

# S HOTELS AND RESORTS

THAILAND / TOURISM &amp; LEISURE

# SHR TB

# BUY

UNCHANGED

## Rising ADR beyond inflation

- Expect a smaller core loss q-q in 2Q22 and a turnaround in 3Q22 driven by its hotels in the UK, Thailand, Fiji and Mauritius.
- Rising ADR to offset rising staff and utilities costs; RevPAR of hotels in the UK and the Maldives already exceeds pre-Covid.
- Maintain BUY; SHR's weak share price is a buying opportunity.

TARGET PRICE	THB5.20
CLOSE	THB3.88
UP/DOWNSIDE	+34.0%
PRIOR TP	THB5.20
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	-4.7%

### Expect core loss of THB62m in 2Q22 (vs THB199m loss in 1Q22)

We expect 2Q22 revenue to grow by 19% q-q led by its UK and Outrigger portfolio, as the RevPAR of its UK hotels should jump by 50% q-q based on an OCC rate of 61% (vs 46% in 1Q22) thanks to the high season, and Outrigger's RevPAR should jump by 92% q-q from its OCC rate of 64% (vs 33% in 1Q22) due to pent-up demand in both Fiji and Mauritius. The RevPAR of its Thai hotels should also improve by 2% q-q as the OCC rate hits 50% (vs 38% in 1Q22). However, the RevPAR at its Maldives hotels should drop by 27% q-q from the OCC rate of 65% (vs 74% in 1Q22) due to the low season. Overall, we expect SHR's EBITDA margin to improve from 15% in 1Q22 to 19% in 2Q22, leading to a smaller core loss of THB62m in 2Q22 (vs THB199m in 1Q22).

### Rising ADR of UK and Maldives hotels to offset cost inflation

We expect to see rising staff costs and utilities expenses (c30% and 10% of total costs), especially in the Maldives and the UK, but the increase in its ADR should offset those rising expenses. We estimate that the ADR of its Maldives portfolio should increase by 30% y-y to cTHB13,300 in 2022 (exceeding pre-Covid by 15%), and the ADR of its UK portfolio should increase by 3% y-y to cTHB3,500 in 2022 (30% above pre-Covid). We believe the increasing ADR will more than offset the rising costs, leading to an improving EBITDA margin from 8% in 2021 to 26% in 2022.

### UK and Maldives RevPAR to hit a new record in 3Q22-4Q22

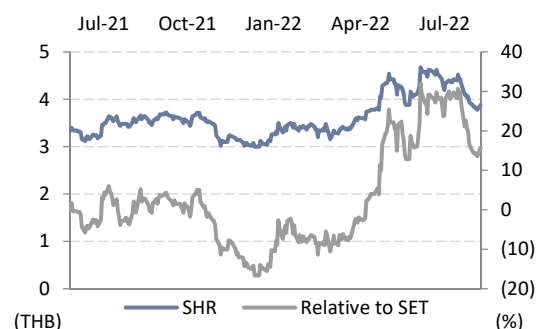
We expect SHR to turn profitable in 3Q22, led by the high tourism season in the UK where 3Q22 RevPAR should grow by 20% q-q to cTHB2,600, a new record high and exceeding the pre-Covid level by 18%. This momentum should continue in 4Q22 during the tourism high season in the Maldives, Thailand and Fiji. We project the RevPAR of Maldives hotels to reach a new record high of cTHB12,000 in 4Q22 (vs the current record of THB11,028 in 1Q22), while the RevPAR of Thai hotels should recover to 80% of the pre-Covid level in 4Q22 from 30-35% in 1H22.

### Share price attractive with valuation lower than book value

SHR is trading at an attractive valuation of 0.8x 2023E P/BV (vs its peers' average of 2.5x). Although its share price has plunged by 11% over the past month, we think this provides an opportunity to accumulate.

## KEY STOCK DATA

YE Dec (THB m)	2021	2022E	2023E	2024E
Revenue	4,512	8,155	9,598	10,196
Net profit	(1,234)	117	512	709
EPS (THB)	(0.34)	0.03	0.14	0.20
vs Consensus (%)	-	nm	35.9	14.3
EBITDA	363	1,937	2,508	2,757
Core net profit	(1,229)	117	512	709
Core EPS (THB)	(0.34)	0.03	0.14	0.20
Chg. In EPS est. (%)	nm	-	-	-
EPS growth (%)	nm	nm	339.1	38.6
Core P/E (x)	(11.3)	119.6	27.2	19.7
Dividend yield (%)	-	0.3	1.5	2.0
EV/EBITDA (x)	82.9	13.5	9.6	8.3
Price/book (x)	0.9	0.9	0.8	0.8
Net debt/Equity (%)	101.9	76.2	62.4	52.4
ROE (%)	(7.8)	0.7	3.2	4.3



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(10.6)	1.6	16.2
Relative to country (%)	(9.8)	9.7	18.4
Mkt cap (USD m)	381		
3m avg. daily turnover (USD m)	3.5		
Free float (%)	38		
Major shareholder	S Hotels and Resorts Inter (49%)		
12m high/low (THB)	4.90/3.00		
Issued shares (m)	3,593.64		

Sources: Bloomberg consensus; FSSIA estimates



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## Investment thesis

SHR raised THB7.5b at THB5.20/shr during its IPO in Nov-19. Its share price has fallen since then, mainly due to operating losses from the two hotels under the Crossroads Maldives project and the impact from the Covid-19 pandemic.

Maldives has reopened its borders to international tourists since 15 Jul-20. We think SHR's two hotels in the Maldives (40% of total revenue as of 2020) are well-positioned to capture the strong tourism recovery. Its UK portfolio has also recovered after travel restrictions there were eased.

SHR's share price is attractive as it has been trading at a discount to its THB4.3/shr book value as of 1Q22 and has a potential upside from M&A deals, considering its strong balance sheet with only 0.9x IBD/E as of 1Q22.

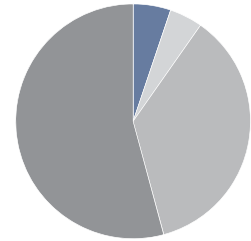
## Company profile

SHR is the holding company of all of the resorts and hotels under the Singha Estate (S TB, not rated) group.

[www.shotelsresorts.com](http://www.shotelsresorts.com)

## Principal activities (revenue, 2021)

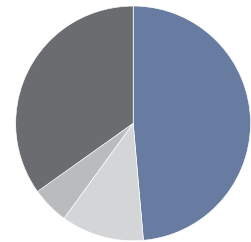
- Self-managed - 5.2 %
- Outrigger - 4.5 %
- Crossroads Ph1 (Maldives hotels) - 36.1 %
- UK - 54.2 %



Source: S Hotels and Resorts

## Major shareholders

- S Hotels and Resorts Inter - 48.6 %
- S Hotels and Resorts (SG) - 11.4 %
- Thai NVDR - 5.2 %
- Others - 34.9 %



Source: S Hotels and Resorts

## Catalysts

Key potential growth drivers include 1) a faster OCC ramp-up rate following the global tourism recovery; 2) the easing of global travel restrictions; and 3) M&A deals.

## 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, which may result in price competition; and 3) the slower-than-expected recovery of international tourist numbers.

## Event calendar

Date	Event
Aug 2022	2Q22 results announcement

## Key assumptions

	2022E (%)	2023E (%)	2024E (%)
Self-Managed - Number of rooms (no.)	657	657	657
Self-Managed - Occupancy rate (OCC)	50.0	70.0	71.9
Self-Managed - RevPAR growth	346.9	67.2	5.8
Project Crossroads - Number of rooms (no.)	376	376	376
Project Crossroads - Occupancy rate (OCC)	70.0	71.0	72.0
Project Crossroads - RevPAR growth	57.4	4.5	5.5
UK - Number of rooms (no.)	2,790	2,690	2,690
UK - Occupancy rate (OCC)	65.0	70.0	71.0
UK - RevPAR growth	34.8	13.6	7.0

Source: FSSIA estimates

## Earnings sensitivity

- For every 1% increase in OCC rate, we project a 2023 profit increase of 23%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project a 2023 profit increase of 14%, and vice versa, all else being equal.

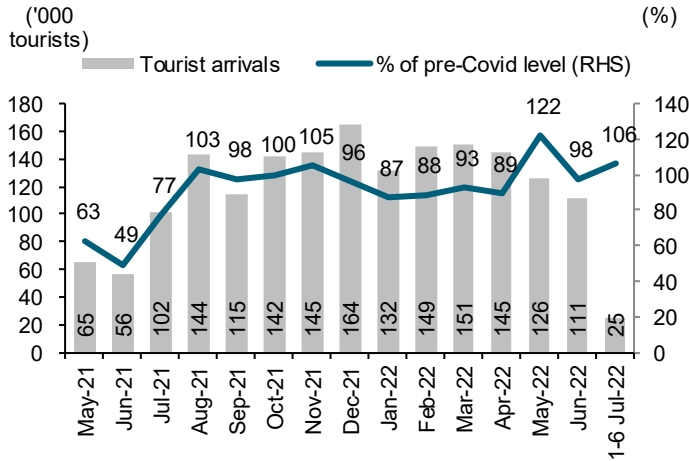
Source: FSSIA estimates

## Exhibit 1: 2Q22 results preview

	2Q21	3Q21	4Q21	1Q22	2Q22E	----- Change -----		1H21	1H22E	Change	2022E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)	(THB m)
<b>Sales</b>	<b>803</b>	<b>1,422</b>	<b>1,744</b>	<b>1,690</b>	<b>2,008</b>	<b>19</b>	<b>150</b>	<b>1,347</b>	<b>3,698</b>	<b>175</b>	<b>8,155</b>
- Self-Managed Hotels	43	32	126	184	195	6	357	66	379		
- Outrigger Hotels	11	10	159	182	352	93	3,018	45	535		
- Project Crossroads Hotels	281	391	558	655	543	(17)	93	679	1,197		
- UK	468	989	900	669	918	37	96	556	1,587		
COGS (Incl. depreciation)	(786)	(1,019)	(1,226)	(1,259)	(1,386)	10	76	(1,352)	(2,645)	96	(5,341)
<b>Gross profit</b>	<b>18</b>	<b>403</b>	<b>518</b>	<b>431</b>	<b>623</b>	<b>45</b>	<b>3,436</b>	<b>(5)</b>	<b>1,053</b>	<b>22,590</b>	<b>2,814</b>
SG&A	(418)	(498)	(519)	(459)	(540)	18	29	(725)	(999)	38	(2,091)
<b>Operating profit</b>	<b>(401)</b>	<b>(95)</b>	<b>(1)</b>	<b>(28)</b>	<b>83</b>	<b>390</b>	<b>121</b>	<b>(729)</b>	<b>54</b>	<b>107</b>	<b>723</b>
Other income	27	12	76	10	10	0	(61)	72	21	(71)	165
- Interest income from JV								25	0		0
- Other income	27	12	76	10	10	0	(61)	47	21		165
Interest expense	(192)	(194)	(176)	(176)	(176)	0	(8)	(322)	(351)	9	(753)
<b>Pretax profit</b>	<b>(566)</b>	<b>(277)</b>	<b>(101)</b>	<b>(194)</b>	<b>(83)</b>	<b>57</b>	<b>85</b>	<b>(979)</b>	<b>(276)</b>	<b>72</b>	<b>136</b>
Income Tax	13	(12)	131	4	30	720	131	12	34	177	0
Associates	3	(1)	1	(9)	(9)	0	(363)	(3)	(18)	550	(19)
<b>Core profit</b>	<b>(549)</b>	<b>(291)</b>	<b>31</b>	<b>(199)</b>	<b>(62)</b>	<b>69</b>	<b>89</b>	<b>(970)</b>	<b>(261)</b>	<b>73</b>	<b>117</b>
Extraordinaries, GW & FX	(22)	9	(101)	(5)				88	(5)	n/a	0
Net unrealized (loss)/gain on FX	(30)	9	(7)	(5)				(23)	(5)	n/a	
Non-recurring items	8		(94)					111	0	n/a	
<b>Reported net profit</b>	<b>(571)</b>	<b>(282)</b>	<b>(70)</b>	<b>(204)</b>	<b>(62)</b>	<b>70</b>	<b>89</b>	<b>(882)</b>	<b>(266)</b>	<b>70</b>	<b>117</b>
Shares out (end Q, m)	3,664	3,664	3,664	3,664	3,664	0	0	3,664	3,664	0	3,664
<b>Core EPS</b>	<b>(0.15)</b>	<b>(0.08)</b>	<b>0.01</b>	<b>(0.05)</b>	<b>(0.02)</b>	<b>69</b>	<b>89</b>	<b>(0.3)</b>	<b>(0.1)</b>	<b>73</b>	<b>0.03</b>
<b>EPS</b>	<b>(0.16)</b>	<b>(0.08)</b>	<b>(0.02)</b>	<b>(0.06)</b>	<b>(0.02)</b>	<b>70</b>	<b>89</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>70</b>	<b>0.03</b>
COGS (Excl. depreciation)	(446)	(681)	(961)	(971)	(1,098)	13	146	(765)	(2,068)	170	(4,128)
Depreciation	(340)	(337)	(265)	(288)	(288)	0	(15)	(587)	(576)	(2)	(1,213)
EBITDA	(31)	253	341	261	372	43	1,294	(73)	633	971	2,083
<b>Key ratios</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(ppt)</b>	<b>(ppt)</b>	<b>(%)</b>	<b>(%)</b>	<b>(ppt)</b>	<b>(%)</b>
Gross margin	2	28	30	25	31	6	29	(0)	28	29	35
SG&A/Revenue	52	35	30	27	27	(0)	(25)	54	27	(27)	26
EBITDA margin	(4)	18	20	15	19	3	22	(5)	17	22	26
Net profit margin	(71)	(20)	(4)	(12)	(3)	9	68	(66)	(7)	58	1
<b>Operating stats</b>											
<b>Self-Managed Hotels</b>											
OCC (%)	12.6	14.2	30.4	37.7	50.0						
ADR (THB)	2,949	2,440	4,268	5,708	4,400						
RevPAR (THB)	372	346	1,298	2,152	2,200						
<b>Outrigger Hotels</b>											
OCC (%)	5.9	6.5	31.2	32.7	64.0						
ADR (THB)	2,383	1,900	6,760	6,965	6,810						
RevPAR (THB)	141	1,128	2,111	2,275	4,358						
<b>Project Crossroads Hotels</b>											
OCC (%)	44.4	56.7	63.1	74.3	65.0						
ADR (THB)	8,088	9,954	13,944	14,843	12,336						
RevPAR (THB)	3,589	5,640	8,796	11,028	8,018						
<b>UK Hotels</b>											
OCC (%)	34.4	67.9	57.4	46.2	61.0						
ADR (THB)	2,837	3,664	3,511	3,065	3,453						
RevPAR (THB)	977	2,489	2,015	1,415	2,106						

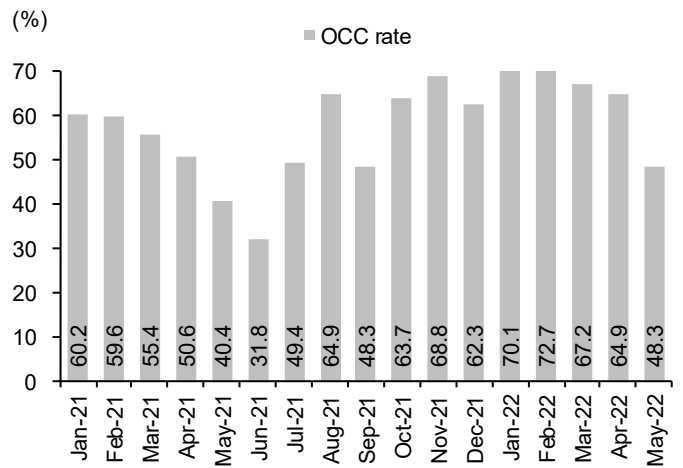
Sources: SHR; FSSIA estimates

**Exhibit 2: Maldives industry – tourist arrivals**



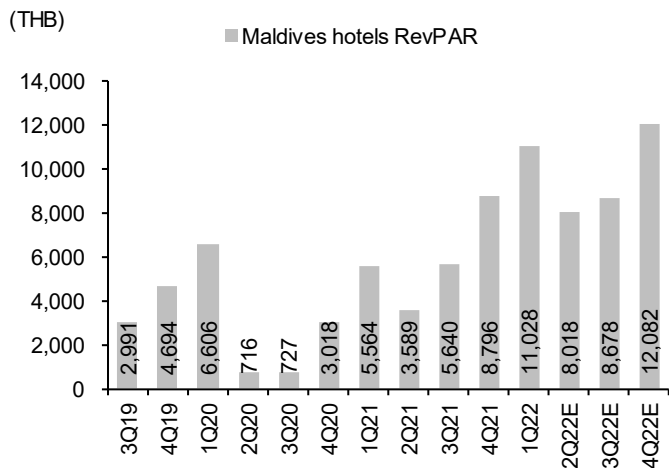
Sources: Ministry of Tourism, Republic of Maldives

**Exhibit 3: Maldives industry – average OCC rate of Maldives hotels**



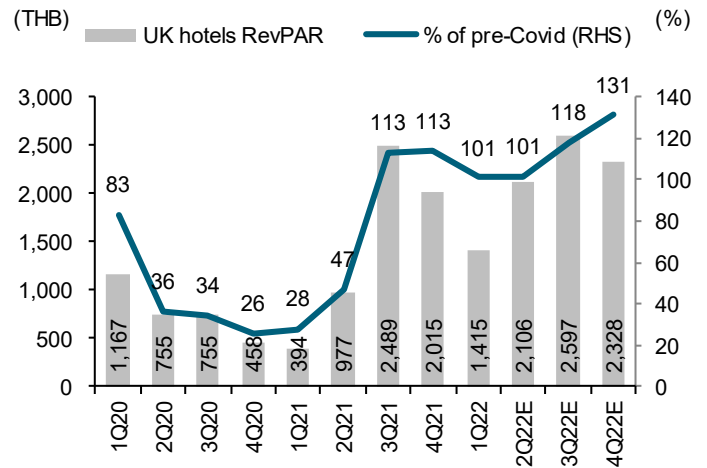
Sources: Ministry of Tourism, Republic of Maldives

**Exhibit 4: SHR's Crossroads (Maldives) hotels RevPAR**



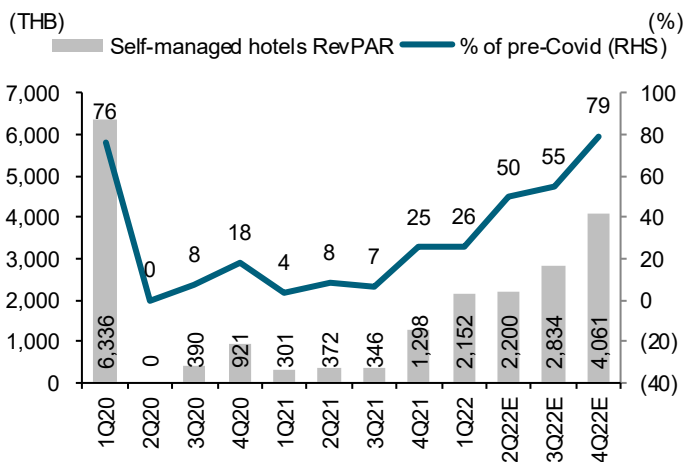
Sources: SHR; FSSIA estimates

**Exhibit 5: SHR's UK hotels RevPAR**



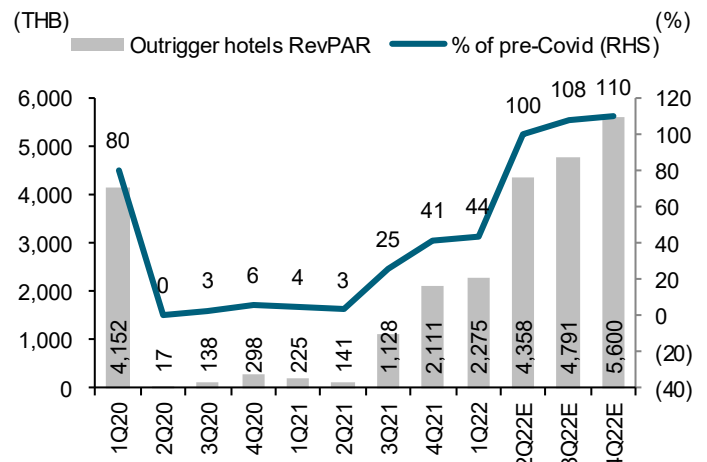
Sources: SHR; FSSIA estimates

**Exhibit 6: SHR's self-managed (Thailand) hotels RevPAR**



Sources: SHR; FSSIA estimates

**Exhibit 7: Outrigger (Mauritius, Fiji) hotels RevPAR**



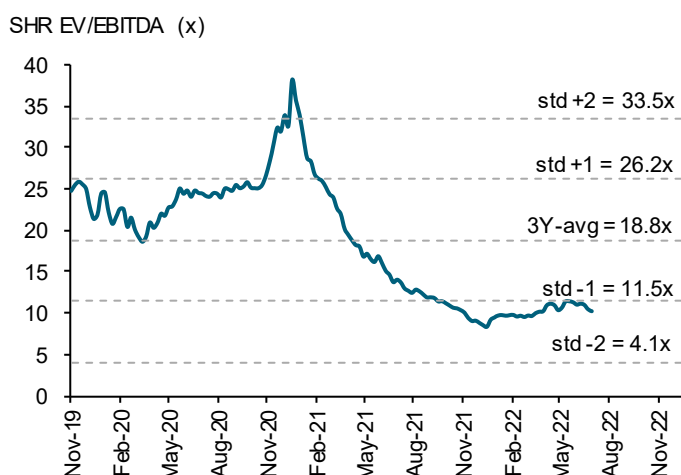
Sources: SHR; FSSIA estimates

## Exhibit 8: Peers comparison as of 18 Jul-22

Company	BBG	Rec	Share price			Market Cap (USD m)	PE		ROE		PBV		EV/EBITDA	
			Current (LCY)	Target (LCY)	Upside (%)		22E (x)	23E (x)	22E (%)	23E (%)	22E (x)	23E (x)	22E (x)	23E (x)
<b>Thailand</b>														
Asset World Corp	AWC TB	BUY	4.94	6.00	21	4,317	541.4	75.8	0.4	2.6	2.0	1.9	68.6	35.2
Minor International	MINT TB	BUY	33.00	45.00	36	4,738	65.9	27.8	4.2	10.0	2.4	2.8	12.8	11.0
Central Plaza Hotel	CENTEL TB	BUY	40.50	49.00	21	1,493	92.4	26.5	3.2	10.5	2.9	2.7	17.4	11.7
Erawan Group	ERW TB	BUY	3.60	4.50	25	445	(25.0)	40.0	(11.5)	7.3	3.0	2.8	46.5	14.6
S Hotels & Resorts	SHR TB	BUY	3.88	5.20	34	381	119.6	27.2	0.7	3.2	0.9	0.8	13.5	9.6
Dusit Thani	DUSIT TB	BUY	11.20	18.00	61	260	(14.2)	87.7	(22.3)	3.9	3.5	3.3	161.5	31.9
<b>Thailand average</b>						<b>11,634</b>	<b>130.0</b>	<b>47.5</b>	<b>(4.2)</b>	<b>6.3</b>	<b>2.5</b>	<b>2.4</b>	<b>53.4</b>	<b>19.0</b>
<b>Regional*</b>														
Btg Hotels Group	600258 CH	n/a	21.95	n/a	n/a	3,624	91.6	26.0	1.6	7.6	2.2	2.0	25.2	13.8
Sh Jinjiang Intl Hotels	900934 CH	n/a	1.94	n/a	n/a	8,748	29.0	7.9	2.9	9.7	0.8	0.8	37.0	19.6
Huangshan Tourism Develop	900942 CH	n/a	0.75	n/a	n/a	974	35.5	12.7	0.9	6.4	0.9	0.8	24.4	9.4
Genting Bhd	GENT MK	n/a	4.58	n/a	n/a	3,916	18.3	11.1	2.7	4.3	0.5	0.5	8.1	6.8
Greentree Hospitality	GHG US	n/a	4.07	n/a	n/a	419	14.2	8.1	9.8	14.9	1.2	1.0	7.5	4.3
Huazhu Group	HTHT US	n/a	39.51	n/a	n/a	12,715	1,057.3	43.7	0.3	16.9	7.5	6.4	63.3	19.7
Indian Hotels	IH IN	n/a	250.95	n/a	n/a	4,454	n/a	57.7	(4.5)	8.3	6.0	4.7	70.9	29.0
Lemon Tree Hotels	LEMONTRE IN	n/a	64.30	n/a	n/a	637	n/a	72.2	(6.2)	6.2	5.9	5.8	48.4	21.4
Lippo Karawaci	LPKR IJ	n/a	101.00	n/a	n/a	478	n/a	47.8	(0.4)	0.7	0.4	0.4	9.9	8.5
<b>Regional average</b>						<b>35,965</b>	<b>207.7</b>	<b>31.9</b>	<b>0.8</b>	<b>8.3</b>	<b>2.8</b>	<b>2.5</b>	<b>32.7</b>	<b>14.7</b>
<b>Overall average</b>						<b>47,599</b>	<b>168.8</b>	<b>38.1</b>	<b>(1.2)</b>	<b>7.5</b>	<b>2.7</b>	<b>2.5</b>	<b>41.0</b>	<b>16.4</b>

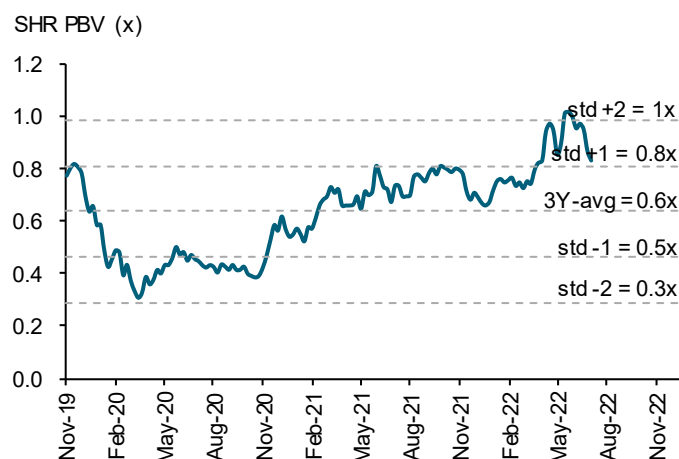
Sources: Bloomberg; FSSIA estimates

## Exhibit 9: Historical EV/EBITDA band



Sources: Bloomberg; FSSIA estimates

## Exhibit 10: Historical P/BV band



Sources: Bloomberg; FSSIA estimates

## Financial Statements

### S Hotels and Resorts

Profit and Loss (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Revenue	1,563	4,512	8,155	9,598	10,196
Cost of goods sold	(683)	(2,407)	(4,128)	(4,706)	(4,961)
<b>Gross profit</b>	<b>880</b>	<b>2,105</b>	<b>4,027</b>	<b>4,892</b>	<b>5,235</b>
Other operating income	-	-	-	-	-
Operating costs	(1,480)	(1,742)	(2,091)	(2,383)	(2,479)
<b>Operating EBITDA</b>	<b>(600)</b>	<b>363</b>	<b>1,937</b>	<b>2,508</b>	<b>2,757</b>
Depreciation	(986)	(1,189)	(1,213)	(1,263)	(1,317)
Goodwill amortisation	-	-	-	-	-
<b>Operating EBIT</b>	<b>(1,586)</b>	<b>(826)</b>	<b>723</b>	<b>1,245</b>	<b>1,439</b>
Net financing costs	(377)	(693)	(753)	(714)	(675)
Associates	(172)	(3)	(19)	(50)	(22)
Recurring non-operating income	51	158	146	121	151
Non-recurring items	(462)	(5)	0	0	0
<b>Profit before tax</b>	<b>(2,374)</b>	<b>(1,366)</b>	<b>117</b>	<b>652</b>	<b>916</b>
Tax	4	131	0	(140)	(206)
<b>Profit after tax</b>	<b>(2,371)</b>	<b>(1,234)</b>	<b>117</b>	<b>512</b>	<b>709</b>
Minority interests	0	0	0	0	0
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
<b>Reported net profit</b>	<b>(2,371)</b>	<b>(1,234)</b>	<b>117</b>	<b>512</b>	<b>709</b>
<b>Non-recurring items &amp; goodwill (net)</b>	<b>462</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Recurring net profit</b>	<b>(1,908)</b>	<b>(1,229)</b>	<b>117</b>	<b>512</b>	<b>709</b>
<b>Per share (THB)</b>					
Recurring EPS *	(0.53)	(0.34)	0.03	0.14	0.20
Reported EPS	(0.66)	(0.34)	0.03	0.14	0.20
DPS	0.00	0.00	0.01	0.06	0.08
Diluted shares (used to calculate per share data)	3,594	3,594	3,594	3,594	3,594
<b>Growth</b>					
Revenue (%)	(59.1)	188.7	80.7	17.7	6.2
Operating EBITDA (%)	nm	nm	433.1	29.5	9.9
Operating EBIT (%)	nm	nm	nm	72.2	15.6
Recurring EPS (%)	nm	nm	nm	339.1	38.6
Reported EPS (%)	nm	nm	nm	339.1	38.6
<b>Operating performance</b>					
Gross margin inc. depreciation (%)	(6.7)	20.3	34.5	37.8	38.4
Gross margin of key business (%)	(6.7)	20.3	34.5	37.8	38.4
Operating EBITDA margin (%)	(38.4)	8.1	23.7	26.1	27.0
Operating EBIT margin (%)	(101.5)	(18.3)	8.9	13.0	14.1
Net margin (%)	(122.1)	(27.2)	1.4	5.3	7.0
Effective tax rate (%)	0.2	9.7	20.0	20.0	22.0
Dividend payout on recurring profit (%)	-	-	40.0	40.0	40.0
Interest cover (X)	(4.1)	(1.0)	1.2	1.9	2.4
Inventory days	127.9	28.3	23.7	28.1	29.2
Debtor days	39.7	17.8	17.3	14.7	13.9
Creditor days	615.3	168.5	229.3	310.1	335.9
Operating ROIC (%)	(7.9)	(2.9)	2.0	3.8	4.5
ROIC (%)	(6.6)	(2.1)	2.2	3.8	4.5
ROE (%)	(11.4)	(7.8)	0.7	3.2	4.3
ROA (%)	(5.4)	(1.9)	1.9	2.8	3.2
* Pre-exceptional, pre-goodwill and fully diluted					
<b>Revenue by Division (THB m)</b>					
Self-managed	329	234	1,037	1,671	1,768
Outrigger	607	205	1,157	1,471	1,558
Crossroads Ph1 (Maldives hotels)	627	1,627	2,374	2,453	2,587
UK	0	2,446	3,587	4,003	4,283

Sources: S Hotels and Resorts; FSSIA estimates

## Financial Statements

### S Hotels and Resorts

Cash Flow (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Recurring net profit	(1,908)	(1,229)	117	512	709
Depreciation	986	1,189	1,213	1,263	1,317
Associates & minorities	-	-	-	-	-
Other non-cash items	(497)	(190)	(6)	(6)	(6)
Change in working capital	(1,357)	(750)	3,231	748	179
<b>Cash flow from operations</b>	<b>(2,776)</b>	<b>(981)</b>	<b>4,555</b>	<b>2,517</b>	<b>2,200</b>
Capex - maintenance	(116)	(11,050)	(483)	(570)	(606)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(186)	1,555	0	0	0
Other investments (net)	-	-	-	-	-
<b>Cash flow from investing</b>	<b>(302)</b>	<b>(9,495)</b>	<b>(483)</b>	<b>(570)</b>	<b>(606)</b>
Dividends paid	0	0	0	(47)	(205)
Equity finance	26	13	(44)	0	0
Debt finance	1,769	8,476	(900)	(900)	(900)
Other financing cash flows	29	1,408	0	0	0
<b>Cash flow from financing</b>	<b>1,824</b>	<b>9,897</b>	<b>(944)</b>	<b>(947)</b>	<b>(1,105)</b>
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
<b>Net other adjustments</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Movement in cash</b>	<b>(1,255)</b>	<b>(579)</b>	<b>3,128</b>	<b>1,000</b>	<b>489</b>
Free cash flow to firm (FCFF)	(2,701.00)	(9,783.45)	4,824.41	2,660.64	2,269.20
Free cash flow to equity (FCFE)	(1,280.72)	(591.92)	3,171.83	1,046.75	694.02

#### Per share (THB)

FCFF per share	(0.75)	(2.72)	1.34	0.74	0.63
FCFE per share	(0.36)	(0.16)	0.88	0.29	0.19
Recurring cash flow per share	(0.39)	(0.06)	0.37	0.49	0.56

Balance Sheet (THB m) Year Ending Dec	2020	2021	2022E	2023E	2024E
Tangible fixed assets (gross)	25,004	36,405	36,894	37,470	38,082
Less: Accumulated depreciation	(4,910)	(6,444)	(7,657)	(8,920)	(10,238)
<b>Tangible fixed assets (net)</b>	<b>20,093</b>	<b>29,961</b>	<b>29,237</b>	<b>28,550</b>	<b>27,844</b>
<b>Intangible fixed assets (net)</b>	<b>1,023</b>	<b>1,641</b>	<b>1,641</b>	<b>1,641</b>	<b>1,641</b>
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	1,982	427	427	427	427
Cash & equivalents	2,493	1,914	5,042	6,042	6,531
A/C receivable	52	387	387	387	387
Inventories	176	198	339	387	408
Other current assets	918	2,224	941	1,107	1,176
<b>Current assets</b>	<b>3,638</b>	<b>4,723</b>	<b>6,709</b>	<b>7,923</b>	<b>8,503</b>
Other assets	381	463	463	463	463
<b>Total assets</b>	<b>27,117</b>	<b>37,214</b>	<b>38,476</b>	<b>39,003</b>	<b>38,877</b>
Common equity	15,676	15,882	15,955	16,420	16,924
Minorities etc.	0	0	0	0	0
<b>Total shareholders' equity</b>	<b>15,676</b>	<b>15,882</b>	<b>15,955</b>	<b>16,420</b>	<b>16,924</b>
Long term debt	9,487	18,092	17,192	16,292	15,392
Other long-term liabilities	890	1,392	1,392	1,392	1,392
<b>Long-term liabilities</b>	<b>10,377</b>	<b>19,485</b>	<b>18,585</b>	<b>17,685</b>	<b>16,785</b>
A/C payable	587	1,635	3,552	4,445	4,686
Short term debt	130	0	0	0	0
Other current liabilities	347	213	385	453	482
<b>Current liabilities</b>	<b>1,064</b>	<b>1,848</b>	<b>3,937</b>	<b>4,899</b>	<b>5,168</b>
<b>Total liabilities and shareholders' equity</b>	<b>27,117</b>	<b>37,214</b>	<b>38,476</b>	<b>39,003</b>	<b>38,877</b>
Net working capital	211	961	(2,270)	(3,018)	(3,197)
Invested capital	23,690	33,453	29,497	28,062	27,178

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

#### Per share (THB)

Book value per share	4.36	4.42	4.44	4.57	4.71
Tangible book value per share	4.08	3.96	3.98	4.11	4.25

#### Financial strength

Net debt/equity (%)	45.4	101.9	76.2	62.4	52.4
Net debt/total assets (%)	26.3	43.5	31.6	26.3	22.8
Current ratio (x)	3.4	2.6	1.7	1.6	1.6
CF interest cover (x)	(2.4)	0.1	5.2	2.5	2.0

Valuation	2020	2021	2022E	2023E	2024E
<b>Recurring P/E (x) *</b>	<b>(7.3)</b>	<b>(11.3)</b>	<b>119.6</b>	<b>27.2</b>	<b>19.7</b>
<b>Recurring P/E @ target price (x) *</b>	<b>(9.8)</b>	<b>(15.2)</b>	<b>160.3</b>	<b>36.5</b>	<b>26.3</b>
Reported P/E (x)	(5.9)	(11.3)	119.6	27.2	19.7
Dividend yield (%)	-	-	0.3	1.5	2.0
Price/book (x)	0.9	0.9	0.9	0.8	0.8
Price/tangible book (x)	1.0	1.0	1.0	0.9	0.9
EV/EBITDA (x) **	(35.1)	82.9	13.5	9.6	8.3
EV/EBITDA @ target price (x) **	(43.0)	96.0	15.9	11.5	10.0
EV/invested capital (x)	0.9	0.9	0.9	0.9	0.8

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

Sources: S Hotels and Resorts; FSSIA estimates

## Corporate Governance report of Thai listed companies 2021

EXCELLENT LEVEL – Score range 90-100										
AAV	BCPG	CPALL	GCAP	K	MSC	PLANET	SAMART	SPI	THRE	TVD
ADVANC	BDMS	CPF	GFPT	KBANK	MST	PLAT	SAMTEL	SPRC	THREL	TVI
AF	BEM	CPI	GGC	KCE	MTC	PORT	SAT	SPVI	TIPCO	TVO
AH	BGC	CPN	GLAND	KKP	MVP	PPS	SC	SSSC	TISCO	TWPC
AIRA	BGRIM	CRC	GLOBAL	KSL	NCL	PR9	SCB	SST	TK	U
AKP	BIZ	CSS	GPI	KTB	NEP	PREB	SCC	STA	TKT	UAC
AKR	BKI	DDD	GPSC	KTC	NER	PRG	SCCC	STEC	TMT	UBIS
ALT	BOL	DELTA	GRAMMY	LALIN	NKI	PRM	SCG	STI	TNDT	UV
AMA	BPP	DEMCO	GULF	LANNA	NOBLE	PROUD	SCGP	SUN	TNITY	VGI
AMATA	BRR	DRT	GUNKUL	LH	NSI	DRS	SCM	SUSCO	TOA	VIH
AMATAV	BTS	DTAC	HANA	LHFG	NVD	PSL	SDC	SUTHA	TOP	WACOAL
ANAN	BTW	DUSIT	HARN	LIT	NWR	PTG	SEAFECO	SVI	TPBI	WAVE
AOT	BWG	EA	HMPRO	LPN	NYT	PTT	SEAOIL	SYMC	TQM	WHA
AP	CENTEL	EASTW	ICC	MACO	OISHI	PTTEP	SE-ED	SYNTEC	TRC	WHAUP
ARIP	CFRESH	ECF	ICHI	MAJOR	OR	PTTGC	SELIC	TACC	TRU	WICE
ARROW	CHEWA	ECL	III	MAKRO	ORI	PYLON	SENA	TASCO	TRUE	WINNER
ASP	CHO	EE	ILINK	MALEE	OSP	Q-CON	SHR	TCAP	TSC	ZEN
AUCT	CIMBT	EGCO	ILM	MBK	OTO	QH	SIRI	TEAMG	TSR	
AWC	CK	EPG	INTUCH	MC	PAP	QTC	SIS	TFMAMA	TSTE	
AYUD	CKP	ETC	IP	MCOT	PCSGH	RATCH	SITHAI	TGH	TSTH	
BAFS	CM	FPI	IRPC	METCO	PDG	RS	SMK	THANA	TTA	
BANPU	CNT	FPT	ITEL	MFEC	PDJ	S	SMPC	THANI	TTB	
BAY	COM7	FSMART	IVL	MINT	PG	S & J	SNC	THCOM	TTCL	
BBL	COMAN	GBX	JSP	MONO	PHOL	SAAM	SONIC	THG	TTW	
BCP	COTTO	GC	JWD	MOONG	PLANB	SABINA	SPALI	THIP	TU	
VERY GOOD LEVEL – Score range 80-89										
2S	ASIMAR	CHOW	FLOYD	IT	LOXLEY	OCC	RPC	SKY	TCC	TVT
7UP	ASK	CI	FN	ITD	LRH	OGC	RT	SLP	TCMC	TWP
ABICO	ASN	CIG	FNS	J	LST	PATO	RWI	SMIT	TEAM	UEC
ABM	ATP30	CMC	FORTH	JAS	M	PB	S11	SMT	TFG	UMI
ACE	B	COLOR	FSS	JCK	MATCH	PICO	SA	SNP	TFI	UOBKH
ACG	BA	CPL	FTE	JCKH	MBAX	PIMO	SAK	SO	TIGER	UP
ADB	BAM	CPW	FVC	JMART	MEGA	PJW	SALEE	SORKON	TITLE	UPF
AEONTS	BC	CRD	GEL	JMT	META	PL	SAMCO	SPA	TKN	UPOIC
AGE	BCH	CSC	GENCO	KBS	MFC	PM	SANKO	SPC	TKS	UTP
AHC	BEC	CSP	GJS	KCAR	MGT	PMTA	SAPPE	SPCG	TM	VCOM
AIT	BEYOND	CWT	GYT	KEX	MICRO	PPP	SAWAD	SR	TMC	VL
ALL	BFIT	DCC	HEMP	KGI	MILL	PPPM	SCI	SRICHA	TMD	VPO
ALLA	BJC	DCON	HPT	KIAT	MTSIB	PRIME	SCN	SSC	TMI	VRANDA
ALUCON	BJCHI	DHOUSE	HTC	KISS	MK	PRIN	SCP	SSF	TMILL	WGE
AMANAH	BLA	DOD	HYDRO	KOOL	MODERN	PRINC	SE	STANLY	TNL	WIK
AMARIN	BR	DOHOME	ICN	KTIS	MTI	PSG	SFLEX	STGT	TNP	WP
APCO	BROOK	DV8	IFS	KUMWEL	NBC	PSTC	SFP	STOWER	TOG	XO
APCS	CBG	EASON	IMH	KUN	NCAP	PT	SFT	STPI	TPA	XPG
APURE	CEN	EFORL	IND	KWC	NCH	QLT	SGF	SUC	TPAC	YUASA
AQUA	CGH	ERW	INET	KWM	NETBAY	RBF	SIAM	SWC	TPCS	
ASAP	CHARAN	ESSO	INSET	L&E	NEX	RCL	SINGER	SYNEX	TPS	
ASEFA	CHAYO	ESTAR	INSURE	LDC	NINE	RICHY	SKE	TAE	TRITN	
ASIA	CHG	ETE	IRC	LEO	NRF	RML	SKN	TAKUNI	TRT	
ASIAN	CHOTI	FE	IRCP	LHK	NTV	ROJNA	SKR	TBSP	TSE	
GOOD LEVEL – Score range 70-79										
A	BGT	CITY	GIFT	JTS	MDX	PK	SGP	SUPER	TQR	YGG
AI	BH	CMAN	GLOCON	JUBILE	MJD	PLE	SICT	SVOA	TTI	ZIGA
AIE	BIG	CMO	GREEN	KASET	MORE	PPM	SIMAT	TC	TYCN	
AJ	BLAND	CMR	GSC	KCM	MUD	PRAKIT	SISB	TCCC	UKEM	
ALPHAX	BM	CPT	GTB	KK	NC	PRAPAT	SK	THMUI	UMS	
AMC	BROCK	CRANE	HTECH	KKC	NDR	PRECHA	SMART	TNH	UNIQ	
APP	BSBM	CSR	HUMAN	KWI	NFC	PTL	SOLAR	TNR	UPA	
AQ	BSM	D	IHL	KYE	NNCL	RJH	SPACK	TOPP	UREKA	
ARIN	BTNC	EKH	IIG	LEE	NOVA	RP	SPG	TPCH	VIBHA	
AS	BYD	EMC	INGRS	LPH	NPK	RPH	SQ	TPIPL	W	
AU	CAZ	EP	INOX	MATI	NUSA	RSP	SSP	TIPIP	WIN	
B52	CCP	F&D	JAK	M-CHAI	PAF	SABUY	STARK	TPLAS	WORK	
BEAUTY	CGD	FMT	JR	MCS	PF	SF	STC	TPOLY	WPH	

**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

Sources: Thai Institute of Directors Association (IOD); FSSIA's compilation; data as of 26 October 2021



## Anti-corruption Progress Indicator

CERTIFIED										
2S	BCH	CPALL	GC	K	MFC	PE	QLT	SNP	THCOM	TU
7UP	BCP	CPF	GCAP	KASET	MFEC	PG	QTC	SORKON	THIP	TVD
ADVANC	BCPG	CPI	GEL	KBANK	MILL	PHOL	RATCH	SPACK	THRE	TVI
AF	BE8	CPN	GFPT	KBS	MINT	PK	RML	SPALI	THREL	TVO
AI	BEYOND	CSC	GGC	KCAR	MONO	PL	RWI	SPC	TIDLOR	TWPC
AIE	BGC	DCC	GJS	KCE	MOONG	PLANB	S & J	SPI	TIPCO	U
AIRA	BGRIM	DELTA	GPI	KGI	MSC	PLANET	SAAM	SPRC	TISCO	UBE
AKP	BJCHI	DEMCO	GPSC	KKP	MST	PLAT	SABINA	SRICHA	TKS	UBIS
ALPHAX	BKI	DIMET	GSTEEL	KSL	MTC	PM	SAPPE	SSF	TKT	UEC
AMA	BLA	DRT	GUNKUL	KTB	MTI	PPP	SAT	SSP	TMD	UKEM
AMANAHA	BPP	DTAC	HANA	KTC	NBC	PPPM	SC	SSSC	TMILL	UOBKH
AMATA	BROOK	DUSIT	HARN	KWC	NEP	PPS	SCB	SST	TMT	UPF
AMATAV	BRR	EA	HEMP	KWI	NINE	PR9	SCC	STA	TNITY	UV
AP	BSBM	EASTW	HENG	L&E	NKI	PREB	SCCC	STOWER	TNL	VGI
APCS	BTS	ECL	HMPRO	LANNA	NMG	PRG	SCG	SUSCO	TNP	VIH
AQUA	BWG	EGCO	HTC	LH	NNCL	PRINC	SCN	SVI	TNR	WACOAL
ARROW	CEN	EP	ICC	LHFG	NOBLE	PRM	SEAOIL	SYMC	TOG	WHA
AS	CENTEL	EPG	ICHI	LHK	NOK	PROS	SE-ED	SYNTEC	TOP	WHAUP
ASIAN	CFRESH	ERW	IFEC	LPN	NSI	PSH	SELIC	TAE	TOPP	WICE
ASK	CGH	ESTAR	IFS	LRH	NWR	PSL	SENA	TAKUNI	TPA	WIIK
ASP	CHEWA	ETE	ILINK	M	OCC	PSTC	SGP	TASCO	TPP	XO
AWC	CHOTI	FE	INET	MAKRO	OGC	PT	SINGER	TBSP	TRU	ZEN
AYUD	CHOW	FNS	INSURE	MALEE	ORI	PTG	SIRI	TCAP	TRUE	
B	CIG	FPI	INTUCH	MATCH	PAP	PTT	SITHAI	TCMC	TSC	
BAFS	CIMBT	FPT	IRC	MBAX	PATO	PTTEP	SKR	TFG	TSTE	
BAM	CM	FSMART	IRPC	MBK	PB	PTTGC	SMIT	TFI	TSTH	
BANPU	CMC	FSS	ITEL	MC	PCSGH	PYLON	SMK	TFMAMA	TTA	
BAY	COM7	FTE	IVL	MCOT	PDG	Q-CON	SMPC	TGH	TTB	
BBL	COTTO	GBX	JKN	META	PDJ	QH	SNC	THANI	TTCL	
DECLARED										
AJ	CHG	DDD	ETC	JR	MAJOR	NUSA	RS	SSS	TQM	YUASA
ALT	CPL	DHOUSE	FLOYD	JTS	NCAP	NYT	SAK	STECH	TSI	ZIGA
APCO	CPR	DOHOME	GULF	KEX	NCL	OR	SCGP	STGT	VARO	
B52	CPW	ECF	III	KUMWEL	NOVA	PIMO	SCM	TKN	VCOM	
BEC	CRC	EKH	INOX	LDC	NRF	PLE	SIS	TMI	VIBHA	

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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Note: Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of 26 October 2021) are categorised into: 1) companies that have declared their intention to join CAC, and; 2) companies certified by CAC.

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

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### ANALYST(S) CERTIFICATION

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

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Company	Ticker	Price	Rating	Valuation & Risks
S Hotels and Resorts	SHR TB	THB 3.88	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.
Asset World Corp	AWC TB	THB 4.94	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.
Minor International	MINT TB	THB 33.00	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.
Central Plaza Hotel	CENTEL TB	THB 40.50	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.
The Erawan Group	ERW TB	THB 3.60	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.
Dusit Thani	DUSIT TB	THB 11.20	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 Finasia Syrus Securities Public Company Limited

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All share prices are as at market close on 18-Jul-2022 unless otherwise stated.

## RECOMMENDATION STRUCTURE

### Stock ratings

Stock ratings are based on absolute upside or downside, which we define as  $(\text{target price}^* - \text{current price}) / \text{current price}$ .

**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.