

OPPORTUNITY DAY

Financial Performance and Strategic Update for
Full Year 2025

18 March 2026



SYMPHONY



SYMPHONY

AGENDA

01

Company
Overview

02

Business
Update

03

Business Outlook

04

Financial Results
& Guidance

05

Q&A

COMPANY PROFILE

Symphony Communication PLC or **SYMC**

is a Telecommunication network and service provider in Thailand, providing high speed and reliable network for both domestic and international connectivity and value-added services to serve the fast-growing data demand in Thailand and ASEAN via Terrestrial and Submarine Cable.

Established since 2005 and listed in the Stock Exchange of Thailand since 2010



4 PILLARS SERVICES

**DOMESTIC
DWDM, MPLS, DARK FIBER**

**INTERNATIONAL
IPLC, IEPL, VPN**

**SUBMARINE
MCT**

CONNECTIVITY

**DIRECT INTERNET
SME BROADBAND
INTERNET EXCHANGE
APPLICATION & SERVICES**

INTERNET

**SYMPHONY CLOUD
CLOUD DIRECT CONNECT
PRIVATE AI**

CLOUD

**NETWORK SECURITY
IT SECURITY
CYBERSECURITY**

SECURITY



32,000+

KMs FIBER FOOTPRINT



30+

DCs INTERCONNECTION



52

PROVINCES COVERAGE



6

INTERNET POPS



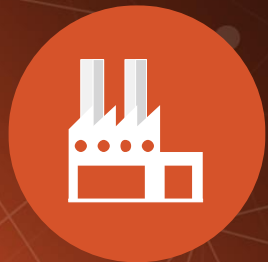
327

BUILDINGS READY FOR SERVICE



1

TERABIT+



113

AREA INDUSTRIAL ESTATES



9

ROUTES
THAILAND BORDER & POI

ASEAN Connectivity

Strengthen the seamless Cross-Border between Vietnam, Laos, and Thailand for Sustainable Regional Growth.

✓ DIVERSE ROUTING SUPPORT

- **100% Fully Protected Terrestrial** connecting to Myanmar, Laos – Vietnam and Malaysia – Singapore.
- **Subsea Cable** Solutions to Hongkong, Japan, Malaysia, Singapore, etc.

✓ READY FOR SERVICE

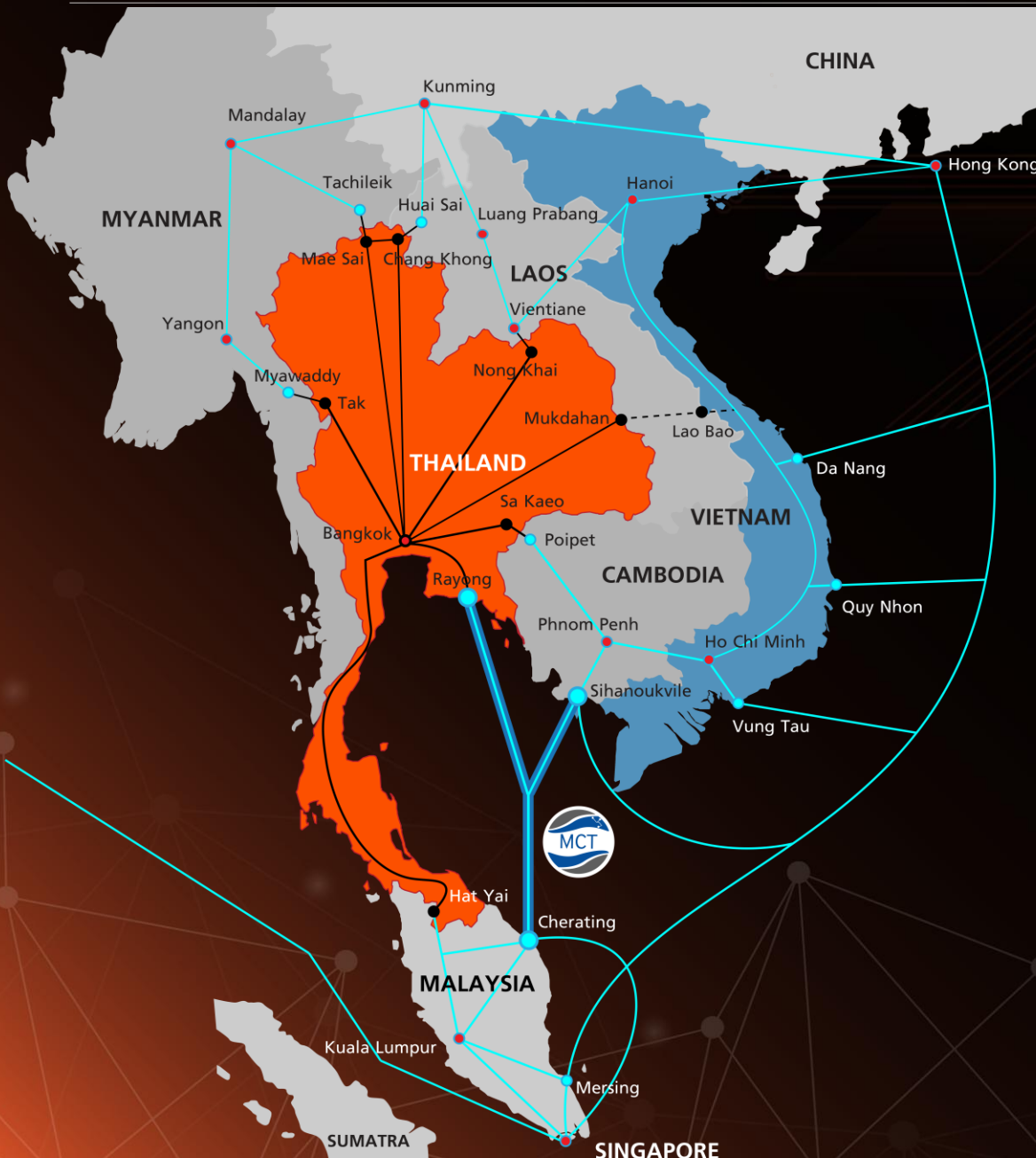
- Infrastructure Support Capacity: Up to 80 Tbps
- Fasten Lead Time to deliver

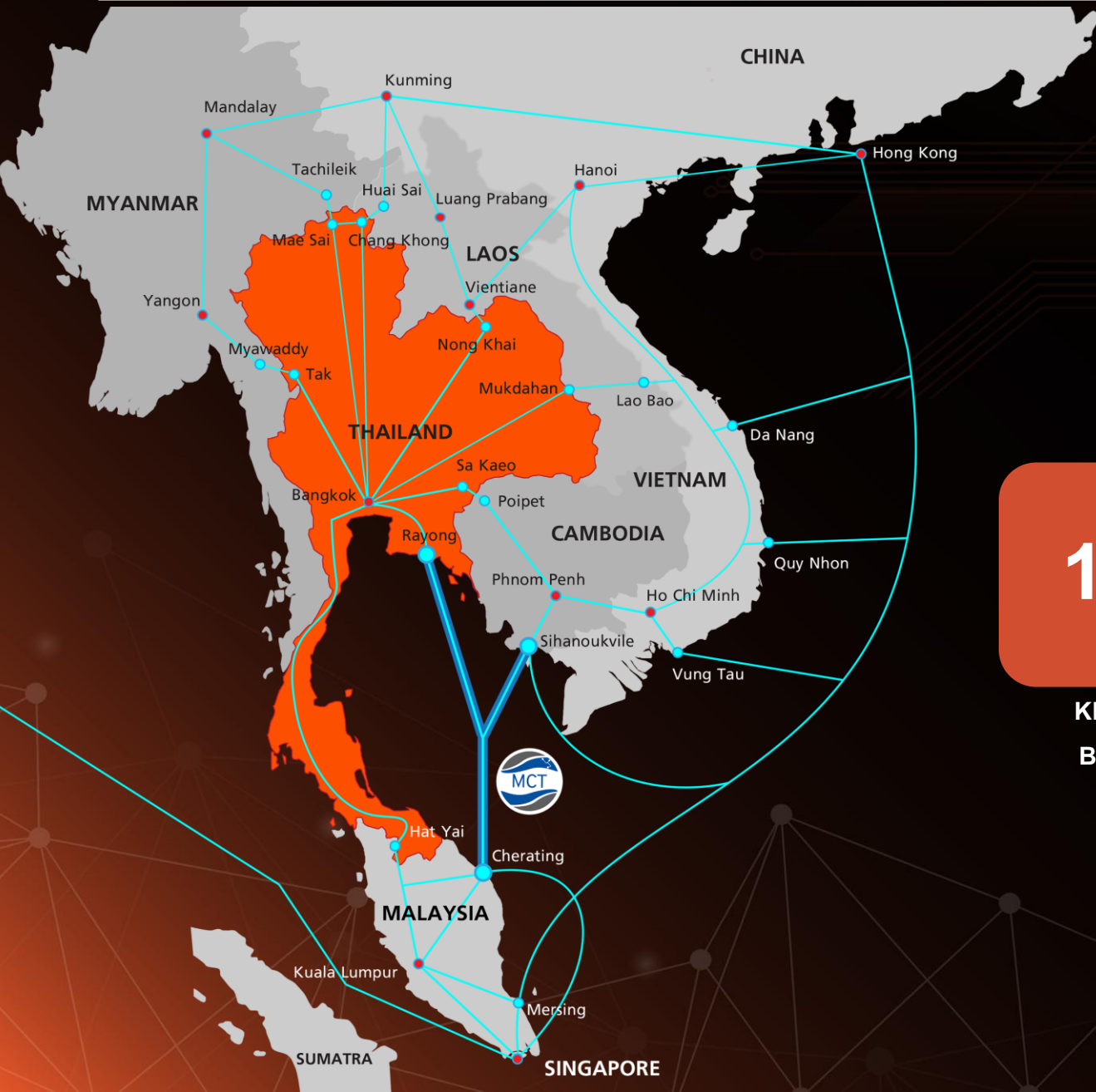
OTT / AI SERVICE
PROVIDERS

CLOUD / CDN
PROVIDERS

GLOBAL
CARRIERS

MOBILE &
TELCO





MCT SUBMARINE CABLE

MALAYSIA - CAMBODIA - THAILAND

Collaboration of Telekom Malaysia, Telcotech and Symphony on the MCT Submarine Cable has created the 1st private own Submarine Cable connecting between Malaysia, Cambodia and Thailand to support the rapid growth of digital traffic in ASEAN.

190

**KMs from
Bangkok**

1st

**Cable Built by
Private Sector**

20T

**Designed Capacity
Per Route**

3

**Connected
Countries**

MCT Unleashed

- Dry Segment Non-Chinese System include SLTE, PFE and OCI
- Support both CLS – CLS and CLS – DC solution
- Capacity Up to 23-29 Tbps Per FP

DATA CENTER INTERCONNECTION

Robust high-speed fiber network connecting leading data centers in Thailand. Offering Dark Fiber, SDN-MPLS, DWDM, and IP Transit.

3+

Fiber Routes to Data Center

100G





Bandwidth Support

≤2ms

Latency In Bangkok Area

30+

Data Centers Interconnection

-  Hyperscale Data Center
-  Interconnection Data Center
-  Mobile Operator Data Center
-  Local Data Center





B2B CONNECTIVITIES

15,000+

ENTERPRISE & GOVERNMENT

BUSINESS CLIENTS

2,500+

REGIONAL AND GLOBAL SERVICE PROVIDER

29%

INDUSTRIAL & MANUFACTURING

16%

TECHNOLOGY & COMMUNICATION

16%

COMMERCE & REAL ESTATE

13%

LOGISTIC & TOURISM

12%

GOVERNMENT & OTHERS

8%

SERVICES & HEALTHCARE

7%

FINANCE, BANKING & INSURANCE

ELEVATE YOUR BUSINESS WITH OUR RESILIENT NETWORK



Asian Telecom Awards 2024



CUSTOMERS HAVE BEEN
WITH US FOR OVER
3 YEARS



CUSTOMER
SATISFACTION



MET OUR SLA 99.95%
END-TO-END
TARGET

QUALITY

SLA 99.95% END-TO-END

MTTR 3 HOURS

LOW LATENCY NETWORK



ISO/IEC
27001
Information Security
Management
CERTIFIED

CSA STAR
Cloud Security
CERTIFIED

ISO 22301
Business Continuity
Management
CERTIFIED

ISO/IEC
20000-1
IT Service
Management
CERTIFIED

ISO/IEC
27701
Privacy
Information
Management
CERTIFIED

ISO/IEC
27018
Personal Data in the
Cloud
CERTIFIED

EXCELLENT

25 YEARS EXPERIENCE

FULLY PROTECTED OVER
TERRESTRIAL & SUBMARINE

OWN INTERNET GATEWAY &
SUBMARINE CABLE SYSTEM

24X7 PROFESSIONAL SUPPORT
BEST-IN-CLASS SERVICES



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01

Company
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02

Business
Update

03

Business Outlook

04

Financial Results
& Guidance

05

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BUSINESS UPDATE

SET **A**
ESG Ratings 2025

SYMC Achieves an “A” Rating in the SET ESG Ratings 2025, Reflecting Its Commitment to Comprehensive and Sustainable Business Practices



SYMC has been rated for corporate governance at the “EXCELLENT” recognition level or “5-STAR” for 6th year in a row



THAILAND 1st

Google Verified Peering Partner



A major milestone in delivering world-class connectivity, enabling your business to access Google services faster, with more stability, and security. Direct connectivity to Google – including Google Search, Google Ads, YouTube, Google Workspace, and Google Cloud



WORLD-CLASS STANDARDS TRUSTED BY LEADING ORGANIZATIONS

ISO/IEC 27701 NEW  Privacy Information Management System Ensures structured privacy management and secure handling of personal data in compliance with global regulations.	ISO/IEC 27018 NEW  Management System for Protection of PII in Public Cloud Acting as PII Processors Protects personal data in public cloud environments through internationally recognized privacy controls.		
ISO/IEC 27001  Information Security Management System Provides comprehensive information security through structured risk management and protection controls.	CSA STAR-Cloud Security  CSA STAR – Cloud Security Management System Certifies trusted cloud security governance aligned with global best practices.	ISO 22301  Business Continuity Management System Ensures business resilience and continuity during disruptions.	ISO/IEC 20000-1  IT Service Management System Ensures reliable and efficient IT service management.

SYMC has been awarded two additional international certifications in technology and digital industry standards by the British Standards Institution (BSI). This achievement underscores the company's role as a trusted digital infrastructure provider committed to global best practices in data governance, information security, and privacy protection.




SYMPHONY |  **depa**

SYMPHONY CLOUD ได้รับการรับรองมาตรฐานคุณภาพและบริการ
 สำหรับผลิตภัณฑ์ดิจิทัลตามหลักเกณฑ์ของ สำนักงานส่งเสริมเศรษฐกิจดิจิทัล (depa)
 สำหรับกลุ่มผลิตภัณฑ์ด้านบริการคลาวด์




บริการที่ได้รับการรับรอง

- Cloud Infrastructure as a Service (IaaS)
- Disaster Recovery as a Service (DRaaS)
- Backup as a Service (BaaS)

The Digital Economy Promotion Agency (depa) has granted Digital Product and Service Standard certification to SYMPHONY CLOUD for its suite of cloud services.



SYMC has been honored with the prestigious “Rising Star – Service Provider” award at the VEEAM Partner Application 2025. This recognition reflects the strong growth of its Local Cloud services, which are seamlessly integrated with VEEAM’s backup solutions to deliver high performance, reliability, and stability.



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01

Company
Overview

02

Business
Update

03

Business Outlook

04

Financial Results
& Guidance

05

Q&A

GLOBAL DATA CENTER TREND

1st Americas (MW)

Operational Capacity 20,562

Under Construction 6,423

Planned Capacity 46,077

3rd EMEA (MW)

Operational Capacity 12,206

Under Construction 3,087

Planned Capacity 11,252

2nd APAC (MW)

Operational Capacity 12,634

Under Construction 3,281

Planned Capacity 13,339

Thailand (MW)

Operational Capacity 120-150

Under Construction 159

Planned Capacity 518

+193% from Planned
capacity from 2024

**DC Market in Thailand
still growing**

THAILAND DATA CENTER

51

Data Center

15

Projects

240

Billions baht

Eleven data center projects with a combined investment value of 185,000 million baht

1. Current Co Ltd (19,773 MB)
2. STT GDC Co Ltd (9,348 MB)
3. K2 Strategic Infrastructure Co Ltd. (30,869 MB)
4. Thai DC One Co Ltd (22,110mMB)
5. STClean Planet Co Ltd (20,635 MB)
6. Daria Data Center and Cloud Service Co Ltd (6,594 MB)
7. GSA Data Center Co Ltd (30,611 MB)
8. Smart Megawatt Co Ltd (3,797 MB)
9. TD Data International Co Ltd (13,000 MB)
10. Tong Nan Data Co Ltd (20,625 MB)
11. Prime Megawatt Co Ltd (7,378 MB)



More DC More Connectivity More Business

OPPORTUNITIES

Transformation landscape in Thai businesses, automation & simplification processes and adopting AI technologies

Data Center Boom in Thailand, driven by Cloud & AI technology demand

Regional Data Connectivity , positioning as Regional Cloud Hub and emerging AI innovation centre

Bangkok and EEC as a magnet for Global Hyperscalers and major DC operators

STRENGTH

Fully support digital transformation and infrastructure enabler for TH position as digital hub

Strategic fiber footprint and coverage from domestically to regional cross-borders, both terrestrial and submarine cable (MCT)

Strong focus in Business to Business (B2B) and Carrier to Carrier (C2C), with solid customers base growth

Fast to Serve & Services Excellence and Differentiation



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AGENDA

01

Company
Overview

02

Business Update

03

Business Outlook

04

Financial Results
& Guidance

05

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EXECUTIVE HIGHLIGHT FY2025

REVENUE

 + 2.5% YoY

A growth in challenging environment supported by resilient domestic connectivity demand but impacted heavily by total churn revenue from Cambodia closure crisis

NET PROFIT

 - 41.4% YoY

Net profit was impacted by total churn from Cambodia crisis and also reflects higher cost from operating, increased network depreciation from capitalized assets, FX losses (versus significant FX gains in 2024), and a recognized loss on impairment of network equipment.

MOMENTUM

 Continued yet marginal growth

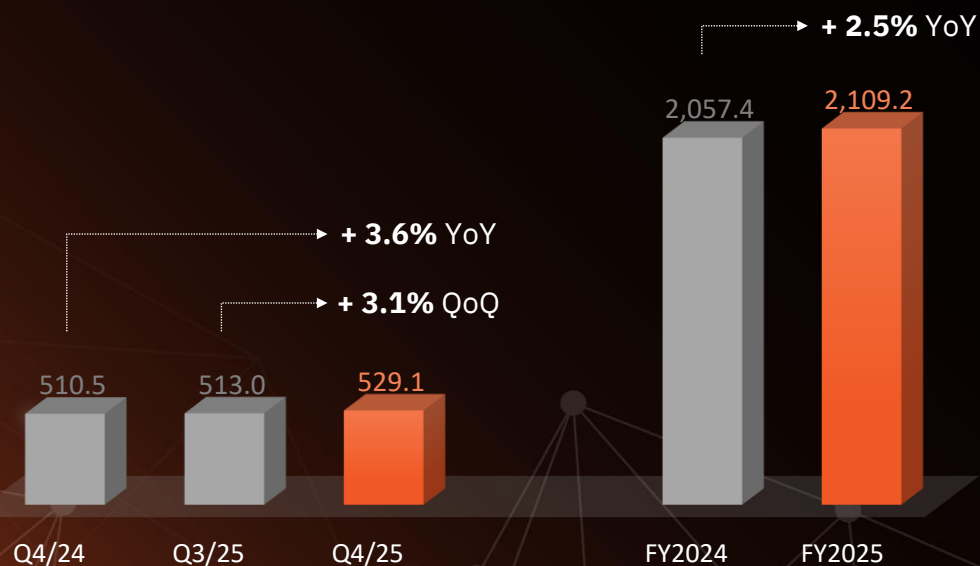
Governing TH-Cam compliance measures have resulted in a notable impact on the Company's performance. In FY2025, digital infrastructure demand remains solid, supported by cloud adoption, data-center expansion, and enterprise digitization among both domestic and international customers.

Total Revenue



Total Revenue

Million Baht



Q4/2025, rose +3.1% QoQ and +3.6% YoY, resulting from domestic connectivity service and managed service and solutions.

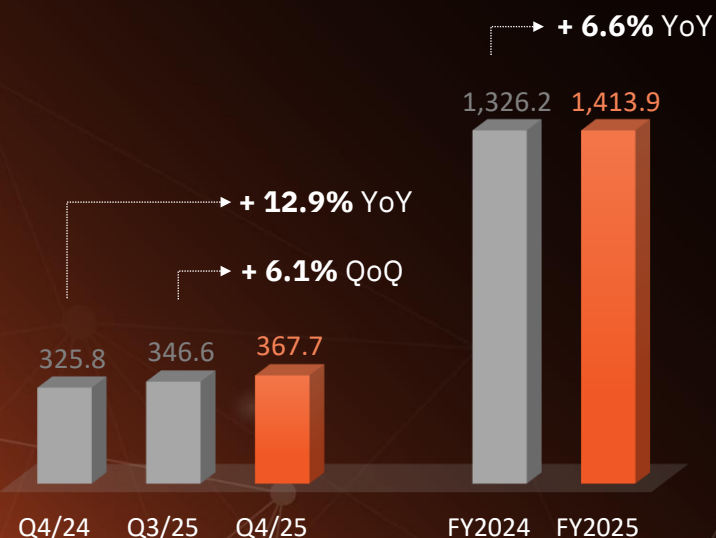
FY2025, grew +2.5% YoY, supported by solid demand for domestic connectivity service and managed service and solutions, while international connectivity softened due to the TH-Cam situation that began in June 2025 and remains ongoing.

Operating Cost and Expenses



Cost of Services and Sales (COSS)

Million Baht



Q4/2025, pile up QoQ, derived from

- Costs of connectivity services and ICT equipment sales.
 - Network depreciation expenses from capitalized assets.
- The increase YoY from

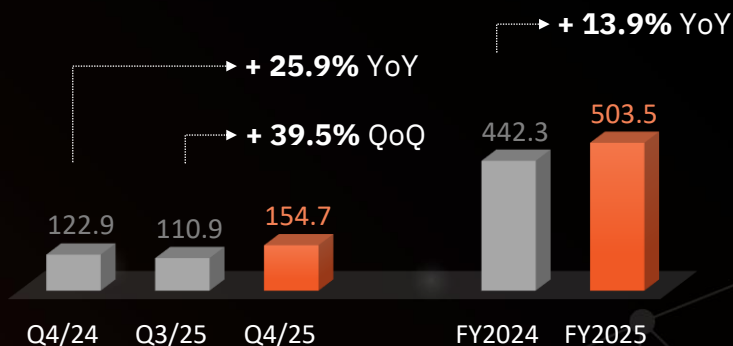
FY2025, rose YoY due to

- Network depreciation expenses from capitalized assets and
- Costs of connectivity services and ICT equipment sales



Service Exp. & Admin. (SG&A)

Million Baht



Q4/2025, up QoQ and YoY, consisting of

- Marketing and employee-related costs and
- Impairment losses of network equipment.

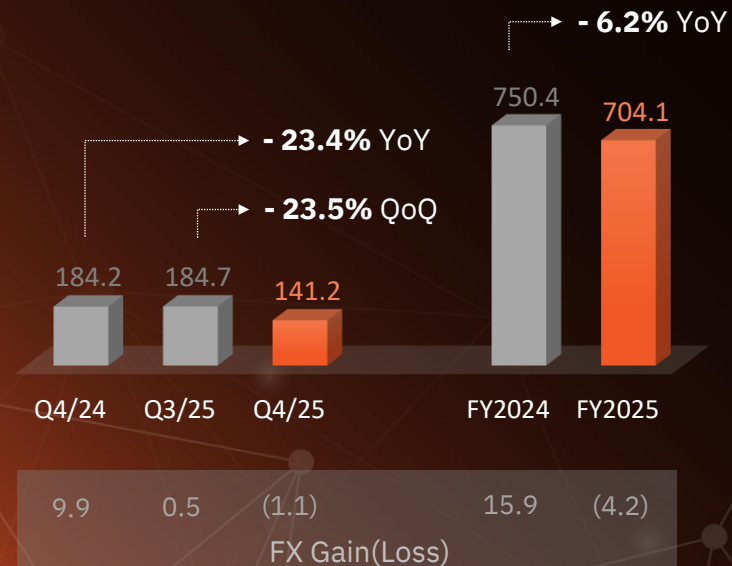
FY2025, increase mainly from

- Marketing and employee-related costs,
- Office depreciation,
- Impairment losses on network equipment and
- Professional consulting fees.

Profitability

EBITDA

Million Baht (FX adjusted)



Q4/2025, decreased primarily to

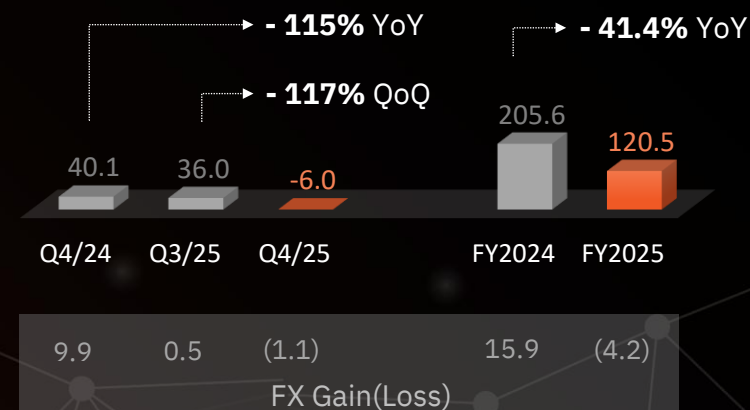
- SG&A expenses (loss on impairment on network equipment in Q4/2025),
- COSS and
- FX loss

FY2025, down YoY mainly due to

- SG&A expenses (marketing and employee-related costs and impairment losses on network equipment),
- COSS and
- FX loss (especially focus on the YoY)

Net Profit

Million Baht (FX adjusted)



Q4/2025, decline for both QoQ and YoY from

- COSS,
- SG&A expenses and
- FX loss

FY2025, dropped YoY, the loss was mainly from

- Revenue growth was outpaced by the rise in COSS,
- Network depreciation expenses from capitalized assets,
- SG&A expenses and
- FX loss

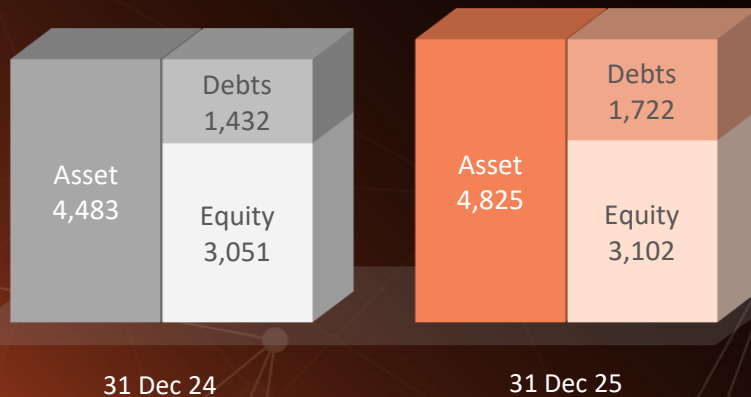
Financial Position

Strong financial position and high returns



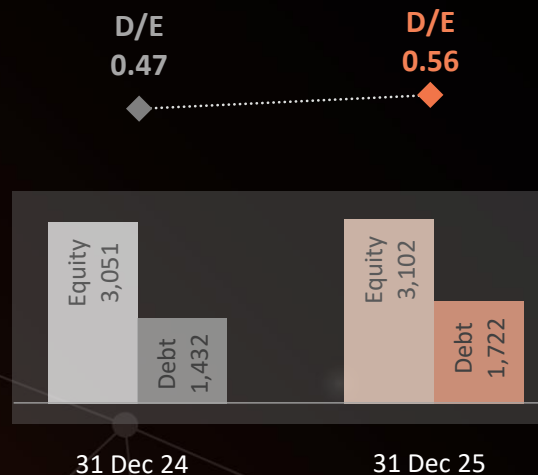
Financial Position

Million Baht



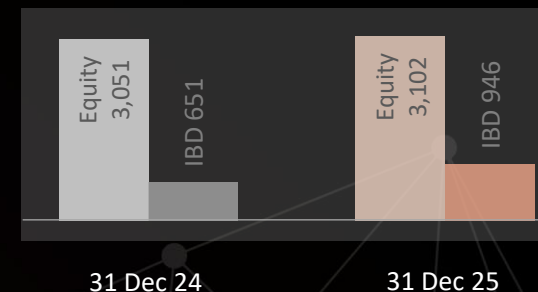
Debt Majority Profile

Times (D/E)



IBD/E
0.21

IBD/E
0.30

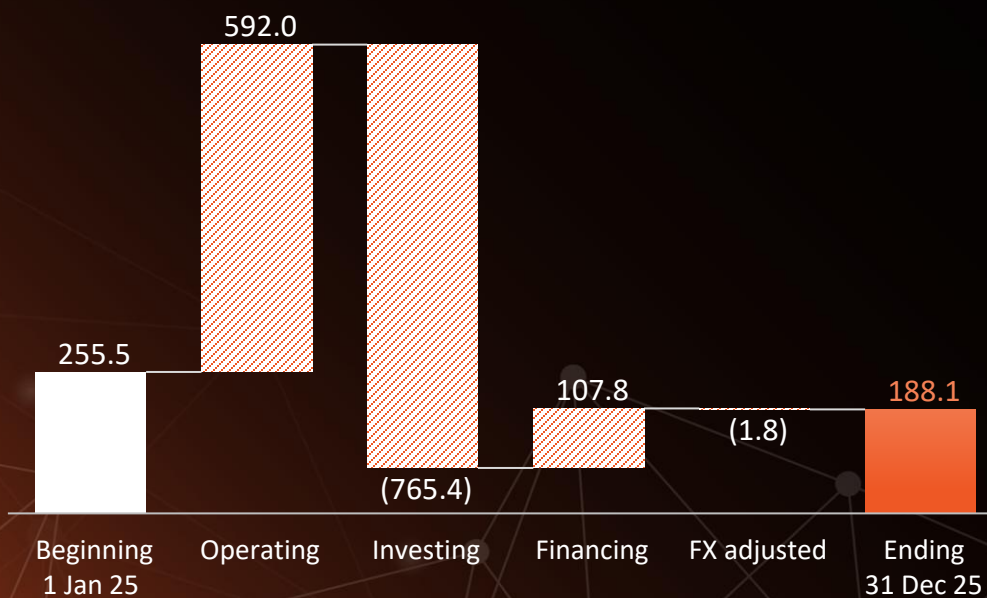


Cash Flow Management



Cash Flow Management FY2025

Million Baht



Net cash from operating activities supported by cash inflows from operations, deducted by net of tax.

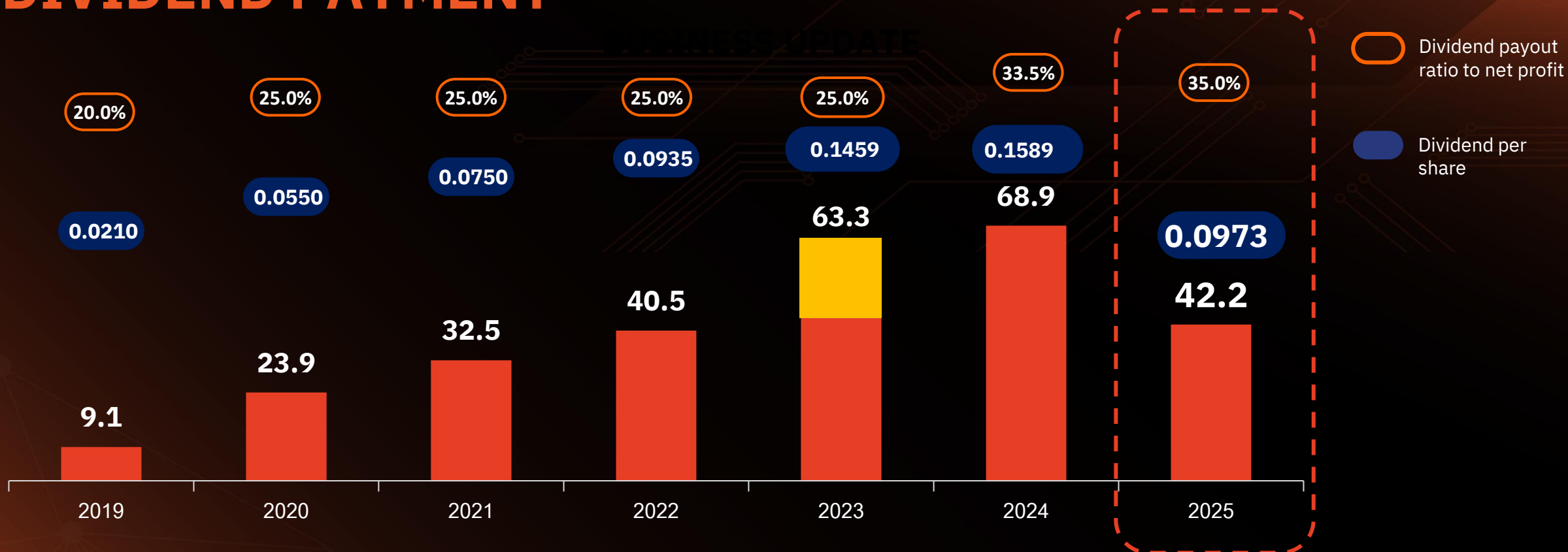
Net cash from investing activities almost all attributed to purchasing network equipment and fiber optical.

Net cash from financing activities key items included

- Drawdown long-/short-term borrowings,
- Repayments of long-/short-term borrowings,
- Payment of lease liabilities,
- Dividend paid to shareholders and
- Interest payments.

The Company's cash and cash equivalents, as a result of these activities, leaving a balance of THB 188.1 million at the end of FY2025.

DIVIDEND PAYMENT




Dividend Payment

- To be final approved in 2026 AGM, on 24th, April 2026
- Expecting dividend payment date on 19th May 2026

2026 GUIDANCE


REVENUE

 **Low to mid
Double digit growth**

Key drivers : continued demand for domestic enterprise connectivity and Increasing traffic demand from regional OTTs & hyperscalers entering Thailand.

Risk factors : World and Thailand economic. Cautious enterprise spending.


EBITDA & NET PROFIT

 **EBITDA : Single-Digit Growth
(Stabilization YoY)
NET PROFIT : Slight-to-Moderate Growth**

Risk factors :

- Continued depreciation from past capex
- FX volatility
- Higher operating costs on YoY

CAPEX

 **Capex estimate
25-30% of Revenue**

Focus Areas :

- Network expansion for hyperscaler & data-center connectivity
- Domestic backbone upgrade & diversity routes

This aligns with long-term infrastructure readiness for regional digital hub positioning.



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01

Company
Overview

02

Business
Update

03

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04

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05

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SYMPHONY

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THANK YOU