



SYMPHONY

SYMPHONY Communication Public Company Limited

Management Discussion and Analysis

For the Earnings Result of Q2/2025,
ending 30 June 2025

8 August 2025

Executive Summary in Q2/2025

Symphony Communication Public Company Limited (“the Company”) reported its operating results for the second quarter of 2025, ended 30 June 2025, reflecting resilient growth and continued strategic investment. For the three-month period (Q2/2025), the Company recorded total revenue of THB 533.9 million, representing a 3.5% YoY increase compared to Q2/2024, and a 0.1% QoQ increase from Q1/2025. Net profit after tax stood at THB 40.1 million, reflecting a 20.4% QoQ decline and a 41.8% YoY decrease, primarily due to rising operational costs and one-time expenses incurred during the quarter.

For the six-month period (H1/2025), total revenue reached THB 1,066.7 million, up 2.3% YoY, driven mainly by increased demand for domestic connectivity services. Despite higher operational expenses and continued infrastructure investments, EBITDA amounted to THB 378.3 million, a 4.4% YoY decline. The EBITDA margin slightly decreased to 35.5%, compared to 38.0% in H1/2024, as cost increases—some of which were one-off in Q2—outpaced revenue growth. Net profit for H1/2025 declined 32% YoY.

During Q2/2025, Symphony demonstrated resilience and adaptability in a competitive landscape, supported by ongoing digital transformation initiatives across industries. The company continued to invest in infrastructure and service innovation to meet evolving customer needs and ensure long-term sustainable growth.

Economic and Industry Outlook

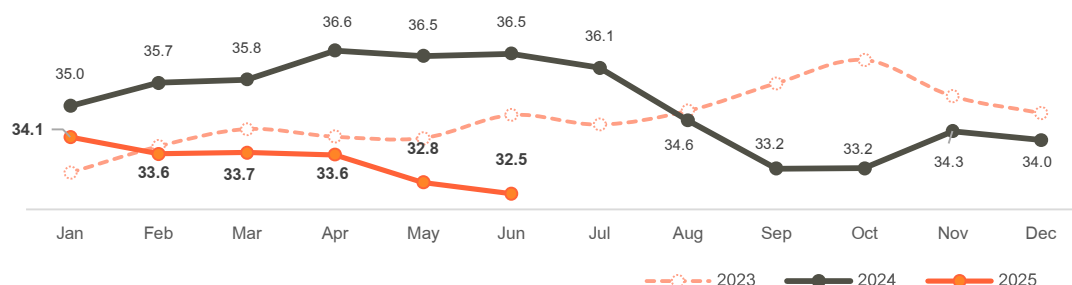
Thailand’s economic performance in Q2/2025 showed a mixed but generally decelerating momentum¹. While exports remained a vital growth driver, other components of the economy encountered significant headwinds. Export value reached a record high in May, with double-digit growth during the first five months of the year. This surge was largely attributed to front-loaded shipments to the United States (+27.2%), ahead of anticipated tariff adjustments. However, this export strength was offset by a sharp contraction in the tourism sector, which experienced a year-on-year decline in both revenue and international arrivals—primarily due to a significant drop in Chinese tourist numbers. Private consumption also showed signs of weakening, with only modest growth. Spending on services and non-durable goods was particularly subdued, reflecting cautious consumer sentiment.

The slowdown was further exacerbated by structural challenges in the manufacturing sector and intensifying competition. Unlike the first quarter, government spending provided less economic support. Fiscal disbursements during the April–June period declined sharply, with current expenditures contracting by 27.5% YoY and capital expenditures by 28.1%

¹ <https://www.bot.or.th/en/news-and-media/news/news-20250430.html>

YoY. This combination of a weakened tourism industry and reduced fiscal stimulus contributed to softer overall economic conditions in the second quarter.

Exchange rate (THB/USD) ¹



The Company currently faces no direct impact from U.S. tariffs, as its suppliers and customers are primarily located outside the U.S. However, it is closely monitoring broader economic implications, including shifts in regional investment sentiment, supply chain dynamics, and technology imports. The company remains agile in adapting to evolving trade policies and continues to prioritize operational efficiency and service quality to mitigate potential macroeconomic headwinds. Management also notes that Thai government officials are in discussions with U.S. counterparts to explore possible tariff exemptions.

Thailand’s Digital Economy Outlook 2025 is expected to grow by approximately 6.2–7.3%², underpinned by the sustained expansion of e-commerce and digital payments. This positive momentum is further driven by the rapid development of digital infrastructure, with AI-ready data center capacity projected to quadruple compared to current levels. Government incentives for data center investment alongside robust policies encouraging clean energy adoption—continue to reinforce sector growth, even as the broader economy contends with weak domestic demand and persistent structural industry challenges.

¹ https://app.bot.or.th/BTWS_STAT/statistics/BOTWEBSTAT.aspx?reportID=123&language=TH

² Ministry of Digital Economy and Society of Thailand (<https://shorturl.asia/IXalU>)

Financial Performance

Profit and Loss Statement

(Unit: Million Baht)	3-month					6-month		
	Q2/2024	Q1/2025	Q2/2025	% QoQ	% YoY	1H/2024	1H/2025	% YoY
Operating revenue	511.2	530.2	532.2	0.4%	4.1%	1,018.0	1,062.5	4.4%
Other income	4.6	3.1	1.6	-47.9%	-64.6%	24.8	4.2	-83.0%
Total revenue	515.7	533.4	533.9	0.1%	3.5%	1,042.8	1,066.7	2.3%
Cost of services and sales (excl. D&A)	235.7	239.3	240.0	0.3%	1.9%	463.1	479.3	3.5%
Depreciation & Amortization (D&A)	94.4	108.7	111.6	2.7%	18.2%	194.2	220.3	13.4%
Total cost of services and sales	330.1	348.0	351.7	1.1%	6.5%	657.3	699.6	6.4%
Gross profit	181.1	182.3	180.6	-0.9%	-0.3%	360.7	362.9	0.6%
Selling and administrative expenses (excl. D&A)	87.5	98.0	111.6	13.8%	27.5%	183.9	209.1	13.7%
Depreciation & Amortization (D&A)	13.7	13.6	14.8	8.7%	7.9%	26.8	28.4	6.0%
Total service & administrative expenses	101.2	111.6	126.4	13.2%	24.8%	210.7	237.5	12.8%
Operating profit (loss) (EBIT)	84.4	73.8	55.8	-24.3%	-33.8%	174.9	129.6	-25.9%
Finance costs	7.8	7.3	7.8	7.8%	0.7%	15.7	15.1	-4.1%
Tax expense	7.8	16.1	7.9	-50.9%	1.4%	26.1	24.0	-7.9%
Net profit for the period	68.8	50.4	40.1	-20.4%	-41.8%	133.1	90.5	-32.0%
<i>Net profit (loss) margin</i>	<i>13.3%</i>	<i>9.4%</i>	<i>7.5%</i>			<i>12.8%</i>	<i>8.5%</i>	
One-off adjustment after tax	-9.6	0.0	0.0	0.0%	-100.0%	-9.6	0.0	-100.0%
Normalized net profit (loss) for the period	59.2	50.4	40.1	-20.4%	-32.3%	123.5	90.5	-26.7%
<i>Normalized net profit (loss) margin</i>	<i>11.7%</i>	<i>9.4%</i>	<i>7.5%</i>			<i>11.9%</i>	<i>8.5%</i>	
Operating profit (loss) (EBIT)	84.4	73.8	55.8	-24.3%	-33.8%	174.9	129.6	-25.9%
Total Depreciation & Amortization (D&A)	108.1	122.3	126.4	3.4%	16.9%	221.0	248.7	12.5%
EBITDA	192.5	196.1	182.2	-7.0%	-5.3%	395.9	378.3	-4.4%
<i>EBITDA margin</i>	<i>37.3%</i>	<i>36.8%</i>	<i>34.1%</i>			<i>38.0%</i>	<i>35.5%</i>	

Details of the income statement for Q2/2025

Revenues

The Company reported total revenue of THB 533.9 million in Q2/2025, representing an increase of 3.5% YoY and 0.1% QoQ. Service revenue showed solid growth, rising by THB 21 million or 4.1% YoY, and THB 2 million or 0.4% QoQ, driven by strong demand for connectivity services from both domestic and international clients.

However, other income declined, primarily due to the high foreign exchange (FX) gains recorded in the same period last year and the previous quarter. In Q2/2025, the Company recorded an FX loss of THB 4.1 million, compared to an FX gain of THB 3.7 million in Q2/2024 and THB 0.1 million in Q1/2025.

For the six-month period, total revenue reached THB 1,066.7 million, up 2.3% YoY. Service revenue increased by THB 44.5 million or 4.4% YoY, supported by continued growth in connectivity services. However, other income declined by THB 20.6 million or 83.1% YoY, mainly due to an FX gain of THB 22.2 million in the same period last year, while the Company recorded an FX loss of THB 3.6 million in H1/2025.

Costs of Services and Sales (COSS)

In Q2/2025, the Company reported costs of services and sales (COSS) of THB 351.7 million, an increase of THB 21.6 million or 6.5% YoY, and THB 3.7 million or 1.1% QoQ, in line with the growth in operating revenue. The increase was primarily driven by higher network connection expenses related to leased line rentals for domestic services, cloud connection costs, employee-related costs, and other costs associated with ICT equipment sales, license fees, and USO fees.

For the six-month period, COSS totaled THB 699.6 million, up THB 42.3 million or 6.4% YoY, mainly due to increased network connection expenses for domestic services and cloud connectivity, employee-related costs, and other expenses supporting ICT equipment sales.

Service expenses and administrative expenses (SG&A)

In Q2/2025, the Company reported SG&A of THB 126.4 million, an increase of THB 25.2 million or 24.8% YoY. This increase was primarily driven by higher employee-related costs, foreign exchange (FX) loss and one-time expenses from marketing activities and professional consulting fees in current quarter only

Compared to the previous quarter, SG&A rose by THB 14.8 million or 13.2% QoQ, mainly due to increased spending in the same categories-marketing, FX losses, employee-related costs, provisions for doubtful debt, and consulting fees.

For the six-month period, total SG&A amounted to THB 237.5 million, up THB 26.8 million or 12.8% YoY. The increase was mainly attributed to higher marketing and employee-related costs, FX losses, provisions for doubtful accounts, professional fees, and costs related to asset disposals.

EBITDA

In Q2/2025, the Company recorded EBITDA of THB 182.2 million, representing a decline of THB 10.3 million or 5.3% YoY, and a decrease of THB 13.9 million or 7.0% QoQ. The decline was primarily attributed to higher SG&A expenses and a reduction in foreign exchange (FX) gains.

For the six-month period, EBITDA totaled THB 378.3 million, down THB 17.6 million or 4.4% YoY, mainly due to increased SG&A expenses and lower FX gains compared to the same period last year.

Net profit and net profit margin (NPM)

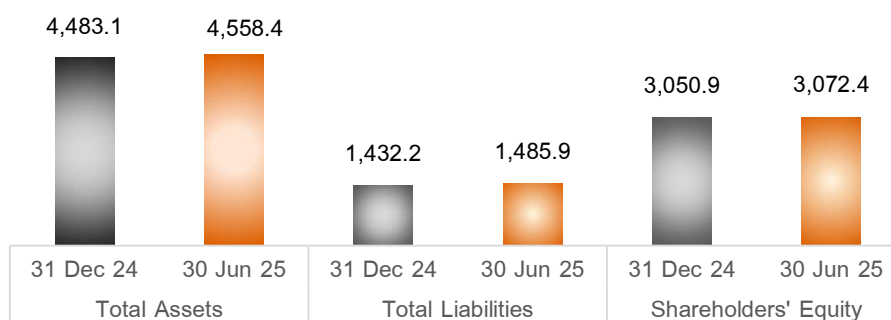
In Q2/2025, the Company reported a net profit of THB 40.1 million, representing a decline of THB 28.7 million or 41.8% YoY, and a decrease of THB 10.3 million or 20.4% QoQ. The decline was mainly due to higher SG&A expenses, FX loss in current

quarter (compared to FX gains recorded in the previous year), higher employee-related costs and higher depreciation from capitalised assets.

For the six-month period, the Company posted a net profit of THB 90.5 million, down THB 42.6 million or 32.0% YoY, primarily due to higher employee-related costs, increased SG&A expenses, FX loss in 1H-2025 (compared to significant FX gains in 1H-2024), higher depreciation on capitalised assets

Statement of Financial Position

(Unit: THB mn)



Total Assets

As of 30 June 2025, totaled THB 4,558.4mm, a increase of 1.68% from the end of 2024.

- Current assets** amounted to THB 695 million, an increase of 12.7% from THB 616.5 million at the end of 2024. This growth was primarily driven by a THB 40.3 million (13.8%) increase in trade and other receivables, partially offset by a THB 33.6 million (13.2%) decrease in cash and cash equivalent, which were utilized to support the Company's regular working capital requirements.
- Non-current assets** stood at THB 3,863.3 million, slightly down 0.1% from THB 3,866.7 million at the end of 2024. The decrease was mainly due to a THB 14.3 million (5.9%) reduction from depreciation of right-of-use assets. As of 30 June 2025, the value of network equipment, property, and other equipment totaled THB 3,636.8 million, representing a 0.3% increase from year-end 2024.

Total Liabilities

As of 30 June 2025, totaled THB 1,485.9mm, a increase of 3.7% from the end of 2024.

- Current liabilities** amounted to THB 1,024.8 million, an increase of 6.9% from THB 958.4 million at the end of 2024. This increase was primarily driven by a THB 166.6 million (54.6%) rise in the current portion of long- and short-term borrowings, reflecting new borrowings during the period, partially offset by loan repayments.
- Non-current liabilities** stood at THB 461.2 million, a decrease of 2.7% from THB 473.8 million at the end of 2024. The decline was mainly due to a reduction in long-term borrowings, which fell by THB 13.6 million from THB 346.9 million at year-end 2024.

Shareholders' Equity

As of 30 June 2025, shareholders' equity stood at THB 3,072.4mm, up THB 21.6mn or 0.7% from THB 3,050.9mm at the end of 2024. This increase was mainly driven by higher retained earnings from the quarter's profit and dividend paid for shareholders' equity.

Table: Financial Position Overview (30 June 2025 vs. 31 December 2024)

(Unit: Million Baht)	31 December 2024		30 June 2025		Change	
	Amount	%	Amount	%	Amount	% YoY
Assets						
Cash and cash equivalents	255.5	5.7%	221.9	4.9%	(33.6)	(13.2%)
Trade and other receivables	292.1	6.5%	332.4	7.3%	40.3	13.8%
Other current assets	68.9	1.5%	140.8	3.1%	71.9	104.4%
Total current assets	616.5	13.8%	695.0	15.2%	78.6	12.7%
Network equipment and PPE	3,625.8	80.9%	3,636.8	79.8%	11.0	0.3%
Other non-current assets	240.9	5.4%	226.6	5.0%	(14.3)	(5.9%)
Total non-current assets	3,866.7	86.2%	3,863.3	84.8%	(3.3)	(0.1%)
Total assets	4,483.1	100.0%	4,558.4	100.0%	75.2	1.68%

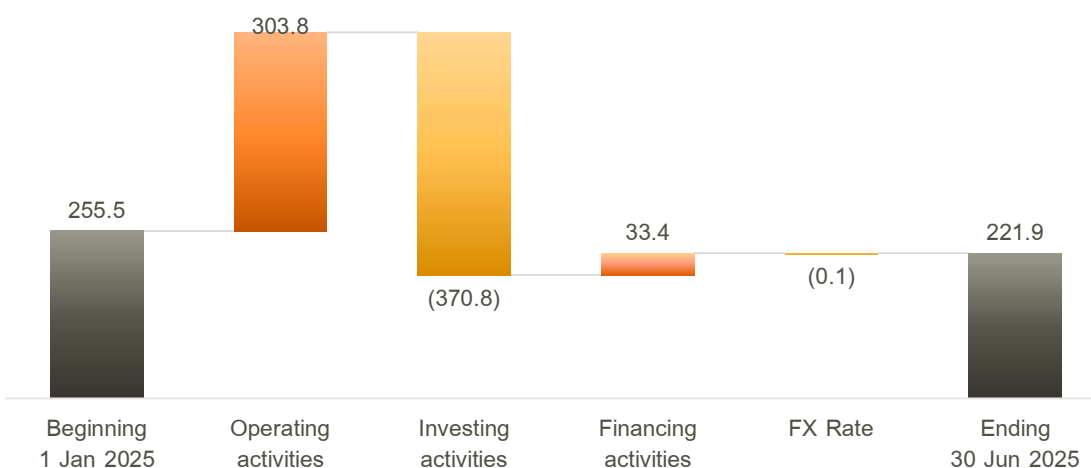
(Unit: Million Baht)	31 December 2024		30 June 2025		Change	
	Amount	%	Amount	%	Amount	% YoY
Liabilities and shareholders' equity						
Trade payables	558.1	12.4%	442.7	9.7%	(115.3)	(20.7%)
Current portion of long-/short-term borrowings	304.5	6.8%	470.8	10.3%	166.3	54.6%
Other current liabilities	95.9	2.1%	111.2	2.4%	15.3	16.0%
Total current liabilities	958.4	21.4%	1,024.8	22.5%	66.3	6.9%
Long-term borrowings	346.9	7.7%	333.3	7.3%	(13.6)	(3.9%)
Other non-current liabilities	126.9	2.8%	127.8	2.8%	0.9	0.7%
Total non-current liabilities	473.8	10.6%	461.2	10.1%	(12.7)	(2.7%)
Total Liabilities	1,432.2	31.9%	1,485.9	32.6%	53.7	3.7%
Share capital and share premium	1,818.0	40.6%	1,818.0	39.9%	0.0	0.0%
Retained earnings	1,206.5	26.9%	1,228.0	26.9%	21.6	1.8%
Other components of equity	26.3	0.6%	26.3	0.6%	0.0	0.0%
Total equity	3,050.9	68.1%	3,072.4	67.4%	21.6	0.7%
Total liabilities and shareholders' equity	4,483.1	100.0%	4,558.4	100.0%	75.2	1.68%

Cash Flow

(Unit: THB mn)	Q2/2024	Q2/2025
Net cash from operating activities	141.5	303.8
Net cash from investing activities	(131.3)	(370.8)
Free cash flows	10.2	(67.0)
Net cash from financing activities	(163.7)	33.4
Cash and cash equivalent increased (decreased) – net	(153.5)	(33.5)
FX Rate	(3.4)	(0.1)
Cash and cash equivalent at the beginning of the period	419.8	255.5
Cash and cash equivalent at the end of the period	262.9	221.9

For the second quarter of 2025, the Company generated cash flows from the following activities:

- **Net cash from operating activities** amounted to THB 303.8mm, primarily consisting of cash inflows from operations totaling THB 329.7mm, deducted by net of tax of THB 25.8mm.
- **Net cash from investing activities** was THB 370.8mm, almost all attributed to purchasing network equipment, amount of THB 363mm.
- **Net cash from financing activities** totaled THB 33.4mm. Key items included drawdown long-/short-term borrowings of THB 305mm, repayments of long-/short-term borrowings of THB 152mm, payment of lease liabilities of THB 35.5mm, and interest payments of THB 14.9mm.
- As a result of these activities, the Company's **cash and cash equivalents** decreased by THB 33.5mm from THB 255.5mm at the end of 2024, leaving a balance of THB 221.9mm at the end of 30 June 2025.



Key Financial Ratios

	As of Q1/2025	As of Q2/2025
ROA (%)	4.32%	3.64%
ROE (%)	6.31%	5.39%
D/E (times)	0.45	0.48
Debt/ EBITDA	1.86	2.03

2H2025 Outlook

In the second half of 2025, Thailand's telecommunications industry is expected to sustain its growth momentum, driven by the continued expansion of 5G infrastructure, rising demand for cloud and IoT services, and government-led digital initiatives. The sector remains highly competitive, with traditional telecom operators and emerging digital service providers vying for market share.

Symphony is strategically positioned to capitalize on these trends through its robust portfolio of high-speed connectivity, integrated ICT solutions, and managed services. The company anticipates increased demand from enterprise clients undergoing digital transformation, particularly in cloud migration and cybersecurity. Additionally, the government's push for smart city development and digital governance presents ongoing opportunities in the public sector.

Regarding the geopolitical situation between Thailand and Cambodia, the Company emphasizes that the incident is political in nature and beyond its operational control. While there has been some commercial impact, the affected revenue represents a relatively small portion of total monthly revenue and is limited to a specific geography and customer segment.

Symphony has taken proactive measures to mitigate the impact, including operational adjustments and close coordination with relevant authorities and partners. The Company's technical and operations teams remain on standby to manage any further developments, ensuring minimal disruption to service delivery and maintaining customer satisfaction.

Over the next 12 months, Thailand is expected to witness increased investment and presence from global Hyperscalers and OTT platforms, driven by the country's strategic location and growing demand for digital infrastructure. This trend presents a significant growth opportunity for Symphony Communication Public Company Limited, as the company is well-positioned to support the evolving needs of these global players through its robust domestic and international network connectivity, including submarine cable systems and DC-to-DC infrastructure. With a strong commitment to delivering high-performance, reliable network services, Symphony aims to play a key role in enabling Thailand's emergence as a regional digital hub, while continuing to expand its service offerings and drive sustainable growth in collaboration with enterprise and cloud ecosystem partners.

Despite the competitive landscape, Symphony remains confident in its ability to drive sustainable growth and innovation, reinforcing its role as a key player in Thailand's digital future.

Sustainability Performance Q2/2025

Symphony Communication Public Company Limited remains committed to sustainable business operations, guided by ESG (Environmental, Social, Governance) principles, with full awareness of the economic, social, and environmental impact. The company continues to deliver long-term value to all stakeholders while contributing to the United Nations Sustainable Development Goals (SDGs). In Q2/2025, the company implemented various sustainability initiatives across the following dimensions:

Environmental Initiatives

We focus on waste and hazardous waste management, as well as the adoption



of renewable energy (Waste & Energy Consumption Management). The goal is to establish sustainable waste reduction practices and raise awareness of clean energy within the organization

Social Initiatives

We emphasize developing the skills and capabilities of employees and communities (People & Social Development). The objective is to promote skill development and community engagement through CSR projects and activities that generate positive social outcomes



Economic and Governance Initiatives





We are committed to creating value-driven relationships with stakeholders through





collaborative initiatives (Stakeholder Synergize). It emphasizes transparency and adherence to business ethics to foster trust and cooperation between the organization and stakeholders, thereby ensuring sustainable partnerships.

The progress in sustainability operations and key highlights are as follows.

Key Focus Area	Target / Goal	Progress in Q2/2025
Energy and Waste Management		
Renewable Energy Expansion	Expand "Solar Cell Small Site" to multiple offices	The outcome from monitoring the results of the pilot project achieved a minimum of 20% monthly energy generation and prepared for additional installations to expand the use of renewable energy

<p>In Office Waste Management</p>	<p>Established a systematic recycling program by collecting used materials within the organization and redirecting them back into the circular economy</p> <p>The initiative is focused on reducing the volume of waste sent to landfills or incineration by promoting the 3Rs principles:</p> <ul style="list-style-type: none">  Reduce – minimizing consumption  Reuse – encouraging reuse  Recycle – enabling recovery and reintegration of materials 	<p>Launched SYMPHONY CIRCULAR  initiative; signed MOU with Wastebuy Delivery Co., Ltd. to ensure proper recycling practices and staff awareness and knowledge for employees in separating and managing waste appropriately</p>
<p>Hazardous Waste Management – Retirement Battery</p>	<p>Reduce digital waste by extending battery life with replacement of retired batteries in 2025 with lithium batteries for backup power systems</p>	<p>Aligned with target</p>
<p>Community and Social development</p>		
<p>CSR Education Program</p>	<p>Expand access to education in rural areas</p>	<p>Supported the “GSB Volunteer Camp #8: Development for Kids” at Wat Bang Thalu School, Phetchaburi Province</p>
<p>Stakeholder Synergize and Cybersecurity Management</p>		
<p>Enhance Cybersecurity Readiness</p>	<p>Partnered with global cybersecurity firm SilverSky; to bring world-class advanced threat protection technology to enhance cybersecurity for organizations in Thailand.</p>	<p>Organized a seminar to raise awareness of cyber threats, CYBERSENTINEL 2025: LEADING THE CHARGE AGAINST CYBERCRIME, along with the launch of "MxDR", the first comprehensive cybersecurity service in Thailand.</p>

Key Highlights

-  “Solar Cell Small Site” pilot project, generated at least 20% renewable energy per month; expansion underway.
-  Launch of the “SYMPHONY CIRCULAR” project and signing of an MOU with a recycling partner.



- ✓ Deployed lithium batteries to reduce hazardous digital waste and extend equipment life.
- ✓ Supported rural education through “GSB Volunteer Camp” in Phetchaburi Province
- ✓ Introduced MxDR cybersecurity service in collaboration with SilverSky.

The company remains dedicated to increasing renewable energy adoption, broadening CSR outreach, and driving innovative, long-term sustainability solutions.