

# ZEN Corporation Group ZEN

ZEN Corporation Group  
Public Company Limited

Bloomberg ZEN TB  
Reuters ZEN.BK



## 4Q23: Weak earnings

ZEN reported a weak 4Q23 net profit of Bt38mn (-31% YoY and -5% QoQ) and in response we cut our 2024F by 18% and 2025F by 17% to factor in the weaker EBIT margin in view of the challenges faced by the restaurant industry. While we believe negatives are largely in the price, in the near-term, a sustainable share price rally is difficult given the lack of earnings conviction until 2H24 when it may see fruit from efforts to boost SSS by store revamping and building brand recognition. We cut our 3-month tactical call to Neutral (from Outperform) with a new end-2024 TP of Bt10.2/share.

**4Q23: Weak earnings.** ZEN reported a 4Q23 net profit of Bt38mn (-31% YoY and -5% QoQ). Total revenue rose 12% YoY and 5% QoQ backed by expansion of owned outlets (+17% YoY and 10% QoQ), with SSS poor at -7.9% in 4Q23 (vs. +0.4% in 4Q22 and -4.5% in 3Q23), reflecting low consumption and high competition. EBIT was Bt63mn in 4Q23, down 22% YoY (but flat QoQ) on price promotions and slower operations at new owned outlets. 2023 net profit was Bt158mn, up 2% YoY. It is paying a DPS of Bt0.30, 3% dividend yield. XD is March 8, payment May 15.

**Targets 17% revenue growth in 2024.** ZEN targets 17% revenue growth to Bt4.6bn. For the restaurant business (82% of revenue), it targets SSS at 3-5% (from 0.1% in 2023). It reports slow SSS in January and to boost SSS, it will revamp the outlets and build brand recognition, chiefly for *AKA* (35% of revenue) and *Tummour* (4% of revenue); this is expected to complete in 2Q24. ZEN targets 14 net new owned outlets (20-25 new ones with 6-11 closed), more conservative than the 38 added in 2023. For the franchise business (2% of revenue), ZEN targets 10 net new franchise outlets (15-20 new ones with 5-10 closed). Of these, the overseas expansion will be more aggressive, with five new franchise outlets under *Khiang* in Japan and Malaysia.

**Earnings revised down. Our concern is economic uncertainty and competition.** We cut ZEN's core earnings by 18% in 2024 and 17% in 2025. In 2024, we assume 13% revenue growth (more conservative than its target) with EBIT margin at 6.1%, down from 6.5% in 2023. The ease in raw material costs will not help as much as it might as the challenging environment in the restaurant industry from economic uncertainty and competition will lead ZEN to use pricing strategies. In view of this, we forecast low core earnings growth at 2% YoY to Bt161mn in 2024. We expect stronger earnings in 2H24 on fruition of its efforts to boost SSS by store revamping and building brand recognition.

**Downgrade to Neutral.** ZEN's share price has plummeted 45% over the past year to trade at 16x 2024PE, nearly -2SD of its historical average since 2019. While we believe negatives are largely in the price, in the near-term a sustainable rally is difficult given the lack of earnings conviction. We downgrade our 3-month tactical call to Neutral (from Outperform) with end-2024 TP of Bt10.2/share, down from Bt15/share (DCF based WACC of 7.4% and long-term growth of 2%).

**Risks.** 1) Economic slowdown impacting consumer spending, 2) intense competition, 3) rising costs and 4) change in consumer preferences. We see ESG risk as consumer safety and food quality (S).

### Forecasts and valuation

Year to 31 Dec	Unit	2022	2023	2024F	2025F	2026F
Revenue	(Btmn)	3,383	3,915	4,427	4,784	5,016
EBITDA	(Btmn)	594	639	656	683	697
Core profit	(Btmn)	154	158	161	178	201
Reported profit	(Btmn)	154	158	161	178	201
Core EPS	(Bt)	0.51	0.53	0.54	0.59	0.67
DPS	(Bt)	0.16	0.30	0.30	0.33	0.37
P/E, core	(x)	17.2	16.8	16.4	14.8	13.1
EPS growth, core	(%)	N.A.	2.4	2.3	10.5	13.1
P/BV, core	(x)	2.1	1.9	1.8	1.7	1.6
ROE	(%)	12.3	11.2	11.0	11.8	12.5
Dividend yield	(%)	1.8	3.4	3.4	3.7	4.2
EBITDA growth	(%)	104.3	7.5	2.7	4.1	2.1

Source: InnovestX Research

## Tactical: NEUTRAL

(3-month)

Stock data	
Last close (Mar 7) (Bt)	8.80
Target price (Bt)	10.20
Mkt cap (Btbn)	2.64
Mkt cap (US\$m)	74
Beta	M
Mkt cap (%) SET	0.02
Sector % SET	5.40
Shares issued (mn)	300
Par value (Bt)	1.00
12-m high / low (Bt)	17.9 / 8.6
Avg. daily 6m (US\$m)	0.03
Foreign limit / actual (%)	49 / 0
Free float (%)	28.0
Dividend policy (%)	≥ 50

Share performance			
(%)	1M	3M	12M
Absolute	1.1	(9.7)	(45.0)
Relative to SET	2.4	(9.2)	(35.4)

Source: SET, InnovestX Research

2023 Sustainability / 2022 ESG Score	
SET ESG Ratings	AA

ESG Bloomberg Rank in the sector	
ESG Score Rank	n.a.
Environmental Score Rank	n.a.
Social Score Rank	n.a.
Governance Score Rank	n.a.

### ESG comment

ZEN does not have an ESG score. However, we see ZEN as putting more effort into development of ESG, especially environmental issues.

Source: Bloomberg Finance L.P.

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## Our view on ESG

**We see ZEN as putting more effort into development of ESG, especially environmental issues, as it has set goals and strategies for energy management, water consumption and waste management. We see room to improve as it has not set long-term committed targets. We view its management and governance as satisfactory.**

## ESG Disclosure Score

Bloomberg ESG Score	n.a.	CG Rating	DJSI	SETESG	SET ESG Ratings
Rank in Sector	n.a.	ZEN	5	No	AA

Source: Thai Institute of Directors (IOD), SET

## Environmental Issue (E)

- ZEN has set goals and strategies to reduce electricity consumption including practices in office buildings, measures to set the opening-closing time for lighting and air conditioning, performing inspection and maintenance of the machines on a regular basis, improving and changing various electrical equipment to be energy-saving.
- Energy management goals: Target in 2023, the rate of electricity consumption per unit (energy intensity) in the company decreases by 3%. Target in 2026, the rate of electricity consumption per unit (energy intensity) in the company decreases by 5% (using year 2022 as a full year base year).
- Water consumption: Target in 2023, the rate of water consumption per unit (water intensity) in the company decreases by 3%. Target in 2026, the rate of water consumption per unit (water intensity) in the company decreases by 5% (using year 2022 as a full year base year).
- Garbage and waste management goals: Goals in 2022, 125 tons of recyclable waste sorting management. Goals in 2026, 150 tons of recyclable waste sorting management

## Social Issue (S)

- ZEN recognizes the importance of occupational safety, health, and working environment in order to comply with the vision of being a leading restaurant business group. There were 49 cases of employees suffering accidents and injuries while working in the restaurants/branches, accounting for 1.54% of the total number of employees, with no severe or fatal injury, and the number of employees who experienced work-related injuries resulting in 1 day leave from work totaled 39 persons.
- In 2022, ZEN had no disputes with the communities or society around the office. The objectives of the projects funded by the company in 2022 was to generate a sustainable income in the community of Bt100,000 per year in addition to financial assistance. The objectives of the projects in 2026 is to generate a sustainable income in the community of Bt300,000 per year in addition to financial assistance.
- We see ESG risk is consumer safety and food quality. ZEN has a system for managing and controlling the quality and standards of raw materials and food at every stage from ordering raw materials through R&D process, distribution of products and raw materials, quality inspection, quality, preparation and cooking, storage and distribution to individual branches.

## Governance Issue (G)

- ZEN provides complaint channels from customers and/consumer about products, services or other matters in accordance with the complaints and whistleblowing policy at internal audit director, company secretary and audit and corporate governance committee.
- ZEN's product research and development department and supply chain quality control and assurance department have also participated in supplier auditions to ensure the potential of suppliers' products and services in accordance with the specified standards. It also develops to grow into a long-term trade partner.
- As of December 31, 2022, the Board of Directors consists of 11 directors, 5 independent directors or 45% of total directors, which is not less one-third (1/3) of the board.
- The chairman is an independent director.
- Major shareholders control 66.92% of total issued and paid-up shares.

## ESG Disclosure Score

	2022
<b>ESG Disclosure Score</b>	<b>n.a.</b>
<b>Environment</b>	<b>n.a.</b>
<b>Social</b>	<b>n.a.</b>
<b>Governance</b>	<b>n.a.</b>

Source: Bloomberg Finance L.P.

## Disclaimer

Bloomberg ESG Disclosure Scores rate companies on their level of disclosure of ESG data. Bloomberg offers four disclosure scores, for overall ESG, as well as Environmental, Social, and Governance. To review the fully transparent methodology, calculate disclosure scores for any company, and compare a company's scores vs its peers, see ESG Disclosure Score Model in Bloomberg.

## Financial statement

### Profit and Loss Statement

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Total revenue	(Btmn)	3,102	2,284	2,209	3,383	3,915	4,427	4,784	5,016
Cost of goods sold	(Btmn)	1,621	1,229	1,243	1,838	2,239	2,560	2,768	2,898
<b>Gross profit</b>	<b>(Btmn)</b>	<b>1,481</b>	<b>1,055</b>	<b>966</b>	<b>1,546</b>	<b>1,676</b>	<b>1,867</b>	<b>2,016</b>	<b>2,117</b>
SG&A	(Btmn)	1,392	1,154	1,085	1,330	1,452	1,630	1,756	1,827
Other income	(Btmn)	42	49	47	30	30	35	38	40
Interest expense	(Btmn)	4	34	38	33	42	42	42	42
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>128</b>	<b>(83)</b>	<b>(110)</b>	<b>213</b>	<b>212</b>	<b>230</b>	<b>257</b>	<b>288</b>
Corporate tax	(Btmn)	21	(21)	(23)	39	34	46	51	58
Equity a/c profits	(Btmn)	0	(1)	(2)	(2)	0	0	0	0
Minority interests	(Btmn)	(0)	0	(3)	(18)	(20)	(23)	(27)	(29)
<b>Core profit</b>	<b>(Btmn)</b>	<b>114</b>	<b>(58)</b>	<b>(93)</b>	<b>154</b>	<b>158</b>	<b>161</b>	<b>178</b>	<b>201</b>
Extra-ordinary items	(Btmn)	(8)	(6)	1	0	0	0	0	0
<b>Net Profit</b>	<b>(Btmn)</b>	<b>106</b>	<b>(64)</b>	<b>(92)</b>	<b>154</b>	<b>158</b>	<b>161</b>	<b>178</b>	<b>201</b>
EBITDA	(Btmn)	320	349	291	594	639	656	683	697
<b>Core EPS (Bt)</b>	<b>(Bt)</b>	<b>0.38</b>	<b>(0.19)</b>	<b>(0.31)</b>	<b>0.51</b>	<b>0.53</b>	<b>0.54</b>	<b>0.59</b>	<b>0.67</b>
Net EPS (Bt)	(Bt)	0.35	(0.21)	(0.31)	0.51	0.53	0.54	0.59	0.67
DPS (Bt)	(Bt)	0.45	0.25	0.00	0.16	0.30	0.30	0.33	0.37

### Balance Sheet

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Total current assets	(Btmn)	598	462	495	729	820	801	844	929
Total fixed assets	(Btmn)	884	720	655	410	552	569	629	656
<b>Total assets</b>	<b>(Btmn)</b>	<b>2,044</b>	<b>2,689</b>	<b>2,557</b>	<b>2,824</b>	<b>3,240</b>	<b>3,243</b>	<b>3,339</b>	<b>3,435</b>
Total loans	(Btmn)	0	0	0	104	199	199	199	199
Total current liabilities	(Btmn)	481	566	614	808	946	992	1,029	1,052
Total long-term liabilities	(Btmn)	0	0	0	0	0	0	0	0
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>610</b>	<b>1,478</b>	<b>1,398</b>	<b>1,478</b>	<b>1,761</b>	<b>1,778</b>	<b>1,785</b>	<b>1,778</b>
Paid-up capital	(Btmn)	300	300	300	300	300	300	300	300
<b>Total equity</b>	<b>(Btmn)</b>	<b>1,434</b>	<b>1,211</b>	<b>1,159</b>	<b>1,346</b>	<b>1,479</b>	<b>1,465</b>	<b>1,554</b>	<b>1,657</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>4.78</b>	<b>4.04</b>	<b>3.74</b>	<b>4.27</b>	<b>4.64</b>	<b>4.88</b>	<b>5.18</b>	<b>5.52</b>

### Cash Flow Statement

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Core Profit	(Btmn)	114	(58)	(93)	154	158	161	178	201
Depreciation and amortization	(Btmn)	189	399	363	348	385	384	384	367
Operating cash flow	(Btmn)	302	316	40	323	381	276	308	318
Investing cash flow	(Btmn)	(297)	(46)	107	(88)	(477)	(158)	(200)	(150)
Financing cash flow	(Btmn)	216	(365)	(147)	(175)	68	(175)	(89)	(98)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>221</b>	<b>(95)</b>	<b>(1)</b>	<b>60</b>	<b>(29)</b>	<b>(57)</b>	<b>19</b>	<b>70</b>

### Key Financial Ratios

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Gross margin	(%)	47.7	46.2	43.7	45.7	42.8	42.2	42.1	42.2
Operating margin	(%)	2.9	(4.3)	(5.4)	6.4	5.7	5.3	5.4	5.8
EBITDA margin	(%)	10.2	15.0	12.9	17.4	16.2	14.7	14.2	13.8
EBIT margin	(%)	4.2	(2.2)	(3.3)	7.3	6.5	6.1	6.2	6.6
Net profit margin	(%)	3.4	(2.8)	(4.1)	4.5	4.0	3.6	3.7	4.0
ROE	(%)	12.0	(4.4)	(7.8)	12.3	11.2	11.0	11.8	12.5
ROA	(%)	6.3	(2.4)	(3.5)	5.7	5.2	5.0	5.4	5.9
Net D/E	(x)	Net cash	Net cash	Net cash	Net cash	Net cash	0.0	0.0	Net cash
Interest coverage	(x)	86.4	10.4	7.7	18.2	15.2	15.6	16.2	16.5
Debt service coverage	(x)	86.4	10.4	7.7	4.3	2.7	2.7	2.8	2.9
Payout Ratio	(x)	118.2	N.A.	0.0	31.2	57.1	55.0	55.0	55.0

### Main Assumptions

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
SSS	(%)	(4.7)	(30.4)	0.8	25.5	0.1	2.0	2.0	2.0
<b>Revenue contribution</b>									
Restaurant	(%)	90.4	89.1	86.1	81.7	80.7	80.7	81.5	82.0
Sales of raw material to franchisees	(%)	6.2	5.7	6.4	4.6	3.2	3.3	3.3	3.2
Franchise fee	(%)	2.4	3.1	2.9	2.3	2.1	1.7	1.5	1.4
Retail merchandise	(%)	0.9	2.2	4.6	11.5	13.9	14.3	13.7	13.4

## Financial statement

### Profit and Loss Statement

FY December 31	Unit	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
Total revenue	(Btmn)	686	859	900	938	907	961	999	1,048
Cost of goods sold	(Btmn)	378	466	480	513	509	543	569	618
<b>Gross profit</b>	<b>(Btmn)</b>	<b>309</b>	<b>393</b>	<b>420</b>	<b>425</b>	<b>397</b>	<b>418</b>	<b>430</b>	<b>430</b>
SG&A	(Btmn)	295	329	354	351	347	352	371	381
Other income	(Btmn)	6	6	11	8	7	6	4	14
Interest expense	(Btmn)	9	9	8	7	10	10	11	12
<b>Pre-tax profit</b>	<b>(Btmn)</b>	<b>10</b>	<b>61</b>	<b>68</b>	<b>74</b>	<b>47</b>	<b>61</b>	<b>52</b>	<b>51</b>
Corporate tax	(Btmn)	2	11	13	13	8	12	7	7
Equity a/c profits	(Btmn)	(0)	(0)	(1)	(1)	0	0	0	0
Minority interests	(Btmn)	(4)	(5)	(3)	(6)	(4)	(4)	(6)	(6)
<b>Core profit</b>	<b>(Btmn)</b>	<b>4</b>	<b>44</b>	<b>51</b>	<b>55</b>	<b>34</b>	<b>46</b>	<b>40</b>	<b>38</b>
Extra-ordinary items	(Btmn)	0	0	0	0	0	0	0	0
<b>Net Profit</b>	<b>(Btmn)</b>	<b>4</b>	<b>44</b>	<b>51</b>	<b>55</b>	<b>34</b>	<b>46</b>	<b>40</b>	<b>38</b>
EBITDA	(Btmn)	109	157	166	162	147	166	158	167
<b>Core EPS (Bt)</b>	<b>(Bt)</b>	<b>0.01</b>	<b>0.15</b>	<b>0.17</b>	<b>0.18</b>	<b>0.11</b>	<b>0.15</b>	<b>0.13</b>	<b>0.13</b>
Net EPS (Bt)	(Bt)	0.01	0.15	0.17	0.18	0.11	0.15	0.13	0.13

### Balance Sheet

FY December 31	Unit	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
Total current assets	(Btmn)	493	555	622	729	707	717	700	820
Total fixed assets	(Btmn)	639	331	371	410	409	425	485	552
<b>Total assets</b>	<b>(Btmn)</b>	<b>2,559</b>	<b>2,591</b>	<b>2,704</b>	<b>2,824</b>	<b>2,823</b>	<b>2,864</b>	<b>2,940</b>	<b>3,240</b>
Total loans	(Btmn)	86	63	67	104	134	205	141	199
Total current liabilities	(Btmn)	637	674	715	808	746	800	798	946
Total long-term liabilities	(Btmn)	1	0	0	0	0	0	0	0
<b>Total liabilities</b>	<b>(Btmn)</b>	<b>1,379</b>	<b>1,362</b>	<b>1,419</b>	<b>1,478</b>	<b>1,438</b>	<b>1,476</b>	<b>1,506</b>	<b>1,761</b>
Paid-up capital	(Btmn)	300	300	300	300	300	300	300	300
<b>Total equity</b>	<b>(Btmn)</b>	<b>1,180</b>	<b>1,229</b>	<b>1,285</b>	<b>1,346</b>	<b>1,385</b>	<b>1,388</b>	<b>1,434</b>	<b>1,479</b>
<b>BVPS (Bt)</b>	<b>(Bt)</b>	<b>3.76</b>	<b>3.91</b>	<b>4.08</b>	<b>4.27</b>	<b>4.38</b>	<b>4.38</b>	<b>4.51</b>	<b>4.64</b>

### Cash Flow Statement

FY December 31	Unit	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
Core Profit	(Btmn)	4	44	51	55	34	46	40	38
Depreciation and amortization	(Btmn)	89	88	90	81	90	95	95	105
Operating cash flow	(Btmn)	11	165	182	164	24	58	230	166
Investing cash flow	(Btmn)	(74)	(55)	(68)	(90)	(33)	(56)	(98)	(105)
Financing cash flow	(Btmn)	(37)	(56)	(64)	(19)	(35)	(42)	(121)	(33)
<b>Net cash flow</b>	<b>(Btmn)</b>	<b>(100)</b>	<b>54</b>	<b>51</b>	<b>56</b>	<b>(44)</b>	<b>(41)</b>	<b>10</b>	<b>27</b>

### Key Financial Ratios

FY December 31	Unit	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
Gross margin	(%)	45.0	45.7	46.6	45.3	43.8	43.5	43.1	41.1
Operating margin	(%)	2.0	7.4	7.3	7.8	5.5	6.9	5.9	4.7
EBITDA margin	(%)	15.7	18.2	18.3	17.1	16.1	17.2	15.7	15.8
EBIT margin	(%)	2.8	8.1	8.5	8.6	6.2	7.4	6.3	6.0
Net profit margin	(%)	0.6	5.1	5.6	5.8	3.8	4.8	4.0	3.6
ROE	(%)	1.4	7.9	10.9	12.3	10.6	12.2	11.7	11.2
ROA	(%)	0.6	3.8	5.2	5.7	5.1	5.9	5.7	5.2
Net D/E	(x)	Net cash	Net cash	Net cash	Net cash	Net cash	Net cash	Net cash	Net cash
Interest coverage	(x)	12.1	18.0	20.3	23.9	15.0	16.5	14.9	14.4
Debt service coverage	(x)	3.6	6.4	6.7	4.9	3.4	2.7	3.4	2.7

### Main Assumptions

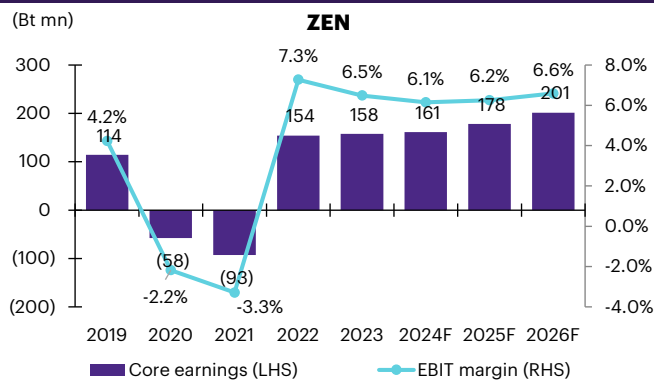
FY December 31	Unit	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23
SSS	(%)	8.5	52.6	75.2	0.4	12.5	3.1	(4.5)	(7.9)
<u>Revenue contribution</u>									
Restaurant	(%)	83.1	77.5	82.9	83.2	83.1	81.2	79.8	79.0
Sales of raw material to franchisees	(%)	5.2	4.9	4.3	3.9	3.5	3.5	3.1	2.9
Franchise fee	(%)	2.3	2.2	2.1	2.5	2.2	2.3	2.0	2.0
Retail merchandise	(%)	9.3	15.4	10.7	10.4	11.1	13.0	15.1	16.1

**Figure 1: 4Q23 earnings review**

(Bt mn)	4Q22	1Q23	2Q23	3Q23	4Q23	YoY%	QoQ%	2022	2023	YoY%
Revenue	938	907	961	999	1,048	11.7	4.9	3,383	3,915	15.7
Gross profit	425	397	418	430	430	1.3	(0.0)	1,546	1,676	8.4
EBITDA	162	147	166	158	167	3.4	6.0	594	639	7.5
<b>Core profit</b>	<b>55</b>	<b>34</b>	<b>46</b>	<b>40</b>	<b>38</b>	<b>(30.9)</b>	<b>(5.4)</b>	<b>154</b>	<b>158</b>	<b>2.4</b>
<b>Net profit</b>	<b>55</b>	<b>34</b>	<b>46</b>	<b>40</b>	<b>38</b>	<b>(30.9)</b>	<b>(5.4)</b>	<b>154</b>	<b>158</b>	<b>2.4</b>
EPS (Bt/share)	0.18	0.11	0.15	0.13	0.13	(30.9)	(5.4)	0.51	0.53	2.4
<b>Balance Sheet</b>										
Total Assets	2,824	2,823	2,864	2,940	3,240	14.7	10.2	2,824	3,240	14.7
Total Liabilities	1,478	1,438	1,476	1,506	1,761	19.1	16.9	1,478	1,761	19.1
Total Equity	1,346	1,385	1,388	1,434	1,479	9.8	3.1	1,346	1,479	9.8
BVPS (Bt/share)	4.27	4.38	4.38	4.51	4.64	8.8	2.9	4.27	4.64	8.8
<b>Financial Ratio</b>										
Gross Margin (%)	45.3	43.8	43.5	43.1	41.1	(4.2)	(2.0)	45.7	42.8	
EBIT margin (%)	8.6	6.2	7.4	6.3	6.0	(2.6)	(0.3)	17.6	16.3	
Net Profit Margin (%)	5.8	3.8	4.8	4.0	3.6	(2.2)	(0.4)	4.5	4.0	
ROA (%)	8.1	5.1	6.7	5.7	5.0			8.1	5.0	
ROE (%)	17.5	10.6	14.0	11.8	10.7			17.5	10.7	
D/E (X)	0.1	0.1	0.1	0.1	0.1			0.1	0.1	
	4Q22	1Q23	2Q23	3Q23	4Q23	% Chg YoY	% Chg QoQ	2022	2023	% Chg YoY
<b>Key statistics</b>										
Revenue by business (Bt mn)										
Restaurant: Dine-in	728	706	735	756	786	8.0	4.0	2,512	2,983	18.8
Restaurant: Food delivery and catering	52	47	45	41	42	(19.2)	2.4	251	175	(30.3)
Sales of raw material to franchisees	37	32	34	31	30	(18.9)	(3.2)	154	127	(17.5)
Franchise fee	23	20	22	20	21	(8.7)	5.0	77	83	7.8
Retail merchandise	98	101	125	151	169	72.4	11.9	390	546	40.0
<b>Total revenues</b>	<b>938</b>	<b>906</b>	<b>961</b>	<b>999</b>	<b>1,048</b>	<b>11.7</b>	<b>4.9</b>	<b>3,384</b>	<b>3,914</b>	<b>15.7</b>
SSS	0.4%	12.5%	3.1%	-4.5%	-7.9%			25.5%	0.1%	
No. of new owned outlets	9	2	5	13	18	100.0	38.5	25	38	52.0
No. of total owned outlets	155	157	157	166	182	17.4	9.6	155	182	17.4
No. of new franchised outlets	9	3	5	5	6	(33.3)	20.0	20	19	(5.0)
No. of total franchised outlets	190	182	170	163	159	(16.3)	(2.5)	190	159	(16.3)

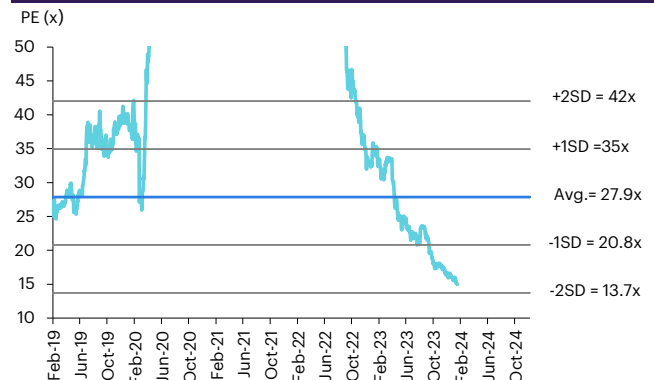
Source: Company data and InnovestX Research

**Figure 2: ZEN's earnings forecast**



Source: InnovestX Research

**Figure 3: ZEN PE band**



Source: SET and InnovestX Research

PE band in 2019 and 2023 to present, excluding 2020-2012 which is an exceptional COVID-19 period

**Disclaimer**

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**CG Rating 2023 Companies with CG Rating**

**Companies with Excellent CG Scoring**

7UP, AAV, ABM, ACE, ACG, ADB, ADD, ADVANC, AEONTS, AF, AGE, AH, AHC, AIRA, AIT, AJ, AKP, AKR, ALLA, ALT, AMA, AMARIN, AMATA, AMATAV, ANAN, AOT, AP, APCO, APCS, ARIP, ARROW, ASEFA, ASK, ASP, ASW, ATP30, AUCTION, AWC, AYUD, B, BA, BAFS, BAM, BANPU, BAY, BBGI, BBIK, BBL, BC, BCH, BCP, BCPG, BDMS, BEC, BEM, BEYOND, BGC, BGRIM, BH, BIZ, BJC, BJCHI, BKI, BLA, BOL, BPP, BRI, BROOK, BRR, BTS, BTW, BWG, BYD, CBG, CENTEL, CFRESH, CHASE, CHEWA, CHG, CHOW, CIMBT, CIVIL, CK, CKP, CM, CNT, COLOR, COM7, COTTO, CPALL, CPAXT, CPF, CPI, CPL, CPN, CPW, CRC, CRD, CSC, CSS, CV, DCC, DDD, DELTA, DEMCO, DMT, DOHOME, DRT, DUSIT, EA, EASTW, ECF, ECL, EE, EGCO, EPG, ERW, ETC, ETE, FE, FLOYD, FN, FPI, FPT, FSX, FVC, GBX, GC, GCAP, GENCO, GFPT, GGC, GLAND, GLOBAL, GPSC, GRAMMY, GULF, GUNKUL, HANA, HARN, HENG, HMPRO, HPT, HTC, ICC, ICHI, ICN, III, ILINK, ILM, IMH, IND, INET, INTUCH, IP, IRC, IRPC, ITC, ITTEL, IVL, JAS, JTS, KBANK, KCC, KCE, KEX, KKP, KSL, KTB, KTC, KTMS, KUMWEL, KUN, LALIN, LANNA, LH, LHFG, LIT, LOXLEY, LPN, LRH, LST, M, MAJOR, MALEE, MATCH, MBK, MC, M-CHAI, MCOAT, MEGA, MFC, MFEC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NC, NCH, NCL, NDR, NER, NKI, NOBLE, NRF, NTV, NVD, NWR, NYT, OCC, OISHI<sup>1</sup>, ONEE, OR, ORI, OSP, OTO, PAP, PATO, PB, PCSGH, PDG, PDJ, PG, PHOL, PIMO, PJW, PLANB, PLAT, PLUS, PM, POLY, PORT, PPP, PPS, PR9, PRG, PRINC, PRM, PRTR, PSH, PSL, PT, PTC, PTT, PTTEP, PTTGCC, Q-CON, QH, QTC, RATCH, RBF, RPH, RS, RT, S, S&J, SA, SABINA, SAK, SAMART, SAMTEL, SAPPE, SAT, SBNEXT, SC, SCB, SCC, SCCC, SCG, SCGP, SCM, SDC, SEAFCO, SEAOL, SECURE, SELIC, SENA, SENX, SFP<sup>2</sup>, SFT, SGC, SGF, SGP, SHR, SICT, SIRI, SIS, SITHAI, SJWD, SKR, SM, SMP, SMT, SNC, SNNP, SNP, SO, SPALI, SPC, SPCG, SPI, SPRC, SR, SSC, SSF, SSSC, STA, STC, STEC, STGT, STI, SUC, SUN, SUSCO, SUTHA, SVI, SVT, SYMC, SYNEX, SYNTEC, TACC, TAE, TCAP, TCMC, TEAMG, TEGH, TFG, TFMAMA, TGE, TGH, THANA, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPH, TISCO, TK, TKN, TKS, TKT, TLI, TM, TMC, TMD, TMT, TNDT, TNITY, TNL, TNR, TOA, TOG, TOP, TPBI, TPCS, TPIPL, TPIPP, TPS, TQM, TQR, TRT, TRUE, TRV, TSC, TSTE, TSTH, TTA, TTB, TTCL, TTW, TURTLE, TVDH, TVH, TVO, TVT, TWPC, UAC, UBE, UBIS, UKEM, UP, UPF, UPOIC, UV, VCOM, VGI, VIBHA, VIH, VL, WACOAL, WGE, WHA, WHAUP, WICE, WINMED, WINNER, XPG, YUASA, ZEN

**Companies with Very Good CG Scoring**

2S, A5, AAI, AIE, ALUCON, AMR, APURE, ARIN, AS, ASIA, ASIAN, ASIMAR, ASN, AURA, BR, BSBM, BTG, CEN, CGH, CH, CHIC, CI, CIG, CMC, COMAN, CSP, DOD, DPAINT, DV8, EFORL, EKH, ESSO, ESTAR, EVER, FORTH, FSMART, FTI, GEL, GPI, HEALTH, HUMAN, IFS, INSET, IT, J, JCHK, JDF, JKN, JMART, JUBILE, K, KCAR, KGI, KIAT, KISS, KK, KTIS, KWC, KWM, LDC, LEO, LHK, MACO, METCO, MICRO, MK, MVP, NCAP, NOVA, NTSC, PACO, PIN, PQS, PREB, PRI, PRIME, PROEN, PROS, PROUD, PSTC, PTECH, PYLON, RCL, SALEE, SANKO, SCI, SCN, SE, SE-ED, SFLEX, SINGER, SKN, SONIC, SORKON, SPVI, SSP, SST, STANLY, STP, SUPER, SVOA, SWC, TCC, TEKA, TFM, TMILL, TNP, TPLAS, TPOLY, TRC, TRU, TRUBB, TSE, VRANDA, WAVE, WFX, WIJK, WIN, WP, XO

**Companies with Good CG Scoring**

24CS, AMANAH, AMARC, AMC, APP, ASAP, BCT, BE8, BIG, BIOTEC, BLESS, BSM, BVG, CAZ, CCET, CHARAN, CHAYO, CHOTI, CITY, CMAN, CMR, CRANE, CWT, DHOUSE, DTCENT, EASON, FNS, FTE, GIFT, GJS, GTB, GTV, GYT, HL, HTECH, HYDRO, IIG, INGRS, INSURE, IRCP, ITD, ITNS, JCK, JMT, JR, JSP, KBS, KGEN, KJL, L&E, LEE, MASTER, MBAX, MEB, MENA, META, MGT, MITSIB, MJD, MOSHI, MUD, NATION, NNCL, NPK, NSL, NV, OGC, PAF, PCC, PEACE, PICO, PK, PL, PLANET, PLE, PMTA, PPM, PRAKIT, PRAPAT, PRECHA, PRIN, PSG, RABBIT, READY, RJH, RSP, RWI, S11, SAAM, SAF, SAMCO, SAWAD, SCAP, SCP, SIAM, SKE, SKY, SMART, SMD, SMIT, SOLAR, SPA, STECH, STPI, SVR, TC, TCCC<sup>3</sup>, TEAM, TFI, TIGER, TITLE, TKC, TMI, TNH, TPA, TPAC, TRITN, UBA, UMI, UMS, UTP, VARO, VPO, W, WARRIX, WORK, WPH, YONG, ZIGA

**Corporate Governance Report**

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The survey result is as of the date appearing in the Corporate Governance Report of Thai Listed Companies. As a result, the survey result may be changed after that date. InnovestX Securities Company Limited does not conform nor certify the accuracy of such survey result.

To recognize well performers, the list of companies attaining "Good", "Very Good" and "Excellent" levels of recognition (Not including listed companies qualified in the "no announcement of the results" clause from 1 January 2022 to 31 October 2023) is publicized.

<sup>1</sup>OISHI was voluntarily delisted from the Stock Exchange of Thailand, effectively on September 6, 2023

<sup>2</sup>SFP was voluntarily delisted from the Stock Exchange of Thailand, effectively on July 19, 2023

<sup>3</sup>TCCC was voluntarily delisted from the Stock Exchange of Thailand effectively on August 25, 2023

**Anti-corruption Progress Indicator**

**Certified (ได้คุ้มครอง)**

2S, 7UP, AAI, ADVANC, AF, AH, AI, AIE, AIRA, AJ, AKP, AMA, AMANAH, AMATA, AMATAV, AP, APCS, AS, ASIAN, ASK, ASP, AWC, AYUD, B, BAFS, BAM, BANPU, BAY, BBGI, BBL, BCH, BCP, BCPG, BE8, BEC, BEYOND, BGC, BGRIM, BKI, BLA, BPP, BROOK, BRR, BSBM, BTS, BWG, CEN, CENTEL, CFRESH, CGH, CHEWA, CHOTI, CHOW, CIG, CIMBT, CM, CMC, COM7, CPALL, CPAXT, CPF, CPI, CPL, CPN, CPW, CRC, CSC, DCC, DELTA, DEMCO, DIMET, DOHOME, DRT, DUSIT, EA, EASTW, ECF, EGCO, EP, EPG, ERW, ESTAR, ETC, ETE, FNS, FPI, FPT, FSMART, FTE, GBX, GC, GCAP, GEL, GFPT, GGC, GJS, GPI, GPSC, GSTEEL, GULF, GUNKUL, HANA, HARN, HENG, HMPRO, HTC, ICC, ICHI, IFS, III, ILINK, ILM, INET, INOX, INSURE, INTUCH, IRPC, ITTEL, IVL, JAS, JKN, JR, JTS, KASET, KBANK, KBS, KCAR, KCC, KCE, KGEN, KGI, KKP, KSL, KTB, KTC, L&E, LANNA, LHFG, LHK, LPN, LRH, M, MAJOR, MALEE, MATCH, MBAX, MBK, MC, MCOAT, META, MFC, MFEC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NATION, NCAP, NEP, NKI, NOBLE, NRF, NWR, OCC, OGC, OR, ORI, PAP, PATO, PB, PCSGH, PDG, PDJ, PG, PHOL, PIMO, PK, PL, PLANB, PLANET, PLAT, PM, PPP, PPPM, PPS, PR9, PREB, PRG, PRINC, PRM, PROS, PSH, PSL, PSTC, PT, PTECH, PTG, PTT, PTTEP, PTTGCC, PYLON, Q-CON, QH, QLT, QTC, RABBIT, RATCH, RML, RS, RWI, S&J, SAAM, SABINA, SAK, SAPPE, SAT, SC, SCC, SCCC, SCG, SCGP, SCM, SCN, SEAOL, SELIC, SENA, SGC, SGP, SIRI, SITHAI, SKR, SMIT, SMK, SMP, SNC, SNP, SORKON, SPACK, SPALI, SPC, SPI, SPRC, SRICHA, SSF, SSP, SSSC, SST, STA, STGT, STOWER, SUSCO, SVI, SYMC, SYNTEC, TAE, TAKUNI, TASC, TCAP, TCMC, TFG, TFI, TFMAMA, TGE, TGH, THANI, THCOM, THIP, THRE, THREL, TIDLOR, TIPCO, TISCO, TKS, TKT, TMD, TMILL, TMT, TNITY, TNL, TNP, TNR, TOG, TOP, TOPP, TPA, TPCS, TRT, TRU, TSC, TSI, TSTE, TSTH, TTA, TTB, TTCL, TU, TVDH, TVO, TWPC, UBE, UBIS, UEC, UKEM, UOBKH, UV, VCOM, VGI, VIH, WACOAL, WHA, WHAUP, WICE, WIJK, XO, YUASA, ZEN, ZIGA

**Declared (ประกาศเจตนา)**

ACE, ADB, ALT, AMC, ASW, BLAND, BTG, BYD, CAZ, CBG, CV, DEXON, DMT, EKH, FSX, GLOBAL, GREEN, ICN, IHL, ITC, J, JMART, JMT, LEO, LH, MENA, MITSIB, MODERN, NER, NEX, OSP, OTO, PLUS, POLY, PQS, PRIME, PROEN, PRTR, RBF, RT, SA, SANKO, SCB, SENX, SFLEX, SIS, SKE, SM, SVOA, TBN, TEGH, TIPH, TKN, TPAC, TPLAS, TQM, TRUE, W, WPH, XPG

**N/A**

24CS, 3K-BAT, A, A5, AAV, ABM, ACAP, ACC, ACG, ADD, ADVICE, AEONTS, AFC, AGE, AHC, AIT, AJA, AKR, AKS, ALL, ALLA, ALPHAX, ALUCON, AMARC, AMARIN, AMR, ANAN, ANI, AOT, APCO, APEX, APP, APURE, AQUA, ARIN, ARIP, ARROW, ASAP, ASEFA, ASIA, ASIMAR, ASN, ATP30, AU, AUCTION, AURA, B52, BA, BBIK, BC, BCT, BDMS, BEAUTY, BEM, BGT, BH, BIG, BIOTEC, BIS, BIZ, BJC, BJCHI, BKD, BLC, BLESS, BLISS, BM, BOL, BR, BRI, BROCK, BSM, BSRC, BTNC, BTW, BUI, BVG, CCET, CCP, CEYE, CGD, CH, CHARAN, CHASE, CHAYO, CHG, CHIC, CHO, CI, CITY, CIVIL, CK, CKP, CMAN, CMO, CMR, CNT, COCOCO, COLOR, COMAN, CPANEL, CPH, CPR, CPT, CRANE, CRD, CREDIT, CSP, CSR, CSS, CTW, CWT, D, DCON, DDD, DHOUSE, DITTO, DOD, DPAINT, DTCENT, DTCI, DV8, EASON, ECL, EE, EFORL, EMC, ETL, EURO, EVER, F&D, FANCY, FE, FLOYD, FMT, FN, FORTH, FTI, FVC, GABLE, GENCO, GFC, GIFT, GL, GLAND, GLOCON, GLORY, GRAMMY, GRAND, GSC, GTB, GTV, GYT, HEALTH, HFT, HL, HPT, HTECH, HUMAN, HYDRO, I2, IFEC, IIG, IMH, IND, INGRS, INSET, IP, IRC, IRCP, IT, ITD, ITNS, ITTHI, JAK, JCK, JCHK, JCT, JDF, JPARK, JSP, JUBILE, K, KAMART, KC, KCG, KCM, KDH, KEX, KIAT, KISS, KJL, KK, KKC, KLINIQ, KOOL, KTIS, KTMS, KUMWEL, KUN, KWC, KWI, KWM, KYE, LALIN, LDC, LEE, LIT, LOXLEY, LPH, LST, MANRIN, MASTER, MATI, MCA, M-CHAI, MCS, MDX, MEB, MEGA, METCO, MGC, MGI, MGT, MICRO, MIDA, MJD, MK, ML, MORE, MOSHI, MUD, MVP, NAM, NAT, NC, NCH, NCL, NDR, NETBAY, NEW, NEWS, NFC, NL, NNCL, NOK, NOVA, NPK, NSL, NTSC, NTV, NUSA, NV, NVD, NYT, OHTL, ONEE, ORN, PACE, PACO, PAF, PANEL, PCC, PEACE, PERM, PF, PHG, PICO, PIN, PJW, PLE, PLT, PMTA, POLAR, POMPUI, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRI, PRIN, PRO, PROUD, PSG, PSP, PTC, PTL, RAM, RCL, READY, RICHY, RJH, ROCK, ROCTEC, ROH, ROJINA, RP, RPC, RPH, RSP, S, S11, SABUY, SAF, SAFARI, SAFE, SALEE, SAM, SAMART, SAMCO, SAMTEL, SAUCE, SAV, SAWAD, SAWANG, SBNEXT, SCAP, SCGD, SCI, SCL, SCP, SDC, SE, SEAFCO, SECURE, SFT, SGF, SHANG, SHR, SIAM, SICT, SIMAT, SINGER, SINO, SISB, SJWD, SK, SKN, SKY, SLM, SLP, SMART, SMD, SMT, SNNP, SO, SOLAR, SONIC, SPA, SPCG, SPG, SPVI, SQ, SR, SRS, SSC, SSS, STANLY, STARK, STC, STEC, STECH, STHAI, STI, STP, STPI, SUC, SUN, SUPER, SUTHA, SVR, SVT, SWC, SYNEX, TACC, TAN, TAPAC, TC, TCC, TCJ, TCOAT, TEAM, TEAMG, TEKA, TFM, TGPRO, TH, THAI, THANA, THE, THG, THMU, TIGER, TITLE, TK, TKC, TLI, TM, TMC, TMI, TMW, TNDT, TNH, TNPC, TOA, TPBI, TPCH, TPIPL, TPIPP, TPL, TPOLY, TPP, TPS, TQR, TR, TRC, TRITN, TRP, TRUBB, TRV, TSE, TTI, TTT, TTW, TURTLE, TVH, TVT, TWP, TWZ, TYCN, UAC, UBA, UMI, UMS, UNIQ, UP, UPF, UPOIC, UREKA, UTP, UVAN, VARO, VIBHA, VL, VNG, VNO, VRANDA, WARRIX, WAVE, WFX, WGE, WIN, WINDOW, WINMED, WINNER, WORK, WORLD, WP, YGG, YONG, ZAA

**Explanations**

Companies participating in Thailand's Private Sector Collective Action Coalition Against Corruption programme (Thai CAC) under Thai Institute of Directors (as of November 1, 2023) are categorised into: companies that have declared their intention to join CAC, and companies certified by CAC.