

**HOLD** (From: BUY)  
Change in Recommendation

**TP: Bt 89.00** (From: Bt 95.00)  
**Upside : 8.5%** **17 JANUARY 2022**

Small Cap Research

# KCE Electronics Pcl (KCE TB)

## Peaked expectations

Expectation for KCE's performance had been high on the delivery of new capacity to cater to overwhelming demand. But now, with the possible delay of its new plant and Omicron putting global auto demand at risk, we downgrade KCE to HOLD.



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### Downgrading to HOLD

KCE's share price is up by 583% from its 2020 low on the back of its strong earnings turnaround in 2020-21, the weakening baht and high expectations for growth in new capacity to cater to overwhelming demand. But we downgrade our rating on KCE to HOLD (from Buy) as we believe market expectations have peaked. **First**, we cut our earnings by 6/7% in 2022-23F to reflect a delay in the opening of its new plant from 4Q22 to 1Q23 and higher industry capacity. **Second**, we see a higher risk of a global economic slowdown, especially in developed markets and China, because of rising inflation and potentially rapid interest rate hikes cooling auto demand. **Third**, KCE is trading in our view at the height of expectations at 27x PE vs. its 22x historical average since 2014 while our new DCF-based 12-month TP (2022F base year) of Bt89.0 (from Bt95.0) implies limited potential upside.

### Maxed-out capacity this year

We recap on KCE's capacity expansions in Exhibit 1. One adjustment is a slight delay to its new factory's phase 1 capacity from 4Q22 to 1Q23. This means KCE will be running on its maxed-out capacity this year before new capacity is unlocked next year. This is actually not a serious negative factor in our view as KCE this year still has growth-driving factors of the full-year effect of its capacity hike in 2H21 and weak baht. It is more about market expectations that have already been running high. After our earnings cuts, we still project strong earnings growth of 58/53% in 2022-23F. Note that we also adjust down our 2021F number by 5% to reflect the risk from the new Omicron wave.

### Strong industry with increasing risk factors

Overall strong industry demand and tight supply remain positive for KCE, which has orders fully booked into mid-2022. However, we see two emerging risk factors for the sector. On the demand side, the Omicron wave and potentially rapid increases in interest rates could slow down global auto demand this year. Exhibit 9 shows monthly global auto demand momentum and this has yet to reflect expected interest rate hikes in the US from March 2022F. On the supply side, new chip and PCB capacities will likely materialize in a big way from late 2022F onward.

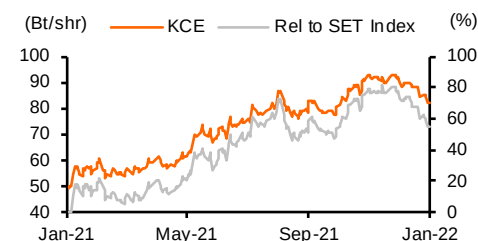
### Valuation already re-rated

We still see KCE as a company with very strong fundamentals and a decent earnings growth outlook. However, we see its valuation (27x PE vs. historical average of 22x) as already having been re-rated to reflect these growth prospects. The stock is also trading near our TP of Bt89.0.

### COMPANY VALUATION

| Y/E Dec (Bt m)    | 2020A  | 2021F  | 2022F  | 2023F  |
|-------------------|--------|--------|--------|--------|
| Sales             | 11,527 | 14,813 | 17,968 | 20,414 |
| Net profit        | 1,127  | 2,261  | 3,564  | 5,449  |
| Consensus NP      | —      | 2,428  | 3,382  | 4,369  |
| Diff frm cons (%) | —      | (6.9)  | 5.4    | 24.7   |
| Norm profit       | 1,018  | 2,261  | 3,564  | 5,449  |
| Prev. Norm profit | —      | 2,376  | 3,781  | 5,879  |
| Chg frm prev (%)  | —      | (4.8)  | (5.7)  | (7.3)  |
| Norm EPS (Bt)     | 0.9    | 1.9    | 3.0    | 4.6    |
| Norm EPS grw (%)  | 15.6   | 122.1  | 57.6   | 52.9   |
| Norm PE (x)       | 95.0   | 42.8   | 27.1   | 17.8   |
| EV/EBITDA (x)     | 45.8   | 27.6   | 19.1   | 13.2   |
| P/BV (x)          | 8.1    | 7.3    | 6.6    | 5.7    |
| Div yield (%)     | 0.5    | 1.6    | 2.6    | 3.9    |
| ROE (%)           | 8.6    | 17.9   | 25.4   | 34.2   |
| Net D/E (%)       | (0.0)  | 5.6    | 3.5    | (3.7)  |

### PRICE PERFORMANCE



### COMPANY INFORMATION

|                              |                       |
|------------------------------|-----------------------|
| Price: (Bt) as of 17-Jan-22  | 82.00                 |
| Market Cap (US\$ m)          | 2,925.9               |
| Listed Shares (m shares)     | 1,181.6               |
| Free Float (%)               | 58.0                  |
| Avg. Daily Turnover (US\$ m) | 38.3                  |
| 12M Price H/L (Bt)           | 93.00/49.50           |
| Sector                       | Electronics           |
| Major Shareholder            | Ongkosit Family 24.9% |

Sources: Bloomberg, Company data, Thanachart estimates

## Downgrading to HOLD

*We downgrade KCE to  
HOLD from Buy*

We downgrade our rating on shares of KCE Electronics Pcl (KCE) to HOLD (from Buy) with a lower DCF-based 12-month TP, using 2022F as a base year, of Bt89/share (from Bt95). The reasons behind the downgrade are discussed below:

*We expect the delay in its  
new plant's opening to  
miss market expectations*

- 1) **Delayed new capacity to miss expectations:** We recap that KCE earlier planned to commence the first phase of its new capacity by 4Q22 after it expected its two existing factories, despite having already debottlenecked them during 2021, to see their utilization reach a maximum this year. However, because the design process now looks likely to take longer than it had expected, KCE plans to delay the launch of the new plant to early 2023. This implies KCE will be running at full capacity from early this year before being able to increase capacity again early next year. See the capacity timeline in Exhibit 1.

**Ex 1: Capacity Timeline**

|                           | 2021F | 2022F | 2023F | 2024F |
|---------------------------|-------|-------|-------|-------|
| Year-end capacity growth  | 33%   | 0%    | 19%   | 16%   |
| Effective capacity growth | 18%   | 15%   | 16%   | 17%   |
| US\$ sales growth         | 25%   | 17%   | 18%   | 15%   |

Sources: Company data, Thanachart estimates

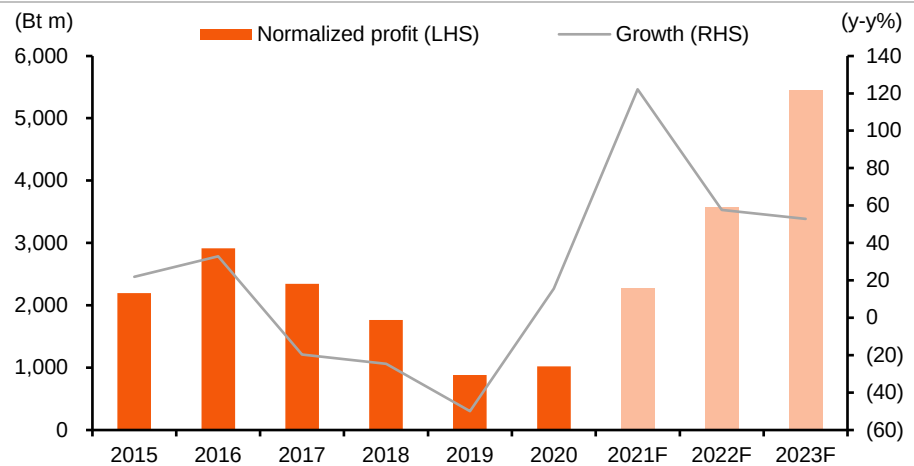
*Though earnings are  
strong...*

Actually, we do not view the capacity miss as a serious problem as we still expect KCE's earnings this year to be very strong. Though we cut our earnings estimates by 6/7% in 2021-23F, we still project KCE's EPS to grow by 58/53% in those years. The strong earnings growth is supported by the full-year impact of the extra debottlenecked capacity from its two existing facilities during 2H21, a recovery in global car sales, KCE's new orders, the weak baht against the US dollar and EBIT margin expanding from the operating leverage effect and a shift towards higher-margin new PCB products.

*...KCE's share price has  
run up to reflect this*

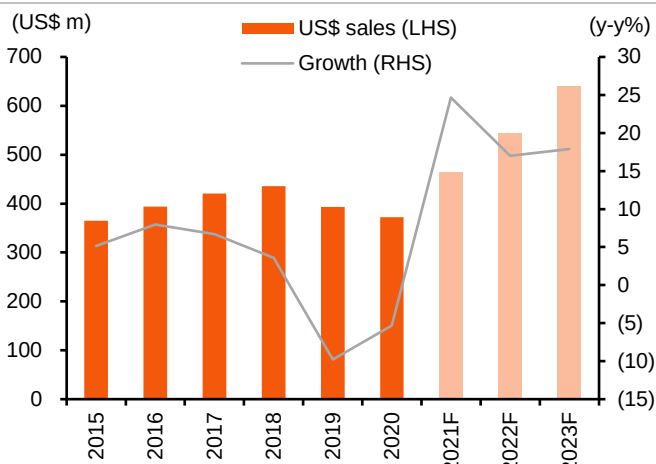
Our concern however lies mainly with the market's high expectations for KCE with any earnings downgrade momentum being negative for the share price. It is worth mentioning that KCE's share price jumped by 583% from the COVID-low in 2020 amid its strong earnings turnaround in 2020-21, the swift global car sales recovery, its market share gains, the weak baht trend and the expectation that KCE's extra capacity would be able to cater to very strong demand. KCE now trades at 27x PE vs. its 22x historical average since 2014.

### Ex 2: Still Strong Earnings Trend Led By....



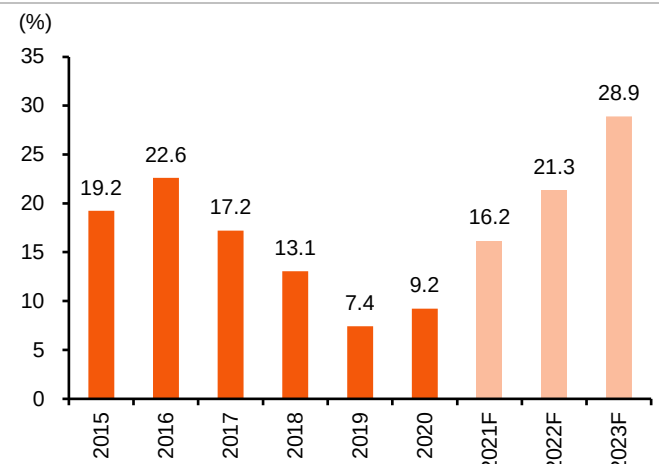
Sources: Company data, Thanachart estimates

### Ex 3: Sales Growth...



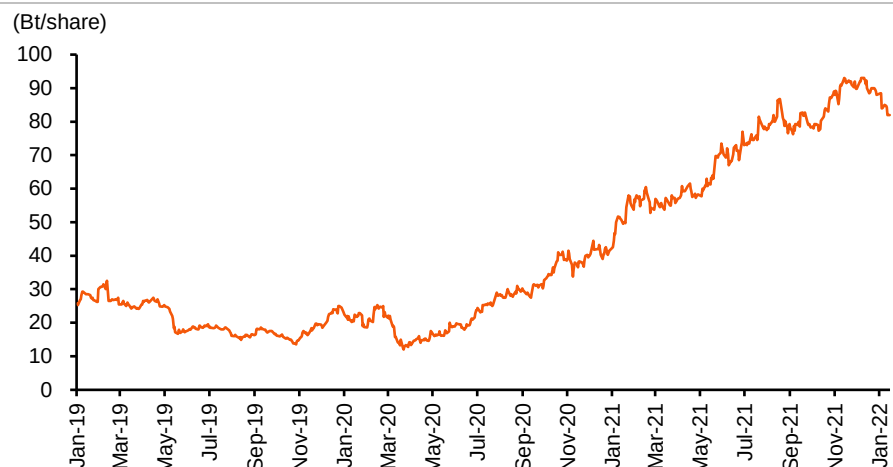
Sources: Company data, Thanachart estimates

### Ex 4: ...And Expanding EBIT Margin



Sources: Company data, Thanachart estimates

### Ex 5: Share Price Has Surged



Source: Bloomberg

**Ex 6: Our Key Assumptions**

|                                                     | 2019   | 2020   | 2021F | 2022F | 2023F |
|-----------------------------------------------------|--------|--------|-------|-------|-------|
| Year-end capacity (Million sq ft per month)         | 2.7    | 2.7    | 3.6   | 3.6   | 4.3   |
| Year-end capacity growth (%)                        | -      | -      | 33.3  | -     | 19.4  |
| Effective capacity growth (Million sq ft per month) | 2.7    | 2.7    | 3.1   | 3.6   | 4.2   |
| Effective capacity growth (%)                       | -      | -      | 18.0  | 15.3  | 16.2  |
| Global car sales growth (%)                         | (4.0)  | (15.0) | 3.0   | 10.6  | 10.0  |
| US\$ Sales growth (%)                               | (9.8)  | (5.3)  | 24.7  | 17.0  | 17.9  |
| Baht/US\$ assumption                                | 31.0   | 31.3   | 31.9  | 33.1  | 31.9  |
| Baht sales growth (%)                               | (13.5) | (4.7)  | 28.5  | 21.3  | 13.6  |
| HDI proportion (%)                                  | 11.0   | 16.0   | 20.0  | 26.0  | 32.0  |
| Gross margin (%)                                    | 20.3   | 21.8   | 28.6  | 32.9  | 39.1  |
| SG&A to sales (%)                                   | 12.9   | 12.6   | 12.4  | 11.6  | 10.1  |

Sources: Company data, Thanachart estimates

**Ex 7: Our Earnings Adjustments**

|                                 | 2019   | 2020   | 2021F  | 2022F  | 2023F  |
|---------------------------------|--------|--------|--------|--------|--------|
| <b>Sales (US\$ m)</b>           |        |        |        |        |        |
| New                             | 393    | 372    | 464    | 543    | 640    |
| Old                             |        |        | 472    | 560    | 670    |
| Change (%)                      |        |        | (1.7)  | (3.0)  | (4.5)  |
| <b>Bt/US\$</b>                  |        |        |        |        |        |
| New                             | 31.1   | 31.3   | 31.9   | 33.1   | 31.9   |
| Old                             |        |        | 31.6   | 31.8   | 31.0   |
| <b>Sales (Bt m)</b>             |        |        |        |        |        |
| New                             | 12,097 | 11,527 | 14,813 | 17,968 | 20,414 |
| Old                             |        |        | 14,921 | 17,798 | 20,775 |
| Change (%)                      |        |        | (0.7)  | 1.0    | (1.7)  |
| <b>Gross margin (%)</b>         |        |        |        |        |        |
| New                             | 20.3   | 21.8   | 28.6   | 32.9   | 39.1   |
| Old                             |        |        | 29.2   | 34.1   | 40.3   |
| Change (pp)                     |        |        | (0.6)  | (1.2)  | (1.3)  |
| <b>SG&amp;A/sales (%)</b>       |        |        |        |        |        |
| New                             | 12.9   | 12.6   | 12.4   | 11.6   | 10.1   |
| Old                             |        |        | 12.3   | 11.3   | 9.7    |
| Change (pp)                     |        |        | 0.1    | 0.3    | 0.4    |
| <b>Normalized profit (Bt m)</b> |        |        |        |        |        |
| New                             | 881    | 1,018  | 2,261  | 3,564  | 5,449  |
| Old                             |        |        | 2,376  | 3,781  | 5,879  |
| Change (%)                      |        |        | (4.8)  | (5.7)  | (7.3)  |

Sources: Company data, Thanachart estimates

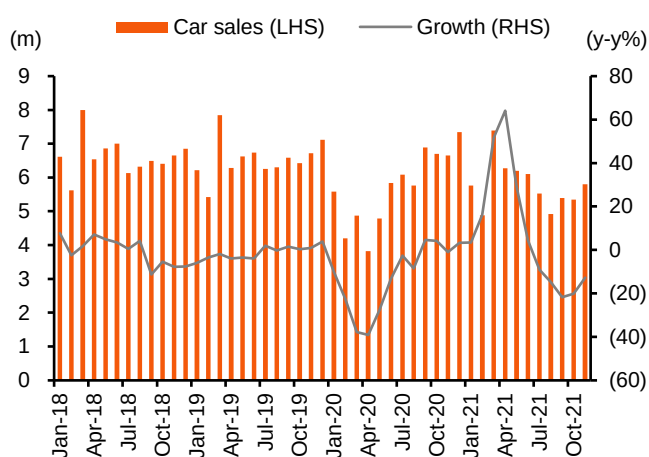
**Risks for global electronics industry on both the demand and supply sides**

- 2) **Strong capacity but increasing risk factors:** So far, KCE is continuing to enjoy robust industry demand and tight supply. However, we now see potential risks on both the demand and supply sides of the industry.

For demand, the new Omicron strain of the coronavirus and likely increasing interest rates are negative in terms of demand for cars. This comes on top of the slowdown in major economies such as China and the US from the latter part of 2021. Exhibit 9 shows falling monthly global car sales which have yet to reflect the impact from Omicron and the likely increase in interest rates. Note that KCE so far has yet to see any pullback in orders from its clients and its orders so far imply that the company will operate at full utilization into June this year, its longest historical lead time. That said, any softening in demand can cause car makers to destock their inventories after having stocked up car parts during 2021 despite weak global car sales due to the global chip shortage, expecting strong demand for cars post the shortage.

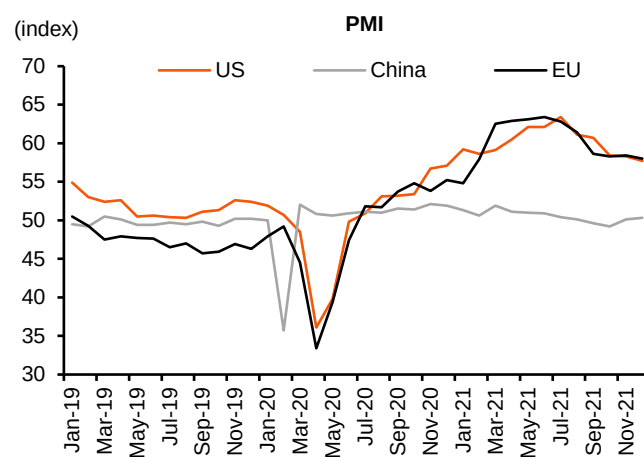
IHS, a leading independent research house, forecasts global car sales to recover by 10% this year after only 3% growth in 2021 (global chip shortage) and -15% in 2020 (COVID lockdown) amid the global chip shortage, in line with our expectation.

**Ex 8: Monthly Global Car Sales**



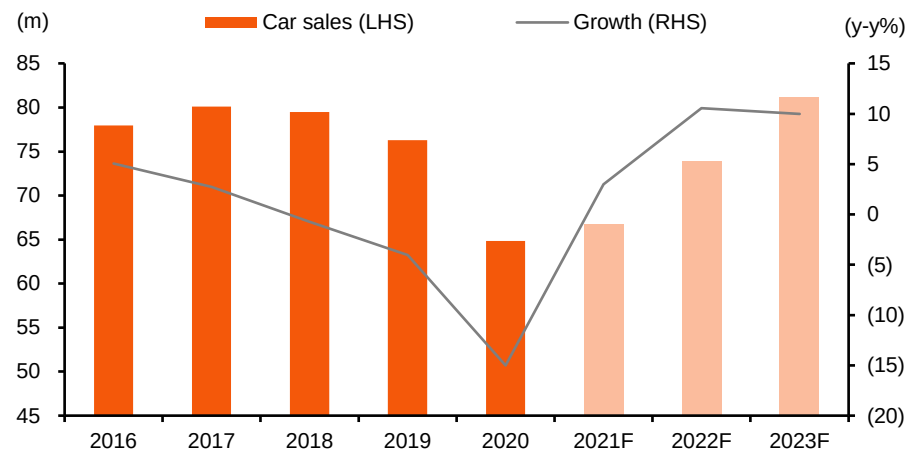
Source: Bloomberg

**Ex 9: Growth Slowdown In Major Markets**



Source: Bloomberg

Ex 10: Annual Global Car Sales Forecasts



Sources: IHS, Bloomberg, Thanachart compilation

For supply, significant new capacities from auto-related chip and PCB operators look set to come online from 2022 onward. So far, we actually don't regard this as a concern because the planned new supply is to support overwhelming demand. We recap that auto parts makers' expectation for strong demand is based not only on a strong recovery in global car sales but also the rising electronic parts content in cars. We discussed this in detail in *KCE – New capacity taken up, dated 25 October 2021*. However, in line with the potential risks we mentioned earlier, any shortfall to the expectations for strong demand would pose a risk of the industry having excess capacity.

Ex 11: 12-month DCF-based TP Calculation Using A Base Year of 2022F

| (Bt m)                             | 2022F   | 2023F | 2024F | 2025F  | 2026F  | 2027F  | 2028F  | 2029F  | 2030F  | 2031F  | 2032F  | Terminal Value |
|------------------------------------|---------|-------|-------|--------|--------|--------|--------|--------|--------|--------|--------|----------------|
| EBITDA                             | 5,084   | 7,252 | 8,864 | 10,407 | 11,909 | 13,024 | 14,056 | 15,115 | 16,114 | 16,950 | 17,804 | —              |
| Free cash flow                     | 2,414   | 4,448 | 5,948 | 8,433  | 9,741  | 10,959 | 11,928 | 12,863 | 13,755 | 14,603 | 14,685 | 163,492        |
| PV of free cash flow               | 2,407   | 3,666 | 4,447 | 5,723  | 5,868  | 5,966  | 5,866  | 5,716  | 5,523  | 5,298  | 4,583  | 51,019         |
| Risk-free rate (%)                 | 2.5     |       |       |        |        |        |        |        |        |        |        |                |
| Market risk premium (%)            | 8.0     |       |       |        |        |        |        |        |        |        |        |                |
| Beta                               | 1.1     |       |       |        |        |        |        |        |        |        |        |                |
| WACC (%)                           | 10.2    |       |       |        |        |        |        |        |        |        |        |                |
| Terminal growth (%)                | 2.0     |       |       |        |        |        |        |        |        |        |        |                |
| Enterprise value - add investments | 106,081 |       |       |        |        |        |        |        |        |        |        |                |
| Net debt (2021F)                   | 750     |       |       |        |        |        |        |        |        |        |        |                |
| Minority interest                  | 57      |       |       |        |        |        |        |        |        |        |        |                |
| Equity value                       | 105,274 |       |       |        |        |        |        |        |        |        |        |                |
| # of shares (m) *                  | 1,180   |       |       |        |        |        |        |        |        |        |        |                |
| Target price/share (Bt)            | 89      |       |       |        |        |        |        |        |        |        |        |                |

Sources: Company data, Thanachart estimates

Note: \* We assume full dilution impact from outstanding ESOP shares

## Valuation Comparison

### Ex 12: Valuation Comparison With Regional Peers

| Name                   | BBG code | Country  | EPS growth   |             | — PE —      |             | — P/BV —   |            | EV/EBITDA   |             | — Div. yield — |            |
|------------------------|----------|----------|--------------|-------------|-------------|-------------|------------|------------|-------------|-------------|----------------|------------|
|                        |          |          | 21F<br>(%)   | 22F<br>(%)  | 21F<br>(x)  | 22F<br>(x)  | 21F<br>(x) | 22F<br>(x) | 21F<br>(%)  | 22F<br>(%)  | 21F<br>(%)     | 22F<br>(%) |
| TTM Technologies Inc   | TTMI US  | USA      | 13.0         | 12.3        | 12.3        | 10.9        | 1.1        | 1.1        | 7.3         | 6.8         | na             | na         |
| Chin-Poon Industrial   | 2355 TT  | Taiwan   | 792.9        | 18.5        | 35.5        | 29.9        | 1.0        | 1.0        | 10.9        | 8.6         | 1.7            | 1.8        |
| Tripod Technology Corp | 3044 TT  | Taiwan   | (2.6)        | 10.0        | 11.1        | 10.1        | 1.7        | 1.6        | 5.9         | 5.1         | 5.8            | 6.6        |
| CMK Corp               | 6958 JP  | Japan    | na           | 118.4       | 23.7        | 10.9        | 0.8        | 0.7        | 7.9         | 5.4         | 0.9            | 1.8        |
| Meiko Electronics      | 6787 JP  | Japan    | 98.9         | 19.5        | 13.0        | 10.9        | 2.5        | 2.1        | 9.3         | 8.7         | 0.9            | 1.0        |
| Delta Electronics      | DELTA TB | Thailand | (10.1)       | 41.6        | 76.0        | 54.6        | 12.8       | 11.5       | 57.9        | 42.5        | 0.7            | 1.1        |
| SVI Pcl                | SVI TB   | Thailand | 48.5         | 1.6         | 17.2        | 16.9        | 3.8        | 3.4        | 13.6        | 12.8        | 1.7            | 2.0        |
| Hana Microelectronics  | HANA TB* | Thailand | 48.6         | 31.9        | 24.2        | 18.3        | 2.8        | 2.6        | 15.7        | 12.2        | 2.4            | 3.2        |
| KCE Electronics        | KCE TB*  | Thailand | 122.1        | 57.6        | 42.8        | 27.1        | 7.3        | 6.6        | 27.6        | 19.1        | 1.6            | 2.6        |
| <b>Average</b>         |          |          | <b>138.9</b> | <b>34.6</b> | <b>28.4</b> | <b>21.1</b> | <b>3.8</b> | <b>3.4</b> | <b>17.3</b> | <b>13.5</b> | <b>2.0</b>     | <b>2.5</b> |

Source: Bloomberg

Note: \*Thanachart estimates, using Thanachart normalized EPS

Based on 17-Jan-2022 closing prices

## COMPANY DESCRIPTION

KCE Electronics Public Company Limited (KCE) and its subsidiaries manufacture and export double-sided and multi-layer printed circuit boards (PCBs) under the KCE trademark. The company has five manufacturing bases: three PCB factories, one laminate factory and one chemical factory in four locations in Thailand. KCE is one of the leading global suppliers of PCBs to the automotive sector, and these account for more than 70% of its total sales.

Source: Thanachart

## COMPANY RATING



### Rating Scale

|                  |          |
|------------------|----------|
| <b>Excellent</b> | <b>5</b> |
| <b>Good</b>      | <b>4</b> |
| <b>Fair</b>      | <b>3</b> |
| <b>Weak</b>      | <b>2</b> |
| <b>Very Weak</b> | <b>1</b> |
| <b>None</b>      | <b>0</b> |

Source: Thanachart; \*CG Rating

## THANACHART'S SWOT ANALYSIS

### S — Strength

- Sustainable earnings from the automotive sector.
- Completed upstream to downstream business integration.
- Lowest-cost automotive PCB manufacturer.

### O — Opportunity

- Potential penetration of the Japanese market.
- Positive growth outlook in the automotive electronics industry.
- Expanding into other industries such as industrial and high-end consumer products.

### W — Weakness

- Capital-intensive business, particularly for machinery.
- Revenue still concentrated with a few large customers.

### T — Threat

- Unexpected external events (i.e. floods, political turmoil) could disrupt KCE's operations.
- Delay in construction of factories could significantly affect the time frames for the qualification process by customers.

## CONSENSUS COMPARISON

|                              | Consensus      | Thanachart     | Diff           |
|------------------------------|----------------|----------------|----------------|
| <b>Target price (Bt)</b>     | 104.87         | 89.00          | -15%           |
| <b>Net profit 21F (Bt m)</b> | 2,428          | 2,261          | -7%            |
| <b>Net profit 22F (Bt m)</b> | 3,382          | 3,564          | 5%             |
| <b>Consensus REC</b>         | <b>BUY: 14</b> | <b>HOLD: 0</b> | <b>SELL: 1</b> |

## HOW ARE WE DIFFERENT FROM THE STREET?

- Our TP is lower than the Bloomberg consensus number, which we attribute to us having a more conservative assumption for growth in global car sales.

Sources: Bloomberg consensus, Thanachart estimates

## RISKS TO OUR INVESTMENT CASE

- A slower-or-faster-than-expected turnaround in the global automotive market presents the key downside/upside risk to our projections and TP.
- A significant rise/fall in copper-related prices presents a secondary downside/upside risk to our estimates.
- Drastic currency fluctuations with a strong/weak Thai baht relative to the US\$ present another downside/upside risk to our numbers.

Source: Thanachart



## INCOME STATEMENT

| FY ending Dec (Bt m)              | 2019A        | 2020A        | 2021F        | 2022F        | 2023F        |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|
| Sales                             | 12,097       | 11,527       | 14,813       | 17,968       | 20,414       |
| Cost of sales                     | 9,644        | 9,015        | 10,582       | 12,051       | 12,442       |
| <b>Gross profit</b>               | <b>2,454</b> | <b>2,512</b> | <b>4,231</b> | <b>5,916</b> | <b>7,972</b> |
| % gross margin                    | 20.3%        | 21.8%        | 28.6%        | 32.9%        | 39.1%        |
| Selling & administration expenses | 1,555        | 1,449        | 1,836        | 2,081        | 2,071        |
| <b>Operating profit</b>           | <b>898</b>   | <b>1,063</b> | <b>2,396</b> | <b>3,836</b> | <b>5,901</b> |
| % operating margin                | 7.4%         | 9.2%         | 16.2%        | 21.3%        | 28.9%        |
| Depreciation & amortization       | 1,015        | 1,048        | 1,138        | 1,251        | 1,354        |
| <b>EBITDA</b>                     | <b>1,913</b> | <b>2,111</b> | <b>3,534</b> | <b>5,087</b> | <b>7,255</b> |
| % EBITDA margin                   | 15.8%        | 18.3%        | 23.9%        | 28.3%        | 35.5%        |
| Non-operating income              | 92           | 106          | 100          | 102          | 104          |
| Non-operating expenses            | 0            | 0            | 0            | 0            | 0            |
| Interest expense                  | (61)         | (57)         | (75)         | (100)        | (98)         |
| <b>Pre-tax profit</b>             | <b>929</b>   | <b>1,111</b> | <b>2,421</b> | <b>3,838</b> | <b>5,907</b> |
| Income tax                        | 52           | 87           | 165          | 279          | 463          |
| <b>After-tax profit</b>           | <b>877</b>   | <b>1,024</b> | <b>2,256</b> | <b>3,559</b> | <b>5,444</b> |
| % net margin                      | 7.2%         | 8.9%         | 15.2%        | 19.8%        | 26.7%        |
| Shares in affiliates' Earnings    | 19           | 10           | 10           | 11           | 11           |
| Minority interests                | (15)         | (16)         | (5)          | (6)          | (7)          |
| Extraordinary items               | 53           | 109          | 0            | 0            | 0            |
| <b>NET PROFIT</b>                 | <b>934</b>   | <b>1,127</b> | <b>2,261</b> | <b>3,564</b> | <b>5,449</b> |
| <b>Normalized profit</b>          | <b>881</b>   | <b>1,018</b> | <b>2,261</b> | <b>3,564</b> | <b>5,449</b> |
| EPS (Bt)                          | 0.8          | 1.0          | 1.9          | 3.0          | 4.6          |
| Normalized EPS (Bt)               | 0.7          | 0.9          | 1.9          | 3.0          | 4.6          |

With multiple supporting factors, we expect strong earnings growth...

## BALANCE SHEET

| FY ending Dec (Bt m)            | 2019A         | 2020A         | 2021F         | 2022F         | 2023F         |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>ASSETS:</b>                  |               |               |               |               |               |
| Current assets:                 | 6,719         | 8,185         | 9,711         | 11,357        | 12,352        |
| Cash & cash equivalent          | 957           | 2,347         | 2,500         | 3,000         | 3,200         |
| Account receivables             | 2,973         | 3,174         | 4,079         | 4,948         | 5,622         |
| Inventories                     | 2,701         | 2,594         | 3,044         | 3,302         | 3,409         |
| Others                          | 88            | 69            | 88            | 107           | 121           |
| Investments & loans             | 199           | 187           | 187           | 187           | 187           |
| Net fixed assets                | 8,839         | 8,107         | 9,011         | 9,472         | 9,833         |
| Other assets                    | 744           | 898           | 1,169         | 1,429         | 1,634         |
| <b>Total assets</b>             | <b>16,501</b> | <b>17,377</b> | <b>20,079</b> | <b>22,445</b> | <b>24,006</b> |
| <b>LIABILITIES:</b>             |               |               |               |               |               |
| Current liabilities:            | 3,651         | 4,216         | 5,176         | 5,795         | 5,252         |
| Account payables                | 2,293         | 2,458         | 2,885         | 3,286         | 3,392         |
| Bank overdraft & ST loans       | 1,067         | 1,283         | 1,777         | 1,922         | 1,400         |
| Current LT debt                 | 259           | 387           | 442           | 478           | 348           |
| Others current liabilities      | 33            | 88            | 72            | 109           | 112           |
| <b>Total LT debt</b>            | <b>724</b>    | <b>676</b>    | <b>1,031</b>  | <b>1,115</b>  | <b>812</b>    |
| Others LT liabilities           | 364           | 423           | 570           | 702           | 808           |
| <b>Total liabilities</b>        | <b>4,739</b>  | <b>5,315</b>  | <b>6,777</b>  | <b>7,612</b>  | <b>6,872</b>  |
| Minority interest               | 50            | 52            | 57            | 63            | 70            |
| Preferreds shares               | 0             | 0             | 0             | 0             | 0             |
| Paid-up capital                 | 586           | 589           | 590           | 590           | 590           |
| Share premium                   | 1,907         | 2,050         | 2,050         | 2,050         | 2,050         |
| Warrants                        | 0             | 0             | 0             | 0             | 0             |
| Surplus                         | (70)          | (64)          | (64)          | (64)          | (64)          |
| <b>Retained earnings</b>        | <b>9,290</b>  | <b>9,434</b>  | <b>10,668</b> | <b>12,193</b> | <b>14,487</b> |
| Shareholders' equity            | 11,712        | 12,010        | 13,244        | 14,770        | 17,064        |
| <b>Liabilities &amp; equity</b> | <b>16,501</b> | <b>17,377</b> | <b>20,079</b> | <b>22,445</b> | <b>24,006</b> |

Sources: Company data, Thanachart estimates

**CASH FLOW STATEMENT**

| <b>FY ending Dec (Bt m)</b>       | <b>2019A</b>   | <b>2020A</b> | <b>2021F</b>   | <b>2022F</b>   | <b>2023F</b>   |
|-----------------------------------|----------------|--------------|----------------|----------------|----------------|
| Earnings before tax               | 929            | 1,111        | 2,421          | 3,838          | 5,907          |
| Tax paid                          | (48)           | (32)         | (177)          | (241)          | (461)          |
| Depreciation & amortization       | 1,015          | 1,048        | 1,138          | 1,251          | 1,354          |
| Chg In working capital            | 288            | 70           | (927)          | (726)          | (674)          |
| Chg In other CA & CL / minorities | (42)           | 21           | (13)           | (8)            | (3)            |
| <b>Cash flow from operations</b>  | <b>2,142</b>   | <b>2,218</b> | <b>2,441</b>   | <b>4,114</b>   | <b>6,123</b>   |
| Capex                             | (453)          | (277)        | (2,000)        | (1,667)        | (1,667)        |
| Right of use                      | 0              | (13)         | (20)           | (20)           | (20)           |
| ST loans & investments            | 0              | 0            | 0              | 0              | 0              |
| LT loans & investments            | 6              | 12           | 0              | 0              | 0              |
| Adj for asset revaluation         | 0              | 0            | 0              | 0              | 0              |
| Chg In other assets & liabilities | (58)           | (125)        | (146)          | (153)          | (127)          |
| <b>Cash flow from investments</b> | <b>(505)</b>   | <b>(404)</b> | <b>(2,166)</b> | <b>(1,840)</b> | <b>(1,814)</b> |
| Debt financing                    | (889)          | 405          | 904            | 264            | (955)          |
| Capital increase                  | 0              | 146          | 1              | 0              | 0              |
| Dividends paid                    | (1,136)        | (952)        | (1,027)        | (2,039)        | (3,155)        |
| Warrants & other surplus          | (37)           | (24)         | 0              | 0              | 0              |
| <b>Cash flow from financing</b>   | <b>(2,062)</b> | <b>(424)</b> | <b>(122)</b>   | <b>(1,774)</b> | <b>(4,109)</b> |
| <b>Free cash flow</b>             | <b>1,689</b>   | <b>1,941</b> | <b>441</b>     | <b>2,447</b>   | <b>4,457</b>   |

**VALUATION**

| <b>FY ending Dec</b>                | <b>2019A</b> | <b>2020A</b> | <b>2021F</b> | <b>2022F</b> | <b>2023F</b> |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Normalized PE (x)                   | 109.8        | 95.0         | 42.8         | 27.1         | 17.8         |
| Normalized PE - at target price (x) | 119.2        | 103.1        | 46.4         | 29.5         | 19.3         |
| PE (x)                              | 103.5        | 85.9         | 42.8         | 27.1         | 17.8         |
| PE - at target price (x)            | 112.4        | 93.2         | 46.4         | 29.5         | 19.3         |
| EV/EBITDA (x)                       | 51.1         | 45.8         | 27.6         | 19.1         | 13.2         |
| EV/EBITDA - at target price (x)     | 55.5         | 49.7         | 29.9         | 20.7         | 14.4         |
| P/BV (x)                            | 8.3          | 8.1          | 7.3          | 6.6          | 5.7          |
| P/BV - at target price (x)          | 9.0          | 8.7          | 7.9          | 7.1          | 6.2          |
| P/CFO (x)                           | 45.2         | 43.6         | 39.6         | 23.5         | 15.8         |
| Price/sales (x)                     | 8.0          | 8.4          | 6.5          | 5.4          | 4.7          |
| Dividend yield (%)                  | 0.9          | 0.5          | 1.6          | 2.6          | 3.9          |
| FCF Yield (%)                       | 1.7          | 2.0          | 0.5          | 2.5          | 4.6          |
| <b>(Bt)</b>                         |              |              |              |              |              |
| Normalized EPS                      | 0.7          | 0.9          | 1.9          | 3.0          | 4.6          |
| EPS                                 | 0.8          | 1.0          | 1.9          | 3.0          | 4.6          |
| DPS                                 | 0.8          | 0.4          | 1.3          | 2.1          | 3.2          |
| BV/share                            | 9.9          | 10.2         | 11.2         | 12.5         | 14.5         |
| CFO/share                           | 1.8          | 1.9          | 2.1          | 3.5          | 5.2          |
| FCF/share                           | 1.4          | 1.6          | 0.4          | 2.1          | 3.8          |

Sources: Company data, Thanachart estimates

...but it looks priced in to us with KCE's 27x PE for 2022F

## FINANCIAL RATIOS

| FY ending Dec                    | 2019A  | 2020A  | 2021F  | 2022F  | 2023F  |
|----------------------------------|--------|--------|--------|--------|--------|
| <b>Growth Rate</b>               |        |        |        |        |        |
| Sales (%)                        | (13.5) | (4.7)  | 28.5   | 21.3   | 13.6   |
| Net profit (%)                   | (53.6) | 20.6   | 100.6  | 57.6   | 52.9   |
| EPS (%)                          | (53.6) | 20.6   | 100.6  | 57.6   | 52.9   |
| Normalized profit (%)            | (50.0) | 15.6   | 122.1  | 57.6   | 52.9   |
| Normalized EPS (%)               | (50.0) | 15.6   | 122.1  | 57.6   | 52.9   |
| Dividend payout ratio (%)        | 96.3   | 41.9   | 70.0   | 70.0   | 70.0   |
| <b>Operating performance</b>     |        |        |        |        |        |
| Gross margin (%)                 | 20.3   | 21.8   | 28.6   | 32.9   | 39.1   |
| Operating margin (%)             | 7.4    | 9.2    | 16.2   | 21.3   | 28.9   |
| EBITDA margin (%)                | 15.8   | 18.3   | 23.9   | 28.3   | 35.5   |
| Net margin (%)                   | 7.2    | 8.9    | 15.2   | 19.8   | 26.7   |
| D/E (incl. minor) (x)            | 0.2    | 0.2    | 0.2    | 0.2    | 0.1    |
| Net D/E (incl. minor) (x)        | 0.1    | (0.0)  | 0.1    | 0.0    | (0.0)  |
| Interest coverage - EBIT (x)     | 14.7   | 18.5   | 31.9   | 38.4   | 60.1   |
| Interest coverage - EBITDA (x)   | 31.3   | 36.7   | 47.0   | 50.9   | 73.9   |
| ROA - using norm profit (%)      | 5.1    | 6.0    | 12.1   | 16.8   | 23.5   |
| ROE - using norm profit (%)      | 7.4    | 8.6    | 17.9   | 25.4   | 34.2   |
| <b>DuPont</b>                    |        |        |        |        |        |
| ROE - using after tax profit (%) | 7.4    | 8.6    | 17.9   | 25.4   | 34.2   |
| - asset turnover (x)             | 0.7    | 0.7    | 0.8    | 0.8    | 0.9    |
| - operating margin (%)           | 8.2    | 10.1   | 16.8   | 21.9   | 29.4   |
| - leverage (x)                   | 1.5    | 1.4    | 1.5    | 1.5    | 1.5    |
| - interest burden (%)            | 93.8   | 95.1   | 97.0   | 97.5   | 98.4   |
| - tax burden (%)                 | 94.4   | 92.2   | 93.2   | 92.7   | 92.2   |
| WACC (%)                         | 10.2   | 10.2   | 10.2   | 10.2   | 10.2   |
| ROIC (%)                         | 6.2    | 7.7    | 18.6   | 25.4   | 35.6   |
| NOPAT (Bt m)                     | 848    | 980    | 2,232  | 3,557  | 5,439  |
| invested capital (Bt m)          | 12,805 | 12,009 | 13,995 | 15,285 | 16,424 |

Sources: Company data, Thanachart estimates

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