15 AUGUST 2025

EQUITY RESEARCH - COMPANY REPORT

KCE ELECTRONICS KCE TB

THAILAND / ELECTRONIC COMPONENT

FINANSIA
FSS INTERNATIONAL INVESTMENT ADVISORY

HOLD

UNCHANGED

TARGET PRICE	THB27.00
CLOSE	THB26.25
UP/DOWNSIDE	+2.9%
PRIOR TP	THB20.00
CHANGE IN TP	+35.0%
TP vs CONSENSUS	+37.2%

ระยะสั้นดูดี ระยะกลางไม่ชัด

- แนวโน้มรายได้ 3Q25 จะกลับมาฟื้น 7-8% q-q หลังมีคำสั่งซื้อล่วงหน้า และมีคำสั่งซื้อบางส่วนเลื่อนมาจากไตรมาสก่อน
- KCE ยังไม่เห็นคำสั่งซื้อใน 4Q25 และปี 2026
- แนะนำถือ จาก upside จำกัด และแนวโน้มที่ยังไม่ชัดเจน

ระยะสั้น กำไร 3Q25 จะกลับมาฟื้น q-q

ผู้บริหารให้วิวแนวโน้มรายได้ 3Q25 จะโตราว 7-8% q-q (แต่ยัง -3% y-y) หลังเห็นคำสั่งซื้อล่วงหน้า และมี order บางส่วนเลื่อนมาจากไตรมาสก่อน และคาดค่าใช้จ่าย one time จะหายไปบางส่วน เช่น legal fee จึงคาดอัตรากำไรขั้นต้นจะขยับขึ้นเป็น 20% จาก 18.1% ใน 2Q25 (ใกล้เคียง guidance ของผู้บริหารที่ให้ไว้ 20-21%) เบื้องต้นเราคาดกำไรสุทธิ 3Q25 อาจทำได้ราว 294 ลบ. (+61% q-q, +36% y-y) แต่คาดกำไรปกติน่าจะยังลดลงราว -24% y-y

ภาพระยะกลางยังไม่ชัดเจน

แม้ผู้บริหารจะระบุว่า ปัจจุบันยังไม่เห็นผลกระทบจาก US tariff และเป็นความรับผิดชอบของลูกค้าใน US สำหรับภาษีในอัตรา 19% แต่ผู้บริหารยังไม่สามารถให้แนวโน้มคำสั่งซื้อล่วงหน้าใน 4Q25 ได้ กอปรกับยังอยู่ระหว่างทำ budget เป้าหมายการเติบโตในปี 2026 โดยอยู่ระหว่างประเมินคำสั่งซื้อร่วมกับลูกค้า และยังมีภาพเศรษฐกิจมหภาคที่ยังไม่ชัดเจน ขณะที่ปรับลดเป้ารายได้ในปี 2025 เป็น -2% y-y (เดิม flat y-y) เพื่อสะท้อน 1H25 ที่ลดลงอยู่ที่ 9.3% y-y

ปรับลดประมาณการกำไร

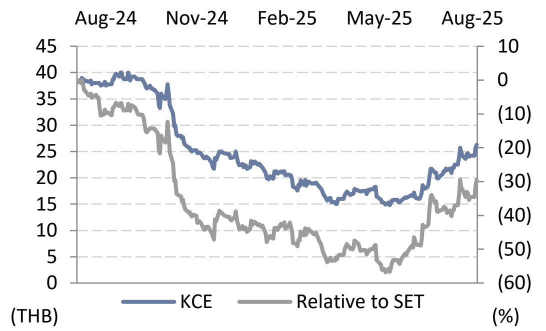
เราปรับลดประมาณการกำไรสุทธิปี 2025-27 ลงราว 13-15% โดยคาดกำไรสุทธิปี 2025 อยู่ที่ 1 พันลบ. (-39% y-y) และคาดจะกลับมาเติบโตอีกครั้งในปี 2026 เป็น 1.46 พันลบ. (บนสมมติฐานไม่ถูกกระทบจาก tariff) กรณีทำ sensitivity ให้ KCE รับภาระภาษีครึ่งหนึ่งราว 10% จะกระทบกำไรราว 6.5% ภายใต้สัดส่วนรายได้จาก US ที่ 15% ของรายได้รวม อย่างไรก็ตามยังมีหลายปัจจัยที่ต้องติดตาม อาทิ เศรษฐกิจโลก, ยอดขายรถยนต์ทั่วโลก และผลกระทบของ tariff ซึ่งมีโอกาสที่ถูกกระทบบ้าง เพราะสังเกตจากผู้ประกอบการเห็นคำสั่งซื้อล่วงหน้าสั้นลง สะท้อนถึงความผันผวนในอนาคตที่ยังสูง

แนะนำถือ จาก upside จำกัด และแนวโน้มไม่ชัดเจน

เราปรับใช้ราคาเป้าหมายปี 2026 ที่ 27 บาท (อิง PE เดิม 22x) ราคาหุ้นปรับขึ้นมาเร็ว ทำให้มี Upside จำกัด ขณะที่ภาพระยะสั้นดูดี แต่ภาพระยะกลางยังไม่ชัดเจน ทั้งนี้ผู้บริหารระบุว่ามีแผนรักษาระดับเงินปันผลให้ใกล้เคียงปีก่อน (2024 จ่ายปันผลในอัตรา 1.2 บาท/หุ้น) ดังนั้นเราจึงคาดเงินปันผลในปี 2025 ราว 1 บาท/หุ้น คิดเป็น Dividend payout ratio ในอัตรา 117% และคิดเป็น Dividend yield 3.8% โดยประกาศจ่ายงวด 1H25 แล้วที่ 0.6 บาท/หุ้น เรายังคงคำแนะนำ ถือ

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	14,833	13,695	14,380	15,099
Net profit	1,648	1,009	1,458	1,611
EPS (THB)	1.39	0.85	1.23	1.36
vs Consensus (%)	-	(18.1)	(0.6)	(2.3)
EBITDA	2,883	2,275	2,802	3,033
Recurring net profit	1,587	963	1,458	1,611
Core EPS (THB)	1.34	0.81	1.23	1.36
Chg. In EPS est. (%)	-	(16.0)	(13.2)	(15.5)
EPS growth (%)	1.1	(39.3)	51.4	10.5
Core P/E (x)	19.5	32.2	21.3	19.3
Dividend yield (%)	4.6	3.8	4.0	4.4
EV/EBITDA (x)	10.6	13.8	11.0	10.2
Price/book (x)	2.3	2.3	2.3	2.2
Net debt/Equity (%)	(2.9)	2.0	(2.0)	(0.6)
ROE (%)	11.6	7.0	10.7	11.6



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	26.8	43.4	(31.8)
Relative to country (%)	16.2	35.3	(30.6)

Mkt cap (USD m)	958
3m avg. daily turnover (USD m)	10.2
Free float (%)	0
Major shareholder	Ongkosit Group (34%)
12m high/low (THB)	41.50/13.70
Issued shares (m)	1,182.06

Sources: Bloomberg consensus; FSSIA estimates

Sureeporn Teewasuwet
Fundamental Investment Analyst on Securities; License no. 040694
sureeporn.t@fssia.com, +66 2646 9972

บทวิเคราะห์ฉบับนี้แปลมาจากต้นฉบับภาษาอังกฤษ ที่ออกรายงานเมื่อวันที่ 15 สิงหาคม 2025

Investment thesis

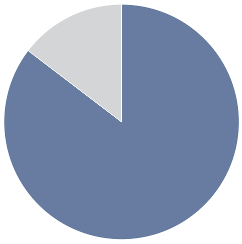
For the 2025 outlook, the overall tone remains cautious, with no clear signs of a strong recovery. Management cut its 2025 revenue guidance to a slight drop y-y to reflect a 15% decline in 1H25. However, the gross margin guidance was maintained at 21-22%, as in 1H25. The plan to build a new factory in Rojana has been postponed due to weak order visibility and tariff uncertainties. The HDI machinery upgrade will proceed gradually, as existing capacity is still sufficient.

Company profile

KCE produces and distributes printed circuit boards (PCB). Its key customer base comes from manufacturers of automotive electronic equipment, which accounted for 70% of total revenue in 2024. In particular, KCE is a supplier to the fast-growing electric vehicle (EV) market. Its crucial export markets include Europe (52.6% of total revenue in 2024), followed by the US (21.4%), China (10.1%), and Asia (4.6%), with Thailand representing 11.4%.

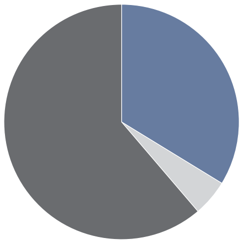
www.kcethai.in.th

Principal activities (revenue, 2024)



Source: KCE Electronics

Major shareholders



Source: KCE Electronics

Catalysts

Potential catalysts for KCE's earnings growth in 2025 include 1) a global economic recovery and a faster global auto sales recovery than expected; 2) a decline in raw material prices; 3) higher production efficiency due to an increased utilization rate; and 4) successful capacity expansion as planned.

Risks to our call

Downside and upside risks to our P/E-based TP include 1) slower or faster-than-expected global economic and car sales recoveries; 2) higher or lower-than-expected decrease in raw material costs; 3) baht strength or weakness; and 4) a minimum wage increase or a labor shortage.

Event calendar

Date	Event
November 2025	3Q25 results announcement

Key assumptions

	2025E	2026E	2027E
Sales volume (sq.ft.mn)	29.6	33.1	36.0
ASP (USD per sq.ft.)	13.5	13.7	13.8
Total revenue (USD m)	415	436	458
Gross margin (%)	18.8	20.5	21.0

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in USD revenue, we estimate 2025 net profit to rise by 0.9%, and vice versa, all else being equal.
- For every THB1/USD increase, we estimate 2025 net profit to fall by 6.5%, and vice versa, all else being equal.
- For every 0.5% increase in GPM, we estimate 2025 net profit to rise by 3.4%, and vice versa, all else being equal.
- For every 0.2% increase in SG&A to sales, we estimate 2025 net profit to fall by 1.8%, and vice versa, all else being equal.

Source: FSSIA estimates

2Q25 net profit misses our estimate

KCE reported 2Q25 net profit at THB182m (-21% q-q, -71% y-y), 15–17% below our and the market's expectations, mainly due to a lower-than-expected gross margin.

PCB revenue in USD (-2.6% q-q and -14% y-y) has not yet recovered. Regions showing q-q recovery were Europe and Asia, while Thailand and Asia were the only ones growing y-y. The Americas and China saw declines in both q-q and y-y. The company clarified that the decline in the Americas was from Mexico and Brazil.

By product segment, HDI showed the steepest decline at -5% q-q and -29% y-y, due to shipping booking issues. However, the company expects a recovery in 3Q25.

Gross margin was 18.1% (vs our forecast of 18.7%), improving from 17.4% in 1Q25 but down from 24.8% in 2Q24, due to higher raw material costs, especially copper. Capacity utilization remained stable q-q at 66%, but lower than 73% in 2Q24.

Total expenses remained high. This quarter, the company incurred costs related to acquiring UK and German distributors, totaling THB60.2m, comprising amortization of intangible assets (per PPA accounting standards) of THB17.6m, legal fees of THB10.7m (considered one-time), and office expenses of THB31.9m. After adding back one-time legal fees and including an FX gain of THB6.2m, 2Q25 core profit was THB187m (+4% q-q, -65% y-y).

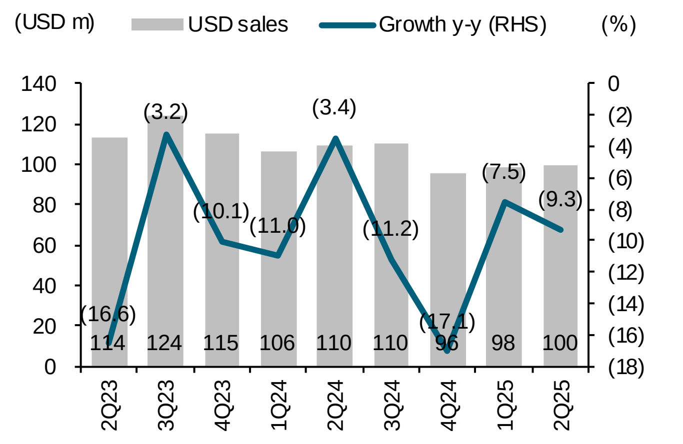
KCE's 1H25 net profit was THB412m (-64% y-y).

Exhibit 1: KCE – 2Q25 results summary

	2Q24	3Q24	4Q24	1Q25	2Q25	----- Change -----		2025E	Change	1H25	Change	% 1H25
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)	(THB m)	(y-y%)	(THB m)	(y-y%)	to 2025E
Sales	4,012	3,802	3,239	3,324	3,285	(1.2)	(18.1)	13,695	(7.7)	6,609	(15.2)	48.3
Cost of sales	3,018	3,033	2,615	2,745	2,691	(2.0)	(10.8)	11,120	(3.9)	5,436	(8.2)	48.9
Gross profit	994	769	624	579	595	2.8	(40.2)	2,575	(21.1)	1,174	(37.2)	45.6
SG&A	461	418	455	410	425	3.4	(7.9)	1,684	(4.1)	835	(5.4)	49.6
Operating profit	533	351	169	168	170	1.1	(68.1)	890	(40.9)	339	(65.6)	38.0
Interest expense	18	10	10	8	10	22.7	(43.3)	41	(21.7)	18	(43.4)	45.3
Tax expense	28	0	28	29	22	(24.4)	(22.3)	110	(7.8)	50	(45.3)	45.6
Other gain (Loss)	107	(170)	30	50	(5)	nm	nm	35	(46.3)	46	(77.2)	130.5
Reported net profit	635	216	282	230	182	(20.7)	(71.3)	1,009	(38.8)	412	(64.2)	40.8
Core profit	528	386	252	180	187	4.0	(64.7)	952	(40.0)	366	(61.4)	38.5
Key Ratios (%)						(ppt)	(ppt)					
Gross margin	24.8	20.2	19.3	17.4	18.1	0.7	(6.7)	18.8	(3.2)	17.8	(6.2)	
SG&A to Sales	11.5	11.0	14.0	12.3	12.9	0.6	1.4	12.3	0.5	12.6	1.3	
Operating margin	13.3	9.2	5.2	5.1	5.2	0.1	(8.1)	6.5	(3.7)	5.1	(7.5)	
Net margin	15.8	5.7	8.7	6.9	5.5	(1.4)	(10.3)	7.4	(3.7)	6.2	(8.5)	
Core margin	13.2	10.2	7.8	5.4	5.7	0.3	(7.5)	7.0	(3.7)	5.5	(6.6)	
Operating statistics (USD m)												
PCB sales	94.7	90.8	80.0	84.1	81.9	(2.6)	(13.6)	345.0	(4.2)	280	(6.2)	48.1
Non-PCB sales	15.0	19.1	15.7	14.2	17.6	24.0	17.6	70.0	13.5	46	(20.9)	45.5
Total sales	109.7	109.9	95.7	98.3	99.5	1.2	(9.3)	415.0	(1.6)	326	(8.6)	47.7
Fx rate (THB/USD)	36.6	34.6	34.1	33.8	33.0	(2.4)	(9.7)	33.0	(6.2)	33.4	(7.3)	
Europe sales	51.3	45.6	39.1	41.1	42.0	2.3	(18.1)					
USA sales	20.4	21.0	17.1	20.3	17.4	(14.2)	(14.9)					
Asia sales	4.3	4.1	4.4	4.2	4.5	7.7	5.7					
China sales	10.1	8.3	8.3	8.0	7.4	(6.5)	(26.3)					
Thailand sales	8.5	11.8	11.0	10.5	10.4	(0.9)	22.0					
02-layer sales	8.4	9.0	7.9	8.1	8.1	0.2	(3.6)					
04-layer sales	34.6	32.6	28.2	31.6	31.3	(1.1)	(9.6)					
06-layer sales	20.2	20.6	19.1	21.0	20.2	(3.6)	0.1					
Special (HDI) sales	31.5	28.6	24.9	23.4	22.3	(4.8)	(29.3)					
Average selling price (USD/sq.ft)												
02-layer	9.15	9.39	9.41	9.03	9.12	1.0	(0.2)					
04-layer	11.33	11.55	11.53	11.05	11.22	1.6	(1.0)					
06-layer	15.39	15.41	15.63	14.77	15.18	2.8	(1.4)					
Special (HDI)	16.60	17.91	17.87	17.32	17.10	(1.3)	3.0					

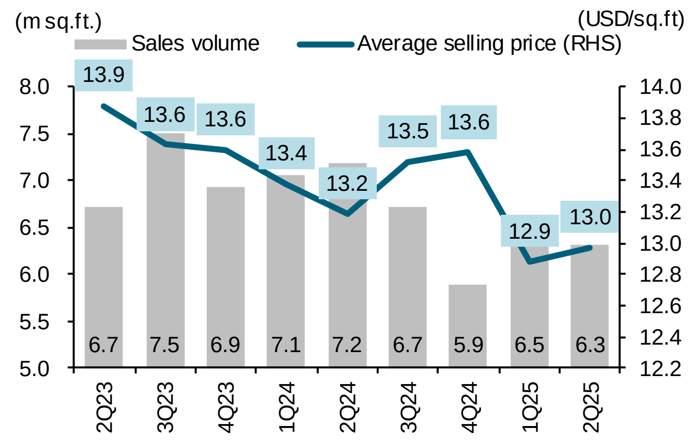
Sources: KCE, FSSIA's compilation

Exhibit 2: Quarterly USD revenue and growth



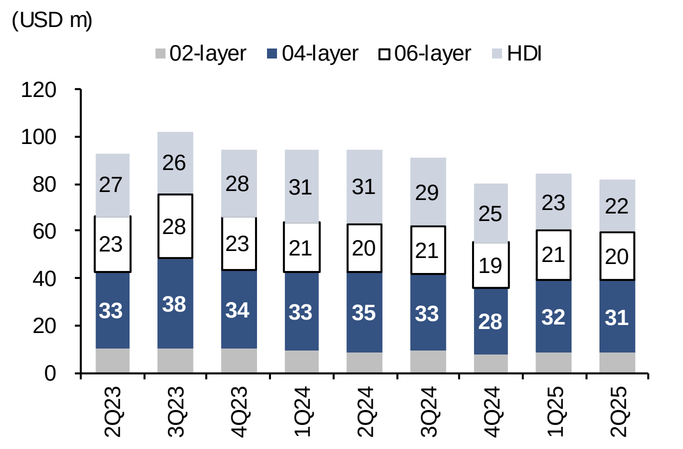
Sources: KCE, FSSIA's compilation

Exhibit 3: Quarterly sales volumes and average selling price



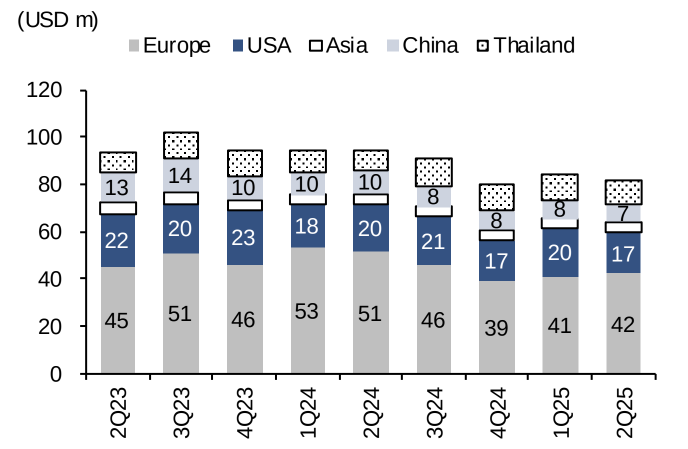
Sources: KCE, FSSIA's compilation

Exhibit 4: Revenue breakdown by product segment



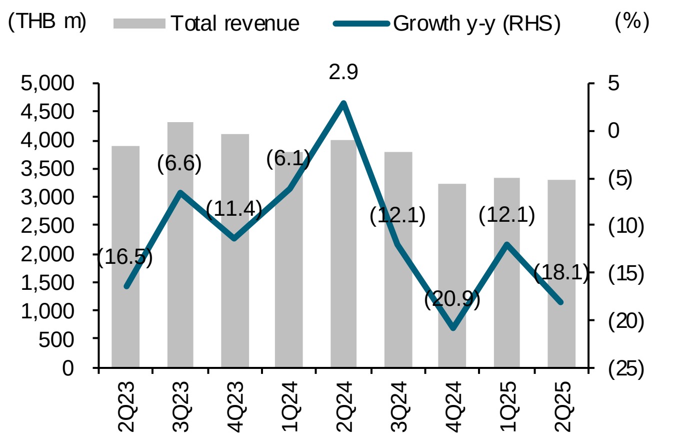
Sources: KCE, FSSIA's compilation

Exhibit 5: Revenue breakdown by destination



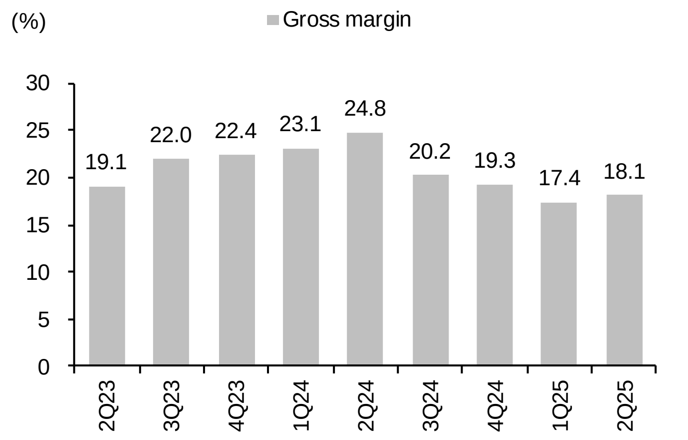
Sources: KCE, FSSIA's compilation

Exhibit 6: Quarterly total revenue and growth



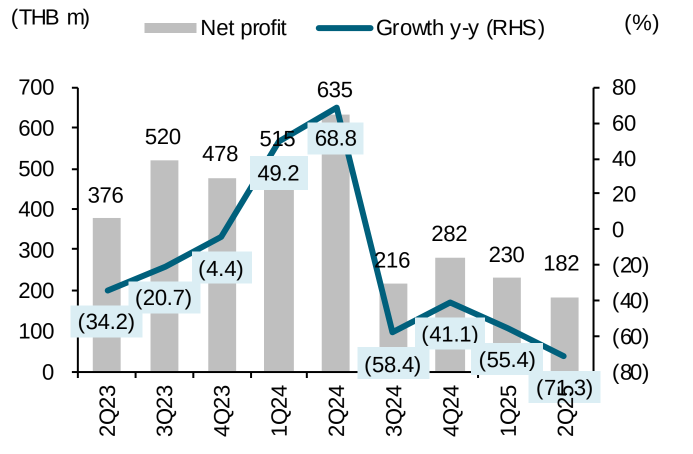
Sources: KCE, FSSIA's compilation

Exhibit 7: Quarterly gross margin



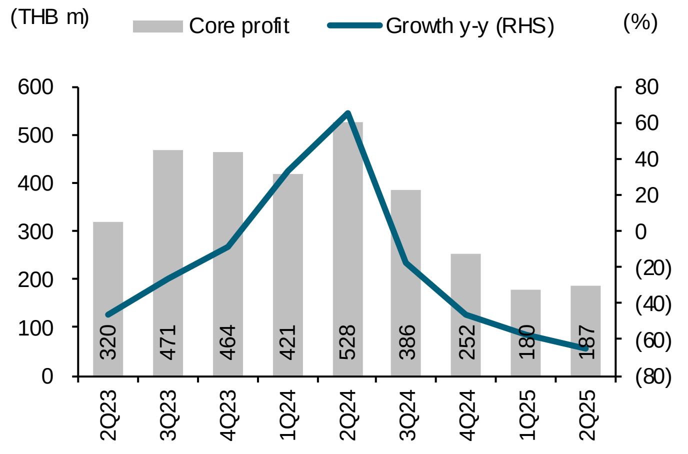
Sources: KCE, FSSIA's compilation

Exhibit 8: Quarterly net profit and growth



Sources KCE, FSSIA's compilation

Exhibit 9: Quarterly core profit and growth



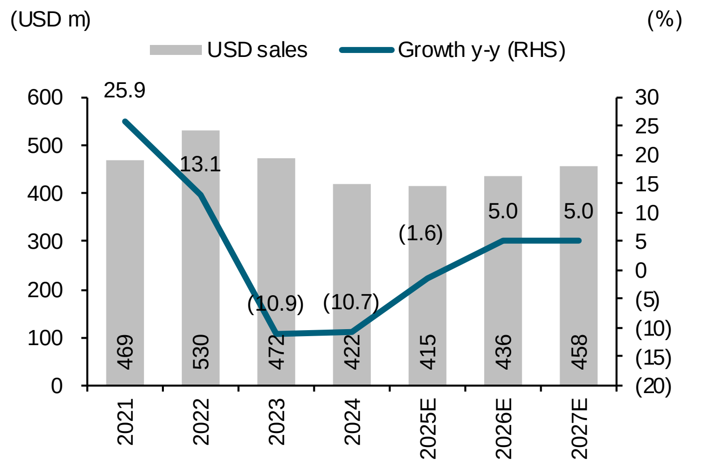
Sources: KCE, FSSIA's compilation

Exhibit 10: Changes in key assumptions for KCE

	------------------ Current ------------------			------------------ Previous ------------------			------------------ Change ------------------		
	2025E	2026E	2027E	2025E	2026E	2027E	*2025E*	*2026E*	*2027E*
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	*(%)*	*(%)*	*(%)*
Total sales value (THB m)	13,695	14,380	15,099	14,066	14,770	15,508	*(2.6)*	*(2.6)*	*(2.6)*
Costs	11,120	11,432	11,928	11,337	11,520	11,941	*(1.9)*	*(0.8)*	*(0.1)*
Gross profit	2,575	2,948	3,171	2,729	3,249	3,567	*(5.7)*	*(9.3)*	*(11.1)*
SG&A expense	1,684	1,582	1,661	1,646	1,625	1,706	*2.4*	*(2.6)*	*(2.6)*
Interest expense	41	33	27	35	56	62	*15.0*	*(41.3)*	*(56.8)*
Reported net profit	1,009	1,458	1,611	1,176	1,680	1,908	*(14.2)*	*(13.2)*	*(15.5)*
Core profit	952	1,458	1,611	1,146	1,680	1,908	*(16.9)*	*(13.2)*	*(15.5)*
Key ratios (%)									
Total revenue growth	(7.7)	5.0	5.0	(5.2)	5.0	5.0			
Net profit growth	(38.8)	44.6	10.5	(28.6)	42.8	13.5			
Core profit growth	(40.0)	53.1	10.5	(27.8)	46.6	13.5			
Gross margin	18.8	20.5	21.0	19.4	22.0	23.0	*(0.6)*	*(1.5)*	*(2.0)*
SG&A to sales	12.3	11.0	11.0	11.7	11.0	11.0	*0.6*	*0.0*	*0.0*
Net margin	7.4	10.1	10.7	8.4	11.4	12.3	*(1.0)*	*(1.2)*	*(1.6)*
Core margin	7.0	10.1	10.7	8.2	11.4	12.3	*(1.2)*	*(1.2)*	*(1.6)*
Operating statistics (THB m)									
Total revenue (USD m)	415	436	458	426	448	470	*(2.6)*	*(2.6)*	*(2.6)*
FX rate (THB/USD)	33.0	33.0	33.0	33.0	33.0	33.0	*0.0*	*0.0*	*0.0*

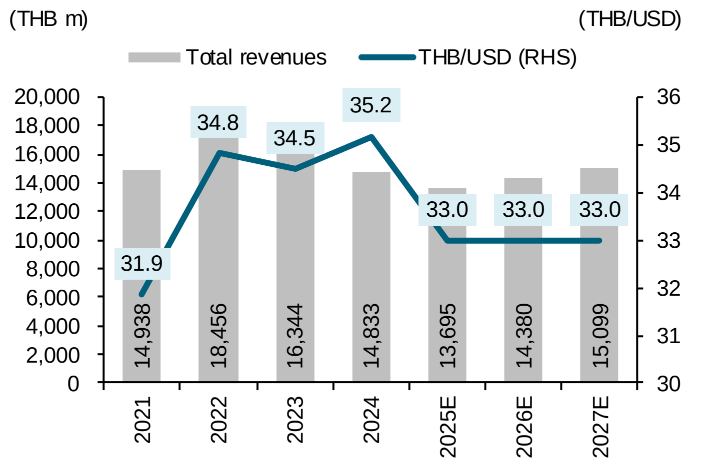
Source: FSSIA estimates

Exhibit 11: USD sales and growth



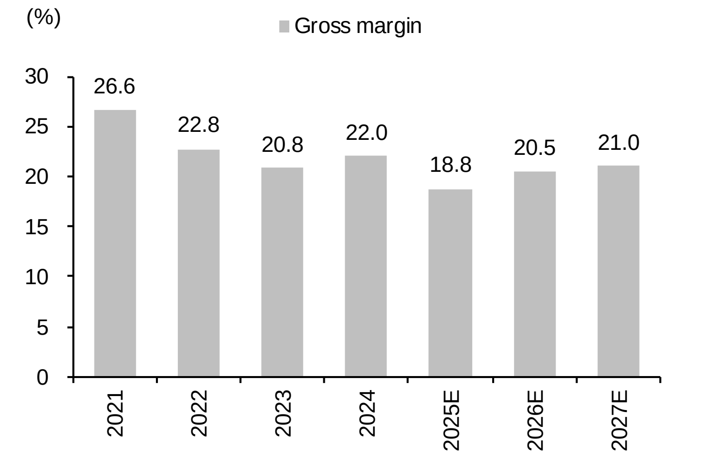
Sources: KCE; FSSIA estimates

Exhibit 12: Total revenue and THB/USD



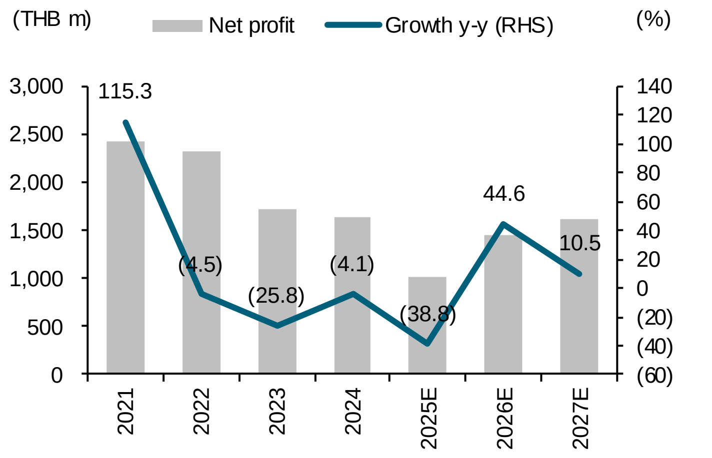
Sources: KCE; FSSIA estimates

Exhibit 13: Yearly gross margin



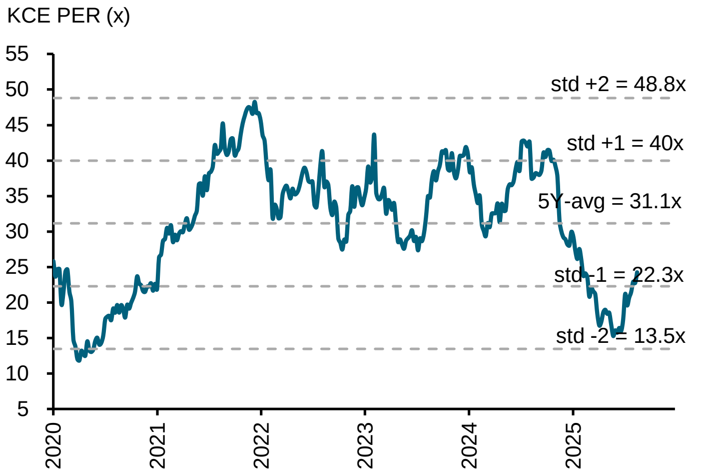
Sources: KCE; FSSIA estimates

Exhibit 14: Yearly net profit and growth



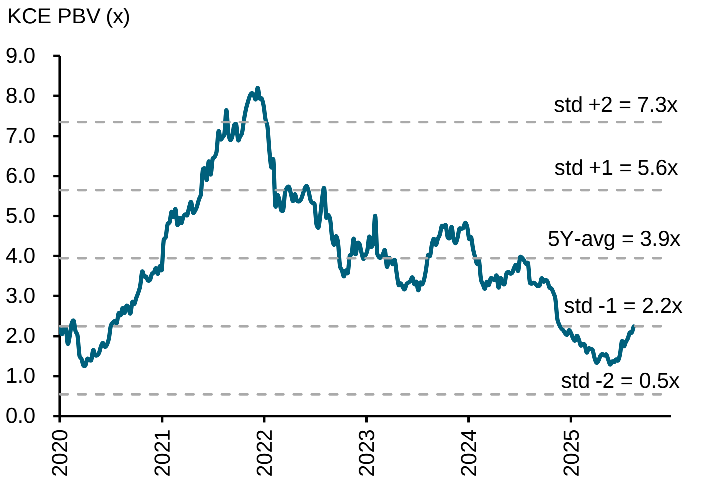
Sources: KCE; FSSIA estimates

Exhibit 15: Historical P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 16: Historical P/BV band



Sources: Bloomberg, FSSIA estimates

Financial Statements

KCE Electronics

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	16,344	14,833	13,695	14,380	15,099
Cost of goods sold	(12,941)	(11,571)	(11,120)	(11,432)	(11,928)
Gross profit	**3,403**	**3,262**	**2,575**	**2,948**	**3,171**
Other operating income	190	265	233	259	272
Operating costs	(1,774)	(1,756)	(1,684)	(1,582)	(1,661)
Operating EBITDA	**2,944**	**2,883**	**2,275**	**2,802**	**3,033**
Depreciation	(1,126)	(1,112)	(1,152)	(1,177)	(1,252)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	**1,818**	**1,772**	**1,123**	**1,625**	**1,782**
Net financing costs	(104)	(52)	(41)	(33)	(27)
Associates	14	17	12	15	19
Recurring non-operating income	14	17	12	15	19
Non-recurring items	150	61	46	0	0
Profit before tax	**1,879**	**1,798**	**1,140**	**1,607**	**1,774**
Tax	(131)	(120)	(110)	(127)	(140)
Profit after tax	**1,747**	**1,678**	**1,029**	**1,480**	**1,634**
Minority interests	(28)	(30)	(21)	(22)	(23)
Preferred dividends	0	0	0	0	0
Other items	-	-	-	-	-
Reported net profit	**1,720**	**1,648**	**1,009**	**1,458**	**1,611**
Non-recurring items & goodwill (net)	**(150)**	**(61)**	**(46)**	**0**	**0**
Recurring net profit	**1,569**	**1,587**	**963**	**1,458**	**1,611**
Per share (THB)					
Recurring EPS *	1.33	1.34	0.81	1.23	1.36
Reported EPS	1.45	1.39	0.85	1.23	1.36
DPS	1.30	1.20	1.00	1.06	1.16
Diluted shares (used to calculate per share data)	1,182	1,182	1,182	1,182	1,182
Growth					
Revenue (%)	(11.4)	(9.2)	(7.7)	5.0	5.0
Operating EBITDA (%)	(18.7)	(2.1)	(21.1)	23.2	8.3
Operating EBIT (%)	(27.5)	(2.6)	(36.6)	44.7	9.6
Recurring EPS (%)	(31.2)	1.1	(39.3)	51.4	10.5
Reported EPS (%)	(25.8)	(4.1)	(38.8)	44.6	10.5
Operating performance					
Gross margin inc. depreciation (%)	20.8	22.0	18.8	20.5	21.0
Gross margin exc. depreciation (%)	27.7	29.5	27.2	28.7	29.3
Operating EBITDA margin (%)	18.0	19.4	16.6	19.5	20.1
Operating EBIT margin (%)	11.1	11.9	8.2	11.3	11.8
Net margin (%)	9.6	10.7	7.0	10.1	10.7
Effective tax rate (%)	7.0	6.7	9.7	7.9	7.9
Dividend payout on recurring profit (%)	97.9	89.4	122.7	86.0	85.0
Interest cover (X)	17.7	34.5	28.0	49.5	67.1
Inventory days	134.4	130.3	128.6	120.9	120.3
Debtor days	103.6	98.7	93.6	87.9	87.9
Creditor days	92.3	97.2	102.2	96.2	93.0
Operating ROIC (%)	10.0	11.0	7.6	11.6	12.7
ROIC (%)	9.4	10.0	6.4	9.3	10.1
ROE (%)	11.6	11.6	7.0	10.7	11.6
ROA (%)	8.4	8.8	5.6	8.4	9.1

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
PCB	13,554	12,664	11,385	11,954	12,552
Non PCB	2,790	2,169	2,310	2,426	2,547

Sources: KCE Electronics; FSSIA estimates

Financial Statements

KCE Electronics

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	1,569	1,587	963	1,458	1,611
Depreciation	1,126	1,112	1,152	1,177	1,252
Associates & minorities	-	-	-	-	-
Other non-cash items	(14)	(22)	(1)	(15)	(19)
Change in working capital	832	631	480	(343)	(212)
Cash flow from operations	**3,513**	**3,309**	**2,594**	**2,276**	**2,631**
Capex - maintenance	-	-	-	-	-
Capex - new investment	(402)	(661)	(800)	(500)	(1,500)
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	76	(797)	(1,212)	(7)	(7)
Cash flow from investing	**(325)**	**(1,458)**	**(2,012)**	**(507)**	**(1,507)**
Dividends paid	(1,419)	(1,551)	(1,182)	(1,254)	(1,369)
Equity finance	4	0	0	0	0
Debt finance	(1,150)	(476)	(45)	(103)	(100)
Other financing cash flows	(1)	(29)	(1)	(1)	(1)
Cash flow from financing	**(2,566)**	**(2,056)**	**(1,228)**	**(1,358)**	**(1,471)**
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	4	0	0	0
Net other adjustments	**0**	**4**	**(11)**	**0**	**0**
Movement in cash	**622**	**(201)**	**(658)**	**411**	**(347)**
Free cash flow to firm (FCFF)	3,291.81	1,902.67	621.99	1,802.60	1,151.09
Free cash flow to equity (FCFE)	2,036.57	1,349.72	524.23	1,665.10	1,022.83
Per share (THB)					
FCFF per share	2.78	1.61	0.53	1.52	0.97
FCFE per share	1.72	1.14	0.44	1.41	0.87
Recurring cash flow per share	2.27	2.27	1.79	2.22	2.41

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	18,912	19,019	19,819	20,319	21,819
Less: Accumulated depreciation	(10,758)	(11,315)	(12,467)	(13,644)	(14,895)
Tangible fixed assets (net)	**8,154**	**7,704**	**7,352**	**6,676**	**6,924**
Intangible fixed assets (net)	**284**	**1,082**	**1,082**	**1,082**	**1,082**
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	554	524	1,750	1,750	1,750
Cash & equivalents	1,767	1,566	908	1,320	973
A/C receivable	4,379	3,646	3,377	3,546	3,723
Inventories	3,793	3,675	3,351	3,445	3,595
Other current assets	141	68	68	72	75
Current assets	**10,079**	**8,955**	**7,705**	**8,382**	**8,366**
Other assets	122	151	137	144	151
Total assets	**19,193**	**18,416**	**18,026**	**18,034**	**18,273**
Common equity	13,689	13,756	13,583	13,787	14,028
Minorities etc.	61	62	61	60	58
Total shareholders' equity	**13,749**	**13,818**	**13,643**	**13,846**	**14,087**
Long term debt	515	85	80	80	80
Other long-term liabilities	367	527	411	431	453
Long-term liabilities	**882**	**612**	**491**	**511**	**533**
A/C payable	2,728	2,843	2,742	2,662	2,778
Short term debt	1,748	1,078	1,095	956	815
Other current liabilities	85	65	55	58	60
Current liabilities	**4,562**	**3,986**	**3,892**	**3,676**	**3,653**
Total liabilities and shareholders' equity	**19,193**	**18,416**	**18,026**	**18,034**	**18,273**
Net working capital	5,499	4,482	4,000	4,343	4,555
Invested capital	14,613	13,942	14,321	13,994	14,462

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

Per share (THB)					
Book value per share	11.58	11.64	11.49	11.66	11.87
Tangible book value per share	11.34	10.72	10.58	10.75	10.95
Financial strength					
Net debt/equity (%)	3.6	(2.9)	2.0	(2.0)	(0.6)
Net debt/total assets (%)	2.6	(2.2)	1.5	(1.6)	(0.4)
Current ratio (x)	2.2	2.2	2.0	2.3	2.3
CF interest cover (x)	24.5	39.8	33.7	66.3	95.0

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	**19.8**	**19.5**	**32.2**	**21.3**	**19.3**
Recurring P/E @ target price (x) *	**20.3**	**20.1**	**33.1**	**21.9**	**19.8**
Reported P/E (x)	18.0	18.8	30.8	21.3	19.3
Dividend yield (%)	5.0	4.6	3.8	4.0	4.4
Price/book (x)	2.3	2.3	2.3	2.3	2.2
Price/tangible book (x)	2.3	2.4	2.5	2.4	2.4
EV/EBITDA (x) **	10.7	10.6	13.8	11.0	10.2
EV/EBITDA @ target price (x) **	11.0	11.0	14.2	11.3	10.5
EV/invested capital (x)	2.2	2.2	2.2	2.2	2.1

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

Sources: KCE Electronics; FSSIA estimates

KCE Electronics PCL (KCE TB)

FSSIA ESG rating

★★★

45.77 /100

Exhibit 17: FSSIA ESG score implication

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

Sources: FSSIA estimates

Exhibit 18: ESG – peer comparison

	FSSIA	------------------ Domestic ratings -----------------------						------------------------------- Global ratings -----------------------						--- Bloomberg ---	
	ESG score	DJSI	SET THSI	THSI	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
DELTA	87.59	Y	Y	Y	5.00	5.00	Certified	Low	68.81	AA	--	91.19	74.00	4.15	--
HANA	56.35	--	Y	Y	5.00	5.00	Certified	Negligible	56.93	BBB	--	44.01	31.00	1.81	--
KCE	45.77	--	--	--	5.00	5.00	Certified	Medium	52.70	--	--	61.53	16.00	2.16	52.98

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 19: ESG score by Bloomberg

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	**1.34**	**1.35**	**1.35**	**1.36**	**1.37**	**1.70**	**2.06**	**2.16**
BESG environmental pillar score	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00
BESG social pillar score	0.80	0.80	0.80	0.80	0.80	1.44	1.45	1.58
BESG governance pillar score	4.64	4.67	4.67	4.77	4.83	4.83	4.71	4.90
ESG disclosure score	**40.30**	**41.69**	**40.30**	**40.64**	**46.82**	**53.50**	**54.91**	**52.98**
Environmental disclosure score	19.21	19.21	19.21	19.21	33.59	49.50	53.76	52.13
Social disclosure score	20.44	24.61	20.44	21.46	25.63	29.78	29.78	25.60
Governance disclosure score	81.10	81.10	81.10	81.10	81.10	81.10	81.10	81.10
Environmental								
Emissions reduction initiatives	No	No	No	No	No	No	No	Yes
Climate change policy	No	No	No	No	No	No	No	No
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	No	No	No	No	No	No
GHG scope 1	—	—	—	—	—	—	3	3
GHG scope 2 location-based	—	—	—	—	—	—	64	70
GHG Scope 3	—	—	—	—	—	—	—	—
Carbon per unit of production	—	—	—	—	—	—	4	4
Biodiversity policy	No	No	No	No	No	No	No	No
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	—	—	—	—	—	121	152	163
Renewable energy use	—	—	—	—	—	1	2	4
Electricity used	—	—	—	—	—	112	140	152
Fuel used - natural gas	—	—	—	—	—	850	1,100	1,130

Sources: Bloomberg; FSSIA's compilation

Exhibit 20: ESG score by Bloomberg *(cont.)*

FY ending Dec 31	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous waste	6	8	9	12	8	3	5	—
Total waste	7	11	13	15	12	13	17	20
Waste recycled	—	—	—	—	—	11	15	16
Waste sent to landfills	—	—	—	—	—	2	3	3
Environmental supply chain management	No	No	No	No	Yes	Yes	Yes	Yes
Water policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water consumption	—	—	—	—	—	1,650	2,232	2,612
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Quality assurance and recall policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Consumer data protection policy	No	No	No	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	No	No	No	No	No
Pct women in workforce	—	—	—	—	—	52	46	52
Pct disabled in workforce	—	—	—	—	—	—	—	—
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—	—	—	—	—	1
Total recordable incident rate - employees	3	1	1	1	1	1	1	—
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	No	No	No	No	No	No	No	No
Number of employees – CSR	2,388	2,696	1,021	1,042	1,019	984	974	1,049
Employee turnover pct	—	—	—	—	—	11	10	11
Total hours spent by firm - employee training	176,855	198,156	187,310	229,906	83,545	33,247	44,164	67,795
Social supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Governance								
Board size	**9**	**9**	**9**	**9**	**9**	**9**	**9**	**9**
No. of independent directors (ID)	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
No. of women on board	4	3	3	3	3	3	3	3
No. of non-executive directors on board	6	6	6	6	6	6	6	6
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	12	12	12	12	12	13	12	12
Board meeting attendance pct	99	97	97	94	95	96	99	99
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	35	36	37	38	39	40	41	42
Age of the oldest director	78	79	80	81	82	74	75	76
No. of executives / company managers	**9**	**9**	**10**	**10**	**10**	**10**	**10**	**11**
No. of female executives	2	2	2	3	3	3	3	3
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
No. of ID on audit committee	3	3	3	3	3	3	3	3
Audit committee meetings	4	4	5	5	6	5	4	5
Audit meeting attendance %	100	92	100	100	83	100	75	93
Size of compensation committee	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
No. of ID on compensation committee	2	2	2	2	2	2	2	2
No. of compensation committee meetings	2	2	2	2	3	2	3	1
Compensation meeting attendance %	100	100	100	83	89	100	100	100
Size of nomination committee	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
No. of nomination committee meetings	2	2	2	2	3	2	3	1
Nomination meeting attendance %	100	100	100	83	89	100	100	100
Sustainability governance								
Verification type	No	No	No	No	No	No	No	No

Sources: Bloomberg; 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%). (*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.)*	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. *(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.)*	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 Sustainalytics	The Sustainalytics' 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. *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.*	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. NEGL: 0-10; Low: 10-20; Medium: 20-30; High: 30-40; Severe: 40+
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers.	

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

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. *(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)*	
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

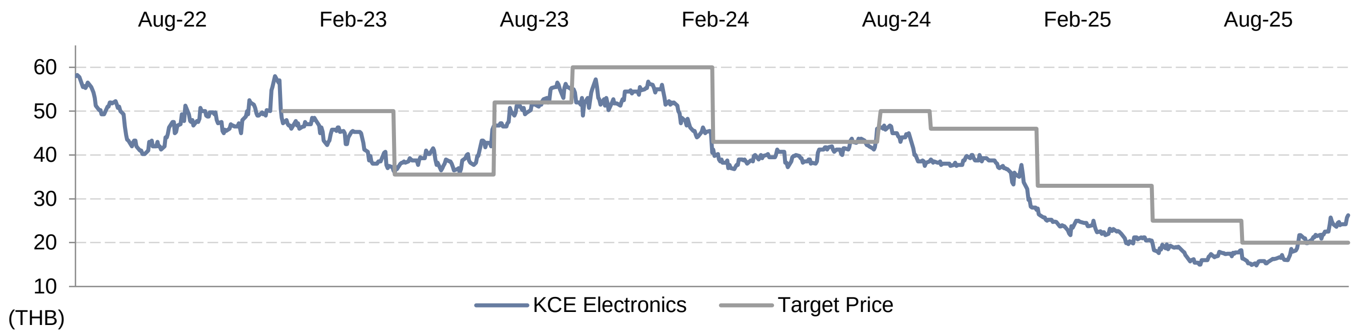
The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s)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

This report has been prepared by FSS International Investment Advisory Securities Company Limited (FSSIA). The information herein has been obtained from sources believed to be reliable and accurate; however FSSIA makes no representation as to the accuracy and completeness of such information. Information and opinions expressed herein are subject to change without notice. FSSIA has no intention to solicit investors to buy or sell any security in this report. In addition, FSSIA does not guarantee returns nor price of the securities described in the report nor accept any liability for any loss or damage of any kind arising out of the use of such information or opinions in this report. Investors should study this report carefully in making investment decisions.

This report may not be reproduced, distributed or published by any person in any manner for any purpose without permission of FSSIA. Investment in securities has risks. Investors are advised to consider carefully before making investment decisions.

History of change in investment rating and/or target price

KCE Electronics (KCE TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
09-Feb-2023	HOLD	50.00	14-Feb-2024	HOLD	43.00	26-Feb-2025	HOLD	25.00
16-May-2023	HOLD	35.50	05-Jul-2024	BUY	50.00	14-May-2025	HOLD	20.00
10-Aug-2023	BUY	52.00	19-Aug-2024	BUY	46.00			
16-Oct-2023	HOLD	60.00	19-Nov-2024	BUY	33.00			

Sureeporn Teewasuwet started covering this stock from 09-Feb-2023

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
KCE Electronics	KCE TB	THB 26.25	HOLD	Downside and upside risks to our P/E-based TP include 1) slower or faster-than-expected global economic and car sales recoveries; 2) higher or lower-than-expected decrease in raw material costs; 3) baht strength or weakness; and 4) a minimum wage increase or a labor shortage.

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 14-Aug-2025 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as (target price* - current price) / 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.