0
Thailand average						12,106	134.6	38.3	2.0	2.0	26.7	16.1
Regional												
Shanghai Jin Jiang Capital	2006 HK	n/a	2.97	n/a	n/a	2,115	n/a	36.4	1.3	1.3	n/a	n/a
Btg Hotels Group	600258 CH	n/a	27.63	n/a	n/a	4,758	121.9	30.8	3.0	2.7	40.3	20.3
Sh Jinjiang Intl Hotels	900934 CH	n/a	2.06	n/a	n/a	8,723	41.2	10.1	0.9	0.8	44.6	23.9
Huangshan Tourism Develop	900942 CH	n/a	0.76	n/a	n/a	1,036	42.5	13.1	0.8	0.8	29.2	9.9
Genting Bhd	GENT MK	n/a	4.57	n/a	n/a	4,164	n/a	13.7	0.5	0.5	15.6	7.6
Greentree Hospitality	GHG US	n/a	5.33	n/a	n/a	549	15.7	10.8	1.5	1.4	7.7	5.2
Huazhu Group	HTHT US	n/a	38.40	n/a	n/a	12,547	1,139.7	45.3	7.0	6.1	47.8	19.1
Indian Hotels	IH IN	n/a	190.50	n/a	n/a	3,276	n/a	n/a	6.4	5.3	n/a	63.4
Lemon Tree Hotels	LEMONTRE IN	n/a	52.45	n/a	n/a	541	n/a	n/a	6.1	4.9	101.1	43.2
Lippo Karawaci	LPKR IJ	n/a	130.00	n/a	n/a	641	n/a	35.7	0.5	0.5	8.2	10.0
Regional average						38,349	272.2	24.5	2.8	2.4	36.8	22.5
Overall average						50,455	203.4	29.8	2.5	2.3	32.9	20.2

Sources: Bloomberg; FSSIA estimates

Financial Statements

Minor International

Profit and Loss (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Revenue	55,858	68,251	106,551	125,972	132,167
Cost of goods sold	(28,652)	(27,475)	(36,990)	(43,399)	(45,582)
Gross profit	27,206	40,776	69,560	82,573	86,585
Other operating income	-	-	-	-	-
Operating costs	(26,715)	(31,188)	(40,489)	(47,618)	(49,695)
Operating EBITDA	492	9,588	29,071	34,956	36,890
Depreciation	(18,602)	(19,942)	(20,862)	(21,562)	(22,382)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	(18,111)	(10,354)	8,209	13,394	14,509
Net financing costs	(6,876)	(7,484)	(7,916)	(7,798)	(7,661)
Associates	(464)	(209)	414	828	895
Recurring non-operating income	1,701	5,888	3,316	3,817	3,974
Non-recurring items	(2,019)	(3,852)	0	0	0
Profit before tax	(25,305)	(15,802)	3,609	9,413	10,821
Tax	2,601	1,627	(607)	(2,318)	(2,680)
Profit after tax	(22,703)	(14,175)	3,002	7,095	8,141
Minority interests	1,296	1,009	(118)	(267)	(293)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	(21,407)	(13,167)	2,883	6,828	7,848
Non-recurring items & goodwill (net)	2,019	3,852	0	0	0
Recurring net profit	(19,388)	(9,315)	2,883	6,828	7,848
Per share (THB)					
Recurring EPS *	(3.74)	(1.79)	0.50	1.19	1.36
Reported EPS	(4.13)	(2.53)	0.55	1.22	1.36
DPS	0.00	0.00	0.19	0.41	0.46
Diluted shares (used to calculate per share data)	5,182	5,214	5,755	5,755	5,755
Growth					
Revenue (%)	(52.9)	22.2	56.1	18.2	4.9
Operating EBITDA (%)	(97.3)	1,850.7	203.2	20.2	5.5
Operating EBIT (%)	nm	nm	nm	63.2	8.3
Recurring EPS (%)	nm	nm	nm	136.8	14.9
Reported EPS (%)	nm	nm	nm	120.7	11.7
Operating performance					
Gross margin inc. depreciation (%)	15.4	30.5	45.7	48.4	48.6
Gross margin of key business (%)	15.4	30.5	45.7	48.4	48.6
Operating EBITDA margin (%)	0.9	14.0	27.3	27.7	27.9
Operating EBIT margin (%)	(32.4)	(15.2)	7.7	10.6	11.0
Net margin (%)	(34.7)	(13.6)	2.7	5.4	5.9
Effective tax rate (%)	11.4	13.9	19.0	27.0	27.0
Dividend payout on recurring profit (%)	-	-	37.5	35.0	34.0
Interest cover (X)	(2.4)	(0.6)	1.5	2.2	2.4
Inventory days	49.8	47.6	34.7	28.5	26.6
Debtor days	91.0	72.0	50.1	42.4	40.4
Creditor days	225.1	223.9	188.3	149.0	128.6
Operating ROIC (%)	(6.9)	(3.1)	2.4	3.6	4.0
ROIC (%)	(5.5)	(1.2)	3.0	4.1	4.5
ROE (%)	(27.2)	(13.8)	4.2	10.0	12.0
ROA (%)	(4.7)	(1.1)	2.6	3.6	4.1
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
Hotel & Mixed-use	32,714	45,160	80,918	98,246	102,905
F&B revenue	19,491	20,321	22,150	23,479	24,888
Retail revenue	3,653	2,770	3,483	4,248	4,375

Sources: Minor International; FSSIA estimates

Financial Statements

Minor International

Cash Flow (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Recurring net profit	(19,388)	(9,315)	2,883	6,828	7,848
Depreciation	18,602	19,942	20,862	21,562	22,382
Associates & minorities	-	-	-	-	-
Other non-cash items	(2,368)	(5,186)	118	267	293
Change in working capital	(4,216)	6,605	888	(5,832)	626
Cash flow from operations	(7,369)	12,046	24,752	22,825	31,148
Capex - maintenance	(114,585)	(27,042)	(12,000)	(10,000)	(11,252)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(1,234)	(197)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(115,818)	(27,238)	(12,000)	(10,000)	(11,252)
Dividends paid	0	0	0	(980)	(2,322)
Equity finance	18,022	(453)	0	(11,551)	(5,033)
Debt finance	118,568	(5,883)	(13,000)	(8,000)	(8,000)
Other financing cash flows	(545)	20,436	0	0	0
Cash flow from financing	136,045	14,101	(13,000)	(20,531)	(15,354)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	12,857	(1,092)	(248)	(7,707)	4,542
Free cash flow to firm (FCFF)	(115,735.09)	(7,074.20)	21,275.82	21,223.84	27,973.02
Free cash flow to equity (FCFE)	(5,164.81)	(638.87)	(247.94)	4,824.54	11,896.69

Per share (THB)

FCFF per share	(20.11)	(1.23)	3.70	3.69	4.86
FCFE per share	(0.90)	(0.11)	(0.04)	0.84	2.07
Recurring cash flow per share	(0.61)	1.04	4.58	5.12	5.30

Balance Sheet (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Tangible fixed assets (gross)	369,508	392,452	404,452	414,452	425,703
Less: Accumulated depreciation	(89,194)	(104,820)	(125,682)	(147,244)	(169,626)
Tangible fixed assets (net)	280,314	287,632	278,770	267,208	256,078
Intangible fixed assets (net)	0	0	0	0	0
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	16,052	16,249	16,249	16,249	16,249
Cash & equivalents	26,188	25,097	24,849	17,142	21,684
A/C receivable	12,286	14,638	14,638	14,638	14,638
Inventories	3,683	3,490	3,547	3,235	3,398
Other current assets	9,908	5,602	6,147	5,921	6,212
Current assets	52,064	48,827	49,181	40,936	45,932
Other assets	13,896	16,926	16,926	16,926	16,926
Total assets	362,327	369,633	361,125	341,318	335,184
Common equity	66,981	68,023	70,906	65,203	65,696
Minorities etc.	9,343	11,470	11,588	11,855	12,148
Total shareholders' equity	76,324	79,492	82,494	77,058	77,844
Long term debt	230,800	224,576	211,576	203,576	195,576
Other long-term liabilities	33,048	38,610	38,610	38,610	38,610
Long-term liabilities	263,849	263,187	250,187	242,187	234,187
A/C payable	15,310	18,394	19,766	15,661	16,449
Short term debt	140	482	482	482	482
Other current liabilities	6,703	8,079	8,196	5,931	6,222
Current liabilities	22,154	26,954	28,444	22,074	23,153
Total liabilities and shareholders' equity	362,327	369,633	361,125	341,318	335,184
Net working capital	3,863	(2,742)	(3,630)	2,202	1,576
Invested capital	314,125	318,064	308,314	302,584	290,829

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

Per share (THB)

Book value per share	12.92	13.05	13.60	11.66	11.42
Tangible book value per share	12.92	13.05	13.60	11.66	11.42

Financial strength

Net debt/equity (%)	268.3	251.5	226.9	242.6	224.0
Net debt/total assets (%)	56.5	54.1	51.8	54.8	52.0
Current ratio (x)	2.4	1.8	1.7	1.9	2.0
CF interest cover (x)	0.2	0.9	1.0	1.6	2.6

Valuation	2020	2021	2022E	2023E	2024E
Recurring P/E (x) *	(8.2)	(17.1)	60.9	25.7	22.4
Recurring P/E @ target price (x) *	(11.2)	(23.5)	83.8	35.4	30.8
Reported P/E (x)	(7.4)	(12.1)	55.1	25.0	22.4
Dividend yield (%)	-	-	0.6	1.4	1.5
Price/book (x)	2.4	2.3	2.2	2.6	2.7
Price/tangible book (x)	2.4	2.3	2.2	2.6	2.7
EV/EBITDA (x) **	757.2	38.6	12.3	10.6	9.8
EV/EBITDA @ target price (x) **	878.4	44.9	14.4	12.4	11.6
EV/invested capital (x)	1.2	1.2	1.2	1.2	1.2

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

Sources: Minor International; FSSIA estimates

Corporate Governance report of Thai listed companies 2020

EXCELLENT LEVEL										
AAV	ADVANC	AF	AIRA	AKP	AKR	ALT	AMA	AMATA	AMATAV	ANAN
AOT	AP	ARIP	ARROW	ASP	BAFS	BANPU	BAY	BCP	BCPG	BDMS
BEC	BEM	BGRIM	BIZ	BKI	BLA	BOL	BPP	BRR	BTS	BWG
CENTEL	CFRESH	CHEWA	CHO	CIMBT	CK	CKP	CM	CNT	COL	COMAN
COTTO	CPALL	CPF	CPI	CPN	CSS	DELTA	DEMCO	DRT	DTAC	DTC
DV8	EA	EASTW	ECF	ECL	EGCO	EPG	ETE	FNS	FPI	FPT
FSMART	GBX	GC	GCAP	GEL	GFPT	GGC	GPSC	GRAMMY	GUNKUL	HANA
HARN	HMPRO	ICC	ICHI	III	ILINK	INTUCH	IRPC	IVL	JKN	JSP
JWD	K	KBANK	KCE	KKP	KSL	KTB	KTC	LANNA	LH	LHFG
LIT	LPN	MAKRO	MALEE	MBK	MBKET	MC	MCOT	METCO	MFEC	MINT
MONO	MOONG	MSC	MTC	NCH	NCL	NEP	NKI	NOBLE	NSI	NVD
NYT	OISHI	ORI	OTO	PAP	PAP	PCSGH	PDJ	PG	PHOL	PLANB
PLAT	PORT	PPS	PR9	PREB	PRG	PRM	PSH	PSL	PTG	PTT
PTTEP	PTTGC	PYLON	Q-CON	QH	QTC	RATCH	RS	S	S & J	SAAM
SABINA	SAMART	SAMTEL	SAT	SC	SCB	SCC	SCCC	SCG	SCN	SDC
SEAFCO	SEOIL	SE-ED	SELIC	SENA	SIRI	SIS	SITHAI	SMK	SMPC	SNC
SONIC	SORKON	SPALI	SPI	SPRC	SPVI	SSSC	SST	STA	SUSCO	SUTHA
SVI	SYMC	SYNTEC	TACC	TASCO	TCAP	TFMAMA	THANA	THANI	THCOM	THG
THIP	THRE	THREL	TIP	TIPCO	TISCO	TK	TKT	TTB	TMILL	TNDT
TNL	TOA	TOP	TPBI	TQM	TRC	TRC	TSC	TSR	TSTE	TSTH
TTCL	TTW	TU	TVD	TVI	TVO	TWPC	U	UAC	UBIS	UV
VGI	VIH	WACOAL	WAVE	WHA	WHAUP	WICE	WINNER	TRUE		

VERY GOOD LEVEL										
2S	ABM	ACE	ACG	ADB	AEC	AEONTS	AGE	AH	AHC	AIT
ALLA	AMANAHA	AMARIN	APCO	APCS	APURE	AQUA	ASAP	ASEFA	ASIA	ASIAN
ASIMAR	ASK	ASN	ATP30	AUCT	AWC	AYUD	B	BA	BAM	BBL
BFIT	BGC	BJC	BJCHI	BROOK	BTW	CBG	CEN	CGH	CHARAN	CHAYO
CHG	CHOTI	CHOW	CI	CIG	CMC	COLOR	COM7	CPL	CRC	CRD
CSC	CSP	CWT	DCC	DCON	DDD	DOD	DOHOME	EASON	EE	ERW
ESTAR	FE	FLOYD	FN	FORTH	FSS	FTE	FVC	GENCO	GJS	GL
GLAND	GLOBAL	GLOCON	GPI	GULF	GYT	HPT	HTC	ICN	IFS	ILM
IMH	INET	INSURE	IRC	IRCP	IT	ITD	ITEL	J	JAS	JCK
JCKH	JMART	JMT	KBS	KCAR	KGI	KIAT	KOOL	KTIS	KWC	KWM
L&E	LALIN	LDC	LHK	LOXLEY	LPH	LRH	LST	M	MACO	MAJOR
MBAX	MEGA	META	MFC	MGT	MILL	MITSIB	MK	MODERN	MTI	MVP
NETBAY	NEX	NINE	NTV	NWR	OCC	OGC	OSP	PATO	PB	PDG
PDI	PICO	PIMO	PJW	PL	PM	PPP	PRIN	PRINC	PSTC	PT
QLT	RCL	RICHY	RML	RPC	RWI	S11	SALEE	SAMCO	SANKO	SAPPE
SAWAD	SCI	SCP	SE	SEG	SFP	SGF	SHR	SIAM	SINGER	SKE
SKR	SKY	SMIT	SMT	SNP	SPA	SPC	SPCG	SR	SRICHA	SSC
SSF	STANLY	STI	STPI	SUC	SUN	SYNEX	T	TAE	TAKUNI	TBSP
TCC	TCMC	TEAM	TEAMG	TFG	TIGER	TITLE	TKN	TKS	TM	TMC
TMD	TMI	TMT	TNITY	TNP	TNR	TOG	TPA	TPAC	TPCORP	TPOLY
TPS	TRITN	TRT	TRU	TSE	TVT	TWP	UEC	UMI	UOBKH	UP
UPF	UPOIC	UT	UTP	UWC	VL	VNT	VPO	WIJK	WP	XO
YUASA	ZEN	ZIGA	ZMICO							

GOOD LEVEL										
7UP	A	ABICO	AJ	ALL	ALUCON	AMC	APP	ARIN	AS	AU
B52	BC	BCH	BEAUTY	BGT	BH	BIG	BKD	BLAND	BM	BR
BROCK	BSBM	BSM	BTNC	CAZ	CCP	CGD	CITY	CMAN	CMO	CMR
CPT	CPW	CRANE	CSR	D	EKH	EP	ESSO	FMT	GIFT	GREEN
GSC	GTB	HTECH	HUMAN	IHL	INOX	INSET	IP	JTS	JUBILE	KASET
KCM	KKC	KUMWEL	KUN	KWG	KYE	LEE	MATCH	MATI	M-CHAI	MCS
MDX	MJD	MM	MORE	NC	NDR	NER	NFC	NNCL	NPK	NUSA
OCEAN	PAF	PF	PK	PLE	PMTA	POST	PPM	PRAKIT	PRECHA	PRIME
PROUD	PTL	RBF	RCI	RJH	ROJNA	RP	RPH	RSP	SF	SFLEX
SGP	SISB	SKN	SLP	SMART	SOLAR	SPG	SQ	SSP	STARK	STC
SUPER	SVOA	TC	TCCC	THMUI	TIW	TNH	TOPP	TPCH	TIPIP	TPLAS
TTI	TYCN	UKEM	UMS	VCOM	VRANDA	WIN	WORK	WPH		

Description	Score Range
Excellent	90-100
Very Good	80-89
Good	70-79

Disclaimer:

The disclosure of the survey results 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 evaluation 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 results may be changed after that date. FSS International Investment Advisory Company Limited does not confirm nor certify the accuracy of such survey results.

* CGR scoring should be considered with news regarding wrong doing of the company or director or executive of the company such unfair practice on securities trading, fraud, and corruption SEC imposed a civil sanction against insider trading of director and executive; ** delisted

Source: Thai Institute of Directors Association (IOD); FSSIA's compilation

Anti-corruption Progress Indicator 2020

CERTIFIED										
2S	ADVANC	AI	AIE	AIRA	AKP	AMA	AMANAHA	AP	AQUA	ARROW
ASK	ASP	AYUD	B	BAFS	BANPU	BAY	BBL	BCH	BCP	BCPG
BGC	BGRIM	BJCHI	BKI	BLA	BPP	BROOK	BRR	BSBM	BTS	BWG
CEN	CENTEL	CFRESH	CGH	CHEWA	CHOTI	CHOW	CIG	CIMBT	CM	CMC
COL	COM7	CPALL	CPF	CPI	CPN	CSC	DCC	DELTA	DEMCO	DIMET
DRT	DTAC	DTC	EASTW	ECL	EGCO	FE	FNS	FPI	FPT	FSS
FTE	GBX	GC	GCAP	GEL	GFPT	GGC	GJS	GPSC	GSTEEL	GUNKUL
HANA	HARN	HMPRO	HTC	ICC	ICHI	IFS	INET	INSURE	INTUCH	IRPC
ITEL	IVL	K	KASET	KBANK	KBS	KCAR	KCE	KGI	KKP	KSL
KTB	KTC	KWC	L&E	LANNA	LHFG	LHK	LPN	LRH	M	MAKRO
MALEE	MBAX	MBK	MBKET	MC	MCOT	MFC	MFEC	MINT	MONO	MOONG
MPG	MSC	MTC	MTI	NBC	NEP	NINE	NKI	NMG	NNCL	NSI
NWR	OCC	OCEAN	OGC	ORI	PAP	PATO	PB	PCSGH	PDG	PDI
PDJ	PE	PG	PHOL	PL	PLANB	PLANET	PLAT	PM	PPP	PPPM
PPS	PREB	PRG	PRINC	PRM	PSH	PSL	PSTC	PT	PTG	PTT
PTTEP	PTTGC	PYLON	Q-CON	QH	QLT	QTC	RATCH	RML	RWI	S & J
SABINA	SAT	SC	SCB	SCC	SCCC	SCG	SCN	SEAOIL	SE-ED	SELIC
SENA	SGP	SIRI	SITHAI	SMIT	SMK	SMPC	SNC	SNP	SORKON	SPACK
SPC	SPI	SPRC	SRICHA	SSF	SSSC	SST	STA	SUSCO	SVI	SYNTEC
TAE	TAKUNI	TASCO	TBSP	TCAP	TCMC	TFG	TFI	TFMAMA	THANI	THCOM
THIP	THRE	THREL	TIP	TIPCO	TISCO	TKT	TTB	TMD	TMILL	TMT
TNITY	TNL	TNP	TNR	TOG	TOP	TPA	TPCORP	TPP	TRU	TSC
TSTH	TTCL	TU	TVD	TVI	TVO	TWPC	U	UBIS	UEC	UKEM
UOBKH	UWC	VGI	VIH	VNT	WACOAL	WHA	WHAUP	WICE	WIJK	XO
ZEN	TRUE									

DECLARED										
7UP	ABICO	AF	ALT	AMARIN	AMATA	AMATAV	ANAN	APURE	B52	BKD
BM	BROCK	BUI	CHO	CI	COTTO	DDD	EA	EFORL	EP	ERW
ESTAR	ETE	EVER	FSMART	GPI	ILINK	IRC	J	JKN	JMART	JMT
JSP	JTS	KWG	LDC	MAJOR	META	NCL	NOBLE	NOK	PK	PLE
ROJNA	SAAM	SAPPE	SCI	SE	SHANG	SINGER	SKR	SPALI	SSP	STANLY
SUPER	SYNEX	THAI	TKS	TOPP	TRITN	TTA	UPF	UV	WIN	ZIGA

Level	
Certified	This level indicates practical participation with thoroughly examination in relation to the recommended procedures from the audit committee or the SEC's certified auditor, being a certified member of Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) or already passed examination to ensure independence from external parties.
Declared	This level indicates determination to participate in the Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC)

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The disclosure of the Anti-Corruption Progress Indicators of a listed company on the Stock Exchange of Thailand, which is assessed by Thaipat Institute, is made in order to comply with the policy and sustainable development plan for the listed companies of the Office of the Securities and Exchange Commission. Thaipat Institute 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 Thaipat Institute that is 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, FSS International Investment Advisory Company Limited does not confirm, verify, or certify the accuracy and completeness of the assessment results.

Note: Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of June 24, 2019) are categorised into: 1) companies that have declared their intention to join CAC, and; 2) companies certified by CAC.

Source: The Securities and Exchange Commission, Thailand; * FSSIA's compilation

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Teerapol Udomvej, CFA FSS International Investment Advisory Securities Co., Ltd

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History of change in investment rating and/or target price

Minor International (MINT TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
08-Mar-2019	HOLD	40.00	03-Nov-2020	BUY	24.00	13-May-2021	BUY	38.00
26-Nov-2019	HOLD	38.00	18-Nov-2020	BUY	29.00	12-Oct-2021	BUY	42.00
20-Dec-2019	HOLD	37.00	08-Mar-2021	BUY	40.00			

Teerapol Udomvej, CFA started covering this stock from 03-Nov-2020

Price and TP are in local currency

Source: FSSIA estimates

Asset World Corp (AWC TB)



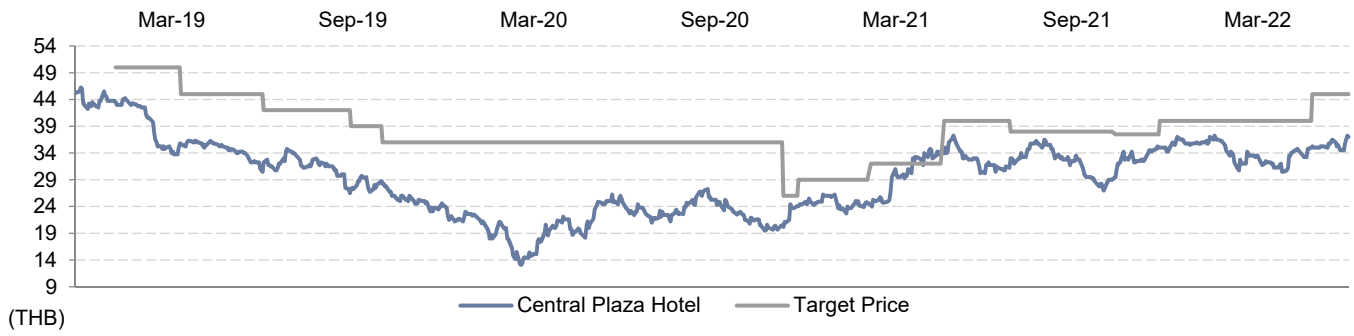
Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
15-Oct-2019	BUY	7.50	17-Feb-2021	HOLD	5.00	22-Feb-2022	BUY	6.00
03-Nov-2020	HOLD	3.50	19-Mar-2021	BUY	6.40			
11-Nov-2020	HOLD	4.20	11-Aug-2021	BUY	5.60			

Teerapol Udomvej, CFA started covering this stock from 03-Nov-2020

Price and TP are in local currency

Source: FSSIA estimates

Central Plaza Hotel (CENTEL TB)



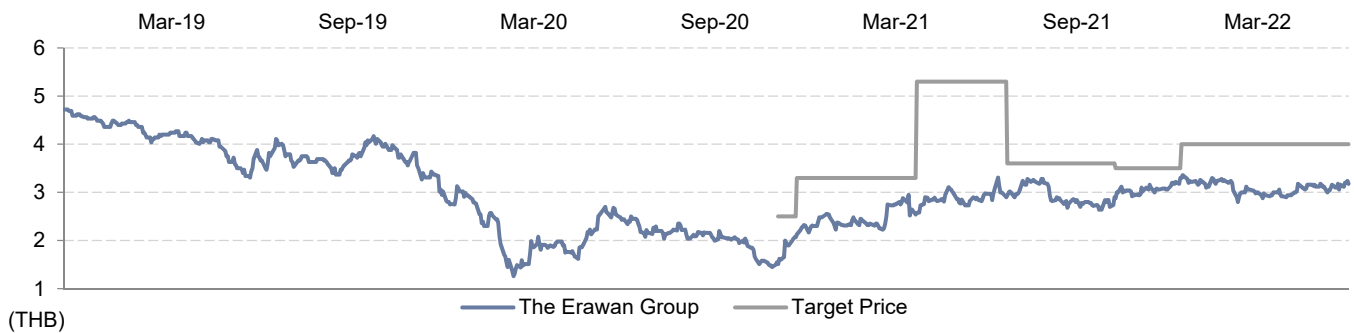
Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
11-Apr-2019	BUY	50.00	03-Nov-2020	BUY	26.00	13-Aug-2021	BUY	37.50
06-Jun-2019	BUY	45.00	16-Nov-2020	BUY	29.00	22-Sep-2021	BUY	40.00
16-Aug-2019	BUY	42.00	15-Jan-2021	BUY	32.00	31-Jan-2022	BUY	45.00
30-Oct-2019	BUY	39.00	19-Mar-2021	BUY	40.00			
26-Nov-2019	BUY	36.00	17-May-2021	BUY	38.00			

Teerapol Udomvej, CFA started covering this stock from 03-Nov-2020

Price and TP are in local currency

Source: FSSIA estimates

The Erawan Group (ERW TB)



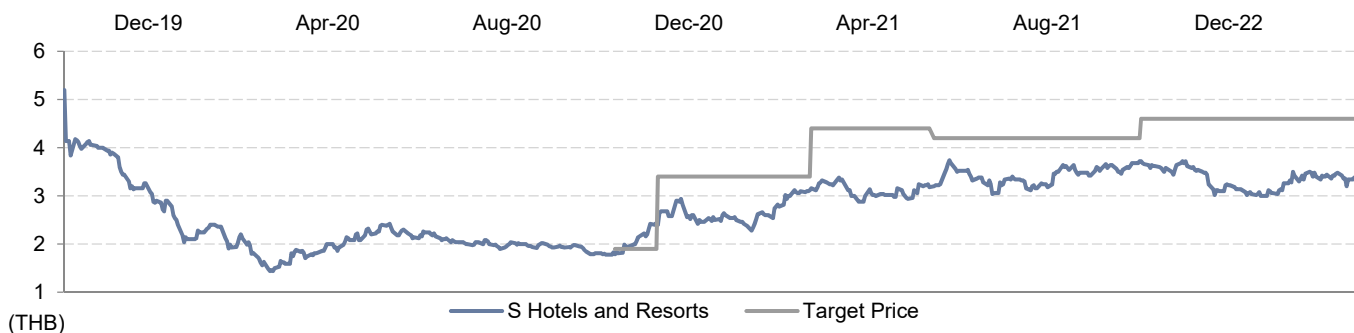
Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
03-Nov-2020	HOLD	2.50	01-Mar-2021	BUY	5.30	17-Aug-2021	BUY	3.50
19-Nov-2020	HOLD	3.30	17-May-2021	BUY	3.60	12-Oct-2021	BUY	4.00

Teerapol Udomvej, CFA started covering this stock from 03-Nov-2020

Price and TP are in local currency

Source: FSSIA estimates

S Hotels and Resorts (SHR TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
03-Nov-2020	HOLD	1.90	11-Mar-2021	BUY	4.40	12-Oct-2021	BUY	4.60
01-Dec-2020	BUY	3.40	28-May-2021	BUY	4.20			

Teerapol Udomvej, CFA started covering this stock from 03-Nov-2020

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Minor International	MINT TB	THB 30.50	BUY	Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply and higher competition in the F&B business, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.
Asset World Corp	AWC TB	THB 5.00	BUY	Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.
Central Plaza Hotel	CEN TEL TB	THB 37.00	BUY	Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply and higher competition in the F&B business, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.
The Erawan Group	ERW TB	THB 3.18	BUY	Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.
S Hotels and Resorts	SHR TB	THB 3.40	BUY	Downside risks to our DCF-based target price include 1) extraordinary events such as political turmoil and natural disasters; 2) a higher hotel room supply, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.

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

FSSIA may incorporate the recommendations and target prices of companies currently covered by FSS Research into equity research reports, denoted by an 'FSS' before the recommendation. FSS Research is part of Finansia Syrus Securities Public Company Limited, which is the parent company of FSSIA.

All share prices are as at market close on 04-Mar-2022 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.