

MAGURO GROUP MAGURO TB

THAILAND / AGRO & FOOD INDUSTRY

BUY

UNCHANGED

TARGET PRICE	THB24.50
CLOSE	THB15.40
UP/DOWNSIDE	+59.1%
PRIOR TP	THB24.50
CHANGE IN TP	UNCHANGED
TP vs CONSENSUS	+2.9%

SSSG slows from the 'Shabu War'

- SSSG in June has been impacted by the 'Shabu War,' resulting in a double-digit decline to negative numbers.
- Expect 2Q25 net profit to show solid y-y growth, but remain flat q-q.
- MAGURO's 2025E profit growth still outperforms peers amid weaker consumption.

SSSG in June has been impacted by the Shabu War

We expect a 2Q25 net profit of THB32m (flat q-q, +148% y-y). Excluding annual party expenses of THB3m, its profit would be THB35m, showing both q-q and y-y growth in line with previous expectations. Although SSSG for 2Q25 could decline further to -9% y-y (vs -5.3% y-y in 1Q25), branches in urban areas and the Hitori brand may be more affected than others due to cannibalization from new branch openings. In addition, the Shabu segment is facing intensified competition in June. However, new branch openings are expected to offset the weakness in existing branches. The company opened four new branches in 2Q25 (3 Tonkatsu Aoki, 1 Hitori), bringing the total number of branches to 44 — an increase of 16 branches compared to 2Q24.

Raw material costs declining, but expenses remain high

Overall, raw material prices in 2Q25 have softened considerably, led by salmon (-18% q-q, -27% y-y) and wagyu beef. Management noted that import prices have decreased due to slowing international demand amid the trade war. As a result, we expect the gross profit margin to remain high at around 47.8%, up from 42.6% in 2Q24, although it may decline slightly q-q due to the brand mix. Operating expenses are expected to remain high due to costs associated with new store openings and the annual staff party (which took place in 3Q24 last year).

Set to launch two new brands in 3Q25

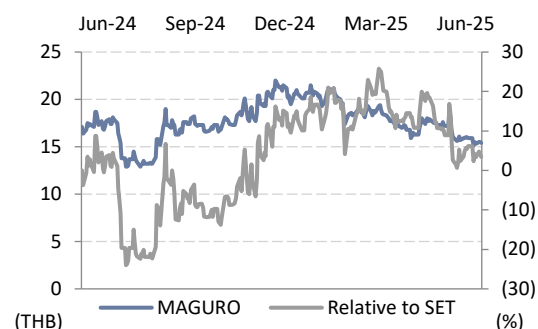
MAGURO is preparing to launch two new brands: 1) BINCHO, which is owned by the company itself. It features traditional Japanese sets grilled over charcoal, with an average meal price of THB400-500/person. The first branch will open at Mega Bangna in July 2025; and 2) a franchise brand from Japan, offering set menus with an average price of THB400-500/person. This will open at Central Park Dusit in August 2025. Both brands are included in the 2025 plan to open a total of 15 new branches.

MAGURO's profit growth still outperforms peers

We maintain our 2025 net profit forecast at THB131m (+36% y-y) and keep our target price at THB24.5. Despite the overall weak outlook for the restaurant industry, we still expect MAGURO's profit to grow amid weaker consumer spending. Therefore, we maintain our BUY rating.

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	1,373	1,646	1,957	2,193
Net profit	97	131	161	185
EPS (THB)	0.77	1.04	1.28	1.47
vs Consensus (%)	-	2.0	1.2	(4.1)
EBITDA	316	371	420	461
Recurring net profit	101	131	161	185
Core EPS (THB)	0.80	1.04	1.28	1.47
Chg. In EPS est. (%)	-	-	-	-
EPS growth (%)	15.9	29.4	22.9	15.2
Core P/E (x)	19.2	14.8	12.1	10.5
Dividend yield (%)	4.4	4.7	5.8	6.7
EV/EBITDA (x)	6.7	5.8	5.0	4.5
Price/book (x)	3.0	2.8	2.6	2.4
Net debt/Equity (%)	29.4	29.2	22.5	14.6
ROE (%)	22.0	19.5	22.5	24.1



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(10.5)	(20.6)	(13.5)
Relative to country (%)	(5.0)	(17.4)	(0.3)
Mkt cap (USD m)	59		
3m avg. daily turnover (USD m)	0.3		
Free float (%)	29		
Major shareholder	Mr Jakkrit Saisomboon (15%)		
12m high/low (THB)	23.10/12.60		
Issued shares (m)	126.00		

Sources: Bloomberg consensus; FSSIA estimates



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Investment thesis

The overall outlook for Thailand's restaurant industry in 2025 may appear less optimistic due to weak purchasing power and high competition. However, due to the positive impact of opening new branches, we expect total revenue in 2025 to grow by 19.8% y-y. Also, MAGURO plans to open no less than 10 new branches in 2025. Hence, we expect 2025 net profit growth of 35.5% y-y.

MAGURO opened two new branches — Tonkatsu Aoki at Velaa Langsuan and Hitori at Central Rama 9 — in 1Q25. It also plans to open another 1-2 new brands in 2H25 and four new Tonkatsu Aoki branches in 2025. It has already secured all locations, including Velaa Langsuan, Ekkamai, One Bangkok, and Central Rama 2.

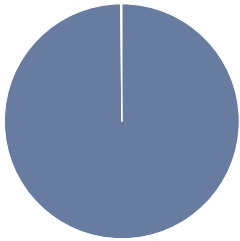
Company profile

MAGURO was established in 2015. MAGURO operates a restaurant business, offering food and beverages from premium to mass under the MAGURO, SSAMTHING TOGETHER, and HITORI SHABU brands. Moreover, it provides delivery and catering services.

www.maguro.co.th

Principal activities (revenue, 2024)

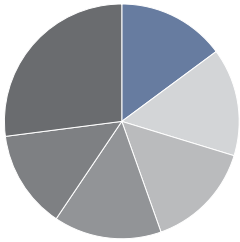
- Restaurants - 99.8 %
- Catering and delivery - 0.2 %



Source: Maguro Group

Major shareholders

- Mr Jakkrit Saisomboon - 14.9 %
- Mr Chatcharas Sriarun - 14.9 %
- Mr Eakkaluk Sangsareedumrong - 14.9 %
- Mr Ronnakad Chinsamran - 14.9 %
- Holistic Impact Pte.Ltd - 13.5 %



Source: Maguro Group

Catalysts

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

Risks to our call

Downside risks to our TP include 1) a slower-than-expected consumption recovery and more intense competition; 2) higher raw material prices; 3) fewer new store launches than expected; and 4) a minimum wage increase and labor shortages.

Event calendar

Date	Event
August 2025	2Q25 results announcement

Key assumptions

	2025E	2026E	2027E
SSSG (%)	2.0	2.0	2.0
New branches (no.)	11	10	10
Total branches (no.)	49	59	69
Total revenue growth (%)	19.8	18.9	12.0
Gross margin (%)	45.3	45.2	45.2
SG&A to sales (%)	33.1	33.0	33.0

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in SSSG, we estimate 2025 net profit to rise by 0.6%, and vice versa, all else being equal.
- For every 0.5% increase in GPM, we estimate 2025 net profit to rise by 5.1%, and vice versa, all else being equal.
- For every 0.2% increase in SG&A, we estimate 2025 net profit to fall by 2.1%, and vice versa, all else being equal.

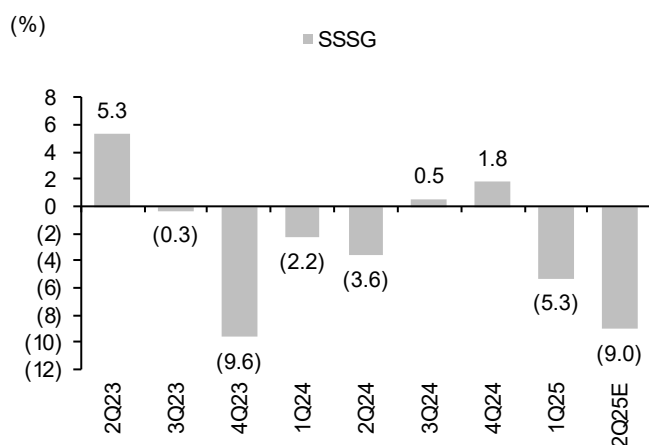
Source: FSSIA estimates

Exhibit 1: MAGURO – 2Q25 earnings preview

	2Q24	3Q24	4Q24	1Q25	2Q25E	----- Change -----		2024	2025E	Change	% 1H25E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)	(THB m)	(THB m)	(y-y%)	to 2025E
Sales	321	356	400	415	424	2.2	32.0	1,373	1,646	19.8	51.0
Cost of sales	184	187	210	216	221	2.6	20.0	743	901	21.2	48.5
Gross profit	137	169	190	199	203	1.7	48.2	630	745	18.2	53.9
SG&A	107	125	143	150	154	2.7	43.6	477	545	14.3	55.9
Operating profit	30	45	50	50	49	(1.0)	62.8	158	203	28.6	48.8
Interest expense	8	9	9	9	10	1.0	25.2	33	40	20.7	47.7
Tax expense	5	7	7	8	8	(2.1)	76.9	24	33	35.7	49.1
Reported net profit	12.9	29.3	34.3	32.5	32.1	(1.4)	148.2	97	131	35.5	49.3
Core profit	18.2	29.0	33.4	32.3	31.9	(1.4)	75.1	101	131	29.4	49.0
Key Ratios (%)						(ppt)	(ppt)				
Gross margin	42.6	47.5	47.5	48.0	47.8	(0.2)	5.2	45.9	45.3	(0.6)	
SG&A to sales	33.5	35.0	35.7	36.2	36.4	0.2	2.9	34.7	33.1	(1.6)	
Operating margin	9.4	12.7	12.5	12.0	11.6	(0.4)	2.2	11.5	12.4	0.8	
Net margin	4.0	8.2	8.6	7.8	7.6	(0.3)	3.5	7.0	8.0	0.9	
Core margin	5.7	8.2	8.4	7.8	7.5	(0.3)	1.8	7.4	8.0	0.6	
Operating Statistics (THB m)											
SSSG (%)	(3.6)	0.5	1.8	(5.3)	(9.0)			(0.9)	2.0		
Existing branches (no.)	26	28	32	38	40			25	34		
New branches (no.)	2	4	6	2	4			13	17		
Total branches (no.)	28	32	38	40	44	10.0	57.1	38	51	34.2	
Maguro (no.)	15	16	18	18	18			18	23		
SSAMTHIBG Together (no.)	6	6	6	6	6			6	6		
Hitori (no.)	7	10	12	13	14			12	18		
Tonkatsu Aoki (no.)			1	2	5			1	3		
CouCou (no.)			1	1	1			1	1		
Salmon price (NOK/kg)	108	78	82	97	79	(18.4)	(26.8)	91	88	(3.4)	

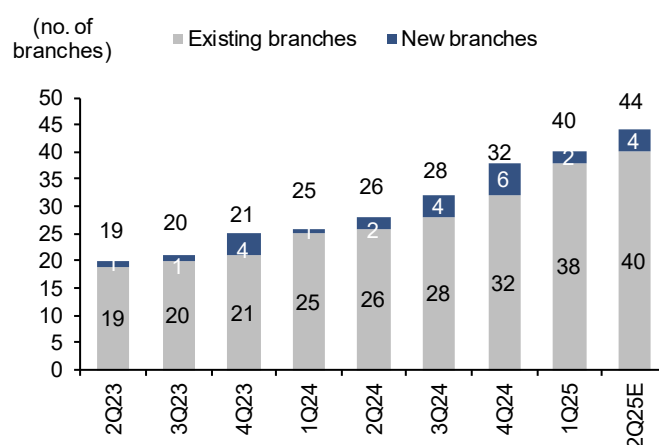
Sources: MAGURO, FSSIA estimates

Exhibit 2: Quarterly same-store sales growth



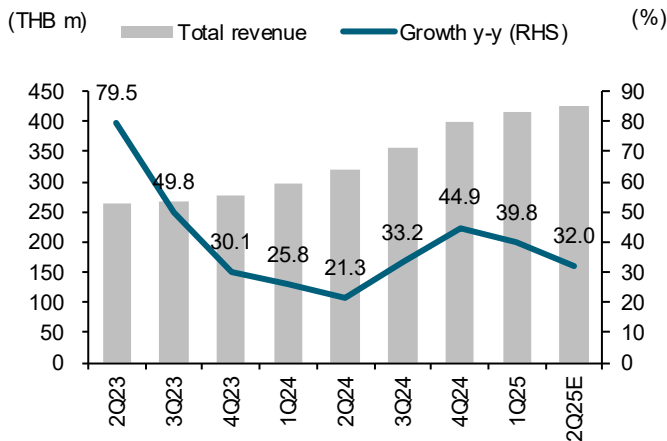
Sources: MAGURO, FSSIA estimates

Exhibit 3: Total and new branch expansions



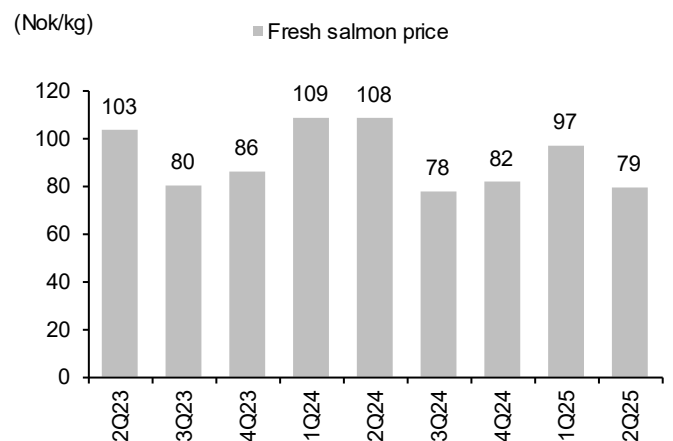
Sources: MAGURO, FSSIA estimates

Exhibit 4: Quarterly total revenue growth



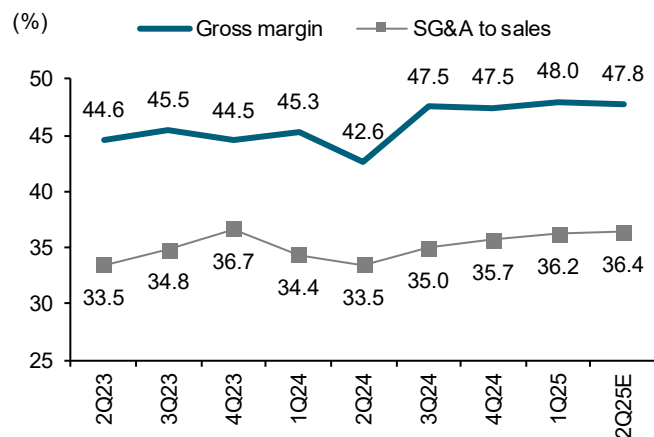
Sources: MAGURO, FSSIA estimates

Exhibit 5: Quarterly Norway fresh salmon prices



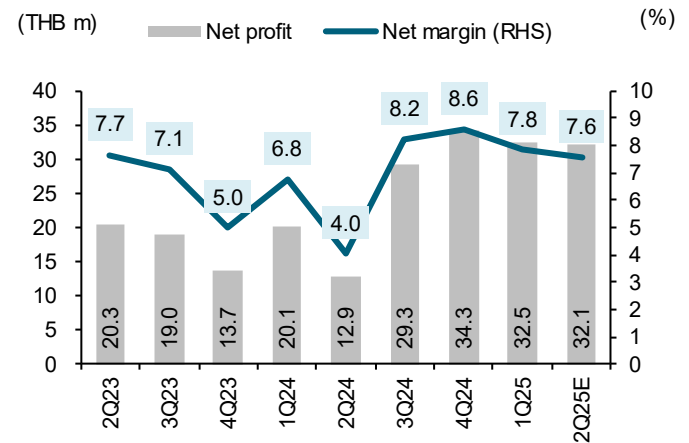
Sources: Bloomberg, FSSIA estimates

Exhibit 6: Quarterly gross margin and SG&A to sales



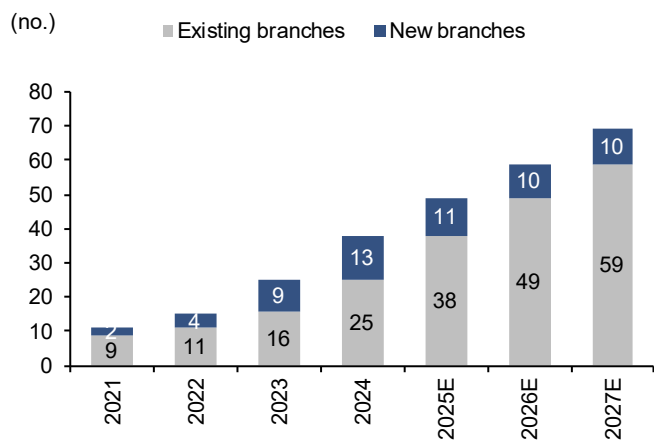
Sources: MAGURO, FSSIA estimates

Exhibit 7: Quarterly net profit and net margin



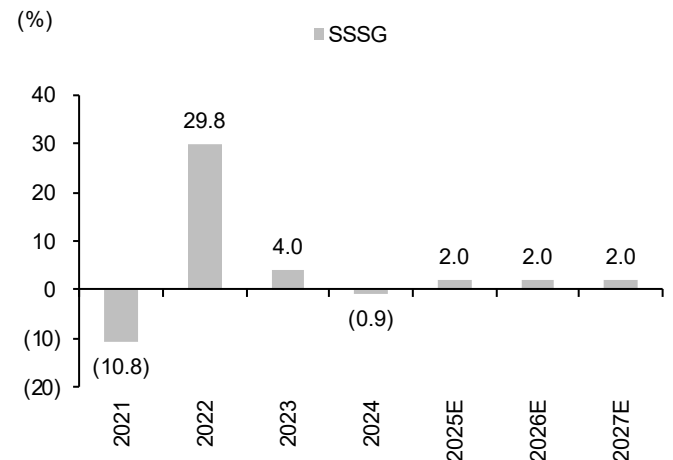
Sources: MAGURO, FSSIA estimates

Exhibit 8: Total new branch expansions



Sources: MAGURO, FSSIA estimates

Exhibit 9: Same-store sales growth



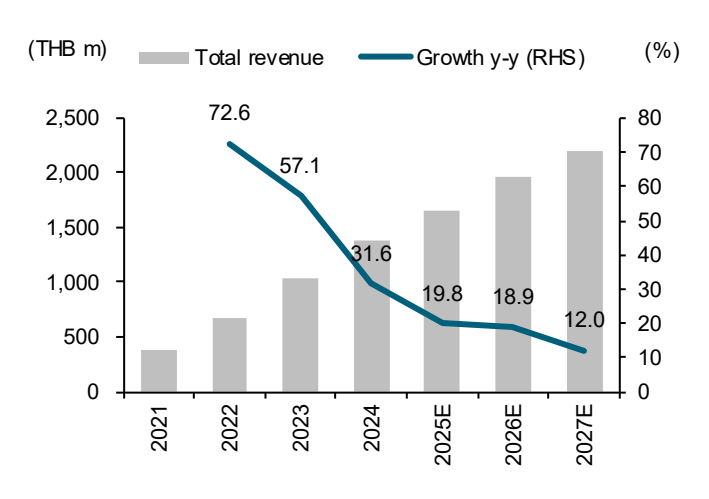
Sources: MAGURO, FSSIA estimates

Exhibit 10: New brand – BINCHO



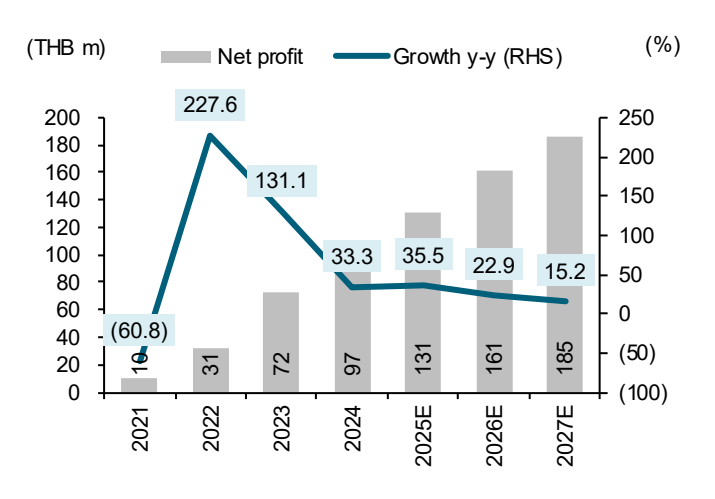
Source: BINCHO's Facebook

Exhibit 11: Yearly total revenue and growth



Sources: MAGURO, FSSIA estimates

Exhibit 12: Yearly net profit and growth



Sources: MAGURO, FSSIA estimates

Financial Statements

Maguro Group

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	1,044	1,373	1,646	1,957	2,193
Cost of goods sold	(572)	(743)	(901)	(1,073)	(1,201)
Gross profit	471	630	745	884	992
Other operating income	2	5	3	4	4
Operating costs	(364)	(477)	(545)	(646)	(724)
Operating EBITDA	218	316	371	420	461
Depreciation	(109)	(158)	(168)	(178)	(188)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	110	158	203	242	273
Net financing costs	(19)	(33)	(40)	(41)	(41)
Associates	0	0	0	0	0
Recurring non-operating income	0	0	0	0	0
Non-recurring items	0	(5)	0	0	0
Profit before tax	91	121	164	201	232
Tax	(18)	(24)	(33)	(40)	(46)
Profit after tax	72	97	131	161	185
Minority interests	0	0	0	0	0
Preferred dividends	0	0	0	0	0
Other items	-	-	-	-	-
Reported net profit	72	97	131	161	185
Non-recurring items & goodwill (net)	-	5	-	-	-
Recurring net profit	72	101	131	161	185
Per share (THB)					
Recurring EPS *	0.69	0.80	1.04	1.28	1.47
Reported EPS	0.69	0.77	1.04	1.28	1.47
DPS	0.82	0.67	0.73	0.89	1.03
Diluted shares (used to calculate per share data)	105	126	126	126	126
Growth					
Revenue (%)	57.1	31.6	19.8	18.9	12.0
Operating EBITDA (%)	89.3	44.7	17.5	13.2	9.6
Operating EBIT (%)	119.9	44.0	28.6	19.2	12.5
Recurring EPS (%)	131.1	15.9	29.4	22.9	15.2
Reported EPS (%)	131.1	10.6	35.5	22.9	15.2
Operating performance					
Gross margin inc. depreciation (%)	45.2	45.9	45.3	45.2	45.2
Gross margin exc. depreciation (%)	55.6	57.4	55.5	54.3	53.8
Operating EBITDA margin (%)	20.9	23.0	22.6	21.5	21.0
Operating EBIT margin (%)	10.5	11.5	12.4	12.4	12.4
Net margin (%)	6.9	7.4	8.0	8.2	8.5
Effective tax rate (%)	20.0	20.0	20.0	20.0	20.0
Dividend payout on recurring profit (%)	118.3	83.4	70.0	70.0	70.0
Interest cover (X)	5.7	4.8	5.1	5.9	6.6
Inventory days	24.0	25.0	28.2	33.1	33.7
Debtor days	7.1	5.8	5.2	4.6	4.7
Creditor days	71.4	73.3	75.6	77.2	78.6
Operating ROIC (%)	21.0	19.2	20.2	23.6	26.5
ROIC (%)	18.5	17.2	18.1	20.8	23.1
ROE (%)	26.5	22.0	19.5	22.5	24.1
ROA (%)	12.2	11.6	11.2	12.4	13.1
* Pre-exceptional, pre-goodwill and fully diluted					
Revenue by Division (THB m)					
Restaurants	1,042	1,371	1,643	1,955	2,190
Catering and delivery	2	2	2	3	3

Sources: Maguro Group; FSSIA estimates

Financial Statements

Maguro Group

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	72	101	131	161	185
Depreciation	109	158	168	178	188
Associates & minorities	-	-	-	-	-
Other non-cash items	0	0	0	0	0
Change in working capital	19	35	0	18	13
Cash flow from operations	200	294	299	357	386
Capex - maintenance	(352)	(450)	(200)	(200)	(200)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(25)	(23)	(17)	(14)	(11)
Cash flow from investing	(377)	(472)	(217)	(214)	(211)
Dividends paid	(85)	(43)	(92)	(113)	(130)
Equity finance	0	332	0	0	0
Debt finance	151	141	35	24	0
Other financing cash flows	8	10	0	6	4
Cash flow from financing	73	440	(57)	(83)	(126)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	(3)
Movement in cash	(104)	262	25	60	47
Free cash flow to firm (FCFF)	(157.84)	(145.51)	121.37	183.79	216.94
Free cash flow to equity (FCFE)	(18.70)	(26.92)	116.36	172.33	177.09
Per share (THB)					
FCFF per share	(1.25)	(1.15)	0.96	1.46	1.72
FCFE per share	(0.15)	(0.21)	0.92	1.37	1.41
Recurring cash flow per share	1.73	2.06	2.37	2.69	2.96
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	696	1,038	1,080	1,112	1,134
Less: Accumulated depreciation	(108)	(158)	(168)	(178)	(188)
Tangible fixed assets (net)	588	880	912	934	946
Intangible fixed assets (net)	23	26	30	30	30
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	0	0	0	0	0
Cash & equivalents	94	356	381	441	488
A/C receivable	19	24	23	27	30
Inventories	41	39	74	88	99
Other current assets	3	6	8	10	11
Current assets	158	425	486	565	628
Other assets	45	60	74	88	99
Total assets	814	1,392	1,502	1,617	1,703
Common equity	267	653	692	740	796
Minorities etc.	0	0	0	0	0
Total shareholders' equity	267	653	692	740	796
Long term debt	331	443	475	492	507
Other long-term liabilities	19	30	30	35	39
Long-term liabilities	351	473	505	527	547
A/C payable	105	131	173	206	230
Short term debt	76	105	108	115	97
Other current liabilities	17	31	25	29	33
Current liabilities	197	267	305	350	360
Total liabilities and shareholders' equity	814	1,392	1,502	1,617	1,703
Net working capital	(57)	(92)	(93)	(110)	(123)
Invested capital	599	874	923	942	951
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	2.55	5.18	5.49	5.87	6.32
Tangible book value per share	2.34	4.97	5.25	5.64	6.08
Financial strength					
Net debt/equity (%)	117.1	29.4	29.2	22.5	14.6
Net debt/total assets (%)	38.4	13.8	13.4	10.3	6.8
Current ratio (x)	0.8	1.6	1.6	1.6	1.7
CF interest cover (x)	0.0	0.2	3.9	5.2	5.3
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	22.2	19.2	14.8	12.1	10.5
Recurring P/E @ target price (x) *	35.3	30.5	23.6	19.2	16.7
Reported P/E (x)	22.2	20.1	14.8	12.1	10.5
Dividend yield (%)	5.3	4.4	4.7	5.8	6.7
Price/book (x)	6.0	3.0	2.8	2.6	2.4
Price/tangible book (x)	6.6	3.1	2.9	2.7	2.5
EV/EBITDA (x) **	8.8	6.7	5.8	5.0	4.5
EV/EBITDA @ target price (x) **	13.2	10.4	8.9	7.7	7.0
EV/invested capital (x)	3.2	2.4	2.3	2.2	2.2
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Maguro Group; FSSIA estimates

MAGURO GROUP PCL (MAGURO TB)

FSSIA ESG rating

n/a

Exhibit 13: 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.

Source: FSSIA estimates

Exhibit 14: ESG – peer comparison

	FSSIA	Domestic ratings							Global ratings					Bloomberg	
	ESG score	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
AU	11.75	--	--	--	--	3.00	--	High	--	--	--	--	--	--	--
M	26.38	--	--	--	4.00	4.00	Certified	Medium	--	--	--	--	17.00	--	--
MAGURO	n/a	--	--	--	--	--	--	--	--	--	--	--	--	--	--
SNP	39.25	--	--	Y	4.00	5.00	Certified	--	64.55	--	--	57.45	--	--	--
ZEN	37.06	--	--	Y	5.00	4.00	Certified	--	52.09	--	--	52.41	--	--	--

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

Exhibit 15: ESG disclosure from the company's one report

FY ending Dec 31	FY 2023	FY ending Dec 31	FY 2023
Environmental		Governance	
Climate change policy	Yes	Board size / Independent directors (ID) / Female	9 / 3 / 1
Climate change opportunities discussed	--	No. of board meetings for the year / % attendance	9 / 95%
GHG scope 2 location-based policy	Yes	Company conducts board evaluations	--
Biodiversity policy	Yes	Number of non-executive directors on board	4
Energy efficiency policy	Yes	Director share ownership guidelines	No
Electricity used	--	Board age limit	No
Fuel used - crude oil/diesel	--	Age of the youngest / oldest director	-- / --
Waste reduction policy	Yes	Number of executives / female	5 / 2
Water policy	Yes	Executive share ownership guidelines	No
Water consumption	--	Size of audit committee / ID	3 / 3
Social		Audit committee meetings	5
Human rights policy	Yes	Audit committee meeting attendance (%)	100
Policy against child labor	Yes	Size of compensation committee	3 / 2
Quality assurance and recall policy	--	Number of compensation committee meetings	5
Consumer data protection policy	Yes	Compensation committee meeting attendance (%)	100
Equal opportunity policy	Yes	Size of nomination committee / ID	3 / 2
Gender pay gap breakout	--	Number of nomination committee meetings	5
Pct women in workforce	Yes	Nomination committee meeting attendance (%)	100
Business ethics policy	Yes	Board compensation (THB m)	1.61
Anti-bribery ethics policy	Yes	Auditor fee (THB m)	2.20
Health and safety policy	Yes	(PricewaterhouseCoopers ABAS Ltd.)	
Lost time incident rate - employees	--		
Training policy	Yes		
Fair remuneration policy	Yes		
Number of employees - CSR	--		
Total hours spent by firm - employee training	--		
Social supply chain management	Yes		

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+										
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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

ANALYST(S) CERTIFICATION

Sureeporn Teewasuwet FSS International Investment Advisory Securities Co., Ltd

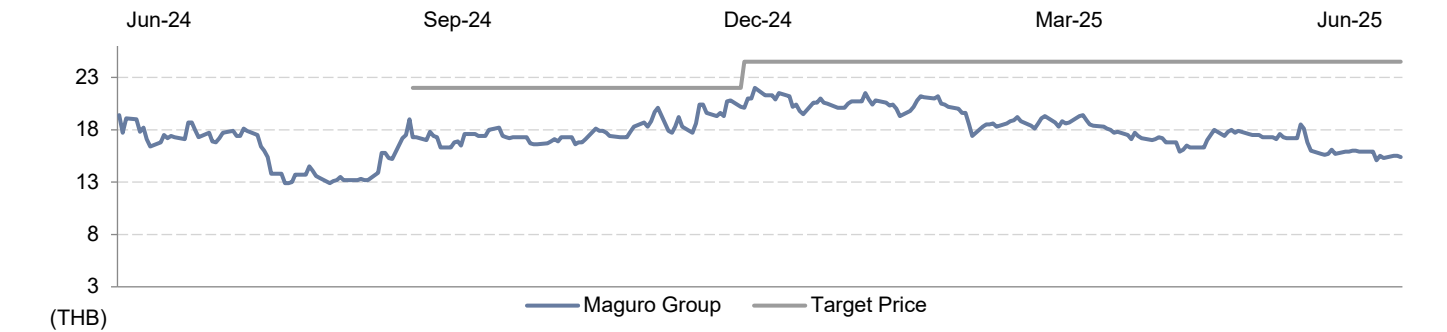
The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s)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

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History of change in investment rating and/or target price

Maguro Group (MAGURO TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
28-Aug-2024	BUY	22.00	02-Dec-2024	BUY	24.50	-	-	-

Sureeporn Teewasuwet started covering this stock from 28-Aug-2024

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Maguro Group	MAGURO TB	THB 15.40	BUY	Downside risks to our TP include 1) a slower-than-expected consumption recovery and more intense competition; 2) higher raw material prices; 3) fewer new store launches than expected; and 4) a minimum wage increase and labor shortages.

Source: FSSIA estimates

Additional Disclosures

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

All share prices are as at market close on 11-Jun-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.