KCE ELECTRONICS
PUBLIC COMPANY LIMITED
Registration No. 0107535000354

72-72/1-3 Lat Krabang Industrial Estate
Soi Chalongkrung 31, Kwang Lumplatew
Lat Krabang, Bangkok 10520, Thailand.
Tel : (662) 326-0196-99 Fax : (662) 326-0300

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The Director and Manager
The Stock Exchange of Thailand

## Management Discussion and Analysis

### Key Concerns and Strategic Response – Q3 2026

1. **Q3 Operational Challenges, Order Backlog, and Q4 Outlook:** During the third quarter of 2026, the Company faced several unexpected operational challenges in addition to ongoing material shortages and rising production costs. Despite these constraints, demand for the Company's products increased from both existing and new customers, supported by the positive market growth trend. However, continued shortages of key raw materials constrained production capacity and slowed manufacturing output during the quarter, limiting the Company's ability to fully respond to the increased demand.

   Furthermore, severe flooding across several areas of Bangkok and Ayutthaya during the last week of September, particularly in the Lat Krabang area, further disrupted operations. Although the Company's factories were not directly affected by flooding, transportation difficulties prevented some employees from reaching the factories, resulting in additional production disruptions. The Company responded by adjusting employee work schedules and arranging overtime to maintain product quality, manage production output, and support planned deliveries, while also taking into consideration employee well-being.

   The flooding also affected Thai cargo operations, where manpower shortages at cargo terminals and disruptions to truck transportation and cargo loading resulted in shipment delays. These logistical constraints further affected the Company's ability to deliver finished goods according to the original schedule.

   As a result of the combined impact of material shortages, production constraints, and shipment delays toward the end of the quarter, the Company's order backlog increased to approximately US$11 million at the end of Q3 2026. Of this amount, approximately US$4 million represented finished goods (FG) for which shipment schedules had been rescheduled.

   Looking ahead to Q4 2026, the Company expects revenue to increase, supported by customer orders and booking demand, including the approximately US$4 million of finished goods rescheduled from Q3 for delivery in Q4. However, the realization of this revenue outlook will depend significantly on the Company's ability to secure sufficient raw materials to support production and fulfill delivery commitments. Material shortages therefore remain the key concern for the Q4 delivery plan.

The Company will continue to closely monitor material availability, optimize production planning, and coordinate with suppliers and customers to mitigate supply constraints, facilitate timely shipments, and support the fulfillment of outstanding orders.

2. Pricing Strategy to Address Rising Production Costs : During the third quarter of 2026, the Company continued to receive strong support from customers regarding pricing adjustments to reflect the ongoing increases in raw material costs. The global supply chain also continued to face material shortages, particularly in fiberglass, prepreg, and laminate, which materially affected the production process. As a result, the Company had to continuously adjust its production plans and switch production between products according to material availability to maintain operational continuity.

   Despite these supply chain challenges, customers accepted price adjustments to help offset the higher material costs. Consequently, product sales increased by 9.5% Q-o-Q and 13.6% Y-o-Y, with the growth primarily driven by higher selling prices following the implementation of these adjustments.

   The Company will continue to work closely with customers to address cost pressures and manage material supply constraints while maintaining long-term business relationships and supporting sustainable profitability.

## Information on Third Quarter of 2026 Operating Results

KCE Electronics PCL has the pleasure of reporting the operating results of the Company and its subsidiaries ("the Group") for the third quarter of 2026 based on reviewed consolidated financial statements for the three-month period ended September 30, 2026. The Group's revenue are total at Bt4,017.3 million with a net profit of Bt484.6 million, compared to Bt3,519.9 million total revenue and Bt297.4 million net profit in the third quarter of 2025. A summary of the Company's operating performance in the third quarter of 2026 and 2025 is shown in the following table:

Operating performance

| [Amount: in Million Baht] | 3Q26 | 2Q26 | *%Change* Q-o-Q [3Q26 VS. 2Q26] | 3Q25 | *%Change* Y-o-Y [3Q26 VS.3Q25] |
|---|---|---|---|---|---|
| FX: THB/USD | 33.0431 | 32.3786 | | 32.1587 | |
| FX: THB/EUR | 37.8099 | 37.4950 | | 37.3613 | |
| Total Revenue | 4,017.3 | 3,674.7 | *+9.32* | 3,519.9 | *+14.13* |
| Sales Revenue | 3,913.1 | 3,574.5 | *+9.47* | 3,443.9 | *+13.62* |
| [Sales Revenue, USD | $118.4 | $110.4 | *+7.26* | $107.1 | *+10.58]* |
| Cost of Sales | 3,041.6 | 2,898.6 | | 2,708.2 | |
| Gross margin, (%) | 22.3% | 18.9% | | 21.4% | |
| Selling & Administration | 427.0 | 449.9 | *-5.09* | 473.6 | *-9.84* |
| Operating profit * | 443.1 | 241.5 | *+83.45* | 291.8 | *+51.85* |
| Net Profit | 484.6 | 275.9 | *+75.64* | 297.4 | *+62.95* |
| Net Profit Margin (%) | *12.4%* | *7.7%* | | *8.6%* | |

Remark * Excludes foreign exchange rate effects and special exceptional items]

## Total Revenue

The total consolidated revenue of 3Q26 was reported at Bt4,017.3 million, increase 9.3% Q-o-Q and 14.1% Y-o-Y. The total revenue comprised of Bt3,913.1 million from product sales and Bt104.2 million from other income. Other income in 3Q26 increased Bt28.2 million from 3Q25, primarily due to foreign exchange gains arising from the depreciation of the Thai Baht against the U.S. dollar

## Sales Revenue

Consolidated product sales revenue for 3Q26 amounted to Bt3,913.1 million, representing increases of 9.5% quarter-on-quarter (Q-o-Q) and 13.6% year-on-year (Y-o-Y) in Thai Baht terms. In U.S. dollar terms, product sales revenue increased by 7.3% Q-o-Q and 10.6% Y-o-Y. The difference between the growth rates in Thai Baht and U.S. dollar terms was primarily attributable to foreign exchange movements. During the quarter, the depreciation of the Thai Baht against the U.S. dollar provided favorable support for the Company's export business and revenue translation. The estimated favorable FX impact, already reflected in reported revenue, amounted to approximately Bt49.2 million compared with 2Q26 and Bt67.5 million compared with 3Q25 (Table 1).

The increase in product sales revenue was primarily driven by selling price adjustments implemented to reflect continued increases in raw material costs. The Company worked closely with customers to review cost structures and explain the impact of rising material costs, resulting in broad acceptance of the revised selling prices. These adjustments played an important role in supporting revenue growth during the quarter, partially offsetting the impact of lower shipment volumes and operational challenges.

In terms of shipment volume, total PCB shipments in 3Q26 decreased by 2.3% Q-o-Q and 3.8% Y-o-Y. The decline was mainly attributable to HDI (special-grade) products, for which shipment volumes decreased by 11.8% Q-o-Q and 10.9% Y-o-Y. This was primarily due to product design changes initiated by customers to improve product reliability. During the transition, shipment volumes were temporarily affected while revised designs underwent sample development and testing before proceeding to mass production (Table 5).

From a regional perspective, shipment volume to Europe decreased by 9.3% Q-o-Q and 7.9% Y-o-Y, mainly reflecting lower shipment volumes of HDI (special-grade) products associated with the customer design changes described above. In contrast, sales to China increased by 15.0% Q-o-Q, primarily driven by increased product allocations from key European customers with manufacturing operations in China (Table 4).

At the end of 3Q26, the Company's order backlog increased to approximately US$11 million, higher than expected, partly reflecting shipments postponed beyond the quarter-end. This backlog included finished goods awaiting shipment. The delays were attributable to several operational challenges, including flooding-related disruptions to cargo operations, shortages of raw materials and production supplies, and delays in obtaining specialized spare parts required to restore machinery to normal operation. These factors affected the Company's ability to complete production and deliver certain orders within the originally scheduled timeframe.

Overall, product sales revenue in 3Q26 increased both Q-o-Q and Y-o-Y but remained below the Company's internal target. Unexpected operational challenges, material shortages, and shipment delays constrained the Company's ability to fulfill customer orders as planned. Nevertheless, selling price

adjustments played a key role in supporting revenue performance amid rising material costs and lower shipment volumes. The Company continues to work closely with customers and manage production and delivery schedules to address these challenges and support the fulfillment of outstanding orders in the coming quarter.

## Cost of Sales and Gross Profit

Cost of sales in 3Q26 continued to be affected by significant increases in raw material and manufacturing supply costs. The principal cost pressure remained the continued increase in copper prices, which are referenced to the London Metal Exchange (LME). The impact of higher copper prices was equivalent to approximately 1.37% of sales higher than in 2Q26 and 4.80% of sales higher than in 3Q25, reflecting the sustained upward trend in global copper prices. (Table 2)

In addition to higher copper prices, the shortage of key production materials, particularly laminate and prepreg, remained a significant challenge during the quarter. The shortage was largely attributable to the constrained supply of specialized fiberglass, as suppliers continued to prioritize production capacity for AI server applications amid rapidly growing market demand. This shift in supply allocation further restricted the availability of materials required for conventional PCB production. The imbalance between fiberglass demand and supply remains a critical concern heading into Q4, with continued implications for material availability, procurement costs, and production planning.

To mitigate these challenges and maintain production continuity, the Company continued to closely monitor supply chain conditions and secure material supplies in advance. Despite the substantial and continuing increases in material prices, the Company placed purchase orders to strengthen inventory levels of critical materials and support production requirements in line with customer delivery schedules. These measures were intended to reduce the risk of production interruptions arising from material shortages, although the availability and cost of certain materials remain challenging.

The impact of rising material costs was not yet fully reflected in cost of sales for 3Q26. Certain products delivered under consignment arrangements during the quarter had been manufactured in 2Q26, when material costs were lower. Consequently, the full effect of the higher material costs had not yet flowed through to the reported cost of sales. As higher-cost materials continue to be consumed in production, the Company anticipates that cost of sales in Q4 may increase further compared with Q3, placing continued pressure on production costs and margins.

Thai Laminate Manufacturer Co., Ltd. (TLM), the Group's laminate manufacturing subsidiary, was also affected by increases in raw material costs, particularly copper foil and fiberglass, and adjusted its selling prices accordingly. However, TLM continuously assesses the situation. As a result, the Group's internal supply capability continued to provide a partial cost advantage and helped moderate the overall impact of rising laminate and prepreg costs on PCB production during Q3.

In addition to material cost pressures, production efficiency during the quarter was affected by several operational challenges. The Company's average capacity utilization rate was approximately 61% in 3Q26,

reflecting increased sample product requests, material shortages, an unexpected machine breakdown compounded by delays in obtaining specialized spare parts, and flooding-related disruptions in September. These factors constrained production scheduling and the Company's ability to fully utilize available manufacturing capacity during the quarter.

Looking ahead, the continued shortage of fiberglass and the resulting constraints on laminate and prepreg supplies remain key risks for Q4. The Company will continue to strengthen material procurement planning, maintain appropriate inventory levels of critical supplies, and work closely with suppliers to secure materials for scheduled production. At the same time, selling price adjustments and ongoing efforts to improve manufacturing efficiency remain important measures to partially offset higher input costs. Nevertheless, the combined effects of rising material prices, supply constraints, and lower capacity utilization are expected to continue placing pressure on cost of sales in the coming quarter.

Gross profit increased both quarter-on-quarter (Q-o-Q) and year-on-year (Y-o-Y), with the gross profit margin improving to 22.3% in 3Q26 from 18.9% in 2Q26 and 21.4% in 3Q25. The improvement reflected the positive contribution from selling price adjustments and the Group's cost advantage from TLM's internal laminate supply capability, which helped partially offset rising raw material costs. In addition, the depreciation of the Thai Baht against the U.S. dollar contributed positively to reported revenue in Thai Baht.

## Selling, General and Administrative Expenses

Total selling, general and administrative expenses (SG&A) in 3Q26 amounted to Bt427.0 million, representing 10.9% of sales, compared with Bt449.9 million, or 12.6% of sales, in 2Q26, and Bt473.6 million, or 13.8% of sales, in 3Q25.

Selling expenses in 3Q26 amounted to Bt86.3 million, representing 2.2% of sales, decreased from Bt91.5 million, or 2.6% of sales, in 2Q26, and Bt88.3 million, or 2.6% of sales, in 3Q25. The decrease compared with the previous quarter was primarily attributable to lower freight, shipping, and packing expenses, in line with the decrease in shipment volumes during the quarter.

Administrative expenses totaled Bt340.7 million, representing 8.7% of sales, compared with Bt358.4 million, or 10.0% of sales, in 2Q26, and Bt385.3 million, or 11.2% of sales, in 3Q25. The decrease in administrative expenses compared with the previous quarter was mainly attributable to the adjustment of employee benefit expenses accrual related to headcounts reduction.

## Net Profit

The Group reported a consolidated net profit of Bt484.6 million in 3Q26, representing a significant improvement compared with both 2Q26 and 3Q25. The improvement in profitability was primarily driven by higher selling prices following price adjustments implemented to partially offset the substantial increases in raw material costs, particularly copper, laminate, and prepreg. These adjustments contributed to revenue growth despite lower PCB shipment volumes compared with both the previous quarter and the same period last year.

However, the Group continued to face cost pressures from rising raw material prices and supply constraints. The full impact of higher material costs had not yet been reflected in cost of sales, as certain products delivered under consignment arrangements in 3Q26 had been manufactured in the previous quarter using lower-cost materials. Furthermore, lower capacity utilization and operational disruptions during the quarter continued to affect production efficiency.

As a result, basic earnings per share (EPS) increased to Bt0.41 in 3Q26, compared with Bt0.23 in 2Q26 and Bt0.25 in 3Q25.

## Total Asset

Total assets as of September 30, 2026, amounted to Bt18,626.2 million, consisting of current assets Bt9,538.8 million and non-current assets Bt9,087.4 million that consisting of property plant and equipment-net of Bt7,100.5 million, intangible assets of Bt823.7 million, contract costs assets of Bt281.5 million, investment property of Bt147.2 million, goodwill of Bt502.1 million, investments in associates of Bt25.0 million, deferred tax assets of Bt104.3 million and other non-current assets of Bt103.1 million.

The Group's total assets increased by Bt696.6 million compared to 31 December 2025, primarily reflecting changes in working capital to support higher business activities during the period.

Trade and other receivables increased by Bt771.4 million, mainly in line with higher sales recorded toward the end of the quarter. The depreciation of the Thai Baht against the U.S. dollar also contributed to the increase in receivable balances when translated into Thai Baht.

Inventories increased by Bt853.1 million, primarily due to primarily due to significant increases in the prices of raw materials and production supplies, particularly laminate, prepreg, copper foil, and copper anode. In addition, finished goods inventories were higher at the end of the quarter, with approximately Bt130 million attributable to shipment delays caused by pending shipment confirmations from customers and disruptions in cargo operations.

Cash and cash equivalents decreased by Bt671.2 million, mainly reflecting increased working capital requirements, particularly for trade receivables and inventories, as well as the dividend payment made in September.

Property, plant and equipment, together with intangible assets, decreased by Bt217.7 million, primarily because depreciation and amortization expenses exceeded capital expenditures during the quarter.

Contract costs assets decreased by Bt35.1 million, reflecting the recognition of amounts associated with additional sales under customer contracts.

Overall, the changes in the Group's asset structure primarily reflected higher working capital requirements amid significant increases in material costs and adjustments to selling prices to partially offset the higher production costs.

## Total Liabilities

As of 30 September 2026, the Group’s total liabilities amounted to Bt5,822.6 million, an increase of Bt1,089.1 million from Bt4,733.5 million as of 31 December 2025. The increase primarily reflected changes in working capital associated with higher business activities during the period.

Trade and other current payables increased by Bt898.9 million, mainly due to significant increases in the prices of raw materials and production supplies. Higher material costs continued to put pressure on production costs and payable balances during Q3 2026 and are expected to remain a key challenge in Q4 2026. In response, the Company has implemented selling price adjustments to partially offset the impact of rising material costs.

Short-term borrowings and long-term loans increased by Bt190.7 million, primarily to support investments in new machinery for various product lines. A significant portion of the investment was allocated to expanding production capacity for High-Density Interconnect (HDI) products. Other investments included quality assurance equipment, such as testing machines, to meet the specific requirements of high-end customers, particularly in the non-automotive segment. These investments strengthen the Company's quality inspection capabilities to align with customers' stringent quality standards and support the requirements of increasingly advanced technology products.

Overall, the changes in liabilities were consistent with the Group's working capital requirements and investment activities to support business operations and future growth. The Group continued to maintain a prudent financial management approach and an appropriate capital structure to support its ongoing operations and strategic investments.

As of 30 September 2026, for the Group's net interest-bearing debt-to-equity ratio remained low at 0.13 times, compared with 0.11 times as of 31 December 2025. This modest increase reflects the Group's continued use of debt to support its business and investment requirements while maintaining a disciplined capital structure and financial flexibility for ongoing operations and future business expansion.

## Shareholders' Equity

Total shareholders' equity as of September 30, 2026, according to the KCE consolidated financial statement amounted to Bt12,803.7 million, decreased Bt392.5 million from December 31, 2025 due mainly to operating profit of the period amounted Bt1,049.7 million, net with dividend payment of Bt1,442.2 million.

## Analysis of performance

**Table 1:** Foreign currency exchange rates and sales in foreign currency (Unit : Million)

| | 3Q 2026 | | 2Q 2026 | | Q-o-Q Effect | | 3Q 2025 | | Y-o-Y Effect | |
|---|---|---|---|---|---|---|---|---|---|---|
| Currency | Rates | Sales | Rates | Sales | % | Gain (Loss) | Rates | Sales | % | Gain (Loss) |
| **USD** | 33.0431 | $66.87 | 32.3786 | $61.59 | 2.1 | 44.43 | 32.1587 | $63.50 | 2.8 | 59.14 |
| **EUR** | 37.8099 | €11.03 | 37.4950 | €13.94 | 0.8 | 3.47 | 37.3613 | €11.47 | 1.2 | 4.95 |
| **JPY** | 0.2046 | ¥0.23 | 0.2006 | ¥0.20 | 2.0 | 0.00 | 0.2160 | ¥0.05 | (5.3) | 0.00 |
| **CNY** | 4.8871 | ¥7.88 | 4.7268 | ¥10.54 | 3.4 | 1.26 | 4.4565 | ¥23.63 | 9.7 | 3.40 |
| Total effect | | | | | **M Baht** | 49.16 | | | **M Baht** | 67.49 |

**Table 2:** Raw material prices and purchased volume

| Key Material | | 3Q 2026 | | 2Q 2026 | | Q-o-Q Effect | | 3Q 2025 | | Y-o-Y Effect | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Unit price | Volume | Unit price | Volume | % | '000 US$ | Unit price | Volume | % | '000 US$ |
| Copper Foil (KCE) | KG. | $17.61 | 524,846 | $16.67 | 478,064 | 5.61 | 491.28 | $12.98 | 415,126 | 35.62 | 2,427.32 |
| Copper Foil (TLM) | KG. | $17.54 | 744,639 | $16.27 | 444,887 | 7.77 | 941.95 | $12.63 | 659,125 | 38.84 | 3,653.03 |
| Copper Anode | KG. | $14.20 | 350,300 | $12.83 | 443,000 | 10.72 | 481.50 | $10.45 | 533,600 | 35.92 | 1,314.76 |
| Fiber glass | METRE | $0.95 | 3,393,817 | $0.74 | 3,455,419 | 27.84 | 698.81 | $0.50 | 3,157,266 | 87.64 | 1,498.91 |
| | | | | | | Total US$ | 2,613.54 | | | Total US$ | 8,894.02 |

The effect from copper usage on product sales price increase about 1.37 % and 4.80 % to sales Q-o-Q and Y-o-Y respectively

**Table 3:** Consignment Sales

(Amount: in Million Baht)

| | 3Q 2026 | | | 3Q 2025 | | |
|---|---|---|---|---|---|---|
| | Stock Filling | Usage | Unrealized revenue (Higher Usage) | Stock Filling | Usage | Unrealized revenue (Higher Usage) |
| July | 263.1 | 204.7 | 58.4 | 331.1 | 298.2 | 32.9 |
| August | 290.4 | 247.5 | 42.9 | 274.7 | 304.6 | (29.9) |
| September | 330.2 | 284.0 | 46.2 | 255.4 | 322.7 | (67.3) |
| Total 3Q | 883.7 | 736.2 | 147.5 | 861.2 | 925.5 | (64.3) |

**Table 4:** Sales and volume shipment, by Region (PCB Sales @ Factory price)

| | | | | | | | | %Increase/(Decrease) | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Y-o-Y | Q-o-Q |
| **Region** | | 3Q25 | 4Q25 | Y2025 | 1Q26 | 2Q26 | 3Q26 | 3Q26 / 3Q25 | 3Q26 / 2Q26 |
| EUROPE | SALES-USD | 43,940,215 | 33,507,778 | 160,605,997 | 40,795,391 | 43,363,823 | 41,927,821 | (4.58) | (3.31) |
| | VOLUME-SQFT | 2,870,147 | 2,263,897 | 10,981,448 | 2,747,873 | 2,917,183 | 2,644,782 | (7.85) | (9.34) |
| AMERICA | SALES-USD | 20,078,988 | 18,700,271 | 76,440,246 | 21,619,944 | 20,634,777 | 23,916,627 | 19.11 | 15.90 |
| | VOLUME-SQFT | 1,610,006 | 1,451,214 | 6,157,128 | 1,746,408 | 1,612,466 | 1,639,221 | 1.81 | 1.66 |
| ASIA | SALES-USD | 4,409,701 | 3,777,948 | 16,944,066 | 3,795,059 | 4,502,208 | 5,071,382 | 15.01 | 12.64 |
| (Excl.CHINA) | VOLUME-SQFT | 342,243 | 299,422 | 1,319,134 | 322,197 | 359,295 | 375,408 | 9.69 | 4.48 |
| CHINA | SALES-USD | 7,267,254 | 6,666,760 | 29,346,527 | 5,293,372 | 5,340,811 | 7,013,421 | (3.49) | 31.32 |
| | VOLUME-SQFT | 598,593 | 543,654 | 2,436,873 | 437,829 | 410,449 | 472,494 | (21.07) | 15.12 |
| LOCAL | SALES-USD | 11,877,478 | 11,049,615 | 43,877,437 | 11,589,343 | 11,966,452 | 14,039,997 | 18.21 | 17.33 |
| | VOLUME-SQFT | 1,079,389 | 1,003,763 | 4,008,174 | 1,014,714 | 1,099,280 | 1,119,162 | 3.68 | 1.81 |
| TOTAL-USD | | 87,573,636 | 73,702,372 | 327,214,273 | 83,093,109 | 85,808,072 | 91,969,247 | 5.02 | 7.18 |
| TOTAL-SQFT | | 6,500,377 | 5,561,950 | 24,902,758 | 6,269,021 | 6,398,674 | 6,251,067 | (3.84) | (2.31) |

**Table 5:** Sales and volume shipment, by Product mix (PCB Sales @ Factory price)

| | | | | | | | | %Increase /(Decrease) | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Y-o-Y | Q-o-Q |
| Product-Mix | | 3Q25 | 4Q25 | Y2025 | 1Q26 | 2Q26 | 3Q26 | 3Q26 / 3Q25 | 3Q26 / 2Q26 |
| 02 Layer | SALES-US$ | 8,655,828 | 7,150,912 | 31,939,825 | 7,370,344 | 7,148,735 | 8,386,050 | (3.12) | 17.31 |
| | VOLUME-SQFT | 931,601 | 777,189 | 3,486,509 | 793,539 | 774,117 | 773,565 | (16.96) | (0.07) |
| 04 Layer | SALES-US$ | 30,815,633 | 27,977,251 | 121,726,110 | 30,773,783 | 32,212,122 | 36,946,076 | 19.89 | 14.70 |
| | VOLUME-SQFT | 2,726,241 | 2,467,503 | 10,848,378 | 2,732,679 | 2,858,957 | 2,973,897 | 9.08 | 4.02 |
| 06 + Layer | SALES-US$ | 21,306,482 | 16,688,553 | 79,188,942 | 19,612,412 | 19,733,298 | 20,546,792 | (3.57) | 4.12 |
| | VOLUME-SQFT | 1,397,342 | 1,082,325 | 5,232,851 | 1,346,197 | 1,306,414 | 1,215,859 | (12.99) | (6.93) |
| Special Grade | SALES-US$ | 26,795,694 | 21,885,656 | 94,359,396 | 25,336,571 | 26,713,916 | 26,090,329 | (2.63) | (2.33) |
| | VOLUME-SQFT | 1,445,193 | 1,234,932 | 5,335,020 | 1,396,605 | 1,459,186 | 1,287,745 | (10.89) | (11.75) |
| TOTAL-USD | | 87,573,636 | 73,702,372 | 327,214,273 | 83,093,109 | 85,808,072 | 91,969,247 | 5.02 | 7.18 |
| TOTAL-SQFT | | 6,500,377 | 5,561,950 | 24,902,758 | 6,269,021 | 6,398,674 | 6,251,067 | (3.84) | (2.31) |

**Table 6:** KCE - Production Capacity

Maximum Capacity:

1Q 2026 – 4Q 2026 2.10 million Sq.ft./month for Lat Krabang Plant

1Q 2026 – 4Q 2026 1.50 million Sq.ft./month for HiTech Ayutthaya Plant

| | |
|---|---|
| Actual Capacity Utilization in 3Q 2026 | **61%** to available capacity |

**Table 7:** Capital Expenditure

**CAPEX Plan - Y2026** **Bt 885 million** (exclude New Factory)

Consisted of Bt 495 million /Efficiency Improvement of Lat Krabang Plant
Bt 322 million /Efficiency Improvement of HiTech Plant
Bt 68 million /Efficiency Improvement of Thai Laminate

Actual investment in 9 Months 2026 Bt 537.7 million

Forwarded for your information.

Sincerely yours,

(Mrs. Voraluksana Ongkosit)
Executive Vice Chairperson

บริษัท เคอีอี อิเลคโทรนิคส์ จำกัด (มหาชน)
KCE ELECTRONICS PUBLIC COMPANY LIMITED