

Thailand IT Retail Sector

IT sector growth outpaces the economy

- Thailand's economy slows in 2H25, but IT demand remains resilient due to an IT replacement cycle, technology advancement, and higher penetration from financing support.
- We expect sector earnings growth of 11.6% CAGR for 2025-27.
- Overweight maintained for the consumer IT sector, with SYNEX as our top pick.

Resilient IT sector growth despite weak Thai economy

Thailand's economic outlook for 2025 points to only gradual growth, with GDP and private consumption expected to decelerate in 2H25 due to weaker exports and a persistently sluggish tourism recovery, especially from Chinese tourists. Despite this, the IT segment continues to stand out compared to other categories, supported by resilient momentum in smartphones and PCs. The sector also benefits from a replacement cycle, as devices purchased in 2020-21 are now 4-5 years old and due for upgrades. In addition, the introduction of new technologies and broader affordability programs, such as BNPL schemes and financing options, are supporting sustainable growth momentum.

Manageable competition; expect sector earnings growth of 11.6% CAGR for 2025-27

Competitive dynamics remain a key factor to monitor. In the short term, we see limited downside risk as market expansion continues to support all players. Over the next 3-5 years, our base case still anticipates healthy competition and growth, supported by technological innovation and consumer upgrades. Meanwhile, a worst-case scenario would involve an intensifying price war. However, COM7 should remain competitive, given its ecosystem, while SYNEX is less directly exposed to retail price competition. Sector earnings growth is expected to be driven mainly by smartphone sales and the replacement wave, with COM7 and SYNEX forecasted to deliver a robust bottom-line CAGR of 11.8% and 10.9% over 2025-27.

Attractive valuation with SYNEX as our top pick

Valuation for the IT sector remains attractive, trading at 14-15x 2025E P/E, below that of staples and home-related peers, despite stronger growth prospects. COM7 and SYNEX are expected to post earnings growth of 21% and 14% y-y in 2025, respectively, significantly outperforming staples (+5-10% y-y) and home-related peers (declining y-y). Share prices have also lagged fundamentals, with COM7 down 2.9% and SYNEX down 24% YTD. ESG performance is broadly in line with industry averages, with both firms showing improved disclosure. Overall, we maintain an Overweight view on the IT sector, with SYNEX (TP THB14.5) as our top pick, given its valuation discount and solid earnings growth profile.

FSSIA recommendations

Company	BBG code	share price	Rating		Target Price			
			Current	Previous	Current	Previous	%change	Up/downside
Com7	COM7 TB	25.25	BUY	-	28.50	30.00	-5.00%	+12.9%
Synnex (Thailand)	SYNEX TB	11.70	BUY	-	14.50	15.00	-3.30%	+23.9%

Note: Priced at close of business. Share prices and TPs are in listing currency.
Source: FSSIA estimates



Kampon Akaravarinchai

Fundamental Investment Analyst on Securities; License no. 115855
kampon.a@fssia.com, +66 2646 9964

Investment thesis

We recommend an Overweight rating on the Thai IT sector. Despite GDP and private consumption expected to grow only 2.3% and 2.0% y-y in 2025, the IT segment continues to outperform, with Thailand's PC market for business forecast to rebound 5.4% y-y and smartphone shipments to rise 7.1% y-y. Supported by a replacement cycle, new technology adoption, and expanding affordability programs, IT remains a structural growth area compared to staples (+5–10% y-y) and home-related categories (declining y-y).

While competition remains a factor to monitor, we view risks as manageable, given ongoing market expansion. We forecast sector earnings to grow at 11.6% CAGR during 2025–27, driven by replacement demand and smartphone sales. For 2025, COM7 earnings are projected to rise 21% y-y, while SYNEX should deliver 14% y-y growth, underscoring resilient profitability.

We maintain a BUY rating on both COM7 and SYNEX, following solid earnings momentum. Our top pick is SYNEX, given its valuation discount relative to COM7, while offering a similar growth profile. ESG scores for both companies are broadly in line with sector averages, with outstanding improvements in disclosure and transparency.

Catalyst

- The stronger macroeconomic outlook
- New technological advancements in both smartphones and IT-related products
- Unjustified sector valuation

Key potential catalysts for the sector in 2H25 include:

- Positive feedback on the new iPhone 17 model, which will be launched on 9 Sep 25.
- Better domestic consumption and government stimulus packages

Risk to our call

- Intensified competition among IT retailers and distributors.
- A slowdown in the IT and smartphone market due to a lack of innovation and a slowing economy.

Contents

Resilient IT segment growth reflects its essential	3
Resilient growth momentum for smartphone sector from 2025 onwards	4
Tech advancements remain a tailwind to industry	6
All eyes on Apple	6
Apple's refocus on low-end segment	7
Short-term competition risks remain manageable.....	8
Tariff impacts remain limited	11
Sector earnings growth forecast of 11.6% CAGR for 2025-27	12
Valuation	14
Company report	
- COM7 (COM7 TB, BUY TP THB28.50)	
- SYNEX (THAILAND) (SYNEX TB, BUY TP THB14.50)	

Event Calendar

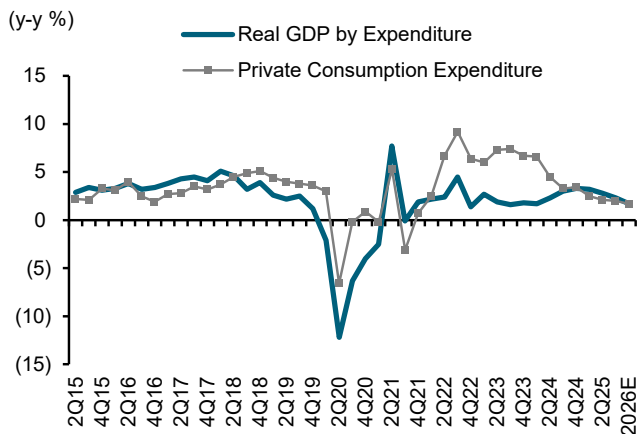
Date	Event
9 September 2025	Apple's iPhone 17 launch
November 2025	3Q25 earnings release
November 2025	3Q25 analyst meeting

Resilient IT segment growth reflects its essential

The Thai economic outlook for 2025 indicates a gradual pace of growth. The Bank of Thailand estimates GDP and private consumption growth for 2025 at 2.3% y-y and 2.0% y-y, respectively. Meanwhile, GDP and private consumption in 1H25 grew around 3.0% y-y and 2.3% y-y, showing that GDP growth momentum should slow down in 2H25, with main pressures coming from: 1) export momentum, which should decelerate in 2H25, and 2) tourism recovery that is still sluggish due to Chinese tourists, which remain weak y-y.

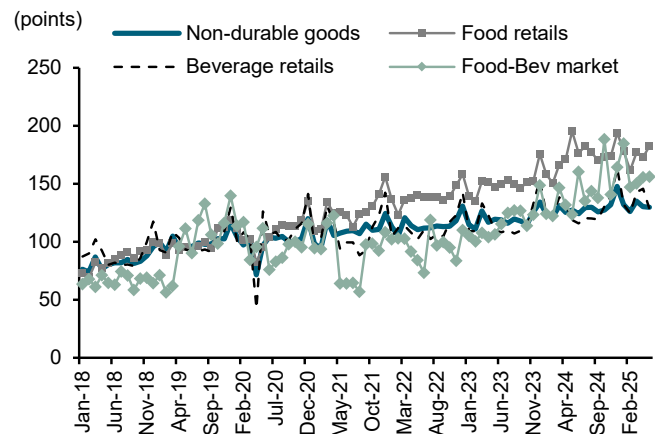
One issue that becomes clearer is the passage of the FY2026 budget, which will be submitted to the King on 8 Sep 2025. It should support continuity in government spending, such as consumption stimulus, construction projects, and measures to help the private sector, impacted by U.S. tariffs.

Exhibit 1: GDP and private consumption trend



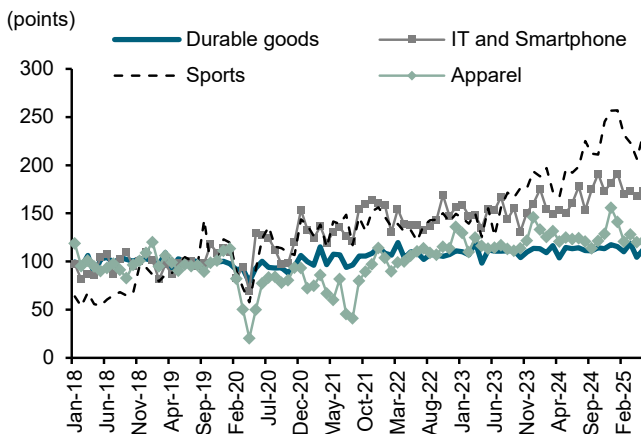
Sources: NESDC, BOT

Exhibit 2: Non-durable goods index



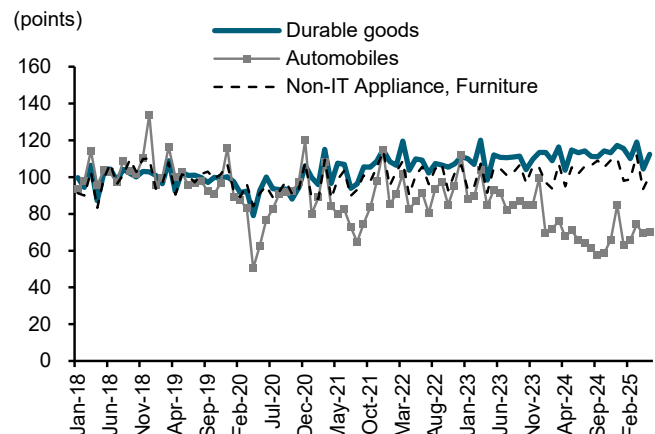
Sources: BOT, *These indices are calculated by the BOT using 2019 as a base year

Exhibit 3: Lifestyle durable goods index



Sources: BOT, *These indices are calculated by the BOT using 2019 as a base year

Exhibit 4: Non-lifestyle durable goods index



Sources: BOT, *These indices are calculated by the BOT using 2019 as a base year

However, if we look deeper into the IT consumption segment, growth momentum remains solid. This can be seen from 1) retail sales momentum in the IT smartphone category, 2) forecast for Thailand's PC market and smartphone shipments, which are turning back to growth, and 3) sales of IT chain store retailers, which continually improve in 2025.

For the overall IT retail sales index, using 2019 (pre-COVID) as the base year, we see the index expanded strongly during 2020–21 and started to recover again from 2024. This performance is outstanding compared to other discretionary categories, such as home-related products, non-IT electronics, and furniture. It reflects shifting consumer behavior towards spending on lifestyle goods (IT, toys, and sports) even when economic growth is not very strong.

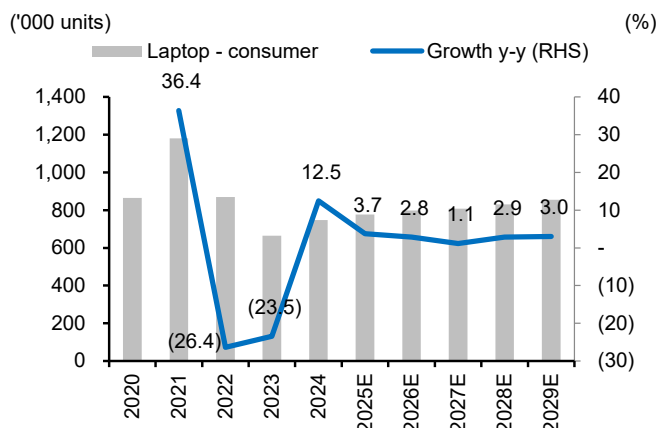
Resilient growth momentum for smartphone sector from 2025 onwards

Gartner's IT market research indicates that in 2025, the PC market for business and the smartphone segment in Thailand are showing the strongest rebound since 2022. The consumer PC market has already started to recover in 2024. Earlier, demand contracted after a surge in IT spending during 2020–21, driven by work-from-home and online learning needs. This points to a clearer upcycle for both business PCs and smartphones, while consumer PCs have already turned the corner.

The main driver for the overall PC market in 2025 would be business PC growth, including both laptops and desktops for corporate customers, which is expected at 9.7% y-y. This is supported by the upgrade cycle to Windows 11, as Microsoft will end Windows 10 feature and security updates on 14 Oct-25. Enterprises can still purchase Extended Security Updates until 2028 at a cost of USD61/122/244 per unit in 2026–28, but most corporates who care about cybersecurity will likely migrate to Windows 11. PCs made before 2018 cannot support Windows 11. According to SYNEX, there are around 3m Windows 10 PCs in Thailand. With about 1m commercial units, they imply a large replacement wave. Another tailwind could come from companies adjusting to hybrid work mode, as fully working from home becomes less common.

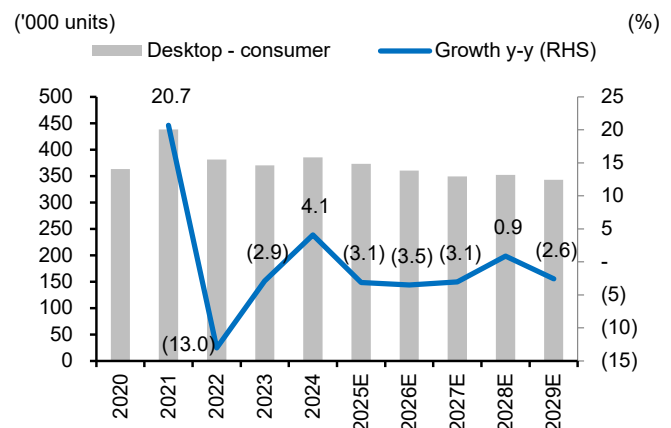
For the consumer PC segment, growth would be more modest in 2025. Laptop sales are expected to expand 3.7% y-y, while desktop sales might decline slightly by 3.1% y-y. This leads to an overall consumer PC growth projection of only 1.4% y-y, given the higher base in 2024 when recovery already started. Combining consumer and business segments, total PC unit sales are expected to rebound 5.4% y-y in 2025. This recovery should also support stronger sales of peripherals, such as keyboards and computer mice.

Exhibit 5: Thailand's laptop market for consumers



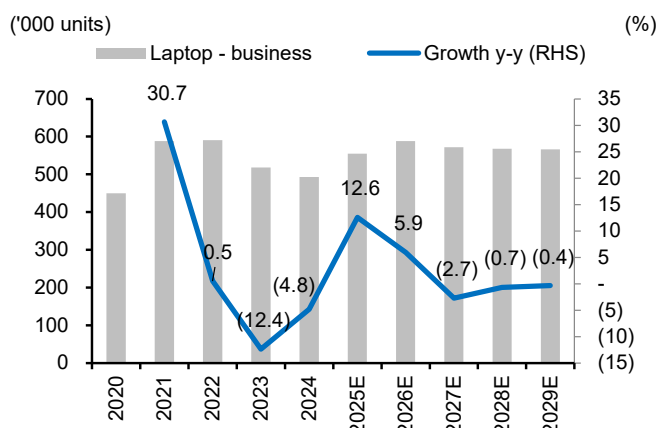
Sources: Gartner, SIS, FSSIA's compilation

Exhibit 6: Thailand's desktop market for consumers



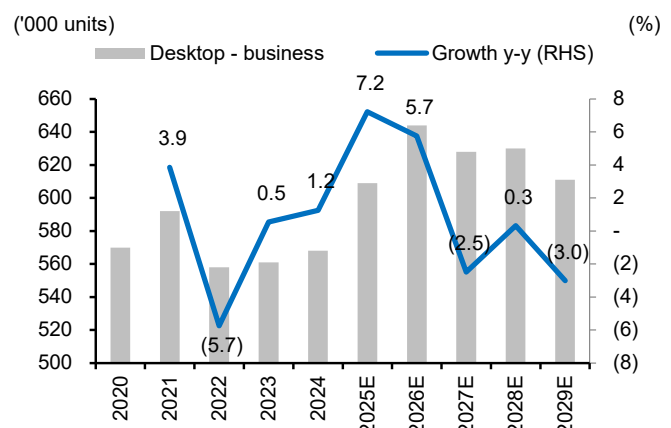
Sources: Gartner, SIS, FSSIA's compilation

Exhibit 7: Thailand's laptop market for business

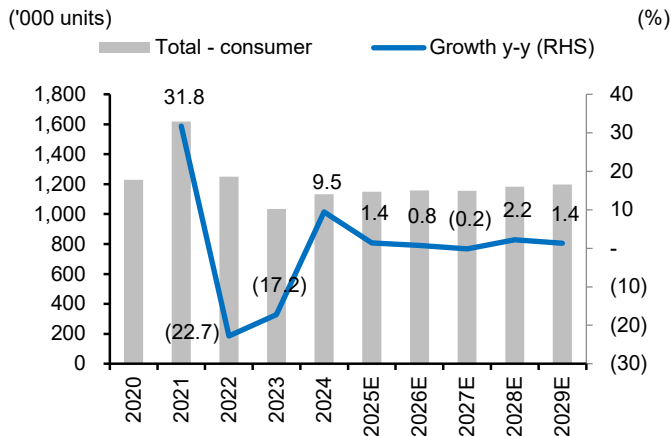


Sources: Gartner, SIS, FSSIA's compilation

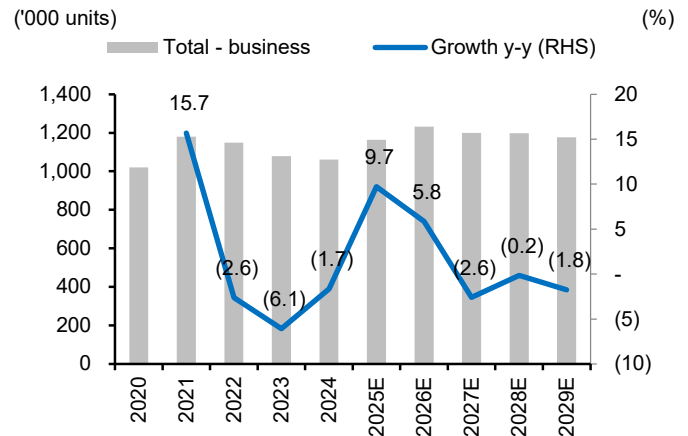
Exhibit 8: Thailand's desktop market for business



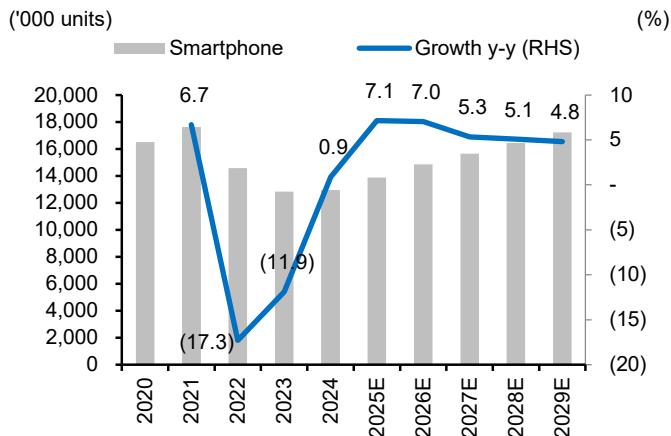
Sources: Gartner, SIS, FSSIA's compilation

Exhibit 9: Sum of PC market for consumer

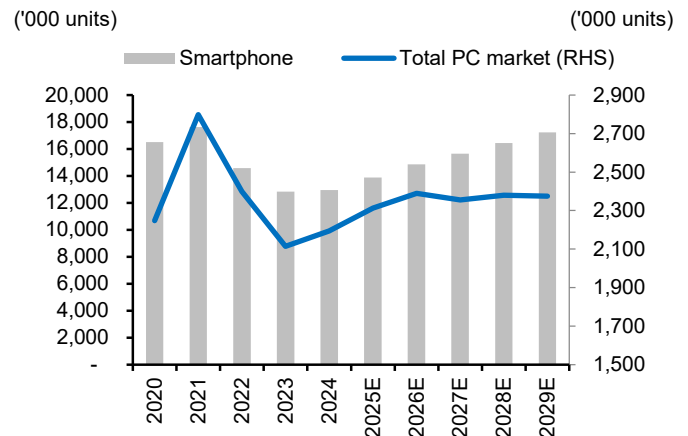
Sources: Gartner, SIS, FSSIA's compilation

Exhibit 10: Sum of PC market for business

Sources: Gartner, SIS, FSSIA's compilation

Exhibit 11: Thailand's smartphone shipment

Sources: Gartner, SIS, FSSIA's compilation

Exhibit 12: Sum of PC and smartphone units

Sources: Gartner, SIS, FSSIA's compilation

For the smartphone segment, 2025 is expected to see a stronger recovery. Gartner forecasts shipments to grow 7.1% y-y (revised down from 8.5% y-y earlier forecast at the beginning of the year), compared to the flat market in 2023–24. We believe three key factors will drive this rebound:

- 1) The high smartphone shipments back in 2020-21 imply lots of customers upgraded their smartphones during the period. Also, it indicates that the devices should be 4-5 years old, equivalent to the iPhone 12-13 models.
- 2) More compatible AI features on devices should encourage stronger consumer demand for smartphone upgrades.
- 3) Better affordability programs, including credit card installment promotions, nano finance, and BNPL schemes, such as Ufund by COM7 and Samsung Finance+ by Samsung.

Overall, these factors should support a stronger recovery in smartphone demand, with financial tools making smartphones more accessible to consumers. Based on Gartner estimates, Thailand's smartphone shipments are projected to expand at a 5.9% CAGR during 2025-29, which is roughly 2–3x faster than expected GDP growth over the same period.

Tech advancements remain a tailwind to industry

We view that one of the key advantages of the IT-related sector is the advancement of technology both for consumer and enterprise markets, which helps refresh and stir excitement in IT products each year. Moreover, it is almost necessary for end or corporate users to upgrade IT devices to catch up with a more digitalized economy. Combining the faster pace of digitalization and technological advancements, IT products are now becoming an essential part of our lives.

Currently, one of the largest IT product creators is Apple. Apple also contributes significantly to the top-line of IT-related companies (both distributors and retailers), such as COM7 and SYNEX, where Apple-related sales accounted for 50-60% and 38% of their total sales, respectively. Apple offers a wide range of gadgets, including smartphones, tablets, PC, and accessories. Therefore, we believe its strategy should significantly affect domestic IT-related companies.

All eyes on Apple

Apple has announced its new product launch date on 9 Sep 2025. The event is called “Awe Dropping”. Normally, Apple launches its new key iPhone model and products in September of every year, followed by device upgrades later in the year. Based on current rumors, the market is expecting to see new iPhone SKUs called the iPhone 17 Air, an ultra-thin and lightweight phone, with the existing series, including the iPhone 17, 17 Pro, and 17 Pro Max. Moreover, Apple Watch Series 11 and AirPods Pro 3 (AirPods Pro 2 release in 2022) are expected to be released on the same date.

Currently, Apple has not yet announced pre-order and sales dates for this year. However, based on the 2024 timeline, where Apple launched on Sep 9, 2024, opened for pre-orders on Sep 13, 2024, and started official sales on Sep 20, 2024, we estimate that if the new iPhone model in 2025 is launched on the same date as last year, the pre-order and sales schedule should also align with 2024. As a result, we do not anticipate any timing-related impact on iPhone sales in 3Q25 compared to 3Q24.

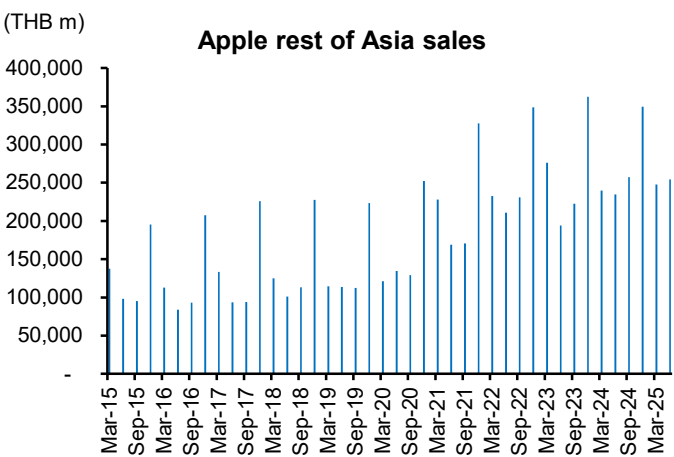
Key factors to monitor that could affect consumer demand include: 1) new features and upgrades in the iPhone 17 series, particularly enhancements related to AI capabilities, and 2) retail pricing. From 2023 to 2024, Apple maintained USD pricing but reduced retail prices in THB by an average of THB2,400 (THB1,000–4,000).

Exhibit 13: Apple event invitation



Source: Apple

Exhibit 14: Apple’s rest of Asia sales momentum



Sources: Apple, FSSIA's compilation

Exhibit 15: 2023 vs 2024 Apple's iPhone release price in THB

2023		2024		2024 – 2023		
(Model / GB)	(THB)	(Model / GB)	(THB)	(Model / GB)	(THB chg)	(% chg)
15		16		16		
128	32,900	128	29,900	128	(3,000)	(9.1)
256	36,900	256	33,900	256	(3,000)	(8.1)
512	45,900	512	41,900	512	(4,000)	(8.7)
15 Plus		16 Plus		16 Plus		
128	37,900	128	34,900	128	(3,000)	(7.9)
256	41,900	256	38,900	256	(3,000)	(7.2)
512	50,900	512	46,900	512	(4,000)	(7.9)
15 Pro		16 Pro		16 Pro		
128	41,900	128	39,900	128	(2,000)	(4.8)
256	45,900	256	43,900	256	(2,000)	(4.4)
512	54,900	512	51,900	512	(3,000)	(5.5)
1TB	63,900	1TB	59,900	1TB	(4,000)	(6.3)
15 Pro Max		16 Pro Max		16 Pro Max		
128	44,900	-	-	-	-	-
256	48,900	256	48,900	256	-	-
512	57,900	512	56,900	512	(1,000)	(1.7)
1TB	66,900	1TB	64,900	1TB	(2,000)	(3.0)

Sources: Apple, FSSIA's compilation

Apple's refocus on low-end segment

We see Apple increasingly revamping its strategies, resulting in indirect impacts on Thai upstream–midstream businesses and direct impacts on downstream operations, such as new product launches and a broader expansion of its customer base.

Regarding the strategy with indirect impacts, Apple diversifies its production base into multiple countries, including China, India, and Vietnam. Although the tariff situation remains uncertain, Apple assesses the impact to be manageable. At the same time, Apple is investing in the US to launch an all-new recycling facility for processing recycled rare earth elements, which may help support the manufacturing of Apple products.

For strategies that have a direct impact on domestic IT retailers and distributors, two key areas stand out:

1) Upgrading existing product lines and launching new products. We continue to see Apple introduce new product lines every 1–2 years. However, the development of upcoming models still needs to be monitored closely.

2) Expanding into mid-to-low market segments. While Apple does not officially announce this direction, it is reflected in the increasingly competitive smartphone market, especially from Chinese brands adopting high-performance and competitive pricing strategies to capture the mid-to-low-end segment. Combined with the fact that major markets, such as Bangkok and key cities, are shifting more toward organic growth (as channel expansion slows), Apple appears to be prioritizing expansion into provincial and mid-to-low-end markets. This is reflected in its partnership with Advice to roll out iStores in upcountry locations (ADVICE targets 22 and 70 stores in 2025–26), as well as Apple's authorization to open sales channels through resellers and distributors.

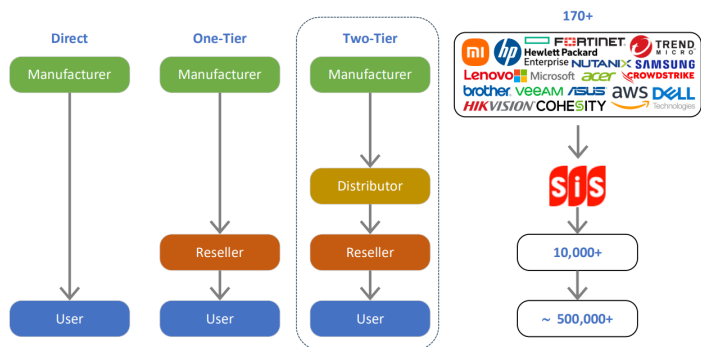
These strategies are already visible in Apple's sales performance, particularly for N-series iPhones (older models) at lower price points, where SYNEX reported 2Q25 N-series sales growth of 37% y-y, compared to total iPhone portfolio growth of 13% y-y.

Short-term competition risks remain manageable

Currently, players in Thailand’s smartphone and IT-related market can be grouped into three main categories:

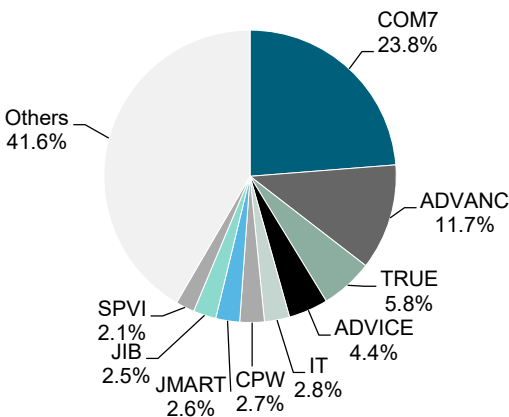
- 1) Manufacturers – These are brand owners, such as HP, Microsoft, Apple, AWS, and Dell. Most of them have global production bases and import products to sell in Thailand. Recently, more manufacturers are reaching end users directly, for example, Apple with its official Apple Store in Thailand and online brand websites. However, this move seems to be more about building brand awareness than building its own sales channel to replace distributors or retailers.
- 2) Distributors – They act as middlemen for IT products, smartphones, and software programs. Major listed players include SYNEX and SIS (with non-listed including VST ECS and Ingram Micro), who supply to retailers and sometimes directly to end users. For example, SYNEX distributed Nintendo Switch 2 and also served (alongside SIS) as a distributor for AWS cloud services. Mobile operators like ADVANC also play a role as distributors while retailing directly to end consumers.
- 3) Resellers/chain store retailers – These include large chains such as COM7, ADVICE, SPVI, CPW, JMART, IT, JIB, PowerBuy (CRC), and PowerMall (The Mall Group), along with traditional retail shops. They typically source products from distributors, though some larger players, such as COM7, can purchase directly from Apple, thanks to its large sales base.

Exhibit 16: IT market structure



Source: SIS

Exhibit 17: Market share of chain store retailers in IT, peripheral, and smartphone



Sources: Set.or.th, Thai eei, Ministry of Commerce, FSSIA’s compilation

For 2024, the total market value of PCs, peripherals, and smartphones was around THB325b. Based on the aggregated sales data of IT retailers in Thailand, including chain stores, such as COM7, ADVICE, IT, CPW, JMART, JIB, and SPVI, as well as telecom operators like ADVANC and TRUE, that both retail and wholesale IT smartphones, modern trade retailers account for 58.4% market share. Around one-third of sales is from traditional retail shops, both inside and outside shopping malls nationwide.

We see different moves among players, depending on their business cycle. COM7, whose main growth driver in recent years came from aggressive store expansion, is now shifting focus toward new businesses, leveraging its existing base. In particular, Ufund (IT product financing) and iCare (product insurance) are benefiting from the company’s growth. ADVICE and JIB are also expanding further into the mobile segment, compared to their earlier focus on PCs. Meanwhile, ADVANC, which already runs retail IT shops, has started to refocus on strengthening this business again. Overall, these strategies highlight that smartphones remain a key growth market for all players.

Looking ahead, we assess two scenarios: 1–2 years (short term) and 3–5 years (long term).

In the short term, despite mounting competition, we still expect each retailer to grow, supported by an expanding market value, driven by the IT replacement cycle (devices bought in 2020–21 now 4–5 years old), new product features, and increasingly aggressive affordability programs.

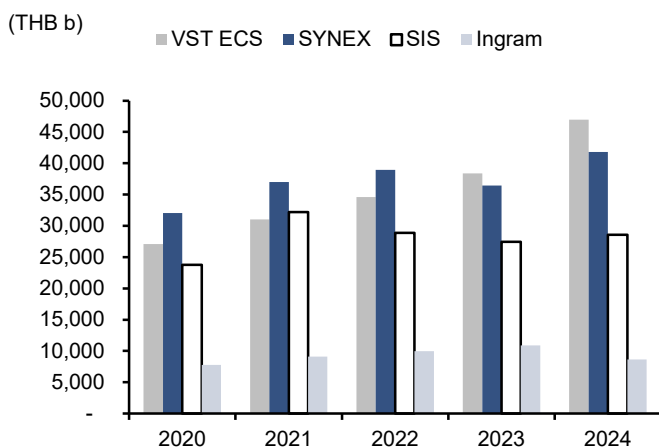
For the longer horizon within 3–5 years:

- 1) Base case – If the IT market continues to see new developments and technological innovation, consumer demand and price points should improve. This would allow market size expansion, supporting organic growth of each player, while competition remains at a healthy level (mainly not a price-driven market).
- 2) Worst case – If there is no major innovation or breakthrough in new devices, competition pressure will rise, especially for companies without broader ecosystems. For instance, COM7 (with Ufund, iCare, and other new ventures) and ADVANC (with a strong capital base) should still manage to grow amid intensifying competition. However, others could face a tougher growth outlook.

From a distributor's perspective, we believe they have more buffer than retailers, as they do not face the same direct competition. In addition, they benefit from a more diversified portfolio, e.g., SYNEX's and SIS's exposure to smartphones, PCs, and IT equipment for SI and B2B clients. Hence, distributors should still be able to deliver organic growth in line with technological innovation and long-term market expansion.

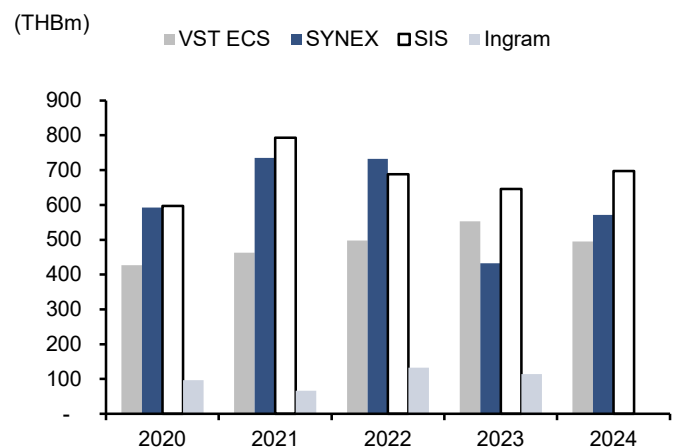
Thai IT product distributors are led by four major players: SYNEX, SIS, VST ECS (non-listed), and Ingram Micro (non-listed). The top three have similar revenue bases of around THB30–47b, while others are hybrid dealer/retailers, such as ADVANC. In terms of profitability, SIS ranked first with the highest NPM, driven by its high GPM from business diversification into value-added products, such as cloud services. Meanwhile, SYNEX's NPM was average. Although the company has the lowest GPM compared to its peers, it has help from low SG&A/Sales.

Exhibit 18: Distributors' sales momentum

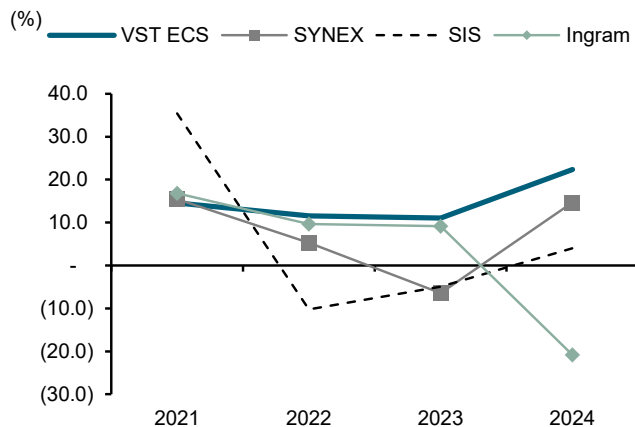


Sources: DBD, SYNEX, SIS

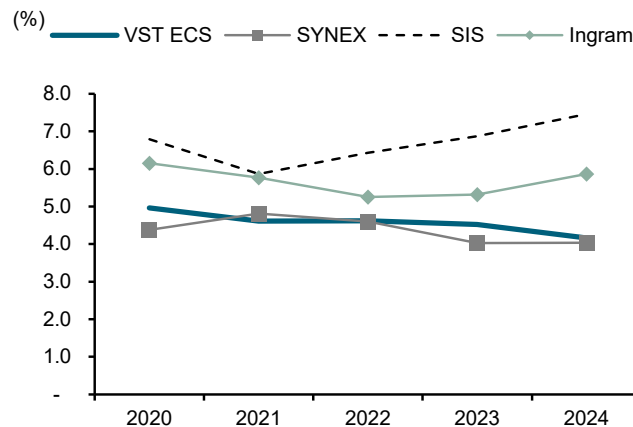
Exhibit 19: Distributors' NPAT momentum



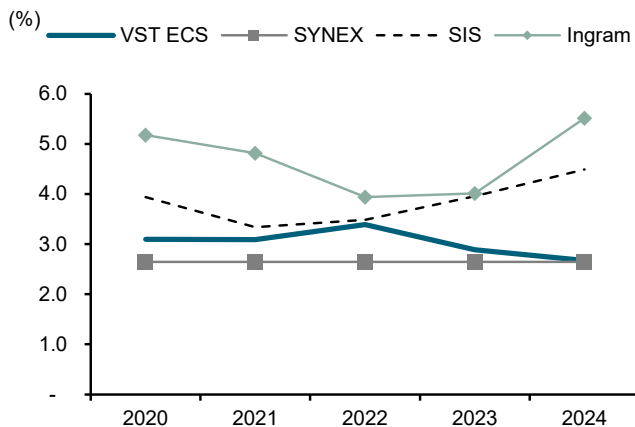
Sources: DBD, SYNEX, SIS

Exhibit 20: Distributors' top-line growth momentum

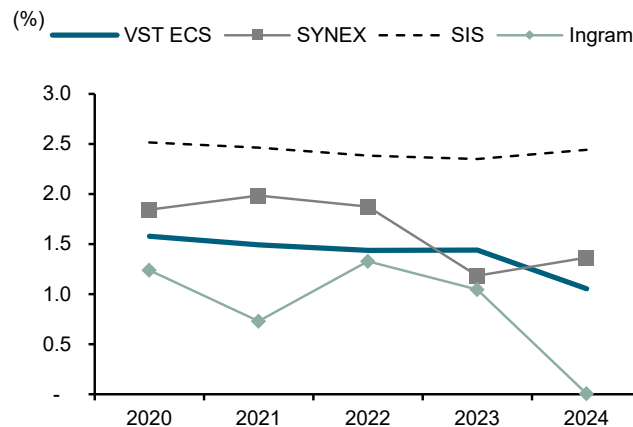
Sources: DBD, SYNEX, SIS

Exhibit 21: Distributors' GPM momentum

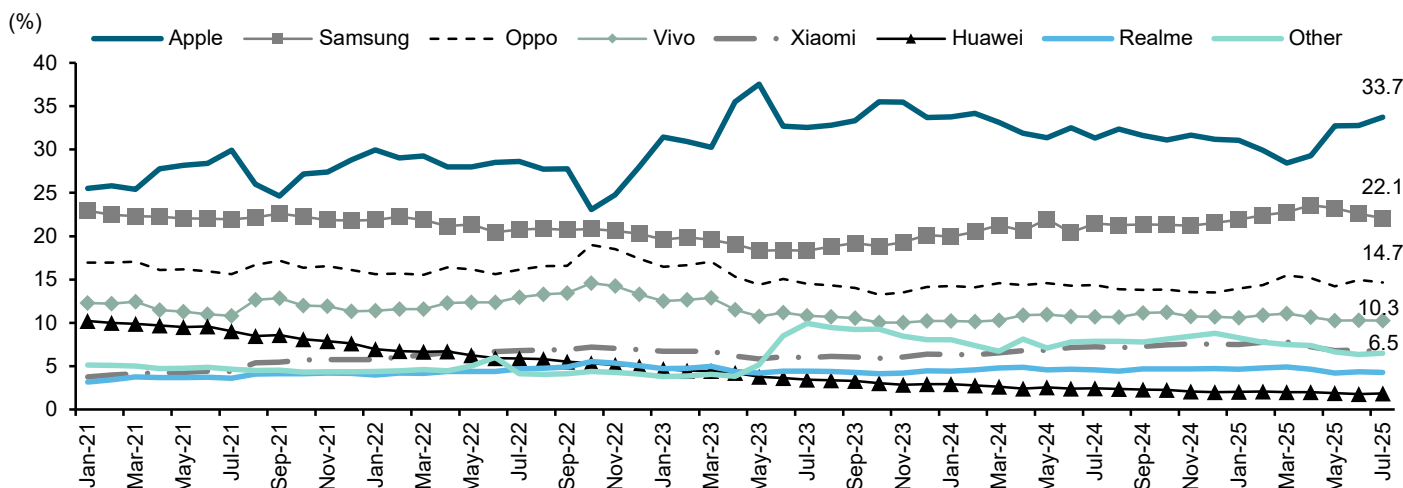
Sources: DBD, SYNEX, SIS

Exhibit 22: Distributors' SG&A/Sales momentum

Sources: DBD, SYNEX, SIS

Exhibit 23: Distributors' NPM momentum

Sources: DBD, SYNEX, SIS

Exhibit 24: Mobile vendor market share in Thailand by month

Sources: Statcounter, FSSIA's compilation

According to Statcounter data on smartphone brand sales in Thailand, Apple has shown a meaningful rebound, driven by its strategy to increase penetration in provincial areas through iPhone N-models. This move should help boost Apple's brand awareness and is considered a positive momentum for retailers with high Apple exposure, such as COM7, CPW, and SPVI, as well as distributors like SYNEX (note that SIS is not an Apple distributor).

Tariff impacts remain limited

Currently, the US has announced import tariffs for goods exported into the country. From our channel checks with retail and wholesale players in the IT business, the direct impact of the US tariffs is still limited for both US and other international brands. This is because the manufacturing bases and supply chains of most brands are already located outside the US, so the import/export flows happen outside the US. For example, Thailand may import IT products from China, South Korea, or ASEAN, which have nothing to do with the US, even if they are US brands.

However, there are still factors to monitor regarding the US tariffs:

- 1) The risk from a one-price policy. Since some products are global items, they may need to adjust prices across markets. This could impact consumer demand or the competitiveness of such products.
- 2) Supply chain or logistics issues. Since re-routing may be required, it could lead to short-term supply disruption or higher long-term production costs. For example, Apple needs to switch iPhone production for the US market from China to India. Nonetheless, according to Apple's management guidance, the impact of US tariffs is still considered manageable.

From a Thai importer's perspective, we expect insignificant positive impacts from the reduction to 0% tariff for imported goods from the US. Based on our checks, most US-branded products are not imported directly from the country, and the direct imports are small. Therefore, the direct benefit from this policy should remain limited for the IT segment.

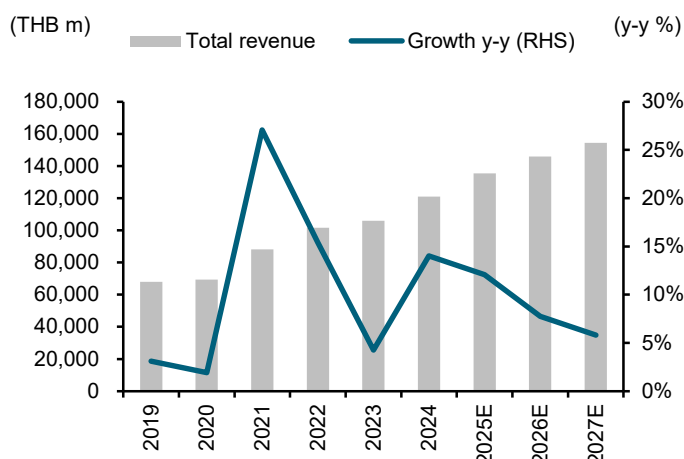
Sector earnings growth forecast of 11.6% CAGR for 2025-27

From Thailand's IT and smartphone market outlook, we believe growth momentum remains solid, supported by the IT replacement cycle, ongoing technological development, and deeper penetration of financial services, such as affordability programs like Ufund by COM7 and Samsung Plus, directly offered by the brand. We forecast sector earnings to grow 11.6% CAGR during 2025-27, with COM7 and SYNEX anticipated to deliver bottom-line growth of around 11.8% and 10.9% CAGR for 2025-27, respectively.

Overall, the main growth driver may come from an 8.5% CAGR sales expansion in 2025–27, led by smartphone businesses of COM7 and SYNEX, which benefit from both Apple and Android portfolios. Profitability should also be supported by improving GPM at COM7 as new businesses make more contributions. Meanwhile, SG&A/Sales is expected to remain flattish on the back of effective cost control for both companies.

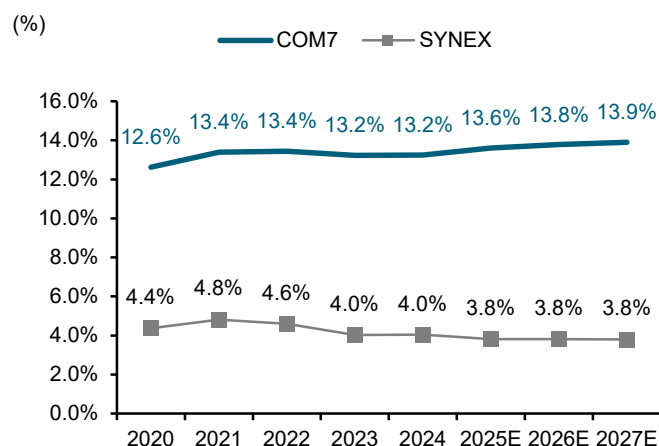
For 2025, earnings are expected to be strong. COM7's profit is projected to grow 21% y-y, backed by sales growth of 10.9% y-y and better profitability. Similarly, SYNEX's normalized profit is expected to increase 14% y-y, supported by total revenue growth of 14.3% y-y.

Exhibit 25: IT sector's total revenue and growth



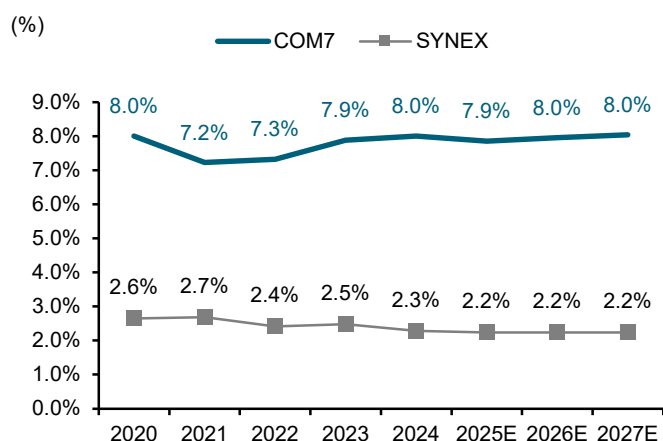
Sources: Respective company, FSSIA estimates

Exhibit 26: IT sector's GPM



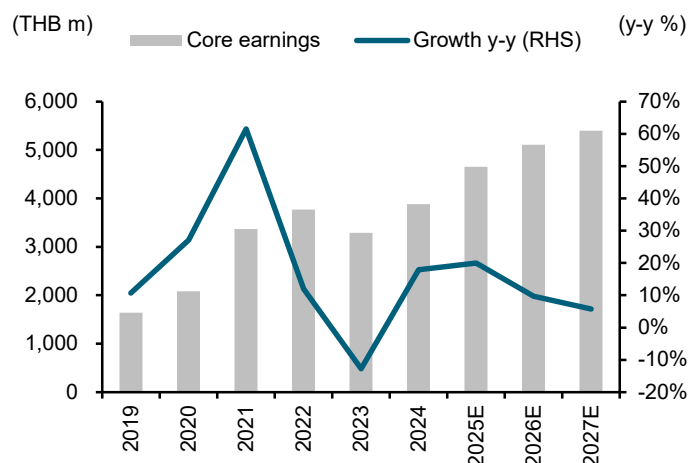
Sources: Respective company, FSSIA estimates

Exhibit 27: IT sector's SG&A/Sales



Sources: Respective company, FSSIA estimates

Exhibit 28: IT sector's core profit and growth



Sources: Respective company, FSSIA estimates

Exhibit 29: IT sector's 2025-27 operations forecast

	Actual			Forecast			Growth		
	2022	2023	2024	2025E	2026E	2027E	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)
Total revenue	101,689	106,006	120,876	135,455	145,976	154,444	12.1%	7.8%	5.8%
COM7	62,733	69,559	79,074	87,672	94,143	98,415	10.9%	7.4%	4.5%
SYNEX	38,957	36,446	41,802	47,783	51,833	56,029	14.3%	8.5%	8.1%
Net profit	3,854	3,370	3,935	4,716	5,105	5,396	19.8%	8.2%	5.7%
COM7	3,038	2,857	3,307	4,002	4,378	4,617	21.0%	9.4%	5.5%
SYNEX	816	513	628	714	727	779	13.7%	1.8%	7.2%
Core profit	3,770	3,290	3,879	4,653	5,105	5,396	20.0%	9.7%	5.7%
COM7	3,038	2,857	3,307	4,002	4,378	4,617	21.0%	9.4%	5.5%
SYNEX	732	433	571	651	727	779	14.0%	11.6%	7.2%
Key ratios (%)									
Gross margin									
COM7	13.4%	13.2%	13.2%	13.6%	13.8%	13.9%	0.3%	0.2%	0.1%
SYNEX	4.6%	4.0%	4.0%	3.8%	3.8%	3.8%	-0.2%	0.0%	0.0%
SG&A/Sales									
COM7	7.3%	7.9%	8.0%	7.9%	8.0%	8.0%	-0.2%	0.1%	0.1%
SYNEX	2.4%	2.5%	2.3%	2.2%	2.2%	2.2%	0.0%	0.0%	0.0%
Net margin									
COM7	4.8%	4.1%	4.2%	4.6%	4.7%	4.7%	0.4%	0.1%	0.0%
SYNEX	2.1%	1.4%	1.5%	1.5%	1.4%	1.4%	0.0%	-0.1%	0.0%
Core margin									
COM7	4.8%	4.1%	4.2%	4.6%	4.7%	4.7%	0.4%	0.1%	0.0%
SYNEX	1.9%	1.2%	1.4%	1.4%	1.4%	1.4%	0.0%	0.0%	0.0%

Sources: Respective company, FSSIA estimates

Valuation

As IT smartphone products are expected to deliver stronger growth than staples and non-lifestyle discretionary (home-related) categories, we maintain a positive view on the IT sector with an Overweight recommendation maintained, supported by:

- 1) Sold earnings momentum – we expect both COM7 and SYNEX to deliver earnings growth of 21% and 14% y-y, which is higher than peers in home-related (expected to decline y-y in 2025) and staples (expected +5–10% y-y in 2025).
- 2) Share price performance – COM7 and SYNEX have been down 2.9% and 24% YTD, compared to retail peers' loss of 26% YTD, not consistent with their stronger earnings growth outlook, especially for SYNEX.
- 3) Valuation – COM7 and SYNEX currently trade at around 14–15x 2025E P/E, which is below consumer staples (15–16x) and home-related peers (16–20x). This does not reflect the different growth profile.

Our P/E-based target prices are: COM7 (28.5) and SYNEX (14.5), based on 17x 2025E P/E, which is the average of domestic and global IT retailers and brands. With resilient earnings growth and undemanding valuation, we re-initiate coverage with a BUY rating maintained on both names.

On ESG, both companies are broadly in line with industry averages in the SET ESG rating and CG score. Under FSSIA's internal model, scores for COM7 and SYNEX are slightly below the SET100 and coverage average because our model requires third-party assessments, which they do not have. However, Bloomberg data shows COM7 scores above average in both ESG and Disclosure, while SYNEX has a near-average ESG score and a higher-than-average disclosure score. This implies their willingness to improve transparency on ESG.

Our top pick is SYNEX, mainly due to its current valuation discount compared to COM7, while earnings CAGR for 2025–27E remains similar. Although SYNEX's ESG score is lower in FSSIA's model, part of this is due to the absence of a third-party rating. Meanwhile, based on Bloomberg metrics, SYNEX still performs above benchmark on Disclosure, which we view as encouraging.

Exhibit 30: Smartphone and IT-related players' ESG scoring comparison

	FSSIA	Domestic ratings						Global ratings					Bloomberg		
	ESG score	DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.4	4.4	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	3.4	31.94
ADVANC	71.36	--	Y	AA	5	4	Certified	Medium	60.52	AA	42	70.49	78	3.68	62.76
ADVICE	8.00	--	--	--	--	3	--	--	--	--	--	--	--	--	0.00
COM7	64.11	--	Y	AA	5	5	Certified	Low	44.81	--	--	50.41	32	5.47	57.57
SIS	20.00	--	--	--	5	5	Certified	--	--	--	--	--	--	--	--
SYNEX	33.31	--	Y	AA	5	4	--	--	--	--	--	32.47	--	3.5	52.89
TRUE	59.34	--	--	--	5	4	Certified	Medium	--	BBB	42	77.15	95	3.62	54.99

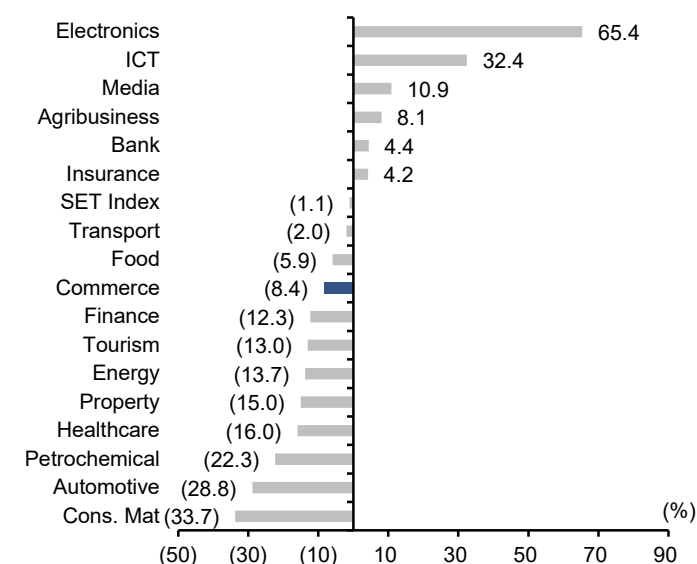
Sources: SETTRADE.com, FSSIA's compilation

Exhibit 31: Smartphone and IT-related players' valuation comparison as of 1 Sep 2025

Company	BBG	Market Cap (USD m)	--- EPS Growth ---		----- PE -----		----- ROE -----		----- PBV -----		--- EV/ EBITDA ---	
			25E	26E	25E	26E	25E	26E	25E	26E	25E	26E
			(%)	(%)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand												
Com7*	COM7 TB	1,841	21.0	9.4	15.1	13.8	41.2	37.3	5.7	4.7	11.1	10.4
Advice IT Infinite	ADVICE TB	307	14.0	11.6	15.2	13.6	14.2	14.9	2.1	2.0	18.2	17.2
Synnex Thailand*	SYNEX TB	107	18.6	11.9	12.5	11.2	27.5	28.4	3.3	2.9	7.1	6.1
Thailand average		2,256	17.9	11.0	14.3	12.9	27.6	26.9	3.7	3.2	12.1	11.2
Regional												
Apple	AAPL US	3,445,048	9.1	6.8	31.5	29.5	177.2	182.7	54.5	46.3	23.5	22.2
Best Buy	BBY US	15,564	0.3	0.8	11.8	11.0	44.0	44.5	5.0	5.1	5.9	5.8
Mobile World Investment	MWG VN	4,378	51.0	19.9	21.1	17.5	17.7	18.4	3.8	3.3	13.2	11.6
Erajaya Swasembada	ERAA IJ	423	(2.4)	25.0	5.9	5.1	13.0	13.6	0.7	0.7	6.3	5.5
Regional average		3,465,413	14.5	13.1	17.6	15.8	63.0	64.8	16.0	13.8	12.2	11.3
Total average		3,467,668	15.9	12.2	16.2	14.6	47.8	48.5	10.7	9.3	12.2	11.3

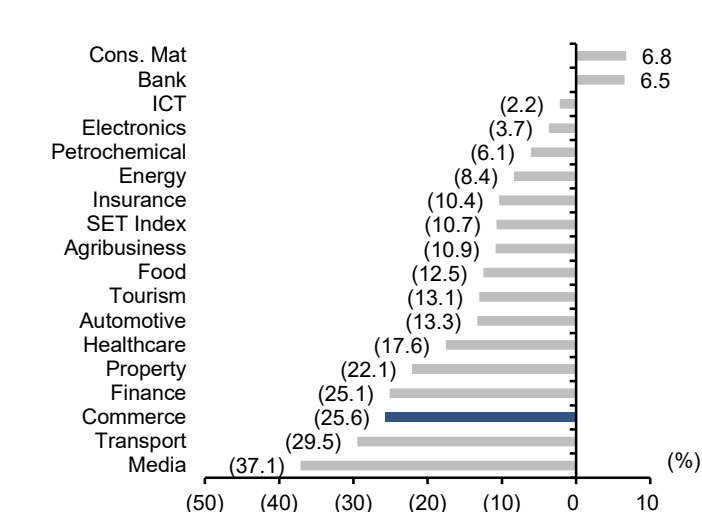
Sources: Bloomberg; FSSIA estimates*

Exhibit 32: 2024 sector return performance



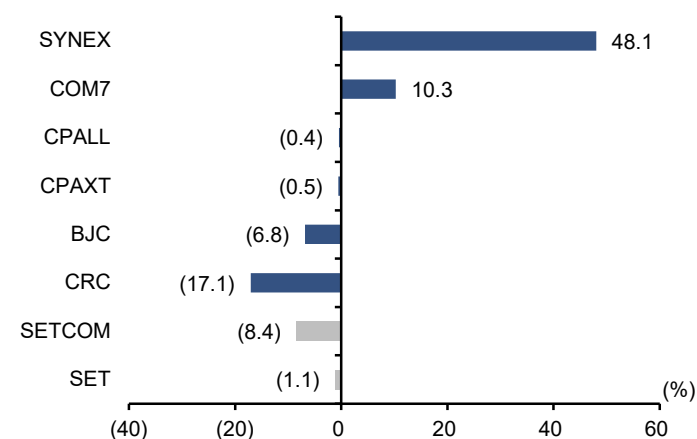
Sources: SET, FSSIA's compilation

Exhibit 33: YTD sector return performance



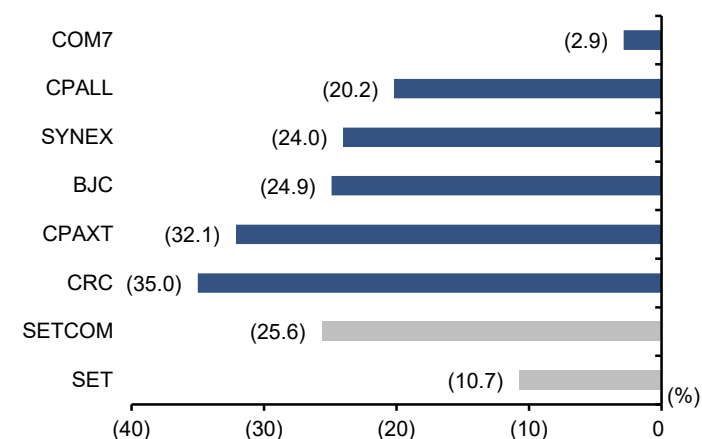
Sources: SET, FSSIA's compilation

Exhibit 34: 2024 commerce return performance



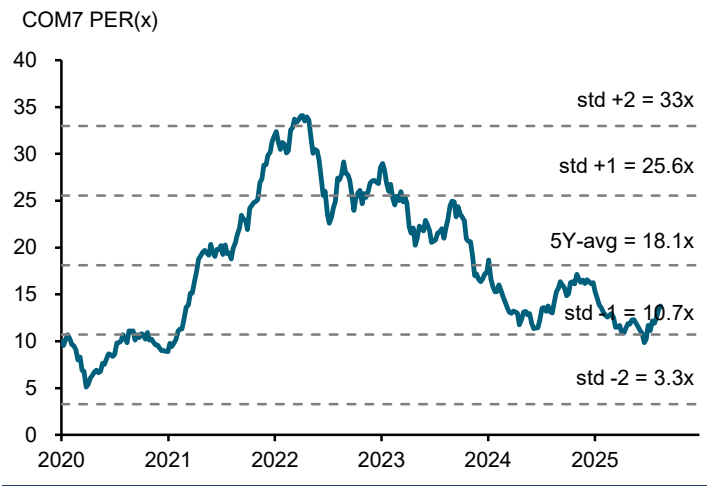
Sources: SET, FSSIA's compilation

Exhibit 35: YTD commerce return performance



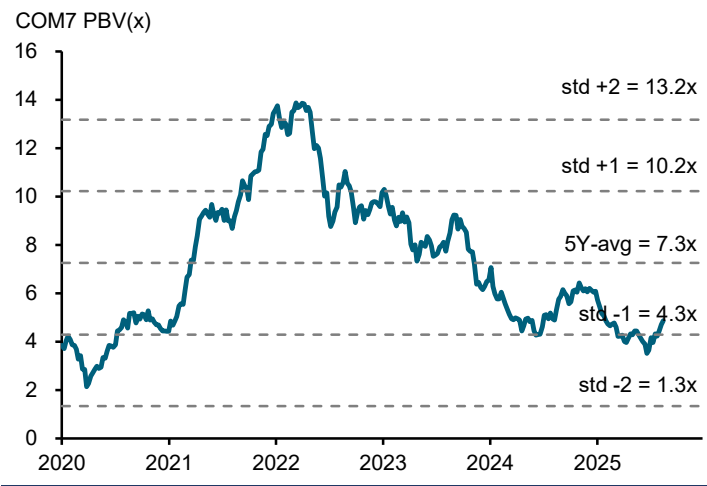
Sources: SET, FSSIA's compilation

Exhibit 36: COM7’s rolling one-year forward P/E band



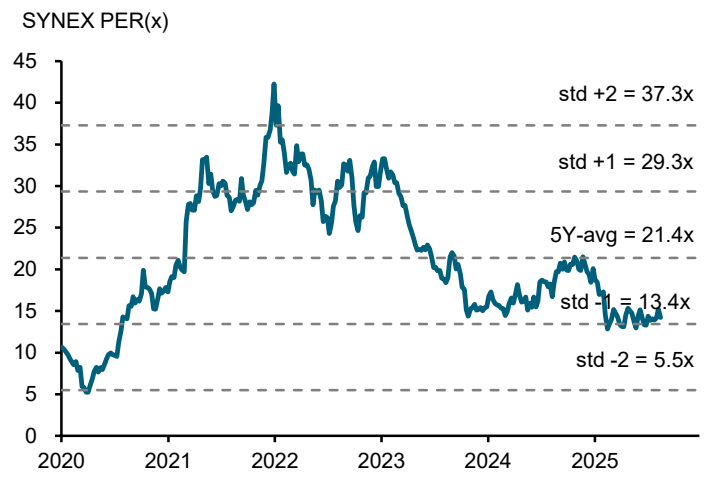
Sources: Bloomberg, FSSIA estimate

Exhibit 37: COM7’s rolling one-year forward P/BV band



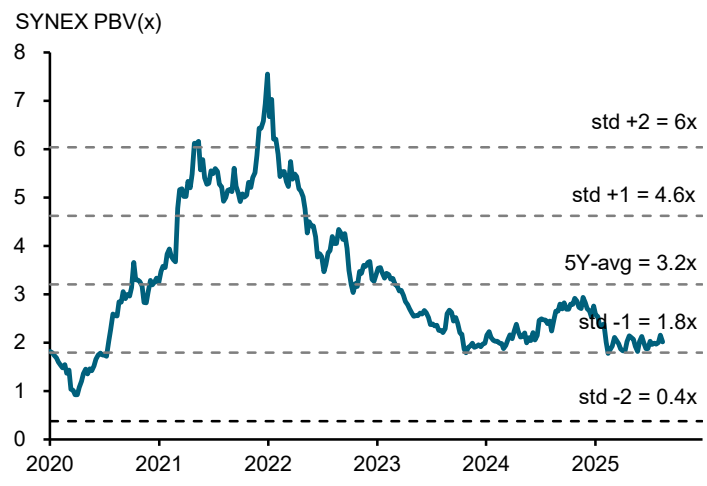
Sources: Bloomberg, FSSIA estimate

Exhibit 38: SYNEX’s rolling one-year forward P/E band



Sources: Bloomberg, FSSIA estimate

Exhibit 39: SYNEX’s rolling one-year forward P/BV band



Sources: Bloomberg, FSSIA estimate

COM7 COM7 TB

THAILAND / COMMERCE

IT retail giant, tech essential

- Thailand's IT retailer king with strong operating leverage, consistently seeking new growth.
- 2025E profit to grow 21% y-y with a limited downside.
- Maintain our BUY call on COM7 with a TP of THB28.5.

A dominant IT retailer, comparable to 7-11 in staple goods sector

We have a positive view on COM7, which we see as the clear leader among Thailand's essential lifestyle IT retailers—akin to what 7-Eleven represents in the convenience store sector. With a projected store count of 1,400 branches by end-2025, COM7 benefits from strong operating leverage and scale advantages, enabling expansion into new product categories. While the company continues to develop new growth engines, we believe COM7 has now entered the blue-chip phase of its lifecycle with a stable core IT retailer business and consistently seeking new growth opportunities.

Set for 11.8% CAGR in 2025–27 with limited downside risk

We forecast COM7's earnings to grow at a 11.8% CAGR during 2025–27, underpinned by its strong core business, which continues to outpace GDP due to the increasing necessity of IT products and continuous product innovation. For 2025, we project earnings growth of 21% y-y, with 2Q25 profit expanding 33% y-y, driven by stronger sales and effective SG&A control. 1H25 earnings account for 50% of our 2025 estimate (vs. 48% in 1H24), implying limited downside risk to our forecast.

Sustainable leadership amid rising competition

We remain positive on COM7's long-term position as Thailand's leading IT retail chain. While competition is intensifying—particularly from mobile operators like ADVANC and new players such as ADVICE—we believe COM7's ability to consistently explore new, high-margin business ventures such as Ufund and iCare insurance will help offset the higher competition impact of its core retail segment.

Attractive valuation amid strong fundamentals

COM7's share price has corrected 2.9% YTD, diverging from our 2025E earnings growth forecast of 21% y-y. We view current price as an attractive level thanks to: 1) 2025E P/E of just 15x, or -0.5 SD below its 5-year historical average, 2) PEG ratio at just 0.73, and 3) ROE of 41%, the highest among Thai retailers, with dividend yield of 3.7%. We reaffirm our BUY rating with a revised P/E-based target price of THB28.5 (down from THB30), based on 17x 2025E P/E, the average of Apple and global IT retailers. With this report, we transfer the coverage of COM7 to Kampon Akaravarinchai.



Kampon Akaravarinchai

Fundamental Investment Analyst on Securities; License no. 115855
kampon.a@fssia.com, +66 2646 9964

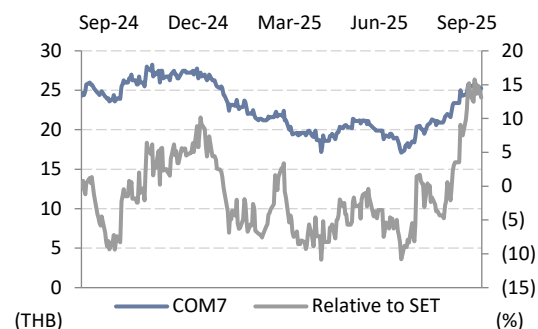
BUY

UNCHANGED

TARGET PRICE	THB28.50
CLOSE	THB25.25
UP/DOWNSIDE	+12.9%
PRIOR TP	THB30.00
CHANGE IN TP	-5.0%
TP vs CONSENSUS	-1.4%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	79,074	87,672	94,143	98,415
Net profit	3,307	4,002	4,378	4,617
EPS (THB)	1.38	1.67	1.82	1.92
vs Consensus (%)	-	4.6	4.2	1.4
EBITDA	5,279	6,094	6,467	6,681
Recurring net profit	3,307	4,002	4,378	4,617
Core EPS (THB)	1.38	1.67	1.82	1.92
Chg. In EPS est. (%)	0.0	16.5	18.2	21.1
EPS growth (%)	15.7	21.0	9.4	5.5
Core P/E (x)	18.3	15.1	13.8	13.1
Dividend yield (%)	3.4	3.7	3.9	4.1
EV/EBITDA (x)	13.1	11.1	10.4	9.9
Price/book (x)	6.9	5.7	4.7	4.0
Net debt/Equity (%)	93.3	66.3	50.3	35.6
ROE (%)	39.4	41.2	37.3	33.2



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	14.8	26.9	3.1
Relative to country (%)	12.4	17.2	12.6
Mkt cap (USD m)	1,841		
3m avg. daily turnover (USD m)	6.5		
Free float (%)	49		
Major shareholder	Sura Khanittaweekul (25%)		
12m high/low (THB)	28.25/16.70		
Issued shares (m)	2,400.00		

Sources: Bloomberg consensus; FSSIA estimates

Investment thesis

COM7 is Thailand's leading lifestyle IT retailer, comparable to 7-Eleven's role in the staple goods sector. With 1,400 stores expected by end-2025—significantly above peers—COM7 leverages its scale for operational efficiency and category expansion. The company continues to pursue new growth engines with stable recurring income.

Consistent Earnings Growth and Attractive Valuation
We forecast COM7's net profit to grow at a 11.8% CAGR during 2025–27, supported by resilient IT demand and innovation-led product cycles. 2025 earnings are projected to rise 21% y-y, with 1H25 profit forming 50% of our full-year estimate, implying limited downside. With a 2025E P/E of 15x, -0.5 SD below its 5-year average and a PEG of 0.73, we reaffirm our BUY rating with a target price of THB28.5.

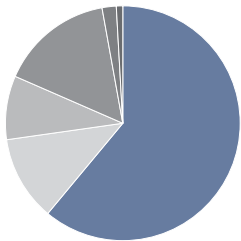
Company profile

COM7 distributes IT products such as laptops, desktops, mobile phones, tablets, and computer peripherals through various distribution channels. Also, it operates Apple repair, service centers, and related ecosystem businesses such as smartphone financing business, insurance, and AWS authorised reseller.

www.comseven.com

Principal activities (revenue, 2024)

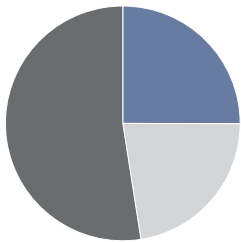
- Phone - 61.0 %
- Tablet - 11.7 %
- IT Product - 8.8 %
- Accessories - 15.6 %
- Others - 2.0 %
- Services - 0.9 %



Source: Com7

Major shareholders

- Sura Khanittaweekul - 25.1 %
- Pongsak Thammathataree - 22.5 %
- Others - 52.5 %



Source: Com7

Catalysts

Key potential growth catalysts for COM7 in 2025-27 include: 1) the strong demand for IT and smartphone replacements after the COVID-19 cycle; 2) positive feedback on new iOS and Android products; and 3) a better domestic consumption outlook.

Risks to our call

Risks to our P/E-based TP include 1) lower/higher domestic consumption and purchasing power, 2) store cannibalization/expansion, and 3) lower/higher-than-expected gross margin.

Event calendar

Date	Event
Nov-25	3Q25 results announcement

Key assumptions

COM7	2024A	2025E	2026E	2027E
Sales growth (%)	13.7	10.9	7.4	4.5
Sales (THB m)	77,194	84,855	90,533	94,310
Others (THB m)	1,880	2,816	3,610	4,105
Total Stores (no.)	1,312	1,392	1,462	1,532
GPM (%)	13.2	13.6	13.8	13.9
SG%A to sales (%)	8.0	7.9	8.0	8.0

Source: FSSIA estimates

Earnings sensitivity

- For every 1% increase in sales, we estimate 2025 net profit to rise by 1.0%, and vice versa, all else being equal.
- For every 0.1% increase in GPM, we estimate 2025 net profit to rise by 2.0%, and vice versa, all else being equal.
- For every 0.1% increase in SG&A expenses, we estimate 2025 net profit to fall by 2.0%, and vice versa, all else being equal.

Source: FSSIA estimates

Tailwinds from IT replacement cycle

Overall, we maintain a positive view on Thailand’s IT smartphone industry, expecting continuous growth in 2025–26. Key drivers should come from 1) the IT and smartphone replacement cycle, as device upgrade usually happens every 4–5 years, aligning with the strong sales cycle in 2020–21, 2) AI features and new technology launches, which should continue to stimulate consumer demand, and 3) the rising use of affordability programs by operators to support customer purchasing power.

Given the aforementioned industry trends, we assess COM7 as one of the main beneficiaries. The company operates a nationwide retail network of more than 1,300 stores, with sales expected to reach around THB88b by the end of 2025, the highest among IT retail chains. This scale advantage should provide COM7 with a stronger economy of scale and a competitive edge among peers.

Looking forward, we also have a positive view on COM7’s business strategy to maintain its stable growth in retail, while also expanding into non-retail businesses to extend growth from its cash cow base. This includes Ufund, the IT product financing arm (targeting a total loan book of THB4.5–5.0b in 2025 vs THB2.5b in 2024), and iCare, which provides IT product insurance. Both businesses leverage the existing customer base and enhance profitability within COM7’s ecosystem. In addition, the company has developed other new businesses to diversify its portfolio, including solar rooftop installation, EV taxi rental (EV7), and Dr.Pharma drugstores in partnership with BDMS.

Exhibit 40: COM7’s retail businesses



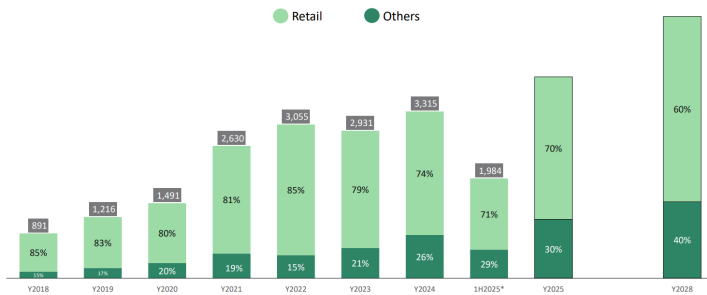
Source: COM7

Exhibit 41: COM7’s non-retail businesses



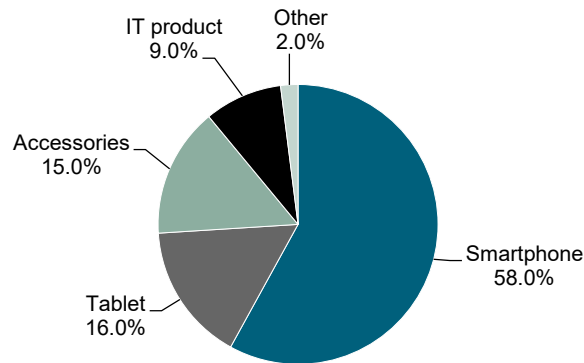
Source: COM7

Exhibit 42: COM7’s NPAT breakdown for retail and others



Source: COM7

Exhibit 43: COM7’s sales breakdown for 2Q25



Source: COM7

Looking into the next 3–5 years, we believe COM7 will likely face rising competition risks, given the industry trend that more players are expanding into the smartphone segment. For instance, ADVICE continues to roll out iStore with a target of 22 stores in 2025 and 70 stores in 2026, supported by Apple, aiming to raise iPhone penetration in provincial areas via its N-models. JIB has also started opening JIB Mobile stores, with plans to reach 80 outlets within three years (2026–28), while both were mainly PC-focused in the past. In addition, existing players are set to refocus. In particular, ADVANC is revamping its AIS retail shops and adding new non-retail product lines.

However, we still expect COM7 to continue delivering y-y earnings growth, supported by: 1) better contribution from new businesses, which continue to leverage on its existing sales base, 2) stronger company ecosystem, including financial services like IT product financing and insurance, providing competitive advantage vs peers to attract customers, and 3) solid capital base that should support diversification and expansion into new growth businesses.

Expect a solid bottom-line growth of 11.8% CAGR for 2025-27E

From the continued growth trend in the IT and smartphone market, combined with COM7's strong store network nationwide and the expansion of new s-curve businesses, we estimate COM7 earnings to grow 11.8% CAGR in 2025-27. The key support would be total sales growth of 10.3% CAGR for 2025-27E, driven by both market growth and continued store openings.

For 2025, we forecast COM7's net profit at THB4b, up 21% y-y, supported by total sales growth of 10.9% y-y from 1) retail store expansion, rising from 1,312 outlets to c1,400 in 2025 (equivalent to 6.1% y-y store growth), and 2) prolonged positive same-store-sales growth, driven by the IT replacement cycle as devices purchased in 2020-21 already reach 4-5 years. For new businesses, the growth contribution would be Ufund, with loan value expected at THB4.0b in 2025 (vs COM7's target of THB4.5-5.0b), up from THB2.5b in 2024.

Moreover, we expect an improvement in the company's profitability, including GPM and SG&A/Sales. Specifically, we expect 2025 GPM at 13.6%, up from 13.2% in 2024, supported by lower promotions as market demand expands and stronger contribution from higher-margin new businesses. SG&A/Sales is expected at 7.9% in 2025, slightly down from 8.0% in 2024 due to effective cost control and more efficient marketing spending.

1H25 profit accounted for 50% of our full-year estimate, vs 48% in 1H24, implying limited downside risk to our forecast for 2025. In addition, we see c5% upside to consensus earnings forecasts for 2025.

Looking ahead, we project a net profit growth of 9.4% y-y in 2026 and 5.5% y-y in 2027, mainly supported by total sales growth of 7.4% and 4.5%, respectively, driven by continued store expansion and positive SSSG. GPM is expected to improve gradually with higher contribution from new high-margin businesses, reaching 13.8% in 2026 and 13.9% in 2027, while SG&A/Sales should remain stable y-y.

Exhibit 44: Yearly key financial performance and assumptions

	2023A	2024A	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)
Total sales	69,560	79,074	87,672	94,143	98,415
Retail	67,684	77,194	84,855	90,533	94,310
Others	1,875	1,880	2,816	3,610	4,105
Ufund loan	1,055	2,477	4,150	5,395	6,474
Net profit	2,857	3,307	4,002	4,378	4,617
Core profit	2,857	3,307	4,002	4,378	4,617
Growth y-y	(%)	(%)	(%)	(%)	(%)
Total sales	10.9	13.7	10.9	7.4	4.5
Retail	10.8	14.0	9.9	6.7	4.2
Others	14.1	0.3	49.8	28.2	13.7
Ufund loan	8.2	134.8	67.5	30.0	20.0
Net profit	(5.9)	15.7	21.0	9.4	5.5
Core profit	(5.9)	15.7	21.0	9.4	5.5
Profitability	(%)	(%)	(%)	(%)	(%)
GPM	13.2	13.2	13.6	13.8	13.9
SG&A/Sales	7.9	8.0	7.9	8.0	8.0
Net profit margin	4.1	4.2	4.6	4.7	4.7
Core profit margin	4.1	4.2	4.6	4.7	4.7
Financial ratio	(%)	(%)	(%)	(%)	(%)
ROE	37.6	39.4	41.2	37.3	33.2
Net debt / equity (x)	0.8	0.9	0.7	0.5	0.4
D/E (x)	0.6	0.5	0.6	0.8	0.9

Sources: COM7, FSSIA's estimate

Valuation

After transferring coverage, we revise our target price on COM7 to THB28.5 from THB30 per share, based on a P/E valuation method. We peg our 2025 COM7 target price at 17x 2025E P/E, equivalent to the average of Apple and global IT retailers. The target prices imply -0.25SD to its 5-year historical average.

COM7's share price is down 2.9% YTD. However, we expect earnings for 2025 to remain solid with a bottom-line growth of 21% y-y. Therefore, we reaffirm our BUY rating on COM7 on the back of: 1) attractive valuation with 2025E P/E of just 15x, or -0.75 SD below its 5-year historical average, 2) PEG ratio at just 0.73, and 3) ROE of 41%, the highest among Thai retailers, with dividend yield of 3.7%.

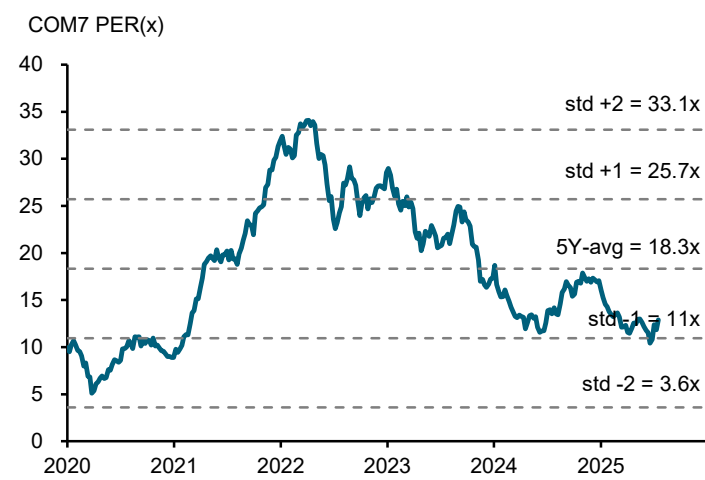
In terms of ESG score, COM7 was rated at 64 points by FSSIA's internal assessment, slightly below the average of SET100 stocks and also a bit lower than FSSIA's coverage universe. Part of the gap is likely because the company has not yet been rated by third-party providers, which limits its scoring under FSSIA's framework. Still, the level is only marginally lower. Based on Bloomberg scoring, we remain positive that COM7 scores strongly on ESG and Disclosure with 5.5 and 58 points, respectively, which is higher than both SET100 (around 3.7 and 28 points) and our coverage average (around 3.4 and 32 points). Therefore, we assess COM7's ESG profile as broadly in line with the industry benchmark.

Exhibit 45: Sector valuation comparison as of 1 Sep 2025

Company	BBG	Market Cap (USD m)	--- EPS Growth ---		----- PE -----		----- ROE -----		----- PBV -----		--- EV/ EBITDA ---	
			25E	26E	25E	26E	25E	26E	25E	26E	25E	26E
			(%)	(%)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand												
Com7*	COM7 TB	1,841	21.0	9.4	15.1	13.8	41.2	37.3	5.7	4.7	11.1	10.4
Advice IT Infinite	ADVICE TB	307	14.0	11.6	15.2	13.6	14.2	14.9	2.1	2.0	18.2	17.2
Synnex Thailand*	SYNEX TB	107	18.6	11.9	12.5	11.2	27.5	28.4	3.3	2.9	7.1	6.1
Thailand average		2,256	17.9	11.0	14.3	12.9	27.6	26.9	3.7	3.2	12.1	11.2
Regional												
Apple	AAPL US	3,445,048	9.1	6.8	31.5	29.5	177.2	182.7	54.5	46.3	23.5	22.2
Best Buy	BBY US	15,564	0.3	0.8	11.8	11.0	44.0	44.5	5.0	5.1	5.9	5.8
Mobile World Investment	MWG VN	4,378	51.0	19.9	21.1	17.5	17.7	18.4	3.8	3.3	13.2	11.6
Erajaya Swasembada	ERAA IJ	423	(2.4)	25.0	5.9	5.1	13.0	13.6	0.7	0.7	6.3	5.5
Regional average		3,465,413	14.5	13.1	17.6	15.8	63.0	64.8	16.0	13.8	12.2	11.3
Total average		3,467,668	15.9	12.2	16.2	14.6	47.8	48.5	10.7	9.3	12.2	11.3

Sources: Bloomberg, FSSIA estimates*

Exhibit 46: Rolling one-year forward P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 47: Rolling one-year forward P/BV band



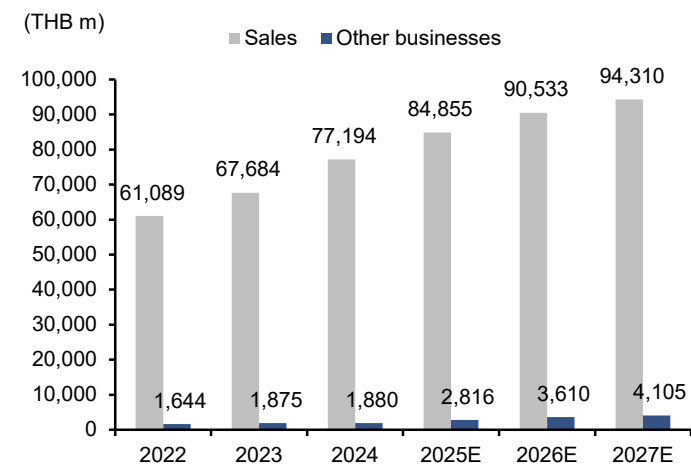
Sources: Bloomberg, FSSIA estimates

Exhibit 48: COM7 - 2Q25 earnings summary

Year to Dec 31	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	Change	
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)	(q-q%)	(y-y%)
Revenue	19,229	18,385	17,983	23,477	20,895	20,713	(0.9)	12.7
COGS	(16,766)	(15,807)	(15,586)	(20,439)	(18,041)	(17,852)	(1.1)	12.9
Gross profit	2,463	2,578	2,397	3,038	2,854	2,862	0.3	11.0
Operating costs	(1,497)	(1,616)	(1,493)	(1,722)	(1,637)	(1,639)	0.1	1.4
Operating profit	966	962	905	1,316	1,217	1,223	0.5	27.1
Other income	44	36	34	45	53	68	27.3	87.4
Other gains (losses)	30	(33)	(16)	(31)	(45)	(42)	(7.2)	25.3
FX Gain (Loss)	0	0	0	0	0	0	n/a	n/a
Interest expense	(71)	(75)	(88)	(73)	(75)	(70)	(6.9)	(6.7)
Profit before tax	970	890	836	1,257	1,150	1,179	2.5	32.5
Tax	(138)	(141)	(142)	(253)	(187)	(203)	8.6	43.5
Associates	10	3	15	15	22	25	11.9	836.6
Minority interests	(11)	2	0	(5)	(4)	3	(156.5)	25.1
Non recurring items	0	0	0	0	0	0	n/a	n/a
Reported net profit	831	753	709	1,014	981	1,003	2.3	33.2
Recurring net profit	831	753	709	1,014	981	1,003	2.3	33.2
EPS (THB)	0.35	0.31	0.30	0.42	0.41	0.42	2.3	33.2
Recurring EPS (THB)	0.35	0.31	0.30	0.42	0.41	0.42	2.3	33.2
Key Ratios (%)	(%)	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)
Gross margin	12.8	14.0	13.3	12.9	13.7	13.8	0.2	(0.2)
Operating margin	5.4	5.2	5.1	5.7	5.9	6.0	0.2	0.8
Recurring net margin	4.3	4.1	3.9	4.3	4.7	4.8	0.1	0.7
SG&A / Sales	7.8	8.8	8.3	7.3	7.8	7.9	0.1	(0.9)

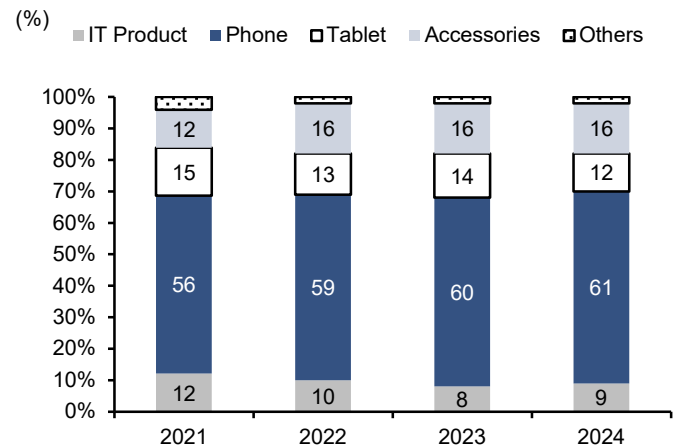
Sources: COM7, FSSIA estimates

Exhibit 49: Revenue breakdown



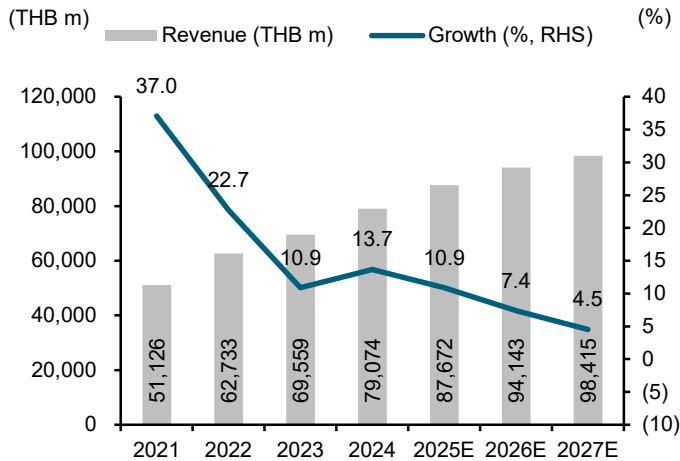
Sources: COM7, FSSIA estimates

Exhibit 50: Sales breakdown by products



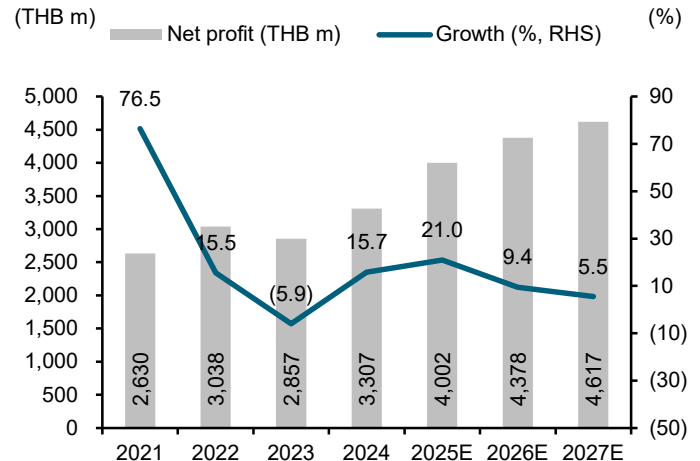
Sources: COM7, FSSIA compilation

Exhibit 51: Yearly revenue



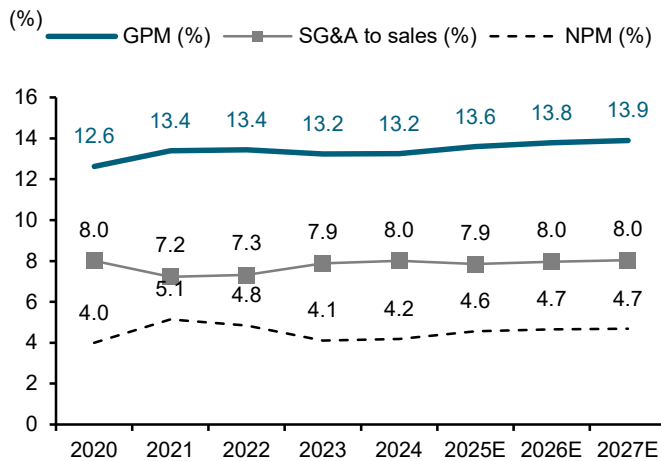
Sources: COM7, FSSIA estimates

Exhibit 52: Yearly net profit



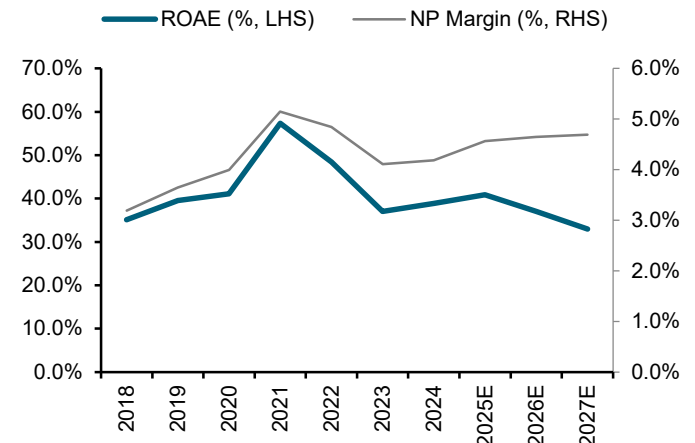
Sources: COM7, FSSIA estimates

Exhibit 53: COM7 profitability



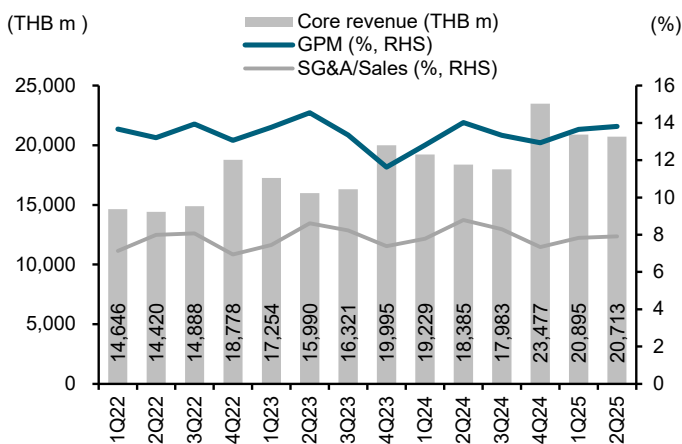
Sources: COM7, FSSIA estimates

Exhibit 54: ROAE and NPM



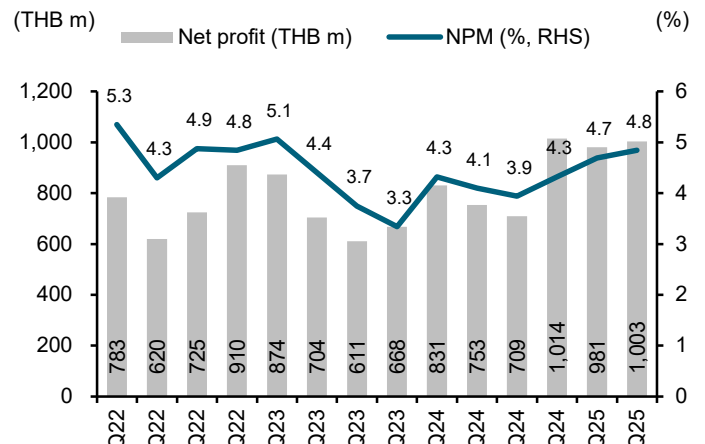
Sources: COM7, FSSIA estimates

Exhibit 55: Quarterly revenue and %GPM



Sources: COM7, FSSIA estimates

Exhibit 56: Net profit and %NPM



Sources: COM7, FSSIA estimates

Financial Statements

Com7

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	69,559	79,074	87,672	94,143	98,415
Cost of goods sold	(60,354)	(68,598)	(75,751)	(81,166)	(84,734)
Gross profit	9,205	10,476	11,920	12,977	13,681
Other operating income	82	159	197	212	221
Operating costs	(5,600)	(6,377)	(7,027)	(7,666)	(8,113)
Operating EBITDA	4,595	5,279	6,094	6,467	6,681
Depreciation	(908)	(1,021)	(1,003)	(944)	(892)
Goodwill amortisation	-	-	-	-	-
Operating EBIT	3,687	4,258	5,090	5,523	5,789
Net financing costs	(232)	(306)	(288)	(270)	(255)
Associates	67	43	88	97	106
Recurring non-operating income	67	43	88	97	106
Non-recurring items	0	0	0	0	0
Profit before tax	3,522	3,995	4,890	5,350	5,640
Tax	(588)	(674)	(888)	(972)	(1,024)
Profit after tax	2,934	3,321	4,002	4,378	4,617
Minority interests	(77)	(14)	0	0	0
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	2,857	3,307	4,002	4,378	4,617
Non-recurring items & goodwill (net)	0	0	0	0	0
Recurring net profit	2,857	3,307	4,002	4,378	4,617
Per share (THB)					
Recurring EPS *	1.19	1.38	1.67	1.82	1.92
Reported EPS	1.19	1.38	1.67	1.82	1.92
DPS	1.29	0.86	0.94	0.99	1.05
Diluted shares (used to calculate per share data)	2,400	2,400	2,400	2,400	2,400
Growth					
Revenue (%)	10.9	13.7	10.9	7.4	4.5
Operating EBITDA (%)	(2.0)	14.9	15.4	6.1	3.3
Operating EBIT (%)	(5.2)	15.5	19.6	8.5	4.8
Recurring EPS (%)	(5.9)	15.7	21.0	9.4	5.5
Reported EPS (%)	(5.9)	15.7	21.0	9.4	5.5
Operating performance					
Gross margin inc. depreciation (%)	13.2	13.2	13.6	13.8	13.9
Gross margin exc. depreciation (%)	14.5	14.5	14.7	14.8	14.8
Operating EBITDA margin (%)	6.6	6.7	7.0	6.9	6.8
Operating EBIT margin (%)	5.3	5.4	5.8	5.9	5.9
Net margin (%)	4.1	4.2	4.6	4.7	4.7
Effective tax rate (%)	16.7	16.9	18.2	18.2	18.2
Dividend payout on recurring profit (%)	108.8	62.4	56.4	54.4	54.4
Interest cover (X)	16.2	14.0	18.0	20.8	23.1
Inventory days	53.0	59.9	59.8	57.7	58.4
Debtor days	18.9	15.3	14.2	14.7	14.9
Creditor days	30.2	28.7	28.3	26.9	25.8
Operating ROIC (%)	29.5	27.2	29.5	29.8	29.1
ROIC (%)	21.4	20.3	22.2	22.5	22.1
ROE (%)	37.6	39.4	41.2	37.3	33.2
ROA (%)	14.8	14.4	15.5	15.9	15.8

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Phone	40,611	48,269	51,762	55,225	57,529
Tablet	9,476	9,263	10,183	10,864	11,317
IT Product	5,415	6,947	7,637	8,148	8,488
Accessories	10,829	12,351	13,577	14,485	15,090

Sources: Com7; FSSIA estimates

Financial Statements

Com7

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	2,857	3,307	4,002	4,378	4,617
Depreciation	908	1,021	1,003	944	892
Associates & minorities	(67)	(43)	(88)	(97)	(106)
Other non-cash items	300	349	376	367	361
Change in working capital	(2,963)	(1,285)	(403)	(1,169)	(920)
Cash flow from operations	1,035	3,350	4,890	4,423	4,844
Capex - maintenance	-	-	-	-	-
Capex - new investment	(1,624)	(945)	(1,028)	(966)	(904)
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(103)	(1,163)	(240)	(196)	(140)
Cash flow from investing	(1,728)	(2,108)	(1,269)	(1,162)	(1,044)
Dividends paid	(2,180)	(3,107)	(2,064)	(2,258)	(2,381)
Equity finance	43	(699)	0	0	0
Debt finance	3,243	1,752	(939)	(404)	(693)
Other financing cash flows	(10)	1,090	(331)	(236)	(231)
Cash flow from financing	1,097	(964)	(3,333)	(2,898)	(3,305)
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	0	0	0	0	0
Movement in cash	404	278	288	363	495
Free cash flow to firm (FCFF)	(460.18)	1,548.04	3,909.24	3,529.96	4,055.17
Free cash flow to equity (FCFE)	2,540.16	4,083.91	2,351.86	2,620.36	2,876.19

Per share (THB)

FCFF per share	(0.19)	0.65	1.63	1.47	1.69
FCFE per share	1.06	1.70	0.98	1.09	1.20
Recurring cash flow per share	1.67	1.93	2.21	2.33	2.40

Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	6,340	7,260	8,254	9,182	10,055
Less: Accumulated depreciation	(3,932)	(4,920)	(5,924)	(6,868)	(7,760)
Tangible fixed assets (net)	2,408	2,339	2,330	2,314	2,295
Intangible fixed assets (net)	588	581	615	652	683
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	1,665	2,006	2,006	2,006	2,006
Cash & equivalents	1,754	2,032	2,320	2,682	3,177
A/C receivable	3,472	3,147	3,669	3,940	4,118
Inventories	9,922	12,254	12,244	13,119	13,696
Other current assets	1,295	2,112	2,303	2,463	2,577
Current assets	16,443	19,544	20,536	22,204	23,568
Other assets	1,873	2,166	2,419	2,629	2,778
Total assets	22,976	26,637	27,906	29,806	31,331
Common equity	8,047	8,751	10,689	12,809	15,044
Minorities etc.	141	73	73	73	73
Total shareholders' equity	8,188	8,823	10,761	12,881	15,117
Long term debt	-	683	683	683	683
Other long-term liabilities	829	1,141	1,316	1,369	1,401
Long-term liabilities	829	1,824	1,999	2,052	2,084
A/C payable	4,916	5,719	5,872	5,958	5,872
Short term debt	8,437	9,577	8,767	8,473	7,873
Other current liabilities	606	693	506	441	385
Current liabilities	13,959	15,989	15,146	14,872	14,130
Total liabilities and shareholders' equity	22,976	26,637	27,906	29,806	31,331
Net working capital	9,166	11,100	11,838	13,122	14,134
Invested capital	15,700	18,193	19,208	20,724	21,896

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

Per share (THB)

Book value per share	3.35	3.65	4.45	5.34	6.27
Tangible book value per share	3.11	3.40	4.20	5.07	5.98

Financial strength

Net debt/equity (%)	81.6	93.3	66.3	50.3	35.6
Net debt/total assets (%)	29.1	30.9	25.6	21.7	17.2
Current ratio (x)	1.2	1.2	1.4	1.5	1.7
CF interest cover (x)	18.9	17.4	12.7	14.3	15.8

Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	21.2	18.3	15.1	13.8	13.1
Recurring P/E @ target price (x) *	23.9	20.7	17.1	15.6	14.8
Reported P/E (x)	21.2	18.3	15.1	13.8	13.1
Dividend yield (%)	5.1	3.4	3.7	3.9	4.1
Price/book (x)	7.5	6.9	5.7	4.7	4.0
Price/tangible book (x)	8.1	7.4	6.0	5.0	4.2
EV/EBITDA (x) **	14.7	13.1	11.1	10.4	9.9
EV/EBITDA @ target price (x) **	16.4	14.5	12.4	11.6	11.1
EV/invested capital (x)	4.3	3.8	3.5	3.2	3.0

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

Sources: Com7; FSSIA estimates

COM7 PCL (COM7 TB)

FSSIA ESG rating

★★★★

Exhibit 57: FSSIA ESG score implication

61.78 /100

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 58: ESG – peer comparison

	FSSIA	Domestic ratings						Global ratings						Bloomberg	
	ESG score	DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar	ESG 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
COM7	61.78	--	Y	Y	5.00	5.00	Certified	Low	47.75	--	--	52.68	21.00	4.40	43.59
CPALL	78.53	Y	Y	Y	5.00	5.00	Certified	Medium	47.38	A	34.00	59.95	82.00	3.74	--
CPAXT	59.46	--	--	--	5.00	5.00	Certified	Low	52.81	--	--	74.64	63.00	3.77	--
BJC	71.33	Y	Y	Y	4.00	4.00	--	Medium	55.09	A	--	65.19	89.00	2.16	--
CRC	64.49	--	Y	Y	5.00	5.00	Certified	Medium	--	BBB	--	60.98	73.00	2.90	47.27

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 59: ESG score by Bloomberg

FY ending Dec 31	FY 2020	FY 2021	FY 2022
ESG financial materiality scores - ESG score	3.14	4.17	4.40
BESG environmental pillar score	3.73	5.72	4.96
BESG social pillar score	1.68	2.66	3.91
BESG governance pillar score	4.25	4.36	4.34
ESG disclosure score	40.13	43.95	43.59
Environmental disclosure score	20.57	23.95	22.23
Social disclosure score	16.05	24.15	24.79
Governance disclosure score	83.59	83.59	83.59
Environmental			
Emissions reduction initiatives	Yes	Yes	Yes
Climate change policy	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No
Risks of climate change discussed	Yes	Yes	Yes
GHG scope 1	—	—	—
GHG scope 2 location-based	—	—	—
GHG Scope 3	—	—	—
Carbon per unit of production	—	—	—
Biodiversity policy	No	No	No
Energy efficiency policy	Yes	Yes	Yes
Total energy consumption	1	2	—
Renewable energy use	—	—	—
Electricity used	1	2	2
Fuel used - natural gas	—	—	—

Sources: Bloomberg; FSSIA's compilation

Exhibit 60: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2020	FY 2021	FY 2022
Fuel used - crude oil/diesel	No	No	No
Waste reduction policy	Yes	Yes	Yes
Hazardous waste	—	—	—
Total waste	—	—	—
Waste recycled	—	—	—
Waste sent to landfills	—	—	—
Environmental supply chain management	Yes	Yes	Yes
Water policy	Yes	Yes	Yes
Water consumption	—	—	—
Social			
Human rights policy	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes
Quality assurance and recall policy	No	No	No
Consumer data protection policy	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes
Gender pay gap breakout	No	No	No
Pct women in workforce	—	52	52
Pct disabled in workforce	—	1	1
Business ethics policy	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes
Lost time incident rate - employees	—	—	—
Total recordable incident rate - employees	—	—	—
Training policy	Yes	Yes	Yes
Fair remuneration policy	No	No	Yes
Number of employees – CSR	3,883	4,327	4,810
Employee turnover pct	43	—	—
Total hours spent by firm - employee training	—	25,962	28,860
Social supply chain management	Yes	Yes	Yes
Governance			
Board size	7	7	7
No. of independent directors (ID)	3	3	3
No. of women on board	1	1	1
No. of non-executive directors on board	3	3	3
Company conducts board evaluations	Yes	Yes	Yes
No. of board meetings for the year	9	7	12
Board meeting attendance pct	98	100	99
Board duration (years)	3	3	3
Director share ownership guidelines	No	No	No
Age of the youngest director	51	52	53
Age of the oldest director	66	67	68
No. of executives / company managers	8	8	8
No. of female executives	3	3	3
Executive share ownership guidelines	No	No	No
Size of audit committee	2	3	3
No. of ID on audit committee	2	3	3
Audit committee meetings	4	4	4
Audit meeting attendance %	100	100	100
Size of compensation committee	3	3	3
No. of ID on compensation committee	1	1	1
No. of compensation committee meetings	2	2	2
Compensation meeting attendance %	100	100	100
Size of nomination committee	3	3	3
No. of nomination committee meetings	2	2	2
Nomination meeting attendance %	100	100	100
Sustainability governance			
Verification type	No	No	No

Sources: Bloomberg; FSSIA's compilation

SYNNEX (THAILAND)

THAILAND / INFORMATION&COMM TECH

SYNEX TB

BUY

UNCHANGED

Diversify growth, resilient outlook

- Well-diversified portfolios to ride along the IT growth cycle in the longer term.
- Expect a solid 11% CAGR earnings growth for 2025-27.
- BUY rating retained with a P/E-TP of THB14.5/shr.

TARGET PRICE	THB14.50
CLOSE	THB11.80
UP/DOWNSIDE	+22.9%
PRIOR TP	THB15.00
CHANGE IN TP	-3.3%
TP vs CONSENSUS	-0.9%

KEY STOCK DATA

YE Dec (THB m)	2024	2025E	2026E	2027E
Revenue	41,904	47,899	51,959	56,165
Net profit	688	714	727	779
EPS (THB)	0.81	0.84	0.86	0.92
vs Consensus (%)	-	4.3	(7.0)	(10.9)
EBITDA	872	890	961	1,029
Recurring net profit	571	651	727	779
Core EPS (THB)	0.67	0.77	0.86	0.92
Chg. In EPS est. (%)	11.8	2.6	3.4	2.7
EPS growth (%)	32.0	14.0	11.6	7.2
Core P/E (x)	17.5	15.4	13.8	12.8
Dividend yield (%)	3.1	4.2	4.3	4.6
EV/EBITDA (x)	19.8	18.3	17.3	16.6
Price/book (x)	2.2	2.1	2.0	1.9
Net debt/Equity (%)	164.1	133.0	131.4	131.4
ROE (%)	13.4	14.2	14.9	15.0

Balanced portfolios to capture resilient growth

SYNEX is one of Thailand's largest IT distributors, with 70+ brands and a modern trade retailer network of 1.2k outlets by 2025. We classify the businesses into high-growth (IT commercial, Enterprise, Gaming), organic (Apple, Smartphones & Wearables), and defensive (IT consumer). Compared to retail-heavy (COM7) or B2B-focused strategy (SIS), SYNEX's balanced and diversified portfolio offers increased resilience across cycles. This strategy, supported by its Trusted by Synex campaign, helps ensure end-consumers' brand awareness and strengthens its B2B businesses, such as Autodesk and cloud services.

Expect an 11% CAGR earnings growth for 2025-27

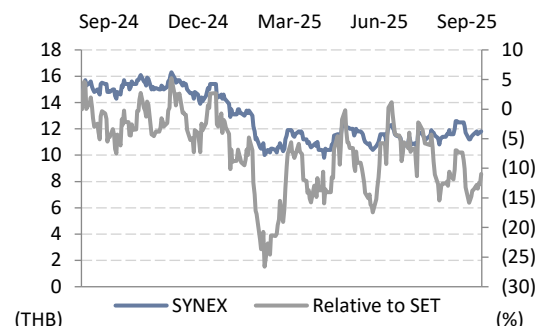
We expect an 11% CAGR in 2025–27, supported by a total revenue CAGR of 10%. In 2025, core profit should reach THB651m, up 14% y-y, underpinned by solid revenue growth of 14.3% y-y. The key drivers could be from Apple and Smartphones (+17.5%/+35% y-y) and Gaming from the Nintendo Switch 2 launch. GPM may soften to 3.8% (vs 4.0% in 2024), but cost control, scale leverage, and NCAP contribution (26.98% stake) should support a higher core margin of 1.4% in 2025.

Firm long-term growth outlook with strong ESG commitment

We see SYNEX's long-term growth, supported by new business initiatives and technology adoption, such as its cloud services through AWS, bundled with its B2B portfolio, while also exploring potential in AI-enabled devices and services. The company shows a firm commitment to ESG, reflected in its AA SET ESG rating, 5-star CG score, and high disclosure score, above FSSIA and the SET100 average. With a balanced board structure of management, major shareholders, and independents, they should ensure investors of the company's transparency and accountability.

BUY rating maintained to ride along IT growth cycle

SYNEX's share price has been down 24% YTD. However, we like SYNEX on the back of 1) its resilient earnings growth, 2) undemanding valuation, and 3) attractive dividend yield of 4.4-4.8% a year. We reaffirm our BUY call on SYNEX with a revised P/E-based TP of THB14.5 (from THB15.0), 17x 2025E P/E, equivalent to the average of domestic and global IT retailers and brands. With this report, we transfer coverage of SYNEX to Kampon Akaravarinchai.



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	1.7	4.4	(18.6)
Relative to country (%)	1.5	(1.7)	(10.7)
Mkt cap (USD m)	309		
3m avg. daily turnover (USD m)	0.5		
Free float (%)	20		
Major shareholder	SYNNEX Technology International Corporation (40%)		
12m high/low (THB)	16.70/9.30		
Issued shares (m)	847.36		

Sources: Bloomberg consensus; FSSIA estimates


Kampon Akaravarinchai

Fundamental Investment Analyst on Securities; License no. 115855
kampon.a@fssia.com, +66 2646 9964

Investment thesis

SYNEX is one of Thailand’s leading IT distributors with over 70 brands and a retailer network of ~1.2k outlets by 2025. Its diversified portfolio across high-growth (IT commercial, Enterprise, Gaming), organic (Apple, Smartphones & Wearables), and defensive (IT Consumer) segments offers stronger resilience than retail- or B2B-heavy peers. We forecast earnings CAGR of 11% in 2025–27E, driven by smartphone replacement cycles.

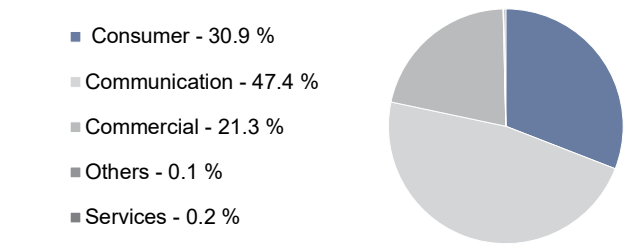
The longer-term growth will be supported by cloud services with AWS, potential in AI-enabled devices, and PC replacement demand ahead of the Windows 11 cut-off in Oct-26. ESG and governance are additional strengths, reflected in an AA SET ESG rating, a 5-star CG score, and a higher disclosure score than its peers. SYNEX has an undemanding 17x 2025E P/E, in line with global IT distributors, and a dividend yield of 4.4–4.8% per year.

Company profile

SYNEX distributes computers, computer peripherals, smartphones, software, IT systems, and computer-related supplies. Its customer base includes retailers, wholesalers nationwide, local-branded computer manufacturers, department stores, and superstores. The company is also expanding its sales channel to end consumers, such as the Nintendo Switch 2.

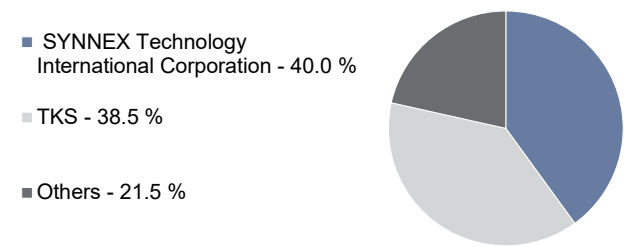
www.synnex.co.th

Principal activities (revenue, 2024)



Source: Synnex (Thailand)

Major shareholders



Source: Synnex (Thailand)

Catalysts

Key potential growth catalysts for COM7 in 2025-27 include: 1) strong demand for IT and smartphone replacements after the COVID-19 cycle; 2) positive feedback on new iOS and Android products; 3) new exclusive product distribution; and 4) new wave of government and corporate investment in IT systems, such as cloud and AI-related projects.

Risks to our call

Downside risks to our P/E-based TP valuation method include 1) a slower-than-expected PC recovery, 2) a slower-than-expected smartphone replacement cycle, and 3) currency fluctuations.

Event calendar

Date	Event
Nov 2025	3Q25 earnings release

Key assumptions

	2024A	2025E	2026E	2027E
Total sales (THB m)	41,802	47,783	51,833	56,029
IT Consumer	11,926	11,926	12,224	12,530
Gaming & Gadget	1,020	1,881	1,491	1,570
APPLE	15,633	18,369	20,665	22,731
Smartphone & Wearable	4,240	5,724	6,583	7,241
IT Commercial	5,552	6,107	6,718	7,390
Enterprise Solution	3,378	3,716	4,087	4,496
GPM (%)	4.04	3.82	3.81	3.80
SG%A to sales (%)	2.28	2.23	2.23	2.23

Source: FSSIA estimates

Earnings sensitivity

- For every 1.0% increase in revenue, we estimate 2025 core profit to rise by 1.0%, and vice versa, all else being equal.
- For every 0.1% increase in GPM, we estimate 2025 core profit to rise by 5.8%, and vice versa, all else being equal.
- For every 0.1% increase in SG&A to sales, we estimate 2025 core profit to fall by 5.8%, and vice versa, all else being equal.

Source: FSSIA estimates

Well-diversified business portfolios

SYNEX operates as an importer and distributor of over 70 brands, covering computers and related accessories, Apple iOS products, smartphones & wearables, gaming devices, as well as software and IT products. Its customer base includes retailers, wholesalers, and major system integrators.

Although SYNEX is a distributor rather than a manufacturer or brand owner, the company has implemented a brand-building strategy under the “TRUSTED BY SYNEX” campaign, targeting end-users to strengthen brand perception and consumer confidence. This, in turn, helps dealers market products more effectively. To support after-sales service, SYNEX has over 76 service centers and service partners nationwide serving both dealers and end-customers.

Based on sales projections for 2025, SYNEX’s portfolio is divided into six key segments:

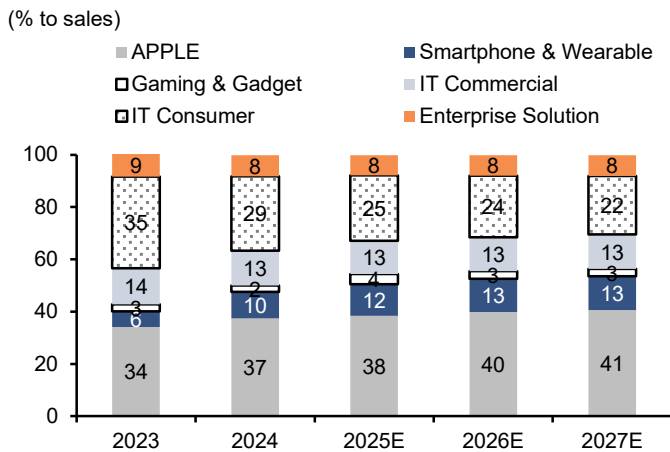
- 1) IT consumer (25% of sales): DIYs, computer components, notebooks, PCs, and printing-related products.
- 2) Apple (38.4%): all iOS products, such as iPhone, iPad, and MacBook.
- 3) Smartphones and Wearables (12%): Android smartphones, including Samsung, Huawei, Honor, and wearable products, such as smart watches.
- 4) Gaming & Gadget (3.9%): Nintendo-related products and gadgets.
- 5) IT commercial (12.8%): commercial PCs, CCTV surveillance, and network SOHO.
- 6) Enterprise (7.8%): server & network, IT security, software, and cloud.

Exhibit 61: SYNEX total IT ecosystem in six categories



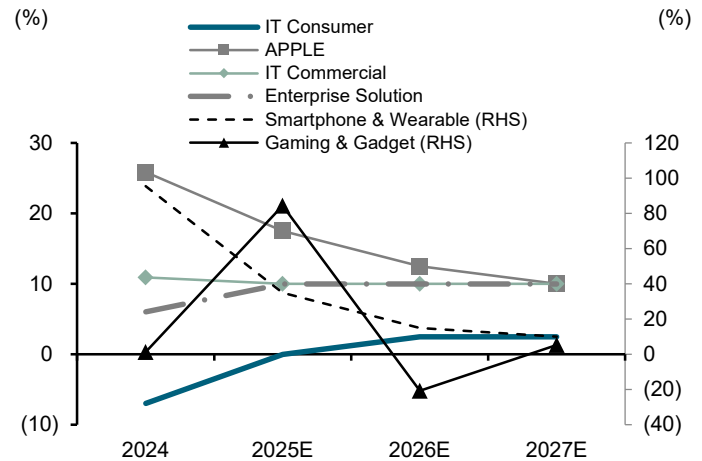
Source: SYNEX

Exhibit 62: Sales contribution by category



Sources: SYNEX, FSSIA compilation and estimate

Exhibit 63: Sales growth by category



Sources: SYNEX, FSSIA compilation

Unlike the company classification, we categorize SYNEX's current business structure into three phases:

High-potential growth drivers – Segments with strong growth prospects and above-average GPM, including IT commercial & Enterprise (driven by corporate clients and new IT S-curve adoption) and Gaming, particularly supported by the Nintendo Switch 2. Together, they account for c25% of total sales.

Organic growth segments – Segments growing in line with mass-market replacement cycles and IT essentials, namely Apple and Smartphones & Wearables, contributing c50% of total sales.

Defensive portfolio (cash cow) – Segments where SYNEX already holds market leadership, mainly IT Consumer, accounting for c25% of total sales.

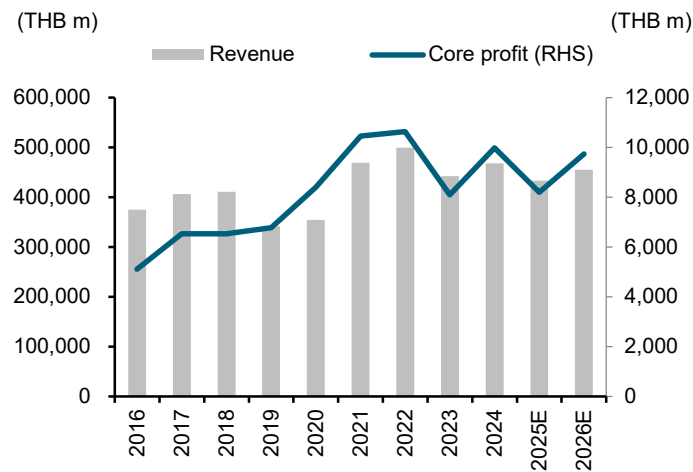
Good partner reputation

SYNEX benefits from strong and long-standing shareholder partnerships with both SYNEX Technology International (Taiwan), a leading IT distributor in Asia, and its parent, TKS.

SYNEX's business model is underpinned by a well-diversified portfolio, balancing high-growth segments with stable, recurring businesses that move in line with IT consumption demand. One key "hidden asset" yet to be leveraged is the strategic partnership with SYNEX Taiwan, which holds a 40% stake in SYNEX. SYNEX Taiwan distributes over 440 global brands across APAC, with sizeable sales and profit bases of over THB400b and THB8b, respectively, and currently has five representatives on SYNEX's 12-member board. While operational synergies are not yet fully realized, this association provides strong global brand credibility for SYNEX.

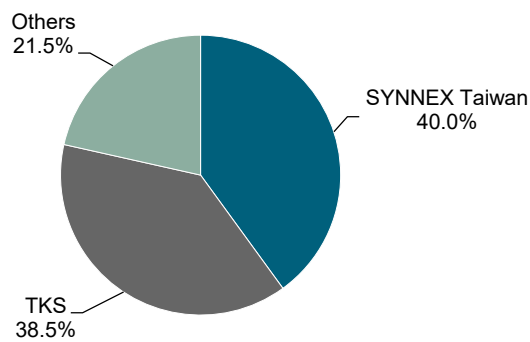
In parallel, SYNEX is placing greater emphasis on Enterprise and IT Commercial businesses, leveraging both its in-house SI team and established client base. Its other major shareholder, TKS (holding 38.51% in SYNEX), collaborates on projects in legacy printing, service businesses (e.g., warehouse & logistics), and platform development to strengthen SYNEX's ecosystem in the long run. TKS also positions itself as a Tech Ecosystem Builder, investing in technology companies, which should further create opportunities for SYNEX's business expansion.

Exhibit 64: SYNEX Taiwan operational stat



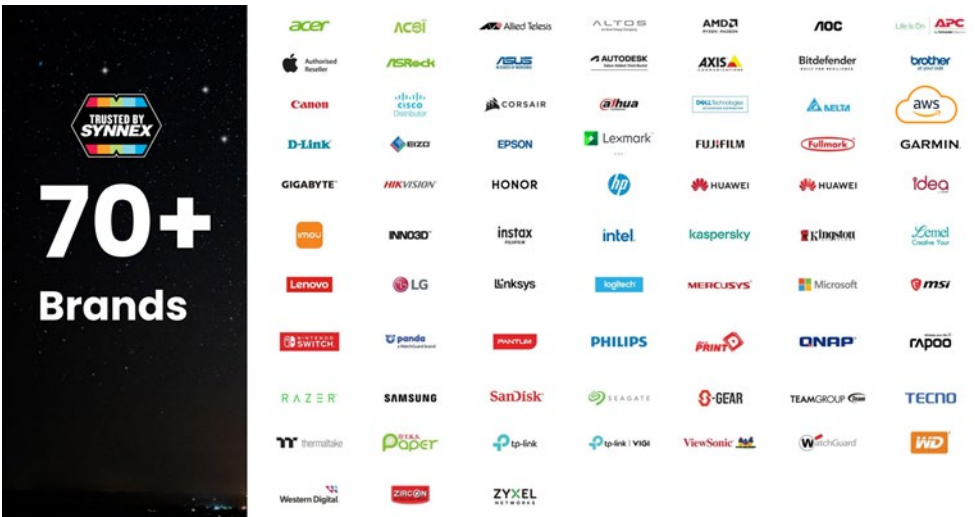
Sources: Bloomberg, FSSIA’s compilation

Exhibit 65: SYNEX Thailand’s shareholders



Sources: SET, FSSIA’s compilation

Exhibit 66: Brands’ under SYNEX Thailand distribution



Source: SYNEX

Balancing portfolio for resilient growth

From our perspective, SYNEX's business can be viewed in three phases (different from the company's own classification in Exhibit 1): 1) high-potential growth – IT commercial, Enterprise, and Gaming. 2) IT essentials (organic growth) – Apple and Smartphones & Wearables, and 3) defensive portfolio (market leader) – IT consumer.

High potential growth from higher margin businesses

We expect SYNEX's three high-upside and higher-margin segments (IT commercial, Enterprise, and Gaming, c25% of total sales) to deliver an average CAGR of 10.6% during 2025–2027, driven by the following:

1) IT commercial: In the near term, growth would continue to be supported by traditional technology businesses, such as surveillance and commercial display, which are still posting double-digit y-y growth in line with expanding market demand. This is reinforced by SYNEX's dedicated sales/service teams and comprehensive product coverage. Peer SIS also views the market as still growing, albeit at a slower pace, given a higher base and softer short-term economy.

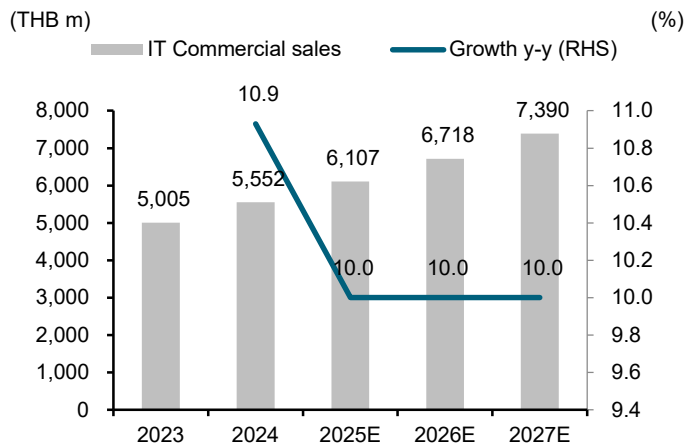
Additional upside stems from commercial PC replacement demand. Microsoft will end feature and security updates for Windows 10 starting 14 Oct-25. Enterprises may extend support until 2028 under the Extended Security Updates (USD61/122/244 per unit in 2026–28), but most corporate accounts prioritizing cybersecurity will need to upgrade to Windows 11. PCs manufactured before 2018 do not support Windows 11. Based on SYNEX data, there are ~3m Windows 10 PCs in Thailand, of which c1m are commercial, implying a sizeable replacement wave.

2) Enterprise: Although current sales contribution is still modest, SYNEX continues to secure new partnerships. Notably, the company became the exclusive full-service distributor for Autodesk (AutoCAD design software), with a sales target of THB3,500m within 5 years (vs cTHB800m in 2024, accounting for 24% of Enterprise sales). Beyond real estate customers (which likely bottomed in 2Q25), SYNEX is eyeing government projects, such as smart city and digital twin systems, with increasing engagement with state agencies.

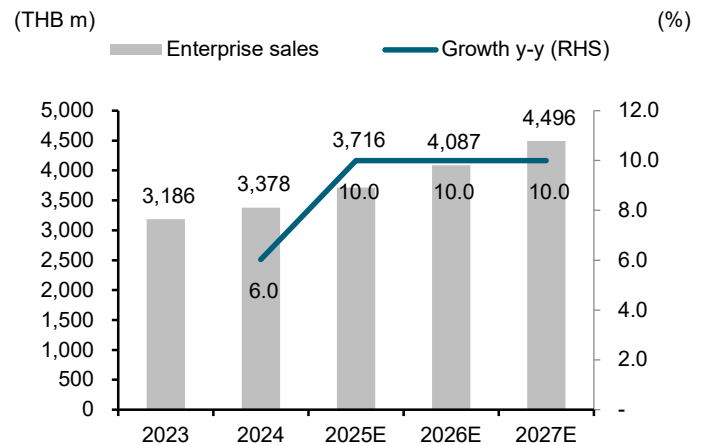
SYNEX has also been appointed a Select Tier Partner of Amazon Web Services (AWS), aiming to penetrate provincial SME markets together with SYNEX. This creates cross-segment opportunities, such as bundling cloud services with surveillance solutions under IT commercial. In addition, the government's Cloud First Policy should be supportive. SYNEX expects to be upgraded to Advanced Tier Partner by the end of 2025, unlocking further growth potential in 2026.

We expect more cross-segment sales across SYNEX's B2B businesses, supported by its expanding product portfolio. This strengthens its advantage both as a full-service distributor for vendors and a one-stop shop for dealers.

Looking ahead to 2025–26, we see potential upside from increased government spending on digital infrastructure, contingent on the approval of the FY2026 budget. New digital policies and upgrades to legacy infrastructure should benefit system integrators (SI), one of SYNEX's key customer bases.

Exhibit 67: IT commercial sales and growth

Sources: SYNEX, FSSIA's estimate

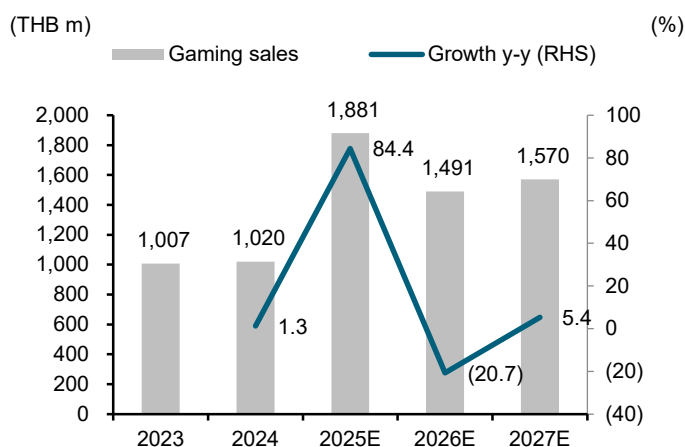
Exhibit 68: Enterprise sales and growth

Sources: SYNEX, FSSIA's estimate

3) Gaming & Gadget: We view gaming as one of the key catalysts for SYNEX in 2025. The company has been the exclusive distributor of Nintendo Japan since 2023 and is directly benefiting from the Nintendo Switch 2 launch (the first new console in eight years since 2017).

In Thailand, the active user base is estimated at ~100k units (weekly active) with an additional 600–700k inactive users. For 2025, the company targets sales of ~100k units, mainly anchored by the active user base. Since its official launch on 26 Jun-25, SYNEX has sold ~15–20k units in 2Q25. While July-25 sales are expected to decline m-m (to ~1/3 of Jun-25 levels), we expect recovery in subsequent months, supported by new game releases and positive feedback from early adopters. Incremental upside would also come from game software and accessories sales, while distribution of Switch 2 is set to expand to major IT retailers in 2H25. Furthermore, the Thailand Game Show in Oct-25 should help boost demand.

We currently assume 70k units of Switch 2 sales in 2025 and 35k units annually in 2026–27, which we see as solid given current sales momentum. Sensitivity analysis suggests that for every additional (or lower) 10k units sold, 2025 earnings and TP would change by c0.9% and THB0.12/share, respectively. Assumptions are based on an average net sales price of THB15,000/unit and a net profit margin (NPM) of 5%, higher than SYNEX's average NPM of c1.3% given the higher-margin nature of gaming products.

Exhibit 69: Gaming & Gadget sales and growth

Sources: SYNEX, FSSIA's estimate

Exhibit 70: Sensitivity analysis of Nintendo Switch 2 sales

Nintendo Switch 2 (Unit)	Core profit (THB m)	y-y growth (%)	Target price (THB)
100,000	669	17.1	14.9
90,000	663	16.1	14.7
80,000	657	15.0	14.6
70,000	651	14.0	14.5
60,000	645	12.9	14.4
50,000	639	11.9	14.3
40,000	633	10.8	14.1

Sources: SYNEX, FSSIA's estimate

Exhibit 71: Nintendo Switch 2 and gadgets



Source: FSSIA's compilation

Exhibit 72: Key event to refresh NS2



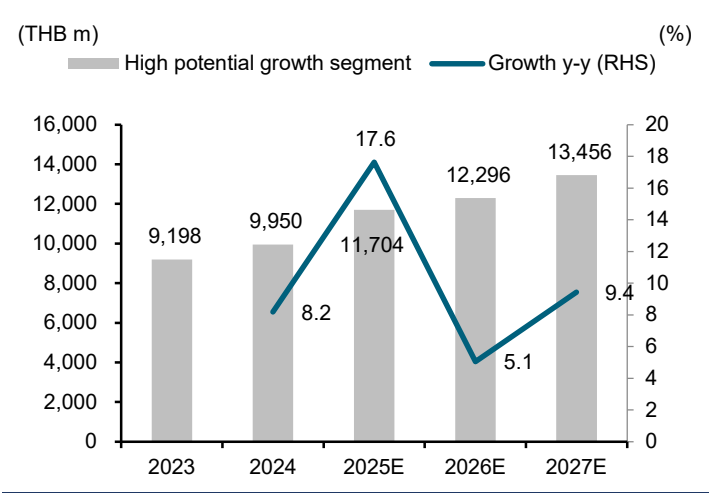
Sources: SYNEX, FSSIA's compilation

Exhibit 73: Nintendo authorized stores by SYNEX



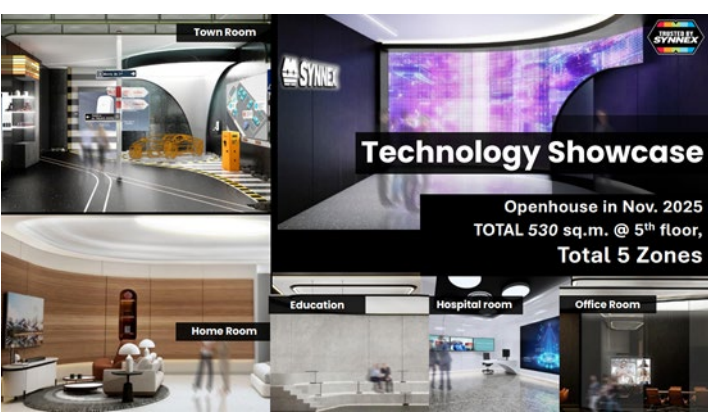
Source: SYNEX

Exhibit 74: High-potential segment sales and growth



Sources: SYNEX, FSSIA estimates

Exhibit 75: SYNEX technology showcase room



Source: SYNEX

Smartphone replacement and new sales channels to drive growth

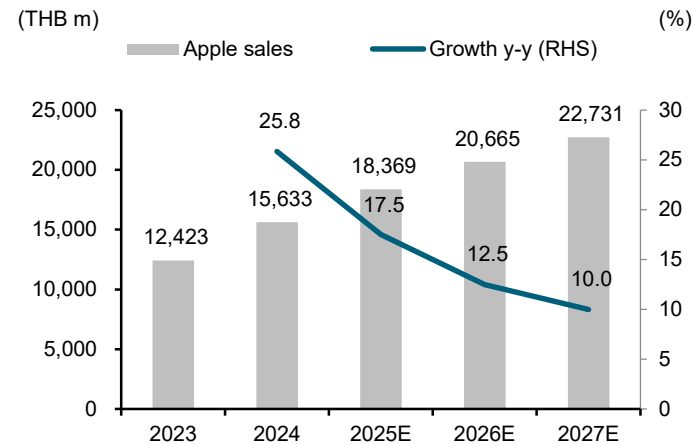
We expect organic growth segments – Apple and Smartphones & Wearables (c50% of total sales) – to serve as the sustainable growth base for SYNEX during 2025–27, with an estimated 14.7% CAGR. A key driver is SYNEX’s diversified portfolio, which spans both Apple and major Android brands, such as Honor, Samsung, and Huawei, as well as accessories like smartwatches offered through its dealer network.

Growth is underpinned by the replacement cycle, supported by new feature upgrades, such as AI smartphones (from 2024) and 5G-supported smartphones (2020–21 launch), the fact that many pre-COVID-19 smartphones are now outdated, and smartphones purchased in 2020–21 reaching ~4–5 years of usage. Combined with its broad product portfolio, SYNEX is well-positioned to capture demand across both mid-to-high and mid-to-low customer segments.

Another key growth driver for SYNEX is inorganic growth from store expansion strategies aimed at broadening coverage across its dealer network. This includes small vendors in shopping malls, traditional trade, and modern trade players expanding alongside department stores, such as Power Mall, Power Buy, SPVI, and CPW, as well as IT retailers increasing their exposure to smartphones, tablets, and wearables, including IT City, JIB, and ADVICE. Collectively, the seven key partners had more than 1.1k outlets in 2024, with the number expected to rise to c1.2k in 2025, led by ADVICE, which plans to expand its iStore network to 70 outlets by 2026 (from 6 in 2024 and 28 in 2025).

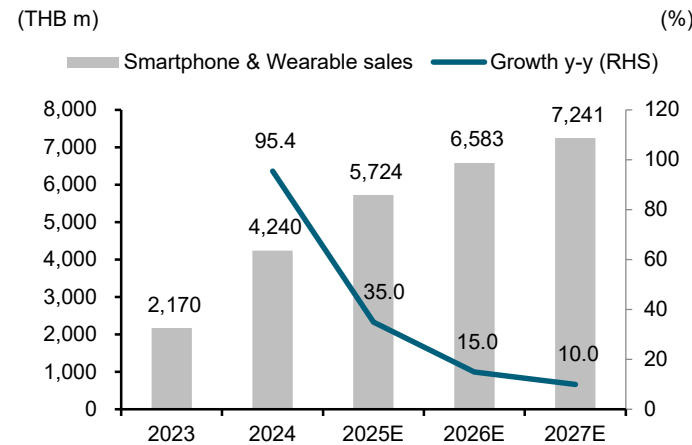
This expansion should bring SYNEX’s dealer footprint closer to COM7, which is expected to have ~1.4k outlets in 2025. Notably, Apple has also become more open to expanding into upcountry markets, e.g., by providing subsidies to ADVICE for store expansion. This strategy should help boost sales of N-series iPhones (mid-tier models), with lower price points targeting the mid-to-low segment, compared with Apple’s historical focus on the mid-to-high segment.

Exhibit 76: Apple sales and growth



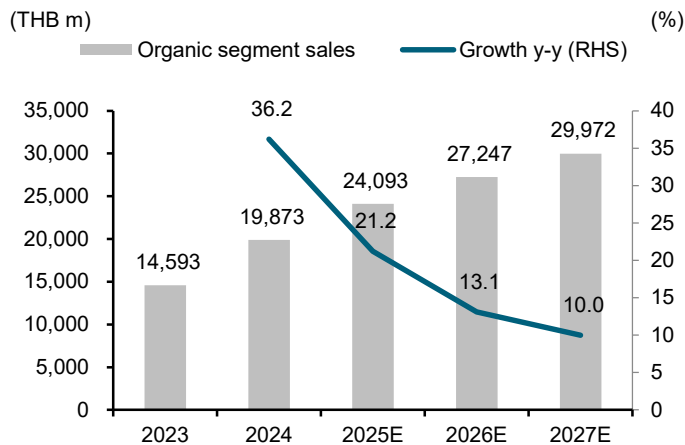
Sources: SYNEX, FSSIA’s estimate

Exhibit 77: Smartphones & Wearables sales and growth



Sources: SYNEX, FSSIA’s estimate

In the current softening macro environment, brands have increasingly introduced affordability programs (nano-finance) to enhance product accessibility. For example, Samsung has launched Samsung Plus, a financing program that allows installment payments for smartphones, with channel checks suggesting low NPLs given its Knox-guard feature that disables the device upon default. Management also guided that more open-trade dealers (local IT shops with close customer relationships) are beginning to provide financing, which should lead to broader adoption of affordability programs in IT smartphones. This would, in turn, support smoother replacement cycles and drive demand.

Exhibit 78: Resilient growth segment sales and growth

Sources: SYNEX, FSSIA's estimate

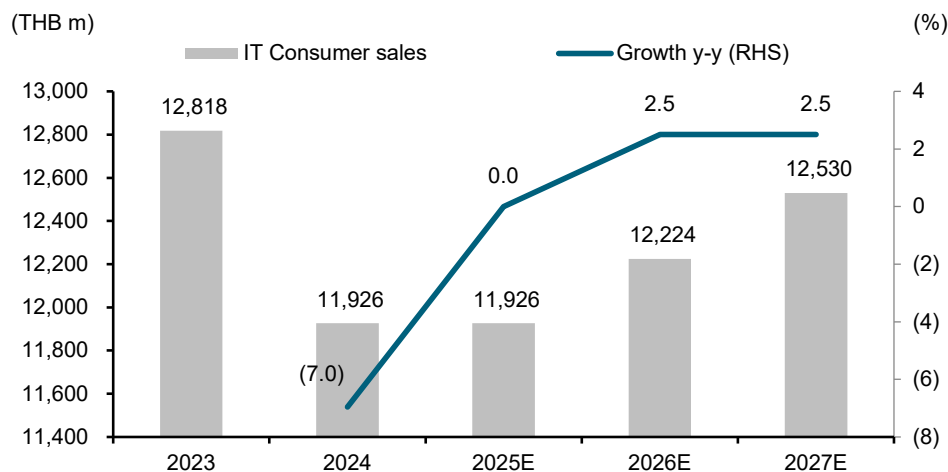
Exhibit 79: New Honor flagship smartphone model

Sources: SYNEX, FSSIA's compilation

Enjoying its cash cow IT consumer business

The IT consumer segment (c25% of total sales) represents SYNEX's defensive product portfolio or cash cow business, given its position as one of the market leaders in Thailand's IT market. We conservatively estimate CAGR of c1.7% in 2025–27, broadly in line with Thailand's GDP growth. Our projection does not yet include potential upside from growing demand for GPUs and new computer components, as well as the replacement cycle of PCs and notebooks purchased prior to 2018–19 that will no longer be upgradable to Windows 11 by Oct-26. In addition, the gaming notebook segment has started to return to y-y growth.

That said, there are offsetting factors. The printing product group (c30% of IT consumer sales) has slowed, reflecting both technological shifts and the fact that many end-users made major purchases during the COVID-19 work-from-home period. To mitigate this, the company is shifting focus more toward the commercial segment to capture new demand and offset the current weak momentum.

Exhibit 80: IT consumer sales and growth

Sources: SYNEX, FSSIA's estimate

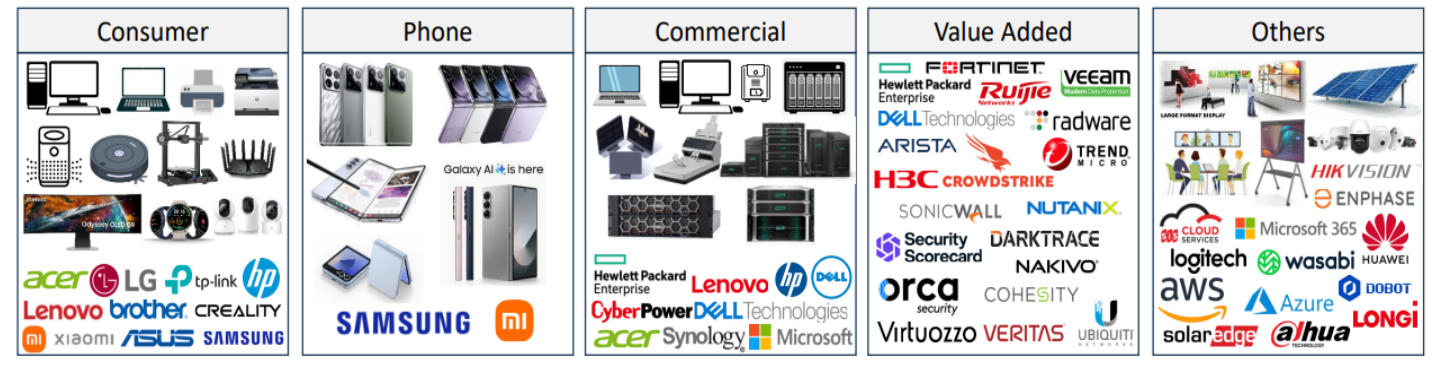
Well-positioned compared to peers

Among peers in IT, smartphone, and digital services, SYNEX competes with pure retailers, such as COM7, JMART, ADVICE, SPVI, CPW, and IT, and with SIS, which operates a more comparable model as both distributor and B2B solutions provider. Peer comparison shows diverging strategies over the past 1–2 years. SYNEX’s growth has been driven by smartphones across both iOS and Android & wearable, particularly Apple and Honor, with momentum accelerating in 2024–25. In contrast, SIS’s smartphone exposure is skewed to Xiaomi, which has seen softer sales, while Honor remains aggressive in high-performance smartphones at competitive price points. As a result, SYNEX’s top line has outperformed with an estimated CAGR of 8.3% during 2021–25, compared with a sales decline of c4.7% CAGR for SIS over the same period.

However, the rising contribution from the communication segment has weighed on profitability, making SYNEX’s margins structurally lower than SIS. On average, SYNEX and SIS posted NPM of 2.4% and 1.5%, respectively. SIS benefits from a higher mix of value-added + others (c26% of sales) with stronger GPM, while SYNEX’s higher-margin businesses, such as Enterprise and gaming, represent only c12% of its sales. This suggests ample room for improvement in SYNEX’s profitability as it gradually increases the share of these segments.

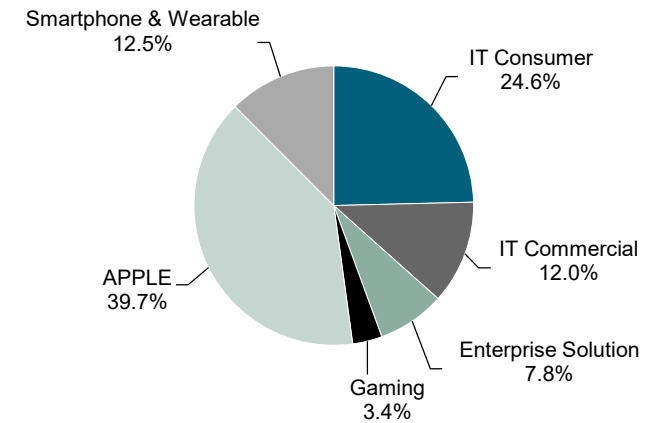
Looking forward, we foresee SYNEX actively expanding its high-margin portfolio, including its newly appointed AWS cloud distribution business, as well as adding new products and services to strengthen profitability. Nevertheless, given that Apple and smartphones (below-average margin) are still expected to deliver strong growth, we expect SYNEX’s blended GPM to remain broadly stable near current levels.

Exhibit 81: SIS product portfolio



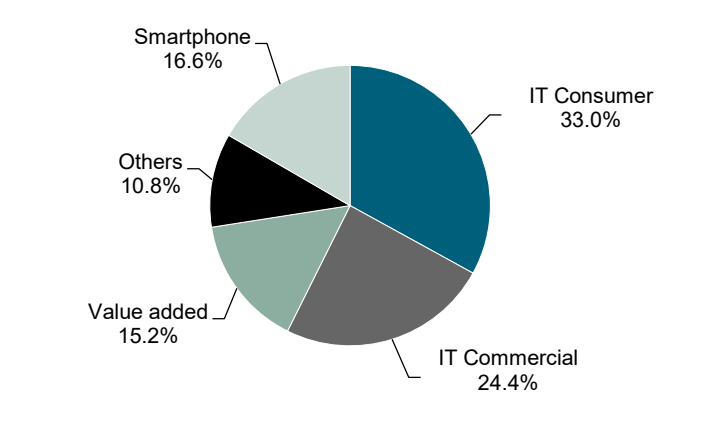
Source: SIS

Exhibit 82: SYNEX sales breakdown in 2Q25

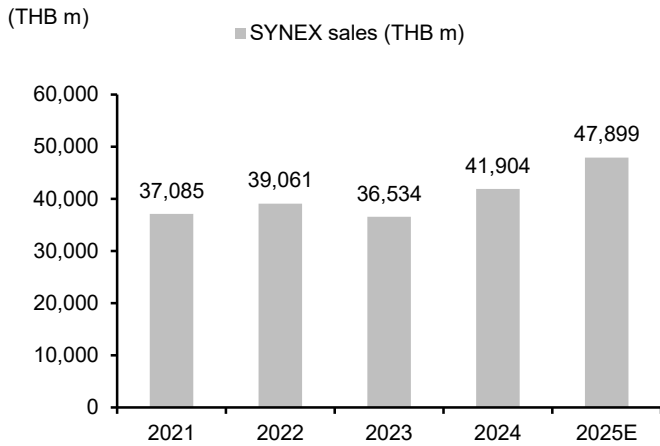


Sources: SYNEX, FSSIA’s compilation

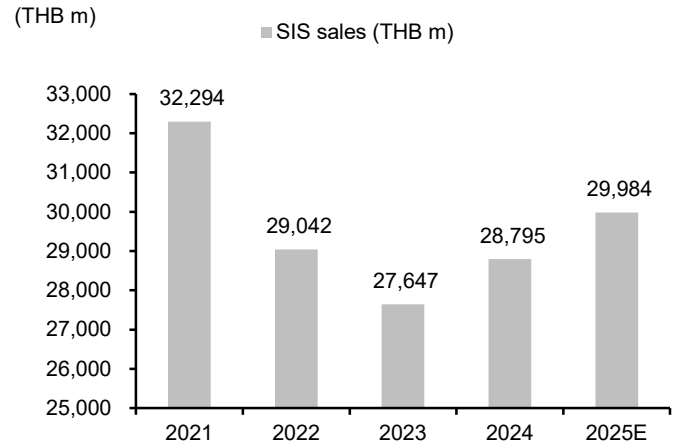
Exhibit 83: SIS sales breakdown in 2Q25



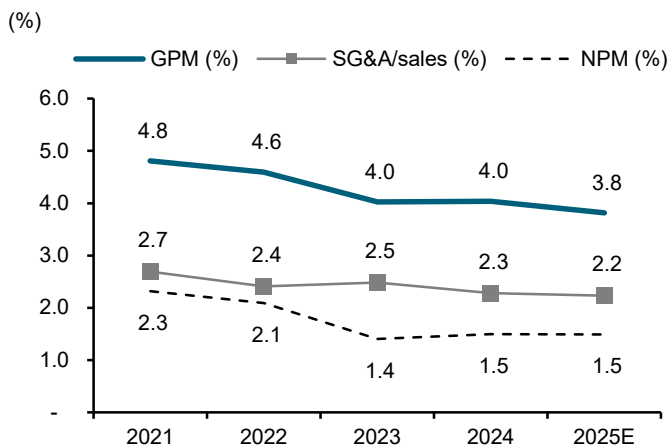
Sources: SIS, Settrade, FSSIA’s compilation

Exhibit 84: SYNEX sales momentum for 2021-25E

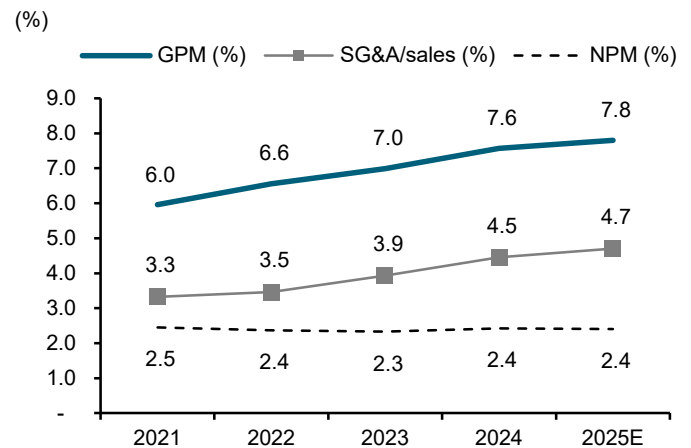
Sources: SYNEX, FSSIA's compilation

Exhibit 85: SIS sales momentum for 2021-25E

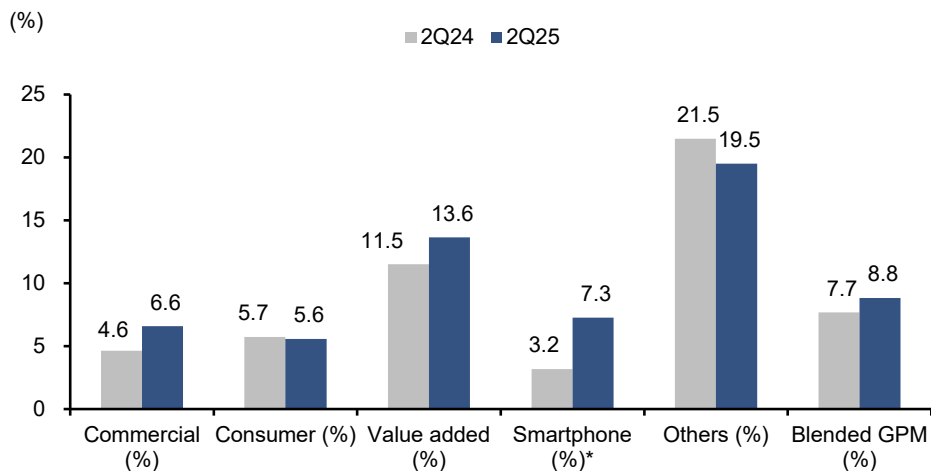
Sources: SIS, Bloomberg, FSSIA's compilation

Exhibit 86: SYNEX profitability

Sources: SYNEX, FSSIA's compilation

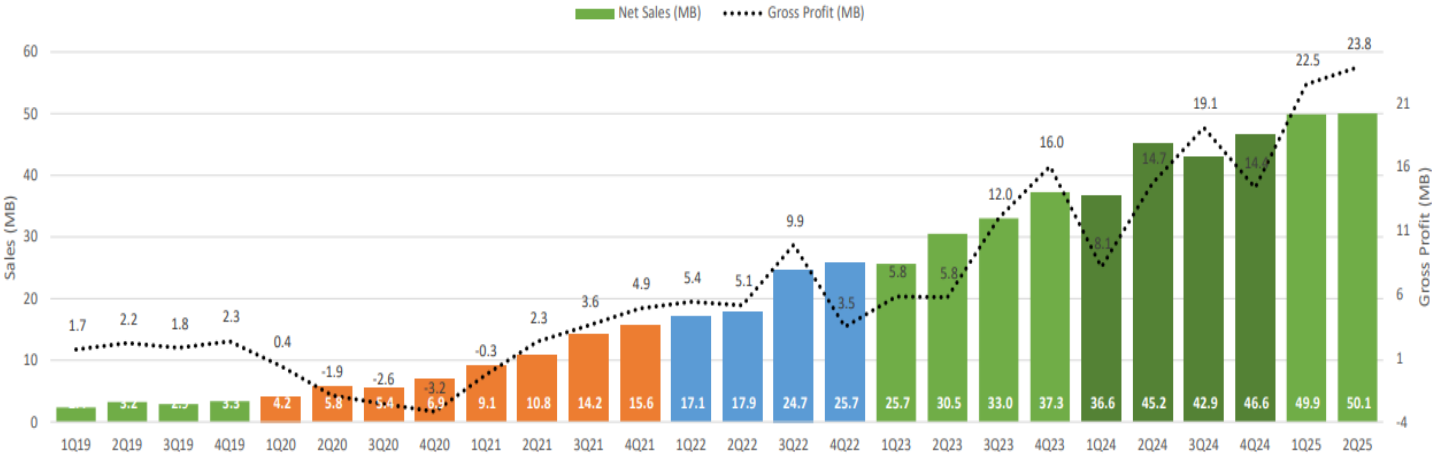
Exhibit 87: SIS profitability

Sources: SIS, Bloomberg, FSSIA's compilation

Exhibit 88: SIS's GPM breakdown

Sources: SIS, FSSIA's compilation *spike GPM thanks to supplier support in 2Q25

Exhibit 89: SIS’s cloud business revenue



Source: SIS

Expect an 11% CAGR on core profit for 2025-27E

We expect SYNEX's net profit to deliver sustained growth at c.11% CAGR during 2025–27, supported by resilient demand for IT smartphones, which have become increasingly essential products, alongside continued digital investment tailwinds and new high-margin product additions. Total revenue is projected to grow at a 10% CAGR during 2025–27.

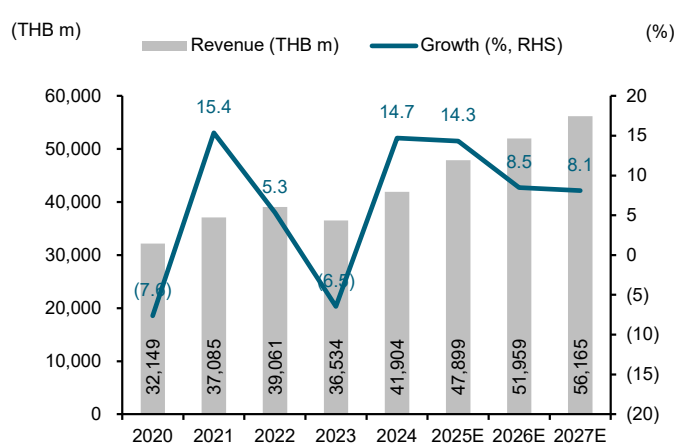
For 2025, we forecast net profit of THB714m, up 13.7% y-y. Excluding one-off FX gains, normalized profit should come in at THB651m, also up 14% y-y. The key drivers could be strong revenue growth of 14.3% y-y, mainly from:

- 1) Apple and Smartphones & Wearables, expected to grow 17.5% y-y and 35% y-y, respectively, supported by the IT replacement cycle and dealer/store expansion from ADVICE and other retail channels; and
- 2) Gaming & Gadget, expected to post robust 84% y-y growth on the back of the Nintendo Switch 2 launch in late Jun-25. Meanwhile, B2B (IT commercial + Enterprise) is expected to grow c10% y-y.

GPM in 2025 is projected to decline to 3.8% from 4.0% in 2024, mainly due to a higher sales mix from lower-margin products, such as Apple and Smartphones & Wearables. However, this should be offset by lower SG&A/Sales from cost control and stronger operating leverage. In addition, profit contribution from affiliate NCAP (hire-purchase business; SYNEX holds 26.98%) should improve, thanks to lower ECL provisioning in 2025. Overall, we estimate the core profit margin to rise to 1.4% in 2025 from 1.3% in 2024.

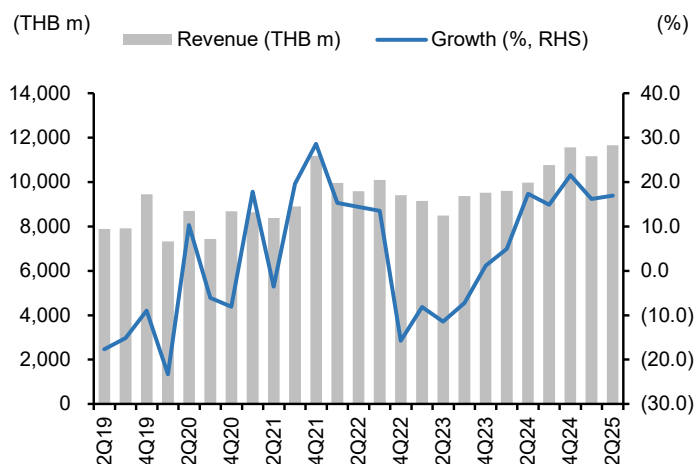
For 2026–27, we forecast core profit growth of 11.6% and 7.2% y-y, respectively, supported by continued revenue growth of 8.5% and 8.1% y-y. The key growth segments should remain Apple, Smartphones & Wearables, and B2B, while profitability is expected to remain stable with broadly flat GPM and SG&A/Sales.

Exhibit 90: Yearly sales growth and contribution



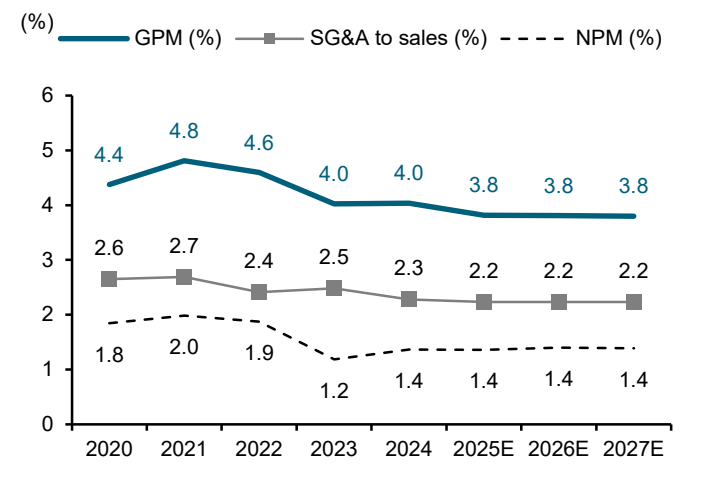
Sources: SYNEX, FSSIA estimates

Exhibit 91: Quarterly sales and growth



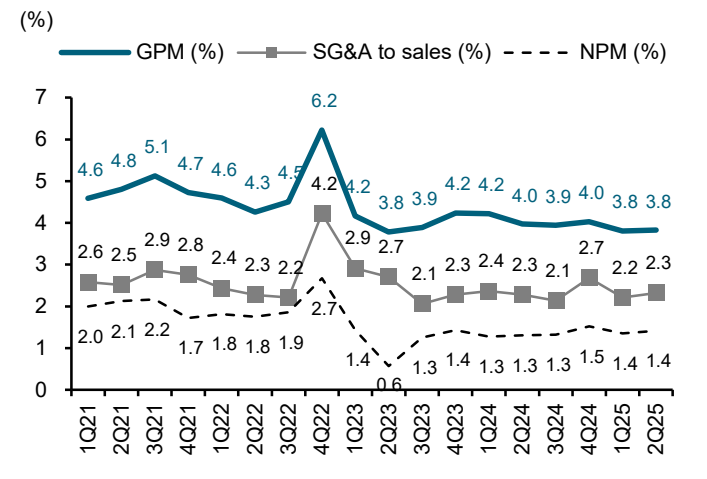
Sources: SYNEX, FSSIA's compilation

Exhibit 92: Yearly profitability momentum



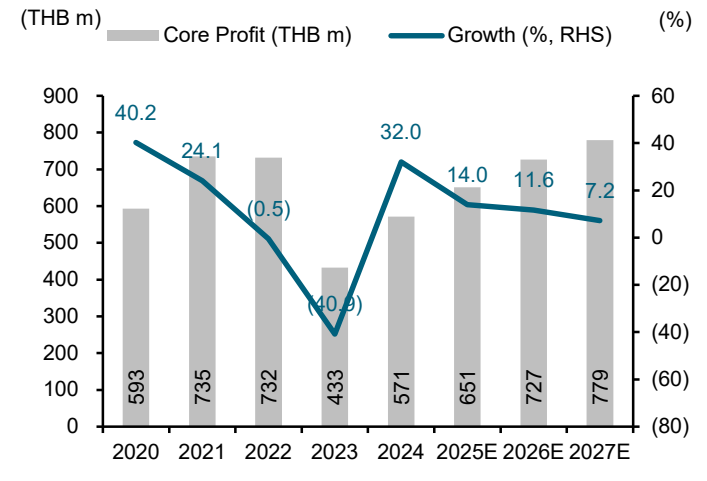
Sources: SYNEX, FSSIA's estimate

Exhibit 93: Quarterly profitability momentum



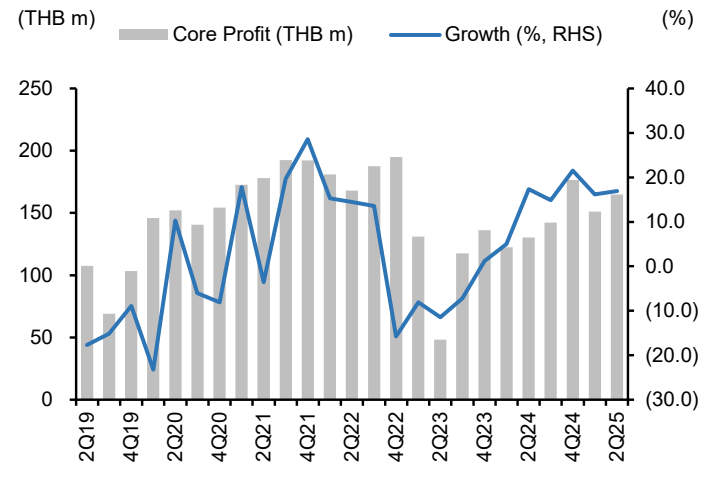
Sources: SYNEX, FSSIA's compilation

Exhibit 94: Yearly core profit and growth



Sources: SYNEX, FSSIA's estimate

Exhibit 95: Quarterly core profit and growth



Sources: SYNEX, FSSIA's compilation

Exhibit 96: Yearly key financial performance and assumptions

	2023A	2024A	2025E	2026E	2027E
	(THB m)	(THB m)	(THB m)	(THB m)	(THB m)
Total sales	36,446	41,802	47,783	51,833	56,029
IT Consumer	12,818	11,926	11,926	12,224	12,530
Gaming & Gadget	1,007	1,020	1,881	1,491	1,570
APPLE	12,423	15,633	18,369	20,665	22,731
Smartphone & Wearable	2,170	4,240	5,724	6,583	7,241
IT Commercial	5,005	5,552	6,107	6,718	7,390
Enterprise Solution	3,186	3,378	3,716	4,087	4,496
Net profit	513	628	714	727	779
Core profit	433	571	651	727	779
Growth y-y	(%)	(%)	(%)	(%)	(%)
Total sales		14.7	14.3	8.5	8.1
IT Consumer		(7.0)	0.0	2.5	2.5
Gaming & Gadget		1.3	84.4	(20.7)	5.4
APPLE		25.8	17.5	12.5	10.0
Smartphone & Wearable		95.4	35.0	15.0	10.0
IT Commercial		10.9	10.0	10.0	10.0
Enterprise Solution		6.0	10.0	10.0	10.0
Net profit		22.3	13.7	1.8	7.2
Core profit		32.0	14.0	11.6	7.2
Profitability	(%)	(%)	(%)	(%)	(%)
GPM	4.0	4.0	3.8	3.8	3.8
SG&A/Sales	2.5	2.3	2.2	2.2	2.2
Net profit margin	1.4	1.5	1.5	1.4	1.4
Core profit margin	1.2	1.4	1.4	1.4	1.4
Financial ratio	(%)	(%)	(%)	(%)	(%)
ROE	10.6	13.4	14.2	14.9	15.0
ROIC	5.7	6.4	6.6	7.1	7.2
Net debt / equity (x)	1.5	1.6	1.3	1.3	1.3
D/E (x)	2.4	2.3	2.2	2.3	2.3

Sources: SYNEX, FSSIA's estimate

2Q25 marked a solid bottom-line growth

SYNEX reported a 2Q25 net profit of THB190m, up 19% y-y and 1% q-q. Excluding one-off FX gains, normalized profit was THB165m, up 26.6% y-y and 9.1% q-q, in line with our and consensus estimate. The key growth driver in 2Q25 came from stronger top-line growth both y-y and q-q, which offset the y-y contraction in GPM.

Total sales grew 17% y-y and 4.5% q-q in 2Q25, supported by Apple (+21% y-y), Smartphones & Wearables (+46.5% y-y), and Gaming (+78.6% y-y), the latter boosted by the launch of Nintendo Switch 2 in late Jun-25. Other segments also posted growth, including IT commercial (+3.2% y-y), Enterprise (+7.7% y-y), and IT consumer (+2.7% y-y).

GPM in 2Q25 was 3.8%, down from 4.0% in 2Q24 and flat q-q, pressured by a higher contribution from Apple and smartphone products, which carry below-average margins. Meanwhile, SG&A/Sales remained flat y-y.

Exhibit 97: Quarterly performance summary

Year to Dec 31	1Q24 (THB m)	2Q24 (THB m)	3Q24 (THB m)	4Q24 (THB m)	1Q25 (THB m)	2Q25 (THB m)	----- Change -----	
							(q-q%)	(y-y%)
Revenue	9,605	9,969	10,762	11,568	11,160	11,655	4.4	16.9
COGS	(9,200)	(9,573)	(10,338)	(11,101)	(10,735)	(11,209)	4.4	17.1
Gross profit	405	396	424	466	425	446	5.0	12.6
Operating costs	(227)	(228)	(230)	(310)	(247)	(270)	9.6	18.8
Operating profit	178	168	195	156	178	175	(1.4)	4.2
Other income	20	20	22	25	17	26	51.7	26.3
FX Gain (Loss)	30	30	27	31	37	25	(31.8)	(14.7)
Interest expense	(43)	(47)	(50)	(44)	(40)	(40)	2.0	(14.7)
Profit before tax	184	171	193	168	192	186	(3.4)	8.8
Tax	(38)	(23)	(39)	(26)	(39)	(34)	(13.5)	46.6
Associates	5	12	14	26	35	38	9.0	220.8
Minority interests	0.2	0.2	0.2	0.2	0.2	0.2	2.9	(8.5)
Non-recurring items	30	30	27	31	37	25	(31.8)	(14.7)
Reported net profit	152	160	169	167	188	190	1.0	18.9
Recurring net profit	122	130	142	176	151	165	9.1	26.6
EPS (THB)	0.18	0.19	0.20	0.20	0.22	0.22	1.0	18.9
Recurring EPS (THB)	0.14	0.15	0.17	0.21	0.18	0.19	9.1	26.6
Key Ratios (%)	(%)	(%)	(%)	(%)	(%)	(%)	(ppt)	(ppt)
Gross margin	4.2	4.0	3.9	4.0	3.8	3.8	0.0	(0.1)
Operating margin	1.9	1.7	1.8	1.3	1.6	1.5	(0.1)	(0.2)
Recurring net margin	1.3	1.3	1.3	1.5	1.4	1.4	0.1	0.1
SG&A / Sales	2.4	2.3	2.1	2.7	2.2	2.3	0.1	0.0
Effective tax rate	20.5	13.5	20.0	15.6	20.3	18.2	(2.1)	4.7

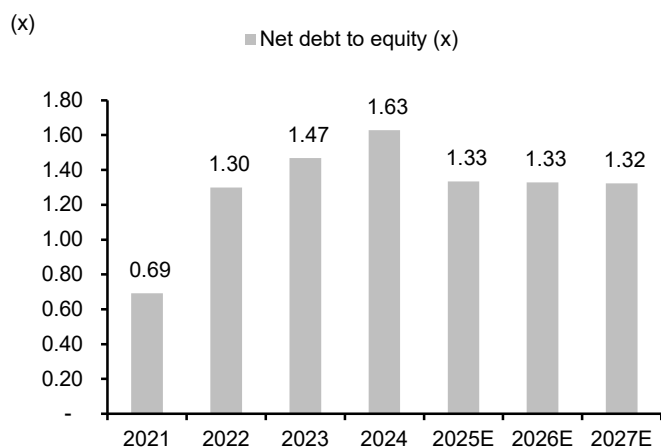
Sources: SYNEX, FSSIA's compilation

Resilient financial position with attractive dividend yield

SYNEX maintains a solid financial position, with its net debt-to-equity ratio expected to decline to 1.3x in 2025 from 1.64x in 2024. The majority of its debt comprises short-term borrowings used for operations and working capital, reflecting the nature of its business model, which focuses on driving sales volume.

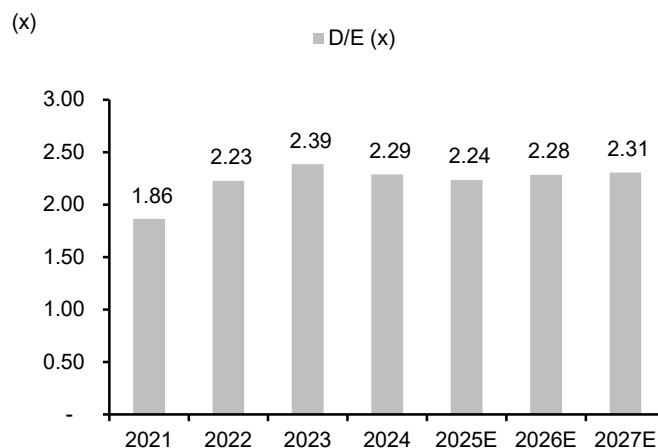
On dividends, SYNEX has maintained a consistent payout track record. We estimate DPS at THB0.50/0.51/0.55 per share in 2025–27, implying a dividend yield of c4.4–4.8% per year.

Exhibit 98: Net debt to equity



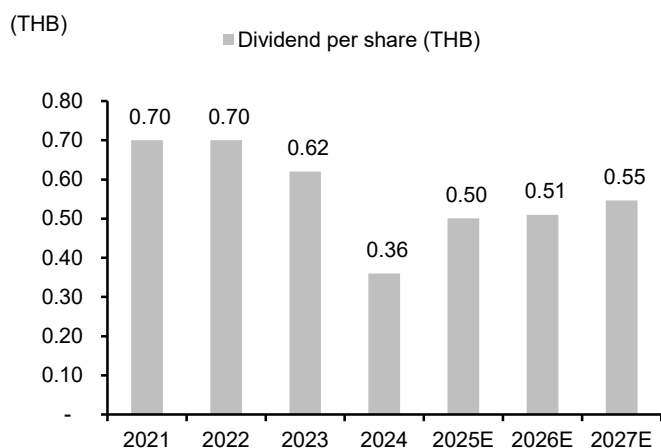
Sources: SYNEX, FSSIA's estimate

Exhibit 99: D/E



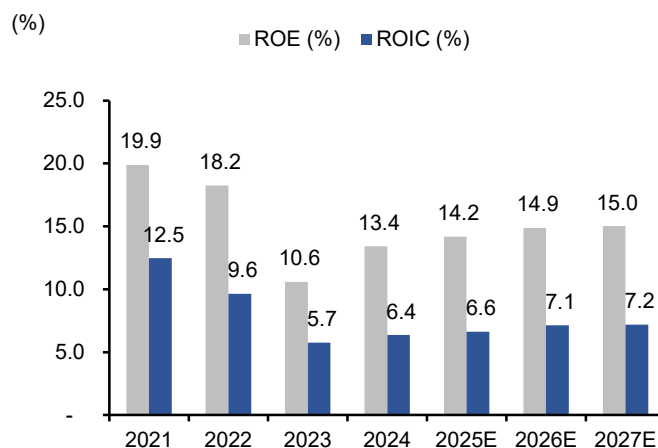
Sources: SYNEX, FSSIA's estimate

Exhibit 100: Dividend per share



Sources: SYNEX, FSSIA's estimate

Exhibit 101: ROE and ROIC



Sources: SYNEX, FSSIA's estimate

Good ESG development intention

SYNEX aims to position itself as Thailand's leading IT ecosystem enabler, under the mission of "Making people's lives better and easier with technology" to help improve the overall standard of living in society. The company has been awarded a SET ESG rating of AA, in line with IT and technology peers, such as ADVANC and COM7, and also earned 5-Star (Excellent) corporate governance recognition from the Thai Institute of Directors (IOD). In addition, SYNEX is included in the SET ESG Index, reflecting its strong emphasis on ESG.

Under FSSIA's in-house ESG framework, SYNEX is rated at the 2-star level with 33 points. However, given that part of FSSIA's assessment criteria includes third-party ratings (which SYNEX has not yet received), the company was not awarded points in this area. On the other hand, third-party data from Bloomberg shows that SYNEX outperforms its peers, with an ESG score above the average of FSSIA's coverage and a disclosure score of 53, higher than both the FSSIA coverage average (32) and SET100 (28). This underlines SYNEX's commitment to disclosure and transparency for investors.

From an overall perspective, we see SYNEX demonstrating a strong commitment across all three ESG dimensions. On environmental aspects, despite not being a hard-manufacturing company, SYNEX is targeting carbon neutrality by 2050 and a 50% reduction in GHG emissions by 2030. It has also taken responsibility for product lifecycle management, for example, by setting up e-waste collection points. In 2024, SYNEX upgraded its GHG emission measurement standards in accordance with the Greenhouse Gas Management Organization to prepare for third-party verification, which should strengthen data credibility and provide clearer progress from 2026 onwards.

On corporate governance, the company's Excellent CG score from IOD reflects a high standard of transparency and accountability. The board structure is balanced, with 12 seats comprising three executives from SYNEX management, five representatives from major shareholder SYNEX Taiwan, and four independent directors. This structure reinforces transparency, fairness, and aligned interests between management, shareholders, and SYNEX Taiwan, which also has "skin in the game."

On the social dimension, SYNEX focuses on workforce development, maintaining zero cases of human rights violations or accidents. In addition, we highlight positively its "The Next" program, which provides training and networking opportunities to successors of its business partners. This initiative strengthens relationships with its partner ecosystem and enhances long-term collaboration.

In summary, we maintain a positive view of SYNEX's ESG development plan, backed by improvements in measurement and verification, constructive social initiatives that also benefit business partners, and a balanced board structure that enhances governance transparency and accountability.

Exhibit 102: Key concrete sustainability development targets and results from SYNEX's one report

Dimension	Targets	2021	2022	2023	2024
Environment					
	Carbon Neutrality by 2050				
	50% reduction in greenhouse gas emissions by 2030 (tonCO ₂ -eq)	526	332	417	1,135*
	Reduce electricity consumption by 15% in 2030 (2021 = base year) (%)	Base year	4.5	5.7	5.6
	Electricity usage per person / year (2021 = base year) (%)	Base year	12.9	10.4	2.8
	Electricity usage (kWh)	1,355,000	1,277,217	1,294,000	1,431,000
	Electricity production from solar rooftop (kWh)	458,734	387,871	458,613	460,194
	Proportion of electricity usage from renewable energy (%)	25.3	23.3	26.2	24.3
	Reduce water consumption by 15% in 2030 (2021 = base year) (%)	Base year	-21.2	-12.9	-5.2
	Water usage per person / year (2021 = base year) (%)	Base year	-12.1	-18.3	-12.7
	100% of electronic waste is properly managed (%)				100
Social					
	Employee engagement score exceeds 80% (%)				81.3
	Customer satisfaction score no less than 80% (%)				96
	Zero case on human rights violations				0
	Zero work-related injuries of employee	0	1	0	0
	Diversity of employees – Female : Male				56:44
	Permanent employees - Total				758
	Permanent employees - Female				422
	Permanent employees - Male				336
Governance					
	Zero complaints on business ethics violations				0
	Zero disputes of customer confidentiality, regulation				0
	100% of key business partners have been assessed for sustainability (%)				100
	Board of Directors - Total				12
	Board of Directors - Female				4
	Board of Directors - Male				8
	Independent directors				4/12, 33%
	Executive directors				2/12, 16.7%

Sources: SYNEX, FSSIA's compilation *there is a one-time adjustment on the calculation of GHG emission formulas to align with the Greenhouse Gas Management Organization

We saw more intention of ESG information disclosure, for example, 1) the company had readjusted its GHG emission to comply with the Greenhouse Gas Management Organization to verify its GHG emission and better improve its plan, which should see more progress in 2026, and 2) the company disclosed more information, such as employee diversity.

As aforementioned, although SYNEX is not a heavy energy usage company, it has implemented its electricity and water usage targets. The water usage rate remains below the baseline by 12.7% in 2024, compared with 2021 as a base year. The renewable energy from the solar roof accounted for 24% of total electricity usage.

In terms of concrete metrics for both environmental and governance, SYNEX can meet all targets, including zero human rights cases, zero work-related injuries, and zero complaints on business ethics violations.

Valuation

After transferring coverage, we maintain our BUY rating with a revised target price of THB14.5 (from THB15.0). Based on a P/E valuation, we peg SYNEX's 2025 target price to 17x 2025E P/E, equivalent to the average of domestic and global IT retailers and brands.

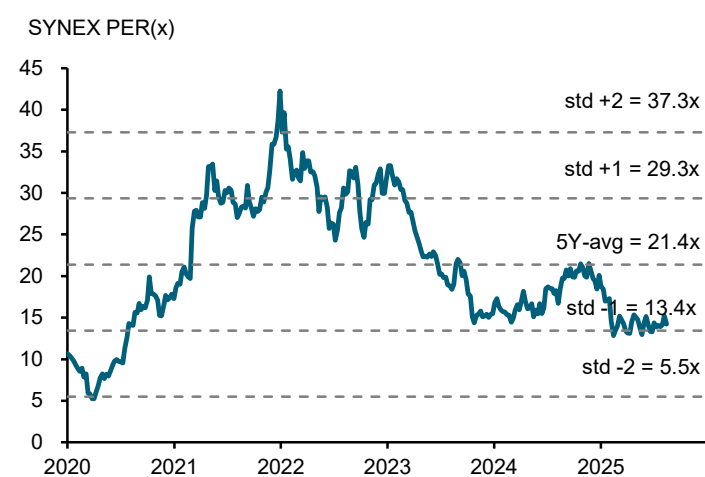
SYNEX's share price has gone down 24% YTD, while we expect its core profit for 2025 to grow impressively at 14% y-y. Therefore, we still reaffirm our BUY rating on SYNEX on the back of: 1) the strong earnings growth; 2) undemanding valuation with a P/E for 2025 of 14.0x or around -0.75 SD below its 5-year historical average; 3) PEG ratio at just 0.97x below 1.0; and 4) attractive dividend yield of 4.4-4.8% a year over 2025-27. With this report, we transfer coverage of SYNEX to Kampon Akaravarinchai.

Exhibit 103: Sector valuation comparison as of 1 Sep 2025

Company	BBG	Market Cap (USD m)	--- EPS Growth ---		----- PE -----		----- ROE -----		----- PBV -----		--- EV/ EBITDA ---	
			25E	26E	25E	26E	25E	26E	25E	26E	25E	26E
			(%)	(%)	(x)	(x)	(%)	(%)	(x)	(x)	(x)	(x)
Thailand												
Com7*	COM7 TB	1,841	21.0	9.4	15.1	13.8	41.2	37.3	5.7	4.7	11.1	10.4
Advice IT Infinite	ADVICE TB	307	14.0	11.6	15.2	13.6	14.2	14.9	2.1	2.0	18.2	17.2
Synnex Thailand*	SYNEX TB	107	18.6	11.9	12.5	11.2	27.5	28.4	3.3	2.9	7.1	6.1
Thailand average		2,256	17.9	11.0	14.3	12.9	27.6	26.9	3.7	3.2	12.1	11.2
Regional												
Apple	AAPL US	3,445,048	9.1	6.8	31.5	29.5	177.2	182.7	54.5	46.3	23.5	22.2
Best Buy	BBY US	15,564	0.3	0.8	11.8	11.0	44.0	44.5	5.0	5.1	5.9	5.8
Mobile World Investment	MWG VN	4,378	51.0	19.9	21.1	17.5	17.7	18.4	3.8	3.3	13.2	11.6
Erajaya Swasembada	ERAA IJ	423	(2.4)	25.0	5.9	5.1	13.0	13.6	0.7	0.7	6.3	5.5
Regional average		3,465,413	14.5	13.1	17.6	15.8	63.0	64.8	16.0	13.8	12.2	11.3
Total average		3,467,668	15.9	12.2	16.2	14.6	47.8	48.5	10.7	9.3	12.2	11.3

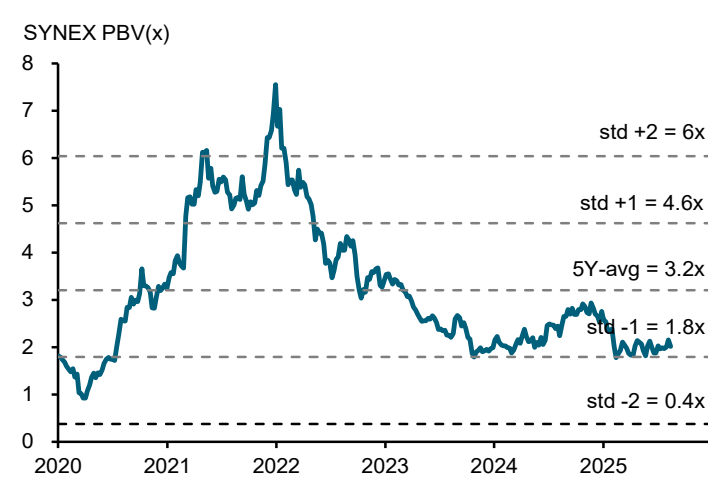
Sources: Bloomberg, FSSIA estimates*

Exhibit 104: Rolling one-year forward P/E band



Sources: Bloomberg, FSSIA estimate

Exhibit 105: Rolling one-year forward P/BV band



Sources: Bloomberg, FSSIA estimate

Risk to monitor

We identify three key risks that could impact SYNEX's medium- to long-term performance:

1) Intensifying competition in the smartphone market. Rising competition poses a risk if SYNEX's key brands under distribution receive a weaker market response. However, we believe this risk is mitigated by SYNEX's ability to secure new brands that address consumer demand, while its current portfolio of Apple, Samsung, Huawei, and Honor covers both mid-to-high and mid-to-low segments.

Another related risk is the sales capability of retail and wholesale partners amid intensifying competition. Nevertheless, SYNEX has sought to mitigate this by expanding its product portfolio and offering after-sales support through its nationwide service centers and the Trust by SYNEX program, which enhances end-user confidence.

2) Credit risk from customers. Given SYNEX's diverse customer base, including provincial retailers and wholesalers, there is inherently higher collection risk compared to modern trade retailers. Overdue AR has increased significantly since 4Q24, largely due to government project payments delayed since 4Q24 from its SI-customers. Management guided that these should be settled in 3Q-4Q25. The ECL charge of THB10m in 2Q25 is expected to be reversed in 3Q-4Q25 once payments are made by end-users (government agencies). While overdue balances have risen, excluding the aforementioned delay in SI clients, this trend is consistent with increasing sales in Apple, Smartphones, and project-based clients.

However, we will closely monitor the company's AR overdue and ECL developments in 2H25.

3) Execution risk in new businesses (Cloud services). SYNEX is still in the early stages of building its cloud services business, including team expansion and qualification with AWS. While we have a positive view of this new initiative, risks remain around higher personnel costs and intense competition for skilled talent in the cloud industry, which could delay profitability relative to market expectations. At this stage, we have not incorporated cloud revenues into our forecasts.

Exhibit 106: Overdue account receivable trend

Account receivable	2022 (THB m)	2023 (THB m)	3Q24 (THB m)	4Q24 (THB m)	1Q25 (THB m)	2Q25 (THB m)
Not yet due	4,783	5,076	6,113	5,123	5,359	5,704
Overdue						
< months	818	604	464	1,182	1,303	1,165
2-3 months	146	104	28	54	71	51
3 - 4 months	96	160	5	14	9	111
4 - 6 months	37	30	23	11	22	133
6 - 9 months	4	32	34	20	14	11
9 - 12 months	17	33	77	28	14	12
> 12 months	244	410	471	503	478	459
Total overdue	1,362	1,372	1,103	1,811	1,911	1,941

Sources: SYNEX, FSSIA's compilation

Financial Statements

Synnex (Thailand)

Profit and Loss (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Revenue	36,534	41,904	47,899	51,959	56,165
Cost of goods sold	(35,063)	(40,211)	(46,071)	(49,979)	(54,031)
Gross profit	1,470	1,692	1,828	1,980	2,134
Other operating income	85	87	81	86	90
Operating costs	(906)	(955)	(1,070)	(1,161)	(1,255)
Operating EBITDA	697	872	890	961	1,029
Depreciation	(48)	(48)	(50)	(56)	(60)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	648	824	839	905	969
Net financing costs	(65)	(68)	(100)	(152)	(150)
Associates	63	57	114	117	119
Recurring non-operating income	63	57	114	117	119
Non-recurring items	0	0	0	0	0
Profit before tax	646	813	853	869	938
Tax	(134)	(126)	(141)	(143)	(160)
Profit after tax	512	687	713	726	778
Minority interests	1	1	1	1	1
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	513	688	714	727	779
Non-recurring items & goodwill (net)	(80)	(117)	(62)	0	0
Recurring net profit	433	571	651	727	779
Per share (THB)					
Recurring EPS *	0.51	0.67	0.77	0.86	0.92
Reported EPS	0.61	0.81	0.84	0.86	0.92
DPS	0.62	0.36	0.50	0.51	0.55
Diluted shares (used to calculate per share data)	847	847	847	847	847
Growth					
Revenue (%)	(6.5)	14.7	14.3	8.5	8.1
Operating EBITDA (%)	(29.0)	25.2	2.0	8.0	7.1
Operating EBIT (%)	(30.7)	27.1	1.8	7.8	7.1
Recurring EPS (%)	(40.9)	32.0	14.0	11.6	7.2
Reported EPS (%)	(37.1)	34.1	3.7	1.8	7.2
Operating performance					
Gross margin inc. depreciation (%)	4.0	4.0	3.8	3.8	3.8
Gross margin exc. depreciation (%)	4.2	4.2	3.9	3.9	3.9
Operating EBITDA margin (%)	1.9	2.1	1.9	1.8	1.8
Operating EBIT margin (%)	1.8	2.0	1.8	1.7	1.7
Net margin (%)	1.2	1.4	1.4	1.4	1.4
Effective tax rate (%)	20.8	15.5	16.5	16.5	17.0
Dividend payout on recurring profit (%)	121.4	53.4	65.1	59.4	59.4
Interest cover (X)	11.0	12.9	9.6	6.7	7.2
Inventory days	37.9	34.3	30.6	29.8	29.8
Debtor days	58.9	54.2	50.0	49.2	49.3
Creditor days	26.3	20.2	20.2	24.7	25.2
Operating ROIC (%)	6.4	7.3	7.1	7.7	7.7
ROIC (%)	5.7	6.4	6.6	7.1	7.2
ROE (%)	10.6	13.4	14.2	14.9	15.0
ROA (%)	3.6	4.4	4.9	5.3	5.2

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2023	2024	2025E	2026E	2027E
Consumer	13,825	12,946	13,807	13,715	14,100
Communication	14,593	19,873	24,093	27,247	29,972
Commercial	8,191	8,930	9,823	10,805	11,886
Others	(163)	53	61	66	71

Sources: Synnex (Thailand); FSSIA estimates

Financial Statements

Synnex (Thailand)

Cash Flow (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Recurring net profit	433	571	651	727	779
Depreciation	48	48	50	56	60
Associates & minorities	(63)	(57)	(114)	(117)	(119)
Other non-cash items	(74)	(28)	170	166	160
Change in working capital	(519)	(1,275)	670	(668)	(786)
Cash flow from operations	(174)	(741)	1,428	164	94
Capex - maintenance	-	-	-	-	-
Capex - new investment	(44)	(21)	(75)	(46)	(50)
Net acquisitions & disposals	-	-	-	-	-
Other investments (net)	(214)	(212)	0	0	0
Cash flow from investing	(258)	(233)	(75)	(46)	(50)
Dividends paid	(523)	(298)	(424)	(432)	(463)
Equity finance	(1)	(1)	0	0	0
Debt finance	725	1,091	(985)	382	462
Other financing cash flows	(17)	66	6	5	4
Cash flow from financing	185	858	(1,403)	(45)	3
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	80	56	62	0	0
Movement in cash	(167)	(59)	12	74	48
Free cash flow to firm (FCFF)	(287.09)	(788.98)	1,514.83	270.96	194.52
Free cash flow to equity (FCFE)	356.90	239.72	436.18	505.67	510.57
Per share (THB)					
FCFF per share	(0.34)	(0.93)	1.79	0.32	0.23
FCFE per share	0.42	0.28	0.51	0.60	0.60
Recurring cash flow per share	0.41	0.63	0.89	0.98	1.04
Balance Sheet (THB m) Year Ending Dec	2023	2024	2025E	2026E	2027E
Tangible fixed assets (gross)	1,050	1,071	1,140	1,184	1,228
Less: Accumulated depreciation	(690)	(732)	(783)	(839)	(898)
Tangible fixed assets (net)	359	338	357	345	330
Intangible fixed assets (net)	37	32	37	39	44
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	1,328	1,383	1,383	1,383	1,383
Cash & equivalents	137	78	90	164	211
A/C receivable	6,548	7,744	8,250	8,991	9,722
Inventories	3,734	3,816	3,905	4,236	4,580
Other current assets	1,109	594	653	706	749
Current assets	11,528	12,233	12,899	14,097	15,262
Other assets	564	653	665	675	684
Total assets	13,817	14,639	15,342	16,540	17,703
Common equity	4,073	4,446	4,736	5,031	5,347
Minorities etc.	5	5	5	5	5
Total shareholders' equity	4,079	4,451	4,741	5,036	5,352
Long term debt	471	253	144	68	68
Other long-term liabilities	102	83	95	106	115
Long-term liabilities	573	336	239	174	183
A/C payable	2,880	2,301	3,625	4,082	4,414
Short term debt	5,820	7,129	6,253	6,711	7,173
Other current liabilities	466	422	483	537	582
Current liabilities	9,165	9,852	10,362	11,330	12,168
Total liabilities and shareholders' equity	13,817	14,639	15,342	16,540	17,703
Net working capital	8,045	9,432	8,700	9,314	10,055
Invested capital	10,334	11,838	11,143	11,757	12,496
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	4.81	5.25	5.59	5.94	6.31
Tangible book value per share	4.76	5.21	5.54	5.89	6.26
Financial strength					
Net debt/equity (%)	150.9	164.1	133.0	131.4	131.4
Net debt/total assets (%)	44.5	49.9	41.1	40.0	39.7
Current ratio (x)	1.3	1.2	1.2	1.2	1.3
CF interest cover (x)	7.2	4.8	6.1	4.6	4.7
Valuation	2023	2024	2025E	2026E	2027E
Recurring P/E (x) *	23.1	17.5	15.4	13.8	12.8
Recurring P/E @ target price (x) *	28.4	21.5	18.9	16.9	15.8
Reported P/E (x)	19.5	14.5	14.0	13.8	12.8
Dividend yield (%)	5.3	3.1	4.2	4.3	4.6
Price/book (x)	2.5	2.2	2.1	2.0	1.9
Price/tangible book (x)	2.5	2.3	2.1	2.0	1.9
EV/EBITDA (x) **	23.2	19.8	18.3	17.3	16.6
EV/EBITDA @ target price (x) **	26.5	22.5	20.9	19.7	18.8
EV/invested capital (x)	1.6	1.5	1.5	1.4	1.4
* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income					

Sources: Synnex (Thailand); FSSIA estimates

Synnex (Thailand) PCL (SYNEX TB)

FSSIA ESG rating

★ ★

Exhibit 107: FSSIA ESG score implication

33.31 /100

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 108: ESG – peer comparison

	FSSIA ESG score	Domestic ratings					Global ratings							Bloomberg	
		DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar	ESG 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
ADVANC	71.36	--	Y	AA	5.00	4.00	Certified	Medium	60.52	AA	42.00	70.49	78.00	3.68	62.76
FORTH	28.36	--	--	--	4.00	4.00	--	Low	--	--	--	27.86	15.00	--	--
ILINK	31.50	--	--	A	5.00	5.00	Certified	--	--	--	--	52.00	--	--	--
ITEL	32.67	--	--	A	5.00	5.00	Certified	--	--	--	--	36.19	--	2.10	42.59
SYNEX	33.31	--	Y	AA	5.00	4.00	--	--	--	--	--	32.47	--	3.50	52.89

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 109: ESG score by Bloomberg

FY ending Dec 31	FY 2021	FY 2022	FY 2023
ESG financial materiality scores - ESG score	—	3.53	3.50
BESG environmental pillar score	—	3.73	3.69
BESG social pillar score	—	2.55	2.48
BESG governance pillar score	4.06	4.41	4.46
ESG disclosure score	42.99	46.82	52.89
Environmental disclosure score	21.41	27.70	40.44
Social disclosure score	23.82	29.02	28.23
Governance disclosure score	83.59	83.59	89.86
Environmental			
Emissions reduction initiatives	Yes	Yes	Yes
Climate change policy	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No
Risks of climate change discussed	No	No	Yes
GHG scope 1	714	0	0
GHG scope 2 location-based	—	1	1
GHG Scope 3	—	0	0
Carbon per unit of production	—	—	—
Biodiversity policy	No	No	No
Energy efficiency policy	Yes	Yes	Yes
Total energy consumption	1	1	1
Renewable energy use	0	—	—
Electricity used	1	1	1
Fuel used - natural gas	—	0	0

Sources: Bloomberg; FSSIA's compilation

Exhibit 110: ESG score by Bloomberg (cont.)

FY ending Dec 31	FY 2021	FY 2022	FY 2023
Fuel used - crude oil/diesel	No	No	No
Waste reduction policy	Yes	Yes	Yes
Hazardous waste	0	0	—
Total waste	0	0	0
Waste recycled	—	—	—
Waste sent to landfills	—	—	—
Environmental supply chain management	No	No	Yes
Water policy	Yes	Yes	Yes
Water consumption	11	14	10
Social			
Human rights policy	Yes	Yes	Yes
Policy against child labor	No	No	Yes
Quality assurance and recall policy	Yes	Yes	Yes
Consumer data protection policy	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes
Gender pay gap breakout	No	No	No
Pct women in workforce	—	—	53
Pct disabled in workforce	—	1	1
Business ethics policy	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes
Lost time incident rate - employees	0	—	—
Total recordable incident rate - employees	—	0	0
Training policy	Yes	Yes	Yes
Fair remuneration policy	No	No	No
Number of employees – CSR	698	704	734
Employee turnover pct	—	—	—
Total hours spent by firm - employee training	17,450	14,784	9,925
Social supply chain management	No	No	Yes
Governance			
Board size	12	12	12
No. of independent directors (ID)	4	4	4
No. of women on board	4	4	4
No. of non-executive directors on board	9	10	10
Company conducts board evaluations	Yes	Yes	Yes
No. of board meetings for the year	4	4	4
Board meeting attendance pct	100	100	100
Board duration (years)	3	3	3
Director share ownership guidelines	No	No	No
Age of the youngest director	40	41	42
Age of the oldest director	71	72	72
No. of executives / company managers	13	11	11
No. of female executives	6	6	7
Executive share ownership guidelines	No	No	No
Size of audit committee	3	3	3
No. of ID on audit committee	3	3	3
Audit committee meetings	5	5	7
Audit meeting attendance %	100	100	100
Size of compensation committee	3	3	3
No. of ID on compensation committee	1	1	1
No. of compensation committee meetings	2	2	2
Compensation meeting attendance %	100	100	100
Size of nomination committee	3	3	3
No. of nomination committee meetings	2	2	2
Nomination meeting attendance %	100	100	100
Sustainability governance			
Verification type	No	No	Yes

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%). <i>(The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)</i>	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.																			
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. <i>(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)</i>	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.																			
Morningstar 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. <i>Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.</i>	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. <table><tr><th>NEGL</th><th>Low</th><th>Medium</th><th>High</th><th>Severe</th></tr><tr><td>0-10</td><td>10-20</td><td>20-30</td><td>30-40</td><td>40+</td></tr></table>	NEGL	Low	Medium	High	Severe	0-10	10-20	20-30	30-40	40+									
NEGL	Low	Medium	High	Severe																	
0-10	10-20	20-30	30-40	40+																	
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.																			
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. <table><tr><td>AAA</td><td>8.571-10.000</td><td rowspan="3">Leader:</td><td rowspan="3">leading its industry in managing the most significant ESG risks and opportunities</td></tr><tr><td>AA</td><td>7.143-8.570</td></tr><tr><td>A</td><td>5.714-7.142</td></tr><tr><td>BBB</td><td>4.286-5.713</td><td rowspan="3">Average:</td><td rowspan="3">a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers</td></tr><tr><td>BB</td><td>2.857-4.285</td></tr><tr><td>B</td><td>1.429-2.856</td></tr><tr><td>CCC</td><td>0.000-1.428</td><td>Laggard:</td><td>lagging its industry based on its high exposure and failure to manage significant ESG risks</td></tr></table>	AAA	8.571-10.000	Leader:	leading its industry in managing the most significant ESG risks and opportunities	AA	7.143-8.570	A	5.714-7.142	BBB	4.286-5.713	Average:	a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers	BB	2.857-4.285	B	1.429-2.856	CCC	0.000-1.428	Laggard:	lagging its industry based on its high exposure and failure to manage significant ESG risks
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. <i>(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)</i>																				
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.																				
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.																			
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.																			

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

Source: FSSIA's compilation

GENERAL DISCLAIMER

ANALYST(S) CERTIFICATION

Kampon Akaravarinchai FSS International Investment Advisory Securities Co., Ltd

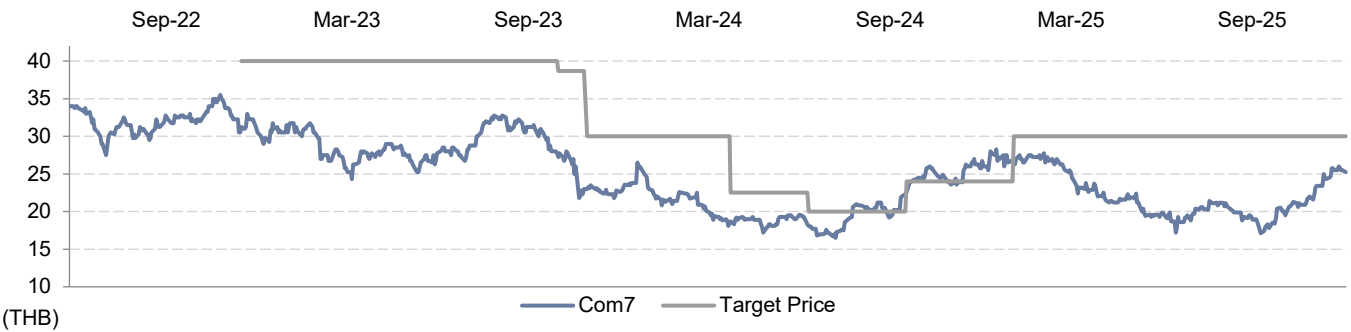
The individual(s) identified above certify(ies) that (i) all views expressed in this report accurately reflect the personal view of the analyst(s) with regard to any and all of the subject securities, companies or issuers mentioned in this report; and (ii) no part of the compensation of the analyst(s) 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. All rights are reserved.

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

Com7 (COM7 TB)



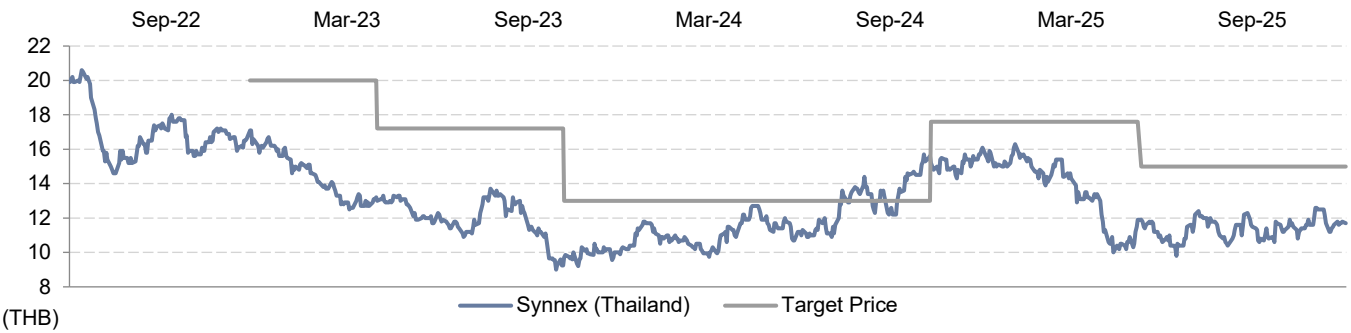
Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
26-Jan-2023	BUY	40.00	21-Mar-2024	BUY	22.50	19-Nov-2024	BUY	30.00
25-Oct-2023	BUY	38.70	27-May-2024	HOLD	20.00			
17-Nov-2023	BUY	30.00	19-Aug-2024	BUY	24.00			

Kampon Akaravarinchai started covering this stock from 26-Jan-2023

Price and TP are in local currency

Source: FSSIA estimates

Synnex (Thailand) (SYNEX TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
03-Feb-2023	BUY	20.00	01-Nov-2023	BUY	13.00	07-Mar-2025	BUY	15.00
25-May-2023	BUY	17.20	10-Sep-2024	BUY	17.60	01-Sep-2025	BUY	14.50

Kampon Akaravarinchai started covering this stock from 03-Feb-2023

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Com7	COM7 TB	THB 25.25	BUY	Risks to our P/E-based TP include 1) lower/higher domestic consumption and purchasing power, 2) store cannibalization/expansion, and 3) lower/higher-than-expected gross margin.
Synnex (Thailand)	SYNEX TB	THB 11.70	BUY	Downside risks to our P/E-based TP valuation method include 1) a slower-than-expected PC recovery, 2) a slower-than-expected smartphone replacement cycle, and 3) currency fluctuations.

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 01-Sep-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.