

S HOTELS AND RESORTS

SHR TB

THAILAND / TOURISM & LEISURE

BUY

UNCHANGED

Bottom likely in 2Q23

- Expect 2Q23 earnings to drop q-q on the low season for Thai and Maldives hotels, and the temporary closure of a Mauritius hotel.
- UK hotels should turn profitable in 2Q23 and peak in 3Q23. SHR plans to renovate some hotels to boost ADR over 2023-25.
- Maintain BUY with a lower DCF-TP of THB5.2/shr.

TARGET PRICE	THB5.20
CLOSE	THB3.34
UP/DOWNSIDE	+55.7%
PRIOR TP	THB5.30
CHANGE IN TP	-1.9%
TP vs CONSENSUS	-5.5%

KEY STOCK DATA

YE Dec (THB m)	2022	2023E	2024E	2025E
Revenue	8,693	10,202	11,118	11,542
Net profit	14	401	677	779
EPS (THB)	0.00	0.11	0.19	0.22
vs Consensus (%)	-	(10.6)	4.4	(9.5)
EBITDA	1,859	2,572	2,841	2,983
Core net profit	(39)	401	677	779
Core EPS (THB)	(0.01)	0.11	0.19	0.22
Chg. In EPS est. (%)	nm	(12.6)	0.0	0.0
EPS growth (%)	nm	nm	68.9	15.1
Core P/E (x)	(308.4)	29.9	17.7	15.4
Dividend yield (%)	-	1.3	2.3	2.6
EV/EBITDA (x)	14.1	8.6	7.3	6.6
Price/book (x)	0.7	0.7	0.7	0.7
Net debt/Equity (%)	88.6	62.5	52.4	43.9
ROE (%)	(0.2)	2.5	4.1	4.5

Strong RevPAR growth to accelerate in 2H23

We attended SHR's analyst meeting on 25 May. Management is maintaining their revenue target of THB10.0b in 2023, despite Outrigger Mauritius Beach Resort having to temporarily close for 5-6 months (Apr to Aug) to repair the water system. 1Q23 RevPAR exceeded the pre-Covid level by 51%, translating into a strong core profit of THB142m in 1Q23. Although SHR has entered the low season for the Thai and Maldives portfolios, SHR still expects RevPAR to exceed pre-Covid by 37% in 2Q23, and it should accelerate to 45-50% above pre-Covid in 2H23.

Expect UK hotels to turn profitable in 2Q23

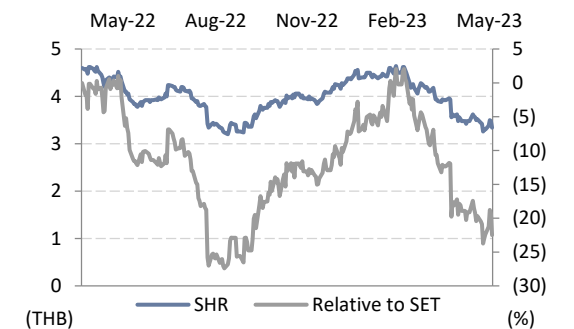
The UK portfolio, which was the main drag in 1Q23 with a loss of THB111m, should turn around in 2Q23 after entering the high season. Operating stats are promising with a higher OCC rate at 72% and an ADR of GBP84 in April (vs 68% and GBP76 in 1Q23). The UK portfolio's profit should peak in 3Q23. RevPAR of Maldives and Thai hotels fell by 14% and 21% in April (vs 1Q23) on the low season. We still believe Thai and Maldives hotels should post profits despite the 2Q23 low season.

Plan to renovate 16 hotels to improve ADR by 10-25%

SHR plans to renovate and uplift 16 hotels (13 in the UK, two in Thailand and one in Fiji) during 2023-25, with total capex of THB1.6b-1.7b. This should improve ADR by 10-25% for those hotels. After completing the renovation program, the EBITDA margin of the UK portfolio should improve to more than 25% (vs 16% in 2022). The EBITDA margin of Thai hotels and Outrigger hotels should improve to more than 40% and 30-35%, respectively. This should support the overall EBITDA margin to reach SHR's long-term goal of 30%, which would provide an upside to our forecast as we assume an EBITDA margin of 26-27% over 2024-25.

Revise down 2023E core profit

We revise down our 2023 core profit forecast by 13% due to the six-month closure of its Mauritius hotel, for which SHR has guided a fixed cost of cTHB10m/month. We maintain our 2024-25 forecasts and derive a new DCF-TP of THB5.2/shr. Its weak share price has reflected the negative news. SHR trades at an attractive valuation of 0.7x 2024E P/BV and 18x 2024E P/E (vs peers' average of 2.0x and 30x).



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(4.0)	(27.4)	(22.3)
Relative to country (%)	(3.5)	(22.7)	(17.4)
Mkt cap (USD m)	347		
3m avg. daily turnover (USD m)	1.5		
Free float (%)	38		
Major shareholder	S Hotels and Resorts Inter (49%)		
12m high/low (THB)	4.90/3.20		
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 been below the IPO price since then, mainly due to operating losses from two hotels in the Crossroads Maldives project and the impact of the Covid-19 pandemic.

SHR has successfully turned its operations around since 3Q22. We think this momentum should continue in 2023 with its Thai hotels and Maldives hotels benefiting from strong tourist arrivals of 25m-30m for Thailand (vs 40m in 2019) and 2.0m in 2023 for the Maldives (vs 1.7m in 2019). Its EBITDA margin should continue to improve to 30%, which is its long-term target by 2025.

SHR's share price is attractive as it trades at a lower P/BV compared to its peers and it has a potential upside from M&A deals, given its strong balance sheet with only 0.8x IBD/E as of 2022.

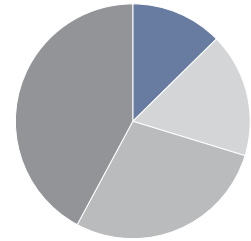
Company profile

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

www.shotelsresorts.com

Principal activities (revenue, 2022)

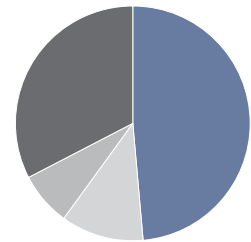
- Self-managed - 12.6 %
- Outrigger - 17.1 %
- Crossroads Ph1 (Maldives hotels) - 28.1 %
- UK - 42.1 %



Source: S Hotels and Resorts

Major shareholders

- S Hotels and Resorts Inter - 48.6 %
- S Hotels and Resorts (SG) - 11.4 %
- Thai NVDR - 7.4 %
- Others - 32.6 %



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 2023	2Q23 results announcement

Key assumptions

	2023E (%)	2024E (%)	2025E (%)
Self-Managed - Number of rooms (no.)	604	604	604
Self-Managed - Occupancy rate (OCC)	72.0	72.5	73.0
Self-Managed - RevPAR growth	56.2	3.7	3.7
Project Crossroads - Number of rooms (no.)	376	376	376
Project Crossroads - Occupancy rate (OCC)	71.0	72.0	73.0
Project Crossroads - RevPAR growth	19.7	4.5	4.4
UK - Number of rooms (no.)	2,740	2,740	2,740
UK - Occupancy rate (OCC)	72.0	72.5	73.0
UK - RevPAR growth	27.1	5.7	3.7

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

Recap: 1Q23 result review

SHR reported a 1Q23 core profit of THB142m, in line with our estimate. Including a THB17m FX loss, 1Q23 net profit was THB125m.

1Q23 revenue dropped by 1% q-q. The strong performance of Thai and Maldives hotels was offset by the weak RevPAR of UK hotels due to seasonal factors. RevPAR of Thai hotels jumped by 61% q-q and exceeded the pre-Covid level by 4%. RevPAR of Maldives hotels grew by 2% q-q. RevPAR of UK hotels fell by 4% q-q due to seasonality, but still exceeded pre-Covid by 46%. RevPAR of Outrigger hotels fell by 35% q-q due to the renovation program in Outrigger Fiji Beach Resort.

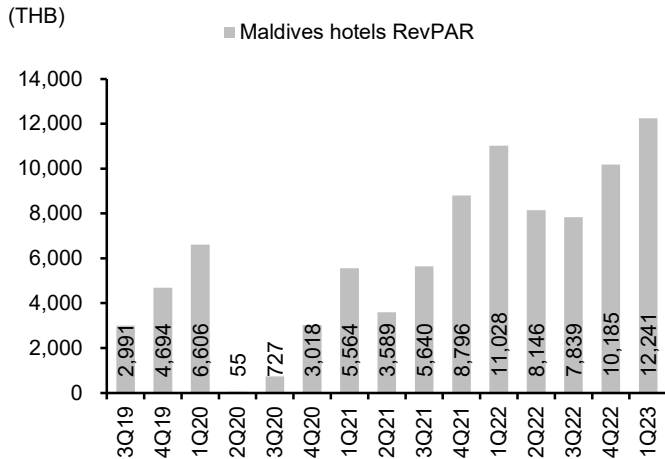
The EBITDA margin was flat q-q at 26% in 1Q23. Note that in this quarter, Thai and Maldives portfolios booked positive EBT, while UK and Outrigger booked negative EBT.

Exhibit 1: 1Q23 results review

	1Q22	2Q22	3Q22	4Q22	1Q23	Change		2023E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)
Sales	1,690	2,071	2,362	2,570	2,544	(1)	51	10,202
- Self-Managed Hotels	184	208	272	434	642	48	249	
- Outrigger Hotels	182	365	465	474	302	(36)	65	
- Project Crossroads Hotels	655	562	552	676	815	21	25	
- UK	669	936	1,073	986	785	(20)	17	
COGS (Incl. depreciation)	(1,259)	(1,427)	(1,528)	(1,593)	(1,605)	1	27	(6,386)
Gross Profit	431	644	834	976	939	(4)	118	3,816
SG&A	(459)	(550)	(553)	(600)	(576)	(4)	25	(2,434)
Operating Profit	(28)	94	280	376	363	(3)	1,375	1,382
Other income	10	23	67	15	32	112	212	97
- Interest income from JV								0
- Other income	10	23	67	15	32	112	212	97
Interest expense	(176)	(193)	(233)	(241)	(248)	3	41	(949)
Pretax profit	(194)	(76)	115	150	148	(2)	176	530
Income Tax	4	(30)	35	(21)	(1)	(94)	(137)	(80)
Associates	(9)	(5)	(3)	(4)	(4)	(3)	(52)	(50)
Minority interest	0	0	0	0	0			0
Core profit	(199)	(111)	146	125	142	14	171	401
Extraordinaries, GW & FX	(5)	14	62	(17)	(17)			0
Net unrealized (loss)/gain on FX	(5)	14	24	(17)	(17)			0
Non-recurring items			38					
Reported net profit	(204)	(97)	207	108	125	16	161	401
Shares out (end Q, m)	3,664	3,664	3,664	3,664	3,664	0	0	3,664
Core EPS	(0.05)	(0.03)	0.04	0.03	0.04	14	(171)	0.11
EPS	(0.06)	(0.03)	0.06	0.03	0.03	16	(161)	0.11
COGS (Excl. depreciation)	(971)	(1,160)	(1,258)	(1,302)	(1,327)	2	37	(5,196)
Depreciation	(288)	(267)	(270)	(291)	(277)	(5)	(4)	(1,190)
EBITDA	261	379	614	678	669	(1)	156	2,620
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)
Gross margin	25	31	35	38	37	1	11	37
SG&A/Revenue	27	27	23	23	23	1	(5)	24
EBITDA margin	15	18	26	26	26	0	11	26
Net profit margin	(12)	(5)	9	4	5	(1)	17	4
Operating stats								
Self-Managed Hotels								
OCC (%)	37.7	49.9	54.5	71.9	87.5			
ADR (THB)	5,708	4,276	4,911	7,435	9,840			
RevPAR (THB)	2,152	2,132	2,676	5,346	8,611			
Outrigger Hotels								
OCC (%)	32.7	63.6	78.0	79.6	55.4			
ADR (THB)	6,965	6,894	7,708	7,304	6,831			
RevPAR (THB)	2,275	4,386	6,014	5,811	3,783			
Project Crossroads Hotels								
OCC (%)	74.3	65.2	60.8	63.2	87.5			
ADR (THB)	14,843	12,499	12,895	16,123	13,994			
RevPAR (THB)	11,028	8,146	7,839	10,185	12,241			
UK Hotels								
OCC (%)	46.2	61.4	69.0	62.7	65.6			
ADR (THB)	3,065	3,475	3,801	3,421	3,133			
RevPAR (THB)	1,415	2,135	2,622	2,145	2,055			

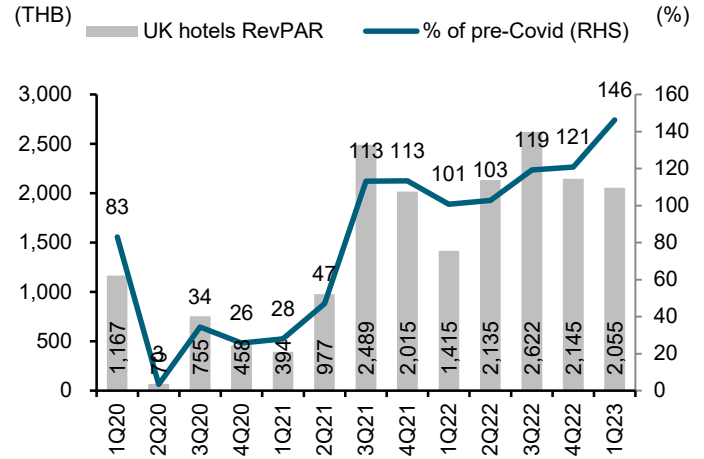
Sources: SHR; FSSIA estimates

Exhibit 2: SHR's Crossroads (Maldives) hotels RevPAR



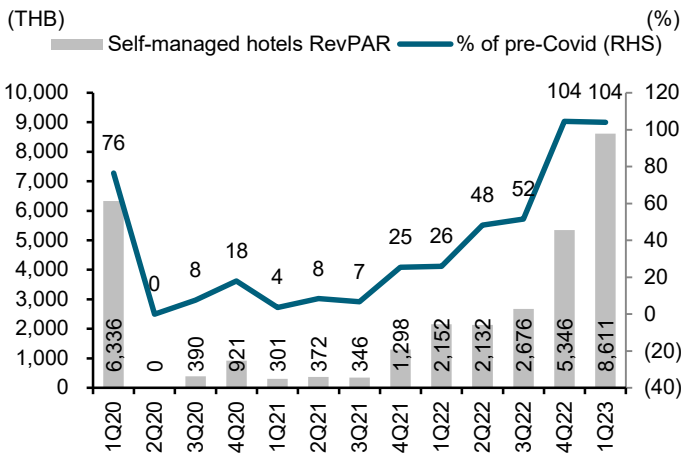
Sources: SHR; FSSIA estimates

Exhibit 3: SHR's UK hotels RevPAR



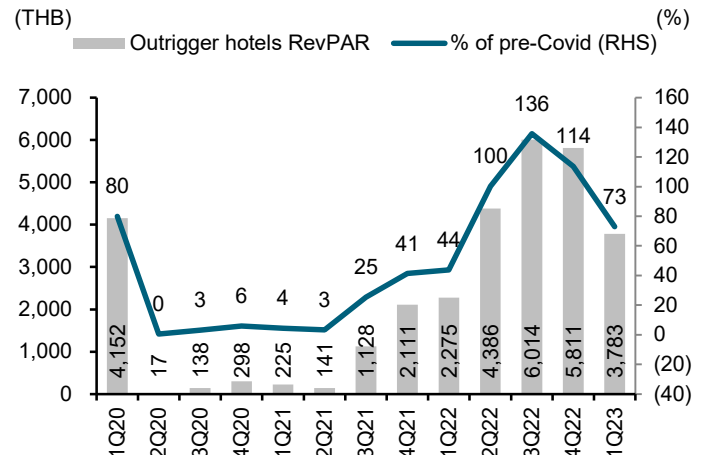
Sources: SHR; FSSIA estimates

Exhibit 4: SHR's self-managed (Thailand) hotels RevPAR



Note: Saii Laguna Phuket, Saii Koh Samui Bophut and Konotta Maldives have been transferred from Outrigger to self-managed since 1Q21
Sources: SHR; FSSIA estimates

Exhibit 5: Outrigger (Mauritius, Fiji) hotels RevPAR



Note: Saii Laguna Phuket, Saii Koh Samui Bophut and Konotta Maldives have been transferred from Outrigger to self-managed since 1Q21
Sources: SHR; FSSIA estimates

Exhibit 6: Forecast revisions

	Current			Previous			Change		
	2023E (THB)	2024E (THB)	2025E (THB)	2023E (THB)	2024E (THB)	2025E (THB)	2023E (%)	2024E (%)	2025E (%)
Self-managed - OCC rate (%)	72.0	72.5	73.0	72.0	72.5	73.0	-	-	-
Self-managed - RevPAR	5,056	5,244	5,438	5,056	5,244	5,438	-	-	-
Outrigger - OCC rate (%)	47.0	67.0	67.0	57.0	67.0	67.0	(10.0)	-	-
Outrigger - RevPAR	4,184	5,279	5,438	5,074	5,279	5,438	(17.5)	-	-
Project Crossroads - OCC rate (%)	71.0	72.0	73.0	71.0	72.0	73.0	-	-	-
Project Crossroads - RevPAR	11,128	11,623	12,138	11,128	11,623	12,138	-	-	-
UK -OCC rate (%)	72.0	72.5	73.0	72.0	72.5	73.0	-	-	-
UK -RevPAR	2,647	2,799	2,903	2,647	2,799	2,903	-	-	-
Revenue (THB b)	10.2	11.1	11.5	10.5	11.1	11.5	(2.6)	-	-
EBITDA margin (%)	25.2	25.6	25.8	25.2	25.6	25.9	(0.0)	(0.0)	(0.0)
Core earnings (THB m)	401	677	779	458	677	779	(12.6)	0.0	(0.0)

Note: Change in % terms is represented in ppt change
Source: FSSIA estimates

Exhibit 7: 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		13.2	Net cost of debt, Kd		3.2
Weight applied		60.0	Weight applied		40.0
WACC		9.2			

DCF valuation estimate	(THB b)	(THB/share)	Comments
NPV	16.7	4.7	WACC 9.2%, risk-free rate 3%, risk premium 8%
Terminal value	15.6	4.3	Terminal growth 2.5%
Cash & liquid assets	2.5	0.7	At end-2023E
Investments	0.7	0.2	At end-2023E
Debt	(16.7)	(4.6)	At end-2023E
Minorities	0.0	0.0	At end-2023E
Residual ordinary equity	18.8	5.2	

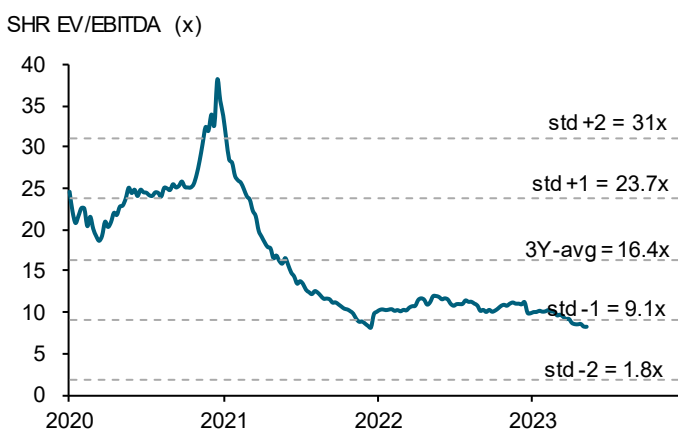
Source: FSSIA estimates

Exhibit 8: Peers comparison as of 25 May 2023

Company	BBG	Rec	Share price			Market Cap (USD m)	PE			ROE		PBV		EV/EBITDA	
			Current (LCY)	Target (LCY)	Upside (%)		23E (x)	24E (x)	25E (x)	23E (%)	24E (%)	23E (x)	24E (x)	23E (x)	24E (x)
Thailand															
Asset World Corp	AWC TB	BUY	5.15	6.80	32	4,760	78.2	44.7	40.2	2.5	4.1	1.9	1.8	40.9	29.7
Minor International	MINT TB	BUY	33.75	40.00	19	5,332	35.3	27.6	24.3	7.0	9.2	2.2	2.9	10.9	11.0
Central Plaza Hotel	CENTEL TB	BUY	51.50	58.00	13	2,008	32.5	26.5	24.7	10.9	12.2	3.4	3.1	15.4	13.3
Erawan Group	ERW TB	BUY	4.40	5.50	25	576	37.4	35.2	30.3	8.9	8.8	3.2	2.8	15.9	14.7
S Hotels & Resorts	SHR TB	BUY	3.34	5.20	56	347	29.9	17.7	15.4	2.5	4.1	0.7	0.7	8.6	7.3
Dusit Thani	DUSIT TB	BUY	11.00	18.00	64	270	182.9	38.2	3.8	1.2	5.7	2.2	2.1	40.8	31.6
Bound and Beyond	BEYOND TB	BUY	14.80	24.00	62	124	58.7	17.9	14.2	1.3	4.0	0.7	0.7	12.4	9.4
Thailand average						13,417	65.0	29.7	21.8	4.9	6.9	2.0	2.0	20.7	16.7
Regional															
Btg Hotels Group	600258 CH	n/a	19.59	n/a	n/a	3,082	26.5	18.8	15.8	7.4	9.7	1.9	1.8	11.5	9.8
Sh Jinjiang Intl Hotels	900934 CH	n/a	1.83	n/a	n/a	6,322	8.8	6.2	5.3	8.7	11.3	0.8	0.7	15.0	11.7
Huangshan Tourism Develop	900942 CH	n/a	0.76	n/a	n/a	1,067	13.5	10.3	9.0	6.7	8.2	0.9	0.9	11.2	9.6
Genting Bhd	GENT MK	n/a	4.33	n/a	n/a	3,588	13.6	10.9	9.2	4.0	5.2	0.5	0.5	6.5	6.0
Greentree Hospitality	GHG US	n/a	4.02	n/a	n/a	411	9.5	6.4	6.1	19.1	25.0	1.5	1.3	4.6	3.8
Huazhu Group	HTHT US	n/a	38.04	n/a	n/a	12,123	31.9	24.3	25.0	25.4	25.7	8.6	6.7	17.2	13.4
Indian Hotels	IH IN	n/a	380.60	n/a	n/a	6,533	58.7	43.5	36.8	12.6	14.1	6.9	6.0	31.4	26.6
Lemon Tree Hotels	LEMONTRE IN	n/a	96.50	n/a	n/a	924	66.3	49.1	29.3	13.0	15.2	8.4	6.7	23.9	20.1
Lippo Karawaci	LPKR IJ	n/a	94.00	n/a	n/a	445	2.2	3.4	3.0	16.5	9.6	0.4	0.3	8.4	8.2
Regional average						34,494	25.7	19.2	15.5	11.5	12.8	3.3	2.8	14.4	12.1
Overall average						47,912	42.9	23.8	18.3	8.8	10.4	2.8	2.4	17.2	14.1

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	2021	2022	2023E	2024E	2025E
Revenue	4,512	8,693	10,202	11,118	11,542
Cost of goods sold	(2,407)	(4,691)	(5,196)	(5,658)	(5,856)
Gross profit	2,105	4,001	5,006	5,460	5,686
Other operating income	-	-	-	-	-
Operating costs	(1,742)	(2,142)	(2,434)	(2,619)	(2,702)
Operating EBITDA	363	1,859	2,572	2,841	2,983
Depreciation	(1,189)	(1,116)	(1,190)	(1,217)	(1,261)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	(826)	743	1,382	1,624	1,722
Net financing costs	(693)	(842)	(949)	(881)	(855)
Associates	(3)	(21)	(50)	(22)	4
Recurring non-operating income	158	73	47	77	105
Non-recurring items	(5)	53	0	0	0
Profit before tax	(1,366)	27	480	820	973
Tax	131	(13)	(80)	(143)	(194)
Profit after tax	(1,234)	14	401	677	779
Minority interests	0	0	0	0	0
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	(1,234)	14	401	677	779
Non-recurring items & goodwill (net)	5	(53)	0	0	0
Recurring net profit	(1,229)	(39)	401	677	779
Per share (THB)					
Recurring EPS *	(0.34)	(0.01)	0.11	0.19	0.22
Reported EPS	(0.34)	0.00	0.11	0.19	0.22
DPS	0.00	0.00	0.04	0.08	0.09
Diluted shares (used to calculate per share data)	3,594	3,594	3,594	3,594	3,594
Growth					
Revenue (%)	188.7	92.6	17.4	9.0	3.8
Operating EBITDA (%)	nm	411.7	38.4	10.4	5.0
Operating EBIT (%)	nm	nm	86.0	17.5	6.0
Recurring EPS (%)	nm	nm	nm	68.9	15.1
Reported EPS (%)	nm	nm	2,687.1	68.9	15.1
Operating performance					
Gross margin inc. depreciation (%)	20.3	33.2	37.4	38.2	38.3
Gross margin of key business (%)	20.3	33.2	37.4	38.2	38.3
Operating EBITDA margin (%)	8.1	21.4	25.2	25.6	25.8
Operating EBIT margin (%)	(18.3)	8.5	13.5	14.6	14.9
Net margin (%)	(27.2)	(0.4)	3.9	6.1	6.8
Effective tax rate (%)	9.7	(289.8)	15.0	17.0	20.0
Dividend payout on recurring profit (%)	-	-	40.0	40.0	40.0
Interest cover (X)	(1.0)	1.0	1.5	1.9	2.1
Inventory days	28.3	16.6	16.9	17.1	17.5
Debtor days	17.8	18.7	17.9	16.5	15.9
Creditor days	168.5	130.1	232.5	330.7	339.0
Operating ROIC (%)	(2.9)	9.7	4.3	5.4	5.7
ROIC (%)	(2.1)	9.7	4.0	5.1	5.4
ROE (%)	(7.8)	(0.2)	2.5	4.1	4.5
ROA (%)	(1.9)	8.8	3.2	3.6	3.7
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
Self-managed	234	1,098	1,728	1,792	1,858
Outrigger	205	1,486	1,257	1,625	1,674
Crossroads Ph1 (Maldives hotels)	1,627	2,445	2,902	3,111	3,248
UK	2,446	3,664	4,315	4,591	4,761

Sources: S Hotels and Resorts; FSSIA estimates

Financial Statements

S Hotels and Resorts

Cash Flow (THB m) Year Ending Dec	2021	2022	2023E	2024E	2025E
Recurring net profit	(1,229)	(39)	401	677	779
Depreciation	1,189	1,116	1,190	1,217	1,261
Associates & minorities	-	-	-	-	-
Other non-cash items	(190)	109	(8)	(8)	(8)
Change in working capital	(750)	1,052	3,018	320	134
Cash flow from operations	(981)	2,238	4,601	2,206	2,166
Capex - maintenance	(11,050)	(116)	(604)	(659)	(684)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	1,555	(277)	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(9,495)	(393)	(604)	(659)	(684)
Dividends paid	0	0	0	(160)	(271)
Equity finance	13	0	(44)	0	0
Debt finance	8,476	(1,418)	(900)	(900)	0
Other financing cash flows	1,408	139	0	0	0
Cash flow from financing	9,897	(1,280)	(944)	(1,060)	(271)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(579)	566	3,053	487	1,211
Free cash flow to firm (FCFF)	(9,783.45)	2,686.85	4,946.20	2,427.80	2,336.22
Free cash flow to equity (FCFE)	(591.92)	565.63	3,097.07	647.10	1,481.61

Per share (THB)

FCFF per share	(2.72)	0.75	1.38	0.68	0.65
FCFE per share	(0.16)	0.16	0.86	0.18	0.41
Recurring cash flow per share	(0.06)	0.33	0.44	0.52	0.57

Balance Sheet (THB m) Year Ending Dec	2021	2022	2023E	2024E	2025E
Tangible fixed assets (gross)	36,405	36,291	36,903	37,570	38,262
Less: Accumulated depreciation	(6,444)	(7,323)	(8,513)	(9,730)	(10,991)
Tangible fixed assets (net)	29,961	28,968	28,390	27,840	27,272
Intangible fixed assets (net)	1,641	1,630	1,630	1,630	1,630
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	427	704	704	704	704
Cash & equivalents	1,914	2,479	5,533	6,019	7,230
A/C receivable	387	501	501	501	501
Inventories	198	229	253	276	285
Other current assets	2,224	1,324	1,554	1,693	1,758
Current assets	4,723	4,533	7,841	8,490	9,774
Other assets	463	615	615	615	615
Total assets	37,214	36,450	39,179	39,278	39,995
Common equity	15,882	16,019	16,376	16,893	17,401
Minorities etc.	0	0	0	0	0
Total shareholders' equity	15,882	16,019	16,376	16,893	17,401
Long term debt	18,092	16,674	15,774	14,874	14,874
Other long-term liabilities	1,392	1,612	1,612	1,612	1,612
Long-term liabilities	19,485	18,286	17,386	16,486	16,486
A/C payable	1,635	1,711	4,908	5,345	5,532
Short term debt	0	0	0	0	0
Other current liabilities	213	433	509	554	575
Current liabilities	1,848	2,144	5,417	5,899	6,107
Total liabilities and shareholders' equity	37,214	36,450	39,179	39,278	39,995
Net working capital	961	(90)	(3,109)	(3,429)	(3,563)
Invested capital	33,453	31,826	28,230	27,360	26,657

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

Per share (THB)

Book value per share	4.42	4.46	4.56	4.70	4.84
Tangible book value per share	3.96	4.00	4.10	4.25	4.39

Financial strength

Net debt/equity (%)	101.9	88.6	62.5	52.4	43.9
Net debt/total assets (%)	43.5	38.9	26.1	22.5	19.1
Current ratio (x)	2.6	2.1	1.4	1.4	1.6
CF interest cover (x)	0.1	1.7	4.3	1.7	2.7

Valuation	2021	2022	2023E	2024E	2025E
Recurring P/E (x) *	(9.8)	(308.4)	29.9	17.7	15.4
Recurring P/E @ target price (x) *	(15.2)	(480.2)	46.6	27.6	24.0
Reported P/E (x)	(9.7)	834.6	29.9	17.7	15.4
Dividend yield (%)	-	-	1.3	2.3	2.6
Price/book (x)	0.8	0.7	0.7	0.7	0.7
Price/tangible book (x)	0.8	0.8	0.8	0.8	0.8
EV/EBITDA (x) **	77.6	14.1	8.6	7.3	6.6
EV/EBITDA @ target price (x) **	96.0	17.7	11.2	9.7	8.8
EV/invested capital (x)	0.8	0.8	0.8	0.8	0.7

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

Sources: S Hotels and Resorts; FSSIA estimates

Public disclosures related to sustainable development evaluation of Thai listed companies

[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**" by the Thai Institute of Directors Association (Thai IOD); 2) "**AGM Checklist**" by the Thai Investors Association (TIA), a "**CAC certified member**" of the Thai Private Sector Collective Action Against Corruption (CAC); and 3) **Sustainability Investment List (THSI)** by the Stock Exchange of Thailand. The ratings are updated on an annual basis. FSS International Investment Advisory Company Limited does not confirm nor certify the accuracy of such ratings.

CG Score by the Thai Institute of Directors Association (Thai IOD) ¹

The [CG Score](#) indicates corporate governance (CG) strength in the sustainable development of Thai listed companies. Annually, the Thai IOD, with support from the Stock Exchange of Thailand (SET), surveys and assesses the CG practices of companies and publishes the results on the [Thai IOD website](#) in a bid to promote and enhance the CG of Thai listed companies in order to promote compliance with international standards for better investment decisions. The results are from the perspective of a third party, not an evaluation of operations, as of the date appearing in the report, and may be changed after that date.

The [five underlying categories and weighting](#) used for the CG scoring in 2022 include the rights of shareholders and equitable treatment of shareholders (weight 25% combined), the role of stakeholders (25%), disclosure and transparency (15%), and board responsibilities (35%).

The CGR report rates CG in six categories: 5 for Excellent (score range 90-100), 4 for Very Good (score range 80-89), 3 for Good (Score range 70-79), 2 for Fair (score range 60-69), 1 for Pass (score range 60-69), and not rated (score below 50).

AGM Checklist by the Thai Investors Association (TIA) ²

The "[AGM Checklist](#)" quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and the extent to which information is sufficiently disclosed and the level of its transparency. All the considered factors form important elements of two out of five the CG components. Annually, the TIA, with support from the SEC, leads the project to evaluate the quality of Annual General Meetings of Shareholders (AGMs) and to rate quality of the meetings.

The [Checklist](#) contains the minimum requirements under law that companies must comply with, or best practices according to international CG guidance. Representatives of the TIA will attend the meetings and perform the evaluation. 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 of 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.

The results are classified into four categories: 5 for Excellent (score 100), 4 for Very Good (score 90-99), 3 for Fair (score 80-89), and not rated (score below 79).

CAC certified member by the Thai Private Sector Collective Action Against Corruption (CAC) ³

A [CAC certified member](#) is a listed company whose Checklist satisfies the CAC Certification's criteria and is approved by the CAC Council. The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. Note that the CAC does not certify the behaviour of the employees nor whether the companies have engaged in bribery, and Certification is good for three years.

Companies deciding to become a CAC certified member [start with](#) by submitting a Declaration of Intent signed by the Chairman of the Board to kick off the 18-month deadline for companies to submit the CAC Checklist for Certification. The 18-month provision is for risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.

The checklist document will be reviewed by the CAC Certification Committee for adequate information and evidence. It is worth noting that the committee consists of nine professionals in business law, corporate governance, internal audit, financial audit and experienced representatives from certified members.

A passed Checklist will move on to the [CAC Council](#) for granting certification approvals. The CAC Council consists of twelve prominent individuals who are highly respected in professionalism and ethical achievements. Among them are former ministers, a former central bank governor, the former head of the Thai Listed Companies Association, Chairman of Anti-Corruption Organizations (Thailand), Chairman of Thai Institute of Directors, and reputable academic scholars.

Sustainability Investment (THSI) ⁴ by the Stock Exchange of Thailand (SET)

Thailand Sustainability Investment ([THSI](#)) quantifies responsibility in **E**nvironmental, and **S**ocial issues, by managing business with transparency in **G**overnance. The THSI serves as another choice for investors who desire to adopt a responsible investment approach, according to the SET.

Annually, the SET will announce the voluntary participation of the company candidates which pass the preemptive criteria, and whose two key crucial conditions are met, i.e. no irregular trading of the board members and executives and a free float of >150 by the number of shareholders, and combined holding must >15% of paid-up capital. Some key disqualifying criteria include a CG score of below 70%; independent directors and free float violation; executives' wrongdoing related to CG, social and environmental impacts, equity in negative territory, and earnings in the red for more than three years in the last five years. To become eligible for THSI, the candidate must pass three indicators in data declaration: **E**conomic (CG, risk management, customer relation management, supply chain management, and innovation); **E**nvironmental (environmental management, eco-efficiency, and climate risk); **S**ocial (human rights, talent attraction, operational health & safety, community development, and stakeholder engagement); and the incorporation of ESG in business operations.

To be approved for THSI inclusion, verified data must be scored at a 50% minimum for each indicator, unless the company is a part of the Dow Jones Sustainability Indices⁵ (DJSI) during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality.

Note that, from the [THSI list](#), the SET further developed a sustainability [SETTHSI Index](#) in June 2018 from selected THSI companies whose 1) market capitalisation > 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.

Sources: [SEC](#); [Thai IOD](#); [Thai CAC](#); [SET](#); FSSIA's compilation

Disclaimer:

¹ Thai Institute of Directors Association ([Thai IOD](#)) was established in December 1999 and is a membership organisation that strives to promote professionalism in directorship. The Thai IOD offers directors certification and professional development courses, provides a variety of seminars, forums and networking events, and conducts research on board governance issues and practices. Membership comprises board members from companies ranging from large publicly listed companies to small private firms.

² Thai Investors Association ([TIA](#)) was established in 1983 with a mission to promote investment knowledge and to protect the investment rights of Thai investors. In 2002, the association was appointed by the Securities and Exchange Commission (SEC) to represent individual shareholders. To obtain information for evaluation, the association recruits volunteer investors to join AGMs and score the meetings. Weightings for each meeting are at a 45:45:10 ratio. They have been applied since 2017 and subject to change.

³ Thai Private Sector Collective Action against Corruption ([CAC](#)) was founded in 2010 and is 100% privately funded. It is an initiative by the Thai private sector to take part in tackling corruption problems via collective action. The CAC promotes the implementation of effective anti-corruption policies in order to create a transparent business ecosystem by developing a unique certification program for large/medium/small companies to apply for and to control corruption risk systematically and efficiently. The CAC's operations are sponsored by the US-based Center for Private Enterprise (CIPE) and the UK Prosperity Fund.

⁴ Sustainability Investment List ([THSI](#)), created by the Stock Exchange of Thailand in 2015, comprises the listed companies that conduct sustainable business operations.

⁵ Dow Jones Sustainability Indices – [Wikipedia](#) – Launched in 1999, DJSI evaluates the sustainability performance of companies based on corporate economic, environmental, and social performance.

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Teerapol Udomvej, CFA 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.

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Company	Ticker	Price	Rating	Valuation & Risks
S Hotels and Resorts	SHR TB	THB 3.34	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 5.15	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 33.75	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	CEN TEL TB	THB 51.50	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 4.40	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.
Dusit Thani	DUSIT TB	THB 11.00	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.
Bound and Beyond	BEYOND TB	THB 14.80	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

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 Finasia Syrus Securities Public Company Limited, which is the parent company of FSSIA.

All share prices are as at market close on 25-May-2023 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.