

ZEN Corporation Group ZEN

ZEN Corporation Group
Public Company Limited

Bloomberg ZEN TB
Reuters ZEN.BK



Preview 2Q24: Weak earnings

We expect a poor core profit of Bt6mn, plummeting 86% YoY and 56% QoQ, dragged down by a poor SSS at -12% due to slow consumer spending and intense competition. While ZEN's share price has fallen by 25% over the past three months, we do not see this as a good re-entry point since the share price will continue to be under pressure by earnings downgrades and lack of near-term catalysts. We rate Neutral with end-2024 DCF TP of Bt7.5/share.

2Q24 preview: Weak earnings. We expect a low core profit of Bt6mn in 2Q24, sinking 86% YoY and 56% QoQ, dragged down by weak revenue at the restaurant business due to slow consumer spending and intense competition. It will release results on August 9.

Expect SSS at -12%, the worst since 2017 ex the pandemic. At the restaurant business, ZEN's main earner at 79% of revenue, we expect a poor SSS at -12% (vs. -7.8% in 1Q24) in 2Q24, the worst since 2017 (excluding the COVID-19 pandemic in 2019-20), pulled down by weak operations at *AKA Yakiniku* (a grill restaurant, 35% of restaurant revenue) while *Zen* Japanese restaurant (38%) and Thai food brands (6%) are expected to report flat to small SSS growth. ZEN is being cautious and did no outlet expansion of either owned and franchise outlets in 2Q24. We believe retail merchandising revenue (16% of revenue) grew YoY and QoQ in line with more customers. However, this will not be able to offset the weak restaurant business. We estimate EBIT margin at 2.9% in 2Q24, down from 7.4% in 2Q23 and 3.8% in 1Q24, squeezed by a rise in SG&A expense related to newly-opened owned outlets in 2H23 plus lower revenue against fixed cost for key components such as rental expense and staff cost.

Earnings downside. 1H24 earnings will account for 20% of our 2024 forecast and market consensus, suggesting earnings downside.

Lack of near-term catalysts. Over the past three months, ZEN's share price has fallen 25%, underperforming the SET's fall of 5%. We believe share price will continue to be under pressure from the weak 2Q24 and earnings downgrade. Our concerns are that low consumer spending and competition in the restaurant industry will damage profitability and earnings. Catalysts will be better purchasing power expected in 4Q24 since ZEN plans to participate in the digital wallet program plus stronger operations on fruition of its efforts to boost SSS and margin by store revamping and building brand recognition. We rate Neutral with an end-2024 TP of Bt7.5/share, based on WACC at 7.5% 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	4,297	4,638	4,861
EBITDA	(Btmn)	594	639	593	624	627
Core profit	(Btmn)	154	158	105	116	131
Reported profit	(Btmn)	154	158	105	116	131
Core EPS	(Bt)	0.51	0.53	0.35	0.39	0.44
DPS	(Bt)	0.16	0.30	0.19	0.21	0.24
P/E, core	(x)	11.5	11.2	16.8	15.2	13.5
EPS growth, core	(%)	N.A.	2.4	(33.1)	10.5	12.2
P/BV, core	(x)	1.4	1.3	1.3	1.2	1.2
ROE	(%)	12.3	11.2	7.3	8.1	8.7
Dividend yield	(%)	2.7	5.1	3.3	3.6	4.1
EBITDA growth	(%)	104.3	7.5	(7.1)	5.2	0.5

Source: InnovestX Research

Tactical: NEUTRAL

(3-month)

Stock data

Last close (Jul 24) (Bt)	5.90
Target price (Bt)	7.50
Mkt cap (Btbn)	1.77
Mkt cap (US\$m)	49

Beta	M
Mkt cap (%) SET	0.01
Sector % SET	5.95
Shares issued (mn)	300
Par value (Bt)	1.00
12-m high / low (Bt)	9.8 / 5.4
Avg. daily 6m (US\$m)	0.03
Foreign limit / actual (%)	49 / 0
Free float (%)	30.5
Dividend policy (%)	≥ 50

Share performance

(%)	1M	3M	12M
Absolute	(13.9)	(24.8)	(50.0)
Relative to SET	(12.5)	(21.0)	(41.2)

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.

Analyst

Raweenuch Piyakriengkai

Fundamental Investment
Analyst on Securities
(66-2) 949-1002
raweenuch.piyakriengkai@scb.co.th

Value proposition

ZEN operates one of the most well-known Japanese restaurants in Thailand, *ZEN Restaurant*. ZEN has expanded to premium Japanese food ranging from restaurants offering premium sushi and yakiniku to a contemporary Japanese café. It also operates Thai food restaurants targeting middle income earners to embrace a broader consumer segment. ZEN has branched out into new businesses such as retail merchandising and franchising. Inherently offering a high margin, growing revenues from franchises will sizably affect earnings growth.

Business outlook

In 2024, we see the restaurant industry as facing a challenging environment, with low purchasing power and intense competition. This leads us to forecast weak operations and earnings at Bt105mn in 2024, a 33% contraction. A catalyst would be strong consumer spending and stronger earnings on fruition of its efforts to boost SSS and margin by store revamping and building brand recognition.

Bullish views	Bearish views
1. New revenue and earnings stream from retail merchandising and franchise business	1. Low purchasing power and intense competition in the restaurant industry 2. High consumer bargaining power

Key catalysts

Factor	Event	Impact	Comment
Near-term earnings outlook	2Q24 earnings momentum	-YoY and - QoQ	We expect a weak core profit of Bt6mn in 2Q24, plummeting 86% YoY and 56% QoQ, dragged down by weak revenue from restaurant business due to slow consumer spending and intense competition.
Factors to watch in 2024	Rising minimum daily wage	Negative	Our sensitivity analysis suggests a 10% increase in minimum wage will erode ZEN's 2024 core earnings by 8%.
Factors to watch in 2024	Intense competition	Negative	Normalizing consumption with aggressive outlet expansion will lead to intense competition in the restaurant industry.

Sensitivity analysis

Factor	Earnings impact	TP impact
1% change in revenue	16%	Bt0.6/share (8%)

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	No	AA

Source: Thai Institute of Directors (IOD), SET

Environmental Issue (E)

- In terms of management guidelines for 2023, ZEN is focused on energy management, energy reduction, preparation for the organization's carbon footprint and waste reduction from manufacturing processes to reduce greenhouse gas emissions as much as possible. It is in the process of organizing a plan to embrace the transformation to a Carbon-Neutral enterprise to contribute to the country's greenhouse gas reduction, climate change action, and social responsibility.
- Energy management goals: Target in 2026, the rate of electricity consumption per unit (energy intensity) in the company decreases by 5% (using the year 2023 as a full year base year).
- Water consumption: Target in 2026, the rate of water consumption per unit (water intensity) in the company decreases by 5% (using the year 2023 as a full year base year).
- Garbage and waste management goals: 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. In 2023, there were 86 cases of employees suffering accidents and injuries while working in the restaurants/branches, accounting for 2.40% of the total number of employees, with no severe or fatal injury, and the number of employees who experienced work-related injuries resulting in a 1 day leave from work totaled 86 persons.
- ZEN had no disputes with the communities or society around the office. 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, 2023, 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 61.5% of total issued and paid-up shares.

ESG Disclosure Score

	2022
ESG Disclosure Score	n.a.
Environment	n.a.
Social	n.a.
Governance	n.a.

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	4,297	4,638	4,861
Cost of goods sold	(Btmn)	1,621	1,229	1,243	1,838	2,239	2,467	2,664	2,789
Gross profit	(Btmn)	1,481	1,055	966	1,546	1,676	1,830	1,973	2,072
SG&A	(Btmn)	1,392	1,154	1,085	1,330	1,452	1,656	1,771	1,851
Other income	(Btmn)	42	49	47	30	30	34	37	39
Interest expense	(Btmn)	4	34	38	33	42	60	60	60
Pre-tax profit	(Btmn)	128	(83)	(110)	213	212	149	180	200
Corporate tax	(Btmn)	21	(21)	(23)	39	34	21	36	40
Equity a/c profits	(Btmn)	0	(1)	(2)	(2)	0	0	0	0
Minority interests	(Btmn)	(0)	0	(3)	(18)	(20)	(23)	(27)	(29)
Core profit	(Btmn)	114	(58)	(93)	154	158	105	116	131
Extra-ordinary items	(Btmn)	(8)	(6)	1	0	0	0	0	0
Net Profit	(Btmn)	106	(64)	(92)	154	158	105	116	131
EBITDA	(Btmn)	320	349	291	594	639	593	624	627
Core EPS (Bt)	(Bt)	0.38	(0.19)	(0.31)	0.51	0.53	0.35	0.39	0.44
Net EPS (Bt)	(Bt)	0.35	(0.21)	(0.31)	0.51	0.53	0.35	0.39	0.44
DPS (Bt)	(Bt)	0.45	0.25	0.00	0.16	0.30	0.19	0.21	0.24

Balance Sheet

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Total current assets	(Btmn)	598	462	495	729	820	738	749	796
Total fixed assets	(Btmn)	884	720	655	410	552	569	629	656
Total assets	(Btmn)	2,044	2,689	2,557	2,824	3,240	3,170	3,234	3,292
Total loans	(Btmn)	0	0	0	104	199	199	199	199
Total current liabilities	(Btmn)	481	566	614	808	946	976	1,011	1,033
Total long-term liabilities	(Btmn)	0	0	0	0	0	0	0	0
Total liabilities	(Btmn)	610	1,478	1,398	1,478	1,761	1,761	1,766	1,758
Paid-up capital	(Btmn)	300	300	300	300	300	300	300	300
Total equity	(Btmn)	1,434	1,211	1,159	1,346	1,479	1,409	1,467	1,534
BVPS (Bt)	(Bt)	4.78	4.04	3.74	4.27	4.64	4.70	4.89	5.11

Cash Flow Statement

FY December 31	Unit	2019	2020	2021	2022	2023	2024F	2025F	2026F
Core Profit	(Btmn)	114	(58)	(93)	154	158	105	116	131
Depreciation and amortization	(Btmn)	189	399	363	348	385	384	384	367
Operating cash flow	(Btmn)	302	316	40	323	381	224	247	247
Investing cash flow	(Btmn)	(297)	(46)	107	(88)	(477)	(158)	(200)	(150)
Financing cash flow	(Btmn)	216	(365)	(147)	(175)	68	(175)	(58)	(64)
Net cash flow	(Btmn)	221	(95)	(1)	60	(29)	(109)	(11)	33

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	42.6	42.6	42.6
Operating margin	(%)	2.9	(4.3)	(5.4)	6.4	5.7	4.1	4.4	4.5
EBITDA margin	(%)	10.2	15.0	12.9	17.4	16.2	13.7	13.3	12.8
EBIT margin	(%)	4.2	(2.2)	(3.3)	7.3	6.5	4.9	5.2	5.3
Net profit margin	(%)	3.4	(2.8)	(4.1)	4.5	4.0	2.5	2.5	2.7
ROE	(%)	12.0	(4.4)	(7.8)	12.3	11.2	7.3	8.1	8.7
ROA	(%)	6.3	(2.4)	(3.5)	5.7	5.2	3.3	3.6	4.0
Net D/E	(x)	(0.3)	(0.2)	(0.2)	(0.2)	(0.1)	0.0	0.1	0.0
Interest coverage	(x)	86.4	10.4	7.7	18.2	15.2	9.9	10.4	10.4
Debt service coverage	(x)	86.4	10.4	7.7	2.5	1.5	1.3	1.4	1.4
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
<u>Revenue contribution</u>									
Restaurant	(%)	90.4	89.1	86.1	81.7	80.7	80.1	80.9	81.4
Sales of raw material to franchisees	(%)	6.2	5.7	6.4	4.6	3.2	3.4	3.4	3.3
Franchise fee	(%)	2.4	3.1	2.9	2.3	2.1	1.8	1.6	1.4
Retail merchandise	(%)	0.9	2.2	4.6	11.5	13.9	14.8	14.1	13.8

Financial statement

Profit and Loss Statement

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Total revenue	(Btmn)	859	900	938	907	961	999	1,048	1,014
Cost of goods sold	(Btmn)	466	480	513	509	543	569	618	585
Gross profit	(Btmn)	393	420	425	397	418	430	430	430
SG&A	(Btmn)	329	354	351	347	352	371	381	396
Other income	(Btmn)	6	11	8	7	6	4	14	5
Interest expense	(Btmn)	9	8	7	10	10	11	12	15
Pre-tax profit	(Btmn)	61	68	74	47	61	52	51	24
Corporate tax	(Btmn)	11	13	13	8	12	7	7	2
Equity a/c profits	(Btmn)	(0)	(1)	(1)	0	0	0	0	0
Minority interests	(Btmn)	(5)	(3)	(6)	(4)	(4)	(6)	(6)	(6)
Core profit	(Btmn)	44	51	55	34	46	40	38	16
Extra-ordinary items	(Btmn)	0	0	0	0	0	0	0	0
Net Profit	(Btmn)	44	51	55	34	46	40	38	16
EBITDA	(Btmn)	157	166	162	147	166	158	167	151
Core EPS (Bt)	(Bt)	0.15	0.17	0.18	0.11	0.15	0.13	0.13	0.05
Net EPS (Bt)	(Bt)	0.15	0.17	0.18	0.11	0.15	0.13	0.13	0.05

Balance Sheet

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Total current assets	(Btmn)	555	622	729	707	717	700	820	817
Total fixed assets	(Btmn)	331	371	410	409	425	485	552	551
Total assets	(Btmn)	2,591	2,704	2,824	2,823	2,864	2,940	3,240	3,230
Total loans	(Btmn)	63	67	104	134	205	141	199	216
Total current liabilities	(Btmn)	674	715	808	746	800	798	946	904
Total long-term liabilities	(Btmn)	0	0	0	0	0	0	0	0
Total liabilities	(Btmn)	1,362	1,419	1,478	1,438	1,476	1,506	1,761	1,737
Paid-up capital	(Btmn)	300	300	300	300	300	300	300	300
Total equity	(Btmn)	1,229	1,285	1,346	1,385	1,388	1,434	1,479	1,494
BVPS (Bt)	(Bt)	3.91	4.08	4.27	4.38	4.38	4.51	4.64	4.67

Cash Flow Statement

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Core Profit	(Btmn)	44	51	55	34	46	40	38	16
Depreciation and amortization	(Btmn)	88	90	81	90	95	95	105	113
Operating cash flow	(Btmn)	165	182	164	24	58	230	166	85
Investing cash flow	(Btmn)	(55)	(68)	(90)	(33)	(56)	(98)	(105)	(46)
Financing cash flow	(Btmn)	(56)	(64)	(19)	(35)	(42)	(121)	(33)	(73)
Net cash flow	(Btmn)	54	51	56	(44)	(41)	10	27	(33)

Key Financial Ratios

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
Gross margin	(%)	45.7	46.6	45.3	43.8	43.5	43.1	41.1	42.4
Operating margin	(%)	7.4	7.3	7.8	5.5	6.9	5.9	4.7	3.4
EBITDA margin	(%)	18.2	18.3	17.1	16.1	17.2	15.7	15.8	14.9
EBIT margin	(%)	8.1	8.5	8.6	6.2	7.4	6.3	6.0	3.8
Net profit margin	(%)	5.1	5.6	5.8	3.8	4.8	4.0	3.6	1.5
ROE	(%)	7.9	10.9	12.3	10.6	12.2	11.7	11.2	4.3
ROA	(%)	3.8	5.2	5.7	5.1	5.9	5.7	5.2	2.1
Net D/E	(x)	(0.1)	(0.2)	(0.2)	(0.1)	(0.0)	(0.1)	(0.1)	(0.0)
Interest coverage	(x)	18.0	20.3	23.9	15.0	16.5	14.9	14.4	10.1
Debt service coverage	(x)	6.4	6.7	4.9	3.4	2.7	3.4	2.7	2.2

Main Assumptions

FY December 31	Unit	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23	4Q23	1Q24
SSS	(%)	52.6	75.2	0.4	12.5	3.1	(4.5)	(7.9)	(7.8)
<u>Revenue contribution</u>									
Restaurant	(%)	77.5	82.9	83.2	83.1	81.2	79.8	79.0	79.2
Sales of raw material to franchisees	(%)	4.9	4.3	3.9	3.5	3.5	3.1	2.9	2.8
Franchise fee	(%)	2.2	2.1	2.5	2.2	2.3	2.0	2.0	2.0
Retail merchandise	(%)	15.4	10.7	10.4	11.1	13.0	15.1	16.1	16.1

Figure 1: 2Q24 earnings preview

(Bt mn)	2Q23	3Q23	4Q23	1Q24	2Q24F	YoY%	QoQ%	1H23	1H24F	YoY%
Revenue	961	999	1,048	1,014	958	(0.3)	(5.6)	1,868	1,972	5.6
Gross profit	418	430	430	430	415	(0.7)	(3.4)	815	845	3.6
EBITDA	166	158	167	151	141	(15.5)	(7.1)	313	292	(6.8)
Core profit	46	40	38	16	6	(86.2)	(59.6)	80	22	(72.5)
Net profit	46	40	38	16	6	(86.2)	(59.6)	80	22	(72.5)
EPS (Bt/share)	0.15	0.13	0.13	0.05	0.02	(86.2)	(59.6)	0.27	0.07	(72.5)
Financial Ratio										
Gross Margin (%)	43.5	43.1	41.1	42.4	43.3			43.7	42.8	
EBIT margin (%)	7.4	6.3	6.0	3.8	2.9			6.9	3.4	
Net Profit Margin (%)	4.8	4.0	3.6	1.5	0.7			4.3	1.1	
Key statistics										
SSS	3.1%	-4.5%	-7.9%	-7.8%	-12.0%			7.5%	-9.9%	
No. of new owned outlets	5	13	18	8	0	N.M.	N.M.	7	8	14.3
No. of total owned outlets	157	166	182	184	184	17.2	0.0	157	184	17.2
No. of new franchised outlets	5	5	6	3	0	N.M.	N.M.	8	3	(62.5)
No. of total franchised outlets	170	163	159	154	154	(9.4)	0.0	170	154	(9.4)

Source: Company data and InnovestX Research

Disclaimer

The information in this report has been obtained from sources believed to be reliable. However, its accuracy or completeness is not guaranteed. Any opinions expressed herein reflect our judgment at this date and are subject to change without notice. This report is for information only. It is not to be construed as an offer, or solicitation of an offer to sell or buy any securities. We accept no liability for any loss arising from the use of this document. We or our associates may have an interest in the companies mentioned therein.

InnovestX Securities Company Limited ("INVX") is wholly owned by SCB X Public Company Limited ("SCBX") and The Siam Commercial Bank Public Company Limited ("SCB") is majority-owned by SCBX. Any information related to SCB is for sector comparison purpose.

This document is prepared by InnovestX Securities Company Limited ("INVX") which is wholly owned by SCB X Public Company Limited ("SCBX"). The Siam Commercial Bank Public Company Limited, which is majority-owned by SCBX, acts as financial advisor of the LH Hotel Leasehold Real Estate Investment Trust. Any opinions, news, research, analyses, prices, statements, forecasts, projections and/or other information contained in this document (the "Information") is provided as general information purposes only and shall not be construed as individualized recommendation of an offer to buy or sell or the solicitation of an offer to buy or sell any securities. INVX and/or its directors, officers and employees shall not be liable for any direct, indirect, incidental, special or consequential loss or damage, resulting from the use of or reliance on the Information, including without limitation to, damages for loss of profits. The investors shall use the Information in association with other information and opinion, including their own judgment in making investment decision. The Information is obtained from sources believed to be reliable, and INVX cannot guarantee the accuracy, completeness and/or correctness of the Information.

INVX reserves the right to modify the Information from time to time without notice and in its sole discretion. This document is delivered to intended recipient(s) only and is not permitted to reproduce, retransmit, disseminate, sell, distribute, republish, circulate or commercially exploit the Information in any manner without the prior written consent of INVX.

Futures and Options trading carry a high level of risk with the potential for substantial losses, and are not suitable for all persons. Before deciding to trade Futures and Options, you should carefully consider your financial position, investment objectives, level of experience, and risk appetite if Futures and Options trading are appropriate. The possibility exists that you could sustain a loss of some or all of your initial investment. You should be aware of all the risks associated with Futures and Options trading, and you are advised to rely on your own judgment while making investment decision and/or should seek advice from professional investment advisor if you have any doubts.

This document is delivered to intended recipient(s) only and is not permitted to reproduce, retransmit, disseminate, sell, distribute, republish, circulate or commercially exploit the Information in any manner without the prior written consent of INVX.

© Copyright 2022 InnovestX Securities Co., Ltd. All right reserved.

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, ITCL, 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, MCOT, MEGA, MFC, MFEC, MILL, MINT, MONO, MOONG, MSC, MST, MTC, MTI, NC, NCH, NCL, NDR, NER, NKI, NOBLE, NRF, NTV, NVD, NWR, NYT, OCC, OISHI¹, 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, PTTGC, 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, SFP², 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, TCCC³, 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

The material contained in this publication is for general information only and is not intended as advice on any of the matters discussed herein. Readers and others should perform their own independent analysis as to the accuracy or completeness or legality of such information. The Thai Institute of Directors, its officers, the authors and editor make no representation or warranty as to the accuracy, completeness or legality of any of the information contained herein. By accepting this document, each recipient agrees that the Thai Institute of Directors Association, its officers, the authors and editor shall not have any liability for any information contained in, or for any omission from, this publication.

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.

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

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

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

Anti-corruption Progress Indicator

Certified (ได้คุ้มครอง)

2S, AAI, ADVANC, AE, 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, BLA, BPP, BRR, BSBM, BTC, 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, 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, ITCL, IVL, JAS, JKN, JR, JTS, KASET, KBANK, KBS, KCAR, KCCAMC, KCE, KGEN, KGI, KKP, KSL, KTB, KTC, L&E, LANNA, LHFG, LHK, LPN, LRH, M, MAJOR, MALEE, MATCH, MBAX, MBK, MC, MCOT, 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, PTTGC, 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, SE-ED, 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, PEER, 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, APO, 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, BKGI, BKIH, BLC, BLESS, BLISS, BM, BOL, BPS, BR, BRI, BROCK, BSM, BSRC, BTNC, BTW, BUI, BVG, CCET, CCP, CEYE, CFARM, CGD, CH, CHAO, 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, DTICI, DV8, EASON, ECL, EE, EFORL, EMC, ETL, EURO, EVER, F&D, FANCY, FE, FLOYD, FM, 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, KCC, KCG, KCM, KDH, KEX, KIAT, KISS, KJL, KK, KKC, KLINIQU, KOOL, KTIS, KTMS, KUMWEL, KUN, KWC, KWI, KWM, KYE, LALIN, LDC, LEE, LIT, LOXLEY, LPH, LST, LTS, MAGURO, MANRIN, MASTER, MATI, MCA, M-CHAI, MCS, MDX, MEB, MEGA, METCO, MGC, MGI, MGT, MICRO, MIDA, MJD, MK, ML, MORE, MOSHI, MTW, MUD, MVP, NAM, NAT, NC, NCH, NCL, NDR, NEO, NETBAY, NEW, NEWS, NFC, NL, NNCL, NOK, NOVA, NPK, NSL, NTSC, NTV, NUSA, NV, NVD, NYT, OHTL, ONEE, ORN, PACO, PAF, PANEL, PCC, PEACE, PERM, PF, PHG, PICO, PIN, PJW, PLE, PLT, PMTA, POLAR, PORT, POST, PPM, PRAKIT, PRAPAT, PRECHA, PRI, PRIN, PRO, PROUD, PSG, PSP, PTC, PTL, QTGC, RAM, RCL, READY, RICHY, RJH, ROCK, ROCTEC, ROH, ROJNA, 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, SPREME, SPVI, SQ, SR, SRS, SSC, STANLY, STARK, STC, STEC, STECH, STHAI, STI, STP, STPI, STX, SUC, SUN, SUPER, SUTHA, SVR, SVT, SWC, SYNEX, TACC, TAN, TAPAC, TC, TCC, TCJ, TCOAT, TEAM, TEAMG, TEKA, TERA, TFM, TGPRO, TH, THAI, THANA, THE, THG, THMUI, 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, UNIQU, UP, UPF, UPOIC, UREKA, UTP, UVAN, VARO, VIBHA, VI, VNG, VPO, VRANDA, WARRIX, WAVE, WELL, 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.