

S HOTELS AND RESORTS

THAILAND / TOURISM & LEISURE

SHR TB

BUY

UNCHANGED

TARGET PRICE	THB3.20
CLOSE	THB1.74
UP/DOWNSIDE	+83.9%
PRIOR TP	THB3.80
CHANGE IN TP	-15.8%
TP vs CONSENSUS	-0.3%

Recovery story continues

- Expect 1Q25 core profit to jump by 26% y-y to hit a record high of THB162m, driven by lower share of loss from SO/ Maldives.
- Strong RevPAR of Thai and Maldives in April; no impact from the earthquake for Thai hotels and strong tourist arrivals in Maldives.
- Maintain BUY with a DCF-TP of THB3.2/shr.

Expect overall RevPAR to grow 5% y-y in 1Q25

We expect the RevPAR of Thai hotels to grow 11-13% y-y in 1Q25 on the completed renovation of SAii Laguna Phuket. RevPAR of Maldives hotels (excluding SO/ Maldives) in USD terms should be flat y-y, but dip 3-5% y-y in THB terms. RevPAR of Outrigger hotels should grow 1-2% y-y, led by the Mauritius hotel's reopening. RevPAR of UK hotels should drop 10-12% y-y due to the impact of the partial closure of rebranded hotels.

Improving EBITDA margin and absence of JV share loss in 1Q25

We estimate revenue to fall by 4-5% y-y, dragged mainly by UK hotels. The EBITDA margin should improve to 29% (vs 27% in 1Q24) thanks to lower depreciation from the full depreciation of some Maldives hotel assets and lower SG&A from marketing expense cost savings. In addition, the RevPAR of SO/ Maldives should jump by 40% y-y, led by a higher OCC rate of 70% (vs 56% in 4Q24), and SHR will no longer record a share of loss (vs share of loss of THB63m in 1Q24 and THB33m in 4Q24), given that the JV's equity has been fully depleted. Overall, we forecast 1Q25 core profit to grow 26% y-y to THB162m. SHR may book non-recurring tax expenses of THB30-35m related to the write-off of Mauritius hotel assets, resulting in a net profit of THB127-132m.

Expect 2Q25 earnings to grow y-y with potential to turn profitable

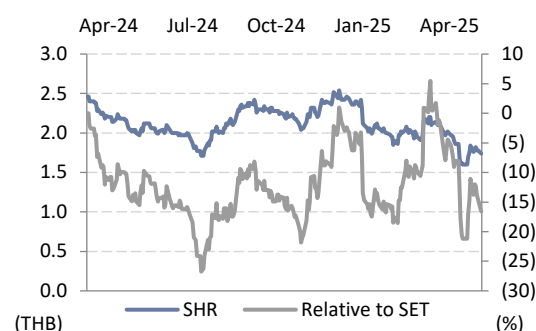
The impact of the earthquake in Thailand should have a mild effect on SHR. We estimate Thai hotel RevPAR to grow by double digits in April thanks to the strong performance of Phuket and Samui hotels, leading to RevPAR growth of 15-20% y-y in 2Q25. In addition, the RevPAR of Maldives hotels should grow again by 10% in USD terms in April, led by strong tourist arrivals in April (+c20% y-y). Overall, systemwide RevPAR should grow by 5% y-y in 2Q25, potentially resulting in earnings almost reaching breakeven in 2Q25 (vs THB81m loss in 2Q24).

Raised core profit; cheap valuation

We raise our 2025-26E core profit by 2-19% to reflect that SHR is no longer recording a loss from SO/ Maldives. However, we slightly trim core revenue by 3-4% and derive a 2025 DCF-TP of THB3.2/shr. SHR trades at a deep discount, with valuations of only 0.4x 2025E P/BV and 8x 2025E EV/EBITDA (vs peers' average of 1.0x and 15.4x).

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	10,352	10,462	10,733	10,993
Net profit	134	420	527	572
EPS (THB)	0.04	0.12	0.15	0.16
vs Consensus (%)	-	2.6	1.4	(7.5)
EBITDA	2,604	2,610	2,724	2,771
Recurring net profit	172	450	527	572
Core EPS (THB)	0.05	0.13	0.15	0.16
Chg. In EPS est. (%)	nm	18.8	1.9	nm
EPS growth (%)	115.6	161.5	17.3	8.4
Core P/E (x)	36.3	13.9	11.9	10.9
Dividend yield (%)	1.7	2.9	3.4	3.7
EV/EBITDA (x)	8.0	7.8	7.1	6.6
Price/book (x)	0.4	0.4	0.4	0.4
Net debt/Equity (%)	92.3	87.4	79.3	71.2
ROE (%)	1.1	2.8	3.2	3.4



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(13.9)	(15.5)	(26.9)
Relative to country (%)	(12.7)	(2.0)	(14.3)
Mkt cap (USD m)	186		
3m avg. daily turnover (USD m)	0.2		
Free float (%)	33		
Major shareholder	S Hotels and Resorts Inter (49%)		
12m high/low (THB)	2.56/1.57		
Issued shares (m)	3,593.64		

Sources: Bloomberg consensus; FSSIA estimates



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Investment thesis

SHR raised THB7.5b from its THB5.20/shr IPO in Nov-19. However, the share price is still below its IPO price due mainly to a loss from its new Maldives hotel (SO/ Maldives) and the renovation of its major hotel (SAii Laguna Phuket).

We expect SHR's core profit to jump in 2025, driven by a recovery of its Maldives hotels since the Maldives government targets tourist arrivals of 2.5m in 2025 (vs 1.7m in 2019 and 1.9m in 2023). In addition, the reopening of Outrigger Mauritius and the completed renovation of SAii Laguna Phuket should improve SHR's profit margin.

SHR's share price is attractive as it trades at a lower P/BV than its peers. Also, it has a potential upside from M&A deals, given its strong balance sheet with only 0.8x IBD/E as of 4Q24.

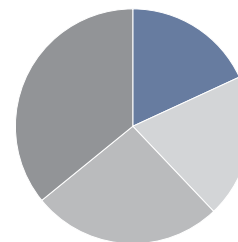
Company profile

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, 2024)

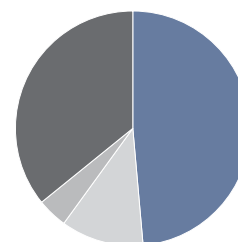
- Self-managed - 18.1 %
- Outrigger - 19.8 %
- Crossroads Ph1 (Maldives hotels) - 26.2 %
- UK - 35.9 %



Source: S Hotels and Resorts

Major shareholders

- S Hotels and Resorts Inter - 48.6 %
- S Hotels and Resorts (SG) - 11.4 %
- SINGHA PROPERTY MANAGEMENT - 4.2 %
- Others - 35.8 %



Source: S Hotels and Resorts

Catalysts

Key potential growth drivers include 1) a faster OCC ramp-up rate following a global tourism recovery; 2) an uplift and renovation program to increase the ADR; 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
May 2025	1Q25 results announcement

Key assumptions

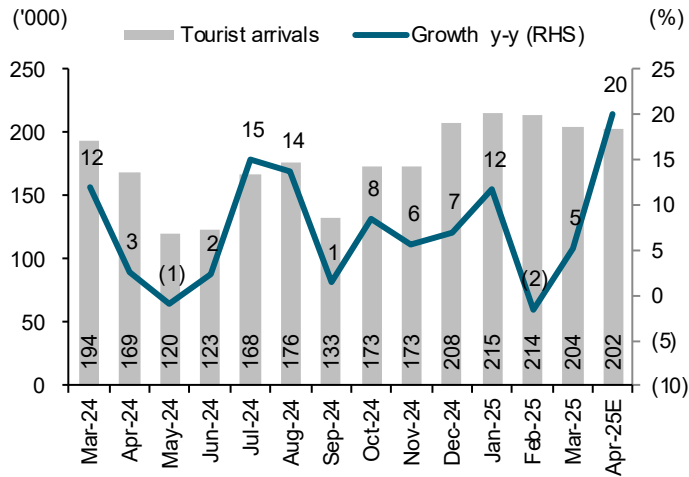
	2025E (%)	2026E (%)	2027E (%)
Self-Managed - Number of rooms (no.)	604	604	604
Self-Managed - Occupancy rate (OCC)	65.6	66.1	66.1
Self-Managed - RevPAR growth	13.4	2.8	2.0
Project Crossroads - Number of rooms (no.)	376	376	376
Project Crossroads - Occupancy rate (OCC)	74.2	75.2	76.2
Project Crossroads - RevPAR growth	(1.9)	3.4	3.4
UK - Number of rooms (no.)	2,442	2,442	2,442
UK - Occupancy rate (OCC)	67.4	67.9	68.4
UK - RevPAR growth	(4.6)	2.8	2.8

Source: FSSIA estimates

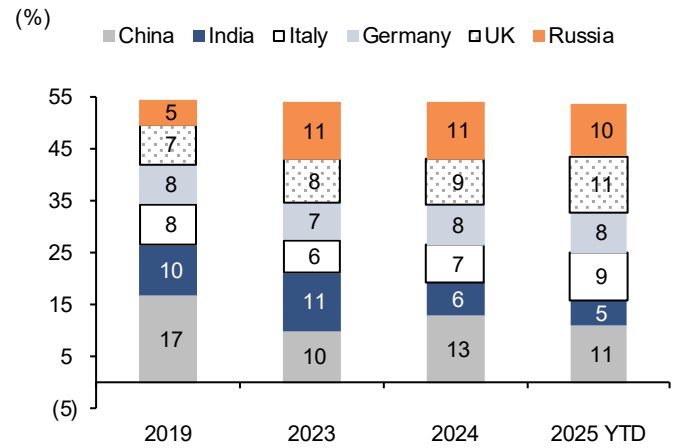
Earnings sensitivity

- For every 1% increase in OCC rate, we project a 2025 profit increase of 20%, and vice versa, all else being equal.
- For every 1% increase in EBITDA margin, we project a 2025 profit increase of 26%, and vice versa, all else being equal.

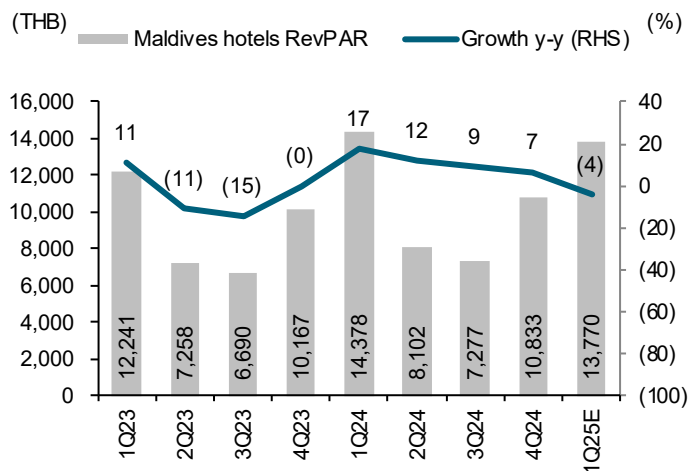
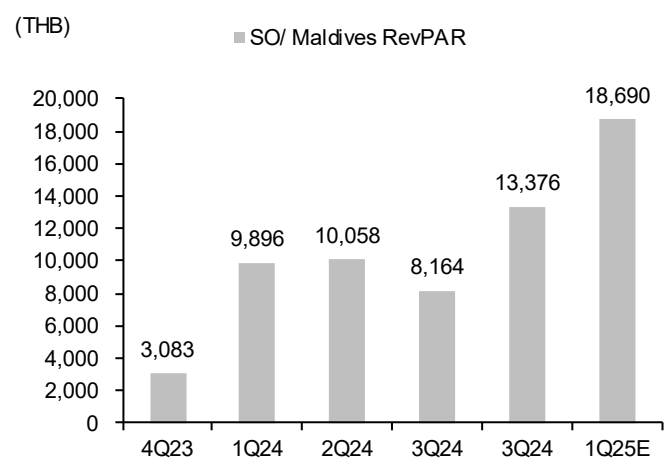
Source: FSSIA estimates

Exhibit 1: Maldives industry – monthly tourist arrivals

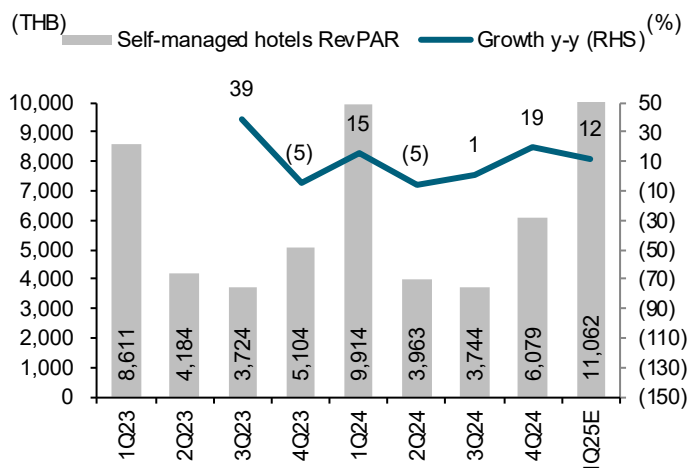
Sources: Ministry of Tourism, Republic of Maldives

Exhibit 2: Maldives industry – tourist arrival breakdown

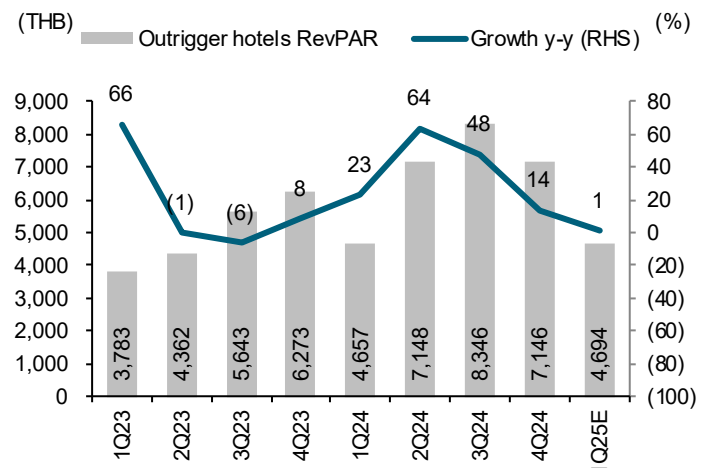
Sources: Ministry of Tourism, Republic of Maldives

Exhibit 3: SHR's Crossroads (Maldives) hotels RevPARNote: Excludes SO/ Maldives
Sources: SHR; FSSIA estimates**Exhibit 4: SHR's SO/ Maldives RevPAR**

Sources: SHR; FSSIA estimates

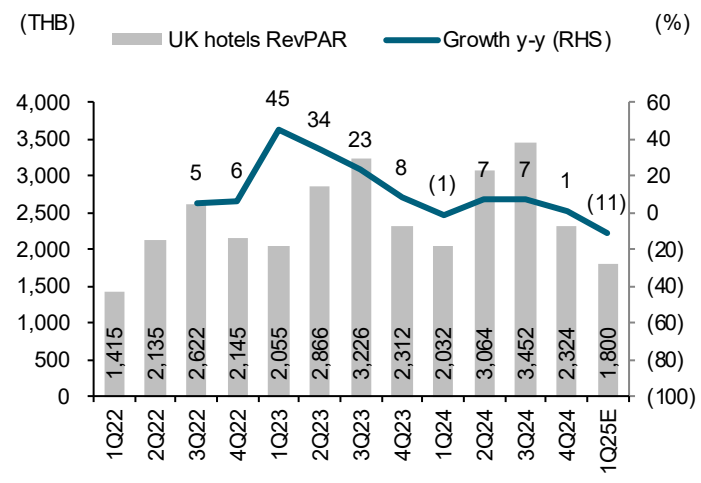
Exhibit 5: SHR's self-managed (Thailand) hotels RevPAR

Sources: SHR; FSSIA estimates

Exhibit 6: Outrigger (Mauritius, Fiji) hotels RevPAR

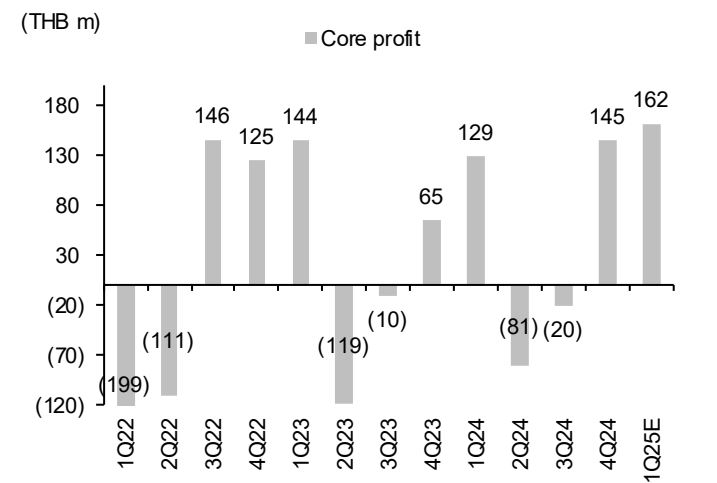
Sources: SHR; FSSIA estimates

Exhibit 7: SHR's UK hotels RevPAR



Sources: SHR; FSSIA estimates

Exhibit 8: Core profit



Sources: SHR; FSSIA estimates

Exhibit 9: SHR – 1Q25 results preview

	1Q24	2Q24	3Q24	4Q24	1Q25E	----- Change -----		2024	2025E	Change
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q %)	(y-y %)	(THB m)	(THB m)	(y-y %)
Sales	2,743	2,469	2,534	2,607	2,636	1	(4)	10,352	10,462	1
- Self-Managed Hotels	739	342	314	480	812	69	10			
- Outrigger Hotels	353	534	620	542	356	(34)	1			
- Project Crossroads Hotels	911	570	515	718	874	22	(4)			
- UK	739	1,023	1,085	867	595	(31)	(19)			
COGS (Incl. depreciation)	(1,633)	(1,657)	(1,565)	(1,622)	(1,590)	(2)	(3)	(6,478)	(6,491)	0
Gross profit	1,109	812	969	984	1,047	6	(6)	3,874	3,971	3
SG&A	(687)	(597)	(632)	(635)	(618)	(3)	(10)	(2,552)	(2,577)	1
Operating profit	422	214	336	350	428	22	1	1,322	1,394	5
Other income	59	70	12	80	35	(56)	(40)	221	196	(11)
- Interest income from JV	(0)	2	(12)	(15)		(100)	(100)	(26)		
- Other income	59	69	24	95	35	(63)	(40)	247	196	(21)
Interest expense	(298)	(294)	(285)	(240)	(240)	0	(19)	(1,117)	(1,019)	(9)
Pretax profit	183	(10)	64	190	223	17	22	427	571	34
Income Tax	9	(6)	(23)	(12)	(60)	398	(789)	(33)	(114)	250
Associates	(63)	(66)	(60)	(33)	(1)	(97)	(98)	(222)	(7)	(97)
Minority interest	0	0	0	0	0			0	0	
Core profit	129	(81)	(20)	145	162	12	26	172	450	161
Extraordinaries, GW & FX	(17)	10	(34)	3	(30)			(38)	(30)	
Net unrealized (loss)/gain on FX	(17)	(5)	(5)	23				(4)	0	
Non-recurring items	(0)	15	(29)	(21)	(30)			(34)	(30)	
Reported net profit	112	(72)	(53)	147	132	(10)	18	134	420	213
Shares out (end Q, m)	3,594	3,594	3,594	3,594	3,594	0	0	3,594	3,594	0
Core EPS	0.04	(0.02)	(0.01)	0.04	0.05	12	26	0.05	0.13	161
EPS	0.03	(0.02)	(0.01)	0.04	0.04	(10)	18	0.04	0.12	213
COGS (Excl. depreciation)	(1,298)	(1,323)	(1,240)	(1,336)	(1,298)	(3)	(0)	(5,197)	(5,275)	2
Depreciation	(335)	(335)	(325)	(286)	(292)	2	(13)	(1,282)	(1,216)	(5)
EBITDA	753	554	613	683	754	10	0	2,603	2,799	8
Key ratios	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)	(%)	(%)	(ppt)
Gross margin	40	33	38	38	40	(2)	(1)	37	38	1
SG&A/Revenue	25	24	25	24	23	1	(2)	25	25	(0)
EBITDA margin	27	22	24	26	29	(2)	1	25	27	2
Net profit margin	4	(3)	(2)	6	5	1	1	1	4	3
Operating stats										
Self-Managed Hotels										
OCC (%)	88.5	56.5	50.9	59.2						
ADR (THB)	11,200	7,017	7,351	10,266						
RevPAR (THB)	9,914	3,963	3,744	6,079						
Outrigger Hotels										
OCC (%)	54.2	72.4	80.9	81.0						
ADR (THB)	8,590	9,877	10,313	8,821						
RevPAR (THB)	4,657	7,148	8,346	7,146						
Project Crossroads Hotels										
OCC (%)	88.9	60.7	67.2	79.8						
ADR (THB)	16,175	13,338	10,836	13,575						
RevPAR (THB)	14,378	8,102	7,277	10,833						
UK Hotels										
OCC (%)	59.1	70.4	74.9	64.3						
ADR (THB)	3,439	4,352	4,609	3,613						
RevPAR (THB)	2,032	3,064	3,452	2,324						

Sources: SHR; FSSIA estimates

Exhibit 10: Forecast revisions

	Current			Previous			Change		
	2025E (THB)	2026E (THB)	2027E (THB)	2025E (THB)	2026E (THB)	2027E (THB)	2025E (%)	2026E (%)	2027E (%)
Self-managed - OCC rate (%)	65.6	66.1	66.1	70.0	70.5	-	(4.4)	(4.4)	-
Self-managed - RevPAR	6,712	6,899	7,037	6,368	6,541	-	5.4	5.5	-
Outrigger - OCC rate (%)	72.7	73.2	73.7	69.5	70.0	-	3.2	3.2	-
Outrigger - RevPAR	7,153	7,347	7,545	7,014	7,206	-	2.0	2.0	-
Project Crossroads - OCC rate (%)	74.2	75.2	76.2	74.0	75.0	-	0.2	0.2	-
Project Crossroads - RevPAR	9,948	10,284	10,629	10,775	11,139	-	(7.7)	(7.7)	-
UK -OCC rate (%)	67	68	68	68	68	-	(0.1)	(0.1)	-
UK -RevPAR	2,605	2,677	2,750	2,774	2,851	-	(6.1)	(6.1)	-
So/ Maldives - OCC rate (%)	65	70	75	65	70	-	-	-	-
So/ Maldives - RevPAR	15,015	17,464	19,647	15,015	17,464	-	-	-	-
Revenue (THB b)	10.5	10.7	11.0	10.8	11.1	-	(3.5)	(3.5)	-
EBITDA margin (%)	25.0	25.4	25.2	26.2	26.0	-	(1.2)	(0.6)	-
Share income of SO/ Maldives (THB m)	-	-	-	(153)	(46)	-	153.4	45.6	-
Core earnings (THB m)	450	527	572	379	518	-	18.8	1.9	-

Note: Change in % terms is represented in ppt change

Source: FSSIA estimates

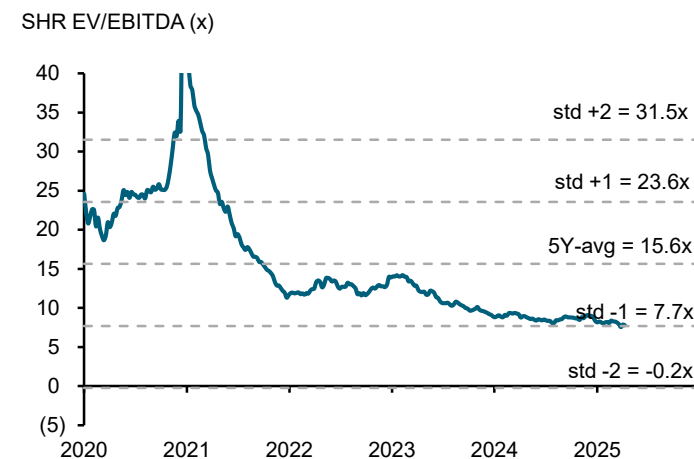
Exhibit 11: DCF valuation

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	12.7	3.5	WACC 9.2%, risk-free rate 3%, risk premium 8%
Terminal value	12.7	3.5	Terminal growth 2.5%
Cash & liquid assets	2.8	0.8	At end-2025E
Investments	0.4	0.1	At end-2025E
Debt	(17.0)	(4.7)	At end-2025E
Minorities	0.0	0.0	At end-2025E
Residual ordinary equity	11.7	3.2	

Source: FSSIA estimates

Exhibit 12: Historical EV/EBITDA band



Sources: Bloomberg; FSSIA estimates

Exhibit 13: Historical P/BV band



Sources: Bloomberg; FSSIA estimates

Exhibit 14: Peer comparisons as of 28 Apr 2025

Company	BBG	Rec	----- Share price -----			Market cap	----- PE -----		----- ROE -----		----- PBV -----		-- EV/ EBITDA --	
			Current	Target	Upside		25E	26E	25E	26E	25E	26E	25E	26E
			(LCY)	(LCY)	(%)	(USD m)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand														
Asset World Corp	AWC TB	BUY	2.20	5.20	136	2,092	31.5	25.1	2.4	2.9	0.7	0.7	23.5	20.6
Minor International	MINT TB	BUY	26.00	45.00	73	4,380	15.8	14.3	10.3	12.6	1.6	2.1	7.3	7.3
Central Plaza Hotel	CENTEL TB	BUY	25.75	49.00	90	1,033	17.3	15.0	9.4	10.3	1.6	1.5	11.2	10.2
Erawan Group	ERW TB	BUY	2.34	4.60	97	340	12.4	11.5	10.3	10.5	1.2	1.2	8.9	8.2
S Hotels & Resorts	SHR TB	BUY	1.74	3.20	84	186	13.9	11.9	2.8	3.2	0.4	0.4	7.8	7.1
Dusit Thani	DUSIT TB	BUY	8.40	12.50	49	212	356.1	3.8	0.3	23.1	1.0	0.8	41.2	4.1
Bound and Beyond	BEYOND TB	BUY	7.05	13.00	84	61	20.1	12.8	1.6	2.5	0.3	0.3	8.0	7.3
Thailand average						8,304	66.7	13.5	5.3	9.3	1.0	1.0	15.4	9.2
Regional														
BTG Hotels Group	600258 CH	n/a	14.81	n/a	n/a	2,297	18.6	16.2	7.4	8.1	1.4	1.3	9.2	8.5
SH Jinjiang Intl Hotels	900934 CH	n/a	1.47	n/a	n/a	3,296	9.1	7.8	7.4	8.3	0.7	0.6	9.9	8.7
Huangshan Tourism Dev.	900942 CH	n/a	0.73	n/a	n/a	975	10.6	9.9	7.6	7.6	0.8	0.7	7.6	7.7
Genting Bhd	GENT MK	n/a	3.18	n/a	n/a	2,824	8.2	7.4	4.4	4.8	0.3	0.3	5.5	5.3
Huazhu Group	HTHT US	n/a	34.14	n/a	n/a	10,479	17.8	15.2	31.2	32.3	5.6	4.7	9.3	8.3
Indian Hotels	IH IN	n/a	800.45	n/a	n/a	13,375	67.3	53.2	16.5	17.7	10.3	8.8	40.3	32.5
Lemon Tree Hotels	LEMONTRE IN	n/a	139.98	n/a	n/a	1,302	56.9	38.9	17.0	20.7	8.2	6.8	21.3	17.8
Lippo Karawaci	LPKR IJ	n/a	89.00	n/a	n/a	392	23.8	14.5	n/a	n/a	0.2	0.2	n/a	n/a
Regional average						34,940	26.5	20.4	13.1	14.2	3.4	2.9	14.7	12.7
Global														
NH Hotel Group	NHH SM	n/a	6.33	n/a	n/a	3,148	16.2	16.4	12.9	12.9	2.1	1.9	7.5	7.5
Melia Hotels International	MEL SM	n/a	6.32	n/a	n/a	1,590	9.6	9.0	18.5	17.3	1.7	1.5	7.3	7.2
Intercontinental Hotels G.	IHG LN	n/a	7,852	n/a	n/a	16,394	21.3	18.9	(30.1)	(31.2)	n/a	n/a	14.6	13.5
Whitbread	WTB LN	n/a	2,547	n/a	n/a	6,030	12.8	12.1	10.5	10.6	1.3	1.2	8.8	8.6
Accor	ACRFF US	n/a	49.00	n/a	n/a	12,003	17.5	15.1	11.6	12.9	2.2	2.2	11.1	10.1
Choice Hotels	CHH US	n/a	125.76	n/a	n/a	5,869	18.0	16.5	(526.7)	306.9	291.1	28.2	12.2	11.8
Hilton Worldwide Holdings	HLT US	n/a	221.60	n/a	n/a	53,098	27.9	24.1	(45.2)	(39.9)	n/a	n/a	17.0	15.6
Hyatt Hotels Corp	H US	n/a	112.78	n/a	n/a	10,763	38.9	28.4	8.4	13.1	3.1	3.1	12.1	11.1
Marriott International	MAR US	n/a	236.93	n/a	n/a	65,244	23.5	20.7	(72.9)	(77.9)	n/a	n/a	14.9	13.9
Global average						174,139	20.6	17.9	(68.1)	25.0	50.2	6.4	11.7	11.0
Overall average						217,383	36.1	17.4	(21.1)	16.9	16.0	3.3	13.8	11.0

Sources: Bloomberg; FSSIA estimates

Financial Statements

S Hotels and Resorts

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	9,701	10,352	10,462	10,733	10,993
Cost of goods sold	(6,213)	(6,478)	(6,491)	(6,647)	(6,806)
Gross profit	3,488	3,874	3,971	4,086	4,187
Other operating income	-	-	-	-	-
Operating costs	(2,419)	(2,552)	(2,577)	(2,629)	(2,707)
Operating EBITDA	2,226	2,604	2,610	2,724	2,771
Depreciation	(1,158)	(1,282)	(1,216)	(1,267)	(1,292)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	1,068	1,322	1,394	1,457	1,479
Net financing costs	(1,124)	(1,117)	(1,019)	(989)	(958)
Associates	(88)	(222)	(7)	(4)	(2)
Recurring non-operating income	117	(1)	189	192	194
Non-recurring items	7	(38)	(30)	0	0
Profit before tax	69	167	534	660	715
Tax	18	(33)	(114)	(133)	(143)
Profit after tax	87	134	420	527	572
Minority interests	0	0	0	0	0
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	87	134	420	527	572
Non-recurring items & goodwill (net)	(7)	38	30	0	0
Recurring net profit	80	172	450	527	572
Per share (THB)					
Recurring EPS *	0.02	0.05	0.13	0.15	0.16
Reported EPS	0.02	0.04	0.12	0.15	0.16
DPS	0.02	0.03	0.05	0.06	0.06
Diluted shares (used to calculate per share data)	3,594	3,594	3,594	3,594	3,594
Growth					
Revenue (%)	11.6	6.7	1.1	2.6	2.4
Operating EBITDA (%)	19.7	17.0	0.2	4.4	1.7
Operating EBIT (%)	43.8	23.8	5.4	4.5	1.5
Recurring EPS (%)	nm	115.6	161.5	17.3	8.4
Reported EPS (%)	502.2	54.6	213.5	25.6	8.4
Operating performance					
Gross margin inc. depreciation (%)	36.0	37.4	38.0	38.1	38.1
Gross margin exc. depreciation (%)	47.9	49.8	49.6	49.9	49.8
Operating EBITDA margin (%)	22.9	25.2	25.0	25.4	25.2
Operating EBIT margin (%)	11.0	12.8	13.3	13.6	13.5
Net margin (%)	0.8	1.7	4.3	4.9	5.2
Effective tax rate (%)	(12.1)	7.6	20.0	20.0	20.0
Dividend payout on recurring profit (%)	67.5	62.7	40.0	40.0	40.0
Interest cover (X)	1.1	1.2	1.6	1.7	1.7
Inventory days	16.6	16.3	16.2	16.2	16.1
Debtor days	19.5	17.8	15.6	13.1	10.8
Creditor days	121.9	92.8	68.0	67.8	67.7
Operating ROIC (%)	4.0	4.1	3.8	4.0	4.2
ROIC (%)	4.1	3.7	3.9	4.2	4.3
ROE (%)	0.5	1.1	2.8	3.2	3.4
ROA (%)	3.6	3.3	3.5	3.6	3.7

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Self-managed	1,749	1,876	2,116	2,167	2,203
Outrigger	1,457	2,049	2,150	2,201	2,254
Crossroads Ph1 (Maldives hotels)	2,545	2,714	2,662	2,745	2,829
UK	3,951	3,714	3,534	3,620	3,707

Sources: S Hotels and Resorts; FSSIA estimates

Financial Statements

S Hotels and Resorts

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	80	172	450	527	572
Depreciation	1,158	1,282	1,216	1,267	1,292
Associates & minorities	-	-	-	-	-
Other non-cash items	409	(15)	(48)	(18)	(18)
Change in working capital	370	8	73	81	87
Cash flow from operations	2,017	1,447	1,691	1,858	1,932
Capex - maintenance	(3,077)	(390)	(1,082)	(626)	(642)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(60)	341	0	0	0
Other investments (net)	-	-	-	-	-
Cash flow from investing	(3,137)	(49)	(1,082)	(626)	(642)
Dividends paid	0	(54)	(108)	(180)	(211)
Equity finance	(461)	0	0	0	0
Debt finance	1,337	(1,012)	0	(1,000)	0
Other financing cash flows	(19)	(249)	0	0	0
Cash flow from financing	857	(1,315)	(108)	(1,180)	(211)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	(263)	83	501	52	1,079
Free cash flow to firm (FCFF)	3.35	2,514.29	1,627.77	2,220.22	2,248.46
Free cash flow to equity (FCFE)	198.21	136.60	608.70	231.66	1,290.40

Per share (THB)

FCFF per share	0.00	0.70	0.45	0.62	0.63
FCFE per share	0.06	0.04	0.17	0.06	0.36
Recurring cash flow per share	0.46	0.40	0.45	0.49	0.51

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	41,369	40,744	41,844	42,488	43,147
Less: Accumulated depreciation	(10,474)	(10,727)	(11,943)	(13,210)	(14,502)
Tangible fixed assets (net)	30,895	30,017	29,901	29,278	28,646
Intangible fixed assets (net)	1,628	1,611	1,611	1,611	1,611
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	764	423	423	423	423
Cash & equivalents	2,216	2,299	2,800	2,852	3,931
A/C receivable	535	476	416	355	293
Inventories	231	232	236	240	246
Other current assets	790	683	690	708	725
Current assets	3,772	3,690	4,142	4,155	5,195
Other assets	664	585	585	585	585
Total assets	37,723	36,325	36,661	36,052	36,460
Common equity	16,091	15,926	16,238	16,585	16,946
Minorities etc.	0	0	0	0	0
Total shareholders' equity	16,091	15,926	16,238	16,585	16,946
Long term debt	18,012	16,799	16,799	15,799	15,799
Other long-term liabilities	1,604	1,541	1,541	1,541	1,541
Long-term liabilities	19,616	18,341	18,341	17,341	17,341
A/C payable	1,667	975	990	1,010	1,035
Short term debt	0	200	200	200	200
Other current liabilities	349	884	893	916	938
Current liabilities	2,016	2,059	2,083	2,126	2,173
Total liabilities and shareholders' equity	37,723	36,325	36,661	36,052	36,460
Net working capital	(461)	(468)	(541)	(622)	(709)
Invested capital	33,490	32,167	31,979	31,274	30,556

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

Per share (THB)

Book value per share	4.48	4.43	4.52	4.62	4.72
Tangible book value per share	4.02	3.98	4.07	4.17	4.27

Financial strength

Net debt/equity (%)	98.2	92.3	87.4	79.3	71.2
Net debt/total assets (%)	41.9	40.5	38.7	36.5	33.1
Current ratio (x)	1.9	1.8	2.0	2.0	2.4
CF interest cover (x)	1.2	1.1	1.6	1.2	2.3

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	78.4	36.3	13.9	11.9	10.9
Recurring P/E @ target price (x) *	144.1	66.8	25.6	21.8	20.1
Reported P/E (x)	72.2	46.7	14.9	11.9	10.9
Dividend yield (%)	0.9	1.7	2.9	3.4	3.7
Price/book (x)	0.4	0.4	0.4	0.4	0.4
Price/tangible book (x)	0.4	0.4	0.4	0.4	0.4
EV/EBITDA (x) **	9.9	8.0	7.8	7.1	6.6
EV/EBITDA @ target price (x) **	12.3	10.1	9.8	9.0	8.5
EV/invested capital (x)	0.7	0.7	0.6	0.6	0.6

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

Sources: S Hotels and Resorts; FSSIA estimates

S HOTELS AND RESORTS PCL (SHR TB)

FSSIA ESG rating



25.0 /100

Exhibit 15: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.
★★★★☆	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★☆☆	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★☆☆☆	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★☆☆☆☆	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 16: ESG – peer comparison

	FSSIA ESG score	Domestic ratings							Global ratings					Bloomberg		
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score	
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17	
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94	
BEYOND	24.98	--	--	--	5.00	5.00	Certified	--	39.83	--	--	--	--	--	--	--
CENTEL	62.78	--	Y	Y	5.00	5.00	Certified	Medium	57.54	--	--	71.56	48.00	2.93	54.19	
DUSIT	24.81	--	--	--	5.00	4.00	Certified	--	46.50	--	--	--	--	--	--	--
ERW	39.65	--	--	--	4.00	4.00	Certified	--	54.22	--	--	51.15	21.00	3.90	--	--
MINT	84.43	Y	Y	Y	5.00	4.00	Certified	Medium	57.57	AA	37.00	91.18	69.00	5.00	--	--
SHR	25.00	--	Y	Y	5.00	5.00	--	--	--	--	--	--	--	--	--	--

Sources: [SETTRADE.com](https://www.settrade.com); * FSSIA estimate; FSSIA's compilation

Exhibit 17: ESG disclosure from the company's one report

FY ending Dec 31	FY 2022	FY ending Dec 31	FY 2022
Environmental		Governance	
Climate change policy	Yes	Board size / Independent directors (ID) / Female	9 / 5 / 1
Climate change opportunities discussed	--	No. of board meetings for the year / % attendance	8 / 97.22
GHG scope 2 location-based policy	Yes	Company conducts board evaluations	Yes
Biodiversity policy	Yes	Number of non-executive directors on board	7
Energy efficiency policy	Yes	Director share ownership guidelines	No
Electricity used	Yes	Board age limit	No
Fuel used - crude oil/diesel	--	Age of the youngest / oldest director	53 / 69
Waste reduction policy	Yes	Number of executives / female	6 / 3
Water policy	Yes	Executive share ownership guidelines	No
Water consumption	Yes	Size of audit committee / ID	3 / 3
Social		Audit committee meetings	4
Human rights policy	Yes	Audit committee meeting attendance (%)	100
Policy against child labor	Yes	Size of compensation committee / ID	3 / 3
Quality assurance and recall policy	Yes	Number of compensation committee meetings	4
Consumer data protection policy	Yes	Compensation committee meeting attendance (%)	100
Equal opportunity policy	Yes	Size of nomination committee / ID	3 / 3
Gender pay gap breakout	--	Number of nomination committee meetings	4
Pct women in workforce	33.8	Nomination committee meeting attendance (%)	100
Business ethics policy	Yes	Board compensation (THB m)	10.33
Anti-bribery ethics policy	Yes	Executive compensation (THB m)	53.96
Health and safety policy	Yes	Auditor fee (THB m)	2.2
Lost time incident rate - employees	--	(PricewaterhouseCoopers ABAS Limited)	
Training policy	Yes	Total employee (no.)	2663
Fair remuneration policy	Yes	Employee compensation (THB m)	1379.4
Number of employees - CSR	Yes	Sustainability governance	
Total hours spent by firm - employee training	1700	Verification type	--
Social supply chain management	Yes	Board duration (years)	3

Source: FSSIA's compilation

Disclaimer for ESG scoring

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

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

Source: FSSIA's compilation

GENERAL DISCLAIMER

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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 1.74	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 2.20	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.
Minor International	MINT TB	THB 26.00	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 25.75	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 more intense competition in the F&B business, which may result in price competition; and 3) a slower-than-expected recovery of international tourist numbers.
The Erawan Group	ERW TB	THB 2.34	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.
Dusit Thani	DUSIT TB	THB 8.40	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.
Bound and Beyond	BEYOND TB	THB 7.05	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.

All share prices are as at market close on 28-Apr-2025 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.