WE FAST
YOU FIRST

SYMPHONY

3Q2025 Analyst Meeting

27th November 2025

SYMPHONY

AGENDA

01

Financial Results

02

Business Outlook

03

Q&A

WE FAST YOU FIRST

SYMPHONY

EXECUTIVE HIGHLIGHT 9M/2025

REVENUE

+2.1 % YoY

9M/2025 Total revenue grew YoY driven by higher revenue from domestic connectivity in enterprise segment, but set-off lower revenue from global business segment

NET PROFIT

-23.6% YoY

Net Profit declined due to lower revenue from global business segment (compared to last year) coupled with higher operating costs & FX loss

CONTINUED GROWTH

SET for a REBOUND

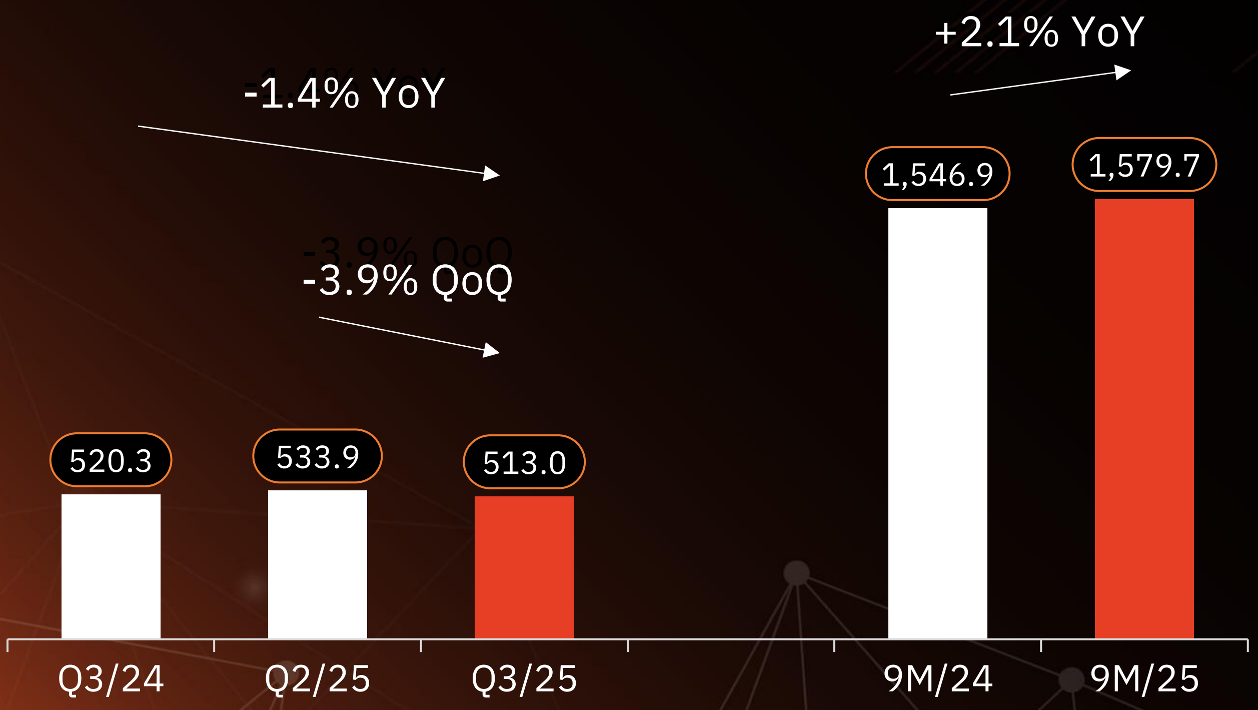
2025 performance expected to be marginal growth, considering both external factors from economic, political change, US tariff and TH-Cam crisis, but positive impact expected from demand by global Hypersclalers and DC operators investing in TH

WE FAST
YOU FIRST

SYMPHONY

(Unit: THB mn)

TOTAL REVENUE



Q3/2025 Total Revenue slightly down

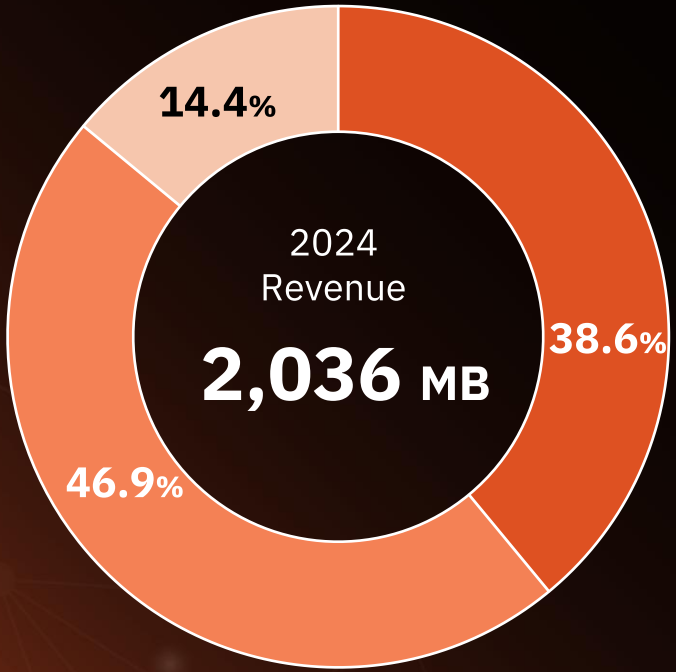
- QoQ decreased by 3.9% and YoY by 1.4%, following a slowdown in connectivity service, specially from international clients due to the Cross-border tension in Q3/2025.
- The Thailand market remained the key revenue contributor.

9M/2025 Total Revenue rose 2.1% YoY, supported by continued growth in connectivity services from domestic

WE FAST
YOU FIRST

REVENUE MIXED

Well balance of operating revenue from sales and services mixed by client type: International , domestic enterprise and wholesales



46.9%
Enterprise

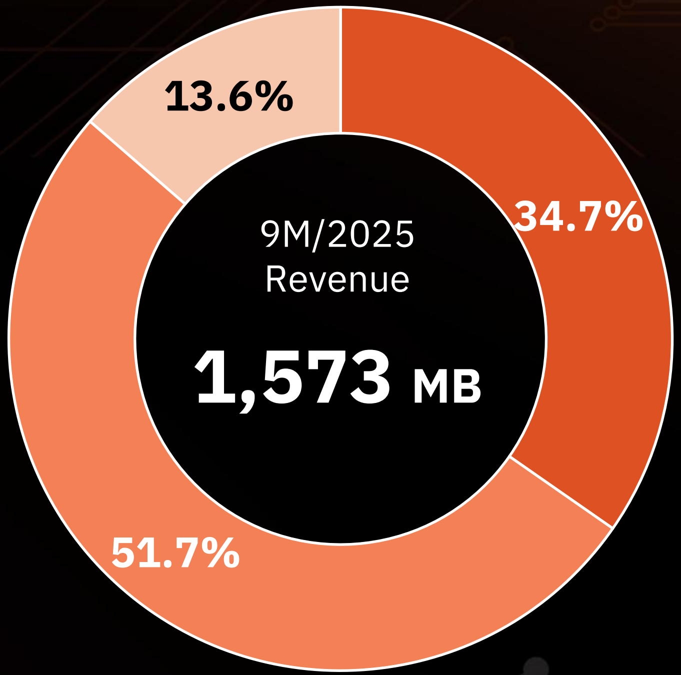
38.6%
International

14.4%
Wholesale

51.7%
Enterprise

34.7%
International

13.6%
Wholesale

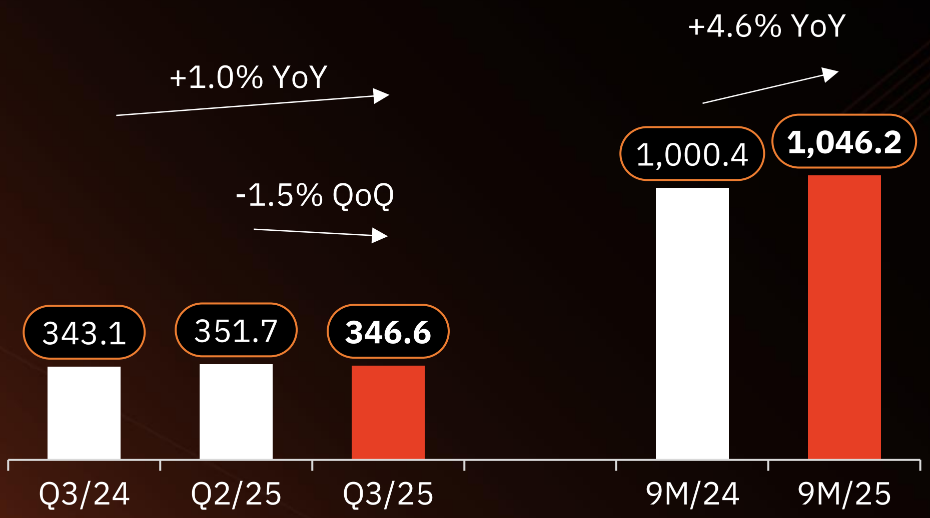


Revenue mix in 9M/2025 showed a gradual shift toward domestic enterprise clients, whose contribution rose from 46.9% to 51.7%, extending its lead over the international segment, which declined from 38.6% to 34.7%. The wholesale segment decline from 14.4% to 13.6%, continuing to play a supportive role in maintaining a well-balanced revenue portfolio.

(Unit: THB mn)

Operating Cost and Expenses

Cost of services and sales (COSS)

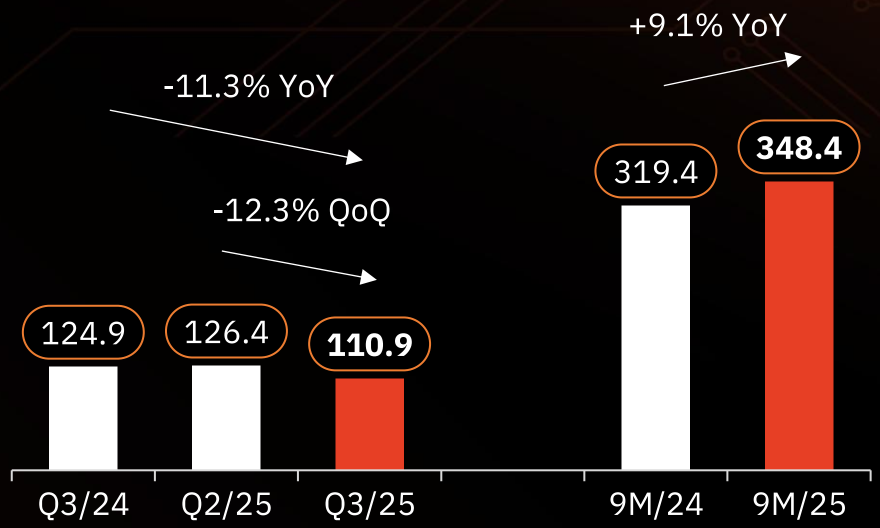


Q3/2025, down QoQ, mainly from lower cost of connectivity service, especially international leased line rentals.

The COSS increase YoY, primarily driven by higher network depreciation expenses from capitalised assets

9M/2025, up YoY due to increased employee-related costs, network depreciation expenses from capitalised assets, and other expenses supporting ICT equipment sales.

Service exp. & Admin. (SG&A)



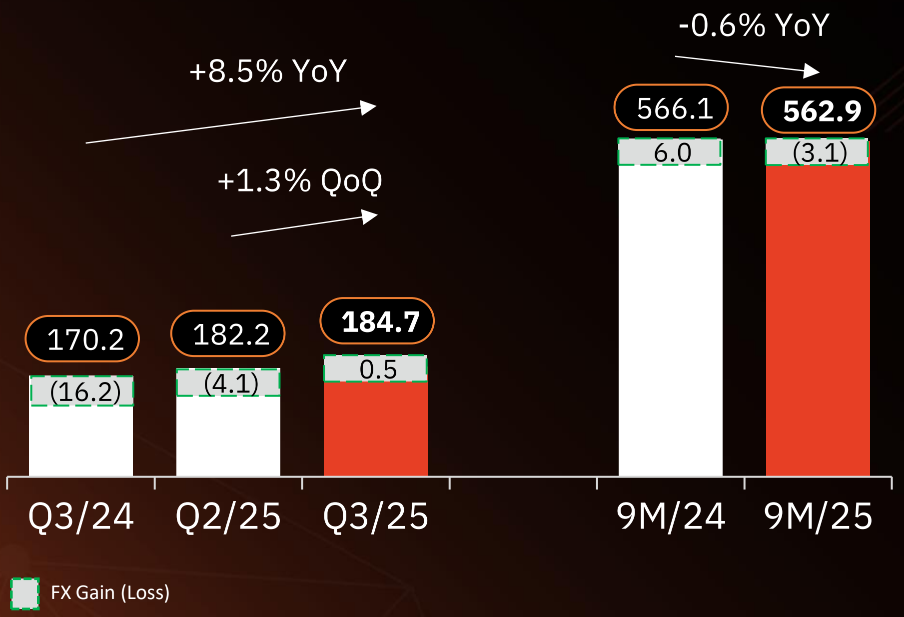
Q3/2025, dropped YoY and QoQ, primarily from foreign exchange (FX) loss and expenses from marketing activities.

9M/2025, rose YoY, mainly attributed to higher marketing and employee-related costs, provisions for doubtful accounts and professional fees.

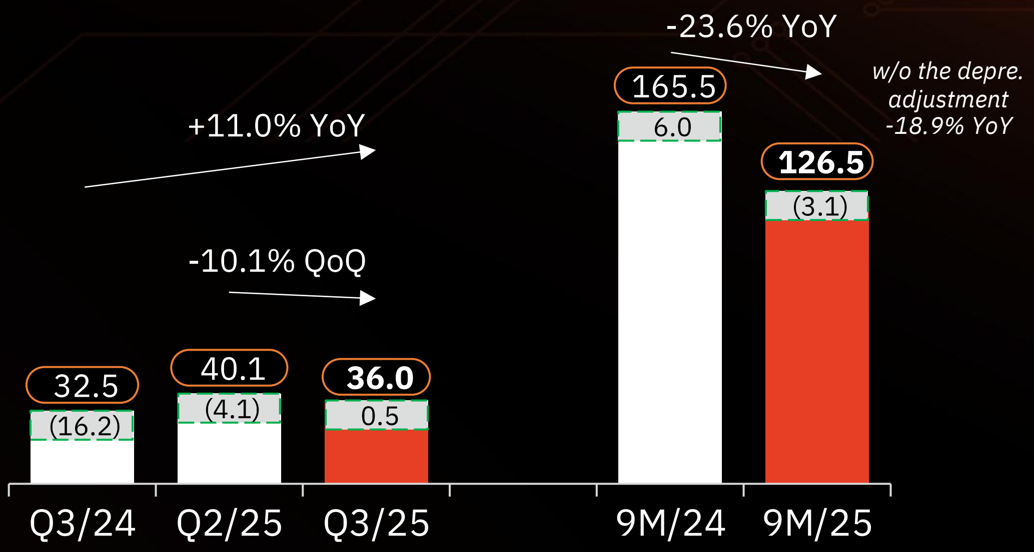
(Unit: THB mn)

PROFITABILITY

EBITDA



Net Profit



Q3/2025: YoY and QoQ increase mainly attributed to lower SG&A in percentage to revenue and FX gain in this quarter compared to loss in the previous quarter and the previous year.

9M/2025: decline YoY pressured by higher costs and an FX loss versus a strong FX gain and gain from depreciation adjustment in the previous year.

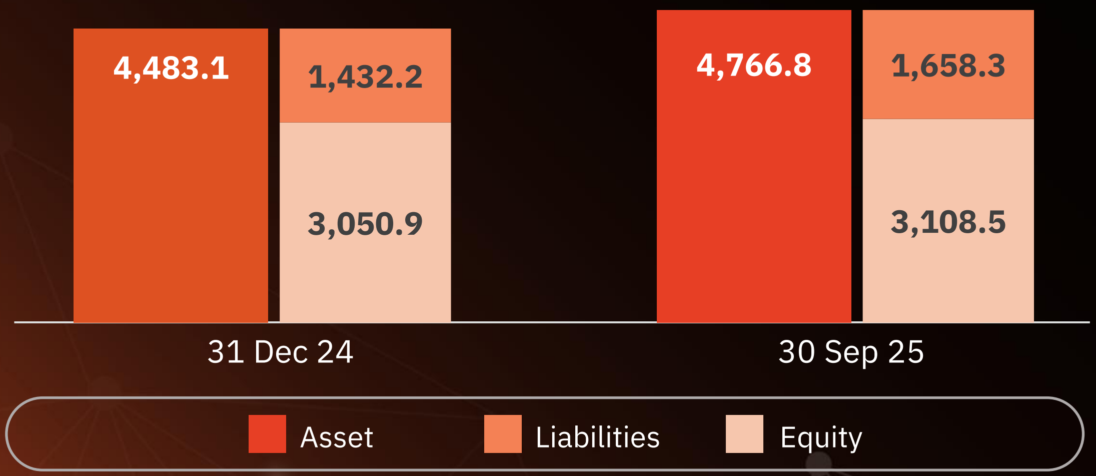
Q3/2025 : increase YoY mainly due to lower SG&A expenses. The QoQ decline due to the increase in financial cost and corporate TAX.

9M/2025 : decline YoY by same reasons that explain in the EBITDA.

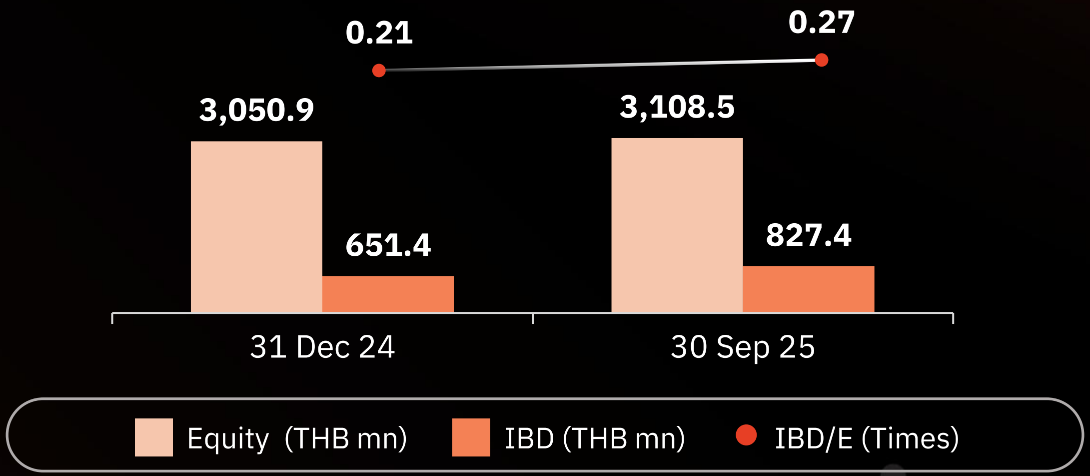
SYMPHONY

STRONG FINANCIAL POSITION AND HIGH RETURNS

Financial Position (THB mn)



Interest Bearing Debt To Equity (IBD/E) (Times)

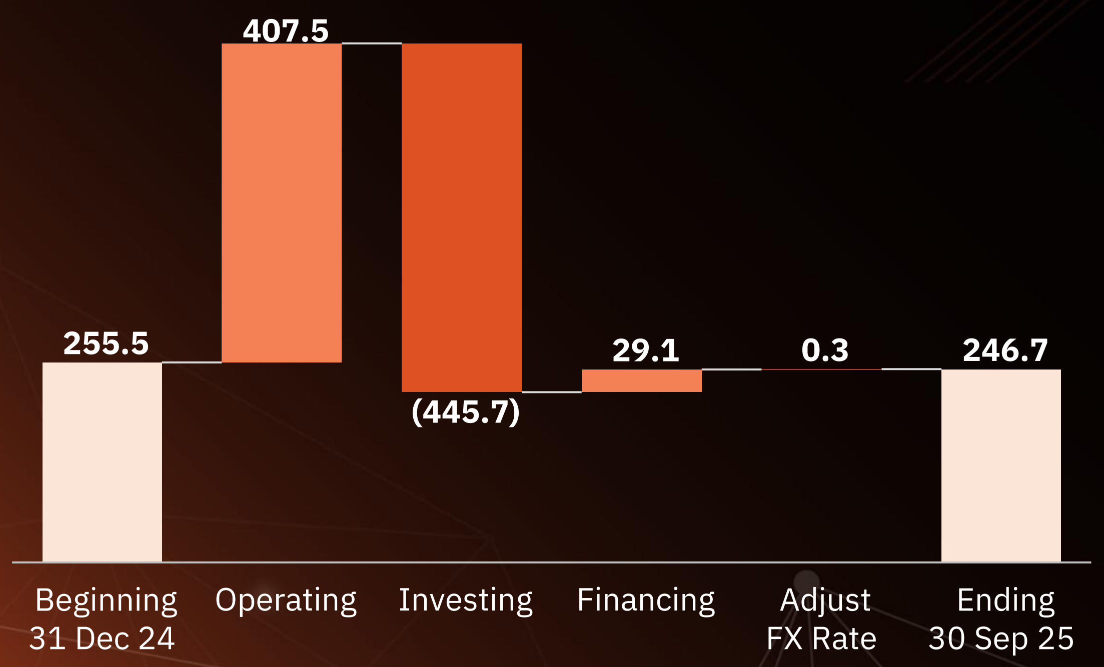


SYMPHONY

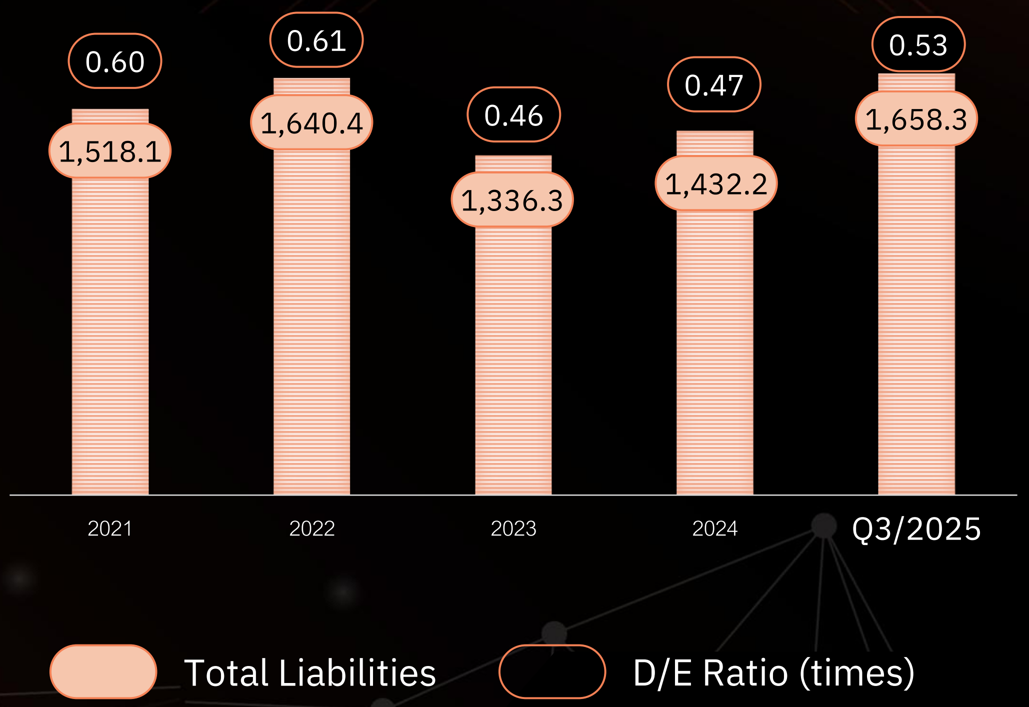
(Unit: THB mn)

CASH FLOW AND DEBT MATURITY PROFILE

Cash Flow Management 9M/2025



Debt Maturity Profile *(at the ending period)*



SYMPHONY

AGENDA

01

Financial Results

02

Business Outlook

03

Q&A

WE FAST

YOU FIRST

SYMPHONY

2025 OUTLOOK & PRIORITIES

Strengthening Enterprise Solutions

SYMC will deepen its enterprise portfolio with high-performance connectivity, cloud integration, and cybersecurity services to accelerate digital transformation for domestic and international clients.

Capitalizing on Regional Growth

Leveraging Thailand's position as a digital hub, SYMC will expand partnerships and capacity to serve hyperscalers and OTT platforms through robust terrestrial and submarine cable systems.

Enhancing network Infrastructure

Ongoing upgrades will enhance reliability and capacity for leased lines, cloud connectivity, and international gateways, supporting growing demand from enterprises and hyperscalers.

Driving Sustainable Growth

Political uncertainty and Thailand-Cambodia tensions remain under close watch. Direct impact is limited, and SYMC continues to prioritize operational resilience and risk mitigation.

2025 GUIDANCE

REVENUE

Low to mid single digit growth

Key drivers : Stable to slightly positive YoY, supported by domestic connectivity continued demand for domestic enterprise connectivity.

Risk factors :International connectivity revenue will stay under pressure due to the prolonged Thailand-Cambodia border closure and cautious enterprise spending

EBITDA & NET PROFIT

EBITDA : Single digit growth
NET PROFIT : Lower growth

Risk factors:

- Softer demand from Global Business
- Loss impact from TH-CAM
- Higher operating costs on YoY

CAPEX

Capex Spending estimate
25-30% of Revenue

Focus Areas:

Pre-planned infrastructure spending and upgrade to support readiness for demand from Hyperscalers and DC readiness (in 2026-2027)

SYMPHONY

AGENDA

01

Financial Results

02

Business Outlook

03

Q&A

WE FAST

YOU FIRST

WE FAST
YOU FIRST

SYMPHONY

Q&A

WE FAST
YOU FIRST

SYMPHONY

THANK YOU