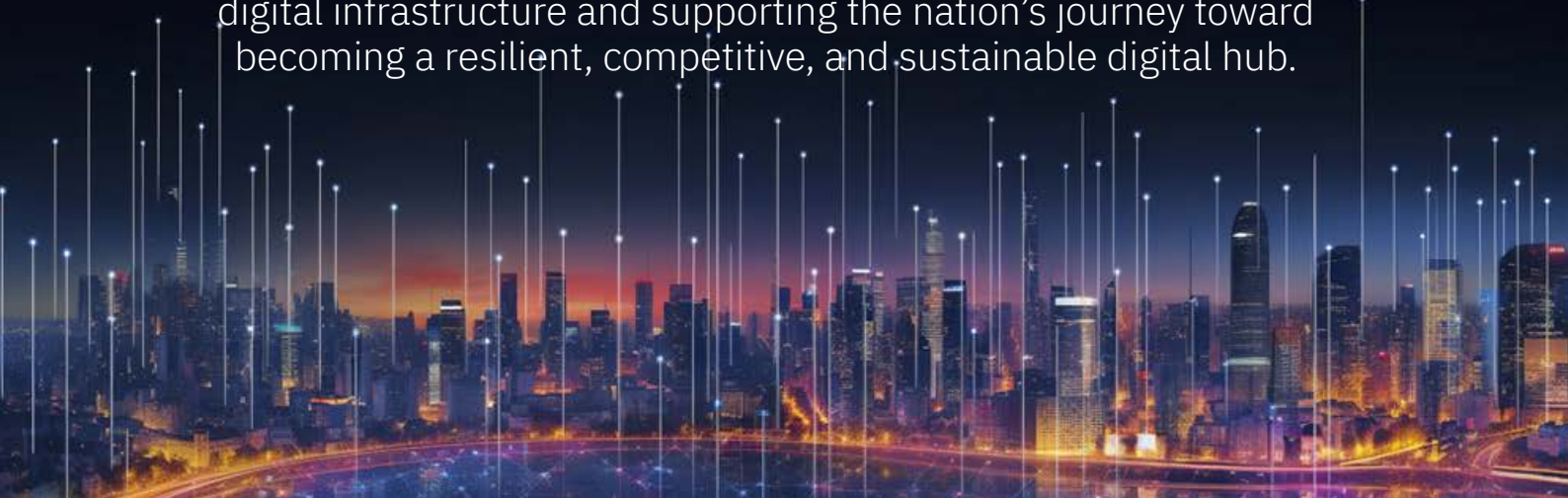

20th
SYMPHONY
ANNIVERSARY
BEYOND CONNECTION,
TOWARD POSSIBILITY
Annual Report 2025
(Form 56-1 One Report)

20 Years of Delivering Excellent Experiences and Unlocking Limitless Possibilities

Symphony Communication Public Company Limited, one of Thailand's leading digital infrastructure enablers, proudly celebrates its 20th anniversary, marking two decades of business excellence and achievements as part of its ongoing commitment to supporting and advancing Thailand's digital economy and society in a sustainable manner.

Throughout more than two decades of growth, we have continuously contributed to Thailand's economic and social development by empowering businesses to grow and compete effectively, creating new business opportunities, and promoting broader access to digital technologies. This has been made possible through the Company's robust, secure, reliable, and resilient telecommunications and digital infrastructure, operated under the principles of good corporate governance and a strong commitment to social and environmental responsibility.

Looking ahead, we remain firmly committed to advancing network innovation and digital solutions through future-ready technologies. By delivering faster, superior, and higher-quality services, we strive to create lasting value for our customers and stakeholders, while continuing to play a pivotal role in strengthening Thailand's digital infrastructure and supporting the nation's journey toward becoming a resilient, competitive, and sustainable digital hub.



In a day of constant change,
we don't evolve just to "move faster",
but to understand, and to design solutions --
that truly **"right"** for **"YOU"**

because you are at the heart of everything we do,
we move forward with you,
through every moment of change.

*WE FAST **YOU** **FIRST***



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** In the event that this Annual Registration Statement / Annual Report (Form 56-1 One Report) refers to the information disclosed on the Company's website, the disclosed information shall be deemed an integral part of the Form 56-1 One Report. The Board of Directors is responsible for the accuracy and completeness of the referred information as well as information disclosure in Form 56-1 One Report **

Definitions

The Company

refers to Symphony Communication Public Company Limited

Board of Directors/Director(s)

refers to the Board of Directors and/or director of Symphony Communication Public Company Limited

Sub-Committee

refers to a committee appointed by the Board of Directors to perform particular duties in supporting the Board of Directors in various necessary areas.

Independent Director

refers to a director who is not involved in the management of Symphony Communication Public Company Limited and possesses full qualifications of an independent director as defined by the Company, which are aligned with and more stringent than the criteria prescribed by the Notification of the Capital Market Supervisory Board No. TorJor. 14/2551 Re: Application for and Approval of Offer for Sale Newly Issued Shares.

Non-Executive Director

refers to a director who does not hold an executive position and does not have responsibilities for, or involvement in, the day-to-day management of Symphony Communication Public Company Limited.

Executive Director

refers to a director who holds an executive position and/or a director who is in charge of any actions deemed to be taken by executives in Symphony Communication Public Company Limited.

Chief Operating Officer (CEO)

refers to the individual holding the highest executive position in Symphony Communication Public Company Limited.

Executives

refer to the Chief Executive Officer and the first four highest-ranking executives succeeding the Chief Executive Officer, as well as all individuals holding positions equivalent to the fourth-ranking executive level, including persons holding the position of departmental manager or equivalent or higher in accounting or finance in Symphony Communication Public Company Limited.

Employees

refer to individuals employed under an employment contract with Symphony Communication Public Company Limited.

Personnel

refers collectively to the Directors, Executives, and Employees of Symphony Communication Public Company Limited.

Message from Chairman of the Board



(Mr. Woodtipong Moleechad)
Chairman of the Board of Directors

“Entering its third decade, Symphony Communication stands firmly as a leading telecommunications and digital infrastructure service provider, committed to driving sustainable growth under the principles of good governance and transparency to create enduring value and stable returns for shareholders and stakeholders alike”

Dear Shareholders and Valued Stakeholders,

The year 2025 marks a significant and highly auspicious milestone for Symphony Communication Public Company Limited as we celebrated our 20th anniversary. Over the past two decades since its establishment in 2005, the Company has accumulated extensive experience, navigating both opportunities and challenges. We have learned from crises, adapted to circumstances across different eras, and continuously develop organizational capabilities with an unwavering commitment to achieving stable and sustainable growth.

In today’s rapidly changing and increasingly uncertain global landscape, shaped by economic, social, technological, and environmental factors, the Company has remained resilient and steadfast in its operations. Our ultimate objective extends beyond profitability; it encompasses the creation of new opportunities, the delivery of meaningful value, and sustainable growth alongside our customers and stakeholders.

Over the past year, the Company has continued to execute its strategic roadmap with discipline and focus, prioritizing investments to enhance the quality, resilience, and robustness of our network infrastructure. These efforts are designed to support the growing demand for data connectivity and the rapid expansion of transformative technologies such as Cloud Computing, Artificial Intelligence (AI), and the Internet of Things (IoT), all of which play a vital role in advancing Thailand's and the region's digital economy and society. Simultaneously, we have emphasized the development of comprehensive digital solutions and service innovations to address customer needs in an integrated and efficient manner, while leveraging advanced technologies to strengthen service capabilities and improve operational efficiency in a tangible and measurable way.

Through sustained commitment and dedicated effort, the Company achieved steady overall performance growth in 2025. This reflects our organizational capability in operating under structured management practices, implementing effective and well-defined proactive strategies, adapting to evolving business environments, and maintaining readiness for long-term growth.

Beyond economic performance, the Company places the utmost importance on conducting its business in accordance with sustainable development principles, encompassing Environmental, Social, and Governance (ESG) considerations in a comprehensive and balanced manner. We remain firmly committed to conducting business with fairness, transparency, and accountability under strong corporate governance principles, while fostering a corporate culture that prioritizes social and environmental responsibility throughout the value chain. In recognition of these efforts, the Company achieved notable sustainability milestones during the past year. It was awarded a SET ESG Rating of "A" by the Stock Exchange of Thailand, an improvement from a "BBB" rating in the previous year. In addition, the Company received an "Excellent" or 5-Star rating in the Corporate Governance Report (CGR) of Thai Listed Companies conducted by the Thai Institute of Directors Association (IOD), marking the sixth consecutive year of achieving this highest distinction. These achievements reflect our firm dedication to building strong and sustainable growth, delivering appropriate returns to shareholders, and creating long-term value for all stakeholders.

From our beginnings as a traditional telecommunications network provider, we have continuously evolved and strengthened our capabilities to become a **"Trusted Digital Partner"**—a comprehensive digital infrastructure and technology solutions provider capable of serving both public and private sector clients across a wide range of industries, while playing a vital role in advancing Thailand's digital economy and society, and enhancing the nation's global competitiveness in a sustainable manner.

On behalf of the Board of Directors, I would like to express my sincere appreciation to our shareholders, customers, business partners, financial institutions, regulatory authorities, and both public and private sector organizations for their continued trust and unwavering support. I would also like to extend my heartfelt gratitude to our management team and employees for their dedication, professionalism, and commitment in driving the Company's continuous growth and success. The Company remains steadfast in conducting its business with the highest level of responsibility, creating meaningful value and experience for all stakeholders, and advancing confidently into our third decade with strength, stability, and sustainability.

Message from Chief Executive Officer



(Mr. Alex Loh Chi Kwan)
Chief Executive Officer

“Symphony Communication is committed to driving strong growth while continuously advancing across all dimensions of our business, delivering meaningful experiences to our customers and creating sustainable value for all stakeholders”

Dear Shareholders and Valued Stakeholders,

In 2025, Thailand’s business sector continued to face multifaceted challenges arising from both domestic and international factors. These included uncertainty in global economic landscape, trade and tariff measures imposed by major economies, geopolitical tensions stemming from wars and conflicts across several regions, fluctuations in exchange rates, changes in government policies, and domestic political uncertainty. At the same time, natural disasters, climate change, rapid technological advancements, and rising stakeholders’ expectations regarding sustainable business practices have all significantly influenced the overall business landscape and direction. These factors have become key drivers compelling organizations to accelerate adaptation, strengthen resilience, and enhance their capabilities in responding to change in order to maintain competitiveness and achieve long-term growth.

Amidst these challenges, Symphony Communication Public Company Limited has continued to operate with stability while advancing the organization forward through a vision of creating positive transformation. The Company remains committed to developing organizational agility and adaptability in alignment with evolving trends at the global, regional, national, and industry levels. This approach aims to ensure business continuity, strengthen competitive advantages, and enhance the Company’s capacity to generate revenue and profitability.

The Company places strong emphasis on continuous investment in improving the quality, efficiency, and security of its nationwide network infrastructure, covering both terrestrial networks and submarine cable system by integrating intelligent network technologies alongside advanced technological innovations. The Company has also upgraded and modernized network and transmission equipment to enhance operational efficiency and service readiness. These developments are designed to support future digital technology investments and facilitate the stable and reliable growth of the digital economy and society. In addition, the Company has continued to expand and enhance its international gateways to accommodate the growing demand for international data connectivity while reinforcing Thailand's role as a digital connectivity hub within the ASEAN region.

On the business development front, the Company has continuously advanced innovation and expanded its digital solution offerings through strategic collaborations with more than 200 global digital technology partners. Modern technologies, including Artificial Intelligence (AI) and Data Analytics, have been increasingly applied to deliver value, enhance customer experience, and respond comprehensively and sustainably to the evolving needs of customers. At the same time, the Company continues to strengthen its brand recognition as a trusted, reliable and dependable partner in digital infrastructure.

Throughout the year, we have also focused on organizational development across all dimensions in order to strengthen competitiveness and enhance long-term capabilities. Key initiatives include improvements to internal management structures to support business expansion both domestically and internationally, operational efficiency enhancements, and the elevation of service standards. In addition, we recognize our employees as valuable "human capital" and remains committed to developing their knowledge, skills, and readiness to align with future business directions and emerging industry changes. Concurrently, we maintain financial stability through disciplined cost management, prudent capital allocation, and effective risk management and business continuity planning.

Beyond pursuit of business growth, we place great importance on sustainable development by comprehensively integrating environmental, social, and governance (ESG) considerations into our operations. We remain firmly committed to conducting business with integrity, ethics, honesty, and transparency under strong corporate governance principles. Furthermore, we uphold respect for human rights, environmental stewardship, and meaningful social responsibility as core components of our business philosophy.

As a result of our continued dedication and persistent efforts, we achieved notable operational performance and several key accomplishments in 2025, while maintaining stable business growth. We reaffirmed our leadership position in services provision by earning the trust of more than 2,000 customers across various industries, both domestically and internationally. Service revenue totaled Baht 2,100.8 million, representing an increase of Baht 65.2 million, or 3.2% compared with 2024. EBITDA amounted to Baht 704.1 million, while net profit stood at Baht 120.5 million, reflecting decreases of 6.2% and 41.4% respectively, from the previous year. These declines were primarily attributable to certain external challenges encountered during the fiscal year.

Marking our 20th anniversary, this milestone represents an important chapter of learning, development, and continued growth toward a stable and sustainable future. We remain firmly committed to continuously advancing across all dimensions while contributing to environmental stewardship and actively supporting community and societal development. Through these efforts, we aim to create sustainable value and long-term returns for our shareholders and stakeholders alike. At the same time, we continue to uphold our role as a **"Trusted Digital Partner"**, serving as a reliable partner that stands alongside our customers to support, enable and drive their success, while unlocking new opportunities, to move forward together toward a secure, resilient, and sustainable future.

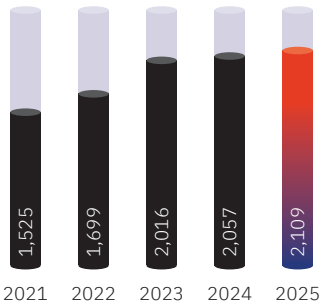
Company Overview

Key Operating Performance

TOTAL REVENUE
(Baht Million)

52 M THB.

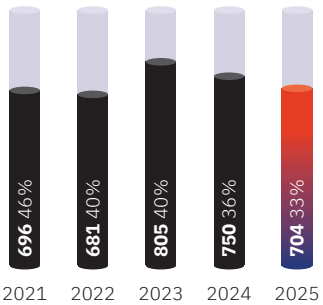
2025 **2,109** M THB.
2024 **2,057** M THB.



EBITDA
(Baht Million)

-46 M THB.

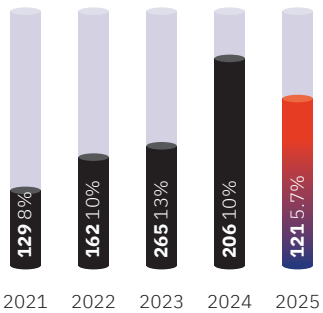
2025 **704** M THB.
2024 **750** M THB.



Net Profit
(Baht Million)

-85 M THB.

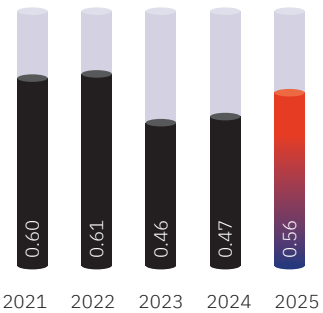
2025 **121** M THB.
2024 **206** M THB.



Net Debt to Equity
(times)

+0.1 (times)

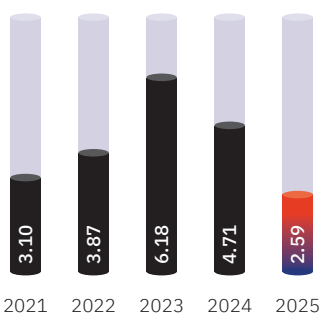
2025 **0.56** (times)
2024 **0.46** (times)



Return on Asset
(%)

-2.12%

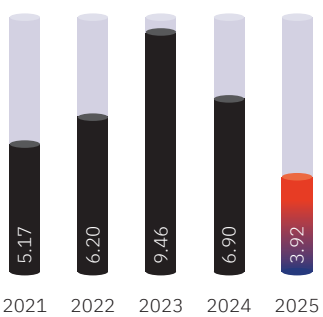
2025 **2.59** (%)
2024 **4.71** (%)



Return on Equity
(%)

-2.98%

2025 **3.92** (%)
2024 **6.90** (%)



Financial Highlights

(Consolidated Financial Statements)

		2022	2023	2024	2025
Operating Results					
Revenue from sale of goods and rendering of services	million Baht	1,688.2	1,940.6	2,035.5	**2,100.8**
Total revenue	million Baht	1,699.0	2,016.4	2,057.4	**2,109.3**
Cost of sale of goods and rendering of services	million Baht	1,078.4	2,016.4	1,326.2	**1,413.9**
Gross profit	million Baht	609.8	667.6	709.3	**686.9**
Net profit	million Baht	162.1	264.6	205.6	**120.5**
Net profit attributable to owners of the Company	million Baht	168.5	215.7	205.7	**120.6**
Financial Position					
Cash and cash equivalents	million Baht	199.5	400.0	255.5	**188.1**
Total assets	million Baht	4,324.8	4,244.9	4,483.1	**4,824.8**
Total liabilities	million Baht	1,640.4	1,336.2	1,432.2	**1,722.3**
Issued and paid-up share capital	million Baht	433.7	433.7	433.7	**433.7**
Equity attributable to owners of the Company	million Baht	2,732.3	2,907.6	3,050.0	**3,101.7**
Total shareholders' equity	Million Baht	2,684.5	2,908.5	3,050.9	**3,102.5**
Par value per share	Baht	1.0	1.0	1.0	**1.0**
Financial Ratio					
Current Ratio	time	0.76	1.04	0.64	**0.60**
Debt to Equity	time	0.61	0.46	0.47	**0.56**
Return on Assets	percentage	3.87	6.18	4.71	**2.59**
Return on Equity	percentage	6.20	9.46	6.90	**3.92**

Major Events in 2025





Symphony Communication Received Strategic Award for Top Local Service Provider

Symphony Communication Public Company Limited was honored with **the Strategic Award in the category of "Top Local Service Provider"** by Hewlett-Packard Enterprise (Thailand) Ltd. (HPE) at the HPE Partner Summit 2025, held on January 24, 2025. Mr. Thanawat Wiwatpanit, Head of Cloud Business Unit, represented the Company in receiving the award.

This recognition reflects the strong strategic partnership between the Company and HPE in driving business success and fostering sustainable growth.

Symphony Communication Launched New Brand Identity and Logo for Managed Security Services

Symphony Communication Public Company Limited has officially launched **"SYMPHONY CYBER SHIELD,"** the new brand name and logo for its Managed Security Services. This initiative aims to strengthen the Company's positioning as a leader in internationally standardized cybersecurity services and to reinforce its role as a trusted **"Digital Defense Partner,"** providing reliable protection for customers' digital systems in an increasingly complex cyber threat landscape.





The "SYMPHONY CYBER SHIELD" brand identity has been thoughtfully designed by incorporating the Company's signature orange color with the letter "S" stylized as two interlocking keys. This design reflects the core principles of the service: the first key symbolizes trust and confidence in safeguarding customers' information systems, while the second represents resilience, readiness, and the capability to effectively defend against evolving cyber threats.

The introduction of this new brand name and logo underscores the Company's strong commitment to advancing its cybersecurity capabilities through modern, comprehensive, and globally recognized technologies. It also highlights the Company's dedication to supporting enterprise customers in maintaining secure, stable, and resilient operations, enabling them to conduct business with confidence in the digital era.





Symphony Communication Welcomed Delegation from the Eastern Economic Corridor Office for Visit to Moalee Submarine Cable Landing Station

On March 25, 2025, Symphony Communication Public Company Limited, led by Mr. Alex Loh Chi Kwan, Chief Executive Officer, together with the Company's executives and team members, welcomed Mr. Korkij Danchaiwijit, Deputy Secretary General, and officials from the Eastern Economic Corridor Office of Thailand (EECO), on the occasion of their visit to the Moalee Submarine Cable Landing Station in Rayong Province.

The purpose of the visit was to study the technologies and management approaches related to submarine cable network infrastructure. The insights gained will support the consideration and planning of development initiatives within the special economic promotion zone surrounding the Moalee Submarine Cable Landing Station, as well as the enhancement of submarine cable infrastructure, which serves as a critical foundation for supporting the growth of data center and cloud computing industries.

Such infrastructure represents a key component of the digital industry ecosystem within the Eastern Economic Corridor (EEC). It plays an essential role in advancing Thailand's digital economy, strengthening the country's global competitiveness, and enabling the sustainable growth of the digital industry in the long term.

Symphony Communication Held the 2025 Annual General Meeting of Shareholders



On April 25, 2025, Symphony Communication Public Company Limited convened its 2025 Annual General Meeting of Shareholders at the Eastin Grand Hotel Phayathai. The Meeting was attended by the Board of Directors, led by Mr. Woodtipong Moleechad, Chairman of the Board, together with the management team.

During the meeting, the Company presented its operating performance for the year 2024 and provided shareholders with the opportunity to raise questions, share their views, and receive comprehensive updates on the Company's business performance and strategic direction.







Symphony Communication Partnered with SilverSky to Launch "MxDR" Service, Elevating Comprehensive Cybersecurity Capabilities for the 1st Time in Thailand

On May 29, 2025, Symphony Communication Public Company Limited, in collaboration with SilverSky, a globally recognized cybersecurity partner, hosted the CYBERSENTINEL 2025: Leading the Charge Against Cybercrime seminar. The event aimed to raise awareness of evolving cyber threats and marked the official launch of the **Managed Extended Detection and Response (MxDR)** service in Thailand for the first time.

The MxDR service is a comprehensive cybersecurity solution that integrates advanced threat detection across networks, endpoints, applications, and cloud environments. It enables rapid and precise incident response through a combination of automated systems and continuous monitoring by cybersecurity experts, operating 24 hours a day, seven days a week. This solution enhances organizations' ability to effectively protect their digital assets against increasingly sophisticated and rapidly evolving cyber threats in the digital era.

Symphony Communication Partnered with Wastebuy Delivery to Advance the "Symphony Circular" Initiative and Promote Sustainable Circular Economy

On June 19, 2025, Symphony Communication Public Company Limited, led by Mr. Kranphol Asawasuwan, Director and Chairman of the Sustainable Development Committee, entered into a Memorandum of Understanding (MOU) with Wastebuy Delivery Co., Ltd. to implement the **"Symphony Circular"** initiative. The project aims to collect used materials for recycling and reintegration into the resource cycle, beginning within the Company's internal operations and with plans to expand across its partner network in the future.

This initiative seeks to reduce the volume of waste sent to landfills or incineration by promoting the principles of the 3Rs--Reduce, Reuse, and Recycle--while fostering employee awareness and knowledge in proper waste segregation and responsible waste management. The program reflects the Company's commitment to environmental stewardship and supports its broader sustainability objectives, contributing to the advancement of a circular economy and long-term sustainable development.









Symphony Communication Hosted SYMC Townhall to Strengthen Organizational Alignment and Drive Sustainable Growth

On July 30, 2025, Symphony Communication Public Company Limited held the SYMC Townhall under the theme **"The SYMC Way: Cultivate Values, Activate Futures, Together We Can."** The event was led by Mr. Alex Loh Chi Kwan, Chief Executive Officer, who addressed employees and presented an overview of the Company's performance during the first half of 2025.

The Townhall also aimed to reinforce the Company's core values through interactive activities and practical examples, fostering a culture of continuous learning, development, and proactive engagement. This initiative strengthened organizational alignment and empowered employees to collaboratively drive the Company's transformation and long-term sustainable growth.

Symphony Communication Welcomed Delegation from the NBTC for a Visit to the MCT Submarine Cable Landing Station

On July 31, 2025, Symphony Communication Public Company Limited, led by Mr. Kranphol Asawasuwan, Director, together with the management team, welcomed Mr. Jaturon Choksawat, Assistant Secretary-General for Telecommunications Affairs, and officials from the Office of the National Broadcasting and Telecommunications Commission (NBTC) on the occasion of their visit to the MCT Submarine Cable Landing Station in Rayong Province. The visit aimed to showcase the capabilities of the MCT Submarine Cable System, a critical telecommunications infrastructure for Thailand that plays a vital role in enabling international connectivity and supporting the future growth of digital technologies.

Subsequently, on August 15, 2025, Symphony Communication Public Company Limited, led by Mr. Supornchai Chotputtikul, Executive Vice President, Regulatory Affairs Division, welcomed Pol. Col. Dr. Isarawut Onnom, Chairman of the Subcommittee on Right-of-Way Consideration (Committee No. 9), along with representatives from the NBTC Office, for a technical site visit. The delegation observed submarine cable deployment systems and explored emerging technology trends in submarine telecommunications infrastructure.

These visits provided a valuable platform for knowledge exchange, constructive dialogue on operational challenges, and strengthened collaboration between the Company and the NBTC in advancing telecommunications infrastructure development in an efficient and sustainable manner, thereby supporting Thailand's digital ecosystem and long-term connectivity capabilities.









Symphony Communication Hosted SYMPHONY CLOUD DAY 2025: Intelligence in Your Cloud

On September 19, 2025, Symphony Communication Public Company Limited, led by Mr. Thanawat Wiwatpanit, Head of Cloud Business Unit, together with the Company's team, hosted **SYMPHONY CLOUD DAY 2025** under the theme **"Intelligence in Your Cloud."** The event served as a platform for knowledge exchange and discussions on innovative approaches to enhancing business performance through Cloud and Artificial Intelligence (AI) technologies, as well as presenting the Company's vision for the future of connectivity and cloud services

The event was honored by the participation of leading technology partners, including Fortinet, HPE, Nokia, and LeSiam, who shared valuable insights, emerging technology trends, and real-world case studies. These contributions highlighted how organizations can leverage advanced cloud and AI solutions to strengthen their digital capabilities and drive efficient and sustainable business transformation in the digital era.

Symphony Communication Partnered with CMC Telecom to Strengthen Cross-Border Connectivity and Enhance Cloud Services Across ASEAN

On September 24, 2025, in Hanoi, Socialist Republic of Vietnam, Symphony Communication Public Company Limited, represented by Mr. Alex Loh Chi Kwan, Chief Executive Officer, entered into a strategic Memorandum of Cooperation (MoC) with CMC Telecommunication Infrastructure Corporation (CMC Telecom), one of Vietnam's leading telecommunications and digital infrastructure providers. This strategic partnership aims to strengthen cross-border connectivity and enhance the quality and capabilities of cloud services across the ASEAN region.

The collaboration encompasses the expansion of international network infrastructure to enable seamless connectivity between Thailand, Vietnam, Laos, Malaysia, Singapore, and Hong Kong. It also includes enhancing network capacity and





stability through internationally recognized DWDM (Dense Wavelength Division Multiplexing) technology, as well as advancing Thailand's cloud platform by integrating CMC Telecom's advanced cloud technologies to support both Public Cloud and Private Cloud services for enterprise customers with greater efficiency and reliability.

This strategic alliance enables both Symphony Communication and CMC Telecom to elevate the quality and performance of cloud services for enterprise customers in Thailand and Vietnam through world-class technologies. It further strengthens their competitive capabilities, unlocks new business opportunities across the ASEAN region, and supports the sustainable growth of the digital economy over the long term.

Symphony Communication Partnered with Telehouse Thailand to Strengthen Cloud Services and Digital Infrastructure for Global Connectivity

On November 13, 2025, Symphony Communication Public Company Limited, represented by Mr. Alex Loh Chi Kwan, Chief Executive Officer, announced a strategic partnership with Telehouse Thailand, a leading global data center service provider and a subsidiary of KDDI Corporation, one of Japan's foremost telecommunications companies. This collaboration aims to accelerate the growth of international interconnection and cloud services, while supporting Thailand's advancement as an ASEAN Digital Hub.



The partnership leverages Symphony Communication's key strengths, including its extensive fiber optic network coverage and high-performance cloud services, in combination with Telehouse Thailand's Interconnection Data Center, which operates entirely on 100% renewable energy. This integration enhances the efficiency, scalability, and sustainability of digital infrastructure to meet the evolving needs of enterprise customers.



This strategic collaboration represents a significant milestone in the Company's ongoing efforts to develop and enhance digital infrastructure with greater reliability, security, and resilience. It strengthens the Company's ability to support the growing demand for connectivity and digital services, reinforces Thailand's and ASEAN's readiness for the digital era, and contributes to the sustainable growth of the regional digital economy over the long term.

Symphony Communication and NT Co-hosted "The Prestige Night – Business Networking Dinner" to Foster Public–Private Telecommunications Collaboration and Unlock Digital Business Opportunities

On November 18, 2025, Symphony Communication Public Company Limited, in collaboration with National Telecom Public Company Limited (NT), co-hosted **"The Prestige Night – Business Networking Dinner"** for the first time. The event served as a platform for exchanging perspectives and strengthening business collaboration among telecommunications service providers from both the public and private sectors, representing Thailand and the international community.

The primary objective of the event was to promote greater cooperation among telecommunications operators, fostering the development and enhancement of diverse, high-quality services for the benefit of end users. It also aimed to support the long-term advancement of Thailand's digital economy by encouraging strategic partnerships and industry-wide collaboration.



"The Prestige Night - Business Networking Dinner" reflected the shared vision of Symphony Communication and NT to build a strong and sustainable telecommunications ecosystem capable of meeting the rapidly evolving demands of the digital era. The event was attended by more than 500 telecommunications executives and industry professionals from Thailand and overseas, including representatives from Malaysia, Singapore, Hong Kong, China, and India, covering key markets across the Asia-Pacific region. The gathering of industry leaders and stakeholders from multiple countries marked a significant milestone in fostering new business opportunities, strengthening strategic partnerships, and enhancing long-term relationships. This initiative contributes to the continued development of the telecommunications industry and supports the sustainable growth of the digital economy across the region.

Symphony Communication Celebrates Its 20th Anniversary, Marking Two Decades of Sustainable Growth



On November 24, 2025, Symphony Communication Public Company Limited commemorated its 20th anniversary under the theme **"Beyond Connection, Toward Possibility."** The celebration brought together the Company's co-founders, Board of Directors, management team, and employees to share moments of joy, pride, and reflection on two decades of collective growth and achievement.

The event was marked by a warm and memorable atmosphere, symbolizing the strong bonds, shared commitment, and milestones that have shaped the Company's journey. It also reflected the organization's solid foundation and reaffirmed its vision to move forward with confidence—embracing new opportunities and driving continued, sustainable growth in the years ahead.





Achievement and Recognitive Awards

"Every award and achievement inspires us to strive for even greater excellence"

Driven by the unwavering commitment of the Board of Directors, management, and employees at all levels to advance the organization toward sustainable growth— underpinned by strong corporate governance principles and a steadfast focus on delivering long-term value to shareholders and all stakeholders—Symphony Communication Public Company Limited has been honored with several prestigious awards and notable recognitions across various areas in 2025, as outlined below.

Products and Services



Strategic Award: Top Local Service Provider

Symphony Communication Public Company Limited was honored with the **Strategic Award in the "Top Local Service Provider"** category by Hewlett-Packard Enterprise (Thailand) Ltd. at the HPE Partner Summit 2025. This prestigious recognition reflects the trust and confidence placed in the Company by a global partner, as well as its commitment to collaboration and strategic partnerships that strengthen and support the pursuit of mutual success and sustainable growth. The award also underscores the Company's outstanding performance, technical expertise, and operational excellence in delivering advanced, comprehensive, and high-quality technology solutions. It reaffirms Symphony Communication's capability to effectively meet the evolving demands of the digital business landscape and provide superior technology experiences that empower enterprise customers to achieve their digital transformation objectives.





SYMPHONY CLOUD Achieves Veeam Competency Certifications: Offsite Backup for Ransomware Resiliency and BaaS for Microsoft 365

SYMPHONY CLOUD has been awarded Veeam Competency certifications in Offsite Backup for Ransomware Resiliency and Backup as a Service (BaaS) for Microsoft 365 by Veeam, a global leader in backup, recovery, and data availability solutions. These certifications reflect the Company's strong capabilities and adherence to best practices in data protection and information security, particularly in safeguarding against cyber threats and ransomware attacks, as well as in delivering reliable and standards-based backup services for Microsoft 365.

Notably, Symphony Communication Public Company Limited is the first cloud service provider in Thailand to achieve these Veeam Competency certifications. This milestone underscores the strength, readiness, and technological excellence of SYMPHONY CLOUD in delivering secure, resilient, and high-performance cloud services. It also reinforces the Company's ability to effectively support enterprise customers' data protection, business continuity, and information management needs in alignment with international standards.

SYMPHONY CLOUD Achieves Digital Service and Quality Certification for "Cloud Service Products"



SYMPHONY CLOUD has been certified under the quality and digital service standards for the **"Cloud Service Products"** category by the Digital Economy Promotion Agency (depa). This certification serves as a mark of assurance of quality, security, and reliability for cloud services at the national level. This recognition reflects the Company's strong capabilities and readiness to provide secure, highly stable cloud infrastructure services that effectively meet the requirements of both the business sector and government agencies. It also reaffirms the Company's success in elevating the quality and service standards of its offerings to achieve recognition at both national and international levels.

Corporate Governance and Sustainability

SET ESG Ratings 2025 "A" Rating from the Stock Exchange of Thailand



Symphony Communication Public Company Limited has been awarded an **"A"** rating in the SET ESG Ratings 2025 under the Information Technology industry category by the Stock Exchange of Thailand. This represents a significant improvement from the "BBB" rating received in the previous year and reflects the Company's continued progress in ESG performance and transparency, recognized at the national level. This achievement underscores the Company's strong commitment to driving sustainable business growth based on sound corporate governance, environmental stewardship, and social responsibility. It also reinforces the Company's dedication to creating long-term value and fostering sustainable growth in partnership with stakeholders across the entire value chain.

Corporate Governance Excellence Recognition: "Excellent" or "5-Star" CGR Rating

Symphony Communication Public Company Limited has been recognized with an **"Excellent"** or **"5-Star"** rating in the Corporate Governance Report of Thai Listed Companies (CGR) 2025. The assessment is conducted by the Thai Institute of Directors Association (IOD), in collaboration with the Stock Exchange of Thailand and the Securities and Exchange Commission of Thailand (SEC). This achievement marks the Company's sixth consecutive year of receiving the highest CGR rating since 2020, reflecting its unwavering commitment to conducting business with integrity, fairness, and transparency in accordance with the principles of good corporate governance. This recognition reinforces the Company's strong governance foundation and its continued dedication to building trust and confidence among shareholders, investors, and all stakeholders.

GM Checklist Assessment "5 Tokens" or "Full Score of 100 Points"

Symphony Communication Public Company Limited has received an **"Excellent"** rating, or **"5 Tokens,"** with a full score of **100 points** in the AGM Checklist Assessment 2025, conducted by the Thai Investors Association with the support of the Stock Exchange of Thailand and the Securities and Exchange Commission of Thailand (SEC). This marks the fifth consecutive year, since 2021, that the Company has achieved the highest level of recognition. This achievement reflects the Company's strong commitment to enhancing the standards and quality of its Annual General Meeting of Shareholders, with a focus on upholding shareholders' rights and ensuring equitable, transparent, and fair treatment for all shareholders in accordance with the principles of good corporate governance.

International Operation Standards

Symphony Communication Public Company Limited places strong emphasis on operating in accordance with internationally recognized standards to enhance service quality, operational efficiency, security, and reliability. The Company remains committed to delivering exceptional customer experience while creating sustainable value for all stakeholders.

In 2025, the Company successfully underwent assessments and obtained additional operational certifications from the British Standards Institution (BSI), as detailed below.


bsi.

Certificate of Registration

...making excellence a habit.

ISO/IEC 27018: Management System for Protection of Personally Identifiable Information (PII) in Public Clouds Acting as PII Processors

ISO/IEC 27018 is an international standard and code of practice designed to protect Personally Identifiable Information (PII) processed in public cloud environments. It establishes specific security and privacy requirements for cloud service providers acting as PII processors, ensuring the proper handling and safeguarding of personal data.

This standard enables organizations to implement robust and appropriate controls for managing personal data, including limiting data processing to specified purposes, enforcing strict access controls, governing data disclosure, and ensuring secure data handling upon service termination. Compliance with ISO/IEC 27018 strengthens customer trust and confidence while supporting effective adherence to applicable data protection laws and regulatory requirements.


bsi.

Certificate of Registration

...making excellence a habit.

ISO/IEC 27701: Privacy Information Management System

ISO/IEC 27701 is an international standard that extends the Information Security Management System (ISO/IEC 27001) and the Code of Practice for Information Security Controls (ISO/IEC 27002). It is designed to support organizations in establishing and implementing best practices for the management and protection of Personally Identifiable Information (PII).

This standard enables organizations to operate in compliance with applicable personal data protection laws and regulations, including Thailand's Personal Data Protection Act (PDPA) and the European Union's General Data Protection Regulation (GDPR). It applies to organizations acting as both PII Controllers and/or PII Processors. Certification to ISO/IEC 27701 enhances organizational credibility, reduces legal and regulatory risks, and strengthens the long-term effectiveness and sustainability of personal data protection practices.

01

Business Operation and Operating Results

Vision, Mission and Core Value

Vision

Empower meaningful connectivity through a spirit of learning, integrity, innovation, and happiness, while creating sustainable value for all stakeholders

Mission

- Develop high-quality, reliable, secure, and accessible digital infrastructure that enables seamless business operations and everyday life in the digital era.
- Create innovative digital services and solutions that address customers' true needs through advanced technologies, delivering exceptional value and superior customer satisfaction.
- Foster a culture of continuous learning, enhance employee capabilities, and cultivate a work environment that promotes well-being, engagement, and pride in the organization.
- Conduct business with honesty, integrity, and transparency under the principles of good corporate governance, while protecting the environment, supporting communities, and creating sustainable value for society, the nation, and all stakeholders.

Core Value



S

SERVE THE BEST

Dedicate our utmost efforts at every stage to ensure excellence in performance and deliver the exceptional experiences.



Y

YES WE CAN

Firmly believe that possibilities are limitless, and that we have the potential and capabilities to make it a reality.



M

MUTUAL TRUST

Foster mutual trust and collaboration, embracing openness and a positive mindset to achieve our goals and succeed together.



C

CUSTOMER FIRST

Place customers at the center of everything, understand their expectations and needs, and respond with excellence and dedication.

Organizational Structure and Operation of the Group of Companies

Policy and Business Overview

Symphony Communication Public Company Limited was established on 24 November 2005 by a team of executives and engineers with extensive expertise and long-standing experience in the communications and telecommunications industry. The Company was founded with the objective of providing high-quality telecommunications network services.

In 2010, the Company was transformed into a public limited company and listed on the Stock Exchange of Thailand under the Technology Industry Group (Sector: Information and Communication Technology). The Company's securities are traded under the ticker symbol **"SYMC"**, with its first trading day on the Stock Exchange of Thailand on 26 November 2010. At present, the Company has a registered and paid-up capital of THB 433,654,887.

The Company operates a telecommunications infrastructure and integrated digital solutions business under the brand **"SYMPHONY".** Its services include high-speed leased circuits for domestic and international data connectivity through fiber optic cable networks, both terrestrial and submarine. In addition, the Company provides Internet services, cloud computing services, managed security services, managed services, and data center services to enterprise customers in both the public and private sectors, as well as to other telecommunications operators domestically and internationally.

The Company's business operations are regulated by the Office of the National Broadcasting and Telecommunications Commission (NBTC). Currently, the Company holds Type II and Type III Telecommunication Service License (with own network), which allow the Company to provide services domestic and international private leased circuits (IPLC), both terrestrial and submarine, international IP-VPN services, and cloud computing services (IPLC), both terrestrial and submarine coverage, IP-Virtual Private Network (IP-VPN) services, and cloud computing services. Furthermore, the Company holds Type I and Type II Internet Services License, enabling it to provide internet service and to operate International Internet Gateway services (IIG) and National Internet Exchange (NIX) services.



Summary of the Company's Operating Licenses

Type of License	No. of License	Authorized Date	Nature and Types of Authorized Services	License Term
Type I Telecommunication Business License[1]	TEL1/2556/043	2 May 2013	- Leased Line - Colocation, Dedicated Server, Web Hosting and Mail Hosting - Resale of Leased Line Service - Resale of Dark Fiber Service - Resale of Fixed Line Service - Resale of Mobile Phone Service	The license is valid for the duration of the Company's operations, with the next license change scheduled for 31 July 2030.
Type II Telecommunication Business License (with own network)[2]	TEL2/F/2549/001	15 June 2006	- Domestic Dark Fiber Leasing Service - Domestic Leased Line and Value-Added Services - WiFi Internet Services - International Internet Gateway (IIG) and Internet Exchange (NIX) Services	The license is valid for the duration of the Company's operations, with the next license change scheduled for 15 June 2030.
Type II Telecommunication Business License (with own network)[3]	TEL3/2554/003	10 August 2011	- International Private Leased Circuit (IPLC) Service - International Internet Protocol Virtual Private Network (IP-VPN) Service - International Private Leased Circuit (IPLC) Service (submarine route) - Internet Service via Fiber Optic Network (FTTx) - Cloud Computing Services	The license is valid for a period of 15 years, with the next renewal scheduled for 9 August 2041.

Remark: [1] The Company was granted approval to add telecommunications services, including Colocation, Dedicated Server, Web Hosting and Mail Hosting, as well as resale of telecommunications services, including Leased Line, Dark Fiber, Fixed Line Telephone, and Mobile Telephone services on 14 June 2024. The license was subsequently changed on 13 June 2025.

[2] The license was changed on 25 April 2025.

[3] The license was renewed on 23 December 2025.

Business Goals and Strategies

The Company is committed to advancing the digital future of enterprise customers by delivering exceptional experience while creating sustainable value for all stakeholders. To achieve this objective, we prioritize the development of robust infrastructure platforms, continuous innovation, and a customer-centric operating model to strengthen our long-term competitiveness.

Our strategy is designed to accelerate seamless and effective digital transformation for customers and stakeholders by leveraging advanced technologies, enhancing human capital capabilities, and fostering a stakeholder-focused organizational culture. This strategic framework is articulated through our **"5D"** approach, as outlined below:

1) Digital Excellence & Innovation

The Company is dedicated to sustaining and strengthening its leadership in digital solutions and innovative technologies to comprehensively support enterprise digital transformation. Our service portfolio spans network infrastructure, cloud services, managed security services, and managed IT services. Key strategic initiatives include:

- Continuously developing and enhancing digital services and solutions in alignment with evolving market demands and technology trends.
- Investing in emerging technologies such as Artificial Intelligence (AI), cloud-native architecture, and advanced cybersecurity solutions to enhance service efficiency and capability.
- Promoting research and development (R&D) in conjunction with strategic partnerships with leading global technology providers.
- Reinforcing our role as a trusted advisor in digital transformation for enterprise clients.

2) Deliver Unmatched Customer Experience

The Company places the highest priority on delivering excellent and superior customer experiences across every stage of the customer journey, emphasizing reliability, responsiveness, and proactive service under our ***"We Fast You First"*** philosophy. Key initiatives include:

- Ensuring network availability through industry-leading Service Level Agreements (SLA) of 99.95%.
- Providing 24/7 expert support through our Network Operations Center (NOC).
- Delivering customized solutions tailored to specific business requirements.
- Implementing proactive monitoring and preventive maintenance systems.
- Developing seamless, integrated customer touchpoints across all service channels.

3) Develop Strategic Coverage & Connectivity

The Company continues to expand and enhance its network infrastructure to support the growth of the digital economy at both national and regional levels. Strategic priorities include:

- Strengthening Thailand's position as a regional digital connectivity hub within ASEAN.
- Expanding network coverage in high-potential areas such as economic corridors, industrial estates, and key business districts.
- Increasing fiber optic network coverage in commercial buildings and data centers.
- Enhancing and expanding International Gateway capabilities to support cross-border digital transactions.
- Reinforcing last-mile connectivity solutions to ensure comprehensive service delivery.

4) Drive Sustainable Growth

The Company aims to achieve stable and sustainable business growth while maintaining financial discipline and environmental and social responsibility. Our strategic targets include:

- Achieving revenue of THB 3,000 million and net profit of THB 450 million within three years.
- Expanding the enterprise customer base to 3,500 accounts through value-added services and digital solutions.
- Developing new revenue streams through innovative digital services.
- Establishing long-term partnerships with key stakeholders.
- Investing in environmentally friendly technologies and sustainable business practices.

5) Demonstrate Corporate Excellence

The Company is committed to continuously enhancing operational standards and corporate governance by upholding the SYMC core values—***Serve the BEST, Yes WE CAN, Mutual TRUST, and Customer FIRST.*** Key initiatives include:

- Implementing robust governance frameworks and ethical business practices.
- Investing in professional development and fostering a stakeholder-focused corporate culture.
- Advancing environmental initiatives and clean energy projects to mitigate climate impact.
- Promoting environmental sustainability through green initiatives.
- Supporting community development, digital well-being, and equitable access to digital technologies.

This strategic direction reflects the Company's transformation from a traditional connectivity provider into a comprehensive digital infrastructure and technology solutions partner for enterprise customers. The Company remains committed to creating sustainable value for all stakeholders while strengthening its position as a leading B2B digital service provider in the region—trusted, preferred, and consistently top of mind among customers.

Material Changes and Developments

During the past 3 years of operation, the Company has had important changes and developments as follows:

YEAR 2023

- Restructured financial and investment portfolio by divesting and transferring all 490,000 common shares that the Company held in AIMS Data Centre (Thailand) Limited ("ADCTH"), representing 49% of the total issued and paid-up shares of ADCTH, to DB Arrow Pte. Ltd., Singapore. As a result of this transaction, ADCTH is no longer classified as an associated company of the Company.

  The divestment in ADCTH has allowed the Company to mitigate investment risks while utilizing the proceeds from the share sale to invest in high-potential and growth-driven businesses, ensuring optimal returns.

- Restructured internal management by establishing five dedicated Business Units (BU), including Enterprise BU, Carriers & Partners BU, OTTs & Hyperscalers BU, Cloud BU, and Managed Security BU. This restructuring aligned with the Company's current business operations and supports future growth. Additionally, it enhances operational efficiency and strengthens the Company's ability to deliver high-quality services to customers.

- Continued to enhance network quality and performance by constructing a third fiber optic network route in the upper eastern region (Bangkok – Aranyaprathet), connecting to Cambodia and Vietnam. This expansion supports high-bandwidth services at the Terabit level while reducing network latency.
- Upgraded and installed Next-Generation Firewalls (NGFWs) at both its Primary Network Operations Center (Data Center: DC) and Backup Network Operations Center (Disaster Recovery Center: DR). These upgrades reinforce cybersecurity protection for the Company's internal IT infrastructure and telecommunications network services, safeguarding against cyber threats.
- Participated in the Telecommunications Cable Management and Underground Cabling Project, which was the collaboration project between the Ministry of Digital Economy and Society, the National Broadcasting and Telecommunications Commission (NBTC), the Metropolitan Electricity Authority, the Bangkok Metropolitan Administration, and other telecommunications operators. This initiative aims to enhance network efficiency and safety by mitigating risks associated with accidents, ensuring public safety, and protecting community lives and property. Additionally, the project contributes to improving urban aesthetics, creating a more organized and visually appealing environment.
- Expanded cloud service business by forming a strategic partnership with AVM Cloud (Thailand) Co., Ltd., a subsidiary of AVM Cloud Sdn Bhd, one of Malaysia's leading cloud service providers with over 20 years of experience and expertise in the cloud industry. The Company has adopted AVM Cloud's best practices in cloud operations and service management to enhance its enterprise cloud offerings under the **"Symphony Cloud"** brand.
- Obtained ISO22301 certification, which is the international standard for Business Continuity Management System (BCMS) from the British Standards Institution (BSI). This certification reinforces customer confidence in the Company's capability to deliver continuous, high-quality business and cloud services, ensuring operational resilience and service excellence.

YEAR 2024

- Developed and enhanced the quality, efficiency, stability, and security of the nationwide network by integrating Artificial Intelligence (AI) and Software-Defined Network (SDN) intelligent networking technology. Additionally, the Company upgraded network infrastructure and transmission equipment to modern standards, while expanding bandwidth capacity to accommodate increasing data demands both domestically and internationally.
- Upgraded capacity of the Malaysia-Cambodia-Thailand (MCT) submarine cable system to enhance connectivity performance and meet growing data traffic demands.
- Established a second International Gateway in Hat Yai (Ban Phru Sub-District) to strengthen connectivity with Malaysia. Additionally, the Company is expanding and constructing a new International Gateway in the northeastern region to enhance connectivity with Laos and further expand into Vietnam. The new International Gateway is designed to serve various service providers, including Internet Service Providers (ISPs), both domestically and internationally, as well as Over-the-Top (OTT) service providers.
- Announced an upgrade in Service Level Agreement (SLA) from 99.90% uptime, which previously allowed 43 minutes of downtime, to 99.95% uptime, reducing downtime to only 21 minutes. The Company's 99.95% SLA covers end-to-end connectivity, setting a new industry benchmark in telecommunications. Additionally, the Company has reduced the Mean Time to Repair (MTTR) for network issues, ensuring service restoration within 3 hours, down from 4 hours, from the moment of service disruption. The Company is the first provider to guarantee an MTTR of 3 hours for its customers. This enhancement in network service standards and quality ensures uninterrupted service for customers, minimizes business disruption risks.

- Upgraded and established three new Internet gateways, with two in Bangkok and one in Chonburi, to enhance network efficiency and stability. These new gateways accommodate higher traffic volumes, meet increasing data demands, and improve redundancy through a multi-site infrastructure, ensuring seamless traffic switching and uninterrupted service. Additionally, network security has been significantly improved with the deployment of AI-driven DDoS protection, enabling real-time detection and response to cyber threats, strengthening overall network security. The new system also reduces latency by optimizing routing, providing users with faster and more efficient internet performance.
- Upgraded internet equipment and expanded Internet Points of Presence (POP) in Singapore and Hong Kong to enhance network capacity and stability. In Singapore, a second POP was installed to accommodate increasing traffic and improve network diversity. In Hong Kong, the Company relocated its POP to a more strategic location, enhancing service performance, network security, and stability. These improvements benefit a wide range of users, including enterprise customers, Internet Service Providers (ISPs), and general users.
- Redesigned the **"SYMPHONY CLOUD"** brand logo to reflect the Company's commitment and capability in delivering cutting-edge cloud services, including Hybrid Cloud and Private Cloud solutions. This transformation highlights the Company's dedication to leveraging advanced technology and ensuring secure, reliable, and future-ready cloud services, supporting customers on their journey to digital success with stability and security.

SYMPHONY
CLOUD

- Expanded cloud service locations in collaboration with AVM Cloud, establishing a total of five service points covering key economic areas from Bangkok to Chonburi. This expansion enhances faster and more efficient access to cloud services, supports disaster-resilient solutions, and allows customers to tailor cloud services to their specific needs, ensuring business continuity and a stronger competitive edge.
- SYMPHONY CLOUD has been granted a VMware Cloud Service Provider (VCSP) license through its affiliate, which has been officially appointed as a Premier Partner of VMware by Broadcom.
- Enhanced Hybrid-Cloud and Multi-Cloud capabilities, supporting flexible cloud solutions by integrating with leading cloud providers. This ensures organizations can efficiently access cloud services while reducing risks associated with vendor lock-in.
- Introduced Backup as a Service, providing secure cloud-based data backup solutions to prevent the loss of critical business information. A highly efficient backup system ensures quick data recovery, strengthening business resilience.
- Introduced Disaster Recovery as a Service (DRaaS) to support business continuity, enabling organizations to back up their systems to the cloud and quickly activate them via a self-service platform. This significantly reduces recovery time, ensuring efficient business continuity.
- Launched Managed Cloud Service to simplify cloud infrastructure management for organizations, allowing them to focus on business growth. This service reduces the operational burden of cloud management while ensuring quick access to cutting-edge technology.
- Introduced Dedicated Private Cloud to meet the needs of organizations requiring enhanced privacy and compliance with security policies and regulations. A dedicated support team provides 24/7 infrastructure management and consultation, ensuring secure and high-standard cloud services.
- Enhanced cybersecurity management services, offering comprehensive proactive security solutions, including consultancy, design, monitoring, analysis, and real-time alerts.

- Partnered with Fortinet Thailand, a globally recognized leader in cybersecurity solutions, to co-develop and deliver enterprise cybersecurity management services, strengthening security protection for corporate customers.
- Continue advancing the telecommunications cable management project in Bangkok and provincial areas by collaborating with the National Broadcasting and Telecommunications Commission (NBTC), the Metropolitan Electricity Authority, the Provincial Electricity Authority, and other telecommunications operators. This initiative aims to enhance network safety, prevent accidents, protect people lives and community property, and improve the aesthetics and orderliness of urban and community landscapes.
- Achieved ISO/IEC 20000-1 certification, an international standard for IT Service Management Systems (ITSM), from the British Standards Institution (BSI).
- The Board of Directors Meeting No. 6/2024, held on November 28, 2024, acknowledged the retirement of Mr. Kranphol Asawasuwan from his position as President. The Board approved the appointment of Mr. Alex Loh Chi Kwan, the Chief Operating Officer (COO), as the new President. Additionally, the title of the Company's highest executive position was changed from "President" to "Chief Executive Officer", effective December 18, 2024.
- The Board of Director approved restructuring of corporate governance by dissolving the Executive Committee; and let the Chief Executive Officer reports directly to the Board of Directors.

YEAR 2025

- Restructured the Company's internal management structure by establishing the Global Business Group to support international market expansion and create new overseas business opportunities. This initiative also aims to enhance the Company's service capabilities and operational strength, while strengthening its competitiveness at the global level, thereby driving strategic growth and creating sustainable long-term value for the Company.
- Established a new International Gateway in Mukdahan Province to expand connectivity to the Lao PDR and Vietnam. This gateway represents a new strategic route linking Thailand with neighboring countries and further extending connectivity to other countries worldwide. The new International Gateway primarily serves various service providers, including domestic and international Internet Service Providers (ISPs) and Over-the-Top (OTT) service providers.
- Expanded the Company's Internet Backbone network with a new route connecting through Lao PDR and Vietnam to a Point of Presence (POP) in Hong Kong. This expansion enhances data transmission capacity and efficiency to China and the Asia-Pacific region. The new route is designed to reduce network latency, thereby improving the speed and stability of internet connectivity and effectively supporting the increasing demand for data services.
- Enhanced connectivity with upstream network providers by deploying artificial intelligence (AI) to analyze and optimize internet network paths. This system selects the shortest and most stable routes available at any given time, thereby maximizing the efficiency of the Company's Internet Backbone and enabling it to effectively support the needs of Internet Service Providers (ISPs) and Over-the-Top (OTT) content providers both domestically and internationally.
- Expanded and constructed additional fiber optic network infrastructure totaling more than 4,000 kilometers, bringing the Company's total network length to over 32,000 kilometers. This expansion focuses on improving network quality and extending service coverage in the Northeastern region, particularly in Kalasin and Mukdahan provinces, to strengthen network capacity in response to increasing data traffic and enhance user confidence in connection speed and stability.
- Upgraded and improved network performance in the Southern region to increase bandwidth capacity on the existing network infrastructure. This enhancement supports the growing internet usage demand while reinforcing the reliability and stability of the regional network.

- Expanded and enhanced network peering connections with domestic Content Delivery Network (CDN) partners to improve content accessibility and ensure high-speed and stable data delivery. These connections help reduce latency by shortening data transmission distances, enabling users to access multimedia content and digital services more smoothly and efficiently.
- Launched the **Enterprise AI Assistant service**, developed in collaboration with strategic partners specializing in Artificial Intelligence (AI). This ready-to-use AI solution is delivered on the SYMPHONY CLOUD platform and is designed specifically for enterprise use, enabling organizations to adopt AI to enhance operational efficiency and strengthen their competitiveness in the digital era.
- Enhanced data backup services by introducing additional backup options through leading cloud storage providers. The Company provides these services as a channel account partner, enabling direct management of user accounts, faster service activation, and greater operational flexibility for customers.
- Launched the **Direct Connect service** connecting to the AWS Direct Connect Location at Telehouse DC, within the AWS Thailand Region. This service enables organizations to securely and reliably exchange data with global cloud services through a private connection. The connection is delivered end-to-end via the Company's network infrastructure, from the customer site directly to the AWS Direct Connect Node.
- SYMPHONY CLOUD services received Veeam Competency certifications in Offsite Backup for Ransomware Resiliency and Backup as a Service (BaaS) for Microsoft 365 from Veeam, a global leader in backup, recovery, and data availability software. The Company is the first company in Thailand to receive these certifications. Additionally, the service has been officially certified under the dSURE Cloud Standard by the Digital Economy Promotion Agency (depa), covering Infrastructure as a Service (IaaS), Disaster Recovery as a Service (DRaaS), and Backup as a Service (BaaS).
- Launched **"SYMPHONY CYBER SHIELD"**, a new service name and logo for the Company's Managed Security Services, aimed at strengthening its brand image as a leader in cybersecurity protection and reinforcing its role as a trusted "Digital Defense Partner" for customers in today's rapidly evolving digital landscape.



- Introduced **Managed Extended Detection and Response (MxDR)**, a new comprehensive cybersecurity service that utilizes advanced threat detection technologies together with continuous monitoring, analysis, alerting, and management services available 24 hours a day, 7 days a week. The launch of this service reflects the Company's commitment to strengthening its cybersecurity service portfolio and delivering modern, end-to-end security solutions to support enterprise customers in operating their businesses with stability, security, flexibility, and reliability.
- Enhanced enterprise data protection with the launch of the **Advanced Data Leak Monitoring service**, designed to function as a "radar" that monitors potential data leakage across all dimensions around the clock. The service covers both the visible and hidden online environments and includes Threat Hunting and Data Leak Monitoring capabilities using reliable global Threat Intelligence sources. Immediate alerts are provided upon detection of data leakage, enabling organizations to respond and mitigate risks promptly.
- Officially appointed as the first **"Google Verified Peering Partner"** in Thailand, further strengthening the Company's capability to deliver high-performance internet connectivity and optimized content delivery.

- Received approval from the Office of National Broadcasting and Telecommunications Commission (NBTC) to change its Type 1 Telecommunications License. The license amendment is scheduled every five years, with the next amendment due before 31 July 2030.
- Received approval from the NBTC to change its Type 2 Telecommunications License. The license amendment is scheduled every five years, with the next amendment due before 15 June 2030
- Obtained a renewal of its Type 3 Telecommunications License from the NBTC, which is valid for 15 years, with the next renewal scheduled for 9 August 2041.
- Signed a Memorandum of Cooperation (MOC) with CMC Telecommunication Infrastructure Corporation, a leading telecommunications and digital infrastructure provider in Vietnam, to jointly expand network connectivity across Thailand, Vietnam, Lao PDR, Malaysia, Singapore, and Hong Kong, as well as to enhance and develop cloud service quality across the ASEAN region using world-class technologies.
- Entered into a strategic partnership with Telehouse Thailand, a global leader in data center services, to accelerate the growth of international interconnection and cloud services. This collaboration focuses on delivering SYMPHONY CLOUD services through Telehouse's data centers powered by 100% renewable energy, building secure and low-latency multi-cloud connectivity, and expanding cross-border connectivity through the Company's fiber and submarine cable networks to connect Thailand with ASEAN countries and global digital hubs such as Japan, Singapore, Hong Kong, and Europe.
- Upgraded the backup power system within the Company's network infrastructure by replacing traditional lead-acid batteries with lithium batteries to ensure service continuity and support the 99.95% End-to-End Service Level Agreement (SLA). Lithium batteries have a lifespan of up to 10 years, significantly longer than conventional lead-acid batteries, which helps reduce replacement frequency and lower long-term operating costs. In addition, the system enables real-time battery monitoring, allowing operational teams to track battery performance and proactively prevent potential network disruptions.
- Launched the **SYMPHONY Mobile Generator Vehicle**, designed to function as a double backup solution for the network infrastructure in emergency situations, such as prolonged power outages. The SYMPHONY Mobile Generator Vehicle can be rapidly deployed to affected locations to provide backup power, ensuring continuous network operation even in cases where electricity outages last longer than 24 hours.



- Successfully achieved certification for ISO/IEC 27018, the international standard for the protection of Personally Identifiable Information (PII) in public cloud environments (Management System for Protection of PII in Public Clouds Acting as PII Processors). This standard focuses on security and privacy controls for cloud service providers acting as PII processors. The Company has also been certified under ISO/IEC 27701, the Privacy Information Management System (PIMS) standard, by the British Standards Institution (BSI).

Obligations to which the Company has committed in the registration statement for securities offering and/or the approval conditions of the SEC Office

- None -

General Information

Name	:	Symphony Communication Public Company Limited
Stock Ticker Symbol	:	SYMC (Industry Group: Technology / Sector: Information and Communication Technology)
Nature of Business	:	Provision of telecommunications network infrastructure for data connectivity, along with integrated digital solutions for enterprise customers.
Registration No.	:	0107553000107
Date of Listing on SET	:	26 November 2010
Registered Capital	:	Baht 433,654,887
Issued & Paid-Up Capital	:	Baht 433,654,887
No. of Ordinary Shares	:	433,654,887 shares
Par Value	:	Baht 1 per share
Accounting Period	:	January - December
Head Office	:	123 Suntowers Building B, 35th-36th Floor, Vibhavadee Rangsit Road, Chomphon Sub-District, Chatuchak District, Bangkok 10900
Corporate Website	:	www.symphony.net.th
Telephone	:	+66 (0) 2101 1111
Company Contacts	:	Investor Relations Tel: +66 (0) 2101 1111 ext. 36305 E-mail: ir@symphony.net.th Company Secretary Tel: +66 (0) 2101 1111 ext. 36010 E-mail: atchara.a@symphony.net.th
Corporate Logo	:	SYMPHONY

Nature of Business

Revenue Structure

The revenue of the Company can be classified by service types as follows:s

Unit: Million Baht

Revenue	FY2023		FY2024		FY2025	
	Amount	%	Amount	%	Amount	%
Revenue from connectivity service	1,808	93.2	1,839	90.3	1,860	88.6
Revenue from managed service and solutions	118	6.0	180	8.9	224	10.7
Revenue from co-location Service	15	0.8	17	0.8	15	0.7
Total service revenue	**1,941**	**100.0**	**2,036**	**100.0**	**2,100**	**100.0**

Product and Services Information

Characteristics of Products or Services and Business Innovation Development

The Company is committed to developing high-quality products and delivering best-in-class services, while creating excellent customer experience. This is achieved through high-speed fiber optic network connectivity that ensures stability, security, and high performance, together with comprehensive digital technology solutions and advanced digital platforms. The Company's services are designed to be flexible and can be customized to meet the diverse requirements of customers across all sectors

The Company's products and services include:

1. Network Connectivity Services

The Company provides communication and data connectivity services through SDN-MPLS (Next Generation Intelligent Software Defined Network) technology. This technology represents an advancement from traditional MPLS networks by integrating multiple intelligent network management systems, including automated routing systems, latency analysis, network utilization analysis, packet loss monitoring, and simulation systems for impact assessment. These capabilities allow the Company to predict potential network impacts more accurately and notify customers in advance.

Most importantly, the network is capable of supporting data transmission speeds of up to 100 Gbps, with scalability up to 1000 Gbps, which represents the current industry standard. This enables the Company to effectively support the rapidly growing demand for data usage and digital services.

The Company's network connectivity services include:

1.1 Domestic Network Connectivity

- **Access Network --** This service provides high-speed communication circuits for connectivity to information service providers. Customers in this segment typically include Internet service providers and other digital service providers that deliver services to enterprise end-users. These customers can lease the Company's high-speed communication network instead of investing in their own network infrastructure. As a network provider, the Company is capable of supporting

service providers nationwide. Currently, the Company's core network is connected to leading data center providers across Bangkok and maintains partnerships with them to deliver the best possible services to end user.

- **Private Network --** This service provides high-speed communication circuits for private network connectivity. Customers in this segment include telecommunications operators who lease the Company's circuits as part of their core network infrastructure or providing services to their own end users. It also includes enterprise customers that are end users requiring high-volume data transmission between headquarters and branch offices, such as commercial banks, modern trade retail companies, and state enterprises with extensive branch networks.
- **DC/DR Connectivity --** This service provides high-speed communication connectivity designed for large-scale data transmission between Data Centers, Disaster Recovery (DR) sites, and key customer locations. The service is delivered via DWDM technology, which uses wavelength-based transmission technology. Customers may choose to use their own DWDM equipment or opt for the Company's total DC/DR connectivity solution.

1.2 International Network Connectivity

This service provides high-speed communication circuits for international connectivity, serving enterprise customers such as banks, industrial manufacturers, and multinational corporations that require seamless data connectivity between their offices in Thailand and their overseas branches. It also serves other telecommunications operators, including international carriers and local telecom operators, which lease the Company's communication circuits as their core network infrastructure to connect to international carrier stations in various countries.

The Company's international network is connected through terrestrial routes across all international borders neighboring Thailand, as well as through submarine cable infrastructure via the Malaysia–Cambodia–Thailand (MCT) submarine cable system,

The Malaysia-Cambodia-Thailand (MCT) Submarine Cable System s a high-speed communication network that connects to global submarine cable systems across Asia, Europe, and the Americas



- Owner:

SYMPHONY TM telcotech

- The first international submarine cable network in Thailand owned and operated by a private company
- Total cable length of approximately 1,300 kilometers
- Supports data transmission capacity of up to 30 terabits per second (Tbps)
- The Company's submarine cable landing station is located in Rayong Province, Thailand

MCT
Malaysia-Cambodia-Thailand
Submarine Cable System



The Company's network service development and design are guided by a customer-centric approach, allowing services to be customized to meet the specific requirements of each client. The design focuses on key business needs, including network stability, operational efficiency, service continuity, bandwidth capacity, and data security.

The Company's network services are monitored and managed by the Network Operation Center (NOC), where specialized engineers are on duty to oversee operations, monitor performance, and resolve any incidents 24 hours a day, 7 days a week. In addition, the Company maintains 20 regional service centers staffed by technical experts across the country to provide comprehensive nationwide support. The Company guarantees a Mean Time to Repair (MTTR) of within 3 hours from the time a network outage occurs until the service is restored to normal operation.

Furthermore, the Company delivers network services under a Service Level Agreement (SLA) of 99.95%, covering end-to-end connectivity from source to destination, including Customer Premise Equipment (CPE) or routers. This ensures that customers receive reliable, high-quality services that enable continuous business operations while optimizing costs and resource efficiency.

2. Internet Services

The Company primarily provides internet services for enterprise customers. The Company's internet service offers direct connectivity from the customer's premises to the Company's Internet Gateway, utilizing its own international network infrastructure that can be fully managed and controlled. This ensures that customers can rely on stable and seamless connectivity for their business data transmission over the Company's network without interruption.

In addition to its core internet services, the Company also provides supplementary services related to internet usage, including the following:

- **2.1 Email and Web Hosting --** This is a basic service designed for enterprise customers using internet services. The Company provides email and web hosting services for small and medium-sized enterprise (SMEs) customers.
- **2.2 D-Dos Protection --** Modern business operations rely heavily on high-quality and reliable internet connectivity. Distributed Denial-of-Service (DDoS) attacks therefore pose significant risks to business continuity, and such attacks have been increasing each year. The DDoS Protection service is an add-on to the Company's Direct Internet service for enterprises, designed to ensure that customers' business internet usage remains continuously available and protected against cyberattacks.

The Company's internet services are monitored and maintained by its team of specialized engineers 24 hours a day, 7 days a week.

3. Managed Services

Managed Services provide comprehensive management and maintenance of information technology solutions in conjunction with the Company's network services. The Company delivers end-to-end IT system management, covering system inspection, consultation, troubleshooting, replacement equipment provisioning, as well as continuous monitoring and maintenance through its customer service center, which operates 24 hours a day, 7 days a week.

This service is designed to reduce the burden of system administration and maintenance for customers by enabling experienced specialists to manage and oversee IT systems efficiently. As a result, organizations can focus their internal resources on business development and strategic initiatives, allowing them to drive their operations and innovation to their full potential.

4. Cloud Computing Services

Today, Cloud Computing technology has become a critical component in driving both business organizations and government agencies, enhancing operational capabilities and competitiveness while also helping to optimize operational costs.

SYMPHONY CLOUD serves as an ideal solution for organizations seeking to reduce information technology expenses while supporting sustainability goals in accordance with ESG (Environmental, Social, and Governance) principles.

By leveraging high-performance and environmentally friendly cloud technologies, SYMPHONY CLOUD helps reduce IT resource consumption and energy usage while promoting ethical and socially responsible business practices. The service is complemented by superior service delivery and comprehensive management, covering consultation and solution design, testing, installation and deployment, as well as post-implementation support. Customers are supported by certified cloud specialists who are available 24 hours a day, 7 days a week.

The SYMPHONY CLOUD services include the following:

4.1 **Cloud IaaS (Infrastructure as a Service) --** A flexible cloud infrastructure service that can be scaled according to organizational requirements, enabling users to conveniently and rapidly access computing resources through the network.

4.2 **Backup as a Service (BaaS) --** A data backup and recovery service designed to reduce the risk of losing critical organizational data, with built-in protection mechanisms to prevent unauthorized data modification.

4.3 **Disaster Recovery as a Service --** A cloud-based disaster recovery solution that enables rapid system restoration following unexpected disruptions, ensuring business continuity and minimizing downtime.

4.4 **Hybrid-Cloud --** A cloud service that integrates Private Cloud environments with SYMPHONY CLOUD, enabling organizations to choose the most suitable infrastructure for different types of data and applications. This approach enhances system flexibility, reduces operational costs, improves agility, and supports secure and efficient system scalability.

4.5 **Multi-cloud --** A cloud service that enhances organizational operational capability by enabling connectivity with multiple leading cloud providers simultaneously, thereby improving service reliability and operational efficiency.

4.6 **Cloud Direct Connect --** A service that provides direct connectivity to leading global cloud platforms, enabling secure and high-performance connections to world-class cloud providers.

4.7 **Enterprise AI Assistant --** An AI-powered assistant service designed for enterprise use, enabling secure data-driven operations. All data is securely stored within the SYMPHONY CLOUD platform, with an access management system that clearly segregates data between organizations. The service also supports Large Language Model (LLM) capabilities from external providers, enabling organizations to enhance their business competitiveness through advanced AI functionality.

SYMPHONY CLOUD has obtained several international certifications and service quality standards, reflecting the Company's strong operational management and commitment to delivering secure, stable, and globally compliant cloud services. The certifications and standards include the following:

- **Information Security and Cloud Security Management**
  - CSA STAR (Cloud Security Alliance Security, Trust & Assurance Registry) – Demonstrates the Company's capability in managing risks and maintaining cloud security.
  - ISO/IEC 27001 – Information Security, Cybersecurity and Privacy Protection – Indicates robust information security management practices to ensure strict data protection.

- **Service Quality and Business Continuity**
  - ISO/IEC 20000-1 – Information Technology Service Management – Demonstrates a high-quality IT service management system ensuring efficient and continuous service delivery.
  - ISO/IEC 22301 – Security and Resilience: Business Continuity Management Systems – Confirms effective emergency response measures to maintain uninterrupted business operations.
  - ISO/IEC 27018 – Information Security, Cybersecurity and Privacy Protection – Demonstrates the implementation of personal data protection measures to ensure the secure handling of personal data according to international standards.
  - ISO/IEC 27701 – Privacy Information Management System (PIMS) – Demonstrates comprehensive management of personal data to comply with data protection regulations.
  - dSURE (Cloud Technology) – Certified by the Digital Economy Promotion Agency (depa), signifying the quality and reliability of the Company's cloud services.
- **Specialized Expertise and Technology Certifications**
  - Veeam Competency – Offsite Backup – Demonstrates expertise in providing secure and efficient cloud backup services.
  - Veeam Competency – Backup for Microsoft 365 – Demonstrates capability in delivering reliable Microsoft 365 backup solutions.

SYMPHONY CLOUD services are managed by a team of cloud specialists who continuously develop their professional skills. In 2025, the team obtained several industry-recognized professional certifications, including ITIL@4 Foundation, Datacenter Facilities Management Professional, VMware Certified Professional Network Virtualization, Huawei Cloud HCCDA Certificate, Huawei Cloud HCCDP Certificate, Wasabi Technical Certification.

5. Managed Security Services



Managed Security Services provide comprehensive security management and protection across network security, information technology (IT) security, and cybersecurity systems for customers. In today's environment, cyber threats are evolving rapidly and becoming increasingly sophisticated, creating greater challenges for organizations. As a result, information technology security has become an essential component of corporate IT infrastructure, not only to safeguard data but also to comply with regulatory and legal requirements.

This service helps reduce the operational burden on customers by providing specialized expertise, rapid deployment of appropriate security solutions, and continuous support through a 24/7 customer service center. A team of cybersecurity specialists monitors, analyzes, and resolves incidents efficiently, enabling organizations to significantly reduce the cost and complexity of managing their own security operations.

The Company's Managed Security Services include:

5.1 Network Security

- **Firewall as a Service:** The Company offers three firewall service models:
  1. **Virtual Firewall --** A firewall service operating on a virtualization platform within certified data centers. Symphony manages the entire infrastructure and system resources to ensure stable firewall operations for customers
  2. **Appliance Firewall --** A hardware-based firewall solution installed at the customer's premises. The system can be designed, installed, and positioned according to specific business requirements to ensure optimal network protection tailored to each organization's environment.

3. **Managed Firewall --** A fully managed firewall security service monitored by cybersecurity specialists 24 hours a day, 7 days a week. The system continuously monitors network activity and responds immediately to unauthorized intrusion attempts. It also includes log retention in compliance with the Computer Crime Act, along with expert support from cybersecurity professionals.

- **Distributed Denial of Service:** A service designed to mitigate and limit damage caused by Distributed Denial of Service (DDoS) attacks. The system analyzes network traffic and restricts suspicious activities when potential threats are detected, helping protect customers' network infrastructure from service disruptions.

5.2 **Information Technology Security (IT Security) Services --** services focus on protecting an organization's IT systems, data, and information infrastructure. Key services include:

- **Vulnerability Assessment (VA) --** A security assessment service that identifies potential vulnerabilities within an organization's IT systems. Cybersecurity specialists use advanced tools and techniques to scan and analyze weaknesses that could be exploited by malicious actors. This service enables organizations to understand their current security posture and implement timely remediation strategies.
- **Penetration Testing (Pentest) --** A simulated cyberattack conducted by security experts to evaluate system resilience from the perspective of a malicious hacker. Using various tools and techniques, the team attempts to penetrate the organization's systems and networks to identify exploitable vulnerabilities. This service enables organizations to understand their real security exposure and address vulnerabilities before actual attacks occur.
- **Cybersecurity Awareness Training Service --** A training program designed to strengthen cybersecurity awareness among employees, who represent both the first line of defense and a potential vulnerability within organizations. Through modern training modules and real-world attack simulations, the program helps transform potential human risk into a strong defensive layer, fostering a sustainable cybersecurity culture within the organization.

5.3 **Cybersecurity Management Services**

- **Managed Endpoint Detection and Response (MEDR) --** A real-time cyber threat detection and response service designed for endpoint devices, monitored and managed by cybersecurity specialists 24/7.
- **Managed Extended Detection and Response (MxDR) --** An advanced real-time threat detection and response service covering multiple platforms and devices such as firewalls, servers, email systems, and cloud environments, continuously monitored by expert security teams.
- **Advanced Data Leak Monitoring Service --** A specialized service designed to function as a "data leak radar", monitoring potential data exposure across all dimensions 24 hours a day. The service covers both visible and hidden online environments through Threat Hunting and Data Leak Monitoring, leveraging trusted global Threat Intelligence sources. Immediate alerts are issued when data leaks are detected, enabling organizations to respond and remediate issues promptly.

The Cybersecurity services provided by the Company comply with internationally recognized standards, including ISO/IEC 27001 Information Security Management Systems and the NIST Cybersecurity Framework. Services are supported by cybersecurity experts who provide consultation, monitoring, and incident response 24 hours a day, 7 days a week.

6. Data Centre Services

Data Center Services focus on providing standardized and secure facilities suitable for hosting information technology equipment and systems. These services are managed by specialized professionals with extensive experience in maintaining stable, sufficient, and secure power systems to support continuous business operations. In addition, a team of qualified engineers is available to monitor and maintain the facilities 24 hours a day, 7 days a week.

The Company collaborates with strategic business partners to act as a reseller and service provider of data center facilities both domestically and internationally, enabling it to comprehensively meet the diverse needs of modern organizations.

The services include the following:

6.1 Colocation Service -- A service that provides secure space within a data center for hosting customers' network equipment and servers, ensuring proper environmental control, power supply, and infrastructure support.

6.2 Connectivity Service -- A service that provides network interconnection within the data center, designed to enhance connectivity efficiency and strengthen the security of data transmission, including:

- Direct connectivity to leading cloud service providers.
- Interconnection with network service providers within the data center.

Target Customer Segments and Customer Characteristics

The Company has defined its target customer segments based on service usage patterns and specific service requirements. These can be categorized into four primary groups as follows:

1. **Enterprise Customers:** This segment includes business enterprises, as well as government agencies and state-owned enterprises, that require the Company's services in areas such as network connectivity, enterprise internet services, managed IT solutions, and various digital solutions. These include cloud services, managed security services, and data center services. Customers in this segment span a wide range of industries, including banking and financial institutions, logistics businesses, modern trade operators, retail businesses, and the hospitality industry.
2. **Domestic Carriers:** This segment comprises telecommunications and communication service providers that utilize the Company's network services to deliver commercial services to their own end customers. Examples include Internet Service Providers (ISPs) and Mobile Network Operators (MNOs).
3. **International Carriers:** This segment includes telecommunications operators that use the Company's network services to interconnect international telecommunications networks across Southeast Asia and other regions worldwide, including regional and global carriers.
4. **OTTs (Over-the-Top) Service Providers and Hyperscalers:** This segment includes Over-the-Top (OTT) service providers, major digital platform providers, cloud service providers, hyperscale data center operators, and companies specializing in Artificial Intelligence (AI) and other digital services. Many of these companies have established or relocated data centers in Thailand, requiring high-capacity network connectivity to both domestic and international networks. This segment also includes organizations that require large-scale data connectivity for data storage, processing, and digital business operations.

Contribution and Contribution Channels

Since each customer segment has different requirements, procurement processes, and purchasing procedures, the Company has established a sales strategy that clearly categorizes its sales teams according to the characteristics of the target customers. The sales teams present services and solutions that are tailored to each customer's business operations while providing comprehensive information and professional advice to support the customer's decision-making process. This approach enables the Company to effectively and precisely meet the diverse needs of its customers. Accordingly, the Company has developed appropriate distribution models and sales channels for each customer segment as follows:

1. Direct Sale Approach

Target Customers: Enterprise customers

The Company maintains an internal sales team consisting of experienced personnel with strong expertise and in-depth knowledge of the Company's products and services. The sales team is responsible for identifying and approaching new customers directly, as well as introducing new services or expanding existing services to current customers. This ensures that the solutions offered are aligned with the specific needs and operational characteristics of each customer's business. In addition, the Company participates in various project tenders, taking into careful consideration the scope of work and the Company's service capabilities. Prior to participating in any tender process, the Company conducts a thorough feasibility assessment, including technical considerations, potential business returns, as well as potential risks and impacts. This ensures that the Company's participation aligns with its strategic direction and long-term business objectives. Furthermore, the Company has structured its sales organization in accordance with customer segments and industry types to enhance service efficiency, strengthen customer relationship management, and ensure continuous and close engagement with customers.

AWS Roadshow



The team from Cloud Business Unit participated in an exhibition booth at the AWS Roadshow, held at the Chiang Mai Marriott Hotel, Chiang Mai Province. The event provided an opportunity to engage with customers, business partners, and information technology professionals. During the event, the Company showcased and promoted its services and solutions, aiming to enhance awareness of the Company's capabilities while expanding its network of business collaborations.

HPE Innovation Day

Executive, together with the team from Cloud Business Unit, participated in an exhibition booth at HPE Innovation Day, held at the Grande Centre Point Lumphini Hotel, Bangkok. The objective of the event was to present and promote the Company's hybrid cloud solutions to enterprise customers. During the event, the Company shared insights and knowledge on the application of technology to support business operations in the digital era, reaffirming its capabilities and readiness to deliver comprehensive and highly efficient solutions to businesses across various industries.



WTC TechConnect 2025



The Sales team from the Enterprise Business Unit and the Cloud Business Unit participated in WTC TechConnect 2025, a technology and innovation seminar held at the Eastin Grand Hotel Phayathai, Bangkok. The event aimed to present digital solutions designed to effectively address the needs of organizations in the digital age. During the seminar, the team exchanged insights and perspectives on emerging technologies with industry experts and participants from diverse sectors. This engagement helped strengthen business collaboration networks while reaffirming the Company's commitment to developing advanced solutions that support the sustainable growth of enterprise customers across all industries.

Health & Innovation Asia 2025



The Sales team from the Enterprise Business Unit participated in Health & Innovation Asia 2025, held at the Bangkok International Trade & Exhibition Centre (BITEC), Bangkok. The event provided an opportunity to exchange perspectives on technology and innovation while presenting the Company's digital solutions, including cloud services and managed information technology security services. These solutions have been developed to enhance operational efficiency and strengthen cybersecurity standards for participants from the healthcare and medical sectors.

Modern Manufacturing Forum



The Sales team from the Enterprise Business Unit participated in the Modern Manufacturing Forum: Enhance Process & Machine Performance to Maximize Productivity, held at the Amari Bangsaen Hotel, Chonburi Province. The forum served as a platform for exchanging insights on technological innovations in the manufacturing sector while showcasing the Company's digital solutions to participants from various organizations. Participation in this event provided a valuable opportunity to strengthen business collaboration networks and demonstrated the Company's readiness to support improved production efficiency, enhance competitive capabilities, and drive sustainable growth within the industrial sector.

Tech Forum Bangkok 2025



Executive from the Managed Security Business Unit, together with the Sales team from the Enterprise Business Unit, participated in Tech Forum Bangkok 2025, an enterprise IT seminar covering key technology trends such as Artificial Intelligence (AI), Automation, Cloud Computing, Cybersecurity, and Quantum Computing. The event was held at the Bangkok International Trade & Exhibition Centre (BITEC), Bangkok. On this occasion, the Company was honored to deliver a presentation to share knowledge, perspectives, and experiences related to cyber threat prevention. The Company also exhibited a booth to present its data connectivity services and digital solutions to event participants, reaffirming its expertise and capabilities in delivering comprehensive information technology services that support organizations in adapting confidently and sustainably to the digital era.

SYMPHONY Factory Shift Day 2025



The Company, led by executives and the Sales teams from the Enterprise Business Unit, Cloud Business Unit, and Managed Security Business Unit, organized the event “SYMPHONY Factory Shift Day 2025: Beyond Limits with Cloud & Cyber Shield” at Pattana Sports Resort, Chonburi Province. The event aimed to present the latest technology trends and innovations in cloud services and managed cybersecurity services. During the event, the Company shared knowledge and best practices on the application of these solutions to enhance IT system efficiency and strengthen cybersecurity in the digital era for participating customers and business partners. This initiative reaffirmed the Company’s commitment to delivering high-quality services that support sustainable and resilient growth for organizations across all sectors.

NET CUBE Tech Forward 2026



The Sales team from the Enterprise Business Unit participated in NET CUBE Tech Forward 2026, held under the theme “Building Trust in the Age of AI” at the Brighton Grand Hotel Pattaya, Chonburi Province. The event aimed to provide updates on emerging technology trends while facilitating the exchange of perspectives and experiences with customers and business partners in attendance.

ASCO's Business Solutions Symposium 2025

The Company, led by executives and the Sales team from the Enterprise Business Unit, co-hosted the ASCO's Business Solutions Symposium 2025 in collaboration with the Association of Thai Securities Companies (ASCO) under the theme "Elevating Cyber Resilience for Financial Futures." The seminar was held at the Holiday Inn Pattaya, Chonburi Province. The event aimed to present comprehensive digital solutions designed to meet the evolving needs of organizations in the digital era, while strengthening cybersecurity capabilities and resilience. It also served to enhance the readiness of the securities industry in addressing technological challenges and changes effectively and sustainably.



Thailand Smart City Expo 2025



Executives and team from Cloud Business Unit participated in Thailand Smart City Expo 2025, held at the Queen Sirikit National Convention Center, Bangkok. During the event, the team shared insights and presented cloud technology solutions capable of enhancing the country's digital infrastructure to become more advanced and efficient. The event also provided an opportunity to engage with representatives from government agencies, private sector organizations, and technology partners to exchange perspectives and foster collaboration in advancing Smart City development in Thailand. This participation reflects the Company's commitment to supporting the sustainable development of digital infrastructure.

HPE Discover More AI Southeast Asia 2025

The team from Cloud Business Unit participated in HPE Discover More AI Southeast Asia 2025, held at the Queen Sirikit National Convention Center, Bangkok, to update customers and business partners on the latest technological trends and innovations in cloud computing and artificial intelligence (AI).



Thailand Insurance CIO Forum 2025



The Sales team from the Enterprise Business Unit participated in an exhibition booth at the Thailand Insurance CIO Forum 2025, held at the Holiday Inn Pattaya, Chonburi Province, under the theme "AI IN ACTION: Transforming Insurance Today, Shaping Tomorrow." At the event, the Company presented its cloud solutions and managed information technology security services to customers in the insurance, life insurance, and insurance brokerage sectors. The solutions were designed to support the effective adoption of technology to enhance operational capabilities, strengthen confidence, and prepare organizations to adapt sustainably to the digital era.

Cyber Defense Initiative Conference (CDIC) 2025



Executive and the team from the Managed Security Business Unit participated in an exhibition booth at the Cyber Defense Initiative Conference (CDIC) 2025, recognized as the largest cybersecurity conference in Thailand. The event was organized by ACIS Professional Center Co., Ltd. in collaboration with the National Science and Technology Development Agency (NSTDA) under the theme "Quantum Supremacy and The Road to AGI: Revolutionizing Cybersecurity for a Resilient and Trusted Digital Future." During the conference, the Company showcased innovations and promoted its cybersecurity services, while also exchanging insights and experiences with customers and event participants. This participation reaffirmed the Company's expertise and readiness to support organizations in effectively addressing increasingly complex cyber threats in the digital era in a sustainable manner.

2. Participation in Conferences and Seminars with Telecommunications Industry Partners

Target Customers: Domestic and International Carriers, including Over-the-Top (OTT) service providers and Hyperscalers

The Company actively participates in conferences and seminars related to the telecommunications and communications industry in order to engage with industry partners, exchange knowledge and insights, and strengthen professional networks with both domestic and international stakeholders. Such participation enables the Company to expand business opportunities while fostering long-term collaboration and strategic partnerships for future growth.

International Telecoms Week 2025 (ITW 2025)

Executives and the team from the Global Business Group participated in International Telecoms Week 2025 (ITW 2025) in Maryland, United States. The event provided an opportunity to engage in discussions, exchange knowledge, and explore potential collaborations in the development of international telecommunications services. Participation in this event enabled the Company to connect with global leaders in digital infrastructure and connectivity from various countries, thereby strengthening its capability to enhance service offerings and expand international business partnerships in a sustainable manner.



BKNIX Peering Forum 2025



Executives and the team from the Global Business Group participated in the BKNIX Peering Forum 2025, held at the Bangkok Marriott Marquis Queen's Park Hotel, Bangkok. The event provided an opportunity to engage with executives and representatives from information technology and digital organizations across multiple countries. Participation in the forum served as an important platform for strengthening collaboration networks and exploring potential business partnerships that could contribute to the development of international digital infrastructure connectivity and services.

CommunicAsia 2025



Executives and the team from the Global Business Group participated in CommunicAsia 2025, an international communications technology exhibition that brings together telecommunications operators, cloud providers, and technology leaders from around the world. The event was held at the Singapore EXPO, Singapore. The Company's participation aimed to engage with customers and business partners from various countries, present and update the Company's latest services, and exchange insights on emerging technologies and solutions. These activities contribute to strengthening collaboration opportunities and advancing the Company's international business strategies.

BATIC 2025



Executives and the team from the Global Business Group participated in BATIC 2025, a prominent international platform that brings together telecommunications leaders and global partners to shape the future of digital connectivity. The event was held in Bali, Indonesia. The participation aimed to exchange perspectives and explore opportunities for international collaboration, strengthen global partnership networks, and identify potential solutions for cross-border connectivity. Such engagement supports the collective advancement of digital communications toward a more connected, resilient, and sustainable future.

Telecoms World Asia 2025

The Company, led by its executives and the team from the Global Business Group, together with executives from various business units and divisions, participated in Telecoms World Asia 2025, held at the Centara Grand & Bangkok Convention Centre at CentralWorld, Bangkok. The Company's participation aimed to present its international network solutions and to engage with telecommunications industry leaders from across Asia. The event also provided an opportunity to strengthen relationships and foster business collaboration, while expanding opportunities to develop regional connectivity networks.



ITW Asia 2025



Executives and the team from the Global Business Group participated in ITW Asia 2025, held at the Shangri-La Hotel, Singapore. The event provided an opportunity to engage with leaders in the digital infrastructure industry from various countries and to gain insights into key trends in connectivity, subsea networks, cloud services, and AI-driven networks. During the event, the Company presented its strategic perspectives and connectivity solutions to customers and partners from around the world. This participation helped strengthen international business collaborations and reaffirmed the Company's capabilities in developing digital infrastructure that aligns with the evolving demands of the digital era.

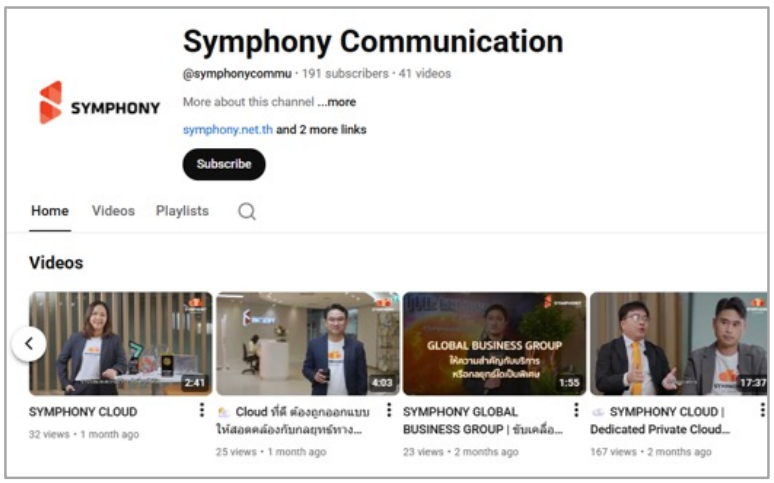
3. Public Relations and Service Promotion through Marketing Communication Channels

Target Customers: All customer segments

The Company promotes its services and disseminates information through various marketing communication channels, including the Company's website at www.symphony.net.th, the LINE Official Account (LINE OA) application, and social media platforms such as Facebook, YouTube, and LinkedIn. These channels enable customers to conveniently and quickly access information about the Company's products and services, while also enhancing the Company's brand awareness and corporate image among a broader audience.









Industry Outlook and Competition

Thailand's Economic and Digital Economy Overview in 2025

According to the 2025 economic report by the Office of the National Economic and Social Development Council (NESDC), Thailand's economy expanded by 2.4% in 2025, slowing down from 2.9% in 2024. This deceleration was driven by a combination of external and domestic pressures.

Key external factors included the volatility of the global economy and financial systems, the implementation of trade protectionist measures and increased import tariffs by the United States, geopolitical tensions, and armed conflicts in several regions, particularly in the Middle East. These developments affected the overall environment for international trade and investment. Meanwhile, domestic factors such as flooding in several areas, political uncertainties, and fiscal constraints also impacted consumer confidence and spending among households, businesses, and the public sector. Nevertheless, Thailand's economy continued to receive support from merchandise exports, particularly electronic products and digital goods, as well as the gradual recovery of private sector investment in certain industries.

Amid these broader economic challenges, Thailand's digital economy in 2025 demonstrated strong growth. The Digital Economy Promotion Agency (depa) estimated that the value of Thailand's digital economy reached approximately THB 4.69 trillion in 2025, representing a growth rate of 6.2% from the previous year. This growth rate was more than three times higher than the country's overall GDP growth.

The expansion was primarily driven by the rapid growth of e-commerce businesses, which have expanded significantly compared to other countries in the region, along with increased exports of electronic and digital products. Additional drivers included government initiatives such as the Cloud First policy, the promotion of Digital Government, the development of Smart Cities, the implementation of Digital ID platforms, and ongoing investments in digital infrastructure, including data centers, cloud services, and artificial intelligence (AI) technologies.

Among the industries experiencing particularly strong growth was the digital content sector, which expanded by 9.9%, while the telecommunications industry grew by 8.1%, driven by increasing demand for network infrastructure and communication services. These developments clearly demonstrate that the digital economy continues to grow at a robust pace and plays a crucial role in driving Thailand's overall economic growth.

Thailand's Economic and Digital Economy Outlook for 2026

For 2026, the Office of the NESDC projects that Thailand's economy will expand within a range of 1.5–2.5%, with a midpoint estimate of 2.0%, amid heightened volatility stemming from multiple external and domestic pressures. These include the anticipated slowdown in the global economy and international trade, the implementation of import tariffs and reciprocal tariff measures, as well as the vulnerability of the household and corporate sectors due to persistently high debt levels. Additional constraints include fiscal policy limitations and ongoing political uncertainties.

Nevertheless, several factors are expected to support economic growth, including continued expansion in private consumption and private investment, an increase in government budget allocations, the recovery of the tourism sector and related services, and an improvement in agricultural output. Key risks that require close monitoring include global economic volatility, increasing competition in trade and investment within the region, climate variability, and domestic political developments.

Regarding the digital economy, the National Board of Digital Economy and Society (BDE) projects that Thailand's digital economy will reach a value of approximately THB 5.6 trillion in 2026, representing a 4.2% growth rate. Although this growth rate is expected to slow compared with 2025, it will still remain more than twice the projected overall GDP growth rate.

Key drivers of digital economy growth include the upcycle in the electronics industry, continued implementation of government initiatives such as the Cloud First policy and the advancement of Digital Government, increased investment in data centers, cloud computing, and artificial intelligence (AI), and rising consumption of digital technologies among the population.

However, several risks remain. These include pressures from the global economic environment and geopolitical trade tensions among major economies, intensified competition for investment within the region, reliance on imported digital technologies and products, the relatively slow digital adaptation of SMEs, and the urgent need to develop skilled professionals in fields such as AI, Data Science, and Cybersecurity.

Although Thailand's overall economy may continue to face significant uncertainties in the short term, the digital economy remains a critical engine of growth, enhancing the country's competitiveness and supporting the transition toward an innovation-driven economy in the long term.

Industry Overview, Market Conditions, and Competitive Landscape in 2025

In 2025, Thailand's telecommunications and digital industry continued to expand despite volatility in the global economic environment and various external challenges. This growth has been supported by continuous technological advancements, the acceleration of digital transformation across both government agencies and private enterprises, and the expansion of the digital economy. In addition, business expansion and investments by Over-the-Top (OTT) service providers and global technology companies have played a significant role in stimulating sustained demand for digital infrastructure services.

Demand for network infrastructure for data connectivity, cloud services, data centers, and cybersecurity solutions has increased significantly, resulting in continued industry investment and more intense competition at both domestic and regional levels.

Network Infrastructure

Research reports from Krungsri Research and Statista indicate that revenue in the network infrastructure market is projected to expand at an annual rate of approximately 5.5-6.5% during the period 2025-2027. This growth is primarily driven by the continued expansion of cloud computing and data center services, as well as the rising demand for high-speed internet connectivity resulting from the rapid growth of digital services, including digital banking, e-commerce, and the increasing adoption of remote working and online learning models. In addition, the ongoing development of digital infrastructure by both the public and private sectors to support the expansion of the digital economy, together with investments from international technology companies establishing operational bases in Thailand, are key factors that will further drive the growth of the network infrastructure market.

Cloud Market

Continuous advancements in digital technologies, particularly Artificial Intelligence (AI), Machine Learning, and Generative AI, combined with investments from hyperscale cloud providers, government-supported digital policies, and evolving work practices within organizations have significantly accelerated the adoption of digital technologies across enterprises.

Organizations across various sectors are placing increasing emphasis on adopting digital technologies to enhance operational processes, improve efficiency, and strengthen their competitive capabilities, particularly through the implementation of cloud-based systems. As a result, Thailand's cloud services market experienced significant growth in 2025, with the market value projected to reach USD 2 billion or approximately Baht 67 billion.

In addition, the Thailand Digital Outlook 2025 survey conducted by the National Digital Economy and Society Commission (ONDE) found that 94.37% of private sector organizations have adopted cloud technologies, particularly Hybrid Cloud and Multi-Cloud models, due to their flexibility in system management and enhanced data security capabilities.

Data Center Market

Thailand's data center market in 2025 demonstrated strong growth, driven primarily by the expansion of hyperscale cloud services and increasing demand for data processing capacity associated with AI technologies.

Data from the Department of Business Development, Ministry of Commerce, indicates that 157 new data center businesses were registered in 2025, an increase from 75 businesses in 2024. The total registered capital reached THB 3.674 billion, representing a 39.34% increase from the previous year.

At the same time, the Board of Investment (BOI) reported a significant surge in investor interest in Thailand's digital industry, with 151 investment promotion applications submitted, representing a combined investment value exceeding THB 746.198 billion. Most of these investments are related to data center projects from investors based in Singapore, Hong Kong, China, Japan, Europe, and Thailand This trend reflects Thailand's strong potential as a regional digital infrastructure hub, while also creating new opportunities across multiple industries.

Key factors attracting such investments include Thailand's strategic geographic location, which enables efficient regional connectivity; well-developed infrastructure and utilities; reliable electricity and logistics systems; submarine cable networks connecting Asia with other regions of the world; a skilled workforce; an integrated supply chain; and supportive investment policies.

In addition, Thailand's clean energy potential and the government's promotion of green electricity policies, including the liberalization of the Direct Power Purchase Agreement (Direct PPA) mechanism for renewable energy procurement, have become important factors in attracting global technology companies that prioritize sustainability commitments.

Cybersecurity Market

Although Thailand's overall economic recovery has been gradual, the cybersecurity market in 2025 has experienced notable growth, reaching an estimated market value of approximately THB 13 billion, representing one of the fastest growth rates among countries in Southeast Asia.

This expansion has been driven by the increasing frequency, complexity, and severity of cyber threats. As a result, both public and private sector organizations are placing greater emphasis on investing in effective systems for cyber threat prevention, detection, and response.

At the same time, organizational approaches to cybersecurity management have evolved from reactive defense strategies to proactive risk management, leveraging advanced technologies such as Artificial Intelligence (AI) and advanced analytics to enhance the speed and accuracy of threat detection and response.

Furthermore, the introduction of stricter cybersecurity regulations and regulatory frameworks has become another key factor driving sustained long-term growth in cybersecurity services and solutions.

Competitive Landscape

Overall, the telecommunications and digital industry remain one of the key drivers of Thailand's economic development, despite ongoing challenges from the global economic environment and intensifying competition.

Investment in digital infrastructure, the development of advanced technologies, and the strengthening of cybersecurity capabilities will be critical factors in determining the country's long-term competitiveness. At the same time, service providers that can effectively integrate network infrastructure, cloud services, cybersecurity solutions, data center services, and managed IT solutions into a comprehensive service ecosystem will have a competitive advantage in creating business value and maintaining long-term relationships with their customers.

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Overview of the Company's Operation

The rapid advancement of technology, coupled with government policies promoting the digital economy and society, as well as the growing demand from both public and private sector organizations to enhance operational efficiency and strengthen competitiveness, has significantly increased the role of digital technologies in driving economic and business development across all sectors. In addition, the expansion of investments by global technology providers in Thailand, under the country's regulatory framework and government supervision, has become another key factor stimulating continuous growth in demand for digital infrastructure and services.

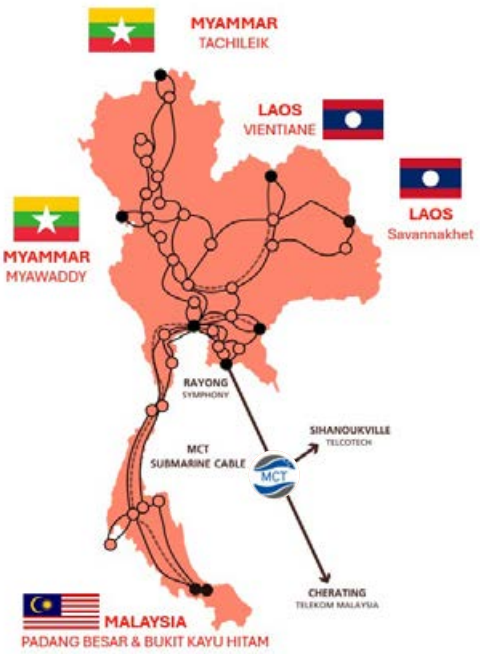
The Company recognizes the benefits of strengthening digital infrastructure, which not only supports the growing demand for technology usage but also serves as a crucial factor in creating competitive advantages and enabling sustainable business growth. Accordingly, the Company continues to prioritize investments in developing and enhancing the capabilities of its network infrastructure, which represents one of the Company's core assets. These efforts focus on ensuring network strength, stability, and security, while simultaneously expanding network routes and service coverage to strategic areas across the country.

Furthermore, the Company is committed to developing and expanding its International Gateways to enhance the efficiency and capacity of network connectivity to countries across the region and worldwide. This initiative will support the increasing demand for data connectivity and facilitate future investments in digital infrastructure.

As of 2025, the Company operates a fiber optic network infrastructure consisting of both terrestrial and submarine cable systems, with a total network length of over 32,000 kilometers, equivalent to 1,444,408 core-kilometers. The network covers key strategic areas across Thailand, including:

- Bangkok and major economic zones across 52 provinces
- More than 327 leading office buildings
- 113 industrial estates

In terms of international connectivity, the Company operates nine International Gateway locations, enabling interconnection with neighboring countries and global telecommunications networks, as follows:



- Songkhla Province (2 locations) – connecting to Malaysia
- Sa Kaeo Province – connecting to Cambodia
- Nong Khai Province – connecting to Lao PDR
- Mukdahan Province – connecting to Lao PDR
- Tak Province – connecting to Myanmar
- Chiang Rai Province – connecting to Myanmar
- Sa Kaeo Province – connecting to Cambodia
- Rayong Province – via the MCT submarine cable system, connecting between Malaysia and Cambodia, and further connecting to international submarine cable networks worldwide

In addition, the Company operates three overseas Internet Gateway Points of Presence (POP), including two locations in Singapore and one location in Hong Kong further strengthening its capability in providing international internet connectivity.

The Company has expanded its Internet Backbone network by establishing a new route connecting through Lao PDR and Vietnam to a Point of Presence (POP) in Hong Kong This expansion enhances the Company's capacity and efficiency in transmitting data to China and the Asia-Pacific region. The new route is designed to reduce network latency, thereby improving the speed and stability of internet connectivity and effectively supporting the continuously increasing demand for data usage among customers.

At the same time, the Company has further strengthened its connectivity with upstream network providers by implementing Artificial Intelligence (AI) to analyze and manage internet network routing through Network Path Optimization. This technology enables the system to select the shortest and most stable data transmission routes at any given time, thereby maximizing the performance of the Company's Internet Backbone. As a result, the network is able to efficiently support the growing demand from both Internet Service Providers (ISPs) and Over-the-Top (OTT) content providers, both domestically and internationally.

Amid the uncertainties of the economic environment and pressures arising from geopolitical developments at both national and global levels, organizations must continue to operate and adapt to rapidly changing circumstances. As a result, greater emphasis has been placed on digital transformation and the adoption of advanced technologies such as cloud computing, artificial intelligence (AI), the Internet of Things (IoT), big data analytics, robotic process automation (RPA), and immersive technologies to enhance operational efficiency and competitiveness. At the same time, customer demands have become increasingly diverse and specific. The market can generally be

segmented into groups that prioritize cost efficiency and those that focus on long-term value creation. In addition, issues related to sustainability and green technologies have become key factors influencing business decision-making. In response to these evolving trends, the Company is committed to developing and delivering services that address both efficiency and sustainability, offering flexible service models that can be customized to meet the specific needs of each organization.

Furthermore, the Company places strong emphasis on enhancing the skills and expertise of its personnel to align with international standards. This is achieved through close collaboration with leading global technology partners to jointly develop a strong digital and technology ecosystem. Such efforts enable enterprise customers to transition smoothly into the digital era, enhance operational agility at an optimal cost structure, manage resources more efficiently, and effectively respond to emerging challenges in an ever-changing business environment.

The Company has continuously developed and enhanced the capabilities of SYMPHONY CLOUD, focusing on delivering a cloud platform powered by advanced technologies that offer high performance while also emphasizing environmental sustainability. This is complemented by the integration of a robust network infrastructure, data centers powered by renewable energy, cybersecurity systems, and data protection frameworks that comply with international standards. In addition, the service model is designed with flexibility, allowing it to be tailored to meet the specific requirements of each organization.

Furthermore, the Company is supported by a team of specialized cloud professionals with extensive experience and expertise covering a comprehensive range of services, including system design, system migration, system operation and maintenance, data backup, and disaster recovery. A dedicated support team is available 24 hours a day, 7 days a week, ensuring that customers can be confident their systems are managed by experts through a fully integrated One-Stop Service model. This approach helps streamline coordination processes, enhance responsiveness to customer needs, and ensure system stability, security, and uninterrupted business operations.

Digital transformation significantly enhances operational efficiency and creates substantial business opportunities. At the same time, however, it exposes organizations to new forms of cyber threats that are increasingly sophisticated and severe, thereby increasing the risk of cyberattacks and data breaches. In recent years, the cyber threat landscape has continued to grow in complexity and intensity, leading to potentially greater damages and operational disruptions for organizations.

In response to these challenges, the Company places strong emphasis on developing and strengthening its information technology security management and cybersecurity services through a proactive security management approach. This approach goes beyond merely addressing incidents after they occur and encompasses a comprehensive range of services, including consulting, system design, threat prevention, continuous monitoring and alerting, incident response, and ongoing system updates and improvements. These measures enable organizations to respond to emerging threats promptly and effectively.

The Company has also adopted artificial intelligence (AI) technologies to enhance the accuracy of cyber threat analysis and detection. This is complemented by close collaboration with leading global technology partners specializing in cybersecurity, further strengthening the Company's security infrastructure and enabling the delivery of comprehensive security services. In addition, the Company is supported by a team of internationally certified cybersecurity specialists who provide system monitoring and management 24 hours a day, 7 days a week. This capability allows the Company to deliver cybersecurity solutions that cover all critical aspects, including prevention, detection, response, and system recovery, thereby enabling enterprise customers to conduct their business operations with confidence in an increasingly complex digital risk environment.

Throughout 2025, the Company has remained firmly committed to a Customer-Centric Approach, emphasizing close collaboration with customers at every stage—from analyzing business needs and designing appropriate solutions to developing intelligent systems and strengthening data-driven decision-making capabilities. These efforts aim to reinforce customers' business foundations, enabling them to effectively adapt to evolving business environments while safeguarding and sustaining their long-term business value.

Industry Outlook and Competitive Landscape for 2026

Although the Thai and global economies are expected to experience only modest recovery, Thailand's telecommunications and digital industries are projected to continue expanding significantly in 2026. This growth is supported by several key factors, including government policies aimed at promoting the digital economy, the acceleration of digital transformation across the business sector, and the increasing participation of new players within the digital ecosystem. These developments are driving higher demand for digital infrastructure and technology services, while simultaneously intensifying competition within the industry.

Nevertheless, despite the continued growth prospects of Thailand's telecommunications and digital sectors, several factors warrant close monitoring as they may affect both industry expansion and the competitive landscape. These include shortages of skilled digital professionals and specialized expertise in the labor market, rising concerns over cybersecurity risks, and regulatory and legislative developments that may impact business operations. In addition, external factors such as trade and tariff policies of major partner countries, including the United States and China, geopolitical tensions, and volatility in the global economic and financial systems could influence the overall pace of Thailand's economic growth.

In the event of a broader economic slowdown, organizations may delay investment decisions or reduce their technology budgets. At the same time, progress in implementing government policies related to information and communication technology, as well as technological competition between global powers such as the United States and China, may lead to intensified competition from international technology providers and solution developers. These global players may expand their presence in the Thai market either directly or through partnerships with local businesses. Furthermore, both consumers and businesses are increasingly placing greater emphasis on sustainability and environmental considerations, reflecting a significant transition within the industry.

Telecommunications service providers therefore need to accelerate their adaptation by driving innovation responsibly, operating with excellence, and strengthening digital trust, while continuously developing new technologies and services to enhance competitiveness and address emerging megatrends.

Capturing future business opportunities will require proactive strategies, including the development of innovative solutions, the enhancement of product and service value, improvements in internal operational efficiency, and the adoption of flexible business models. This also involves establishing appropriate pricing structures and delivering solutions that can be tailored to the specific needs of various industries.

At the same time, the development of highly skilled digital professionals, collaboration with global technology partners, and the strengthening of relationships with business partners, suppliers, customers, and stakeholders across all sectors will be critical factors in building a resilient and sustainable business ecosystem over the long term.

From a sustainability perspective, service providers must place greater emphasis on developing environmentally friendly services and infrastructure to help reduce greenhouse gas emissions and manage energy costs efficiently, which has become an increasingly important factor in maintaining long-term competitiveness.

Overall, prioritizing the delivery of best-in-class and excellent customer experiences and satisfaction will be a key driver enabling telecommunications providers to capture new opportunities within the digital ecosystem, strengthen their competitive capabilities, and contribute to Thailand's advancement as a sustainable regional digital hub.

Procurement of Products and Services

The Company conducts its procurement activities based on the principles of efficient and sustainable supply chain management, with a focus on enhancing the value of the products and services acquired in order to support stable and continuous business operations. To this end, the Company sources products and services from multiple suppliers to diversify risk and avoid excessive reliance on any single vendor. This approach enables the Company to consistently secure high-quality products and services.

As the Company's operations require the installation of network equipment and the engagement of numerous contractors, the Company has established policies to select network equipment manufacturers and contractors that maintain high standards and utilize internationally recognized technologies. Accordingly, the Company enters into direct partnership agreements with leading equipment manufacturers and contractors that possess proven expertise, reliability, responsible business practices, and strong reputations within the industry.

In addition, the Company distributes its procurement orders and contractor engagements among several suppliers and contractors to mitigate the risks associated with dependence on any single partner. This strategy enhances operational flexibility in project management and ensures the timely delivery of equipment and services in accordance with established schedules.

For the sourcing and selection of business partners, the Company has established a dedicated procurement department, supported by relevant committees responsible for evaluating the suitability of potential suppliers. Key evaluation criteria include investment and operating costs, technical capabilities and qualifications, the partner's roadmap for technological and innovation development, as well as their commitment to social and environmental responsibility.

This approach enables the Company to conduct its business operations efficiently while ensuring its ability to adapt to evolving technological developments and changing business environments in a sustainable manner over the long term.

Assets Used in Business Operations

The Company possesses both tangible and intangible assets that support its business operations and enable the efficient delivery of its services. Tangible assets include land and buildings, fiber optic network infrastructure, tools and equipment, vehicles, and office equipment, as well as other assets related to the Company's operations.

In addition, the Company also holds intangible assets, which constitute an important component in supporting its operations and the provision of services.

Further details are provided in **Attachment 4** of this report.

Undelivered Works

- None -

Investment Policy in Subsidiaries and Associates

The Company has a policy to invest in subsidiaries, associates, and joint ventures with the objective of supporting its core business operations, as well as investing in other businesses that are related to or beneficial to the Company's operations. The Company focuses on investments in businesses that demonstrate strong potential and high growth prospects, generate stable revenue, carry relatively low risk, and offer worthwhile and attractive returns on investment.

In this regard, the Company actively participates in determining management policies and appoints representatives to serve as directors in proportion to its shareholding. The Company also attends shareholders' meetings in its capacity as a shareholder. The Company's representatives are responsible for casting votes at such meetings in accordance with the guidelines or directions determined by the Company's Board of Directors.

Shareholding Structure of the Group of Companyn

As of 31 December 2025, the shareholding structure of the Group of Company is as follows:



The Company does not have a shareholding policy that requires the Company and two or more other companies to hold shares in one another for the purpose of forming business alliances or structuring a corporate group. This includes arrangements such as cross-shareholding or pyramid shareholding structures.

Information of Subsidiary

Diamond Line Services Company Limited: DLS
99.99% owned by the Company, DLS was established in 2013 to provide installation, repair, and maintenance services of external interconnected networks and telecommunications equipment, as well as to engage in joint ventures with other companies.

As of 31 December 2025, DLS has a registered and paid-up capital of Baht 5 million.

Business Relationship with Major Shareholders

As of 31 December 2025, TIME dotCom International Sdn Bhd (“TdCI”), a legal entity incorporated in Malaysia, is the Company’s major shareholder, holding 46.85% of the Company’s total issued and paid-up shares.

TdcI, a wholly owned subsidiary of TIME dotCom Berhad (“TIME”), has been established to invest in overseas business. TIME has been listed on the Bursa Malaysia (Malaysia Stock Exchange) since 2001 and operates as a fully integrated telecommunications service provider. Its services include international connectivity, data center services, and various technology solutions, serving customers across wholesale, enterprise, and retail segments. In addition, TIME has expanded its business presence throughout the ASEAN region and broadened its customer base globally, with its headquarters located in Kuala Lumpur, Malaysia.

The Company conducts its core business independently and does not maintain any significant operational dependence on the business of its major shareholder. Although the Company’s principal business involves telecommunications services, particularly the provision of leased circuits for international connectivity, such operations have been part of the Company’s business since its inception. Therefore, the Company’s business does not rely on or compete directly with that of its major shareholder.

Nevertheless, the Company engages in certain transactions with affiliates of its major shareholder in the form of normal business transactions and normal business support transactions, conducted under general commercial terms. Such transactions have been approved in principle by the Board of Directors prior to execution.

The Company recognizes that collaboration with the major shareholder's business partners can enhance its bargaining power in business negotiations. Furthermore, the exchange of technical knowledge and strategic insights within the group contributes positively to the Company by improving operational efficiency and supporting future business expansion.

Securities and Shareholders Information

Registered Capital and Paid-Up Capital

As of 31 December 2025, the Company had registered and paid-up capital of THB 433,654,887, comprising 433,654,887 ordinary shares with a par value of THB 1 per share.

Details of Securities

The Company's securities listed of the Stock Exchange of Thailand (SET) are comprised of only ordinary shares.

Ordinary shares

Amount	433,654,887 shares
Issuer	Symphony Communication Public Company Limited
Registrar	Thailand Securities Depository Company Limited
Trading	Traded on main board (symbol: SYMC)
Voting right	One voting right per share

Future shares issuance obligation

The Company does not have future shares issuance obligation.

Limitation of Foreign Holding

The company imposes a foreign shareholding limit of no more than 49% of its total issued and paid-up shares. As of 31 December 2025, the Company had a total of 433,654,887 issued and fully paid ordinary shares. Of this total, 212,490,838 shares, representing 49% of the Company's total shares, were held by foreign shareholders.

Shareholding by Thai NVDR Company Limited

As of 31 December 2025, the Company had a total of 433,654,887 issued and fully paid-up ordinary shares. Of this total, 8,073,594 shares, representing 1.86% of the Company's total issued shares, were held by Thai NVDR Company Limited(1). Thai NVDR Company Limited has announced that it will neither attend shareholders' meetings nor exercise voting rights in its capacity as a shareholder of listed companies, except in the case of attending meetings and exercising voting rights for matters relating to the delisting of securities from being listed on the Stock Exchange of Thailand. Investors may review the number of the Company's shares held by Thai NVDR Company Limited through the Stock Exchange of Thailand's website at www.set.or.th/nvdr.

Remark: (1) Thai NVDR Company Limited is a subsidiary of the Stock Exchange of Thailand. Its principal business is the issuance of Non-Voting Depository Receipts (NVDRs), which are securities listed and traded on the Stock Exchange of Thailand. Proceeds from the issuance of NVDRs are invested in securities listed on the Stock Exchange of Thailand in proportions corresponding to the NVDRs issued.

The primary objective of issuing NVDRs is to promote investment and enhance liquidity in the Thai capital market. Thai NVDR Company Limited holds the underlying securities on behalf of investors, particularly foreign investors. The NVDR mechanism enables foreign investors to invest in securities listed on the Stock Exchange of Thailand without being subject to foreign ownership limitations under applicable Thai laws.

Investors holding NVDRs are entitled to receive economic benefits equivalent to those of ordinary shareholders of listed companies, such as dividends. However, NVDR holders are not entitled to exercise voting rights at shareholders' meetings.

Shareholders

List of shareholders holding shares of more than 0.5% of the Company's paid-up capital

(according to the shareholders' book as of 30 December 2025) (1)

No.	Name of Shareholder	No. of Shares	% of Shareholding
1	TIME dotCom International Sdn Bhd	203,143,797	46.85
2	Mr. Kranphol Asawasuwan	40,615,134	9.37
3	Mr. Teerarat Pantarasutra	39,687,013	9.17
4	Mr. Pongthep Thanakijsuntorn	19,285,478	4.45
5	Mr. Niphol Suwannachet	13,337,551	3.08
6	Mr. Wanchai Somboonphon	9,247,922	2.13
7	Thai NVDR Company Limited(3)	8,073,594	1.86
8	Mr. Pathomkrit Srisuphakhanin	7,402,451	1.71
9	UBS AG London Branch	5,505,400	1.27
10	Bualuang Infrastructure RMF	4,381,939	1.01
11	N.C.B Trust Limited-Norges Bank 38	3,831,100	0.88
12	Mrs. Areewan Karawawattana	3,353,550	0.77
13	Mr. Chayawat Karawawattana	3,276,553	0.76
14	Mr. Poonperm Eowpittayakul	2,852,500	0.67
15	Mr. Somkiat Terdtoontaveedej	2,281,783	0.53
	Total shareholders holding more than 0.5% shares	**366,275,765**	**84.46**
	Other shareholders	**67,379,122**	**15.54**
	Grand total	**433,654,887**	**100.00**

Remark: (1) List of the top 10 shareholders and shareholders holding more than 0.5% of the Company's paid-up capital, arranged by Thailand Securities Depository Co., Ltd.

Agreements between major shareholders and the Company concerning topics which affect the issuance of securities or management of the Company's operations, of which the Company has entered into an agreement

- None -

Number of minority shareholders (Free Float)

As of 17 March 2025, the Company had a total of 2,089 minority shareholders (free float), or equivalent to 34.61%.

Issuance of other securities

The Company does not issue other securities in addition to ordinary shares.

Dividend Payment Policy

Dividend Payment Policy of the Company

The Company has a policy to pay dividends to shareholders at a rate of not less than 40% of net profit after corporate income tax and statutory reserves. The dividend payout ratio, however, may be subject to change as deemed appropriate, taking into consideration the Company's operating results, business expansion plans, financial liquidity, as well as other relevant factors and future requirements.

The annual dividend payment of the Company must be approved by the shareholders' meeting. Nevertheless, in the case of interim dividend payment, the Board of Directors is authorized to consider and approve the payment of interim dividends as appropriate, with such payment to be reported to the shareholders at the subsequent shareholders' meeting.

Historical Dividend Payment of the Company in the Past 3 Years

Details	Year 2025[1]	Year 2024	Year 2023[2]	Year 2022
Number of ordinary shares	433,654,887	433,654,887	433,654,887	433,654,887
Net profit (Baht)	120,512,076	205,601,197	264,627,018[3]	162,081,206
Dividend per share (Baht)	0.0973	0.1589	0.1459	0.0935
Total dividend amount (Baht)	42,194,620.51	68,907,761.54	63,270,248.01	40,546,732
Dividend payout ratio (%)	35	33.50	25	25

Remark: [1] The dividend payment from the operating results for the year 2025 is subject to approval of the 2026 Annual General Meeting of Shareholders.

[2] The 2024 Annual General Meeting of Shareholders resolved the dividend payment to shareholders in cash totaling at the rate of Baht 0.1459 per share, divided into:

1. the dividend payment from the Company's operating results for the year 2023 from 1 January 2023 to 31 December 2023 at the rate of Baht 0.1176 per share, totaling in the amount of Baht 50,997,815.15, and
2. the special dividend payment from the gain received from the disposal of total investments in AIMS Data Centre (Thailand) Limited, which was the Company's associate, at the rate of Baht 0.0283, totaling in the amount of Baht 12,272,433.30.
3. If excluding gain from the disposal of total investments in the associated company, the Company had net profit from the operating results for the year 2023 from 1 January 2023 – 31 December 2023 amounted to Baht 203,867,017.

Dividend Payment Policy of the Subsidiary

Diamond Line Services Company Limited, a subsidiary in which the Company holds a 99.99% equity interest, has not established a formal dividend payment policy. Any consideration of dividend payments by the subsidiary will be based on its operating performance, business expansion plans, financial liquidity, as well as other relevant factors and considerations as appropriate in the future.

Risk Management

In 2025, amid a rapidly evolving and highly uncertain business environment and various external challenges, Symphony Communication Public Company Limited remained able to operate its business in accordance with its established strategic plan while maintaining strong financial stability. During the year, the Company encountered several significant events, including political uncertainty, natural disasters, earthquake incidents, severe flooding, as well as tensions and conflicts with neighboring countries, which affected the Company's service operations during certain periods. Nevertheless, the Company placed strong emphasis on prudent risk management, ensuring that risk exposures were maintained within the Company's defined Risk Appetite and acceptable levels. The Company also implemented appropriate mitigation measures and closely monitored developments to effectively manage and respond to such events in a timely and efficient manner.

Risk Management Policy and Approach

The Company recognizes the importance of risk management as a fundamental component of good corporate governance. Effective risk management supports the achievement of the Company's objectives and strategic goals, enhances its ability to adapt to rapidly changing business environments, and increases opportunities for sustainable growth amid multidimensional challenges and uncertainties.

The Board of Directors has established a Risk Management Policy and an enterprise risk management framework in alignment with internationally recognized standards and best practices. This framework enables the Company to manage risks comprehensively across all dimensions and respond effectively to both internal and external changes, while ensuring consistency in risk management practices throughout the organization. In addition, the Board of Directors promotes the integration of risk management into strategic decision-making, business planning, and operational processes at all levels of the organization.

The Company's Risk Management Policy is subject to regular review. In 2025, the policy was reviewed and approved by both the Risk Management Committee and the Board of Directors.

Further details about the **"Risk Management Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies", or https://www.symphony.net.th/storage/document/cg/risk-management-policy-en.pdf

The Company adopts the Enterprise Risk Management Framework established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO ERM – 2017) as the principal framework guiding its risk management processes. This ensures that risk management is systematic, comprehensive, and integrated across the organization. The Company also references other relevant international standards, including ISO standards, as well as industry best practices applicable to the information technology and telecommunications sectors, to support operational efficiency and alignment with the Company's strategic objectives.

The Company places strong emphasis on maintaining an appropriate balance between Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs), to ensure that business performance is achieved in parallel with proactive risk monitoring and early warning mechanisms. The Company recognizes that KRIs and KPIs complement each other by providing a risk-informed perspective to performance evaluation and aligning risk management with business outcomes. This approach enables the Company to effectively maintain risk exposures within its defined Risk Appetite.

The Company conducts an enterprise risk assessment on an annual basis, taking into consideration both current and emerging risks that may arise from economic conditions, business competition, technological advancement and innovation, government policies and regulatory requirements, as well as social and environmental changes that may impact on the Company's operations.

Identified risks are analyzed, assessed, and prioritized, covering environmental, social, and governance (ESG) risks, emerging threats, and internal risk factors. The Company evaluates both the likelihood and potential impact of such risks and establishes appropriate risk response and mitigation plans to ensure that risk exposures are managed within the Company's defined Risk Appetite.

For significant risks, particularly corporate risks and emerging risks, the Company ensures regular reporting to the Chief Executive Officer, the Risk Management Committee, and the Board of Directors. This process ensures that such risks are appropriately monitored and managed, thereby reducing the likelihood of unexpected adverse impacts and minimizing potential losses in the future.

Risk Management Structure

The Company has established a comprehensive risk management structure, consisting of three interconnected levels: the enterprise level, the management level, and the operational level. This integrated approach ensures that risk management is effectively implemented and embedded across all aspects of the Company's business operations.

At the enterprise level, risk management is overseen by the Board of Directors. The Board of Directors has established the Risk Management Committee to define the Company's risk management framework and guidelines in alignment with the Company's objectives, strategic goals, and business context. This framework serves as a consistent guideline for risk management practices across the organization. The Risk Management Committee is also responsible for overseeing, monitoring, and evaluating the effectiveness of the Company's risk management activities to ensure that risks are managed effectively and in accordance with the Company's defined Risk Appetite and strategic direction. The Risk Management Committee reports its performance and key risk management matters to the Board of Directors on a quarterly basis.

To further strengthen and enhance the effectiveness of risk management, the Company has assigned the Risk Management Department to identify, analyze, and assess risks, and to develop a comprehensive enterprise-wide risk management plan. The Risk Management Department is also responsible for monitoring risk management activities and regularly reporting risk management performance and key risk developments to the Risk Management Committee.

At the operational level, business units and divisions, as risk owners, are responsible for identifying, analyzing, and assessing risks associated with their respective operational processes. These units are required to develop and implement appropriate risk mitigation measures and risk management plans, as well as to report progress, risk status, and risk management outcomes to the Risk Management Department in accordance with established reporting timelines.

This integrated three-level risk management structure enables the Company to effectively identify, monitor, assess, and manage risks in a comprehensive and timely manner, from the policy level to operational execution. This approach supports the achievement of the Company's strategic objectives and sustainable business growth in a rapidly changing business environment, while minimizing potential adverse impacts on operational units and ensuring the appropriate allocation of resources across the organization.

Promotion of Risk Management Culture

The Company has established a systematic and comprehensive risk management foundation, beginning with the development of a clearly defined Risk Management Policy, the establishment of standardized risk management processes, and the implementation of various supporting tools. These include a Risk Management Manual covering all key aspects of the Company's business operations, as well as a Business Continuity Plan (BCP) to ensure preparedness and operational resilience in the event of crisis situations.

To foster a strong and sustainable risk management culture, the Company places significant emphasis on promoting risk awareness and embedding risk management practices throughout the organization. The Company aims to enhance risk awareness and understanding among personnel at all levels through continuous communication, training programs, and related activities. The Company also encourages active participation by executives and employees at all levels in identifying, assessing, and managing risks within their respective areas of responsibility, as well as in establishing appropriate risk mitigation measures. Furthermore, the Company integrates risk management processes into its day-to-day operations to ensure that risk management becomes an integral part of the organizational culture and operational practices, thereby supporting effective risk governance and the achievement of the Company's strategic objectives.

Risk Factors in Business Operation

Risk from tightening legal and regulatory environment

Amid rising geopolitical tensions and increasing cybersecurity threats, regulatory authorities have continued to strengthen legal requirements and enforcement measures. These include the National Broadcasting and Telecommunications Commission (NBTC), the National Cyber Security Agency (NCSA), the Personal Data Protection Committee (PDPC), and the Digital Economy Promotion Agency (DEPA), whose regulatory frameworks govern compliance requirements across the telecommunications and digital sectors.

This risk is categorized under governance and compliance risk. Failure to comply fully and in a timely manner with increasingly stringent and evolving regulatory requirements may result in regulatory violations, penalties, or enforcement actions by supervisory authorities, as well as potential reputational damage to the Company. In addition, heightened regulatory requirements may increase compliance costs and cause delays in project implementation, which could adversely affect the Company's overall operating performance and profitability.

Risk Management Approach

The Company has established risk management measures to address the increasing stringency of laws and regulations, with a focus on proactive regulatory monitoring, systematic compliance readiness, and organization-wide awareness. Key measures include the following:

- Regularly monitoring, analyzing, and reviewing regulatory requirements and guidelines issued by relevant regulatory authorities, and maintaining an up-to-date Legal Register.
- Ensuring ongoing coordination among relevant functions to assess operational impacts, develop implementation plans, and ensure timely regulatory compliance.
- Communicating new regulatory requirements, compliance guidelines, and regulatory expectations to relevant personnel to ensure consistent understanding and implementation across the organization

- Maintaining and enhancing information security and personal data protection management systems in accordance with internationally recognized standards (such as ISO/IEC 27001 and ISO/IEC 27701) to support regulatory compliance readiness.
- Promoting continuous employee awareness and training on cybersecurity and personal data protection to reduce the risk of non-compliance in operational practices.

Risk from Inadequate Talent Development and Limited Continuity in Key Talents, which may Affect Business Efficiency and Long-Term Sustainability

The Company may face risks arising from insufficient development of employee skills and knowledge that are not aligned with the Company's short-term and long-term business direction. The capability and readiness of personnel are critical factors in achieving the Company's strategic objectives and maintaining long-term competitiveness.

If workforce development does not keep pace with evolving business and technological requirements, capability gaps or workforce readiness issues may arise, particularly in key positions. This may adversely affect operational efficiency and the long-term sustainability of the business. This risk is categorized under Strategic Risk and Operational Risk. It may also adversely affect the Company's image, brand, and reputation due to limitations in responding effectively to changing customer and market demands, thereby impacting service quality and overall brand perception. In addition, this risk may have financial implications by reducing the Company's competitiveness, limiting opportunities for new business development, and adversely affecting revenue growth and long-term profitability.

Risk Management Approach

The Company has established a systematic approach to managing workforce and talent development risks to support workforce continuity and enhance the Company's competitive capabilities. Key measures include the following:

- Developing and implementing structured employee training and development programs aligned with the Company's business direction, evolving technology requirements, and changing job roles.
- Establishing Succession Planning for key positions to enhance organizational readiness and mitigate risks associated with the loss or discontinuity of critical personnel.
- Promoting employee well-being programs to enhance employee engagement, creativity, and overall work performance.
- Conducting talent assessments to identify high-potential employees and support targeted development initiatives, as well as employee retention efforts.
- Developing and maintaining a competitive Compensation and Reward Strategy aligned with performance outcomes and labor market conditions to attract, motivate, and retain qualified personnel.

Risk from Cybersecurity and Emerging Technology Threats

Due to rapid technological advancements and the increasing complexity of digital infrastructure, the Company may face a wide range of cybersecurity threats and risks associated with emerging technologies. These include ransomware attacks, Distributed Denial-of-Service (DDoS) attacks, system compromise, and vulnerabilities associated with the adoption and use of artificial intelligence (AI), Internet of Things (IoT), and cloud-based systems.

This risk is categorized under cybersecurity and data protection risk, as well as operational Risk. Without adequate monitoring and preventive measures, such threats may result in system disruptions or service interruptions affecting critical systems, thereby impacting service availability and customers' business operations. Furthermore, publicly disclosed cybersecurity incidents or service disruptions may adversely affect customer confidence and cause damage to the Company's image, brand, and overall reputation.

Risk Management Approach

The Company has established ongoing cybersecurity risk management measures, focusing on strengthening preventive controls, enhancing threat detection capabilities, and ensuring efficient system recovery. Key measures include the following:

- Maintaining and continuously enhancing the Information Security Management System in accordance with relevant international standards (such as ISO/IEC 27001, CSA STAR, and ISO 22301) to strengthen both internal operations and customer service resilience.
- Conducting regular cybersecurity risk assessments, including Vulnerability Scanning and Penetration Testing (Pentest), to systematically identify and mitigate technical vulnerabilities.
- Developing and regularly reviewing Cybersecurity Incident Response Plans, and conducting testing of the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to ensure timely service restoration and minimize operational disruptions.
- Enhancing network monitoring and threat detection capabilities by upgrading monitoring tools, threat detection systems, and event logging through Security Information and Event Management (SIEM) systems.
- Promoting cybersecurity awareness and providing ongoing training to employees on cybersecurity best practices to reduce human-related risks.
- Aligning operational practices with regulatory requirements and applicable guidelines issued by relevant authorities, particularly those of the National Cyber Security Agency (NCSA) and requirements relating to Critical Information Infrastructure (CII).

Risk related to Data Protection and Privacy

The Company manages critical customer information, corporate data, and personal data subject to protection under the Personal Data Protection Act (PDPA) and other applicable privacy laws and regulations. Inadequate data management processes, insufficient access controls, or incomplete compliance with data protection requirements may result in data leakage, unauthorized access or disclosure, or misuse of sensitive information.

This risk is categorized under cybersecurity and data protection risk, as well as Governance and Compliance Risk. Such risks may result in violations of data subjects' rights, including unlawful collection, use, or disclosure of personal data, or failure to fulfill data subject requests (such as requests for access, correction, or deletion of personal data). This may lead to regulatory penalties, legal enforcement actions, or claims for damages. Furthermore, non-compliance with PDPA requirements, ISO/IEC 27701 standards, or contractual obligations may result in legal liabilities and regulatory sanctions, which could adversely affect the Company's overall reputation and stakeholder confidence.

Risk Management Approach

The Company has established a systematic approach to managing personal data protection and privacy risks, focusing on access controls, data lifecycle management, protection of data subject rights, and compliance with applicable laws and standards. Key measures include the following:

- Establishing and continuously enhancing a Privacy Information Management System (PIMS) in alignment with ISO/IEC 27701 standards to strengthen the Company's privacy governance framework.
- Maintaining and regularly reviewing Personal Data Inventories and Data Flow Mapping to ensure transparency and traceability of personal data processing activities.
- Strengthening access controls, encryption measures, and secure data disposal processes to prevent unauthorized access, disclosure, or misuse of sensitive information.
- Conducting ongoing privacy awareness programs and training for employees at all levels and regularly assessing compliance with PDPA requirements.
- Establishing and implementing procedures to support Data Subject Rights (DSR), including systematic incident management and response processes for personal data breach incidents.
- Performing regular data backup and recovery processes in accordance with the Company's policies and procedures to ensure that customer and corporate data are securely protected and can be restored in the event of data loss or system disruption.
- Appointing and supporting the Data Protection Officer (DPO) and PDPA working team to oversee PDPA compliance and coordinate appropriately with the Personal Data Protection Committee (PDPC).

Risk from Natural Disasters and Force Majeure Events

The Company may face risks arising from natural disasters and force majeure events that are beyond its control and result from physical and environmental factors. These include floods, storms, earthquakes, and widespread power outages. In recent years, the frequency and severity of such events have increased, partly due to the impacts of climate change, environmental volatility, and geopolitical uncertainties.

These events are categorized under operational risk and may adversely affect the Company's network infrastructure, cloud-based operations, and overall service availability. Such incidents may result in business interruptions or service disruptions, as well as risks of data loss. In addition, the Company may incur increased costs related to system repair, recovery, and restoration, as well as potential loss of revenue during service outages. Prolonged service disruptions may also negatively impact customer confidence and adversely affect the Company's image, brand, and overall reputation.

Risk Management Approach

The Company has established risk management measures to address risks arising from natural disasters and force majeure events, with a focus on enhancing infrastructure resilience, ensuring business continuity preparedness, and enabling efficient service recovery. Key measures include the following:

- Applying resilient system design principles and implementing redundancy measures (Redundancy and Resilience) across critical network infrastructure, gateways, and cross-border connectivity to minimize Single Points of Failure.
- Implementing geographically distributed data backup systems and establishing alternate routes to ensure service continuity in the event of regional disruptions or disasters.
- Conducting regular testing of the Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) to assess organizational readiness in incident response, coordination, and system recovery.
- Strengthening coordination with relevant authorities and utility providers to enhance preventive maintenance, environmental protection measures, and situation monitoring capabilities.
- Establishing a Crisis Communication Plan to ensure timely and transparent communication with customers and stakeholders during force majeure events, including those resulting from government orders or regulatory restrictions, in order to mitigate reputational risks and maintain stakeholder confidence.
- Regularly reviewing risk scenarios, recovery capabilities, and restoration strategies to ensure alignment with the Business Continuity Management System (BCMS) in accordance with ISO 22301 standards.

Risk of Dependency on Government-Managed Right-of-Way and Exclusive Right of Underground Conduit

The Company's network operations and service delivery require the use of Right-of-Way and underground conduit usage rights, which are subject to regulatory oversight and approval by relevant government authorities. Changes in land use policies, infrastructure management approaches, or urban development requirements may necessitate network realignment, system relocation, or modifications to installation methods in certain areas.

This risk is categorized under Operational Risk and Financial Risk. Such changes may result in additional costs associated with conduit usage or network relocation, and may also affect timelines for network expansion or maintenance activities in certain periods. However, the Company continuously monitors developments, conducts forward planning, and coordinates closely with relevant stakeholders to ensure operational efficiency and minimize potential impacts on service delivery to customers.

Risk Management Approach

The Company has established risk management measures to address risks associated with Right-of-Way and underground conduit usage, with a focus on proactive planning, cost optimization, and ensuring service continuity. Key measures include the following:

- Regularly monitoring regulatory policies and requirements relating to Right-of-Way and conduit usage and proactively assessing potential impacts on operations and project plans.
- Designing flexible infrastructure planning and network expansion strategies to accommodate potential changes in installation methods or network relocation in affected areas.
- Managing costs through infrastructure sharing, optimizing conduit utilization, and evaluating appropriate alternatives based on site conditions and business feasibility.
- Maintaining up-to-date network and asset records to support efficient planning for network upgrades or relocation, and to minimize the risk of service disruption.
- Allocating appropriate budgets and contingency plans to support necessary infrastructure adjustments, ensuring operational continuity and effective cost risk management.

Emerging Risks

The Company places continuous importance on risk management by regularly monitoring and assessing risks to ensure alignment with the rapidly evolving business environment. This includes both current risks and emerging risks that may arise over the next three to five years. In particular, technological advancements and innovations, such as artificial intelligence (AI), Internet of Things (IoT), and 6G, may significantly impact infrastructure requirements, data processing capabilities, and the competitive landscape of the industry if the Company is unable to adapt in a timely manner.

In addition, the Company closely monitors geopolitical and geoeconomic uncertainties, which may affect investment decisions, cost structures, and supply chain continuity. The Company also considers risks arising from climate change, which may increase the frequency and severity of natural disasters, as well as lead to more stringent environmental requirements affecting business operations.

Risk Management Approach

Emerging Risks	Risk Management Approach
Technology and Innovation (AI, IoT, 6G)	Continuously monitor and analyze technology trends to assess potential impacts on the business and future infrastructure needs. Strengthen collaboration with experts and technology partners to gain access to new innovations. Invest in flexible infrastructure upgrades to support rapid changes and develop employee capabilities to operate and maintain systems effectively. In addition, leverage insights and data analytics to track customer demand and quickly adapt services to meet evolving needs.
Geopolitical and Geoeconomic Uncertainty	Carefully assess and select target markets using market insights and scenario analysis to ensure appropriate adaptation to volatility. Strengthen supply chain resilience by establishing long-term partnerships with stable vendors and suppliers. Manage network costs efficiently through effective procurement planning and consideration of alternative options to mitigate the impact of rising costs.
Climate Change (Physical & Transition Risks)	Integrate climate risk management through clear governance mechanisms and develop action plans for both physical risks and transition risks toward a low-carbon economy. Key initiatives include improving energy efficiency and exploring the use of clean energy (e.g., pilot solar installation projects), managing the supply chain in collaboration with ESG-conscious partners, developing digital solutions that reduce resource and energy consumption (e.g., Smart Solutions and Cloud), and promoting waste reduction through online services and e-Billing to minimize environmental impacts and support long-term organizational sustainability.

Risks that may Affect Securities Holders' Investment

The Company has not identified any significant risk factors that directly and specifically affect securities holders, other than general business risks inherent to the Company. These include uncertainties relating to dividend payments and cash flows, potential dilution resulting from capital increases, debt obligations and restrictive covenants under loan agreements, volatility in the market price of the Company's securities, corporate governance considerations, and risks associated with significant transactions or investments.

The Company firmly believes that systematic and continuous risk management is a critical factor in maintaining financial stability and supporting sustainable growth. The Company regularly monitors, assesses, and reviews both current risks and emerging risks, while implementing appropriate risk management measures covering key areas, including regulatory compliance, technology and cybersecurity, business continuity, and sustainability-related matters.

The Company emphasizes a proactive risk management approach, alongside the continuous development of employee capabilities and enhancement of infrastructure resilience, to strengthen its readiness in responding to industry developments and an increasingly uncertain business environment. This enables the Company to effectively mitigate potential adverse impacts, maintain service quality, and reinforce stakeholder confidence, while supporting business opportunities and delivering sustainable long-term value to shareholders.



Business Sustainability Development

Policy and Goals of Sustainable Management

Symphony Communication Public Company Limited believes that inclusive growth with stakeholders constitutes a fundamental foundation for creating long-term value and sustainability for the organization. The Company is therefore committed to conducting its business in accordance with sustainable development principles, taking into comprehensive consideration the environmental, social, and governance (ESG) dimensions. The Company places the highest importance on conducting business with integrity, fairness, transparency, and accountability under the good corporate governance principles, alongside environmental stewardship, social responsibility, and due consideration of impacts on stakeholders throughout the value chain. The ultimate goal is to create shared value and achieve sustainable growth together with all stakeholder groups.

To reflect this commitment, the Company has established a **"Sustainable Development Policy"** encompassing environmental, social, and governance dimensions as a guiding framework for its business operations. All corporate activities and operations are required to align with this policy and strive to deliver sustainable outcomes across three dimensions: economic and governance, social, and environmental. The Company has defined key practices and operational frameworks in each dimension as follows:

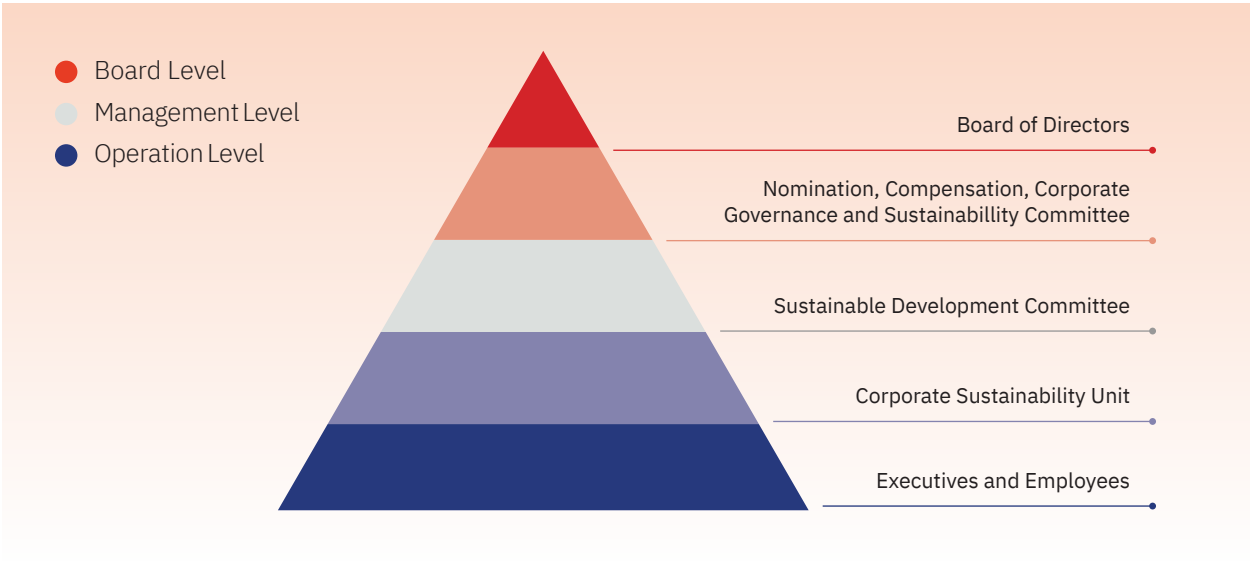
- **Environmental Dimension:** The Company conducts its business with comprehensive consideration of environmental impacts, taking into account both positive and negative environmental aspects in decision-making and business activities. The Company recognizes the significance of climate change and appropriately manages related risks and opportunities. Emphasis is placed on enhancing energy efficiency, optimizing resource utilization, and managing waste to maximize value and minimize environmental impact.
- **Social Dimension:** The Company operates with due responsibility toward society and all stakeholder groups. It places importance on respecting human rights, ensuring fair labor practices, continuously developing personnel capabilities, promoting a culture of safety, and fostering a positive working environment. The Company also engages in strengthening surrounding communities and society and prioritizes the protection of personal data and privacy of all stakeholder groups.
- **Economic and Governance Dimension:** The Company conducts business with integrity and transparency in accordance with the good corporate governance principles. It strictly complies with applicable laws, rules, and regulations, and opposes all forms of fraud and corruption. The Company emphasizes information security and cybersecurity, supports business innovation, manages the supply chain responsibly, maintains strong customer relationships, and upholds responsibility for the quality of products and services delivered to customers.

Details about the **"Sustainable Development Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Sustainability" >> "Sustainability at A Glance" >> "Sustainable Development Policy and Framework" or https://www.symphony.net.th/storage/document/cg/sustainable-development-policy-en.pdf

Such practices and operational frameworks aim to promote peaceful and quality coexistence within society, create sustainable value for all stakeholder groups, and support the achievement of Sustainable Development Goals (SDGs) of the United Nations. The Company focuses on eight key goals that are directly relevant to its business operations and consistently aligned with the organization's material sustainability issues and objectives.



Sustainable Development Governance Structure



The Board of Directors places the highest importance on the participation of all sectors within the organization in driving the Company's sustainable development initiatives. Accordingly, the Company has established a clear governance structure for sustainability management, providing opportunities for the Board of Directors, executives at all levels, and all employees to participate and play active roles in advancing the organization's sustainable development. This approach also enhances awareness and fosters a strong corporate culture conducive to achieving tangible sustainability outcomes.

The Board of Directors plays a key role in defining the Company's High Purpose, vision, mission, policies, frameworks, and overall direction for sustainable development. The Board is also responsible for considering and approving sustainability-related goals, key performance indicators, strategies, and management approaches that comprehensively address environmental, social, and governance dimensions, as well as the Company's material sustainability issues.

To support the effective discharge of the Board's duties, the Board has assigned **the Nomination, Compensation, Corporate Governance and Sustainability Committee** to review the Sustainable Development Policy, goals, strategies, frameworks, and material sustainability issues, and to provide recommendations, oversight, and monitoring of sustainability performance in accordance with the Policy and frameworks established by the Board. The Committee also oversees the reporting and disclosure of sustainability performance to ensure that such disclosures are accurate, complete, and aligned with relevant rules and standards.

In addition, the Company has established **the Sustainable Development Committee** comprising the Chief Executive Officer and executives at the Head level from various divisions and departments. An executive director, acting as a representative of the Board of Directors, serves as Chairperson of the Sustainable Development Committee. The Sustainable Development Committee is responsible for formulating, reviewing, and proposing improvements to sustainable development policy and practices; assessing, prioritizing, and reviewing the Company's material sustainability issues; defining strategies, key performance indicators, targets, and management approaches for such issues; and promoting the integration of sustainability strategies into the Company's overall business strategy and plans. The Sustainable Development Committee shall regularly report progress and performance results to the Nomination, Compensation, Corporate Governance and Sustainability Committee and the Board of Directors.

To ensure that sustainability principles are effectively embedded into the corporate culture and day-to-day operations, supported by clear communication and continuous development, the Company has established a **Corporate Sustainability Unit.** This unit is responsible for developing operational plans aligned with the Company's sustainable development policy, practices and strategies, coordinating with **the heads of divisions and business units** to cascade and communicate policy and action plans to **employees**, who play important roles in implementing the action plans to achieve established targets. The Corporate Sustainability Unit also monitors and evaluates sustainability performance across the organization, reports progress to the Sustainable Development Committee on a regular basis and communicates and discloses sustainability information to stakeholders consistently.

Management of Impacts on Stakeholders in the Business Value Chain

Business Value Chain



Value Chain	Activities	Stakeholders
Excellent Exploration	Study and develop a comprehensive understanding of the market, customer behavior and needs, as well as the expectations of communities and society, through the systematic collection, analysis, and processing of data from diverse sources. Such analysis encompasses the business environment, economic and financial conditions, industry landscape, market and competitive dynamics, technological advancements, and significant emerging trends at the global, regional, and national levels. This approach enables the Company to gain insight into customers' genuine needs and supports informed decision-making, strategic formulation, and operational execution that comprehensively, effectively, and appropriately address customer requirements.	• Customers • Trade Competitors • Government Authorities/ Regulators • Communities/ Society
Excellent Selection	Seek and select quality resources and sources of funding, including the recruitment and employment of personnel, the selection of suppliers, and the establishment of responsible collaborations with business partners, through fair, transparent, and auditable processes. Such practices aim to support the achievement of strategic objectives and to strengthen the Company's capacity for continuous and sustainable growth.	• Employees • Suppliers • Business Partners • Creditors (Financial Institutes)

Value Chain	Activities	Stakeholders
Excellent Development	Manage the business in a fair and transparent manner under the of good corporate governance principles, strictly complying with all applicable laws, rules, and regulations. The Company is committed to creating and developing products and services that effectively meet customers' needs and genuinely deliver value to all stakeholders. In doing so, the Company places emphasis on responsible service delivery, due regard for community safety, and the mitigation of any potential adverse impacts on society and the environment.	• Employees • Customers • Suppliers • Business Partners • Government Authorities/ Regulators • Communities/ Society
Excellent Engagement	Foster strong relationships and promote active engagement with all stakeholder groups to effectively respond to their needs and expectations, while jointly creating shared value and achieving stable and sustainable growth together.	• Employees • Customers • Suppliers • Business Partners • Shareholders/ Investors • Creditors • Government Authorities/ Regulators • Communities/ Society

Analysis of Stakeholders in the Business Value Chain

The Company places the utmost importance on the engagement of all stakeholder groups, firmly believing that strong relationships built on trust, together with stakeholders' views and recommendations, constitute valuable resources and play a vital role in achieving its objective of being a responsible corporate citizen that grows sustainably. Effective stakeholder engagement also enables the Company to appropriately respond to stakeholders' needs and expectations, mitigate risks that may affect its reputation, business opportunities, and business continuity, and deliver comprehensive benefits and value to all stakeholder groups. Accordingly, the Company emphasizes regular and continuous communication and interaction with stakeholders to foster mutual understanding on matters of interest, as well as to receive feedback and suggestions for systematic and appropriate integration into the Company's decision-making, strategic formulation, and business planning processes.

The Company has classified its stakeholders into nine principal groups, taking into consideration the level of involvement in its business operations, the sustainability impacts of stakeholders on the Company, and the impacts of the Company's operations on each stakeholder group. These groups comprise customers, employees, business partners, suppliers, shareholders and investors, government authorities and regulators, creditors, trade competitors, as well as communities and society. The Company further categorizes stakeholders into internal stakeholders, namely employees, and external stakeholders, namely customers, business partners, suppliers, shareholders and investors, government authorities and regulators, creditors, trade competitors, as well as communities and society.

In 2025, the Company systematically reviewed its stakeholder engagement approaches and processes, and identified and prioritized key stakeholder groups that are material and closely connected to its business operations across the value chain. The information obtained is utilized in planning and establishing appropriate engagement strategies, as well as in effectively addressing stakeholders' expectations and material issues. In prioritizing stakeholders, the Company considers the level of impact it has on stakeholders across various dimensions, economic, social, environmental, and human rights, together with the level of impact or influence stakeholders have on the Company. Stakeholders are ranked from the highest to lower levels of significance, clearly reflecting those groups that play a critical role in the Company's business operations and long-term sustainability.

Inside **Outside**



The Company has established a stakeholder engagement policies and practical guidelines to systematically promote engagement with all stakeholder groups. Such engagement aims to assess the impacts experienced by each stakeholder group, both actual and potential future impacts, as well as their concerns and expectations, through various channels and methods at least once a year. The Company then analyzes stakeholders' expectations, needs, concerns, and feedback in order to manage and appropriately respond to the needs and expectations of all stakeholder groups.

Engagement with Stakeholders

In 2025, the Company conducted surveys of the needs and expectations of its stakeholder groups in relation to the Company's operations, employing various methods deemed appropriate for each respective stakeholder group. The results of these surveys, covering stakeholders' needs, expectations, and concerns, were analyzed and utilized to formulate appropriate responses. The forms of communication and responses to stakeholders' expectations vary according to each stakeholder group, as detailed below:

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
Employees	• Employee Engagement Survey • Town Hall Meeting • Communication of information through various channels, such as email and LINE Official Account (LINE OA) • Meetings • Training/Seminars • Channels for suggestions, complaints, and whistleblowing • Survey of perspectives and expectations of employee representatives to be incorporated into the formulation or improvement of the Company's operational plan	• Fair and appropriate, compensation and benefits • Career opportunities and advancement • Effective and equitable performance appraisal system • Income security • Positive, hygienic, and safe working environment • Work–life balance • Good quality of life and happiness at work • Support for continuous development of capabilities, skills, and knowledge • Fair and equal treatment • Respect for employees' personal rights and privacy • Access to information regarding the Company's strategy, direction, and operating results • Opportunities to be heard and to participate in expressing opinions • Safe channels for submitting suggestions and lodging complaints	• Establish the Company's regulations, policies, and human resources practices in compliance with labor laws and other applicable local laws and regulations. • Provide appropriate remuneration and benefits. • Respect human rights, promote diversity, and ensure fair and equitable treatment of employees. • Encourage the continuous development of employees' capabilities, knowledge, and skills. • Promote employees' quality of life and ensure their physical and mental well-being. • Enhance occupational health and safety by maintaining a clean and suitable working environment • Provide secure channels for submitting suggestions and lodging complaints. • Organize recreational activities, as well as activities to strengthen relationships and engagement between employees and the Company.

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
Customers 	• Customer feedback and satisfaction surveys • Meetings/Customer visits • Various communication channels, such as email, telephone, website, letters, and social media • Channels for suggestions, complaints, and whistleblowing • Customer relationship initiatives on various occasions and marketing activities • Surveys of perspectives and expectations of customer representatives to be incorporated into the formulation or improvement of the Company's operational plans	• Service quality, efficiency, reliability, and security • Comprehensive service coverage • Digital solutions services that effectively meet all requirements • Fair and reasonable pricing • Clear and accurate communication of information • Provision of information, recommendations, or advice with knowledge, expertise, and responsibility • Timely delivery of products and services in accordance with agreed timeframes • High-quality after-sales service, with prompt and attentive responses to issues or complaints • Protection of customer data and confidentiality of business information • Convenient and easily accessible communication channels	• Continuously expand and enhance network efficiency. • Develop and deliver comprehensive digital solution innovations capable of meeting all customer requirements. • Provide service excellence, ensure timely delivery, and fulfill agreed commitments. • Build confidence in service delivery, security management, personal data protection, and business continuity under internationally recognized standards, such as ISO 20000-1, CSA-STAR, ISO 27001, and ISO 22301. • Continuously manage and strengthen customer relationships. • Regularly conduct customer satisfaction surveys.
Business Partners 	• Business cooperation agreements/contracts • Joint meetings with business partners • Inviting business partners to participate in the Company's activities • Co-organizing activities, such as training/seminars and CSR activities • Various communication channels, such as website, telephone, email, letters, and social media • Channels for receiving complaints and whistleblowing reports • Surveys of perspectives and expectations of representatives of business partners, to be incorporated into the formulation or improvement of the Company's operational plans	• Reputation, credibility, transparency, and good corporate governance • Creation of shared value and mutual business benefits • Exchange of knowledge to enhance business improvement and innovation in new products and services • Timely support in the event of issues or challenges • Trust, collaboration, and long-term business partnership • Protection of business confidentiality • Business growth and continuity	• Comply with the Business Code of Conduct. • Enter into transparent and fair cooperation agreements. • Review and exchange views to initiate and develop value-creating products and services. • Safeguard the confidential information of business partners. • Communicate effectively. • Provide timely assistance in resolving issues that may arise.

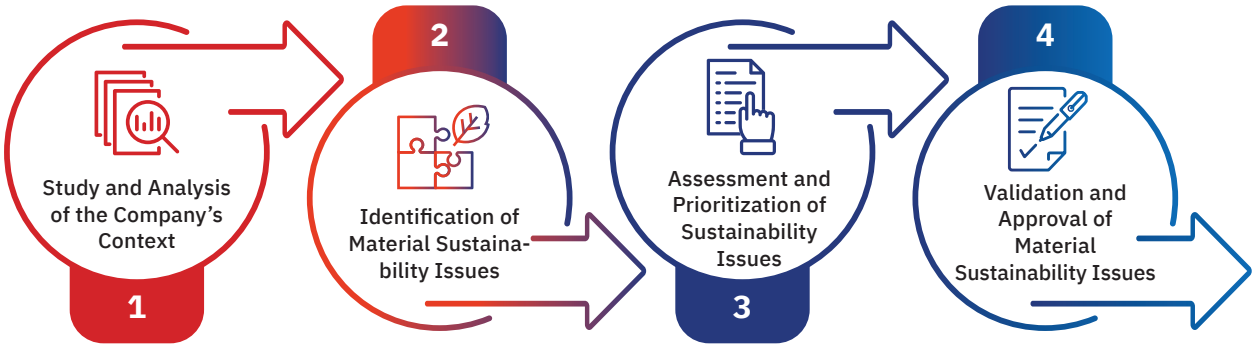
Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
Suppliers 	• Joint meetings with suppliers • Supplier Code of Conduct • Co-organizing activities, such as training / seminars • Various communication channels, such as website, telephone, email, letters, and social media • Channels for receiving complaints and whistleblowing reports • Surveys of perspectives and expectations of representatives of supplier groups, to be incorporated into the formulation or improvement of the Company's operational plans	• Reputation, credibility, and good corporate governance • Fair and equitable treatment • Fair and transparent supplier selection and procurement policy and procedures • Compliance with agreed terms and conditions, without taking advantage of suppliers • Continuity of purchase orders • Collaboration and long-term relationships • Prioritization of suppliers' occupational health and safety • Support for and development of suppliers to promote good practices and achieve sustainable growth together	• Establish policies, guidelines, and procurement procedures that are transparent, equitable, and fair, and regularly review and improve procurement processes and communication methods to achieve mutual objectives. • Comply with applicable laws and regulations, as well as the Company's Business Code of Conduct and Procurement Policy. • Prepare and communicate the Supplier Code of Conduct to ensure that suppliers acknowledge and adhere to it, and apply it in alignment with the Company's operating policies. • Conduct supplier feedback surveys. • Implement supplier development programs, such as training initiatives. • Monitor and promptly address any issues that may arise.
Government Authorities/ Regulators 	• Accurate and complete reporting of operating results within the prescribed timeframe • Participation in and support of activities, operations, or projects organized by government authorities/regulatory bodies • Courtesy visits and meetings on various occasions • Participation in working committees • Attendance at meetings and seminars to exchange views • Various communication channels, such as website, telephone, email, letters, and social media	• Strict compliance with applicable laws, rules, and regulations • Accurate, complete, and transparent disclosure of operational information • Cooperation with and support for policies, activities, or projects initiated by government authorities • Good corporate governance • Responsibility toward communities, society, and the environment • Value creation for the economy, communities, and society	• Strictly comply with applicable laws, rules, and regulations. • Conduct business with transparency in adherence to the good corporate governance principles. • Prepare reports and disclose information in accordance with the criteria prescribed by regulatory authorities. • Continuously support and participate in projects organized by government authorities.

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
Creditors 	• Meetings and discussions with relevant executives and employees • Various communication channels, such as telephone, email, letters, website, and social media • Channels for receiving complaints and whistleblowing reports	• Timely and full repayment of debt obligations • Financial strength • Maintenance of liquidity and debt-servicing capability • Operating performance and business growth • Reputation, credibility, and good corporate governance	• Repay debts in accordance with the agreed schedule. • Strictly comply with the terms and conditions of agreements with creditors. • Report financial information in a transparent, accurate, complete, timely, and consistent manner. • Implement effective risk management practices.
Shareholders/ Investors 	• Annual General Meeting of Shareholders • Various communication channels, such as website, email, telephone, and social media • Disclosure of material information through the Stock Exchange of Thailand's channels • Investor relations activities, such as Opportunity Day, analyst meetings, and quarterly investor briefings • Annual Registration Statement/Annual Report (Form 56-1 One Report) • Invitation for shareholders to propose meeting agenda items and nominate candidates • Channels for submitting suggestions, complaints, and whistleblowing reports • Surveys of perspectives and expectations of representatives of shareholder groups, to be incorporated into the formulation or improvement of the Company's operational plans	• Business growth and strong operating performance • Consistent dividend payments • Continuous business expansion • Appreciation in share value • Respect for shareholders' rights and equitable treatment • Transparency in business operations and good corporate governance • Accurate, complete, and timely disclosure of information through diverse and easily accessible channels • Effective risk management • Innovation development to enhance the Company's operational efficiency • Business operations that take into account environmental, social, and governance (ESG) considerations	• Comply with the guidelines and regulations of relevant regulatory authorities. • Conduct business in accordance with the good corporate governance principles. • Seek opportunities and assess investment feasibility to drive growth. • Disclose material information accurately and completely in accordance with the criteria prescribed by regulatory authorities. • Implement effective risk management practices.

Stakeholders	Communication/ Engagement Channels	Stakeholders' Interests/ Expectation	Response to Stakeholders' Interests/ Expectation
Trade Competitors	• Industry-related meetings and discussions • Collaboration in carrying out tasks in response to requests from government authorities/ regulatory bodies • Various communication channels, such as website, and social media.	• Fair and lawful competition • Ethical business conduct and the observance of proper business etiquette between parties	• Conduct business with integrity and ethical standards. • Comply with applicable laws and regulations. • Cooperate in activities that are beneficial to communities and society.
Communities/ Society	• Corporate Social Responsibility (CSR) activities • Participation in community activities • Various communication channels, such as website, telephone, email, letters, and online social media • Channels for receiving complaints and whistleblowing reports	• Responsible and sound management with due care to minimize potential social and environmental impacts arising from the Company's operations • Activities that benefit communities, society, and the environmentu • Promotion of careers, income generation, and economic growth within communities • Provision of assistance to communities and society during various crisis situations • Application of the Company's knowledge, skills, and expertise to support community development • Facilitation of access to information technology • Participation in enhancing economic development and improving the quality of life of people in communities and society	• Strictly comply with applicable laws and regulations. • Supervise and control network equipment installation processes to ensure that all relevant parties operate in accordance with established procedures and that no adverse impacts are caused to the communities in which operations are conducted. • Assess the potential impacts of business operations on communities, society, and the environment. • Learn, understand, and listen to feedback from communities, and respond appropriately and effectively. • Support and participate in social and public benefit activities. • Foster awareness and promote a corporate culture of social responsibility and environmental stewardship.

Materiality

Process for Identifying and Assessing Material Sustainability Issues



1. Study and Analysis of the Company's Context

The Company conducts a comprehensive study and analysis of its sustainability context by considering both internal and external factors, together with monitoring global and regional trends, industry directions and sustainability trends, key issues of companies within the same industry, as well as issues identified in relevant sustainability standards and assessment frameworks, including global concerns. This approach enables the Company to systematically identify opportunities, risks, and potential impacts arising from its business operations in a comprehensive manner.

2. Identification of Material Sustainability Issues

The Company compiles and identifies sustainability issues by analyzing the perspectives, expectations, interests, and concerns of all stakeholder groups, both internal and external, across the entire value chain. This is undertaken in conjunction with consideration of global and industry trends, past events, current and emerging risk factors that may pose impacts or create opportunities for business operations, as well as human rights issues. The information obtained is then analyzed to identify material issues that have both positive and negative impacts on the Company's sustainability, and such issues are categorized into environmental, social, and economic and governance dimensions.

In 2025, the Company conducted a review of its material sustainability issues by referencing the material issues identified in 2023. Based on the review, the Company determined that there were no changes to its material sustainability issues, with a total of 20 material issues remaining, consistent with those identified in 2023.

Summary of Material Sustainability Issues







Economy & Governance Dimension	Social Dimension	Environmental Dimension
1. Corporate Governance 2. Risk Management 3. Economy Development 4. Customer Relation Management 5. Supply Chain Management 6. Innovation Development 7. Cybersecurity 8. Strategic Partnership 9. Network and Solution Development	10. Labor Treatment 11. Human Capital Management 12. Safety, Occupation Health and Work Environment 13. Privacy Protection 14. Human Rights 15. Digital Wellness 16. Community Safety 17. Community Development	18. Environment Preservation 19. Climate Change 20. Waste and Hazardous Waste Management

3. Assessment and Prioritization of Sustainability Issues

The Company has subjected the identified and categorized sustainability issues to an assessment and prioritization process, referencing the principles of the GRI Universal Standards in conjunction with the Double Materiality and Multi-Stakeholder Approaches. This process is designed to provide a comprehensive view of the impacts arising from business operations, encompassing both positive and negative impacts on stakeholders, society, and the environment (Outward Impact), as well as impacts on the Company's business operations (Inward Impact) in terms of financial performance and long-term value creation.

The assessment process was conducted through interviews and online surveys with external stakeholders, selected using purposive sampling, as well as online surveys with internal stakeholders. The information obtained from stakeholders was analyzed using a scoring methodology, evaluating both the severity and likelihood of impacts on the Company and on stakeholders.

Subsequently, the Company developed a Materiality Matrix to prioritize sustainability issues. The vertical axis (Y-axis) represents the significance of environmental, social, and governance (ESG) impacts on stakeholders, while the horizontal axis (X-axis) represents the significance of ESG impacts on the Company's business operations.

The Company classifies the level of materiality of sustainability issues into three categories:

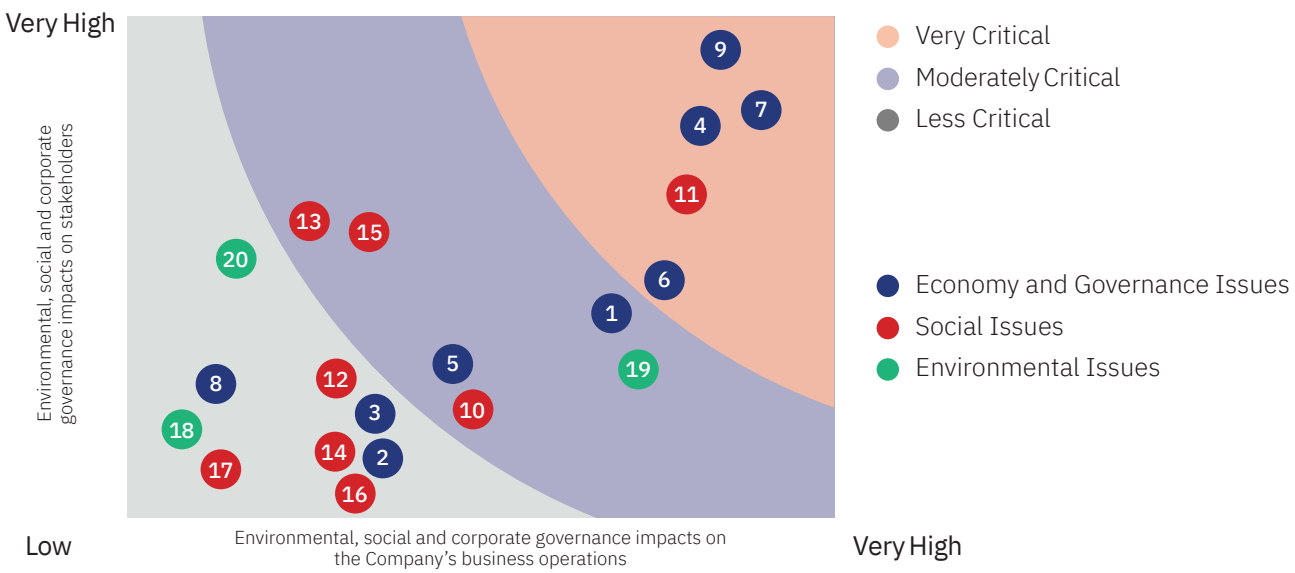
- Very critical issues refer to issues that have significant impacts on the Company's sustainability and strategic objectives.
- Moderately critical issues refer to issues that have impacts requiring appropriate management, though not at a critical level.
- Less critical issues refer to issues with limited impacts that can be managed through normal operational processes.

In addition, the Company has conducted human rights impact assessments covering impacts on stakeholders arising from the Company's own operations as well as from the operations of entities with which the Company has business relationships, such as suppliers and business partners. This assessment encompasses key activities throughout the value chain, addressing both actual and potential future impacts, to ensure that sustainability issues are managed prudently, transparently, and in alignment with the good corporate governance principles.

Results of the Assessment and Prioritization of Sustainability Issues

In 2025, the Company assessed and prioritized all 20 identified sustainability issues in accordance with the established methodology. The results classified the issues into three levels: five critical materiality issues, six moderately critical materiality issues, and nine less critical materiality issues.

The Company recognizes that all sustainability issues are interconnected with human rights considerations affecting stakeholders in various dimensions. Accordingly, human rights have not been designated as a separate standalone issue. Instead, human rights risk assessments have been integrated into all sustainability issues, with comprehensive risk management approaches and mitigation measures established to address potential impacts on stakeholders.



Very Critical Issues	Moderately Critical Issues	Less Critical Issues
9. Network and Solution Development	1. Corporate Governance	2. Risk Management
7. Cybersecurity	5. Supply Chain Management	3. Economy Development
4. Customer Relation Management	10. Labor Treatment	8. Strategic Partnership
6. Innovation Development	13. Privacy Protection	14. Human Rights
11. Human Capital Management	15. Digital Wellness	12. Safety, Occupational Health and Work Environment
	19. Climate Change	16. Community Safety
		17. Community Development
		18. Environmental Preservation
		20. Waste and Hazardous Waste Management

4. Validation and Approval of Material Sustainability Issues

The Company presented the results of the assessment and prioritization of sustainability issues to the Chief Executive Officer for review to ensure alignment of such material issues with the Company's business context, strategy, and long-term objectives, prior to formulating strategies and management approaches for sustainability issues across various dimensions and assigning relevant units to implement them in a concrete manner.

In this regard, the Nomination, Compensation, Corporate Governance and Sustainability Committee is responsible for reviewing and endorsing the Company's material sustainability issues, including related strategies and management approaches, before submitting them to the Board of Directors for consideration and approval, to ensure that sustainability operations are aligned with the Company's business direction.

The material sustainability issues for 2025 were reviewed by the Sustainable Development Committee and the Chief Executive Officer, and were subsequently endorsed by the Nomination, Compensation, Corporate Governance and Sustainability Committee prior to being proposed to the Board of Directors for consideration and approval.

For very critical issues, namely network and solution development, customer relationship management, cybersecurity, and human capital development, the Company has integrated these matters into its business strategy and operational plans, which were approved by the Board of Directors. These issues have also been translated into performance indicators at the corporate, divisional, and departmental levels, and are linked to the annual performance evaluations of relevant executives and employees, in order to drive sustainability performance in a tangible and continuous manner.



Targets, Strategies, and Management Approaches for Material Sustainability Issues

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Network and Solution Development	• **Application of Intelligent Network and Advanced Technologies:** - Strengthen and enhance the robustness, intelligence, stability, and security of the network infrastructure through the application of advanced intelligent network technologies to improve management efficiency and ensure continuous service readiness. The Company also adopts energy-efficient practices, alternative energy sources, and environmentally friendly technologies in network management to reduce resource consumption, lower greenhouse gas emissions, and minimize environmental impacts. - Leverage advanced technologies, such as Artificial Intelligence (AI) and green technologies, in the development and enhancement of products and services to deliver innovative, comprehensive, and flexible solutions that effectively respond to customers' needs. • **Promotion of Innovation Development:** Place emphasis on continuous research, study, and development of innovation to enhance and expand new digital solution offerings in response to rapidly evolving market trends and customer demands. The Company focuses on improving usability, flexibility, security, and value creation for customers, both in the present and the future. • **Development of a Business Partner Ecosystem:** Promote and expand collaborations with strategic partners across various sectors and industries possessing specialized expertise to jointly develop, design, and deliver new digital solutions through a co-creation approach. This enhances competitiveness, broadens the diversity of solutions, and comprehensively addresses enterprise customers' needs, while supporting long-term sustainable growth for all parties.	• Maintain service continuity and stability, with performance measured by a Mean Time to Repair (MTTR) of not exceeding 3 hours. • Continuously develop and deliver comprehensive network and digital solutions, as reflected by the number and diversity of services capable of addressing market demands and the needs of enterprise customers. • Introduce new digital solutions that enhance energy efficiency, reduce greenhouse gas emissions, or support customers' sustainable business operations. • Achieve consistent and stable revenue growth from connectivity and digital solution services, as measured by the overall revenue growth derived from such services.	

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
	• **Continuous Development of Human Capital Capabilities:** Continuously enhance employees' knowledge, skills, and capabilities in technology and digital domains, such as Artificial Intelligence (AI), Data Analytics, and Green Technology, to strengthen organizational capabilities, increase readiness for network and solution development and expansion, and support innovation and sustainable growth. • **Recruitment and Attraction of Technology and Digital Talent:** Develop flexible and hybrid recruitment approaches aligned with modern work and lifestyle trends, utilizing technology and digital platforms to engage candidates throughout the recruitment, interview, and assessment processes. This ensures the selection of candidates suited to job requirements, team dynamics, and corporate culture. The Company also leverages online channels to enhance employer branding and broaden awareness to attract high-potential young talent. In addition, collaborations with leading domestic educational institutions are established to organize corporate introduction activities and provide opportunities for students with specialized expertise, such as AI and Data Analytics, to join the Company and contribute to business growth and the development of new digital solutions.		

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Cybersecurity	• **Cybersecurity Governance Structure:** Establish a clear cybersecurity and information security governance structure covering all levels of the organization, from the Board of Directors to executive management and operational levels. Roles, duties, and responsibilities are systematically defined, with mechanisms in place for control, monitoring, and continuous performance reporting to ensure effective, transparent governance aligned with the Company's strategies and objectives. • **Cybersecurity Policies, Procedures, and Standards:** Develop cybersecurity and information security policies, procedures, and measures in alignment with internationally recognized standards, such as ISO/IEC 27001:2022 and the NIST Cybersecurity Framework, as well as applicable laws and regulatory requirements. These are enforced across all business units throughout the organization to establish a systematic and effective framework for cyber risk management. • **Strengthening Capabilities in Cyber Threat Prevention and Detection:** Continuously enhance the effectiveness of cyber threat prevention and detection systems through investment in advanced cybersecurity technologies, solutions, and tools. This aims to improve capabilities in monitoring, detecting, analyzing, and responding to threats in a timely manner, thereby mitigating risks and minimizing potential impacts on critical systems, infrastructure, and information assets.	• Enhance cybersecurity resilience to safeguard the business value chain, strengthen stakeholder confidence, and support the long-term continuity and stability of business operations. • No severe cybersecurity incidents occur that result in the leakage of critical information or cause disruption to business operations. • No cybersecurity incidents that could adversely affect the safety, confidence, or trust of stakeholders. • Full compliance with applicable laws, regulations, and requirements of relevant regulatory authorities concerning cybersecurity, with no violations. • No complaints are received from stakeholders relating to data security, privacy protection, or cyberattacks • Maintain the readiness and effectiveness of cybersecurity systems and measures in alignment with international standards and recognized best practices on a continuous basis.	

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
	• **Enhancing Preparedness and Resilience Against Cyber Incidents:** Establish and continuously develop a Cyber Crisis Management Plan, a Business Continuity Plan (BCP), and a Disaster Recovery Plan (DRP), including a structured emergency communication plan. These plans are regularly reviewed and tested to ensure effectiveness. In addition, the Company maintains backup systems for critical operational platforms to preserve service continuity, integrity, and readiness in delivering services to customers under all circumstances. • **Fostering a Cybersecurity-Oriented Organizational Culture:** Continuously cultivate and reinforce a culture of cybersecurity and information security awareness by promoting knowledge, understanding, and awareness among executives and employees at all levels, as well as relevant stakeholders and external parties. This is achieved through training programs, communications, and awareness campaigns in various formats, ensuring that cybersecurity becomes an integral part of operational practices and the Company's organizational culture on a sustainable basis. • **Development of a Cybersecurity Business Partner Ecosystem:** Expand collaboration with business partners, experts, and cybersecurity technology providers to jointly conduct research and development, exchange knowledge, and advance new innovations and solutions. Such collaboration will enhance the system's capability to address rapidly evolving risks and threats, while creating added value and sustainable business opportunities over the long term.		

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Customer Relations Management	• **Business Strategy Transformation toward Becoming a Digital Partner:** Transition the Company's business model from a connectivity infrastructure provider to a Digital Partner capable of delivering comprehensive digital solutions aligned with the strategic objectives and needs of enterprise customers. Emphasis is placed on creating added value, ensuring flexibility in utilization, and maintaining readiness to adapt to technological advancements and evolving business environments over the long term. • **Enhancing Customer Engagement and Responsiveness to Customer Needs:** - Adopt a customer-centric approach at every stage, from design and development to service delivery, to ensure that the specific needs of each customer are addressed precisely and effectively. - Continuously deliver excellent customer experiences that exceed expectations by leveraging technology and innovation to enhance service quality and standards across all stages of the customer journey—before, during, and after sales. - Utilize Data Analytics tools to gain deep insights into customers' needs, behaviors, and expectations, enabling the delivery of products and services that are appropriate, efficient, and aligned with customers' business contexts. - Place importance on listening to customers' feedback and suggestions in order to continuously improve service quality and refine marketing strategies. - Regularly conduct customer satisfaction surveys to evaluate performance, identify areas for improvement, and respond to customers' needs in a timely and appropriate manner.	• Aspire to become the number one trusted partner of choice among enterprise customers. • Effectively retain the existing customer base by maintaining the customer churn rate and contract termination rate at a low level. • Achieve a customer satisfaction rate of not less than 95 percent. • No complaints arise regarding service quality, or that any complaints received are managed effectively without adversely affecting customer confidence and trust.	

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
	• **Building Trust and Fostering Long-Term Relationships:** - Place emphasis on communicating accurate, complete, clear, and transparent information at every stage of service delivery through diverse and easily accessible communication channels, in order to enhance customers' understanding and confidence. - Strictly manage and protect customers' personal data and confidential information in compliance with applicable laws, regulations, and relevant standards, while continuously strengthening cybersecurity measures to reinforce confidence in the use of the Company's services. - Promote strategic collaboration with customers through regular meetings, information exchanges, and relationship-building activities to strengthen mutual understanding, trust, and long-term partnership. - Conduct business with responsibility toward society and the environment, alongside efforts to minimize operational impacts, in order to create shared value among the Company, its customers, and society at large. • **Fostering a Customer-Centric Organizational Culture:** - Instill corporate values and a service-oriented mindset that emphasize attentiveness, readiness to assist customers, and the prompt, efficient, and professional resolution of issues. - Support the continuous development of employees' knowledge, skills, and competencies through various training and learning programs to enhance their readiness in delivering customer service and managing customer relationships sustainably over the long term.		

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Innovation Development	• **Development of a Business Partner Ecosystem:** Strengthen and expand collaborations with strategic partners across various sectors, including technology enterprises, academic institutions, and specialized experts, to facilitate the exchange of knowledge, experience, and best practices in innovation and technology. The Company also seeks to jointly explore, research, develop, and design innovative digital solutions capable of generating economic value while taking into account positive social and environmental impacts, thereby supporting the long-term sustainable growth of all sectors involved. • **Support for Sandbox Initiatives and New Technology Testing:** Promote the establishment of sandbox environments for the testing, evaluation, and development of new technologies, innovations, and digital solutions prior to their practical implementation in operational processes, organizational management, and the development of commercially viable digital products and services. This approach enhances the efficiency and quality of products and services, increases organizational agility in responding to market changes, and addresses the evolving needs, usage patterns, and behaviors of enterprise customers on a continuous basis. • **Promotion of an Innovation-Driven Corporate Culture and Human Capital Development:** Place emphasis on cultivating a corporate culture that supports innovative thinking, creativity, and lifelong learning. The Company is committed to enhancing the capabilities of employees at all levels through a variety of initiatives, such as knowledge-sharing programs, brainstorming sessions, case study learning, and the provision of spaces that enable employees to experiment with new ideas and approaches. In addition, the Company supports employees' participation in training programs and seminars on innovation, technology, and digital transformation, both internally and externally, to strengthen their skills, knowledge, and readiness to continuously drive innovation. This approach contributes to long-term value creation and sustainable organizational growth.	• Leverage innovation as a core mechanism for generating new revenue streams, enhancing value, and expanding business opportunities, while creating positive social and environmental impacts. This will be measured by the number of new digital products or solutions developed and commercially launched, as well as the proportion of revenue derived from new products and services, or from services enhanced through innovation, relative to the Company's total revenue. • Develop and introduce new digital services or solutions that enhance energy efficiency, reduce greenhouse gas emissions, or support the sustainable business operations of enterprise customers. • Support the achievement of Net Zero greenhouse gas emissions by 2050 through innovation in network development, the utilization of renewable energy, and the development of digital services that contribute to carbon reduction both within the organization and throughout the value chain.	

Materiality	Strategy/Management Approach	Targets/Indicators	Response to UNSDGs
Human Capital Development	• **Promotion of a Learning Culture:** Place importance on fostering and embedding a continuous learning culture within the organization, emphasizing that employees at all levels recognize the significance of self-development from the commencement of their employment. The Company encourages employees to consistently enhance their skills, knowledge, and capabilities to support career advancement, while preparing them to align with the Company's business direction and to adapt to rapid technological changes and challenges in the digital era. • **Talent and Readiness Assessment:** Conduct systematic assessments of employees' potential and readiness (Talent Assessment) and utilize the results as key inputs for development planning, talent management, and the retention of high-potential employees. Such individuals play a critical role in ensuring business continuity and supporting the Company's long-term sustainable growth. • **Systematic Human Capital Development Aligned with Corporate Strategy:** Establish structured development plans to enhance employees' skills and knowledge in alignment with the specific requirements of each function and position level, linking such development to the Company's direction, strategies, and business objectives. Human capital development encompasses skills across all dimensions, including functional skills related to job responsibilities, technical skills, and soft skills for effective interpersonal interaction. This is undertaken alongside the promotion of awareness, understanding, and adherence to ethical principles and codes of conduct in the performance of duties. • **Holistic Employee Care:** Strive to create a comprehensive employee experience and quality of life, encompassing physical, mental, financial, and social well-being. The Company places importance on safety, occupational health, and a working environment conducive to efficiency and creativity, while fostering an open, friendly, and collaborative corporate culture. This approach aims to achieve sustainable recognition as a Great Place to Work.	• Employee engagement score of not less than 80 percent. • Regrettable loss rate of high-potential employees with more than one year of service not exceeding 5 percent of total employees • Employee participation rate in activities promoting positive employee experience and holistic well-being of not less than 30 percent.	

Environmental Sustainability Management

Environmental Policy and Guidelines

The Company recognizes that its business operations may give rise to both direct and indirect environmental impacts. Accordingly, it is committed to conducting its business on the basis of environmental responsibility across all operational processes. Emphasis is placed on managing internal processes that may affect the environment, while giving due consideration to both internal and external stakeholders in a comprehensive manner.

The Company has established objectives to reduce and mitigate environmental impacts arising from its operations, alongside fostering awareness and continuously promoting knowledge and understanding among employees regarding environmental conservation, natural resource management, and energy efficiency. This approach aims to extend positive outcomes toward more efficient resource utilization and the long-term reduction of the Company's greenhouse gas emissions.

In this regard, the Company conducts its business with strict adherence to applicable environmental laws, regulations, and relevant standards. Regular assessments, monitoring, and reviews of environmental performance and impacts are undertaken, and appropriate and timely measures are implemented to address any potential environmental impact resulting from the Company's operations. This supports sustainable business practices and demonstrates responsibility toward society as a whole.

Details about the **"Environmental Management Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/environmental-management-policy-en.pdf

Environmental Operating Results

1. Efficient Energy Management

Energy consumption constitutes a critical component of the Company's business operations, particularly electricity used for managing network equipment and supporting office operations. The Company therefore places strong emphasis on maximizing energy efficiency while minimizing environmental impact. A target has been established to increase the proportion of renewable energy derived from solar power to no less than 20 percent of all projects in which such systems are installed.

In 2024, the Company initiated the Solar Cell Small Site Project at the Muang Khom operational site as a pilot project for the adoption of renewable energy to support organizational operations. The project aimed to increase the proportion of clean energy consumption, reduce reliance on conventional electricity sources, mitigate greenhouse gas emissions contributing to global warming, and create long-term business value. Subsequently, in 2025, the Company analyzed the operational results, performance data, and lessons learned from the pilot project to support its consideration of expanding solar power generation systems to additional operational sites, including Phra Nakhon Si Ayutthaya Province, with the objective of enhancing overall energy efficiency and concretely supporting the organization's greenhouse gas reduction targets.

The performance results of renewable energy utilization at each site are summarized as follows:

- **Muang Khom Site (Pilot Project):** Renewable energy generated accounted for 21.14 percent of total electricity consumption.
- **Phra Nakhon Si Ayutthaya Province Site:** Completed installation in October 2025, renewable energy generated accounted for 32.93 percent of electricity consumption during the first two months of operation.



These results demonstrate the value and potential for expanding renewable energy utilization to other operational sites of the Company and represent a key mechanism for mitigating long-term energy cost risks and reducing greenhouse gas emissions. The Company has achieved a renewable energy utilization rate of no less than 20 percent per installation site, in alignment with its organizational energy management objectives.

In addition, the Company has continuously implemented energy efficiency improvement measures within its offices to support the reduction of operating costs and environmental impact. Such measures include upgrading equipment and electrical appliances to energy-efficient models, such as replacing all lighting with LED bulbs, installing high-efficiency air-conditioning units, and conducting regular maintenance, including cleaning condensing units and air filters to ensure optimal system performance.



Concurrently, the Company has promoted employee participation in energy conservation through various awareness campaigns, such as turning off lights and unplugging electrical equipment when not in use, utilizing resources efficiently, and fostering energy conservation awareness as part of the organizational culture.

As a result of these commitments and continuous measures, in 2025 the Company successfully reduced electricity consumption at its headquarters by 20 percent and decreased electricity expenses by 21 percent compared to the previous year. This reflects the tangible effectiveness of its energy management measures and the cooperation of personnel throughout the organization.

2. Water Management

The Company operates as a provider of telecommunications infrastructure and digital solutions. The nature of its business does not rely on water resources as a primary factor in service delivery. The Company's water consumption is limited solely to domestic use within its office premises, and there is no use of water in any production process or core business operations.

In addition, the Company does not own office buildings but leases office space for its operations. Water supply charges are included in the rental fees, resulting in minimal water consumption and no direct impact on local water resources. The Company does not face water-related issues, risks, or water stress.

Nevertheless, the Company recognizes the importance of water as a finite natural resource essential to human life and ecosystems. Accordingly, it promotes and encourages employees at all levels to cultivate awareness of responsible and efficient water use, both within the workplace and in their daily lives, through internal communications and the fostering of responsible resource utilization behaviors.

3. Waste Management

The Company recognizes that waste poses significant environmental and social impacts. Accordingly, it places importance on the systematic and responsible management of waste generated from its business operations. The Company applies the 3Rs principles—Reduce, Reuse, and Recycle—to minimize the volume of waste requiring final disposal, whether through landfill or incineration, thereby mitigating long-term environmental impacts.

With respect to electronic waste and hazardous waste, such as fiber optic cables, network equipment, information technology equipment, and batteries, the Company ensures proper management in accordance with relevant standards, giving priority to community safety and environmental impact reduction.

In 2025, the Company implemented key projects and activities related to waste management as follows:

- ### Battery Management & IoT at Site Facility



The Company has enhanced its network backup power system to support power outage situations and high electricity load conditions by replacing lead-acid batteries with lithium batteries, which offer higher efficiency, greater durability, and a longer service life. This transition has improved the overall energy efficiency of the organization, reduced the frequency of battery replacement, lowered long-term operating costs, and minimized hazardous waste, thereby contributing positively to sustainable environmental management.

In Phase 1, the Company replaced a total of 129 battery units with lithium batteries and plans to continue expanding this initiative in subsequent phases to further enhance network stability, improve energy efficiency, and reduce long-term environmental impact.

- ## IT Asset & Laptop Destruction

The Company systematically and responsibly manages end-of-life information technology equipment, particularly computers and data storage devices, to prevent the risk of data leakage while minimizing the environmental impact of electronic waste.

In 2025, the Company destroyed a total of 58 end-of-life IT equipment items through a certified external service provider.

- ## Data Safe Management Project

The Company screens documents that have reached the end of their designated retention periods and properly and securely destroys those no longer required. In 2025, a total of 252 boxes of documents were destroyed through a certified external service provider.

- ## Waste Management and Circular Economy Projects and Collaborations

The Company has implemented waste management initiatives and promoted circular economy principles through collaboration with specialized partners. These initiatives are divided into three main projects as follows:

1) SYMPHONY Circular Project: Together for Zero Waste

The Company collaborated with Wastebuy Delivery Co., Ltd. to manage recyclable waste from its offices through systematic waste separation and the proper return of recyclable materials into the recycling process. The collaboration also included knowledge support and employee awareness programs on appropriate waste segregation.



The implementation of this project reduced the volume of waste sent for final disposal, decreased the consumption of new resources, and reduced greenhouse gas emissions from office operations. In addition to waste management, the collaboration included educational activities to enhance employees' understanding of waste separation, efficient resource utilization, and the environmental impacts of waste.



In 2025, the Company returned recyclable waste to the recycling process and achieved a cumulative reduction of 1.72 tCO_2e, equivalent to planting 181 trees.

2) SYMPHONY Circular: Send Waste Back to Home Project

The Company implemented a project to return unused employee uniforms into the circular economy system through collaboration with Better World Green Public Company Limited, in order to appropriately process or manage textile materials. The project reduced textile waste, enhanced resource efficiency, and supported circular economy principles throughout the value chain.



In 2025, the Company delivered 0.0088 tons of employee uniforms for appropriate processing, resulting in an estimated greenhouse gas emissions reduction of approximately 0.0028 tCO_2e.

3) Green Tenant of the Year 2025



The Company participated in the Green Tenant of the Year 2025 project in collaboration with Singha Estate Public Company Limited to promote tenant engagement in waste management, efficient resource utilization, and the creation of environmentally friendly workplaces. This collaboration enhanced the environmental standards of the office building, strengthened the Company's environmental organizational culture, and reflected the Company's role in advancing sustainability together with partners within the business ecosystem.

4. Climate Change Management

Climate change represents a critical global challenge that significantly affects human livelihoods, ecosystems, and broad economic and social development. Its impacts include changes in seasonal patterns, increased frequency and severity of natural disasters, loss of biodiversity, and shifts in the transmission patterns of infectious diseases and vectors. These effects continuously impact lives, property, and economic and social stability.

The Company recognizes the risks and impacts of climate change that may affect its business operations and long-term service continuity. It therefore places importance on conducting environmentally friendly business operations in parallel with comprehensive environmental risk management. The Company focuses on mitigating climate impacts through efficient resource and energy utilization, studying and planning for the use of renewable energy, and reducing greenhouse gas emissions from its operational processes.

To ensure that climate change management and operations are aligned with the Company's business direction and sustainability objectives, and are subject to systematic oversight and monitoring, the Company has established a governance structure for climate change management covering the Board of Directors, management, and operational levels. The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to oversee operations related to climate change mitigation and greenhouse gas emissions. This includes the formulation of targets, strategies, management approaches, action plans, as well as monitoring and evaluation to achieve the established short-, medium-, and long-term targets.

Greenhouse Gas Emissions Reduction Targets

To demonstrate its commitment to addressing climate change, the Company has set a target to achieve organizational Carbon Neutrality by 2050 and Net Zero greenhouse gas emissions by 2065.

Carbon Footprint for Organization

The Company's operational activities that contribute to greenhouse gas emissions include:

- Direct greenhouse gas emissions (Scope 1): Fuel consumption from organizational vehicles, backup power systems within the network, and leakage of refrigerants from air-conditioning systems.
- Indirect greenhouse gas emissions (Scope 2): Purchased electricity used for network equipment, air-conditioning systems, lighting systems, and office equipment.

The Company has assessed greenhouse gas emissions from its operational activities, or Carbon Footprint for Organization (CFO), covering both direct and indirect emissions (Scopes 1-2), in accordance with the guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization), using the Control Approach to identify significant emission sources and to support effective emission reduction planning. The greenhouse gas monitored within the reporting boundary is carbon dioxide (CO_2).

In 2024, the Company reported greenhouse gas emissions data for 2023 covering three locations: the Head Office in Bangkok, the Amata City Industrial Estate Branch Office in Chonburi Province, and the Moalee Submarine Cable Station in Rayong Province. Total emissions amounted to 1,802 tCO2e, comprising 566 tCO2e under Scope 1 and 11,236 tCO2e under Scope 2. The Company has designated 2023 as the base year for monitoring and evaluating greenhouse gas emission reductions in subsequent years.

The greenhouse gas emissions data for 2025 is currently under external verification. Upon completion of the verification process, the Company will disclose the information on its website accordingly.

Greenhouse Gas Emissions Reduction Strategies and Approaches
The Company has established strategies and approaches for reducing greenhouse gas emissions, structured into three key areas as follows:

1. **Reduction of greenhouse gas emissions from operations**
   The Company focuses on enhancing energy efficiency and promoting the transition to renewable energy through appropriate technologies. This is undertaken in parallel with reducing the volume of waste sent to landfills, minimizing hazardous and electronic waste, and ensuring that waste is managed in accordance with standardized and environmentally friendly practices. In addition, the Company emphasizes the selection of high-quality materials and equipment with extended service life in order to reduce the frequency of replacement, minimize waste generation, and lower long-term waste management costs. The Company also promotes circular economy principles and collaboration with partners and customers to enhance its capacity to reduce net greenhouse gas emissions and to advance toward its long-term objectives.

2. **Development of products and services that contribute to greenhouse gas emissions reduction**
   The Company recognizes opportunities to develop solutions and services that support corporate customers in reducing greenhouse gas emissions, particularly cloud services. Such services enhance operational efficiency, reduce energy consumption, and support efficient resource management at the organizational level. These offerings strengthen customers' competitiveness while contributing to greenhouse gas emissions reduction throughout the value chain and supporting the achievement of sustainability goals for both customers and the Company.

3. **Promotion of environmental knowledge and awareness among Personnel**
   The Company places importance on fostering environmental knowledge, understanding, and awareness among personnel at all levels by embedding environmental principles into the organizational culture and providing employees with opportunities to participate in environmental stewardship both in their work processes and daily lives.

   To enhance environmental knowledge, the Company has organized educational activities and training programs in various formats, including academic training sessions, practical workshops, and collaborations with specialized external partners. In 2025, the Company conducted environmental knowledge enhancement activities, including:

- Internal training programs on sustainable development, environmental management, and best practices for efficient resource and energy utilization.
- A practical workshop organized in collaboration with Wastebuy Delivery Co., Ltd. under the activity titled “Digital Innovation towards Sustainable Waste Management,” providing knowledge on waste segregation, recycling, and circular economy concepts. A total of 88 employees participated, with 94.55 percent successfully passing the comprehension assessment.





- Internal communication and awareness campaigns through various channels, such as the e-Learning system, internal communication materials, and activities promoting waste segregation within operational areas.

These initiatives enable employees to apply environmental knowledge concretely in their work practices and support the continuous and sustainable implementation of the Company’s environmental strategy across all levels of the organization.

5. Environmentally Responsible Products and Services

The Company recognizes its responsibility to deliver high-quality, reliable, and secure connectivity infrastructure services and digital solutions to customers, while conducting its business with due responsibility toward the environment and society. Although the majority of the Company’s services relate to network and information technology solutions, which do not directly generate environmental impacts in the form of consumer products, such services require a significant volume of network and IT equipment, as well as data centers and supporting systems that consume substantial electricity. Furthermore, at the end of their useful lives, such equipment may become electronic waste and hazardous waste, potentially affecting the environment, public health, and community safety if not properly managed.

Accordingly, the Company places importance on the sustainable lifecycle management of equipment and solutions, covering procurement and selection, installation and utilization, maintenance, and end-of-life management. The Company aims to reduce energy consumption, minimize waste generation, decrease long-term resource use, and enhance cost efficiency and service continuity, under the good governance principles and compliance with applicable laws, standards, and regulations. The operational approaches are as follows:

1) **Selection of environmentally friendly equipment and technologies**
The Company emphasizes the selection of high-quality, energy-efficient equipment and solutions with extended service life to enhance network stability and service standards, while reducing energy consumption and electronic waste in the long term. Environmental considerations are incorporated into the procurement process (Green Procurement), including energy efficiency, designs that facilitate maintenance and reuse, and support for circular economy principles, as appropriate.

2) **Operational management for safety, quality, and service continuity**
The Company manages network equipment and IT systems in alignment with safety and service quality standards, focusing on preventive maintenance, performance monitoring, and systematic asset replacement planning. This enhances service readiness, reduces the risk of service disruption, and minimizes resource loss resulting from premature equipment replacement. For digital solutions such as cloud and managed IT services, the Company emphasizes efficient utilization of computing resources and data storage capacity to support the energy and environmental objectives of both the Company and its customers.

3) **Responsible end-of-life management**
The Company has established practices for the appropriate management of end-of-life equipment and products, taking into consideration data security (such as secure data erasure in accordance with applicable standards prior to transfer or disposal), health and safety, and environmental impacts. Electronic waste and hazardous waste are managed in compliance with relevant laws and standards, while reuse, segregation, and recycling are promoted through authorized disposal and recycling service providers.

4) **Application of Green Technology and Sustainable Solution Design**
The Company has adopted green technology concepts and practices to enhance operational efficiency and develop environmentally friendly solutions. These efforts encompass energy efficiency improvements, the adoption of renewable energy where appropriate, greenhouse gas emissions reduction, efficient resource management, waste reduction, and the promotion of recycling. Such initiatives support the design and development of services and solutions that further minimize environmental impact and create long-term added value for corporate customers.





Social Sustainability Management

Social Policy and Guidelines

The Company believes that sustainable business growth can be achieved only when its operations and activities earn the acceptance, trust, and confidence of communities, society, and all stakeholders. Accordingly, the Company places great importance on ensuring that its operations are conducted in full compliance with applicable laws and the regulations of relevant supervisory authorities. The Company respects human rights, treats all stakeholder groups fairly and equitably, and actively supports and participates in the development of communities and society.

Social Operating Results

1. Respect for Human Rights, Labor Rights, and Fair Labor Practices



The Company places utmost importance on respecting human rights throughout its value chain, recognizing that its business operations involve various stakeholder groups, including employees, customers, suppliers, business partners, shareholders, and communities, who may be directly or indirectly affected by human rights impacts. The Company has therefore established clear human rights policy and practices to ensure that its business operations are conducted on the basis of respect for human dignity and fundamental human rights in an appropriate and responsible manner.

Human Rights Policy and Practices

The Company firmly believes that all human beings are equal in value, rights, and dignity, without discrimination of any kind. It therefore emphasizes the respect for, protection of, and promotion of fundamental human rights of all relevant stakeholders throughout its value chain.

The Company has established a written **"Human Rights Policy and Practices"** and requires personnel at all levels to strictly adhere to and comply with such policy to prevent human rights violations or adverse impacts, whether direct or indirect, across all operational processes. In addition, the Company expresses its intention to promote and encourage suppliers, business partners, and stakeholders within its supply chain to conduct their businesses in accordance with the same human rights principles.

The Company's human rights practices cover key issues, including the non-support of illegal labor, zero tolerance for forced labor, opposition to child labor and human trafficking, fair and respectful treatment of all stakeholders based on equality and human dignity, and non-discrimination on the basis of gender, sexual orientation, age, color, race, nationality, religion, belief, or any other differences. The Company also respects political rights under democratic systems and provides employees with the freedom to associate, collectively bargain, and voluntarily participate or refrain from participating in various activities.

In 2025, the Company reviewed and revised its Human Rights Policy and practices to ensure alignment with relevant laws, standards, and key international human rights principles, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Universal Declaration of Human Rights (UDHR), and recognized good business practices. This reflects the Company's intention and commitment to uphold, implement, and promote respect for human rights in a concrete manner.

The Company has communicated its Human Rights Policy and practices to personnel at all levels through internal communication channels, such as email, and has also published the policy on its website at www.symphony.net.th to ensure accessibility for all stakeholder groups and interested members of the public.

Details about the **"Human Rights Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/human-rights-policy-en.pdf

Performance on Human Rights, Labor Rights, and Fair Labor Practices

The Company's implementation of human rights, labor rights, and fair labor practices can be summarized as follows:

- Treating employees and all stakeholder groups in accordance with human rights and labor rights principles under local labor laws and international human rights standards, with due regard to equality, fairness, equity, and non-discrimination in all forms, while respecting fundamental rights and freedoms as enshrined in the Constitution.
- Establishing Company rules and regulations in compliance with applicable laws and regularly monitoring legal developments to ensure accurate and appropriate practices.
- Prescribing appropriate working conditions and working hours in strict compliance with labor laws, while promoting diversity and equality within the organization, including providing employment opportunities for persons with disabilities.

- Providing fair and equitable wages and compensation without discrimination on the basis of gender or age, in compliance with minimum wage laws, and granting holidays and benefits exceeding statutory requirements, as well as supporting adequate and appropriate remuneration for living, taking into account economic conditions and cost of living.
- Refraining from employing child labor or illegal labor and not supporting any form of forced labor.
- Safeguarding employees' fundamental rights to livelihood and work, including the right to express opinions and participate.
- Respecting employees' rights to freedom of association and collective bargaining by facilitating communication between management and employees through a Welfare Committee in the workplace elected by employees, with 100 percent of employees covered under collective bargaining agreements.
- Protecting personal data and privacy of employees and all stakeholder groups appropriately.
- Establishing, communicating, and disseminating a **"Suppliers and Business Partners Code of Conduct"** to ensure that suppliers, contractors, and business partners adhere to the Company's guidelines, particularly with respect to human rights and fair labor practices.

Human Rights Grievance, Remedy, and Rehabilitation Mechanisms

The Company has established complaint and whistleblowing channels, including email communication to the Audit Committee at ac@symphony.net.th , written complaints submitted to the Company, as well as other communication channels. These mechanisms provide opportunities for personnel and stakeholders to express opinions, provide suggestions, report information, or lodge complaints concerning human rights violations arising from the Company's operations or inappropriate conduct by its personnel.

The Company has implemented measures to protect the rights of complainants, whistleblowers, respondents, and individuals involved in complaints, and to ensure fairness for all parties concerned. The grievance mechanism safeguards the confidentiality of complainants, does not disclose their identities, and stipulates a defined timeframe for handling complaints efficiently. The Company has established procedures for careful, fair, and transparent consideration, investigation, and resolution of complaints.

Acts constituting human rights violations are deemed breaches of the Company's policies, regulations, and code of conduct, and are subject to disciplinary action as prescribed, and may also be subject to legal penalties where such acts violate applicable laws. In cases of human rights violations, the Company requires the responsible unit to promptly mitigate and remedy the impacts and to provide fair compensation to affected individuals.

Where human rights violations occur, the Company will provide appropriate and fair remedies and rehabilitation in accordance with the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs). Such actions may be undertaken in cooperation with external remediation mechanisms, such as government agencies, independent bodies, or experts. The Company's assistance measures may include physical support and compensation in monetary or other appropriate forms, depending on the circumstances, both in the short and long term, to mitigate impacts arising from the Company's activities that result in human rights violations. Lessons learned will be summarized and used to improve preventive measures to avoid recurrence.

In 2025, the Company did not receive any complaints or reports of significant human rights violations, harassment, or discrimination arising from its own operations or from the business conduct of its suppliers and business partners.

2. Human Resource Management



Human Resource Management Policy

The Company firmly believes that its personnel are its most valuable resource and the most critical factor in driving the organization forward. The Company's sustainability and continued growth depend upon the quality, capability, competence, commitment, and engagement of employees at all levels. Accordingly, the Company places great importance on systematic and effective human resource management, with a focus on developing employees to be both capable and ethical individuals who are happy at work, enjoy a good quality of life and well-being, and remain committed to continuous learning and self-development. Through these efforts, employees collectively contribute to achieving the Company's vision and mission.

In this regard, the Company has established its **"Human Resource Management Policy and Guidelines"** as a framework for managing human resources effectively and in alignment with corporate strategy. The policy encompasses organizational structure and workforce planning; recruitment and employment; fair and appropriate compensation and benefits; the provision of a safe and supportive working environment; capability and skills development; performance management and evaluation; internal communication; as well as the enhancement of employee engagement and pride in being part of the organization. These initiatives are designed to support the Company's stable and sustainable long-term growth.

Details about the **"Human Capital Management Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/human-capital-management-policy-en.pdf

Performance on Human Resource Management

The Company places importance on creating excellent work experience throughout the entire Employee Journey, from recruitment and hiring, onboarding, development and capability enhancement, career development and advancement, to the exit process. The objective is to ensure that employees receive appropriate care and support at every stage of their employment.

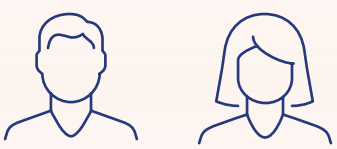
In addition, the Company continuously promotes and develops key factors that strengthen employee engagement, including the enhancement of essential professional and social skills (Reskill and Upskill), organizing activities that foster positive relationships among employees, establishing working committees or project teams to provide opportunities for employees to participate in idea-sharing, planning, and implementation, as well as offering appropriate and competitive benefits aligned with labor market standards.

The Company believes that employees' welfare and quality of life form a fundamental foundation of organizational strength. Such efforts help foster collaboration, creativity, and operational efficiency, as well as support the delivery of quality services to customers and all stakeholders. The key operational approaches are as follows:

1. **Employment and Promotion of Diversity**
   The Company upholds an employment policy based on equality and non-discrimination. It does not limit or exclude individuals on the basis of gender, sexual orientation, age, origin, ethnicity, religion, beliefs, educational background, social status, or physical ability. The Company recognizes and values the unique potential and contributions arising from diversity and individual differences. It acknowledges that workforce diversity enhances creative perspectives and strengthens the Company's ability to effectively respond to diverse customer needs and dynamic business environments, thereby supporting sustainable organizational growth.

   As of 2025, the Company had a total of 502 employees, comprising personnel with diverse age groups, genders, and job functions. This reflects the Company's commitment to fostering an open, equitable organization that respects and values diversity.

Number of Employees by Gender



Male	303	คน
Female	199	คน

Number of Employees by Age

Age	Male (persons)	Female (persons)
Less than 30 years	42	35
30-50 years	244	158
Over 50 years	17	6

Number of Employees by Position Level

Position Level	Male (persons)	Female (persons)
Operational Level	281	183
Executive Level [1]	21	16
Senior Executives [2]	1	-

Remark: [1] Management level refers to the position of Head of Department or equivalent and above.

[2] Senior Executives refers to individuals holding Chief Officer (C-Suite) positions.

2. Compensation, Benefits and Welfare

The Company recognizes that appropriate compensation and benefits are key factors in motivating employees, attracting and retaining talented personnel, and promoting long-term performance and productivity. Accordingly, the Company conducts annual analyses, reviews, and adjustments of its compensation and benefits strategy to ensure that its remuneration system remains appropriate, equitable, and competitive compared with leading companies in the same industry.

The Company has established both short-term and long-term compensation policies, taking into consideration employees' knowledge, competencies, experience, individual performance, and the Company's overall performance. Performance evaluation is conducted based on Key Performance Indicators (KPIs), together with consideration of prevailing economic conditions. In addition, the Company determines its salary structure and benefits by referencing labor market data and benchmarking against organizations within the same industry to ensure that employees receive fair and appropriate compensation aligned with their contributions to the organization.

In addition to salary and annual bonuses, the Company provides a provident fund to encourage savings and enhance employees' long-term financial security. Employees may elect to contribute between 3-15 percent of their base salary, while the Company contributes at a rate of 4 percent. As of 2025, 347 employees participated in the provident fund, representing 69.12 percent of the total workforce.

Furthermore, the Company offers a comprehensive range of welfare benefits to support employees' quality of life, including group health insurance, life insurance, accident insurance, travel allowances for business assignments, financial assistance on various occasions, preferential loan programs in collaboration with partner financial institutions, and retirement compensation.

With regard to employee welfare and health care, the Company provides annual health check-ups based on age and gender, influenza vaccinations, and health-related activities and training programs to promote knowledge of health care and disease prevention, thereby continuously supporting employees' well-being.

The Company has also appointed a Welfare Committee comprising representatives from management and employees across various departments. The Committee is responsible for overseeing, recommending, and promoting the comprehensive development of employee welfare and quality of life, contributing to long-term employee happiness, engagement, and job security.

3. Human Resource Development

Human Resource Development Policy

The Company recognizes that employees are valuable resources and a key driving force in achieving its strategic objectives. The Company is therefore committed to systematically and continuously enhancing employees' capabilities by strengthening their knowledge, competencies, and professional skills in alignment with the scope of work and responsibilities of each position, as well as developing leadership skills to prepare them for future career advancement.

The Company encourages employees to develop their knowledge and expertise through practical work experience, complemented by regular internal training programs to facilitate the transfer of knowledge, experience, and best practices among personnel. In addition, the Company supports employees and executives across various functions in attending external training courses and seminars relevant to their respective roles, enabling them to apply acquired knowledge and insights to improve and enhance operational effectiveness.

At the same time, the Company emphasizes fostering employees' awareness, understanding, and adherence to the Company's core values as guiding principles in their work. This approach aims to cultivate a strong corporate culture, which serves as a key foundation for the Company's stable and sustainable growth.

Human Resource Development Framework

Amid rapid changes in the business environment, the Company recognizes that employees are central to driving sustainable growth and adaptability. The Company therefore prioritizes comprehensive development for employees at all levels to strengthen their readiness, skills, and capabilities in innovation and effective adaptation to change.

The Company ensures that all employees receive continuous training and development, beginning with the Onboarding Program for new employees. This program spans the four-month probationary period and is designed to facilitate effective integration into roles and responsibilities, as well as alignment with the Company's corporate culture. The Company establishes various development pathways tailored to job requirements, while also providing employees with opportunities to participate in training programs based on their individual interests and development needs.

Employee development formats include:

1. In-house Training: to enhance essential concepts, knowledge, and skills aligned with organizational goals and current competitive conditions.
2. External Training: to strengthen specialized knowledge and capabilities relevant to specific job functions by sending employees to training courses or seminars conducted by reputable external institutions.
3. On the Job Training: to develop knowledge and skills through practical work experience, enabling employees to gain in-depth understanding of work processes and apply them effectively.
4. Knowledge Sharing: to encourage the exchange and dissemination of knowledge, experience, and best practices among employees, which can be continuously applied to improve work performance and business operations.

For training programs, particularly in-house training, the Company emphasizes workshop-based learning processes by inviting qualified speakers or experts with relevant expertise and experience. This approach allows employees to engage in hands-on practice, analytical thinking, idea sharing, and perspective exchange, thereby enabling practical application of knowledge in the workplace.

Performance on Human Resource Development

In 2025, the Company enhanced employee capabilities through both internal and external training programs. A total of 401 employees participated in training activities, comprising 250 male employees and 151 female employees, representing 80 percent of the total workforce. The average training duration was 2.07 hours per employee per year, with total employee development expenses amounting to approximately THB 3,567,810. This reflects the Company's commitment to investing in human capital development and strengthening organizational capabilities for long-term sustainability.

Training Programs in 2025

- **Strategic Communication for Leadership Success Programs**

  Objectives: To cultivate a positive growth mindset among participants and those around them, enhance positive communication both within and outside the organization, and foster an understanding of the principles and importance of effective communication. The program emphasizes concise and clear communication capable of achieving objectives within limited timeframes, while equipping participants with communication planning techniques based on the five core objectives (REAAL): Relationship building; Entertainment and engagement; Attitude change and persuasion; Action toward desired behaviors; and Learning and mutual understanding.

  Goals: To enable participants to gain knowledge, understanding, and awareness of the importance of listening as a critical skill of successful leaders, and to effectively apply communication tools, processes, and planning techniques when working with supervisors, subordinates, colleagues, and customers.

  Expected Benefits from the Training:

  1. To develop listening and key-message identification skills in order to strengthen relationships and build trust.
  2. To communicate and strategically persuade individuals with distinct characteristics or those who are difficult to engage.
  3. To learn effective feedback techniques that enhance both performance outcomes and collaboration.
  4. To strengthen the ability to appropriately and constructively handle challenging questions or situations.





- **English for Business Working Program**

  Objectives: To develop fundamental English communication skills, enhance understanding of general and work-related vocabulary, and enable participants to appropriately apply such knowledge in internal organizational communication.

  Goals: To ensure that participants are able to communicate in English at a basic level with confidence, use work-related vocabulary accurately, and effectively apply the knowledge gained to their job responsibilities and organizational communication.

  Expected Benefits from the Training:

  1. To develop foundational English communication skills in listening, speaking, reading, and writing.
  2. To strengthen the ability to use basic and job-specific vocabulary appropriately.
  3. To increase confidence in communicating in English in general situations and workplace contexts.
  4. To effectively apply acquired knowledge to job performance and internal communication.
  5. To support teamwork, particularly in work environments that require the use of English.
  6. To establish a foundation for the development of more advanced English language skills, thereby enhancing future career advancement opportunities.





- **Mastery of Sales Process and Customer Management Program**

  Objectives: To enhance professional sales and service competencies, strengthen understanding of key techniques for identifying and addressing customer needs, and enable participants to effectively and appropriately apply acquired knowledge to sales and service delivery for maximum results.

  Goals: To elevate sales capabilities and customer relationship management skills by emphasizing a systematic sales process, in-depth understanding of customer needs, and the creation of long-term customer satisfaction.

  Expected Benefits from the Training:

  1. To develop sales and service skills to a professional standard.
  2. To learn techniques and strategies for effectively identifying customer needs and expectations.
  3. To enhance communication and negotiation skills to build strong relationships and customer trust.
  4. To effectively apply knowledge and techniques in real-world situations.
  5. To increase long-term customer satisfaction and loyalty.
  6. To strengthen the organization's competitive advantage in a highly competitive market.
  7. To support business outcomes in terms of sales conversion opportunities, revenue generation, and sustainable customer relationships.





4. **Performance Management and Evaluation**

The Company has established a policy on performance management and evaluation that is fair, transparent, and verifiable. A Key Performance Indicator (KPI) system is implemented by cascading organizational goals down to departmental and individual levels, ensuring alignment with the Company's business plans and strategic objectives. In addition, the Company adopts a modern and standardized performance management system to effectively control, monitor, review, and evaluate the performance of executives and employees at all levels.

The results of such evaluations are utilized as key information for personnel development, individual development planning, compensation management, and career advancement, as well as to support the organization in achieving its vision and mission on a sustainable basis. In 2025, 100 percent of the Company's employees established KPIs and underwent a complete performance evaluation process.

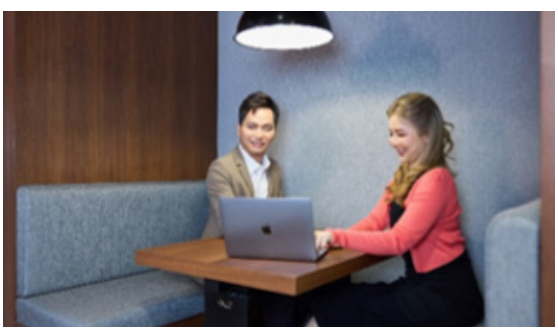
5. **Enhancement of Employees' Well-Being**

Employees are valuable resources and a key driving force behind the Company's success. The Company therefore places importance on comprehensively promoting and enhancing employees' quality of life, enabling them to perform at their full potential while maintaining a balanced and fulfilling life.

In 2025, the Company continuously implemented projects and activities to promote employees' well-being under the concept of creating a supportive work environment conducive to both professional and personal quality of life (Great Place to Work). These initiatives were guided by the Company's Wellness Framework, which encompasses four key dimensions as follows:

- **Physical Wellness and Safety**
  - Providing workplaces that emphasize appropriate safety and hygiene standards to support operations in a safe environment.
  - Promoting employees' physical health through ongoing health-enhancing activities, such as sports activities including badminton and football, as well as relaxation activities to support overall well-being.



- **Mental & Emotional Wellness**
  - Promoting employees' mental health and relaxation through activities aimed at reducing work-related stress, such as relaxation massage sessions and initiatives to cultivate a friendly workplace atmosphere.
  - Supporting access to mental health counseling services through a Mental Telemedicine system, enabling employees experiencing work-related or personal stress and concerns to receive appropriate consultation from professional psychologists, with strict protection of personal data and confidentiality.

- **Social Wellness**
  - Organizing activities to strengthen positive relationships among employees by providing opportunities to meet, exchange ideas, and participate in activities together on various significant occasions, such as the annual Townhall meeting between executives and employees, CEO on Ground activities, annual staff gatherings, and events during festivals and important occasions, thereby fostering engagement and a supportive working atmosphere.





- **Financial Wellness**
  - Establishing collaborative programs with financial institutions to offer employees access to special interest rate loans, such as housing loans and personal loans, to support effective financial management and long-term financial stability.
  - Organizing activities to enhance employees' financial and investment literacy through creative formats and game-based learning, enabling employees to better understand investment concepts and apply them appropriately in practice.

6. Employees' Engagement

Fostering employee engagement is a key factor in driving the business toward the achievement of its defined direction and strategic objectives, as employee engagement is directly linked to work performance, collaboration, innovation, and the organization's long-term competitiveness. Employee participation is fundamentally built upon trust, which must be cultivated through open communication, transparency, and appropriate motivation.

The Company places importance on developing work processes and working environment that encourage employee participation, while providing opportunities for employees to express their opinions, offer suggestions, and share their perspectives on organizational management in a candid manner. The Company recognizes that listening to employees' voices is a critical mechanism for enhancing the effectiveness of human resource management and strengthening sustainable engagement between employees and the organization.

One of the key tools utilized by the Company to monitor and assess the level of employee engagement is the Employee Engagement Survey, which is conducted regularly at least once a year. The survey systematically gathers employees' opinions and suggestions. The results are analyzed and used as input for developing improvement plans in human resource management, as well as designing activities and measures that appropriately respond to employees' needs and expectations.

In 2025, the employee engagement score was 81 percent, exceeding the target of 80 percent, reflecting a strong level of engagement and confidence among employees toward the organization. The Company will continue to use the survey results as a guideline for the ongoing enhancement of human resource management, with the objective of strengthening engagement, satisfaction, and sustainable mutual growth between employees and the organization.

3. Safety, Occupational Health, and Work Environment Management

The Company places the highest importance on ensuring safety, occupational health, and a suitable work environment for all personnel. It is committed to implementing systematic and continuous measures to ensure that employees can perform their duties safely, maintain good health, and work in an appropriate environment. The Company emphasizes a preventive approach to safety and occupational health management, guided by its ultimate goal of **"Zero Accident,"** in order to prevent incidents or losses that may affect the lives and property of employees, their families, and the organization.

Safety, Occupational Health, and Work Environment Policy

The Company is committed to promoting a good quality of life and ensuring workplace safety for its personnel, as well as relevant stakeholders, under a standardized and effective occupational safety, health, and working environment management system that complies with applicable laws, regulations, and related requirements. The Company has established a **"Safety, Occupational Health, and Work Environment Policy"** to serve as a framework for operations, as well as to maintain and continuously improve the effectiveness of the management system in this area. Workplace safety is defined as a shared duty and responsibility of executives and employees at all levels.

Details about the **"Safety, Occupational Health and Work Environment Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policy" or https://www.symphony.net.th/storage/document/cg/safety-occupational-health-and-work-environment-policy-en.pdf

Safety, Occupational Health, and Work Environment Management Governance

The Company's management of safety, occupational health, and work environment is overseen by the Safety, Occupational Health, and Work Environment Committee. The Chief Executive Officer, or a representative duly appointed by the Chief Executive Officer, serves as the Chairperson of the Committee to effectively drive safety policies and measures into practical implementation and achieve tangible outcomes.

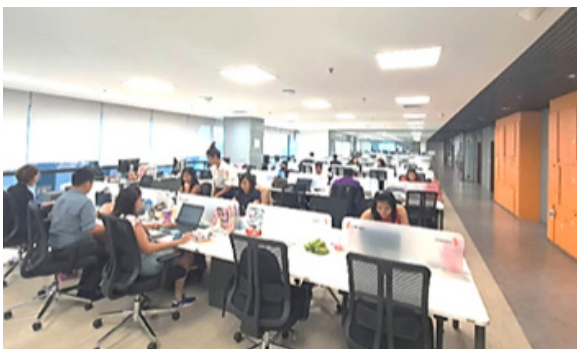
In addition, the Company appoints a professional-level Safety Officer who is responsible for inspecting, supervising, monitoring, and regularly reporting on compliance with safety, occupational health, and work environment measures. This ensures that operations are conducted in accordance with established standards and that safety risks are appropriately and promptly prevented and managed.

Performance on Safety, Occupational Health and Work Environment

1. Provision of Conducive Work Environment

The Company provides workplaces that are clean, orderly, and suitable for operations, in strict compliance with applicable laws, standards, and requirements relating to occupational safety, health, and the working environment. The Company has developed work systems and measures that emphasize the promotion of employee safety and hygiene in order to create a working environment conducive to operational efficiency, reduce the risk of accidents, and enhance employees' overall quality of work life.





2. Safety Training

The Company recognizes that a key factor in ensuring safe operations is that all personnel possess the necessary knowledge, understanding, and awareness of potential risks and impacts arising from their work, as well as strict adherence to occupational safety, health, and working environment measures.

To cultivate a strong safety culture within the organization, the Company continuously promotes knowledge and understanding of workplace safety among employees by providing occupational health and safety training. Such training covers both general safety knowledge and specialized topics related to hazards associated with specific job functions, work processes, and environmental conditions that may pose risks. This enables all employees to perform their duties correctly and safely, thereby reducing the likelihood of workplace accidents.

In 2025, the Company continuously organized safety training programs for executives and employees at various levels to enhance knowledge, awareness, and safety competencies in alignment with job responsibilities and established standards. The details are as follows:

Training Programs	Training Hours	No. of Participants	Executives	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Occupational Safety, Health, and Working Environment for New and General Employees	6	173	2	75	96	-
Basic Firefighting	6	16	-	-	16	-
Safety Officer (Executive Level)	12	1	1	-	-	-
Safety Officer (Supervisor Level)	12	3	-	3	-	-

Training Programs	Training Hours	No. of Participants	Executives	Employees from Operation Unit	Employees from Supporting Unit	Contractor
Working on Electric Poles (Installation of Communication Cables), MEA	12	1	-	1	-	-
Working on Electric Poles (Installation of Communication Cables) – License Renewal, MEA	6	15	-	15	-	-
Working with Communication Cables of External Agencies on PEA Poles	12	3	-	3	-	-
Working with Communication Cables of External Agencies on PEA Poles (Refresher)	6	8	-	8	-	-
First Aid and Basic Cardiopulmonary Resuscitation (CPR)	6	11	-	-	11	-
Electrical Safety in the Workplace	6	15	-	15	-	-
Safety, Occupational Health, and Working Environment Committee	12	10	5	5	-	-



3. Promotion of Occupational Health and Employees' Well-being

The Company recognizes that an appropriate working environment, together with good employee health, is a key factor in fostering long-term happiness, engagement, and work efficiency. The Company therefore places importance on systematically and continuously caring for and promoting employees' well-being.

The Company provides annual health check-ups for all employees on a regular basis, covering general health examinations as well as additional assessments based on risk factors associated with specific job functions or working environments. This approach enables effective surveillance, prevention, and mitigation of occupational health risks, while also encouraging employees to be aware of and take responsibility for their own health.

In addition, the Company continuously promotes employees' holistic well-being through various activities and initiatives under the **"4F Project,"** a well-being framework that the Company has consistently developed and implemented. The project aims to create balance between employees' professional and personal lives across all dimensions, comprising:

- **Fin D (Financial Wellbeing):** Promoting financial literacy and discipline to enhance employees' financial stability and quality of life.
- **Firm D (Physical Wellbeing):** Promoting physical health, workplace safety, and the prevention of work-related illnesses.
- **Feel D (Emotional & Spiritual Wellbeing):** Promoting mental health, emotional balance, and overall well-being.
- **Farm D (Social & Environmental Wellbeing** Promoting positive relationships within the organization, social engagement, and environmental responsibility.

The implementation of the 4F Project represents an integration of safety, occupational health, and well-being concepts into sustainable human resource management. The Company remains committed to implementing this framework in a continuous and systematic manner to create value for employees, the organization, and stakeholders in all dimensions, while supporting the Company's stable and sustainable long-term growth.



Fin D (Financial Wellbeing)

The Company places importance on enhancing employees' financial literacy and discipline in order to support long-term financial stability and improve overall quality of life. It aims to promote employees' systematic understanding of financial management and enable them to apply such knowledge effectively in their daily lives.

Within this framework, the Company organized an investment learning activity by applying the concept of Active Learning through the use of the "Stockpile" board game, a learning tool designed to enhance understanding of investment in an accessible, engaging, and participatory manner. The activity effectively conveyed practical investment knowledge while incorporating key principles such as value creation for savings, risk management, and systematic financial planning.

This initiative enabled employees to strengthen their understanding of investment and long-term financial planning, particularly in preparation for quality retirement. It supports the Company's objective of personnel development while fostering long-term financial stability and sustainability for both employees and the organization.



Firm D (Physical Wellbeing)

The Company places importance on promoting employees' physical health, safety, and illness prevention by implementing systematic and continuous preventive health measures to enhance operational readiness and long-term quality of life. This begins with strengthening employees' immunity through the provision of influenza vaccination benefits to reduce health risks associated with seasonal illnesses and to improve adaptability to changes in weather conditions and working environments.

In addition, the Company encourages regular exercise and health care through the establishment of health and fitness clubs, such as the badminton club and the football club, providing employees with opportunities to participate in activities aligned with their interests and aptitudes. These activities not only enhance physical fitness and reduce the risk of work-related illnesses but also serve as a platform for fostering interaction among employees from various departments, strengthening unity, building positive relationships, and cultivating a workplace atmosphere conducive to happiness and effective performance.



Feel D (Emotional & Spiritual Wellbeing)

The Company places importance on promoting employees' mental health, emotional balance, and overall quality of work life. It systematically and continuously implements both preventive and promotional mental well-being initiatives to foster a supportive and psychologically safe working environment. Employees are provided with access to professional mental health counseling services with qualified psychologists via telephone and video calls, offering appropriate and confidential guidance, care, and support.

In addition, the Company organized activities to promote emotional awareness and mental well-being under the theme **"Fun Halloween: What Are You Feeling Today?"** The activity applied concepts and characters inspired by the animated film Inside Out to encourage employees to explore, recognize, and better understand their own emotions, as well as to appreciate the diversity of emotions in others. Conducted in a fun, relaxed, and friendly atmosphere, the activity helped alleviate work-related stress and fostered a vibrant workplace environment.

Furthermore, the Company arranged a developmental seminar titled **"Inside Work, Inside Emotion"** to enhance employees' emotional awareness, understanding, and ability to manage their emotions appropriately, as well as to strengthen their capacity to collaborate effectively with others who may have diverse emotional expressions. The program emphasized the constructive use of emotions as a source of positive energy at work, thereby enhancing efficiency, internal collaboration, and a mutually supportive workplace atmosphere.



Moreover, the Company provided training to strengthen knowledge and capabilities in supporting mental well-being among first-line supervisors under the course **"The Power of Positive: Work Smart, Live Fully."** The program aimed to enhance understanding and equip supervisors with practical tools to support their teams' mental health, promote psychological safety in the workplace, and design appropriate work approaches conducive to positive motivation, improved performance, and sustainable long-term organizational outcomes.



4. **Workplace Environment Measurement and Assessment**
   The Company conducts regular measurements and assessments of the workplace environment to ensure compliance with legally prescribed occupational safety and health standards and to provide assurance that employees are able to perform their duties in a safe environment that does not give rise to occupational illnesses. Such assessments include measurements of lighting levels in work areas, noise level monitoring, and inspection of drinking water quality for consumption within the office premises.

   The Company analyzes the results of these assessments and undertakes appropriate corrective improvements to ensure compliance with established standards. Waste generated from workplace environment improvements, such as expired light bulbs, is delivered to the Chatuchak District Office, Bangkok Metropolitan Administration, for proper disposal in accordance with environmental principles and applicable laws.



5. **Employee Health, Hygiene, and Safety in Relation to Epidemics and Illnesses**
   The Company places importance on promoting employees' physical health, safety, and illness prevention by implementing systematic and continuous preventive health measures. This begins with strengthening employees' immunity through the provision of influenza vaccination benefits to reduce health risks associated with seasonal illnesses and to enhance employees' preparedness in coping with changes in weather and seasonal conditions.



In addition, the Company recognizes that good employee health must be supported by a clean, hygienic, and safe working environment. It has therefore established regular measures for the control and management of disease-carrying pests, such as termites, ants, and cockroaches, to prevent the spread of pathogens, maintain workplace hygiene, and promote a working environment conducive to employees' health and well-being.

Statistics of Accident, Absence, and Illness Rate from Work

The Company collects statistics on workplace accidents and work-related injuries in order to analyze data and continuously improve employee safety standards. The details are as follows:

No	Performance Results on Occupational Health and Safety	Year	
		2025	2024
1.	Number of employees as of December 31 (Person)	502	486
2.	Number of Man-Hour (Hour)	957,560	910,264
3.	Number of sickness case from work-related (Case)	0	0
4.	Number of injury case from work-related (Case)	0	0
5.	Number of fatalities from work-related (Person)	0	0
6.	Injury rate from work-related (Injury case/Total man-hours)	0	0
7.	Sickness rate from work-related (Sickness case/Total man-hours)	0	0
8.	Fatality rate from work-related (Fatal case/Total man-hours)	0	0
9.	Lost day rate (Day/Total man-hours)	0	0
10.	Absentee rate (Days / Total days scheduled to be worked by the workforce)	0	0

Remark:
1. Work-related injuries refer to cases where an employee sustains an injury while performing work duties, requiring at least one day off from work, excluding minor injuries that require only first aid treatment.
2. Lost days refer to the number of days an employee is unable to work due to a work-related injury or illness, counted from the day following absence.
3. Absentee refers to the number of days an employee is absent from work for any reason, whether work-related or non-work-related, excluding public holidays and approved leave entitlements.

4. Promotion of Persons with Disabilities

The Company places importance on enhancing the quality of life of persons with disabilities and promoting opportunities for employment to enable them to earn income, achieve self-reliance, reduce inequality, and participate in society on an equal basis, under the principles of respect for human dignity and equality.

In 2025, the Company complied with Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007) by employing visually impaired persons to provide relaxation massage services to the Company's employees. A total of five persons with visual impairments were employed, comprising three males and two females, in accordance with the legally prescribed employment ratio of one person with a disability per 100 general employees.

This implementation reflects the Company's commitment to inclusive employment, supporting the development of the potential of persons with disabilities, and contributing to the creation of an open, equitable, and sustainable society.

5. Personal Data and Privacy Protection

The rapid advancement of information technology and communication systems has enabled personal data to be accessed, collected, used, and disclosed with greater convenience and speed, which may give rise to risks and potential harm to data subjects. The Company recognizes the importance of protecting personal data and the privacy of all stakeholder groups and is committed to conducting its operations with responsibility, transparency, and in compliance with applicable laws.

The Company places importance on safeguarding personal data that it collects, gathers, uses, discloses, or transfers in connection with all stakeholders, including shareholders, employees, customers, suppliers, and business partners. It has established a written **"Personal Data Protection Policy and Guidelines,"** which are published on the Company's website at www.symphony.net.th to ensure transparency, accountability, and to build confidence among all stakeholder groups.

The Company implements personal data protection in compliance with the Personal Data Protection Act B.E. 2562 (2019) and related laws, and has established key operational measures as follows:

1. Appointment of a Data Protection Officer (DPO)

The Company has appointed a Data Protection Officer and a responsible unit to directly oversee, provide guidance, and monitor personal data protection practices to ensure compliance with applicable laws and established policies.

2. Establishment of a Personal Data Protection Working Group (PDPA Working Group)

The Company has appointed a PDPA Working Group to be responsible for formulating processes, guidelines, and measures related to the management of personal data in alignment with legal requirements and to ensure effective implementation across all departments.

3. Establishment and Communication of Personal Data Protection Policy and Guidelines

The Company has announced its Personal Data Protection Policy, including guidelines related to the collection, use, disclosure, governance, and security of personal data, to ensure that personnel at all levels adhere to proper practices in compliance with the law.

4. Preparation of Records of Processing Activities (RoPA)

The Company has prepared Records of Processing Activities for all departments to classify data categories, assess risks associated with the collection, use, and disclosure of personal data, and determine appropriate control measures and security safeguards in accordance with the level of risk associated with each category of data.

Through these measures, the Company is committed to establishing an effective personal data management system that complies with legal requirements and builds confidence among all stakeholder groups that personal data will be appropriately and comprehensively protected.

6. Promotion of Community Safety

The Company places the utmost importance on the safety of communities and society surrounding its operational areas. As a provider of telecommunications and digital infrastructure, with network equipment installed and operated in public areas, the Company is committed to conducting its business responsibly, with due consideration of potential impacts on the public and local communities.

The Company operates in strict compliance with applicable laws, regulations, rules, and safety standards. It also emphasizes preparedness and safety risk management by conducting regular inspections, maintenance, and condition assessments of transmission lines, network equipment, and related infrastructure. This ensures that service equipment remains stable, structurally sound, fully operational, and does not pose any danger to the public or community property.

In addition, the Company collaborates with government authorities, regulatory bodies, and other telecommunications operators in participating in communication cable management and reorganization initiatives. This integrated cooperation aims to enhance public safety, reduce the risk of accidents caused by disorganized cable installations, and improve the landscape of public areas to ensure orderliness and aesthetic appeal, thereby promoting a better quality of life and environment for communities.







These efforts reflect the Company's commitment to operating as a socially responsible organization, alongside the development and provision of secure, standardized, and sustainable digital infrastructure, which serves as a key foundation for supporting the country's long-term digital economic and social development.

7. Promotion of Digital Wellness

Digital technology plays a crucial role in business operations and in the daily lives of the public. It facilitates communication, access to information, and the distribution of economic and social opportunities, reduces inequality, and supports the development of the country's digital economy. However, the use of digital technology without adequate awareness, caution, or appropriate digital skills may expose users to various cyber threats, such as online fraud, personal data breaches, and information system attacks, which can impact individuals, organizations, and society as a whole.

As a provider of telecommunications and digital infrastructure, the Company recognizes its role and responsibility in supporting society to use digital technology safely, effectively, and sustainably. The Company therefore places importance on promoting Digital Wellness by enhancing digital literacy, understanding, and resilience, enabling users to utilize technology appropriately, mitigate cyber risks, and build long-term trust in digital systems.

In 2025, the Company organized training sessions and knowledge-sharing activities on cyber threats for personnel from various public and private sector organizations. The focus was on raising awareness of cybersecurity risks, understanding current forms of cyber threats, and providing guidance on appropriate preventive measures and response strategies. These activities contributed to strengthening participants' digital skills and supported the enhancement of digital security standards for organizations and society at large.



The Company remains committed to continuously fulfilling this role in order to contribute to advancing Thai society toward informed, secure, and sustainable use of digital technology, alongside the development of robust, stable, and reliable digital infrastructure, which serves as a key foundation for long-term digital economic and social development.

8. Participatory Community and Social Development

Communities and society are key stakeholders in the Company's business value chain, as they may be affected by the Company's operations while also playing an important role in supporting its activities and growth. The Company therefore places great importance on and remains committed to conducting its business with comprehensive responsibility toward communities and society. This commitment encompasses ensuring safety and health, promoting economic development and improving the quality of life within communities, supporting opportunities and social participation across various dimensions, as well as managing and mitigating environmental impacts. The objective is to enable communities and society to grow sustainably alongside the Company, founded on trust, confidence, and mutual support.

Operational Approach

The Company has developed its community and social responsibility strategy in alignment with its sustainable development framework, including the United Nations Sustainable Development Goals (SDGs). The focus is on creating shared value between the business and society by strengthening relationships and engagement with stakeholders across multiple sectors, while leveraging the Company's technology, expertise, and capabilities in implementing social initiatives and activities in five key areas, which form the foundation of sustainable community and social development: education; religion and culture; sports and health promotion; community quality of life development; and environmental conservation. In addition, the Company supports public benefit activities in various forms, including volunteer initiatives and monetary and in-kind donations to charitable organizations, in order to collaboratively address challenges, develop communities, and enhance the quality of life in society in a balanced and sustainable manner.

Performance Results

In 2025, the Company implemented social and environmental responsibility activities under the **4F- arm D (Social & Environmental Wellbeing) framework.** This initiative aims to foster positive relationships within the organization while promoting active participation in social and environmental responsibility, thereby creating positive change and sustainable development in alignment with the evolving business landscape and rapidly changing social context. Key projects and activities are as follows:

1. CEO on Ground Project
The CEO on Ground Project is led by the Chief Executive Officer, who plays a central role in driving the activities and provides employees with opportunities to engage in hands-on participation. The project reflects the Company's corporate culture, which places importance on social and environmental responsibility at all levels. It enhances employee engagement, cultivates awareness of social and environmental responsibility, and strengthens relationships between management and employees.

Key activities under the project include:

• CEO on Ground – Northern Region at Ban Rai Kong Khing Community, Chiang Mai Province
The Company provided employees with the opportunity to learn about the community's way of life, culture, and local wisdom, while participating in practical activities to produce herbal compress balls for use in community hospitals. This activity aimed to create shared value between employees and the local community, generating positive outcomes in terms of social engagement, support for the local economy and community resilience, as well as the preservation and sustainable transmission of traditional culture and knowledge.



• CEO on Ground – Northeastern Region at Wat Klang Municipal School (Khorbfa Kwang Classroom Group)

The Company organized activities for the Khorbfa Kwang classroom group, a special education classroom for students with autism spectrum disorder. The objective was to promote learning, individual potential development, life skills enhancement, and appropriate social integration. The activity was conducted under the concept "Empowering Super Kids for a Better World," focusing on educating students about waste segregation through storytelling and games designed to suit sensory-based learning approaches. This approach stimulated learning, participation, and creative expression in alignment with each student's individual potential and specific needs.



• CEO on Ground – Eastern Region at Pattaya Redemptorist School for the Blind, Chonburi Province

The Company organized activities at Pattaya Redemptorist School for the Blind in Chonburi Province, an educational institution dedicated to providing education and vocational skills development for visually impaired students, alongside essential life skills for daily living. The activities aimed to support self-reliance, promote equal opportunities, and foster dignified and meaningful inclusion in society, in line with the Company's commitment to responsible business conduct and its principle of leaving no one behind.



• CEO on Ground – Southern Region at Sirinat National Park, Phuket Province

The Company conducted activities at Sirinat National Park in Phuket Province, a natural area of importance to marine and coastal ecosystems. The objectives were to reduce marine debris, restore beach cleanliness, and raise environmental awareness among employees and surrounding communities. Activities included a "Trash Hunt" to systematically collect and segregate beach waste, and the "Trash to Treasure: SEACYCLE Workshop," which provided participants with the opportunity to learn the upcycling process by transforming marine debris into keychains, thereby adding value to discarded materials while fostering environmental consciousness and responsibility.

These activities were carried out in collaboration with Live Like a Local, a brand committed to sustainable development through the use of recycled materials and locally sourced inputs in product creation. This partnership reflects cooperation between the business sector and civil society in the sustainable conservation of natural resources and the environment.



• CEO on Ground – Bangkok

The Company organized activities in Bangkok to encourage employee participation in sharing and volunteerism through hands-on engagement that creates tangible social value. Under the activity "Zero Waste – Hero Chef (Master Chef)," conducted in collaboration with SOS Thailand (Scholars of Sustenance Thailand), a non-profit organization dedicated to addressing food waste and food insecurity, surplus quality ingredients from restaurants, hotels, retailers, farms, and food producers were used to prepare meals. The initiative aimed to reduce food loss, promote efficient resource utilization, and support the circular economy concept.

The prepared meals were distributed to the Ban Mankong Suan Phlu–Sathorn Community, the Suan Phlu–Sathorn Community Child Development Center, and Bangchak School (Komol Prasert Uthit), reflecting collaborative efforts to reduce food waste while strengthening food security and promoting sustainable social care at the community level.





2. Educational Support Activities

The Company places importance on promoting learning and enhancing the potential of youth and educational personnel. It has continuously implemented educational support activities as follows:

• Open House Activities for Students from Universities and Educational Institutions

The Company provided opportunities for students from various universities and educational institutions to visit and undertake study tours at the Moalee Submarine Cable Station, Rayong Province. The objective was to share knowledge on telecommunications infrastructure, digital technology, and submarine network management systems. This initiative enabled students to gain practical, real-world learning experiences and fostered inspiration for the development of their professional capabilities in the future.



3. Public Benefit Activities

• Donations of Equipment and Essential Items

The Company carried out donation activities to support the improvement of the quality of life of children and youth, as well as underprivileged groups in society, as follows:

- Provision of scholarships, educational materials, and sports equipment to Wat Bang Thalu School (Sunthorn Thammanusorn), Phetchaburi Province, to promote educational opportunities and comprehensively support students' potential development.

- Donation of essential consumer and daily necessities to hill tribe orphans at Wat Chao Boon Kerd, Ang Thong Province, to support their basic needs and enhance their quality of life to ensure appropriate and safe living conditions.





• Monetary Donations for Public Charity

The Company supported public benefit initiatives through monetary donations to agencies and organizations engaged in social missions, as follows:

- Donation of THB 100,000 to the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen, in support of the "Sang Dek Keng" (Creating Talented Children) Project, which aims to develop musical skills among students at the Bangkok School for the Blind, thereby promoting the potential and quality of life of visually impaired persons.
- Donation of THB 100,00 to the Thai Red Cross Society to support relief operations for flood victims in the southern region, reflecting the Company's care and responsibility toward society during emergency situations and natural disasters.





The Company is committed to instilling and fostering a sense of social and environmental responsibility, as well as a spirit of giving, among employees at all levels on a continuous basis. The concept of **"Sharing is Caring"** has been integrated into the Company's various activities to provide employees with opportunities to learn, participate, and contribute tangible value to society and stakeholders. This concept has also been embedded as part of the corporate culture and serves as a key guiding framework in the ongoing and sustainable development and implementation of social and environmental responsibility initiatives.

Economic and Governance Sustainability Management

Economic and Governance Operating Results

1. Information and Information Technology Systems Security and Cybersecurity

The Company places great importance on information and information systems security and cybersecurity. Mechanisms have been established to safeguard information assets in order to prevent damage to the fundamental elements of security, in alignment with business requirements and relevant regulations. These measures serve as operational guidelines for personnel and related units, and are designed to prevent the loss of information, unauthorized disclosure of information, and the improper alteration of information for unlawful gain. The framework comprises three key components as follows:

1. **Confidentiality:** Information assets must be accessible only to authorized persons.
2. **Integrity:** Information assets must be accurate and complete.
3. **Availability:** Information assets must be accessible as necessary for appropriate use.

The Company has established a data classification policy to ensure that directors, executives, and employees adhere to proper guidelines for safeguarding confidential information and using data appropriately, particularly information that is sensitive to the Company or its stakeholders. The Company has also developed policies, strategies, and guidelines for managing information systems security and cybersecurity in compliance with applicable laws and good corporate governance practices for listed companies. This includes planning for the prevention, detection, and systematic and timely response to threats, while ensuring business continuity.

All users of information are required to strictly comply with security policies and system usage requirements. The Company provides training on security measures, as well as awareness programs on information security, fundamental cybersecurity knowledge, and emerging cyber threats, to enable executives and employees to effectively monitor, prevent, and respond to cyberattacks, and to ensure the secure use of information technology systems.

During the past year, the Company conducted ISO Awareness Training for employees, covering topics on information security awareness, cybersecurity best practices in accordance with ISO 27001 standards, and other standards adopted by the Company as operational guidelines. In addition, the Company has obtained ISO 27701 certification, which further strengthens its personal data management system and supports appropriate compliance with personal data protection requirements. The attainment of such certification enhances confidence and trust among service users and all stakeholder groups through systematic, transparent, and internationally recognized management, storage, processing, and protection of personal data.

The Company remains committed to the continuous improvement and development of information security and privacy management to keep pace with technological changes and emerging risks, particularly the increasing adoption of Artificial Intelligence (AI). This includes regular reviews of policies and control measures, strengthening governance and oversight, and enhancing personnel capabilities to ensure that new technologies are implemented safely, responsibly, and in compliance with relevant requirements.

Management Approach to Information and Information Systems Security and Cybersecurity Risk Management

The Company has established management and risk management approaches for information and information systems security and cybersecurity in accordance with the Cybersecurity Act B.E. 2562 (2019) and international standards, including ISO 27001 Information Security Management Systems and ISO 27701 Privacy Information Management Systems (PIMS). Oversight is carried out through the ISO Committee, comprising of senior executives, supported by working teams responsible for the systematic implementation of ISO management systems in all relevant areas.

With respect to risk management, the Company has defined the scope and methodology for operational-level risk assessments, system vulnerability analysis, and the development of response procedures and processes for cyberattacks across all areas exposed to cyber threats. These measures serve as guidelines for controlling and mitigating risks associated with information technology infrastructure, covering network systems, hardware and software, data, and applications, including system configuration, system access, access rights management, and system development to enhance functionality and efficiency. These efforts aim to ensure that the Company can effectively manage risks, control or mitigate potential impacts on the organization and business opportunities to an appropriate level.

Implementation of Information and Information Systems Security and Cybersecurity Measures

The Company has analyzed and improved its systems and infrastructure to ensure compliance with information security and cybersecurity standards. Regular testing, assessment, and security audits of hardware and software are conducted, along with enhanced capabilities and responsiveness to cyber threat incidents. In addition, the Company has implemented emergency data backup measures to prevent damage arising from data theft or incidents that may affect critical information systems. Emergency response drills are also conducted to ensure preparedness in handling such incidents.

2. Customer Relationship Management, Customer Satisfaction Management, and Customer Engagement

In the current context where the telecommunications industry is experiencing intensified competition, while customer behavior, expectations, and demands are rapidly evolving in line with the transition to a digital economy and society, the Company recognizes that effective customer relationship management, the enhancement of customer satisfaction, and the cultivation of long-term customer engagement are critical factors for competitiveness and sustainable growth. Customers are key stakeholders who directly influence operating performance, product and service development, and the long-term improvement of service quality.

Accordingly, the Company focuses on building confidence in its products and services, while enhancing and sustaining customer satisfaction across all dimensions under the concept ***"We Fast YOU FIRST"*** Emphasis is placed on the continuous delivery of excellent-quality services at reasonable prices, professional, prompt, and efficient service provision, and the communication of comprehensive, accurate, transparent, and sufficient information regarding products and services to support informed decision-making. The Company also develops and designs products and services capable of comprehensively addressing customers' specific needs, with the objective of delivering a sustainable **Excellent Experience** to customers.

The Company has structured its sales organization into business units categorized by customer segments and industries to enable in-depth analysis, understanding, and effective response to the distinct needs of each customer group. This structure facilitates close customer care, the maintenance of strong relationships with existing customers, and the continuous expansion of the new customer base. It also strengthens confidence in the **"SYMPHONY"** brand as a quality service provider with excellent service standards and as a reliable, trustworthy, and dependable long-term business partner.

In addition, the Company has established a Network Operation Center (NOC) to closely monitor and control network service quality, provide technical consultation, receive complaints, and promptly coordinate the resolution of any issues that may arise. The Network Operation Center (NOC) operates 24 hours a day, 7 days a week, to ensure service continuity, stability, and reliability under all circumstances.



In addition to monitoring and managing the network through the Network Operation Center (NOC), the Company places strong emphasis on proactive response to service disruptions or emergency situations. Upon receiving notification of any incident, on-site operational teams are promptly deployed to resolve issues at the location to ensure that corrective actions are undertaken swiftly, accurately, and effectively. This approach helps minimize potential impacts on customers' business operations and supports the continuity and stability of services in an efficient manner. Such measures constitute a key mechanism in strengthening customer confidence, satisfaction, and long-term engagement.



In addition to its commitment to delivering and maintaining excellent quality of service, the Company places great importance on systematically listening to, collecting, and analyzing customer feedback. Such feedback encompasses customer needs, issues, expectations, as well as both positive and negative comments regarding the Company's products and services. The information is obtained through various communication and complaint-handling channels provided by the Company in both offline and online formats, including direct discussions with sales personnel, telephone contact with the customer service department, communication via email or online media, complaint submission systems through the Company's website, and customer satisfaction surveys. This information is utilized to support the continuous development, improvement, and design of services to more effectively meet the needs of both existing and prospective customers.

Concurrently, the Company emphasizes the continuous development, management, and maintenance of strong customer relationships, as well as the promotion of customer engagement through a variety of activities, such as knowledge-sharing sessions, training seminars, and recreational activities. These initiatives are conducted on a regular basis throughout the entire service lifecycle—before, during, and after service utilization.

In 2025, the Company continued to undertake activities to build and maintain customer relationships through meetings and discussions, customer visits on various occasions, customer appreciation events, seminars, and communication forums with customers. These activities serve to gather customer needs, reflect on service quality, and strengthen long-term confidence. Such initiatives not only reinforce strong business relationships but also provide an important platform for communicating network development plans, service standards, and technology risk management practices relevant to the operations of corporate customers in a comprehensive manner.



Customers' Personal Data Protection

Rapid advancements in information technology and communication systems have enabled convenient and swift access to, collection, use, and disclosure of personal data, which may give rise to risks and potential harm to data subjects. The Company recognizes the utmost importance of protecting customers' personal data and has therefore reviewed and implemented a Personal Data Protection Policy to serve as a framework and guideline for the proper and rigorous management, protection, and safeguarding of customers' personal data.

The Company has established stringent governance, preventive, and security measures for customer data, covering operational processes, information systems, and access controls, to ensure compliance with applicable laws, regulations, and relevant standards. In 2025, the Company did not encounter any incidents of customer privacy violations, data breaches, or loss of customer data.

Customer Satisfaction Survey

To continuously enhance customer relationship management and improve service quality, the Company conducts annual customer satisfaction surveys. In 2025, the Company engaged an independent external organization to assess the effectiveness of its operations and customer strategies using methodologies and criteria recognized at both national and international levels. This approach ensures that the assessment results are impartial, reliable, and genuinely reflective of customers' opinions.

The customer satisfaction survey was conducted through multiple channels, including telephone interviews, online surveys, and email-based Customer Satisfaction (CSAT) assessments. The questionnaire covered key aspects of customer relationship management, including service circuit quality, installation and service delivery processes, after-sales service and problem resolution, technical expertise and problem-solving capabilities of sales personnel, the Company's products and services, payment methods, customer relationship management, and the Company's corporate image.

The results of the 2025 customer satisfaction survey indicated a high level of satisfaction with the Company's services, at 94.23% representing an increase compared to 93% in 2024 and 92% in 2023. Areas receiving particularly high satisfaction ratings included the installation and service delivery process, service circuit quality, payment methods, as well as the knowledge, competence, and technical problem-solving capabilities of sales personnel.

With respect to areas for improvement suggested by customers, no significant issues were identified. Nevertheless, to maintain excellent service standards and strengthen long-term confidence, the Company remains committed to continuously enhancing customer relationship management, corporate image, product and service development, and after-sales service and problem resolution, with the objective of delivering outstanding customer experience and creating sustainable value for customers.

3. Supply Chain Management

Suppliers are key stakeholders and a critical success factor in the Company's business operations. As the Company operates in telecommunications network infrastructure and digital solutions services, it relies on fiber optic cables, network equipment, system equipment, and software from a wide range of suppliers. The Company therefore places importance on effective supply chain management across economic, social, environmental, and governance dimensions. This approach supports appropriate cost management, ensures service continuity and stability, maintains product and service quality, mitigates reputational risks, and promotes collaboration and sustainable growth throughout the value chain.

Supply Chain Management Policy and Practices

The Company is committed to treating suppliers with equality and fairness, taking into account mutual benefits and maintaining long-term relationships. Guidelines for supplier engagement are incorporated into the Company's Business Code of Conduct. In addition, the Company has established a **"Procurement Policy and Guidelines"** to ensure that procurement processes are conducted in a standardized, transparent, auditable, and fair manner, thereby strengthening competitiveness and fostering sustainable business confidence with suppliers.

Details about the **"Procurement Policy"** are available on the Company's website: www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/procurement-policy-en.pdf

The Company strictly adheres to its Business Code of Conduct, supplier engagement guidelines, and Procurement Policy. Suppliers are selected based on appropriate qualifications and standards and are included in the Approved Vendor List. Price comparisons and value-for-money considerations are conducted prior to purchase decisions, and suppliers are evaluated based on standardized and verifiable criteria.

Furthermore, the Company upholds anti-corruption principles and does not engage in fraud, bribery, extortion, misappropriation, or any related misconduct in dealings with suppliers. Suppliers are prohibited from offering, giving, or receiving bribes, gifts, or any personal benefits to or from the Company's personnel in connection with business engagements.

Promotion of Supplier Ethics and Sustainability

The Company promotes the sustainable development and maintenance of supplier relationships by establishing and announcing a **"Supplier Code of Conduct"** to communicate its expectations regarding suppliers' performance in environmental, social, and governance (ESG) dimensions. The Company communicates, supports, and monitors compliance with this Code on a continuous basis to jointly build a stable, efficient, transparent, and socially and environmentally responsible supply chain.

Details about **"Supplier Code of Conduct"** are available on the Company's website: www.symphony.net.th under the menu: "Sustainability" >> "Sustainability in Economic Dimension" >> "Supply Chain Management" or https://www.symphony.net.th/storage/sustainability/economic-dimension/supplier-code-of-conduct-en.pdf

The Company refrains from procuring goods and services from suppliers that violate human rights, infringe intellectual property rights, or engage in unlawful, unethical, or socially unacceptable conduct. In 2025, 63 key suppliers and contractors out of a total of 70 suppliers and contractors, representing 90% acknowledged and agreed to comply with the Supplier Code of Conduct. This reflects mutual cooperation and a shared commitment to conducting business in a responsible and sustainable manner.

Suppliers Classification

The Company has established criteria for categorizing key suppliers in order to assess risks and appropriately plan supply chain management. Suppliers are classified as follows:

- Critical Tier 1 Supplier, being key suppliers that conduct business directly with the Company; and
- Critical Non-Tier 1 Supplier, being key suppliers that do not conduct business directly with the Company.

The criteria for consideration of suppliers classification include:

- High Volume Suppliers, representing 80% of the total annual procurement value;
- Suppliers providing goods or services that are critical to business operations, or sole-source suppliers (Monopoly Suppliers) for which alternative sources are not readily available; and
- Non-substitutable Suppliers that are essential to business continuity.

In 2025, the Company had a total of 459 Tier-1 suppliers that conducted business with the Company on a continuous basis. Of these, 37 were identified as Critical Tier 1 Suppliers and eight were identified as Critical Non-Tier 1 Suppliers.

Supplier's Risk Assessment

The Company recognizes that the quality of suppliers' goods, services, and operations directly affects the Company and its stakeholders across economic, social, environmental, and occupational health and safety dimensions. In addition, without effective due diligence processes, the Company may risk being associated with potential human rights violations within suppliers' labor practices. Accordingly, effective supplier management and sustainability assessments enable the Company to mitigate risks and social and environmental impacts throughout the supply chain, enhance operational quality and efficiency, and screen for high-quality suppliers for long-term mutual growth.

The Company requires all Critical Tier 1 Suppliers and all new suppliers to undergo risk assessments covering both economic and sustainability aspects. Such assessments encompass four key areas:

- Business practices, including legal compliance, standards adherence, business ethics, anti-corruption practices, and risk management.
- Social aspects, including respect for human rights, fair labor practices, workplace safety, and responsibility toward communities and society.
- Environmental aspects, including efficient use of energy and resources, waste management, and greenhouse gas emission reduction.
- Products and services, including product and service responsibility, fair pricing, timely delivery, problem resolution, and complaint and feedback handling.

Supplier Development and Occupational Safety

The Company places importance on the sustainable business operations of its suppliers and collaborates with them to enhance mutual capabilities and competencies. The Company organizes training sessions, seminars, and knowledge-sharing activities in various formats, both online and offline, covering legal and standards compliance, safety, technological knowledge, operational efficiency, and the joint development of products, services, and innovations to create added business value and deliver value to customers and society as a whole.

In addition, the Company emphasizes occupational health and safety for suppliers, particularly contractors operating within the Company's premises. The Company communicates safety policies, provides guidance on safety practices, and strictly requires compliance with labor and safety laws. Project personnel are responsible for closely supervising contractors' work. In the event of a serious injury resulting in work stoppage, contractors are required to promptly notify the Company.

In 2025, the Company did not record any work-related accidents involving contractors that resulted in work stoppage or fatalities.

4. Business Innovation Development

The Company recognizes the importance of business innovation as a key mechanism for creating added value, enhancing competitiveness, and supporting long-term sustainable growth. In the context of telecommunications infrastructure and digital businesses characterized by rapid technological change, the Company focuses on developing innovations that create comprehensive value across economic, social, and environmental dimensions, while elevating service quality and responding to customer needs in a timely and efficient manner.

The Company has established a clear vision to promote innovation development, aiming to utilize innovation as a tool to generate economic value and strengthen long-term competitiveness, alongside creating benefits for society and the environment. The Company believes that continuous and sustainable innovation development will enable the organization to achieve stable growth, while effectively adapting to technological changes and evolving customer demands.

Recognizing that innovation in the digital era cannot be achieved solely through internal efforts, the Company has adopted the concept of **Open Innovation** as a key driver. This approach encourages participation from internal employees, business partners, academic institutions, and external experts in knowledge exchange and collaborative innovation, to address technological changes and evolving user behavior, while creating sustainable economic, social, and environmental value. Key implementation approaches are as follows:

- ## Collaboration with Leading Technology Partners

The Company's innovation development is driven through co-creation partnerships to develop new products and services that comprehensively meet the needs of corporate customers. These include high-efficiency digital technology services that reduce energy consumption, lower greenhouse gas emissions, and enhance cybersecurity resilience.

For example, the Company has collaborated with Silversky, an internationally recognized cybersecurity specialist, to offer Managed Extended Detection and Response (MxDR) services. This comprehensive cybersecurity solution integrates advanced threat detection with effective response capabilities. Such innovation strengthens the Company's ability to meet the needs of corporate customers seeking secure, flexible digital solutions that support long-term growth amid increasing cyber risks and the growing importance of business continuity, while also creating commercial readiness and new business opportunities in the digital market.

- ## Collaboration with Educational Institutions

The Company promotes collaboration with educational institutions through knowledge and experience exchange as well as hands-on training activities in technology and equipment utilization. These initiatives aim to develop skills and prepare qualified personnel for entry into the telecommunications and digital industries, forming a crucial foundation for long-term service innovation development.

- ## Promotion of Internal Knowledge Sharing

The Company organizes knowledge-sharing programs among employees and external experts through seminars, training sessions, and various capability development activities. These initiatives encourage employees to apply new knowledge to improve work processes, develop new approaches, and create innovations that continuously enhance operational efficiency and service quality.

Management Discussion and Analysis (MD&A)

Executive Summary for the Year 2025

Symphony Communication Public Company Limited delivered stable top-line growth in a challenging environment. Total revenue reached THB 2,109.2 million, supported by resilient domestic connectivity demand, while EBITDA amounted to THB 704.1 million (margin 33.4%). Net profit stood at THB 120.5 million, reflecting higher operating costs, increased network depreciation from capitalized assets, FX losses (versus significant FX gains in 2024), and a recognized loss on impairment of network equipment. Management continued to prioritize customer retention, selective growth, and disciplined cost control, while advancing service innovation across connectivity, ICT integration, and managed security.

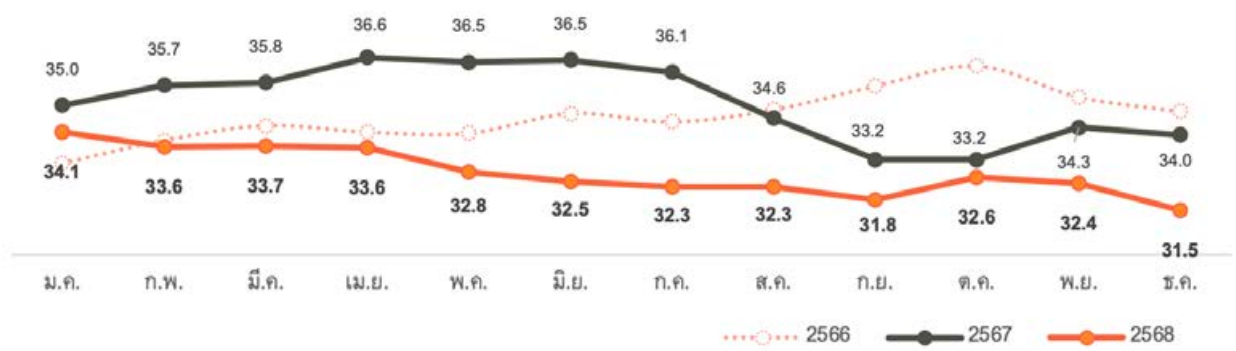
Thailand's economy expanded moderately in Q4/2025, with both domestic and external demand improving. Merchandise exports grew across several categories. Particularly electronics and agricultural products while private consumption and private investment increased, partly supported by government measures. Services continued to expand alongside trade and tourism activity, and manufacturing production improved as facilities that had temporarily shut for upgrades returned to normal operations. Headline inflation turned less negative due to higher fresh food prices, while core inflation softened slightly. Key risks to monitor include baht appreciation, tight liquidity conditions among SMEs, the manufacturing recovery pace, and the path of tourism recovery.

For the digital infrastructure industry, structural demand remains underpinned by cloud adoption, data-center expansion, and enterprise digitization. The market continues to be competitive, with operators, hyperscalers, and service providers competing across connectivity, cybersecurity, and smart-city solutions. Symphony is positioned to benefit through high-capacity domestic and international networks, ICT integration capabilities, and a focus on service innovation.

In accordance with national policy directives and enhanced regulatory measures governing cross border activities and the mitigation of scam related risks, the Company has fully adhered to all requirements by discontinuing its business dealings with customers in Cambodia, as well as any directly associated connections to that market. These compliance measures have resulted in a notable impact on the Company's operating performance during the period.

The Company has consistently paid dividends. On February 27, 2026, the Board of Directors approved a dividend payment based on the 2025 operating results at a rate of THB 0.0973 per share, totaling THB 42.19mn, pending final approval at the AGM on April 24, 2026. This represents an increased dividend payout ratio of 35%.

Exchange Rate (THB/USD) [1]



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

Significant Events, Operations and Key Developments in 2025

In 2025, the Company undertook various initiatives to advance its growth and development across multiple areas, with significant implications for its business operations as follows:

- The Company achieves an "A" Rating in the SET ESG Ratings 2025, Reflecting Its Commitment to Comprehensive and Sustainable Business Practices
- The Company has been rated for corporate governance at the "EXCELLENT" recognition level or "5-STAR" for 6th year in a row.
- The Company becomes One of Thailand's First Official Google Verified Peering Partners
- SYMPHONY CLOUD obtained dSURE cloud certification from the Digital Economy Promotion Agency (depa), affirming national-level standards for quality, security, and reliability.
- SYMPHONY CLOUD achieved ISO/IEC 27701 certification for privacy information management, ensuring compliance with PDPA and international data protection standards.
- SYMPHONY CLOUD also achieved ISO/IEC 27018 certification, reinforcing international best practices for personal data protection in cloud services.
- SYMPHONY CLOUD received the "Top Local Service Provider" award at the HPE Partner Summit 2025, reflecting strong global partner confidence and service excellence.

Financial Performance

Profit and Loss Statement

(Unit: Million Baht)	3-month					12-month		
	Q4/2024	Q3/2025	Q4/2025	% QoQ	% YoY	FY2024	FY2025	% YoY
Operating revenue	498.4	510.2	528.1	3.5%	6.0%	2,035.5	2,100.7	3.2%
Other income	12.1	2.8	0.9	-66.4%	-92.2%	21.8	8.5	-61.1%
Total revenue	**510.5**	**513.0**	**529.1**	**3.1%**	**3.6%**	**2,057.4**	**2,109.2**	**2.5%**
Cost of services and sales (excl. D&A)	217.0	231.2	246.9	6.8%	13.8%	918.3	957.4	4.3%
Depreciation & Amortization (D&A)	108.8	115.4	120.8	4.7%	11.1%	407.9	456.5	11.9%
Total cost of services and sales	**325.8**	**346.6**	**367.7**	**6.1%**	**12.9%**	**1,326.2**	**1,413.9**	**6.6%**
Gross profit	**172.5**	**163.6**	**160.4**	**-2.0%**	**-7.1%**	**709.3**	**686.8**	**-3.2%**
Selling and administrative expenses (excl. D&A)	109.2	97.2	141.0	45.1%	29.1%	388.7	447.7	15.2%
Depreciation & Amortization (D&A)	13.7	13.7	13.7	0.0%	0.2%	442.3	55.8	4.2%
Total service & administrative expenses	**122.9**	**110.9**	**154.7**	**39.5%**	**25.9%**	**288.9**	**503.5**	**13.9%**
Operating profit (loss) (EBIT)	**61.8**	**55.6**	**6.6**	**-88.0%**	**-89.2%**	**29.6**	**191.8**	**-33.6%**
Finance costs	6.9	8.6	8.6	0.7%	25.7%	53.7	32.3	9.1%
Tax expense	14.8	11.0	4.0	-63.4%	-72.9%	205.6	39.0	-27.4%
Net profit for the period	**40.1**	**36.0**	**-6.0**	**-116.6%**	**-115.0%**	**10.0%**	**120.5**	**-41.4%**

(Unit: Million Baht)	3-month					12-month		
	Q4/2024	Q3/2025	Q4/2025	% QoQ	% YoY	FY2024	FY2025	% YoY
Net profit (loss) margin	***7.9%***	***7.0%***	***-1.1%***			***288.9***	***5.7%***	
Operating profit (loss) (EBIT)	61.8	55.6	6.6	-88.0%	-89.2%	461.5	191.8	-33.6%
Total Depreciation & Amortization (D&A)	122.4	129.1	134.5	4.2%	9.9%	750.4	512.4	11.0%
EBITDA	**184.2**	**184.7**	**141.2**	**-23.5%**	**-23.4%**	**36.5%**	**704.1**	**-6.2%**
EBITDA margin	***36.1%***	***36.0%***	***26.7%***			***53.6***	***33.4%***	

Details of the income statement for the year 2025

Revenue

The Company reported total revenue of THB 529.1 million in Q4/2025, representing an increase of 3.6% YoY and 3.1% QoQ. This growth was primarily driven by higher service revenue, which rose by THB 29.8 million, or 6.0% YoY, and by THB 18.0 million, or 3.5% QoQ, supported by solid demand for domestic connectivity services. However, international connectivity performance softened due to the Thailand–Cambodia situation that began in June 2025 and remains ongoing, resulting in a decline in revenue from this customer segment.

Other income declined by 92.2% YoY and 66.4% QoQ, mainly because the Company recorded an FX gain of THB 9.9 million in Q4/2024, whereas in Q4/2025 the Company reported an FX loss of THB 1.1 million.

For the full year 2025, total revenue reached THB 2,109.2 million, an increase of 2.5% YoY. Service revenue increased by THB 65.2 million, or 3.2% YoY, supported by sustained growth in domestic connectivity services. Meanwhile, other income declined by THB 13.3 million, or 61.1% YoY, primarily due to an FX gain of THB 15.9 million recorded in the prior year, compared with an FX loss of THB 4.2 million in 2025.

Cost of Services and Sales (COSS)

In Q4/2025, the Company reported costs of services and sales (COSS) of THB 367.7 million, an increase of THB 41.9 million or 12.9% YoY, and THB 21.1 million or 5.4% QoQ. The increase was primarily driven by higher network depreciation expenses from capitalised assets, costs of services increased from domestic connection expenses, cost supporting ICT equipment sales and software subscriptions fee.

For year 2025, COSS totaled THB 1,413.9 million, up THB 87.7 million or 6.6% YoY, mainly due to increased network depreciation expenses from capitalised assets, employee-related costs, cost supporting ICT equipment sales and software subscriptions fee.

Service expenses and administrative expenses (SG&A)

In Q4/2025, the Company reported SG&A expenses of THB 154.7 million, an increase of THB 31.8 million, or 25.9% YoY, and THB 43.8 million, or 39.5% QoQ. The rise was mainly driven by higher marketing and employee expenses, as well as a loss on impairment of network equipment.

For the full year 2025, SG&A expenses totaled THB 503.5 million, up THB 61.3 million, or 13.9% YoY, primarily due to increased marketing and employee-related costs, higher office depreciation, impairment losses on network equipment, and professional consulting fees.

EBITDA

In Q4/2025, the Company recorded EBITDA of THB 141.2 million, representing a decrease of THB 43.0 million or 23.4% YoY, and THB 43.5 million or 23.5% QoQ. The decrease was primarily attributed to higher COSS, SG&A expenses, loss on impairment on network equipment and FX loss.

For year 2025, EBITDA totaled THB 704.1 million, down THB 46.2 million or 6.2% YoY, mainly due to increased COSS, SG&A expenses, loss on impairment on network equipment and higher FX losses compared to the same period last year.

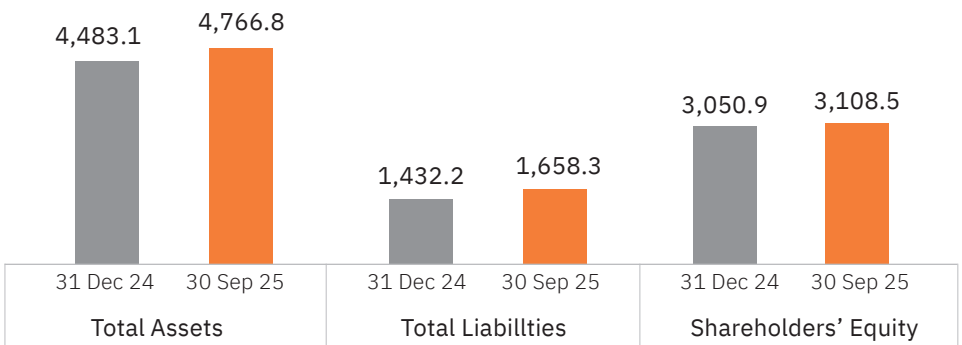
Net profit and net profit margin (NPM)

In Q4/2025, the Company reported a net loss of THB 6.0 million, a decline of THB 46.1 million YoY and THB 42.0 million QoQ (both >100%). The loss was mainly driven by increases in COSS, SG&A expenses, network depreciation, and impairment losses on network equipment. The rate of growth in service revenue was insufficient to offset the higher cost base.

For the full year 2025, the Company recorded a net profit of THB 120.5 million, down THB 85.1 million, or 41.4% YoY. The decrease was primarily due to higher COSS, employee-related expenses, SG&A expenses, impairment losses, FX losses in 2025 (compared with significant FX gains in 2024), and increased network depreciation from newly capitalised assets.

Statement of Financial Position

(Unit: THB mn)



Total Assets

As of 31 December 2025, totaled THB 4,824.8 million, an increase of 7.6% from the end of 2024.

- **Current assets** amounted to THB 665.5 million, an increase of 8.0% from THB 616.5 million at the end of 2024. This growth was primarily driven by a THB 98.7 million or 143.3% increase in advanced expenses and other current asset, partially offset by a THB 67.4 million or 26.4% decrease in cash and cash equivalent, which were utilized to support the Company's regular working capital requirements.
- **Non-current** stood at THB 4,159.3 million, an increase of 7.6% from THB 3,866.7 million at the end of 2024. The rise was mainly due to an increase of THB 238.5 million or 6.6% in net network equipment, reflecting ongoing infrastructure expansion, and an increase of THB 54.1 million or 22.5% in other non-current assets, primarily from the recognition of additional right-of-use assets and advance expenses more than 1 year.

Total Liabilities

As of 31 December 2025, totaled THB 1,722.4 million, an increase of 20.3% from the end of 2024.

- **Current liabilities** amounted to THB 1,115.0 million, an increase of 16.3% from THB 958.4 million at the end of 2024. This increase was primarily driven by a THB 189.1 million or 62.1% rise in the net current portion of long- and short-term borrowings, reflecting new borrowings during the period.
- **Non-current liabilities** stood at THB 607.3 million, an increase of 28.2% from THB 473.8 million at the end of 2024. The increase was mainly due to the rise in long-term loan by THB 105.2 million and lease liabilities by THB 28.3 million.

Shareholders' Equity

As of 31 December 2025, shareholders' equity stood at THB 3,102.5 million, up THB 51.6 million or 1.7% from THB 3,050.9 million at the end of 2024. This increase was mainly driven by higher retained earnings from the year's profit offset by the dividend paid for shareholders, totaling of THB 68.9 million on 20 May 2025.

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

(Unit: Million Baht)	31 December 2024		31 December 2025		Change	
	Amount	%	Amount	%	Amount	% YOY
Assets						
Cash and cash equivalents	255.5	5.7%	188.1	3.9%	(67.4)	(26.4%)
Trade and other receivables	292.1	6.5%	309.9	6.4%	17.8	6.1%
Other current assets	68.9	1.5%	167.5	3.5%	98.7	143.3%
Total current assets	**616.5**	**13.8%**	**665.5**	**13.8%**	**49.1**	**8.0%**
Network equipment and PPE	3,625.8	80.9%	3,864.4	80.1%	238.5	6.6%
Other non-current assets	240.9	5.4%	295.0	6.1%	54.1	22.5%
Total non-current assets	**3,866.7**	**86.2%**	**4,159.3**	**86.2%**	**292.7**	**7.6%**
Total assets	**4,483.1**	**100.0%**	**4,824.8**	**100.0%**	**341.7**	**7.6%**

(Unit: Million Baht)	31 December 2024		31 December 2025	Change		
	Amount	%	Amount	Amount	%	Amount
Liabilities and shareholders' equity						
Trade payables	544.2	12.1%	490.6	10.2%	(53.6)	(9.9%)
Current portion of long-/ short-term borrowings	304.5	6.8%	493.6	10.2%	189.1	62.1%
Other current liabilities	109.7	2.4%	130.9	2.7%	21.1	19.3%
Total current liabilities	**958.4**	**21.4%**	**1,115.0**	**23.1%**	**156.6**	**16.3%**
Long-term borrowings	346.9	7.7%	452.1	9.4%	105.2	30.3%
Other non-current liabilities	126.9	2.8%	155.3	3.2%	28.3	22.3%
Total non-current liabilities	473.8	10.6%	607.3	12.6%	133.5	28.2%
Total Liabilities	**1,432.2**	**31.9%**	**1,722.4**	**35.7%**	**290.1**	**20.3%**

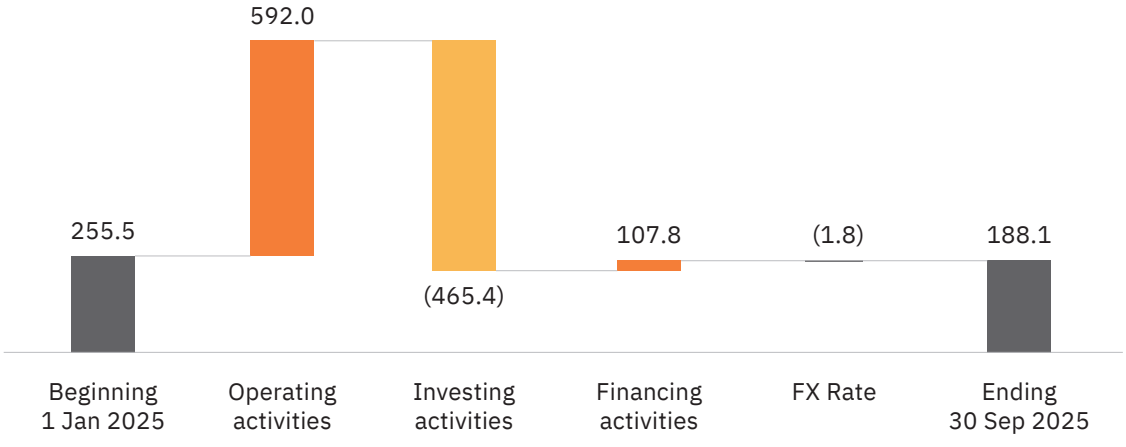
(Unit: Million Baht)	31 December 2024		31 December 2025	Change		
	Amount	%	Amount	Amount	%	Amount
Share capital and share premium	1,818.0	40.6%	1,818.0	37.7%	0.0	0.0%
Retained earnings	1,206.5	26.9%	1,258.1	26.1%	51.6	4.3%
Other components of equity	26.3	0.6%	26.3	0.5%	0.0	0.0%
Total equity	**3,050.9**	**68.1%**	**3,102.5**	**64.3%**	**51.6**	**1.7%**
Total liabilities and shareholders' equity	**4,483.1**	**100.0%**	**4,824.8**	**100.0%**	**341.7**	**7.6%**

Cash Flow

(Unit: THB mn)	2024	2025
Net cash from operating activities	745.6	592.0
Net cash from investing activities	(605.6)	(765.4)
Free cash flows	**140.0**	**(173.4)**
Net cash from financing activities	(283.4)	107.8
Cash and cash equivalent decreased - net	**(143.4)**	**(65.6)**
FX Rate	(1.1)	(1.8)
Cash and cash equivalent at the beginning of the period	**400.0**	**255.5**
Cash and cash equivalent at the end of the period	**255.5**	**188.1**

For the year 2025, the Company generated cash flows from the following activities:

- **Net cash received from operating activities** amounted to THB 592.0 million, primarily consisting of cash inflows from operations totaling THB 640.0 million, deducted by net of tax of THB 48.0 million.
- **Net cash used in investing activities** was THB 765.4 million, almost all attributed to purchasing network equipment and fiber optical, amount of THB 739.2 million.
- **Net cash used in financing activities** totaled THB 107.8 million. Key items included drawdown long-/short-term borrowings of THB 655.0 million, repayments of long-/short-term borrowings of THB 360.8 million, payment of lease liabilities of THB 85.7 million, dividend paid to shareholders of THB 68.9 million and interest payments of THB 31.9 million.
- As a result of these activities, the Company's **cash and cash equivalents** decreased by THB 67.4 million from THB 255.5 million at the end of 2024, leaving a balance of THB 188.1 million at the end of 31 December 2025.



Key Financial Ratios

	2024	2025
ROA (%)	4.71%	2.59%
ROE (%)	6.90%	3.92%
D/E (times)	0.47	0.56
Debt / EBITDA	1.91	2.45

*Adjust the calculation to reflect the financial performance of the past four quarters.

Year 2026 Business Outlook

Thailand's economy is expected to expand at a moderate pace in 2026, supported by a more stable domestic environment and gradual improvements in external demand. As business sentiment and investment conditions normalize, enterprise demand for digital infrastructure, cloud connectivity, data-center interconnection, and cybersecurity solutions is anticipated to strengthen accordingly.

Under this normalized operating backdrop, management expects the Company to return to a growth trajectory in 2026. Core revenue is projected to expand, driven by steady demand from domestic enterprises for high-capacity connectivity, continued upgrades in data-center and cloud interconnect services, and increasing adoption of managed ICT and cybersecurity offerings.

In the next 2 years, International connectivity in Thailand and Asean region will continue to expand agressively due to many significant investment by OTT / Hypersclasers and regional AI / Data Center coming into Thailand. These opportunities will give positive impact to Thai economy and will lead to higher demand of infrastructure connectivity across the nation. Symphony is likely to benefit and in good position to be key digital infrastructure enable for driving Thailand digital hub.

Key execution priorities for 2026 include strengthening operational efficiency, improving network-asset utilization, maintaining disciplined capital allocation, and further enhancing churn and cost management. Management remains focused on service innovation, customer experience enhancement, and operational resilience to support sustainable growth and margin preservation as market conditions stabilize.

Material Financial Information

Statement of Comprehensive Income

Unit: Million Baht	2022		2023		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
Revenue								
Revenue from sale of goods and rendering of services	1,688.2	99.4	1,940.6	96.2	2,035.6	98.9	2,100.8	99.6
Total revenue from sale of goods and rendering of services	**1,688.2**	**99.4**	**1,940.6**	**96.2**	**2,035.6**	**98.9**	**2,100.8**	**99.6**
Other income	10.8	0.6	75.8	3.8	21.8	1.1	8.5	0.4
Total revenue	**1,699.0**	**100.0**	**2,016.4**	**100.0**	**2,057.4**	**100.0**	**2,109.3**	**100.0**
Expenses								
Cost of sale of goods and rendering of services	1,078.4	63.5	1,273.0	63.1	1,326.2	64.5	1,413.9	67.0
Gross profit	**609.8**	**35.9**	**667.6**	**33.1**	**709.4**	**34.5**	**686.9**	**32.6**
Distribution costs	113.8	6.7	121.2	6.0	161.1	7.8	184.4	8.7
Administrative expenses	257.8	15.2	271.7	13.5	281.2	13.7	319.2	15.1
SG&A	**371.6**	**21.9**	**392.9**	**19.5**	**442.3**	**21.5**	**503.6**	**23.9**
Total expenses	**1,450.0**	**85.3**	**1,665.9**	**82.6**	**1,768.5**	**86.0**	**1,917.6**	**90.9**
EBIT	**249.0**	**14.7**	**350.5**	**17.4**	**288.9**	**14.0**	**191.8**	**9.1**
Depreciation & Amortization include in COS	373.9	22.0	399.5	19.8	407.9	19.8	456.5	21.6
Depreciation & Amortization include in SG&A	58.2	3.4	54.6	2.7	53.6	2.6	55.8	2.6
Total Depreciation & Amortization	**432.1**	**25.4**	**454.1**	**22.5**	**461.5**	**22.4**	**512.4**	**24.3**
EBITDA	**681.1**	**40.1**	**804.6**	**39.9**	**750.4**	**36.5**	**704.1**	**33.4**
Share of loss of associate accounted for using equity method	6.3	0.4	0.0	0.0	0.0	0.0	0.0	0.0
Finance costs	35.6	2.1	37.2	1.8	29.6	1.4	32.3	1.5
EBT	**207.1**	**12.2**	**313.3**	**15.5**	**259.3**	**12.6**	**159.5**	**7.6**
Tax expense	45.0	2.6	48.6	2.4	53.7	2.6	39.0	1.8
Profit for the year	**162.1**	**9.5**	**264.7**	**13.1**	**205.6**	**10.0**	**120.5**	**5.7**

Statement of Financial Position

Unit: Million Baht	2022		2023		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
Assets								
Current assets								
Cash and cash equivalents	199.5	4.6	400.0	9.4	255.5	5.7	188.1	3.9
Trade and other current receivables	343.5	7.9	315.0	7.4	292.1	6.5	309.9	6.4
Current portion of long-term to related party	20.4	0.5	0.0	0.0	0.0	0.0	0.0	0.0
Inventories	6.7	0.2	7.6	0.2	10.1	0.2	15.1	0.3
Current prepayments	23.4	0.5	14.0	0.3	21.4	0.5	57.1	1.2
Current contract costs	8.3	0.2	8.6	0.2	11.6	0.3	12.5	0.3
Withholding tax deducted at source	5.7	0.1	5.7	0.1	0.0	0.0	2.2	0.0
Other current assets	22.5	0.5	18.0	0.4	25.7	0.6	80.7	1.7
Total current assets	**630.0**	**14.6**	**768.9**	**18.1**	**616.4**	**13.8**	**665.5**	**13.8**
Non-current assets								
Investment in subsidiary	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Long-term loans to related party	124.1	2.9	0.0	0.0	0.0	0.0	0.0	0.0
Network equipment	3,048.9	70.5	2,986.8	70.4	3,409.0	76.0	3,652.1	75.7
Property, plant and equipment	253.3	5.9	231.0	5.4	216.8	4.8	212.2	4.4
Right-of-use assets	172.1	4.0	154.0	3.6	136.9	3.1	179.4	3.7
Intangible assets	13.1	0.3	14.3	0.3	16.5	0.4	20.5	0.4
Network equipment guarantee	17.0	0.4	18.1	0.4	18.2	0.4	18.7	0.4
Other guarantees and deposits	6.3	0.1	6.3	0.1	9.2	0.2	6.8	0.1
Non-current prepayments	11.0	0.3	19.7	0.5	15.1	0.3	23.5	0.5
Non-current contract costs	20.2	0.5	18.6	0.4	17.6	0.4	17.1	0.4
Deferred tax assets	23.2	0.5	21.9	0.5	21.9	0.5	23.1	0.5
Other non-current assets	5.6	0.1	5.3	0.1	5.5	0.1	5.9	0.1
Total non-current assets	**3,694.8**	**85.4**	**3,476.0**	**81.9**	**3,866.7**	**86.3**	**4,159.3**	**86.2**
Total assets	**4,324.8**	**100.0**	**4,244.9**	**100.0**	**4,483.1**	**100.0**	**4,824.8**	**100.0**

Statement of Financial Position (Contd.)

Unit: Million Baht	2022		2023		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
Liabilities								
Current liabilities								
Short-term borrowings	0.0	0.0	0.0	0.0	0.0	0.0	205.0	4.2
Trade and other current payables	408.5	9.4	329.2	7.8	544.2	12.1	490.6	10.2
Current contract liabilities	18.0	0.4	15.0	0.4	16.9	0.4	19.9	0.4
Current portion of lease liabilities	60.7	1.4	60.6	1.4	57.9	1.3	73.8	1.5
Current portion of long-term borrowings	306.2	7.1	291.9	6.9	304.5	6.8	288.6	6.0
Other current liabilities	35.0	0.8	40.7	1.0	34.9	0.8	37.1	0.8
Total current liabilities	**828.4**	**19.2**	**737.4**	**17.4**	**958.4**	**21.4**	**1,115.0**	**23.1**
Non-current liabilities								
Long-term borrowings	638.3	14.8	446.4	10.5	346.9	7.7	452.1	9.4
Lease liabilities	90.0	2.1	66.1	1.6	39.7	0.9	60.2	1.2
Non-current contract liabilities	43.4	1.0	37.0	0.9	32.9	0.7	29.2	0.6
Non-current provisions for employee benefits	40.2	0.9	49.4	1.2	54.3	1.2	65.9	1.4
Other non-current financial liabilities	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total non-current liabilities	**812.0**	**18.8**	**598.8**	**14.1**	**473.8**	**10.6**	**607.3**	**12.6**
Total liabilities	**1,640.4**	**37.9**	**1,336.2**	**31.5**	**1,432.2**	**31.9**	**1,722.3**	**35.7**
Equity								
Issued and paid-up share capital	433.7	10.0	433.7	10.2	433.7	9.7	433.7	9.0
Share premium on ordinary shares	1,384.4	32.0	1,384.4	32.6	1,384.4	30.9	1,384.4	28.7
Capital reserve for share-based payment transactions	26.3	0.6	26.3	0.6	26.3	0.6	26.3	0.5
Retained earnings								

Statement of Financial Position (Contd.)

Unit: Million Baht	2022		2023		2024		2025	
	Amount	%	Amount	%	Amount	%	Amount	%
Appropriated - Legal reserve	43.4	1.0	43.4	1.0	43.4	1.0	43.4	0.9
Unappropriated	796.7	18.4	1,020.8	24.0	1,163.1	25.9	1,214.7	25.2
Other component of equity	(0.1)	(0.0)	0.0	0.0	0.0	0.0	0.0	0.0
Total equity	**2,684.4**	**62.1**	**2,908.6**	**68.5**	**3,050.9**	**68.1**	**3,102.5**	**64.3**
Total liabilities and equity	**4,324.8**	**100.0**	**4,244.9**	**100.0**	**4,483.1**	**100.0**	**4,824.8**	**100.0**

Statement of Cashflow

Unit: Million Baht	2022	2023	2024	2025
Cash flows from operating activities				
Profit (loss) for the year	162.1	264.6	205.6	120.5
Adjustments to reconcile profit to cash receipts (payments)				
Tax expense	45.0	48.6	53.7	39.0
Finance costs	35.6	37.2	29.6	32.3
Depreciation and amortisation	432.2	454.1	461.5	512.4
Unrealised (gain) loss on foreign exchange	1.9	2.9	(13.2)	5.9
Share of loss of associate accounted for using equity method	6.3	0.0	0.0	0.0
Impairment loss recognised in profit or loss	1.0	0.0	0.3	5.0
(Reversal of) Impairment on network equipment	(2.8)	0.2	1.1	22.5
Loss on write-off of equipment and network equipment	2.8	4.3	4.3	3.6
(Gain) loss on disposal of equipment and network equipment	2.8	(0.5)	(0.8)	(1.2)
Employee benefits expenses	8.0	9.2	10.2	11.5
Gain on sale of investment in associate	0.0	(63.7)	0.0	0.0
Interest income	(5.8)	(5.3)	(3.2)	(2.7)
Profit from operating activities before changes in operating assets and liabilities	**689.1**	**751.8**	**749.2**	**748.8**

Statement of Cashflow (Contd.)

Unit: Million Baht	2022	2023	2024	2025
Changes in operating assets and liabilities				
Trade and other current receivables	(47.2)	32.2	37.2	(27.1)
Inventories	0.5	(0.9)	(2.5)	(5.0)
Prepayments	(3.7)	0.7	(9.0)	(44.0)
Contract costs	(18.8)	1.2	(2.0)	(0.3)
Other current assets	(6.5)	4.6	(7.8)	(55.0)
Network equipment guarantees	2.6	(1.1)	(0.1)	(0.5)
Other guarantees and deposits	(0.2)	0.0	(2.9)	2.3
Other non-current assets	(0.7)	0.4	(0.3)	(0.4)
Trade and other current payables	17.0	9.5	23.4	14.1
Contract liabilities	46.7	(9.4)	(2.2)	(0.7)
Other current liabilities	3.5	4.7	(5.1)	7.8
Net cash generated from operating	682.3	793.6	778.0	640.0
Taxes paid	(42.4)	(46.3)	(53.9)	(48.0)
Employee benefit paid	(2.0)	0.0	(5.2)	0.0
Taxes received	28.7	0.0	5.2	0.0
Net cash from operating activities	**666.6**	**747.4**	**724.0**	**592.0**
Cash flows from investing activities				
Proceeds from sale of equipment and network equipment	1.4	0.7	3.2	1.2
Acquisition of network equipment	(607.8)	(384.1)	(588.2)	(739.2)
Acquisition of property, plant and equipment	(24.5)	(3.0)	(10.6)	(21.8)
Acquisition of intangible assets	(6.6)	(5.1)	(5.7)	(8.3)
Long-term loans to related party	(24.5)	(5.0)	0.0	0.0
Proceeds from repayment of loans to related party	0.0	149.5	0.0	0.0
Interest received	5.8	4.9	3.5	2.7
Net cash used in investing activities	**(656.2)**	**(242.1)**	**(597.8)**	**(765.4)**
Cash flows from financing activities				
Proceeds from sale of investment in associate	0.0	63.7	0.0	0.0
Repayment of short-term borrowings from financial institutions	(235.0)	0.0	(135.0)	(55.0)
Proceeds from short-term borrowings from financial institutions	170.0	0.0	135.0	260.0

Statement of Cashflow (Contd.)

Unit: Million Baht	2022	2023	2024	2025
Repayment of long-term borrowings	(352.7)	(306.6)	(292.1)	(305.8)
Proceeds from long-term borrowings	400.0	100.0	205.0	395.0
Payment of lease liabilities	(75.1)	(80.0)	(87.8)	(85.7)
Payment of right-of-use assets	0.0	0.0	(1.9)	0.0
Dividends paid to owners of the Company	(32.5)	(40.5)	(63.3)	(68.9)
Interest paid	(34.8)	(36.7)	(29.6)	(31.8)
Net cash used in financing activities	**(160.1)**	**(300.2)**	**(269.5)**	**107.8**
Net increase (decrease) in cash and cash equivalents				
before effect of exchange rate changes	(149.7)	205.1	(143.4)	(65.6)
Effect of exchange rate changes on cash and cash equivalents	(1.2)	(4.6)	(1.1)	(1.8)
Net increase (decrease) in cash and cash equivalents	**(150.9)**	**200.5**	**(144.5)**	**(67.4)**
Cash and cash equivalents at 1 January	350.4	199.5	400.0	255.5
Cash and cash equivalents at 31 December	**199.5**	**400.0**	**255.5**	**188.1**

Financial Ratio

		2022	2023	2024	2025
Liquidity Ratio					
Current Ratio	time	0.76	1.04	0.64	0.60
Quick Ratio	time	0.75	1.03	0.63	0.58
Profitability Ratio					
Gross Profit Margin	%	36.1	34.4	34.8	32.7
EBITDA Margin	%	40.1	39.9	36.5	33.4
Operating Profit Margin	%	14.7	17.4	14.0	9.1
Return on Assets	%	3.87	6.18	4.71	2.59
Return on Fixed Assets	%	5.12	8.12	6.01	3.22
Return on Equity	%	6.20	9.46	6.90	3.92
Leverage Ratio					
Debt to Equity	time	0.61	0.46	0.47	0.56
Debt to EBITDA	time	2.41	1.66	1.91	2.45

General Information and Other Material Facts

General Information

Regulator of Shares Issuing Company	:	**The Office of the Securities and Exchange Commission** 333/3 Vibhavadi-Rangsit Road, Chomphon, Chatuchak, Bangkok Bangkok 10900 Tel: +66 (0) 2033 9999 Fax: +66 (0) 2033 9660
Regulator of Listed Company	:	The Stock Exchange of Thailand The Stock Exchange of Thailand Building 93, Ratchadapisek Road, Dindang, Dindang, Bangkok 10400 Tel: +66 (0) 2009 9000 Fax: +66 (0) 2009 9991
Securities Registrar (Ordinary Shares)	:	Thailand Securities Depository Company Limited The Stock Exchange of Thailand Building 93, Ratchadapisek Road, Dindang, Dindang, Bangkok 10400 Tel: +66 (0) 2009 9999 Fax: +66 (0) 2009 9991
Regulator of Telecommunications Operators	:	Office of the National Broadcasting and Telecommunications Commission (NBTC) 87 Phaholyothin 8, Samsen Nai, Phayathai, Bangkok 10400 Tel: +66 (0) 2670 8888
Auditor	:	KPMG Phoomchai Audit Limited 48th – 50th Floor, Empire Tower, 1 South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Tel: +66 (0) 2677 2000 Fax: +66 (0) 2677 2222

Other Material Facts

Other important information that may significantly impact investors' decisions

- None -

Limitation of Shareholders in Foreign Countries

Foreign shareholders are allowed to hold no more than 49% of total issued and paid-up shares of the Company.

Legal Disputes

As of December 31, 2025, neither the Company nor its subsidiaries were involved in any legal disputes or litigation that could materially and adversely affect the Company's business operations or financial position, or that could result in damages exceeding 5% of the Company's shareholders' equity. There were no other legal disputes that may have a material impact on the Company's operations, and there were no cases arising other than in the normal course of business.

However, the Company is currently involved in certain ongoing legal proceedings and disputes, the details of which are disclosed in the Notes to the Financial Statements for the year 2025 **(Note 23)**, as presented in Part 3 of this report.

Secondary Market

- None -

Frequently Contacted Financial Institutions

- None -

02
Corporate Governance

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guidelines

The Board of Directors recognizes the importance of good corporate governance and is firmly committed to enhancing the Company's operations to ensure that it conducts business in accordance with good corporate governance principles. The Company aims to maintain effective and excellent management systems, demonstrate adaptability to evolving business environments, and achieve stable and sustainable growth. At the same time, the Company is committed to conducting its business with integrity, honesty, and ethical conduct, in full compliance with applicable laws, regulations, and relevant requirements. The Company operates with transparency and accountability, emphasizes the creation of maximum value for shareholders, and upholds its responsibilities toward all stakeholder groups.

To ensure that the Company's operations are aligned with this commitment, the Board of Directors has established a written **Corporate Governance Policy** to serve as a framework and guideline for personnel at all levels across the organization. This policy supports consistent operational practices, strengthens management effectiveness, and promotes transparency and accountability. Corporate governance is also designated as a standing agenda item in Board of Directors' meetings.

The Company's Corporate Governance Policy and practices have been developed with reference to both national and international corporate governance standards and best practices. The policy framework and content comprehensively address matters relating to the Board of Directors, shareholders, and stakeholders, covering the following key areas: 1) rights and equitable treatment of shareholders, 2) role of stakeholders and business sustainability, 3) disclosure of information and transparency, and 4) responsibilities of the Board of Directors.

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee to oversee and monitor compliance with the Company's Corporate Governance Policy and practices. The NCCGS Committee is also responsible for reviewing the adequacy and appropriateness of the Policy and practices on an annual basis, and for recommending revisions as necessary to ensure alignment with the Company's business operations, social context, and evolving business environment, as well as applicable laws, regulations, rules, and relevant stakeholder expectations. For any governance matters not yet formalized as policy or not yet implemented, the Company Secretary will report such matters to the NCCGS Committee for consideration on a regular annual basis. The Company's Corporate Governance Policy and practices were most recently reviewed and updated in 2025.

The Company communicates and provides education on its Corporate Governance Policy and practices to personnel at all levels through email and internal communication channels, as well as through various activities such as meetings, briefings, and training programs. These initiatives are intended to enhance awareness, understanding, and proper implementation of corporate governance practices. In addition, the Corporate Governance Policy and practices are publicly disclosed on the Company's website at www.symphony.net.th to ensure convenient access for all stakeholders and interested parties.

Further details about the **"Corporate Governance Policy"** are provided in Attachment 5 of this report, or can be accessed on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Corporate Governance Policy" or https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf

Policy and Practices on the Board of Directors

Principles

1. The Board of Directors is appointed by the shareholders through a transparent process and is accountable to the shareholders in performing duties with integrity, responsibility, prudence, and due care. The Board recognizes and respects shareholders' rights and ensures equitable and fair treatment of all shareholders.

2. The Board of Directors plays a critical role in providing corporate governance oversight for the best interests of the Company. The Board should comprise individuals with the knowledge, competence, expertise, and experience necessary to contribute effectively to the Company. Directors should demonstrate leadership, vision, independence of judgment, dedication, and the ability to devote sufficient time to fulfill their duties and responsibilities.

3. As representatives of the shareholders, the Board of Directors is responsible for establishing the Company's vision, mission, objectives, goals, policies, strategies, and key business plans. The Board also oversees management to ensure that business operations are conducted in alignment with the Company's strategic direction and objectives, in compliance with applicable laws, the Company's Articles of Association, and relevant regulations. The Board promotes ethical business conduct, social and environmental responsibility, and fair treatment of all stakeholders.

4. The Board of Directors must maintain independence from management. The roles, duties, and responsibilities of the Board of Directors and management are clearly segregated to ensure effective corporate governance, transparency, and accountability.

Practical Guidelines

1. Structure and Composition of the Board of Directors

1.1 The Board of Directors shall consist of no fewer than five members, with a size appropriate to the Company's size and business complexity. Directors may or may not be shareholders of the Company. At least half of the total number of directors must reside in the Kingdom of Thailand.

1.2 The Board of Directors shall comprise executive directors, non-executive directors, and independent directors. Independent directors must constitute at least one-third of the total number of directors and must not be fewer than three members. In addition, at least one non-executive director must possess experience relevant to the Company's core business or industry.

1.3 The Board of Directors shall consist of qualified individuals possessing diverse knowledge, skills, and expertise that are beneficial to the Company's business operations. Directors must possess all qualifications required by applicable laws and be suitable for the Company's strategy and business direction. There shall be no restrictions based on gender, age, nationality, race, religion, educational background, professional expertise, or other personal attributes.

1.4 The Board of Directors shall elect one director, either an independent director or a non-executive director, to serve as Chairman of the Board. The Chairman shall act as the leader of the Board and oversee and guide management in achieving the Company's strategic objectives. The Chairman must not be the same person as the Chief Executive Officer.

If deemed appropriate, the Board of Directors may appoint one or more directors as Vice Chairmen. The Board may also designate directors to assume additional roles and responsibilities as assigned by the Board of Directors.

2. Nomination and Appointment of Directors

The Board of Directors has established criteria and procedures for the nomination and appointment of directors, ensuring alignment with the Company's strategy, business direction, applicable laws and regulations, the Company's Articles of Association, and principles of good corporate governance. In selecting candidates for directorship, the Company prioritizes individuals who possess appropriate knowledge, competence, and qualifications as prescribed by law, and who are free from any prohibited characteristics. Candidates must demonstrate strong professional credentials, leadership capabilities, strategic vision, integrity, ethical conduct, and a positive attitude toward the organization. They must also be able to devote sufficient time and attention to effectively perform their duties and contribute to the Company's success. The Company also considers Board diversity and the overall balance of expertise when determining the composition of the Board of Directors. A Board Skill Matrix is utilized to ensure that directors collectively possess a broad range of competencies aligned with the Company's strategic direction. In addition, the Company refers to the Director Pool maintained by the Thai Institute of Directors (IOD) as part of its director selection process.

For independent directors, candidates must demonstrate independence from major shareholders, controlling shareholder groups, and management. They must not have any financial or managerial relationships, or any conflicts of interest, with the Company, and must fully meet the Company's criteria for independent directorship.

The nomination and appointment process shall be conducted in compliance with applicable laws, the Company's Articles of Association, and relevant regulatory requirements. The process shall be fair, transparent, and designed to maintain shareholder confidence.

3. Board Diversity

The Board of Directors recognizes the value and importance of diversity and has established a policy to promote diversity in its composition. This includes diversity in educational background, professional experience, knowledge, expertise, and skills, without discrimination based on gender, age, race, nationality, religion, or other personal differences. The Board believes that diversity enhances balanced perspectives, improves the quality of deliberations and decision-making, and strengthens the effectiveness of Board oversight, thereby contributing to the Company's long-term success and sustainable growth.

4. Independence of Directors

Directors must perform their duties and exercise independent judgment when making decisions. Any influence arising from business relationships, personal interests, or family relationships may impair objectivity and lead to conflicts of interest, potentially affecting the director's ability to act in the best interests of the Company. Accordingly, maintaining director independence is essential to safeguarding the interests of the Company, its shareholders, and stakeholders. Any director who has a conflict of interest or lacks independence in a particular matter must abstain from participating in the consideration and decision-making process relating to that matter.

5. Segregation of Roles, Duties, and Responsibilities between the Board of Directors and Management

The Board of Directors has established a clear management structure that segregates the roles, duties, and responsibilities between the Board of Directors and management. The Board of Directors, in its capacity as the policy-setting and oversight body, is responsible for defining the Company's vision, mission, policies, strategies, objectives, and long-term goals, as well as overseeing and monitoring management to ensure that operations are conducted in alignment with the Company's strategic direction and in a manner that maximizes the Company's and shareholders' best interests, while taking into consideration the interests of all stakeholders. Management, in its capacity as the executive body, is responsible for carrying out the Company's operations efficiently and in accordance with the vision, mission, objectives, policies, strategies, and business plans established by the Board of Directors, and for regularly reporting operational performance to the Board of Directors.

The Board of Directors has defined matters that fall under its direct oversight, matters to be undertaken jointly with management, and matters that the Board should not be involved in, to ensure effective corporate governance, transparency, and appropriate checks and balances, as follows:

Matters that the Board of Directors must oversee:
- Establishing the Company's vision, mission, objectives, and business goals.
- Promoting and fostering an organizational culture grounded in ethics and integrity.
- Establishing an appropriate corporate governance structure, including clearly defining the roles, duties, and responsibilities of the Board of Directors and management, in alignment with the Company's strategic objectives and in compliance with applicable laws, regulations, and requirements.
- Overseeing the nomination, development, remuneration, and performance evaluation of the Board of Directors and the Chief Executive Officer.
- Ensuring that appropriate organizational structures and remuneration frameworks are in place to incentivize personnel to perform in alignment with the Company's strategic objectives.

Matters undertaken jointly by the Board of Directors and management:
- Establishing and reviewing the Company's strategy, objectives, and annual business plans.
- Ensuring that appropriate and effective risk management and internal control systems are established and maintained.
- Defining management authority and decision-making powers in alignment with assigned responsibilities.
- Establishing frameworks for resource allocation, development, and budgeting, including human capital management and development, promotion of innovation and technology, and information technology governance policies.
- Monitoring and evaluating the Company's performance, including both financial and non-financial performance.
- Ensuring that financial and non-financial disclosures are accurate, complete, transparent, and reliable.

Matters that the Board of Directors should not undertake:
- Day-to-day management and operational activities, procurement, hiring, appointment, and personnel management, as well as execution of activities in accordance with policies, strategies, and plans already approved by the Board of Directors.
- Matters prohibited by applicable laws, regulations, or relevant requirements from being undertaken by the Board of Directors, such as approving transactions in which directors have a conflict of interest.

In addition, the Board of Directors has clearly segregated the roles, authority, and responsibilities between the Chairman of the Board and the Chief Executive Officer to ensure appropriate checks and balances, effective oversight, and transparent corporate governance. The roles and responsibilities of each position are as follows:
- **Chairman of the Board** serves as the leader of the Board of Directors and plays a key role in overseeing, supporting, and facilitating the Board in the effective discharge of its duties in compliance with applicable laws, the Company's Articles of Association, and principles of good corporate governance. The Chairman also presides over Board meetings to ensure that they are conducted efficiently and effectively.
- **Chief Executive Officer** serves as the highest executive officer and head of management, reporting directly to the Board of Directors. The Chief Executive Officer is primarily responsible for overseeing and driving the Company's operations in accordance with the policies, strategies, and objectives established by the Board of Directors, as well as ensuring the prudent and disciplined management of approved budgets with integrity and in the best interests of the Company and its shareholders. The Chief Executive Officer must avoid any actions that may result in conflicts of interest with the Company and is responsible for recommending appropriate strategies aligned with the evolving business environment to support the Company's sustainable growth. In addition, the Chief Executive Officer is authorized to review, decide, and approve matters as delegated by the Board of Directors, and plays a key role in fostering the Company's organizational culture and human capital.

6. Oversight Responsibilities of the Board of Directors

The Board of Directors, as representatives of the shareholders, plays a critical role and bears significant responsibility in overseeing the Company's operations to ensure the best interests of the Company and its shareholders, while ensuring fair and equitable treatment of all stakeholders. In fulfilling its duties, the Board of Directors must act with professionalism, accountability, prudence, and integrity, in order to appropriately safeguard and protect the interests of all parties.

- **Appointment of Sub-Committees**

The Board of Directors has the authority to appoint sub-committees to support and enhance the effectiveness of the Board's oversight responsibilities. Each sub-committee is responsible for reviewing, screening, and preparing relevant matters before presenting them to the Board of Directors for consideration. The scope of authority, roles, duties, and responsibilities of each sub-committee are clearly defined by the Board of Directors.

- **Nomination and Appointment of the Chief Executive Officer**

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to establish criteria and procedures for the nomination and selection of qualified candidates for the position of Chief Executive Officer. The selection process considers the candidate's qualifications and suitability in alignment with the Company's strategy and business direction, including compliance with legal requirements, as well as possessing the knowledge, capabilities, skills, and experience necessary to effectively support the Company's business operations.

- **Determination of the Chief Executive Officer's Remuneration**

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to establish policy, criteria, and the remuneration structure for the Chief Executive Officer. This includes short-term compensation, long-term compensation, and other benefits, which are then submitted to the Board of Directors for approval.

The determination of the Chief Executive Officer's remuneration is based on the best interests of the Company and must be appropriate and aligned with the scope of duties and responsibilities, individual performance, the Company's overall performance, and the Chief Executive Officer's ability to create long-term shareholder value. The remuneration structure must also be comparable with those of companies in the same industry and of similar size.

- **Performance Evaluation of the Chief Executive Officer**

The Board of Directors requires the performance evaluation of the Chief Executive Officer to be conducted at least once a year. The Nomination, Compensation, Corporate Governance and Sustainability Committee is responsible for conducting the evaluation based on criteria and key performance indicators established and agreed upon in advance with the Chief Executive Officer.

The evaluation results are reported to the Board of Directors for review and approval. The Chairman of the Board of Directors is responsible for formally communicating the performance evaluation results to the Chief Executive Officer.

- **Development of the Chief Executive Officer's Knowledge and Capabilities**

The Board of Directors places importance on and supports the continuous development of the Chief Executive Officer to enhance the knowledge, competencies, and skills necessary for effective leadership. This includes strengthening expertise in business operations, management, and corporate governance, as well as promoting forward-looking perspectives and adaptability to the evolving business environment.

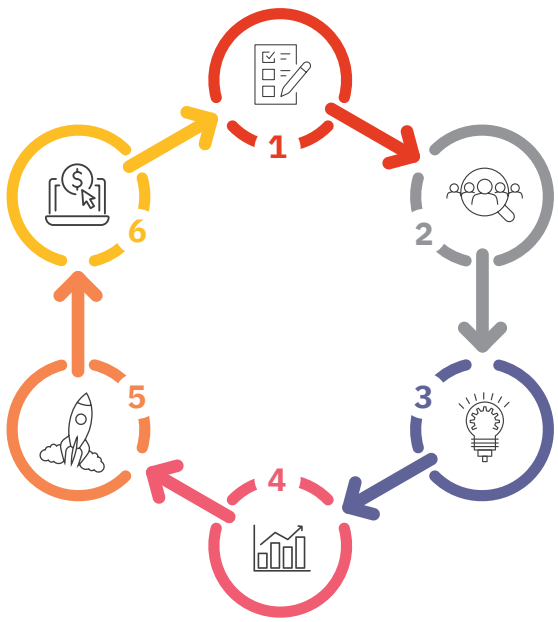
Such development is supported through various means, including participation in relevant training programs and seminars, enrollment in specialized executive education programs, domestic and international study visits, and continuous learning and application of emerging innovations and technologies. These initiatives aim to enhance the Chief Executive Officer's ability to effectively lead the organization and support the Company's sustainable growth.

- **Oversight of Succession Planning**

To ensure the continuity and stability of the Company's business operations, the Board of Directors oversees the establishment and implementation of a Succession Plan for the Chief Executive Officer and other key executive positions. This is to ensure leadership continuity in the event that such positions become vacant due to reassignment, resignation, retirement, or other circumstances.

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee to oversee and monitor the development and implementation of the Succession Plan. The NCCGS Committee is also responsible for reporting progress on the Succession Plan and its implementation to the Board of Directors on a regular basis, at least once a year.

The Succession Planning process consists of the following steps:



1. **Assessment and Preparation**
2. **Identify Successor**
3. **Development Planning**
4. **Monitoring and Evaluation**
5. **Succession Execution**
6. **Review and Update**

1. **Assessment and Preparation**
   Identify key positions that require succession planning to ensure smooth business operations. This includes assessing potential risks associated with talent shortages in these critical roles and prioritizing these positions to develop an appropriate succession strategy.
2. **Identify Successor**
   Identify and select qualified and high-potential personnel who are suitable to succeed key positions. This includes assessing each candidate's readiness and potential to assume future leadership roles.
3. **Development Planning**
   Develop Individual Development Plans (IDPs) for designated successors to strengthen the skills, knowledge, and competencies required for future roles. This process emphasizes leadership development and preparedness for increased responsibilities.
4. **Monitoring and Evaluation**
   Monitor the progress of identified successors and continuously evaluate their development to ensure that they possess the necessary capabilities and readiness to assume the designated positions.
5. **Succession Execution**
   In the event of leadership transitions, the Succession Plan will be implemented with a focus on ensuring smooth coordination and effective handover of responsibilities, thereby minimizing disruption to business operations.
6. **Review and Update**
   To ensure the long-term effectiveness of the Succession Plan, the Company regularly reviews and updates the plan to ensure alignment with internal organizational changes and external environmental developments.

- **Appointment of the Company Secretary**

In compliance with Section 89/15 of the Securities and Exchange Act and principles of good corporate governance, the Board of Directors is responsible for considering and appointing a qualified individual to serve as Company Secretary. The appointed individual must possess appropriate qualifications, knowledge, competence, and relevant experience to effectively perform the duties of the Company Secretary. The Company Secretary is responsible for preparing and maintaining the Company's important documents, organizing Board of Directors' meetings and shareholders' meetings in accordance with applicable laws, the Company's Articles of Association, and relevant regulations, and providing information and advice on legal and regulatory requirements that the Board of Directors must know and comply with. In addition, the Company Secretary supports and facilitates the activities of the Board of Directors to ensure that the Board is able to perform its duties effectively and efficiently, in compliance with applicable laws, the Company's Articles of Association, and principles of good corporate governance, and in the best interests of the Company.

- **Selection and Determination of the External Auditor's Remuneration**

The shareholders' meeting is responsible for appointing the Company's external auditor and determining the audit fee on an annual basis. The Board of Directors has assigned the Audit Committee to consider and select the external auditor, as well as to review the appropriateness of the auditor's remuneration, before submitting its recommendation to the Board of Directors for approval. The Board of Directors will then propose the appointment of the external auditor and the audit fee to the Annual General Meeting of Shareholders for consideration and approval.

- **Oversight of Subsidiaries and Associated Companies**

The Board of Directors is responsible for overseeing the operations of the Company's subsidiaries and associated companies in order to safeguard and protect the Company's investment interests. This oversight is carried out through the following mechanisms and practices:

1. The Board of Directors shall appoint its directors or executives to serve as directors, executives, or authorized persons with control in subsidiaries and associated companies, in proportion to the Company's shareholding and as appropriate. This ensures effective oversight and enhances the governance and operational effectiveness of subsidiaries and associated companies.
2. Directors or executives representing the Company are required to regularly report the business performance, progress, and any significant developments of subsidiaries and associated companies to the Board of Directors on a quarterly basis. In cases where subsidiaries or associated companies seek approval for significant matters, such as the acquisition or disposal of material assets, joint investments, or capital increases or reductions, such matters must be submitted to the Board of Directors for consideration and approval prior to any decision-making or exercise of voting rights.
3. Directors or executives appointed to the boards of subsidiaries or associated companies are responsible for ensuring that such entities establish appropriate policies and practices governing related party transactions, acquisition or disposal of assets, and other significant transactions. These policies and practices must be consistent with the Company's disclosure requirements and regulatory standards.
4. The Board ensures that subsidiaries and associated companies maintain appropriate and adequate internal control systems and risk management frameworks. Subsidiaries and associated companies must also maintain proper accounting records and prepare financial statements in compliance with applicable laws and generally accepted accounting standards. Furthermore, they must be able to provide accurate and timely financial information for the preparation of the Company's consolidated financial statements.
5. The Board of Directors promotes and supports subsidiaries and associated companies in adopting and implementing the Company's Corporate Governance Policy, Business Code of Conduct, and other key policies, as appropriate, to ensure alignment with the Company's governance standards and best practices.

7. Term of Office of Directors

The term of office of the Company's directors is in accordance with the Public Limited Companies Act and the Company's Articles of Association. At each Annual General Meeting of Shareholders, at least one-third (1/3) of the directors shall retire from office. If the number of directors cannot be divided evenly into three parts, the number closest to one-third shall retire. Directors who have served the longest shall be the ones to retire. Directors retiring by rotation may be re-elected to continue in office.

Independent directors may serve for a maximum continuous term of nine (9) years from the date of their first appointment as independent directors, unless the Board of Directors determines that such independent director has made significant contributions to the Company and remains suitable for continued appointment, and that such extended tenure does not impair the director's independence. In such cases, the Board of Directors shall provide justification for the continued appointment and seek approval from the shareholders' meeting for the reappointment of the independent director.

8. Directorship in Other Companies

The Board of Directors places importance on the effectiveness of directors' performance and their ability to devote sufficient time to fulfilling their responsibilities. Accordingly, the Board has established policies governing directors' appointments to other companies, as follows:

8.1 Directors must not serve as directors or executives in any business that has the same nature and competes directly with the Company's business or that of its subsidiaries.

8.2 Independent directors and non-executive directors may serve as directors in other companies listed on the Stock Exchange of Thailand, but not exceeding five (5) listed companies.

8.3 Executive directors may serve as directors in other companies listed on the Stock Exchange of Thailand, but not exceeding two (2) listed companies.

8.4 The Board of Directors permits the Chief Executive Officer to serve as a director in other companies, provided that such positions do not interfere with the Chief Executive Officer's duties and responsibilities toward the Company, and that such companies do not engage in the same or competing business as the Company. The Chief Executive Officer must notify the Board of Directors and obtain prior approval before accepting any such appointment.

8.5 The Board of Directors may appoint directors to serve as directors in the Company's subsidiaries and/or associated companies to ensure that the governance and operational policies of such entities are aligned with the Company's policies and objectives.

9. Performance Evaluation of the Board of Directors and Sub-Committees

The Board of Directors conducts annual performance evaluations of the Board and of all sub-committees. These evaluations are carried out through both collective self-assessments and individual self-assessments. This process enables the Board of Directors and sub-committees to review, analyze, and assess their performance, thereby facilitating continuous improvement and enhancement of their effectiveness in fulfilling their duties.

The Board of Directors establishes the evaluation criteria and procedures and periodically reviews and refines such criteria and processes to ensure their appropriateness and alignment with the Company's business environment and operational context. The results of these evaluations are used as supporting information in determining directors' remuneration and are subsequently submitted for approval by the shareholders' meeting in accordance with applicable procedures.

10. Directors' Remuneration

The Board of Directors has established a clear, transparent, and fair policy and criteria for directors' remuneration. The Board has assigned the Nomination, Compensation, Corporate Governance and Sustainability (NCCGS) Committee to review and determine directors' remuneration, both monetary and non-monetary, ensuring that it is appropriate and commensurate with the roles, duties, and responsibilities of each director. The proposed remuneration is then submitted to the Board of Directors for consideration before being presented to the shareholders' meeting for approval on an annual basis.

In determining directors' remuneration, the Board of Directors ensures alignment with the Company's long-term strategies and objectives and maintains remuneration levels comparable to those of companies in the same industry and of similar size, while giving due consideration to fairness and appropriateness. Factors considered include each director's experience, scope of duties, roles, responsibilities, and the expected contribution to the Company's performance and value creation.

Directors' remuneration must be appropriate and sufficient to attract and retain qualified directors and to motivate them to devote their time, expertise, and capabilities to effectively perform their duties, thereby supporting the Company in achieving its strategic objectives and business direction.

Criteria for Directors' Remuneration

1. Directors shall receive remuneration commensurate with their roles, duties, and responsibilities, as approved by the shareholders' meeting.
2. Directors who are assigned additional responsibilities or special duties, such as serving as Chairman of the Board, Vice Chairman, or member of a sub-committee, shall receive additional remuneration commensurate with their increased roles and responsibilities.
3. Directors who serve as executives of the Company and receive regular compensation from the Company shall not be entitled to additional remuneration in their capacity as directors.

11. Directors' Development

The Board of Directors places importance on the continuous development of directors' knowledge, competencies, and skills. The Company has established a policy to encourage and support directors in participating in various professional development programs that enhance their effectiveness in performing their duties. These include attending seminars and training programs organized by the Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant institutions. Directors are also encouraged to participate in forums for exchanging knowledge, perspectives, and experiences with directors and executives of other listed companies, as well as participating in domestic and international study visits to broaden their professional expertise and governance capabilities.

12. Director's Orientation

The Board of Directors recognizes the importance of providing orientation programs for newly appointed directors to ensure they have a comprehensive understanding of the Company's business operations, organizational structure, and key corporate information. This includes the Company's vision, mission, objectives, goals, policies, Articles of Association, and relevant regulations, as well as the roles, duties, and responsibilities of the Board of Directors.

The orientation program is designed to equip new directors with the necessary knowledge and readiness to effectively and efficiently perform their duties. The Company provides a Directors' Handbook, and the Company Secretary is responsible for coordinating and facilitating the orientation process. All newly appointed directors, including the Chairman of the Board, the Chief Executive Officer, senior executives, and the Company Secretary, are required to participate in the orientation program.

Further details about **"Policy and Practices Relating to the Board of Directors"** are provided in **the Corporate Governance Policy** and **the Board of Director Charter** as disclosed in **Attachment 5** of this report, or can be accessed on the Company's website at www.symphony.net.th

- **Corporate Governance Policy** under the menu: "Corporate Governance" >> "Corporate Governance Policy" or https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf
- **Charter of the Board of Directors** under the menu: "Corporate Governance" >> "Charters" or https://www.symphony.net.th/storage/document/cg/charter-of-the-board-of-directors-en.pdf

Policies and Practices on Shareholders and Stakeholders

1. Rights and Equitable Treatment of Shareholders

Principles

1. Shareholders, as owners of the Company, are entitled to rights and authority as prescribed by applicable laws and the Company's Articles of Association, including the following:

1.1 The right to register ownership of the Company's shares.
1.2 The right to buy, sell, or transfer shares and to receive share certificates.
1.3 The right to equitable treatment in share repurchases conducted by the Company.
1.4 The right to propose agenda items in advance, nominate individuals for appointment as directors, and raise questions relating to the Company.
1.5 The right to attend shareholders' meetings and exercise voting rights.
1.6 The right to appoint a proxy to attend shareholders' meetings and exercise voting rights on their behalf.
1.7 The right to appoint and remove directors of the Company.
1.8 The right to consider and approve directors' remuneration.
1.9 The right to approve the appointment of the external auditor and determine the audit fee.
1.10 The right to receive accurate, sufficient, timely, and equitable disclosure of material information, including the Company's performance and management policies.
1.11 The right to receive an equitable share of the Company's profits.
1.12 The right to express opinions, participate in decision-making, and be informed of the outcomes of decisions relating to significant corporate matters, including:

- a sale or transfer of the Company's business, in whole or in significant part, to other parties,
- an acquisition or acceptance of transfer of other business to the Company,
- an execution, amendment, or termination of contracts relating to the lease of the Company's business, in whole or in significant part; the delegation of management authority to other parties; or business amalgamation arrangements involving profit and loss sharing,
- an amendment to the Company's Memorandum of Association, Articles of Association, or other similar governing documents,
- an increase or decrease in the Company's capital,
- an amalgamation or dissolution of the Company.
- an issuance of debentures.
- other significant transactions outside the ordinary course of business, such as material acquisitions or disposals of assets and related party transactions.

2. All shareholders shall be treated equitably and fairly, with their fundamental rights protected without discrimination.

Practical Guidelines

The Company has established key practices to uphold shareholders' rights and ensure equitable treatment of all shareholders, as follows:

1. The Company recognizes and respects shareholders' ownership rights and is committed to refraining from any actions that may infringe upon or adversely affect shareholders' rights. The Company also facilitates and encourages shareholders to fully exercise their rights as entitled.
2. The Company ensures that all shareholders are treated fairly and equitably, without discrimination based on any status other than their capacity as shareholders.
3. The Company encourages and supports the participation of all shareholders, including major

shareholders, minority shareholders, institutional investors, and foreign shareholders, in shareholders' meetings, enabling them to exercise their rights in considering and deciding on significant matters that may affect the Company and their interests. To this end, the Company has established practices and measures to facilitate and support shareholders in exercising their rights, based on the principle of equitable treatment of all shareholders, as follows:

(a) Determination of the Date, Time, and Venue of Shareholders' Meetings

The Board of Directors shall convene a shareholders' meeting at least once a year, within four months from the end of the Company's fiscal year. The date, time, and venue of the shareholders' meeting shall be determined with due consideration for the convenience of shareholders to attend the meeting.

(b) Prior to the Shareholders' Meeting

1. The Company prepares the notice of shareholders' meeting and supporting documents in both Thai and English, ensuring that all material information is complete and clearly presented. This includes the date, time, and venue of the meeting; meeting agenda; objectives and rationale; the Board of Directors' opinions; the Company's Articles of Association relating to shareholders' meetings; a map of the meeting venue; procedures for meeting attendance and registration; required documentation for attendance; proxy procedures and voting methods; and proxy forms as prescribed by law.
2. The Company publishes the notice of shareholders' meeting and supporting documents, in both Thai and English, on the Company's website at least 28 days prior to the meeting date.
3. The Company delivers the notice of shareholders' meeting and supporting documents to shareholders in advance, in accordance with the legally prescribed timeframe. In addition, the Company publishes the meeting notice in a local newspaper or via electronic channels for three consecutive days and not less than three days prior to the meeting date.
4. The Company provides minority shareholders with the opportunity to propose agenda items for inclusion in the Annual General Meeting of Shareholders and to nominate qualified individuals for consideration as candidates for directorship, in accordance with the Company's prescribed criteria. The Company announces the submission period via the Stock Exchange of Thailand's website and discloses the relevant criteria and forms on the Company's website.
5. The Company provides shareholders with the opportunity to submit questions in advance prior to the shareholders' meeting.

(c) Procedures on the date of shareholders' meeting

1. The Company utilizes computer systems and barcode technology for registration and vote counting to ensure convenience, efficiency, and accuracy.
2. All shareholders are entitled to attend the meeting and exercise their voting rights. Shareholders who are unable to attend the meeting in person may appoint an independent director or any other person as their proxy using the proxy form provided with the meeting notice. The notice of shareholders' meeting includes the names, profiles, and professional backgrounds of independent directors to assist shareholders in considering appointing them as proxies.
3. The Company clearly explains the meeting procedures, voting methods, and vote-counting procedures to shareholders at the beginning of the meeting.
4. The Company encourages shareholders to use ballots for voting on all agenda items to ensure transparency and auditability.
5. The Company does not add agenda items beyond those specified in the notice of shareholders' meeting, nor does it make material changes to disclosed information without prior notice to shareholders.
6. The Company does not undertake any actions that would restrict shareholders' rights to attend the meeting. Shareholders are entitled to attend the meeting throughout its duration and may exercise their voting rights on agenda items under consideration that have not yet been voted upon.
7. Shareholders are given the opportunity to raise questions and express opinions in accordance with the meeting agenda.

8. The Chairman of the Board, directors, chairpersons of sub-committees, the Chief Executive Officer, relevant executives, the Company Secretary, and the Company's external auditor attend shareholders' meetings, unless prevented by unavoidable circumstances, to provide clarification, respond to inquiries, and receive shareholders' feedback.
9. In cases where multiple items are included in an agenda, the Company conducts separate voting for each item. For the election of directors, shareholders are entitled to vote individually for each candidate, with one share representing one vote, applied equally to all shareholders.
10. The Company counts votes and discloses the voting results for each agenda item clearly and transparently to the meeting. An independent party is appointed as a witness to the vote-counting process.

(d) After the Shareholders' Meeting

1. The Company discloses the meeting resolutions and voting results for each agenda item on the same day as the shareholders' meeting or no later than 9:00 a.m. on the following business day via the Stock Exchange of Thailand's website and the Company's website.
2. The Company prepares minutes of the meeting containing complete and accurate information, including questions raised, comments, meeting resolutions, and the number of votes for, against, and abstaining on each agenda item, within 14 days from the meeting date. The minutes are disclosed in both Thai and English on the Company's website and via the Stock Exchange of Thailand's website to ensure accessibility and transparency for shareholders and relevant stakeholders.

4. The Company has established measures to prevent the misuse of inside information by personnel for improper personal gain or the benefit of others. The Company has adopted the "Use of Inside Information and Securities Trading Policy" to be strictly observed by all personnel. In addition, directors and executives are required to disclose their interests and those of their related persons.

Further details about the **"Use of Inside Information and Securities Trading Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/use-of-inside-information-and-securities-trading-policy-en.pdf

5. The Company requires directors, executives, and the Company's external auditor to report their holdings of the Company's securities and derivatives, as well as any changes in such holdings by themselves and their related persons, in accordance with Section 59 of the Securities and Exchange Act. These reports are presented to the Board of Directors at each Board meeting and disclosed in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).
6. Directors, executives, and employees must avoid entering into transactions that may give rise to conflicts of interest with the Company, including related party transactions involving themselves, their related persons, major shareholders, or groups of major shareholders. In cases where such transactions are unavoidable, directors, executives, and employees must disclose their relationship or interest in the transaction to the Company and must abstain from participating in the consideration and approval process. Such transactions must also comply strictly with the regulations of the Capital Market Supervisory Board, the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant regulatory authorities.
7. Directors and executives are required to submit reports of their own interests and those of their related persons, where such interests are related to the management of the Company or its subsidiaries. This includes disclosure of their directorships or executive positions in other legal entities, as well as those of their related persons. Such disclosures must be submitted within 30 days from the date of appointment and updated whenever there are changes in such interests.
8. The Company discloses material information to shareholders on a regular and timely basis in accordance with the requirements of relevant regulatory authorities. Such disclosures are made through the Stock Exchange of Thailand's website, the Company's website, and other accessible channels to ensure that shareholders receive information conveniently, transparently, and equitably.

2. Roles of Stakeholders and Business Sustainability

Principles

The Company recognizes the importance of all stakeholders involved in its business operations, including shareholders and investors, employees, customers, suppliers, business partners, creditors, government authorities, regulatory agencies, as well as communities and society. The Company is committed to treating all stakeholders appropriately and fairly, in accordance with their respective rights and obligations as prescribed by applicable laws and relevant regulations.

Practical Guidelines

1. The Company treats each stakeholder group with due consideration for their rights, duties, and interests, as defined by applicable laws, contractual obligations, and relevant agreements. The Company shall not undertake any actions that infringe upon or adversely affect stakeholders' rights.
2. The Company has established and implemented the Business Code of Conduct, including guidelines for appropriate stakeholder engagement, to serve as a framework for personnel in performing their duties. The Company also regularly monitors, reviews, and updates the Business Code of Conduct and related practices to ensure continued effectiveness and alignment with evolving standards.
3. The Company places importance on developing effective mechanisms and processes for stakeholder engagement. The Company communicates and provides information through appropriate channels on a regular and continuous basis, demonstrating its commitment and accountability to stakeholders. In addition, the Company provides adequate and appropriate channels for receiving and responding to stakeholder feedback, suggestions, and expectations.
4. The Company has established sustainable development policy and practices, including policies on environmental and social responsibility, to ensure that its business operations appropriately consider environmental and social impacts and contribute to sustainable development. The Company also promotes awareness and encourages personnel at all levels to actively participate in and adhere to these sustainability policies and practices.
5. The Company supports activities that contribute to the well-being of communities and society. The Company has also implemented environmental management, safety, and environmental protection plans to prevent and mitigate potential environmental impacts arising from its operations. Furthermore, the Company has established appropriate compensation measures in the event of accidents and has developed clear corrective and remediation plans.
6. The Company has established anti-corruption policy and guidelines and promotes awareness and a strong ethical culture among its personnel. Personnel are required to strictly comply with applicable laws, rules, and regulations. The Company has also implemented structured processes and procedures to prevent corruption in all forms.
7. The Company provides channels for complaints and whistleblowing to report violations of laws, regulations, the Corporate Governance Policy, or the Company's Business Code of Conduct. The Company has also established appropriate remedial and compensation measures for stakeholders who may suffer damages as a result of any violation of their legal rights.

Further details regarding the **"Complaint and Whistleblowing Channels"** are provided under the section **"Report on Key Operating Results Related to Corporate Governance"** in this report.

3. Disclosure of Information and Transparency

Principles

The Company adheres to the principles of transparency and accountability in its operations. It has established a policy to disclose both financial and non-financial information accurately, completely, adequately, consistently, and truthfully. This is intended to strengthen the confidence of shareholders, investors, and all stakeholders in the integrity of the Company's operations, and to serve as a mechanism for monitoring and overseeing the performance of the Board of Directors and the management.

Practical Guidelines

1. The Company discloses material information, both financial and non-financial, in Thai and English accurately, completely, adequately, broadly, and in a timely manner, to ensure that shareholders, investors, and stakeholders in both domestic and international markets have equal access to reliable and sufficient information for decision-making. Such disclosures are made through various accessible communication channels, including the Stock Exchange of Thailand's website, the Company's website, press releases through print media and social media, participation in the Stock Exchange of Thailand's Opportunity Day, and meetings with investors and analysts.
2. The Company prepares its statements of financial position and statements of profit or loss accurately and reliably in accordance with generally accepted accounting standards and principles. Appropriate accounting policies are applied consistently, under the principles of prudence, completeness, and accuracy. Material information is disclosed in the notes to the financial statements. The Company's financial statements are audited by independent auditors who possess the required qualifications, expertise, and experience, in order to ensure that the financial statements accurately reflect the Company's financial position and operating results. In addition, the Board of Directors is responsible for preparing the Board of Directors' Responsibility Statement on the Financial Reports, which is disclosed together with the auditor's report in the Annual Registration Statement/Annual Report (Form 56-1 One Report).
3. The Company discloses information relating to the Board of Directors and its sub-committees, including their roles, duties, and responsibilities; structure and composition; number of meetings held; attendance of each director; and performance of the Board of Directors and its sub-committees during the year, as well as directors' remuneration, in the Company's Annual Registration Statement/ Annual Report (Form 56-1 One Report).
4. The Company has designated an Investor Relations function to serve as the communication channel for providing both financial and non-financial information, responding to inquiries, and fostering and maintaining strong relationships with shareholders, investors, and securities analysts on an ongoing basis, both domestically and internationally.



Further details about **"Policies and Practices Relating to Shareholders and Stakeholders"** are provided in **the Corporate Governance Policy** as disclosed in Attachment 5 of this report, or can be accessed on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Corporate Governance Policy" or https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf

Business Code of Conduct

The Company upholds a strong commitment to conducting its business in accordance with sound moral and ethical principles. It places great importance on operating with integrity, fairness, and transparency, while strictly complying with applicable laws, regulations, and requirements, and demonstrating responsibility toward all stakeholder groups.

The Board of Directors has overseen the establishment of the Company's Business Code of Conduct, which defines the standards of conduct and behavior that the Company and all personnel are expected to uphold in business operations and the performance of their duties. All personnel are required to comply with the Company's Business Code of Conduct, conduct themselves as responsible and conscientious citizens, and carry out their duties with accountability, while considering the interests of and impacts on the Company's stakeholders. The Board of Directors and management must serve as leaders and role models by performing their duties with integrity, fairness, transparency, and accountability, thereby fostering a corporate culture rooted in ethical conduct and responsibility.

In addition, the Board of Directors has established a process for regularly reviewing the principles and practices outlined in the Business Code of Conduct. The Company Secretary has been assigned to coordinate with relevant functions responsible for each aspect of the Code to assess its adequacy and appropriateness, propose best practices and improvements, and submit recommendations to the Nomination, Compensation, Corporate Governance and Sustainability Committee for review prior to submission to the Board of Directors for approval. This ensures that the Company's Business Code

of Conduct remains current, appropriate, and aligned with the Company's business context and operating environment, as well as consistent with both national and international corporate governance standards. The Company's Business Code of Conduct was last reviewed in 2025 and remains adequate and appropriate at present.

The Company's Business Code of Conduct comprises the Code of Conduct for Directors and Executives, the Code of Conduct for Employees, the Code of Conduct for Investor Relations, and the Code of Conduct for Business Practices.

The Code of Conduct for Directors and Executives, the Code of Conduct for Employees, and the Code of Conduct for Investor Relations are intended to establish standards for the conduct of directors, executives, employees, and personnel responsible for investor relations, ensuring compliance with applicable laws, regulations, and requirements. They also serve as guidance to promote prudence in conduct and prevent actions that could violate laws, regulations, rules, or disciplinary standards, and thereby damage the Company's reputation.

The Code of Conduct for Business Practices is intended to establish standards and guidelines for engagement with stakeholders, including employees, customers, suppliers, business partners, shareholders, creditors, competitors, government authorities/regulatory bodies, communities, society, and the environment. It also ensures that business operations are conducted in compliance with applicable laws, regulations, requirements, and ethical standards, covering the following areas:

1. Compliance with laws, regulations, and respect for cultural traditions and customs
2. Respect for human rights
3. Vested interests and conflicts of interest
4. Anti-corruption
5. Giving and receiving gifts, benefits, hospitality, and entertainment
6. Charitable donations and sponsorships
7. Political neutrality
8. Protection of confidential information
9. Use and safeguarding of the Company's assets
10. Use of information technology systems
11. Respect for intellectual property
12. Fair trade competition
13. Marketing communications
14. Anti-money laundering

Further details about **"Business Code of Conduct"** are provided in Attachment 5 of this report, or can be access on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Code of Conduct" or https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf

The Company has announced and communicated the Business Code of Conduct to all personnel, ensuring that it is acknowledged and upheld as a guiding principle in their operations and implemented in practice. This has been carried out through email and internal communication channels, as well as various activities such as meetings, briefings, and training sessions. Personnel are also required to formally acknowledge and agree to comply with the Code. In addition, the Company has published the Business Code of Conduct on its website at www.symphony.net.th to ensure convenient access for all stakeholder groups and interested parties.

All members of the Board of Directors have been informed of the Business Code of Conduct through Board meetings and email communications, representing 100 percent of the total number of directors. Furthermore, the Company has provided training and briefings on the Business Code of Conduct to new employees as part of the employee orientation program, to ensure that they understand the Code and its related best practices and are able to apply them appropriately. In 2025, a total of 78 new employees participated in training on the Business Code of Conduct.

In 2025, the Company did not identify any violations, nor did it receive any reports or complaints concerning misconduct related to the Business Code of Conduct by directors, executives, or employees.

Material Changes and Developments regarding Policy, Guidelines and Corporate Governance System in the Preceding Year

Material Changes and Developments related to the Review on the Policy, Guidelines and Corporate Governance System

In 2025, the Nomination, Compensation, Corporate Governance, and Sustainability (NCCGS) Committee reviewed the Company's Corporate Governance Policy and Practices, Business Code of Conduct, and other key Company policies. The NCCGS Committee recommended revisions and enhancements to the Corporate Governance Policy and Practices, as well as other key policies, to ensure alignment with the Company's business context and strategic direction, as well as applicable laws, regulations, and best practices in accordance with the principles of good corporate governance at both the national and international levels.

In this regard, the Board of Directors, at its Meeting No. 7/2025 held on November 14, 2025, considered and approved the revisions to the Corporate Governance Policy and Practices, as well as the amendments to the Company's key policies, including the Sustainable Development Policy, Anti-Corruption Policy, Risk Management Policy, and Human Rights Policy, as proposed by the NCCGS Committee.

Adaptation of Corporate Governance Code for Listed Companies 2017 and Other Corporate Governance Principles

The Board of Directors is committed to conducting the Company's business in accordance with the principles of good corporate governance, with the objective of ensuring transparency, efficiency, and accountability to all stakeholders. In this regard, the Board of Directors has adopted and applied the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission, the assessment criteria of the Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors Association (IOD), the AGM quality assessment criteria (AGM Checklist) of the Thai Investors Association, and international standards such as the ASEAN Corporate Governance Scorecard, in alignment with the Company's business context.

However, there remain certain areas where the Company has not yet fully complied with. The Company is currently considering, studying, and preparing to adopt appropriate measures, as follows:

1. **Board composition includes two female directors**
   The Company recognizes the importance of Board diversity by considering qualifications such as knowledge, expertise, experience, specialized skills, and alignment with the nature of the Company's business. However, identifying suitably qualified female candidates for Board appointment remains a challenge for the Company.
2. **The Board of Directors consists of more than 50% of independent directors**
   The Company has established a Board structure requiring independent directors to comprise at least one-third of the total number of directors and not fewer than three members, in compliance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Currently, the Company has three independent directors out of a total of eight directors, representing 37.50% of the Board. All independent directors maintain full independence, with no shareholding in the Company and no relationships or involvement with directors, management, major shareholders, groups of major shareholders, or any persons related to the Company and its subsidiaries. They are able to perform their duties effectively and express independent opinions.

3. **Limitation of independent director tenure to no more than nine consecutive years**
   The Company's Articles of Association require that at least one-third of directors retire by rotation at each Annual General Meeting, with directors who have served the longest term retiring first. Retiring directors may be re-elected. To maintain continuity and retain experienced independent directors who contribute significantly to the Company's performance, the Company provides exceptions for certain independent directors who have rendered substantial benefits to the Company and possess essential qualifications. If an independent director who has served more than nine consecutive years is proposed for reappointment, the Board of Directors will disclose the reasons and necessity to shareholders prior to their voting decision.

   Currently, one independent director has served for more than nine consecutive years. The Board of Directors has considered and concluded that such independent director continues to meet all independence qualifications as defined by the Capital Market Supervisory Board and the Company, is able to express independent opinions, and has no conflicts of interest or significant interests in the Company.
4. **Policy requiring a minimum quorum of at least two-thirds of the Board for Board resolutions**
   The Company has not established a policy specifying a minimum quorum of two-thirds of the Board for Board resolutions, as such a policy may not be consistent with applicable laws and the Company's Articles of Association. The quorum and voting requirements prescribed by law are considered appropriate and sufficient. In practice, Board meetings consistently have attendance of not less than two-thirds of the total number of directors at the time resolutions are passed.
5. **More than 75 percent of directors completing director training programs**
   Currently, the Company has eight directors, comprising five Thai directors and three foreign directors. Two foreign directors reside overseas, making participation in director training programs conducted in Thailand and delivered in Thai a significant challenge.
6. **Disclosure of remuneration details of the Chief Executive Officer**
   The Company disclosed the remuneration of the Chief Executive Officer, who is the top executive, as part of the total remuneration of the executive team. Therefore, it is not disclosed separately.
7. **Policy requiring directors and executives to notify the Board prior to trading the Company's shares**
   The Company has not established such a policy. However, the Company has implemented the Use of Inside Information and Securities Trading Policy, including a defined Blackout Period, to prevent insider trading. In addition, directors and executives are required to report their securities holdings to the Board of Directors on a quarterly basis.

Other Practices in accordance with the Good Corporate Governance Principles

Details of other corporate governance practices are provided under the section **"Report on Key Corporate Governance Performance"** in this report.

Corporate Governance Structure and Material Facts Related to the Board of Directors, Sub-Committees, Executives, Employees and Others

Corporate Governance Structure

To drive the Company's corporate governance policy and practices toward tangible and effective outcomes across the entire organization, and to ensure that the Company's operations are conducted in compliance with applicable laws, regulations, and rules, as well as to maximize benefits for shareholders and all stakeholder groups, the Board of Directors has established a corporate governance structure based on effective management principles and good corporate governance practices. This framework is intended to ensure a governance system that is clear, transparent, and verifiable.

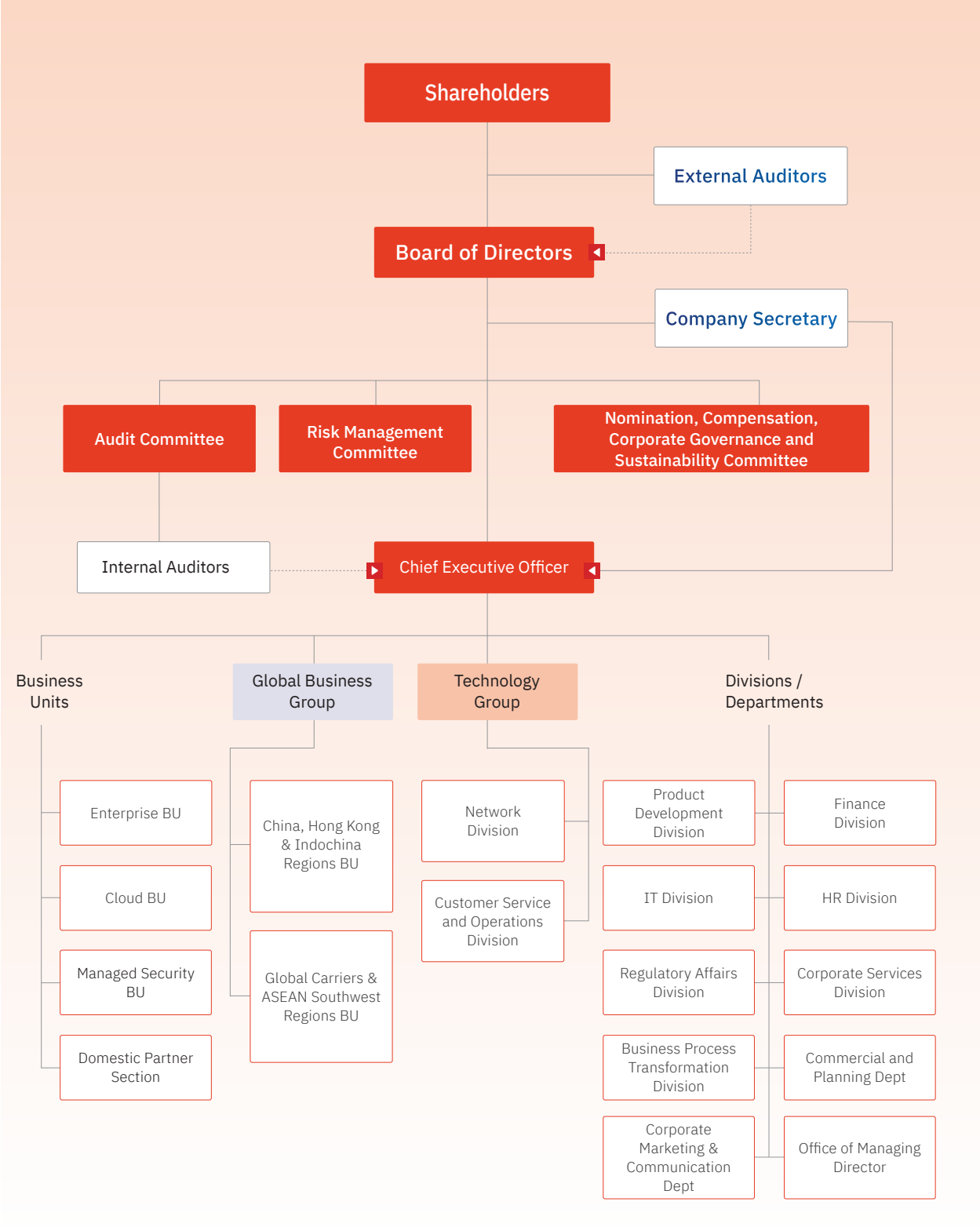
In determining the corporate governance structure, the Board of Directors has duly considered the appropriate relationships, roles, and responsibilities among shareholders, the Board of Directors, and management. The Board of Directors is accountable to the shareholders, while management is accountable to the Board of Directors.

Under the good corporate governance framework, shareholders appoint the Board of Directors to act as their representatives in overseeing the management of the Company's affairs. The Board of Directors is responsible for formulating the Company's vision, mission, direction, policies, objectives, strategic plans, and annual budget, and for delegating their implementation to management, with the Chief Executive Officer serving as the highest-ranking executive, to achieve the established goals. In this regard, the Board of Directors monitors, reviews, and oversees management's performance to ensure transparency, efficiency, and the maximization of corporate benefits, so that shareholders receive appropriate returns on their investment, the Company achieves sustainable growth, and employees are treated and compensated fairly.

In addition, the Board of Directors has established sub-committees to support the discharge of its duties in corporate governance and to alleviate its responsibilities in specific areas. The Board of Directors has also appointed a Company Secretary to perform duties as prescribed under the Securities and Exchange Act and the relevant notifications of the Capital Market Supervisory Board, as well as other duties as assigned by the Board of Directors.

At the same time, the Company has established an Internal Audit function, which reports directly to the Audit Committee, to examine and evaluate the Company's operations and internal control systems to ensure efficiency, effectiveness, transparency, and compliance with applicable laws and good corporate governance principles.

The Company's corporate governance structure as of 31 December 2025 was as follows:



Board of Directors

(as of 31 December 2025)



1. Mr. Woodtipong Moleechad
Chairman of the Board / Independent Director, Member of the Audit Committee / Chairman of the Nomination, Compensation, Corporate Governance and Sustainability Committee

2. Mr. Akarat Na Ranong
Vice Chairman of the Board / Independent Director, Chairman of the Audit Committee / Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee

3. Associate Professor Dr. Sujate Jantarang
Independent Director / Member of the Audit Committee / Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee / Chairman of the Risk Management Committee

4. Mr. Kranphol Asawasuwan
Director / Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee / Member of the Risk Management Committee

5. Mr. Teerarat Pantarasutra
Director / Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee / Member of the Risk Management Committee

6. Mr. Afzal Abdul Rahim
Director

7. Mr. Patrick Corso
Director / Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee

8. Mr. Alex Loh Chi Kwan
Director / Chief Executive Officer

Information on the Board of Directors

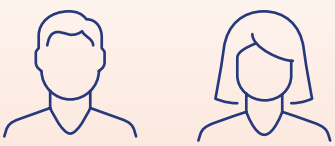
Composition and Qualifications of the Board of Directors

Structure and Composition of the Board of Directors

As of 31 December 2025, the Board of Directors comprised eight qualified directors possessing diverse qualifications, skills, knowledge, expertise, and experience beneficial to the Company. The size of the Board is considered appropriate for the Company's scale and business complexity. The composition is as follows:

- Three executive directors, representing 37.50% of the total number of directors.
- Two non-executive directors, who have experience in the Company's core business, representing 25% of the total number of directors.
- Three independent directors, representing 37.50% of the total number of directors, equivalent to one-third of the entire Board
- The Chairman of the Board is an independent director as defined by the notification of the Capital Market Supervisory Board and the requirements of the Stock Exchange of Thailand. The Chairman has no relationship with management and is not the same person as the Chief Executive Officer.

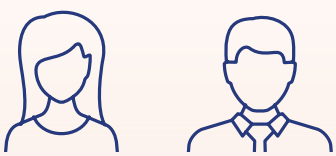
Board of Directors



8 persons

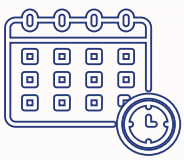
Male	8 persons
Female	- persons

Board of Directors Composition



• Independent Directors	3 persons
• Non-Executive Directors	2 persons
• Executive Directors	3 persons

Service Years



• 0-3 years	- persons
• 4-9 years	5 persons
• Above 9 years	3 persons

Board Skills Matrix

The Board of Directors comprises qualified directors possessing skills, knowledge, and expertise beneficial to the Company in various fields, as summarized below.

Skills and Expertise	Total (Persons)
Business Administration	6
Strategies Planning	7
Organization and Human Resources Management	8
Risk Management	6
Marketing and Business Development	3
Telecommunication Business Management	5
Engineering	3
Innovation, Information Technology and Digital	2
Accounting and Finance	2
Economics	2
Laws, Compliance and Regulatory Affairs	1
Good Corporate Governance	6
Internal Audit	3
Experience in Listed Company Management	6



Information on the Board of Directors

As of 31 December 2025, the Board of Directors comprised a total of eight qualified directors, whose names are as follows:

No.	Name	Board of Directors		Audit Committee	Nomination, Compensation, Corporate Governance and Sustainability Committee	Risk Management Committee
		Position	Type of Director			
1.	Mr. Woodtipong Moleechad	Chairman	Independent Director	Member	Chairman	-
2.	Mr. Akarat Na Ranong	Vice Chairman	Independent Director	Chairman	Member	-
3.	Associate Professor Dr. Sujate Jantarang	Member	Independent Director	Member	Member	Chairman
4.	Mr. Teerarat Pantarasutra	Member	Executive Director	-	Member	Member
5.	Mr. Kranphol Asawasuwan	Member	Executive Director	-	Member	Member
6.	Mr. Afzal Abdul Rahim	Member	Non-Executive Director	-	-	-
7.	Mr. Patrick Corso	Member	Non-Executive Director	-	Member	-
8.	Mr. Alex Loh Chi Kwan	Member	Executive Director	-	-	-

Ms. Atchara Aeampee, Senior Manager of Company Secretary Department, serves as the Secretary to the Board of Directors.

All directors possess the requisite qualifications and are not subject to any prohibitions under the Public Limited Companies Act, the Securities and Exchange Act, or other applicable laws. None of the directors has any characteristics indicating a lack of trustworthiness as prescribed by the notifications of the Office of the Securities and Exchange Commission or other relevant regulations. Detailed information and profiles of the **"Board of Directors"** are provided in **Attachment 1** to this Report.

Duly authorized directors (according to the Company's affidavit ended December 31, 2025)

The Company's duly authorized directors are Mr. Kranphol Asawasuwan or Mr. Teerarat Pantarasutra jointly signs with Mr. Patrick Corso or Mr. Loh Chi Kwan, being two persons, with affixation of the Company's seal.

Tenure of the Board of Directors

No.	Name	Date of Appointment	No. of Service Years
1.	Mr. Woodtipong Moleechad	6 May 2010	15 years 7 months
2.	Mr. Akarat Na Ranong	9 November 2017	8 years 1 month
3.	Associate Professor Dr. Sujate Jantarang	29 April 2019	6 years 8 months
4.	Mr. Afzal Abdul Rahim	9 November 2017	8 years 1 month
5.	Mr. Patrick Corso	9 November 2017	8 years 1 month
6.	Mr. Teerarat Pantarasutra	6 May 2010	15 years 7 months
7.	Mr. Kranphol Asawasuwan	6 May 2010	15 years 7 months
8.	Mr. Alex Loh Chi Kwan	2 July 2018	7 years 5 months

Roles, Duties and Responsibilities of the Board of Directors

Roles, Duties and Responsibilities of the Board

The Board of Directors, as representatives of the shareholders, plays a significant role and assumes key responsibilities in formulating the Company's vision, mission, objectives, goals, policies, directions, and business strategies. The Board is also responsible for overseeing, monitoring, and reviewing the performance of management to ensure that such operations are conducted in the best interests of the Company and its shareholders, and with fairness to all stakeholders. Accordingly, the Board of Directors must perform its duties with professionalism, accountability, prudence, due care, and integrity, in compliance with applicable laws, the Company's objectives and Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders' meetings. The Board shall also ensure that material information about the Company is disclosed to shareholders accurately, completely, transparently, and in a timely manner.

Roles, Duties and Responsibilities of the Chairman of the Board

The Chairman of the Board of Directors, as the leader of the Board, plays a vital role in overseeing, supporting, and promoting the effective discharge of the Board's duties in compliance with applicable laws, the Company's Articles of Association, and the good corporate governance principles, in order to achieve the organization's objectives and goals. The Chairman presides over meetings of the Board of Directors and shareholders' meetings to ensure that they are conducted smoothly and effectively. In addition, the Chairman fosters constructive relationships and promotes coordination and cooperation among the Board of Directors, management, and the Company Secretary, so that all parties may work together seamlessly and efficiently.

Details about the **"Roles, Duties, and Responsibilities of the Board of Directors and the Chairman of the Board"** are set out in the **"Board of Directors Charter,"** which appears in **Attachment 5** to this Report. Such information is also available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Charters." or https://www.symphony.net.th/storage/document/cg/charter-of-the-board-of-directors-en.pdf

Approval Authority of the Board of Directors

The Board of Directors reserves its rights to approve important matters in accordance with the scope of authority prescribed by law, the Company's Articles of Association, resolutions of the shareholders' meetings, and resolutions of the Board of Directors, in order to safeguard the best interests of the Company, its shareholders, and relevant stakeholders, as follows:

- Establishment and amendment of the Company's vision and mission.
- Determination of the Company's business direction, objectives, strategies, business plans, and annual budget.
- Establishment or amendment of significant Company policies, such as the dividend payment policy, corporate governance policy, anti-corruption policy, and sustainable development policy.
- Amalgamation, separation of business, joint investment, and disposal of investments of the Company and its subsidiary company.
- Investment in new businesses and investment in projects not included in the annual budget.
- Utilization of investment funds exceeding the approved budget for authorized projects.
- Execution of agreements not in the ordinary course of the Company's or its subsidiaries' business, or any significant agreements with a value exceeding the authority of the Chief Executive Officer.
- Entry into any transaction or undertaking any action that may materially affect the Company's financial position, debt obligations, or reputation.
- Acquisition or disposal of significant assets of the Company and related party transactions where the nature, value, and size of the transaction exceed management's approval authority but do not require shareholders' approval; provided that such approval shall be in accordance with the relevant notifications, rules, and regulations of the Office of the Securities and Exchange Commission. In cases where the law requires shareholders' approval, the Board must obtain such approval prior to proceeding.
- Consideration of interim dividend payments to shareholders
- Changes in the corporate governance structure and management structure at the level of Chief Officer (C-Suite) and above
- Policies, criteria, and procedures for the nomination of directors and the Chief Executive Officer
- Appointment of directors to fill vacancies prior to the expiration of their term; appointment and determination of duties and responsibilities of sub-committees; appointment of members and chairpersons of sub-committees; appointment of the Chief Executive Officer; and appointment of the Company Secretary.
- Determination and amendment of the authorized signatories binding upon the Company.
- Determination and amendment of approval authority delegated to the Chief Executive Officer and management.
- Criteria for performance evaluation of the Chief Executive Officer.
- Policies and criteria for remuneration of the Board of Directors and sub-committees.
- Structure and remuneration rate of the Chief Executive Officer.
- Adjustment of remuneration and payment of annual bonus of the Chief Executive Officer.
- Succession plan for the Chief Executive Officer's position.
- Criteria and budget for salary adjustments and annual bonus payments for executives and employees.
- Revision or amendment of significant accounting and tax policies and practices, internal control, and risk management policies.
- Filing of lawsuits and conduct of significant legal proceedings that may adversely affect the Company's or its subsidiaries' assets in an amount exceeding five percent (5%) of shareholders' equity as of the latest fiscal year-end, or cases that materially affect the business operations of the Company or its subsidiaries but cannot be quantified, or cases not arising from the normal course of business of the Company or its subsidiaries.
- Appointment of individuals as the Company's representatives to serve as directors in subsidiaries and associated companies, including the establishment of governance guidelines for such subsidiaries and associated companies.

Information on Sub-Committees

The Board of Directors places great importance on good corporate governance and has resolved to appoint sub-committees to assist in overseeing and monitoring operations comprehensively in all dimensions, in alignment with the good corporate governance principles. These comprise the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee.

Scope of Authority, Duties, and Responsibilities of the Sub-Committees

Sub-Committee	Scope of Authority, Duties, and Responsibilities
Audit Committee	To supervise, oversee, and review the Company's operations to ensure that they are conducted appropriately and in compliance with applicable laws, rules, and regulations, with a focus on promoting transparency, preventing conflicts of interest, and upholding the good corporate governance principles and business ethics. To consider and evaluate the efficiency and effectiveness of the internal control system and risk management system, as well as to review the accuracy, completeness, and reliability of the Company's financial reports in collaboration with the external auditor, in order to ensure that the financial statements are prepared in accordance with the relevant financial reporting standards and that disclosures are accurate, complete, transparent, and verifiable.
Nomination, Compensation, Corporate Governance and Sustainability Committee	**Nomination** To establish criteria and procedures for nomination, and to consider and select qualified individuals for appointment as directors of the Company and as Chief Executive Officer. **Remuneration** To establish policies, criteria, and remuneration structures for the Board of Directors, sub-committees, and the Chief Executive Officer, ensuring appropriateness, transparency, and the ability to effectively incentivize performance. **Corporate Governance** To provide recommendations, review, and oversee the formulation of corporate governance policy and practices, the Business Code of Conduct, and other significant policies, as well as to supervise management's strict compliance with the established policies and practices. **Sustainability** To oversee and monitor sustainability operations, including human rights practices, climate change mitigation and adaptation, and the reduction of the organization's greenhouse gas emissions.
Risk Management Committee	To establish risk management policy and frameworks covering the entire organization, and to oversee and ensure that the Company has effective risk management systems and processes in place. Such systems shall be capable of appropriately mitigating the impacts of various internal and external risk factors that may affect the Company's business operations, thereby ensuring business continuity.

In this regard, the Board of Directors requires each sub-committee to report the results of its performance to the Board of Directors on a regular basis, and to report its performance for the preceding year to shareholders in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

Audit Committee

The Audit Committee comprises three members of the Board of Directors, all of whom are independent directors, as listed below.

No.	Name	Position	Position in the Board/ Type of Director
1.	Mr. Akarat Na Ranong	Chairman	Vice Chairman/Independent Director
2.	Mr. Woodtipong Moleechad	Member	Chairman/Independent Director
3.	Associate Professor Dr. Sujate Jantarang	Member	Member/Independent Director

Ms. Atchara Aeampee, Company Secretary, serves as Secretary to the Audit Committee.

All members of the Audit Committee possess adequate knowledge and experience to review the reliability of the financial statements and the effectiveness of the internal control system.

Details about the "**Audit Committee"** are set out in the **"Audit Committee Charter,"** which appears in **Attachment 5** to this Report. Such information is also available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Charters." or https://www.symphony.net.th/storage/document/cg/charter-of-the-audit-committee-en.pdf

Nomination, Compensation, Corporate Governance and Sustainability Committee

The Nomination, Compensation, Corporate Governance and Sustainability Committee comprises a total of six directors, consisting of three independent directors, one non-executive director, and two executive directors. The Chairperson of the Committee is an independent director. The names of the members are as follows:

No.	Name	Position	Position in the Board/Type of Director
1.	Mr. Woodtipong Moleechad	Chairman	Chairman/Independent Director
2.	Mr. Akarat Na Ranong	Member	Vice Chairman/Independent Director
3.	Associate Professor Dr. Sujate Jantarang	Member	Member/Independent Director
4.	Mr. Patrick Corso	Member	Member/Non-Executive Director
5.	Mr. Teerarat Pantarasutra	Member	Member/Executive Director
6.	Mr. Kranphol Asawasuwan	Member	Member/Executive Director

Ms. Atchara Aeampee, Company Secretary, serves as Secretary to the Nomination, Compensation, Corporate Governance and Sustainability Committee.

Details about the **"Nomination, Compensation, Corporate Governance and Sustainability Committee Committee"** are set out in the **"Nomination, Compensation, Corporate Governance and Sustainability Committee Charter,"** which appears in **Attachment 5** to this Report. Such information is also available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Charters." or https://www.symphony.net.th/storage/document/cg/charter-of-the-nomination-compensation-corporate-governance-and-sustainability-committee-en.pdf

Risk Management Committee

The Risk Management Committee comprises a total of six members, consisting of one independent director, two executive directors, and three representatives from management. The names of the members are as follows:

No.	Name	Position	Position in the Board/ Type of Director
1.	Associate Professor Dr. Sujate Jantarang[1]	Chairman	Member/Independent Director
2.	Mr. Kranphol Asawasuwan	Member	Member/Executive Director
3.	Mr. Teerarat Pantarasutra	Member	Member/Executive Director
4.	Ms. Nopparat Charoenpromskul[2]	Member	-
5.	Ms. Thanita Kititaveesatian	Member	-
6.	Ms. Siriwan Prempreethaweesin	Member	-

Remark: [1] Associate Professor Dr. Sujate Jantarang was appointed as a member of the Risk Management Committee in place of Mr. Alex Loh Chi Kwan and was appointed as Chairman of the Risk Management Committee in place of Mr. Teerarat Pantarasutra, pursuant to the resolution of the Board of Directors' Meeting No. 3/2025 held on 25 April 2025.

[2] Ms. Nopparat Charoenpromskul, Head of Risk and Compliance Management Department was appointed as a member of the Risk Management Committee pursuant to the resolution of the Board of Directors' Meeting No. 4/2025 held on 9 May 2025.

Ms. Nopparat Charoenpromskul, Head of Risk and Compliance Management Department, serves as Secretary to the Nomination, Compensation, Corporate Governance and Sustainability Committee.

Risk Management Committee Member Retiring by Rotation

No.	Name	Position	Position in the Board/ Type of Director
1.	Mr. Alex Loh Chi Kwan [1]	Member	Member/Executive Director

Remark: [1] Mr. Alex Loh Chi Kwan completed his term as a member of the Risk Management Committee on 25 April 2025 and informed the Company of his intention not to seek reappointment.

Details about the **"Risk Management Committee"** are set out in the **"Risk Management Committee Charter,"** which appears in **Attachment 5** to this Report. Such information is also available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Charters." or https://www.symphony.net.th/storage/document/cg/charter-of-risk-management-committee-en.pdf

Executives

(as of 31 December 2025)



1. Mr. Alex Loh Chi Kwan
Chief Executive Officer



2. Mr. Supornchai Chotputtikul
Executive Vice President – Regulatory Affairs Division



3. Mr. Apirath Wisitthiwong
Executive Vice president – Enterprise Business Unit



4. Mr. Paisarn Trichavaroj
Senior Vice President – Information Technology Division



5. Ms. Chanamon Charoentaweepanukul
Senior Vice President – Human Resource Division

Information on Executives

The Board of Directors has clearly delineated the roles, duties, and responsibilities between the Board and management in order to strengthen the system of checks and balances, oversight, supervision, and monitoring of management. Management is entrusted with the duty and responsibility to conduct the Company's business and manage its day-to-day operations in accordance with the vision, mission, objectives, goals, policies, strategies, and operating plans, as well as the resolutions of the Board of Directors and the shareholders' meetings, strictly within the approved budget. In this regard, management is required to perform its duties with integrity, prudence, due care, and transparency, giving primary consideration to the best interests of the Company and its shareholders, and strictly adhering to the good corporate governance principles.

Name and Position of Executives

As of 31 December 2025, the Company had six executives as defined under the Notification of the Capital Market Supervisory Board No. TorJor. 23/2008[1] as follows:

No.	Name	Position
1.	Mr. Alex Loh Chi Kwan	Chief Executive Officer
2.	Mr. Supornchai Chotputtikul	Executive Vice President – Regulatory Affairs Division
3.	Mr. Apirath Wisitthiwong[2]	Executive Vice president – Enterprise Business Unit
4.	Mr. Paisarn Trichavaroj	Senior Vice President – Information Technology Division
5.	Ms. Chanamon Cheroentaweepanukul	Senior Vice President – Human Resource Division
6.	Ms. Weerawan Suwantemee[3]	Head of Accounting Department

Remark: [1] Executives of the Company or its subsidiaries under Section 3/1 of the Securities and Exchange Act B.E. 2535 (1992), as amended by the Securities and Exchange Act (No. 4) B.E. 2551 (2008), mean the manager (or any equivalent position) who is the highest-ranking executive, the four highest-ranking executives next in line from the manager, all persons holding positions equivalent to the fourth-ranking executive, and shall also include executives in the accounting or finance function at the level of department manager or higher, or equivalent.

[2] Mr. Apirath Wisitthiwong was appointed as Executive Vice Chairman - Enterprise Business Unit, effective 1 April 2025, which his position is deemed an executive position under the definition set forth in the aforementioned Notification of the Capital Market Supervisory Board.

[3] Ms. Weerawan Suwantemee was appointed as Head of Accounting Department, effective 1 April 2025, and was appointed as the Acting Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO), effective 14 November 2025.

All executives of the Company possess the requisite qualifications and are not subject to any legal prohibitions, nor do they exhibit any characteristics indicating a lack of trustworthiness as prescribed by the Notifications of the Office of the Securities and Exchange Commission. Detailed information and profiles of the **"Executives"** are provided in **Attachment 1** to this Report.

Executives Resigning During the Year

No.	Name	Position
1.	Mr. Azhar Bin Rahmat[1]	Executive Vice President - Technology Group
2.	Ms. Suksom Charoendeesawat[2]	Senior Vice President – Finance Division

Remark: [1] Mr. Azhar Bin Ramat, Executive Vice President – Technology Group, resigned from the Company, effective 31 March 2025.

[2] Ms. Suksom Charoendeesawat, Senior Vice President – Finance Division, resigned from the Company, effective 14 October 2025.

Executives Compensation Policy

Compensation Structure

The Company has established a compensation policy for executives covering both monetary compensation and non-monetary benefits. This includes short-term incentives to motivate performance, such as salary and bonus, and long-term incentives to recognize dedicated performance and to serve as a mechanism for retaining capable and high-potential executives with the organization over the long term. The Board of Directors will consider and approve such long-term incentives on a case-by-case basis, for example, the Employee Stock Option Program (ESOP).

At present, the executive remuneration structure comprises the following key components:

1. **Fixed Compensation, including:**
   - Salary: salary is determined based on job duties and responsibilities, as well as individual experience, skills, and expertise. Salaries are reviewed annually, taking into consideration performance results, inflation, and movements in market wage rates.
   - Benefits, such as life insurance, health insurance, accident insurance, provident fund contributions, social security contributions, and other benefits, in accordance with applicable laws, the Company's rules and regulations.
   - Other Benefits, including privileges provided to executives to support the performance of their duties, such as a company car, fuel expenses, and telephone expenses.
2. **Variable Compensation**
   - Performance-linked remuneration tied to individual performance and the Company's operating results, namely bonuses, which are determined based on the Company's overall performance and the individual executive's performance.

Compensation Payment

The Company has established a clear and transparent executive compensation policy in alignment with the good corporate governance principles. The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to consider and determine the remuneration of the Chief Executive Officer and to propose it to the Board of Directors for approval.

The remuneration of the Chief Executive Officer comprises both short-term and long-term incentives, which are determined based on key performance indicators in three principal areas, namely:

1) ɑOperational performance, such as achievement of operating revenue targets, net profit from operations, process improvement, and project management.
2) Roles and responsibilities of the position, reflecting the capability to formulate and drive strategies, plan and manage financial performance, develop human resources, and promote stability and sustainability across economic, social, and environmental dimensions, such as revenue and profit growth, customer satisfaction, employee satisfaction, and reduction of greenhouse gas emissions.
3) Leadership and personal attributes, including leadership, accountability, problem-solving and decision-making abilities, as well as continuous self-development.

For other executives, the Board of Directors has delegated authority to the Chief Executive Officer to determine compensation as appropriate, taking into consideration experience, duties and responsibilities, individual performance, and the Company's performance, in alignment with the policies and annual objectives.
Executive compensations have been set at a level comparable to that of companies within the same industry and of similar size, in order to attract and retain qualified and capable executives who play a significant role in the Company's success in both the short and long term.

Total Amount of Executives Compensation

In 2025, the Company paid monetary compensation, comprising both fixed and variable compensation, to the Chief Executive Officer and seven other executives, totaling eight persons, in an aggregate amount of approximately Baht 31.22 million. The details are as follows:

Compensations	Year 2025[1]		Year 2024[2]	
	No. of Executives	Amount (Baht)	No. of Executives	Amount (Baht)
Salary	8	23,798,212.00	8	27,655,612.00
Performance bonus	8	5,845,791.00	8	6,565,203.00
Social Security Contributions	8	64,500.00	8	45,000.00
Provident fund contributions	8	511,630.00	8	459,459.00
Other benefits	8	996,348.41	8	517,086.84
Total	**8**	**31,216,481.41**	**8**	**35,242,360.84**

Remark: [1] For the year 2025, the Company had a total of eight executives (including those who joined, resigned, and were appointed during 2025).

[2] For the year 2024, the Company had a total of eight executives (including those who joined, resigned, and retired during 2024).

Claw Back Provision

Executives are required to comply with applicable laws, including the Securities and Exchange Act B.E. 2535 (1992). Section 89/7 of the Act stipulates that executives shall perform their duties with responsibility, due care, and integrity, and in compliance with the law, the Company's objectives, the Company's Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders' meetings. In the event that an executive commits or omits any act in breach of the duties prescribed under Section 89/7, the Company may initiate legal proceedings to require such person to be liable for the return of compensation and benefits to the Company in accordance with Sections 89/18 and 89/19 of the Securities and Exchange Act B.E. 2535 (1992) (as amended thereof).

Information on Directorships in Subsidiaries and Associated Companies

The Board of Directors considers and appoints individuals to serve as directors, executives, or persons with controlling authority in subsidiaries and associated companies in proportion to the Company's shareholding and as deemed appropriate, in order to enhance the effectiveness of oversight over the operations of such subsidiaries and associated companies. At present, the Company's directors and executives who serve as directors in its subsidiary, namely Diamond Line Services Co., Ltd., are as follows:

No.	Name	Position in the Company	Position in the Subsidiary Company
1.	Mr. Teerarat Pantarasutra	Director	Chairman of the Board of Director
2.	Mr. Supornchai Chotputtikul	Executive Vice President – Regulatory Affairs	Director

Information on Employees

Total Number of Employees

Number of Employees

As of 31 December 2025, the Company had a total of 496 permanent employees (excluding executives). Of these, 299 were male, representing 60.28% of the total workforce, and 197 were female, representing 39.72% of the total workforce. The employees can be categorized by business group, business units, and divisions as follows:

Business Group, Business Unit, Division	No. of Employees (Person)
Technology Group	
Network Division	49
Customers Service and Operations	228
Global Business Group	11
Business Unit	
Enterprise Business Unit	68
Cloud Business Unit	15
Managed Security Business Unit	4
Domestic Partner Section	3
Division and Department	
Product Development Division	4
Finance Division	39
Information Technology Division	24
Human Resources Division	10
Regulatory Affairs Division	3
Corporate Services Division	23
Business Process Transformation Division	1
Commercial and Planning Department	5
Corporate Marketing and Communication Department	6
Office of Managing Director	3
Total	**496**

Number of Temporary Employees

As of 31 December 2025, the Company had a total of seven temporary employees, representing 1% of the total workforce.

Number of Voluntary Resignations in 2025

In 2025, a total of 60 employees voluntarily resigned from the Company, comprising 36 males and 24 females, representing 12% of the total workforce. Such employee turnover did not have a material impact on the Company's operations.

Significant Changes in the Number of Employees over the Past Three Years

Over the past three years (2023-2025), the Company experienced changes in its workforce of approximately 12%, or an average of approximately 54 employees, in alignment with business expansion and workforce management to suit the Company's direction and strategies in each period.

In 2023, the Company had a total of 448 employees. In 2024, the number increased to 515 employees, representing an increase of approximately 15%. Such increase resulted from investment in human resources to support business expansion, particularly in strategically important functions, including network infrastructure, digital technology, and customer services. The Company places emphasis on systematic recruitment, development, and upskilling of personnel in order to enhance competitiveness and mitigate long-term human capital risks.

In 2025, the number of employees slightly decreased to 502, representing a reduction of approximately 2.5% compared to the previous year. This adjustment reflected workforce management in alignment with the current organizational structure and operational direction. The Company focused on enhancing operational efficiency, appropriate allocation of human resources, and responsible management under the good governance principles, fairness, and transparent communication, in order to avoid adverse impacts on employees and the Company's operations.

The changes in the number of employees during such period reflect the Company's capability in managing human capital in alignment with its corporate strategy and sustainability framework, with a view to creating long-term value for all stakeholders, including employees, customers, shareholders, and society as a whole.

Employees' Compensation

The Company has established a policy to provide appropriate and fair compensation and benefits to employees, taking into consideration the Company's performance alongside the motivation and retention of high-potential personnel in both the short and long term. The key components are as follows:

- Salary is determined based on each individual's duties and responsibilities, with reference to compensation rates of companies within the same industry, as well as the individual's knowledge, capabilities, required skills, experience, and qualifications.
- Bonus is considered based on three principal factors, namely the Company's performance, the performance of the respective department, and the individual employee's performance.
- Provident Fund (PVD) is established to promote savings and enhance employees' financial security. Employees may elect to contribute between 3% and 15% of their salary, while the Company contributes at a rate of 4% of the salary base. Employees may adjust their investment allocation to align with their individual needs and financial objectives.

Information regarding membership in the Provident Fund for the year 2025 is as follows:

Total Number of Employees [1] (persons)	Number of Employees Eligible to Participate [2] in the PVD (persons)	Number of Employees Participating in the PVD (persons)	Percentage (%) of Employees Participating in the PVD to Total Employees	Percentage (%) of Participating Employees in the PVD to Eligible Employees
502	482	347	69.12	71.99

Remark: [1] Employee" means an employee under the law governing provident funds, which includes the Company's executives and staff.

[2] "Eligible employee" means an employee who is entitled to become a member of the Provident Fund in accordance with the conditions stipulated in the Provident Fund's regulations.

In addition, the Company has supported members of the Provident Fund Committee in attending training programs organized by the Association of Provident Funds, as well as other relevant training courses, to enhance their knowledge and understanding in selecting investment policies and continuously monitoring the investment management of the Provident Fund by the fund manager, for the long-term best interests of the members, who are the Company's employees.

- Other Benefits, such as overtime pay in accordance with the law, health insurance, life insurance, accident insurance, annual health check-ups, social security contributions, travel expenses, per diem allowances for business travel, and financial assistance in various cases.

Furthermore, the Company provides employees with rights and benefits in accordance with its policies and applicable laws, such as annual leave entitlement and various types of leave, in order to promote employees' quality of life and work–life balance.

In 2025, the Company paid employees compensation as follows:

Compensations	Amount (Baht)
Salary	322,549,674.80
Performance Bonus	43,046,585.00
Per diem allowance	1,405,072.45
Overtime pay	11,561,766.00
Provident fund contributions	8,024,918.00
Social security contributions	4,446,752.00
Other benefits	37,892,659.29
Total	**428,927,427.54**

Labor Dispute

The Company has no labor disputes.



Other Significant Information

The Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO)

The Company has assigned Ms. Weerawan Suwantemee, Head of Accounting Department, to serve as the acting person assigned to take the highest responsibility in accounting and finance (CFO) of the Company, effective 14 November 2025.

Ms. Weerawan Suwanntemee possesses full qualifications as prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand.

Details about the **"Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO)"** are provided in **Attachment 1** to this Report.

The Person Assigned to Take Direct Responsibility for Accounting Supervision (Chief Accountant)

The Company has assigned Ms. Weerawan Suwantemee, Head of Accounting Department, to be the person assigned to take direct responsibility for accounting supervision (Chief Accountant), effective 26 August 2020.

Ms. Weerawan Suwannatemee possesses full qualifications as prescribed by the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. She has been registered as a preparer of accounts in accordance with the notification of the Department of Business Development and has undertaken continuing professional development in accounting for not less than six hours per calendar year, in compliance with the prescribed criteria.

Details about the **"Person Assigned to Take Direct Responsibility for Accounting Supervision (Chief Accountant)"** are provided in **Attachment 1** to this Report.

Secretary to the Board of Directors and Company Secretary

Secretary to the Board of Directors

The Board of Directors has resolved to appoint Ms. Atchara Aeampee, Senior Manager - Company Secretary Department, to serve as the Secretary to the Board of Directors, to coordinate and support the activities of the Board in an efficient manner, in compliance with the Board Charter, applicable laws, the Company's rules and regulations, as well as the good corporate governance principles.

Company Secretary

In compliance with Sections 89/15 and 89/16 of the Securities and Exchange Act B.E. 2535 (1992) (as amended thereof), the Board of Directors is required to appoint a Company Secretary to perform the following duties and responsibilities:

1. Organize meetings of the Board of Directors and shareholders' meetings in accordance with applicable laws, the Company's Articles of Association, and relevant best practices.
2. Prepare notices of meetings and minutes of the Board of Directors' meetings and shareholders' meetings, as well as the Annual Registration Statement/Annual Report (Form 56-1 One Report), ensuring accuracy, completeness, and compliance with legal requirements and the rules and practices of relevant regulatory authorities.
3. Safeguard and maintain important Company documents, such as the register of directors, notices of meetings, minutes of meetings, supporting documents for meetings, annual reports, and reports on interests of directors and executives, ensuring that such documents are properly, completely, and appropriately maintained and verifiable for a period of not less than five years from the date of preparation.
4. Submit copies of reports on interests of directors, executives, and related persons relating to the management of the Company to the Chairman of the Board and the Chairman of the Audit Committee within seven business days from the date the Company receives such reports.
5. Monitor the implementation of resolutions of the Board of Directors' meetings and shareholders' meetings and regularly report progress to the Board of Directors.
6. Encourage the Board of Directors and management to perform duties in compliance with applicable laws, regulations, rules, and good corporate governance principles.
7. Oversee the disclosure of information and reporting to regulatory authorities in compliance with applicable laws, rules, and prescribed practices.
8. Provide information or advice to the Board of Directors, sub-committees, and executives on legal matters, regulations, relevant rules, and good corporate governance principles.
9. Support the development of knowledge and training of directors and sub-committee members in courses relevant to their duties.
10. Organize training or orientation programs and provide necessary information to current directors and newly appointed directors.
11. Act as the central point of contact for communication and information exchange among directors, executives, shareholders, regulatory authorities, and other relevant parties.
12. Perform any other duties as prescribed by law or as assigned by the Board of Directors.

In this regard, the Board of Directors' Meeting No. 3/2020, held on 15 May 2020, resolved to appoint Ms. Atchara Aeampee, Senior Manager - Company Secretary Department, as Company Secretary, effective from 15 May 2020 onwards. Details about the **"Company Secretary"** are provided in **Attachment 1** to this Report.

Head of Internal Audit

The Audit Committee has appointed Ms. Thanita Kititaveesatian to serve as Head of Internal Audit of the Company, effective 10 April 2020, as she possesses experience in internal audit from various organizations, has appropriate qualifications to perform the duties, understands the Company's operational processes, and continuously undertakes training and professional development in internal auditing. She is therefore fully qualified and well suited to perform such duties accurately and in alignment with the good corporate governance principles. The selection, appointment, transfer, or termination of the Head of Internal Audit shall be subject to the approval of the Audit Committee.

Duties and Responsibilities of the Head of Internal Audit

1. Propose the Company's annual internal audit plan to the Audit Committee for consideration and approval.
2. Supervise and manage the Internal Audit Department to ensure that operations are conducted in accordance with the approved annual internal audit plan, including any additional audit assignments as directed by the Audit Committee.
3. Report audit results and the progress of internal audit activities to the Chief Executive Officer and the Audit Committee on a quarterly basis.
4. Assess risks and the adequacy of the internal control system and report the results to the Chief Executive Officer and the Audit Committee on a quarterly basis.
5. Prepare and propose operational guidelines to enhance the effectiveness and adequacy of the Company's internal control system.

Details about the **"Head of Internal Audit"** are provided in **Attachment 3** to this Report.

Person Assigned to Take Responsibilities in Compliance

The Company places great importance on legal and regulatory compliance, which serves as a key mechanism in promoting accuracy, transparency, and systematic processes across all business operations, as well as supporting the effective execution of the Company's strategic plans and the achievement of its objectives.

The Company has established a clear organizational structure and assigned responsible units to oversee and monitor compliance with applicable laws, regulations, and relevant standards, comprising the following:

- **Company Secretary:** Responsible for overseeing and monitoring the Company's compliance in its capacity as a listed company on the Stock Exchange of Thailand, ensuring adherence to the Securities and Exchange Act, the Public Limited Companies Act, as well as the rules and notifications of the Office of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant regulatory authorities.
- **Regulatory Affairs Division:** Responsible for overseeing and monitoring the Company's operations to ensure compliance with regulations, rules, notifications, and orders issued by government agencies, state enterprises, and other regulatory authorities that are binding on the Company's telecommunications business operations.
- **Risk and Compliance Management Department:** Responsible for overseeing and monitoring the Company's compliance with international standards and relevant industry standards in the information technology and telecommunications sectors, such as ISO standards, as well as for establishing, reviewing, and improving operating procedures, work instructions, and related documentation to provide management and employees with clear, systematic, and consistent operational guidelines across the organization. In addition, this department is responsible for risk identification and management, problem analysis, and the development of corrective, preventive, and continuous improvement measures to enhance operational efficiency and ensure that the Company maintains effective management systems in compliance with such standards, thereby contributing to the achievement of the organization's shared objectives.

Details about the **"Person Assigned to Take Responsibilities in Compliance"** of the Company are provided in **Attachment 3** to this Report.

Investor Relations

The Company has assigned Ms. Thareerat Wongsrijan as the person responsible for Investor Relations. Investors who have inquiries or require further information may contact the Investor Relations function at Tel. 02-101-1111 ext. 36305 or via email at: ir@symphony.net.th.

Auditor and Auditor's Remuneration

Appointment of Auditor

The shareholders' meeting is responsible for appointing the external auditor and determining the audit fee of the Company on an annual basis. The Audit Committee considers and selects the external auditor and the audit fee for submission to the Board of Directors for endorsement and subsequently proposes the appointment of the external auditor and the determination of the audit fee to the Annual General Meeting of Shareholders for approval.

The Company has a policy to select its external auditor by inviting leading international audit firms to submit audit proposals for consideration by the Audit Committee. The Company also arranges for the rotation of auditors in compliance with the notification of the Capital Market Supervisory Board.

The audit firm and the external auditors selected must possess qualifications as prescribed by the Office of the Securities and Exchange Commission, be independent, and have no relationship or conflict of interest with the Company, its executives, major shareholders, controlling persons, or related persons thereof.

The 2025 Annual General Meeting of Shareholders, held on 25 April 2025, resolved to appoint the following certified public accountants from KPMG Phoomchai Audit Limited, namely Ms. Marisa Tharathornbunpakul, Certified Public Accountant Registration No. 5751; Mr. Udomsak Busaraniphan, Certified Public Accountant Registration No. 10331; Ms. Jamjuree Sathapornchaiwat, Certified Public Accountant Registration No. 11567; and Mr. Piyanat Singkhorn, Certified Public Accountant Registration No. 11641, to review and audit the financial statements of the Company and its subsidiaries for the fiscal year 2025. One of the aforementioned auditors is authorized to review and audit the Company's financial statements and sign the audit report. In the event that any such auditor is unable to perform his or her duties, another of the appointed auditors shall be authorized to perform the duties in replacement.

Auditor's Remuneration

1. **Audit Fee**
   The 2025 Annual General Meeting of Shareholders for the year, held on 25 April 2025, approved the audit fee for the fiscal year in total amount of not exceeding Baht 2,160,000. This amount excludes non-audit fees and other necessary expenses incurred on an actual basis, such as travel expenses, etc.

   For the fiscal year 2025, the Company paid audit fees for the interim and annual financial statements of the Company as follows:
   - KPMG Phoomchai Audit Limited, amounting to Baht 2,160,000
   - Auditor, amounting to Baht 0.

2. **Non-Audit Fee**
   - None -

3. **Out-of-Pocket**
   The Company paid for out-of-pocket expenses, including cost of preparing financial statements report, travel expenses, etc. to KPMG Phoomchai Audit Limited, totaling in the amount of Baht 27,278.

Report on Key Operating Results Related to Corporate Governance

Summary of Duty Performance of the Board of Directors in the Past Year

The Board of Directors places great importance on good corporate governance by adhering to and complying with all eight principles of the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission. This is to ensure that the Company maintains an efficient, transparent management system founded on integrity, with appropriate practices and the flexibility to adapt to changes in the business environment. Adherence to these principles aims to strengthen the confidence of shareholders, investors, and all stakeholders, enhance corporate value, and support the Company's stable and sustainable long-term growth.

The Board of Directors understands its role and recognizes its responsibilities as a leader in creating sustainable value for the Company. In 2025, the Board played a significant role in formulating policies and strategies to enhance the Company's competitiveness, as well as promoting and driving an organizational culture grounded in ethics, respect for rights, and accountability to shareholders and all stakeholders, so that the Company's operations contribute positively to society at large. In addition, the Board emphasized enhancing the effectiveness of the corporate governance system, internal control, and risk management to ensure that the Company's operations are transparent, accountable, and efficient. The Board closely and regularly monitored and supervised the performance of the management team, providing constructive comments and recommendations to support the Company's development and business operations. Key actions undertaken during the year are summarized as follows:

- Reviewed the Company's objectives, core goals, and business direction to ensure alignment with the evolving industry trends and changing business environment.
- Considered and approved the Company's strategies, business plans, and annual budget as proposed by management. The Board provided valuable comments, advice, and recommendations to support the effective implementation of the approved strategies and plans within the allocated budget and to achieve the Company's objectives.
- Supervised, provided guidance to, and regularly monitored management's performance to ensure alignment with the approved strategies and business plans within the approved budget. Management was required to report operating results and progress on key initiatives to the Board on a quarterly basis. For significant issues or situations that could affect business continuity, reputation, revenue-generating capability, or growth, the Board closely monitored developments and required management to promptly and continuously report on the situation, mitigation measures, and progress.
- Reviewed the Board Charter and the charters of sub-committees, including the roles, duties, and responsibilities of the Chairman of the Board. The Board approved revisions to the scope of authority, roles, duties, and responsibilities of its sub-committees, namely, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, to align with additional mandates assigned by the Board and to comply with good corporate governance principles and regulatory requirements.

- Reviewed the structure and composition of the Board and its sub-committees to ensure alignment with good corporate governance principles, as well as the Company's strategy and business direction. In 2025, the Board restructured the Risk Management Committee by appointing Associate Professor Dr. Sujate Jantarang, an independent director with expertise in engineering, information technology, cybersecurity, and risk management, as Chairman of the Risk Management Committee to enhance the effectiveness of the Committee's performance.
- Reviewed the roles, duties, and responsibilities of the Chief Executive Officer and approved amendments to the CEO Charter to ensure alignment with the scope of authority and responsibilities delegated by the Board, as well as with the Company's current business and management context.
- Approved revisions to the Board and all sub-committee self-assessment forms, as proposed by the Nomination, Compensation, Corporate Governance and Sustainability Committee.
- Acknowledged the review of the Company's Corporate Governance Policy and Business Code of Conduct, and approved revisions to relevant practices to enhance governance effectiveness in line with current circumstances, regulatory requirements, and best practices at both national and international levels. For certain practices that could not yet be fully implemented in accordance with the CG Code for Listed Companies 2017, the Board established appropriate alternative measures.
- Approved revisions to key Company policies to ensure alignment with the business context, prevailing circumstances, regulatory requirements, and best practices at both national and international levels. The key policies revised in 2025 included the Sustainable Development Policy, Anti-Corruption Policy, Risk Management Policy, and Human Rights Policy.

In addition to the duties described above, during the past year the Board also performed other significant functions in various areas to support the Company's operations and continuously strengthen good corporate governance practices, as follows:

Nomination, Development and Performance Evaluation of the Board of Directors

Nomination and Appointment of Company Directors

The Nomination, Compensation, Corporate Governance and Sustainability Committee has been entrusted by the Board of Directors with the responsibility of establishing criteria and procedures for the nomination of qualified individuals possessing appropriate knowledge, experience, and capabilities, and who are suitable to be proposed as directors or independent directors for appointment by the shareholders' meeting. The nomination criteria take into account the structure of the Board of Directors, which should comprise an appropriate number and composition in alignment with the Company's size, strategy, and business direction. Consideration is also given to the necessary competencies of the Board as defined in the Board Skill Matrix, as well as Board Diversity, encompassing knowledge, capabilities, professional expertise, and experience, without limitation as to age, gender, race, nationality, religion, or any other differences.

In nominating suitable candidates for new directorships, the Nomination, Compensation, Corporate Governance and Sustainability Committee undertakes a selection process in accordance with the qualifications specified in the Company's Articles of Association, the Board Charter, and relevant laws and regulations. Candidates are considered through the following channels:

- Providing shareholders with the opportunity to nominate qualified individuals for election as directors in accordance with the criteria and conditions prescribed by the Board of Directors, as announced on the Company's website.
- Allowing directors to propose individuals whom they consider suitably qualified.
- Utilizing the Director Pool database of the Thai Institute of Directors Association (IOD)

For the year 2025, the Company invited shareholders to propose qualified candidates for consideration and nomination to the shareholders' meeting for election as directors in place of those retiring by rotation. The invitation was announced through the communication channels of the Stock Exchange of Thailand and on the Company's website. However, upon the expiration of the specified period, no

shareholder submitted any nomination to the Company. Accordingly, the Nomination, Compensation, Corporate Governance and Sustainability Committee proposed the names of directors retiring by rotation, namely, Associate Professor Dr. Sujate Jantrang, Mr. Afzal Abdul Rahim, and Mr. Alex Loh Chi Kwan, to the Board of Directors for submission to the shareholders' meeting for reappointment for another term. The 2025 Annual General Meeting of Shareholders resolved to approve the reappointment of all three directors for another term.

In considering the re-nomination of directors retiring by rotation for another term, the Nomination, Compensation, Corporate Governance and Sustainability Committee carefully evaluates various factors, including performance during the preceding year, attendance and participation at Board meetings, the provision of constructive comments and recommendations, dedication of time to the organization, and participation in and support of Board activities.

Director Development

The Company encourages its directors in regularly attending training programs organized by the Thai Institute of Directors Association (IOD) and/or other courses conducted by internal departments or external institutions. This is to enhance their knowledge and understanding of directors' roles, responsibilities, and the skills required to effectively perform their duties.

At present, five out of the Company's eight directors, representing 62.50% have completed director-related training programs, namely the Director Certification Program (DCP) and the Director Accreditation Program (DAP).

Record of Directors' Participation in Training Programs Organized by the Thai Institute of Directors Association (IOD)

Training Programs \ Directors	Mr. Woodtipong Moleechad	Mr. Akarat Na Ranong	Assoc. Prof. Dr. Sujate Jantarang	Mr. Kranphol Asawasuwan	Mr. Teerarat Pantarasutra	Mr. Afzal Abdul Rahim	Mr. Patrick Corso	Mr. Alex Loh Chi Kwan
Advanced Audit Committee Program (AACP)	x	x	x					
Anti-Corruption for Executive Program (ACEP)	x			x	x			
Audit Committee Program (ACP)		x						
Board Roles in Merger and Acquisition (BMA)				x				
Director Accreditation Program (DAP)		x	x		x			
Director Certification Program (DCP)	x	x	x	x	x			
Director Certification Program Update (DCPU)	x			x				
Director's Guide to Legal Obligations and Duties (DLD)					x			
ESG Legal Risk Prevention and Due Diligence			x					
Ethical Leadership Program (ELP)		x						

Training Programs \ Directors	Mr. Woodtipong Moleechad	Mr. Akarat Na Ranong	Assoc. Prof. Dr. Sujate Jantarang	Mr. Kranphol Asawasuwan	Mr. Teerarat Pantarasutra	Mr. Afzal Abdul Rahim	Mr. Patrick Corso	Mr. Alex Loh Chi Kwan
Role of Chairman Program (RCP)		x			x			
Role of Compensation Committee (RCC)		x						
Successful Formulation & Execution of Strategy (SFE)				x				

Individual Director Development in 2025

Name	Training Program/Seminar	Organizer
Mr. Akarat Na Ranong • Vice Chairman • Independent Director • Chairman of the Audit Committee • Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee	• Role of Independent Director in Oversea Expansion and International Markets	• Thai Institute of Directors Association (IOD)
	• IFRS S1 and S2 — Preparing for ISSB Standards Adoption and Governance	• KPMG Thailand
Assoc. Prof. Dr. Sujate Jantarang • Independent Director • Member of the Audit Committee • Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee	• ESG Legal Risk Prevention and Due Diligence	• Thai Institute of Directors Association (IOD)
	• Audit Committee Priorities 2025: Enhance Audit Committee Effectiveness	• KPMG Thailand
Mr. Teerarat Pantarasutra • Director • Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee • Member of the Risk Management Committee	• Director's Guide to Legal Obligations and Duties (DLD 6/2025)	• Thai Institute of Directors Association (IOD)
Mr. Kranphol Asawasuwan • Director • Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee • Member of the Risk Management Committee	• Senior Executives Program in the Administrative Justice Process, Class 4/2025	• Foundation for Research and Development of the Administrative Justice System

In addition, on 21 August 2025, the Company, in collaboration with the Thai Institute of Directors Association (IOD), organized in-house training programs entitled Corporate Governance in the New Normal and Managing ESG Risks for Sustainable Growth: Game-Changing Considerations for Boards for the Board of Directors, executives, and the Company Secretary. A total of five directors participated in the training programs, namely Mr. Wuttipong Moleechad, Mr. Akarat Na Ranong, Associate Professor Dr. Sujate Jantrang, Mr. Kranphol Asawasuwan, and Mr. Teerarat Pantarasutra.





Performance Evaluation of the Board of Directors and the Sub-Committees

The Board of Directors conducts an annual performance evaluation of the Board and all sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, at least once a year. The evaluation is carried out in the form of self-assessment at both the collective and individual levels. Each director is given the opportunity to independently assess performance and provide comments or recommendations. The evaluation results serve as important information for improving and enhancing the performance, efficiency, and effectiveness of the Board and its sub-committees.

For this purpose, the Board has established performance evaluation forms for the Board of Directors and for each sub-committee, covering both collective and individual assessments. The Nomination, Compensation, Corporate Governance and Sustainability Committee is assigned to review and determine the appropriateness of these evaluation forms to ensure alignment with regulatory requirements and best practice guidelines, before submitting them to the Board of Directors for approval.

Self-Assessment Process of the Board of Directors and Sub-Committees

1. The Company Secretary distributes the Board self-assessment form to all directors and the performance evaluation forms of each sub-committee to all committee members within November of each year.
2. Directors and sub-committee members complete the evaluation forms and return them to the Company Secretary within December.
3. The Company Secretary compiles and summarizes the evaluation results and includes them as an agenda item for reporting to the Board of Directors.
4. The Board of Directors analyzes the evaluation results and formulates plans to further improve and enhance the effectiveness of the Board and its committees.

Criteria for the Self-Assessment of the Board of Directors and Sub-Committees

The performance evaluation of the Board of Directors and Board committees consists of the following assessment topics:

Board of Directors

Group Basis	Individual Basis
1. Structure and Qualifications	1. Personal Qualifications
2. Duties Performance of the Board	2. Independence
3. Roles, Duties and Responsibilities	3. Competence and Readiness to Perform Duties
4. Meeting of the Board	4. Roles, Duties and Responsibilities
5. Relationship with Management	5. Participation in Meetings
6. Directors Development	6. Relationship with Management

Sub-Committees (consists of the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee)

Group Basis	Individual Basis
1. Structure and Qualifications	1. Qualifications of Director
2. Roles, Duties and Responsibilities	2. Independence of Director
3. Meetings	3. Competence and Readiness to Perform Duties
4. Relationship with Management	4. Participation in Meetings
5. Performance Reporting	5. Relationship with management
6. Development of Knowledge and Capabilities	

The scoring method requires respondents to indicate their opinion by placing a check mark (/) in only one box on the evaluation form, with a score ranging from 1 to 5. The meanings of the scores are as follows:

1 = Absolutely disagree, or no actions taken on that matter
2 = Disagree, or few actions taken on that matter
3 = Agree, or fair actions taken on that matter
4 = Rather agree, or adequate actions taken on that matter
5 = Absolutely agree, or excellent actions on that matter

The total scores obtained are then calculated as a percentage of the full score for evaluation purposes, based on the following criteria:

Score Range (%)	Rating
Between 90 - 100	Excellent
Between 80 - 89	Very Good
Between 70 - 79	Good
Between 60 - 69	Fair
Less than 60	Need Improvement

Summary of the Self-Assessment Results of the Board of Directors and Sub-Committees for 2025

Board of Directors/Sub-Committees	Assessment Results	
	Collective Level	Individual Level
Board of Directors	Excellent	Excellent
Audit Committee	Excellent	Excellent
Nomination, Compensation, Corporate Governance and Sustainability Committee	Excellent	Excellent
Risk Management Committee	Excellent	Excellent

Performance of the Chief Executive Officer (CEO)

The Board of Directors has assigned the Nomination, Compensation, Corporate Governance and Sustainability Committee to conduct an annual performance evaluation of the Chief Executive Officer (CEO). The evaluation criteria are based on the following:

(1) performance outcomes and achievements against Corporate KPIs, including both financial and non-financial indicators, which are aligned with the Company's vision, mission, objectives, strategies, and business plans,
(2) competencies, leadership, accountability, problem-solving and decision-making abilities, self-development, and people management, and
(3) implementation of policies assigned by the Board of Directors, as well as the ability to develop the business or improve operational efficiency.

The results of the CEO's performance evaluation are used as a basis for determining remuneration and for planning the CEO's further knowledge and skills development.

For the year 2025, the Board of Directors acknowledged the CEO's performance evaluation results at the Board Meeting No. 1/2026 held on 27 February 2026. In this regard, the Chairman of the Board communicated the evaluation results to the Chief Executive Officer.

Meeting Attendance and Directors' Remuneration

Meeting of the Board of Directors

In 2025, the Company held a total of eight Board of Directors' meetings in a hybrid format, allowing directors to attend either in person or via electronic means. Of these, seven meetings were scheduled in advance according to the annual meeting calendar prepared by the Company Secretary and notified to the Board in August 2024, and one was a special meeting. The details are as follows:

- No. 1/2025 on 28 February 2025
- No. 2/2025 on 21 March 2025
- No. 3/2025 on 25 April 2025
- No. 4/2025 on 9 May 2025
- No. 5/2025 on 8 August 2025
- No. 6/2025 on 11 November 2025 (Special Meeting)
- No. 7/2025 on 14 November 2025
- No. 8/2025 on 28 November 2025

The overall attendance rate of the Board of Directors was 100%.

In addition, the Company arranged one separate meeting of non-executive directors without the presence of executive directors and management on 28 November 2025. During this session, the non-executive directors discussed key matters, including the roles and responsibilities of the Board in supervising and monitoring management's performance, the characteristics and performance of the Chief Executive Officer, as well as the Company's operating results and business direction. The Chairman summarized the key discussion points and communicated constructive comments and recommendations to the Board and management for further improvement and development.

Furthermore, the Company held the 2025 Annual General Meeting of Shareholders on 25 April 2025, at which all directors were present, representing 100% attendance.

Summary of Directors' Attendance at Board and Board Committee Meetings, and the Annual General Meeting of Shareholders in 2025

Name	No. of Meeting Attendance / Number of Total Meetings								
	Total				Non-ED	Audit Committee[1]	Nomination, Compensation, Corporate Governance and Sustainability Committee	Risk Management Committee	Annual General Meeting of Shareholders
	Board of Directors	Attending in person	Attending via electronic device	% Attendance					
1. Mr. Woodtipong Moleechad	8/8	7	1	100.00	1/1	5/5	3/3	-	Attended
2. Mr. Akarat Na Ranong	8/8	7	1	100.00	1/1	5/5	3/3	-	Attended
3. Assoc. Prof. Dr. Sujate Jantarang	8/8	7	1	100.00	1/1	5/5	3/3	3/3[2]	Attended
4. Mr. Kranphol Asawasuwan	8/8	8	-	100.00	-	-	3/3	4/4	Attended
5. Mr. Teerarat Pantarasutra	8/8	8	-	100.00	-	-	3/3	4/4	Attended
6. Mr. Afzal Abdul Rahim	8/8	1	7		1/1	-	-	-	Attended
7. Mr. Patrick Corso	8/8	2	6	100.00	1/1	-	3/3	-	Attended
8. Mr. Alex Loh Chi Kwan	8/8	8	-	100.00	-	-	-	1/1[3]	Attended

Remark: [1] In 2025, in addition to the regular Audit Committee meetings mentioned above, the Audit Committee held one separate meeting with the external auditor without the presence of management on 14 November 2025.

[2] Associate Professor Dr. Sujate Jantarang was appointed as Chairman of the Risk Management Committee on 25 April 2025 and attended his first Risk Management Committee meeting at Meeting No. 2/2025 held on 28 April 2025.

[3] Mr. Alex Loh Chi Kwan completed his term as a member of the Risk Management Committee with effect from 25 April 2025 and did not wish to seek reappointment.

Directors' Remuneration

The 2025 Annual General Meeting of Shareholders held on 25 April 2025 approved the remuneration of the Board of Directors and sub-committees for the year 2025, with details as follows:

1. Monthly Retainer Fee / Meeting Allowance

The 2025 Annual General Meeting of Shareholders resolved to approve the monthly retainer fee and meeting allowances for the Board of Directors and sub-committees in an aggregate amount not exceeding Baht 7 million.

Board of Directors / Sub-Committee	Monetary Remuneration*					
	Chairman		Vice Chairman		Members	
	Retainer Fee (Baht/ month)	Meeting Allowance (Baht/ time) (only when attending meeting)	Retainer Fee (Baht/ Month	Meeting Allowance (Baht/ time) (only when attending meeting)	Retainer Fee (Baht/ Month)	Meeting Allowance (Baht/time) (only when attending meeting)
Board of Directors	30,000	40,000	25,000	40,000	25,000	30,000
Audit Committee	30,000	40,000	-	-	25,000	30,000
Nomination, Compensation, Corporate Governance and Sustainability Committee	30,000	40,000	-	-	25,000	30,000
Risk Management Committee	30,000	40,000	-	-	25,000	30,000

Remark: * Directors who also serve as executives of the Company shall not receive remuneration in their capacity as members of the Board of Directors or as members of any sub-committee.

2. Bonus

The 2025 Annual General Meeting of Shareholders approved the payment of directors' bonuses for the year 2025 at a rate of 1.5% of the total dividend payment (if any), but not exceeding Baht 3 million.

In 2025, the Company paid directors' bonuses for the year 2024 in the total amount of Baht 1,033,617, representing 1.5% of the total dividends paid of Baht 68,907,762.

3. Other benefits

- None -

Remuneration of Each Director in 2025

Name	Monetary Remuneration (Baht) [1]										
	Board of Director			Audit Committee		Nomination, Compensation, Corporate Governance and Sustainability Committee		Risk Management Committee		Bonus (FY2024)	TOTAL
	Monthly Retainer Fee	Meeting Allowance (7 times) [2]	Non-ED Meeting (1 time)	Monthly Retainer Fee	Meeting Allowance (5 times)	Monthly Retainer Fee	Meeting Allowance (3 times)	Monthly Retainer Fee	Meeting Allowance (4 times)		
1. Mr. Woodtipong Moleechad	360,000	280,000	10,000	300,000	150,000	360,000	120,000	-	-	344,539	1,924,539
2. Mr. Akarat Na Ranong	300,000	280,000	10,000	360,000	200,000	300,000	90,000	-	-	344,539	1,884,539
3. Assoc. Prof. Dr. Sujate Jantarang[3]	300,000	210,000	10,000	300,000	150,000	300,000	90,000	270,000	120,000	344,539	2,094,539
4. Mr. Kranphol Asawasuwan	-	-	-	-	-	-	-	-	-	-	-
5. Mr. Teerarat Pantarasutra	-	-	-	-	-	-	-	-	-	-	-
6. Mr. Afzal Abdul Rahim[4]	-	-	-	-	-	-	-	-	-	-	-
7. Mr. Patrick Corso[4]	-	-	-	-	-	-	-	-	-	-	-
8. Mr. Alex Loh Chi Kwan	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**960,000**	**770,000**	**30,000**	**960,000**	**500,000**	**960,000**	**300,000**	**270,000**	**120,000**	**1,033,617**	**5,903,617**

Remark: [1] Directors who also serve as executives of the Company shall not receive remuneration in their capacity as members of the Board of Directors and as members of any sub-committee.

[2] In 2025, the Company convened a total of eight Board of Directors' meetings (including one special meeting). However, no meeting allowance was paid to directors for the special meeting held on 11 November 2025.

[3] Associate Professor Dr. Sujate Jantarang was appointed as Chairman of the Risk Management Committee on 25 April 2025 and attended his first Risk Management Committee meeting at Meeting No. 2/2025 held on 28 April 2025.

[4] Mr. Afzal Abdul Rahim and Mr. Patrick Corso, who are non-executive directors, have expressed their intention to forgo remuneration in their capacity as directors.

Monitoring Compliance with Corporate Governance Policy and Practices

Rights and Equitable Treatment of Shareholders

The Company places great importance on protecting shareholders' rights and ensuring equitable treatment of all shareholders by practically applying relevant principles as follows:

1. Promoting and facilitating the exercise of shareholders' rights in all matters to which they are entitled and establishing processes that support equal treatment of all shareholders.
2. Granting shareholders the right to participate in decision-making on matters prescribed by law, matters that may affect shareholders' rights and benefits, and other significant matters that may impact on the Company's business direction at shareholders' meetings. Such matters include, for example, the appointment of directors, determination of directors' remuneration, and appointment of the external auditor. The Company also undertook various actions to promote and facilitate shareholders' exercise of their rights to attend the 2025 Annual General Meeting of Shareholders, including arrangements relating to the determination of the meeting date, time, and venue, as well as procedures before, during, and after the meeting, as detailed below:

Determination of Date, Time, and Venue of the Meeting

The Company convened the 2025 Annual General Meeting of Shareholders in a physical format on Friday, 25 April 2025, at 2:00 p.m., at Siam Hall, 6th Floor, Eastin Grand Hotel Phayathai, No. 18 Phayathai Road, Thung Phayathai Sub-District, Ratchathewi District, Bangkok.

Before the Meeting

- The Company granted minority shareholders the right to propose agenda items for inclusion in the shareholders' meeting and to nominate qualified candidates for election as directors on an individual basis in advance during the period from 21 October 2024 to 30 December 2024, totaling more than two months prior to the end of the fiscal year, through the channels specified by the Company. The Company announced and published the criteria, procedures, and methods for exercising such rights on its website and informed shareholders via the information dissemination channels of the Stock Exchange of Thailand. For the 2025 Annual General Meeting of Shareholders, no shareholder proposed any agenda item or nominated any candidate for election as director. The Company informed the shareholders' meeting accordingly.
- The Company prepared and delivered the notice of the shareholders' meeting and supporting documents in both Thai and English, containing complete and clear information, including the date, time, and venue of the meeting; meeting agenda items; the Company's Articles of Association relating to shareholders' meetings; a map of the meeting venue; procedures for attending the meeting and registration; required documents to evidence the right to attend the meeting; proxy procedures and voting methods; as well as the objectives, rationale, and opinions of the Board of Directors for each agenda item, in order to provide shareholders with sufficient and comprehensive information for consideration.
    - Dividend Payment Agenda: The notice specified the dividend policy, dividend rate, proposed dividend payment, comparison of dividend payout ratios over the past three years, the Record Date for determining shareholders entitled to receive dividends, and the dividend payment date.
    - Election of Directors Agenda: The notice specified the category of directors proposed for election, along with detailed profiles including name and surname, age, educational background, work experience, number of years serving as a director of the Company, positions held as director or executive in other companies or entities (separately identified between listed companies on the Stock Exchange of Thailand and non-listed companies), shareholding in the Company, attendance at Board of Directors and sub-committee meetings during the previous year, and other relevant information necessary for shareholders' consideration.
    - Directors' Remuneration Agenda: The notice specified the policy and criteria for determining remuneration, as well as the amount and types of remuneration received by each director position, categorized into monetary remuneration (monthly remuneration, meeting allowances, and bonuses) and other forms of remuneration, including remuneration of sub-committees that report directly to the Board of Directors.

- Appointment and Determination of Remuneration of External Auditor Agenda: The notice specified the names of at least three proposed auditors, their affiliated audit firm, work experience, qualifications and independence, number of years serving as the Company's auditor, proposed audit fee, other service fees, and other necessary and relevant information for shareholders' consideration.

- The Company published the notice of the shareholders' meeting and related documents on the Company's website at www.symphony.net.th (under the menu: "Investor Relations" >> "Shareholder Information" >> "Shareholders' Meeting") on 25 March 2025, 30 days prior to the meeting date. In addition, the notice of meeting was sent to shareholders by registered mail on 3 April 2025, 21 days prior to the meeting date, to ensure that shareholders received the information in advance and had sufficient time to review the details before the meeting.
- The Company published the meeting notice announcement on its website at www.symphony.net.th during 8–10 April 2025 for three consecutive days and not less than three days prior to the meeting date, in compliance with applicable legal requirements.
- The Company facilitated shareholders who were unable to attend the meeting in person by providing Proxy Forms A, B, and C, as prescribed by the Ministry of Commerce, which allowed shareholders to specify their voting instructions. Detailed instructions on proxy appointments were enclosed with the meeting notice, without imposing any complicated conditions. Furthermore, the Company proposed the names of three Independent Directors, together with their brief profiles, as alternative proxy holders for shareholders' consideration. The Company also provided stamp duty services to further facilitate shareholders.

On the Meeting Date

- Registration and identity verification were conducted at least two hours prior to the commencement of the meeting. The Company utilized a computerized system and barcode technology for registration and vote counting to ensure accuracy, speed, and reliability.
- Before the commencement of the shareholders' meeting, the Company introduced each director and executive individually, as well as the external auditor. The Company also informed the meeting of the number and proportion of shareholders attending in person and by proxy, and clearly explained the meeting procedures, voting methods, and vote counting process.
- The meeting was conducted strictly in accordance with the agenda specified in the notice of meeting, in a transparent manner and in compliance with applicable laws and the Company's Articles of Association. An independent inspector from NY Audit Company Limited was invited to attend the meeting to act as a witness and oversee that the meeting proceedings and vote counting were conducted transparently and in accordance with the law.
- Ballot papers were used for voting on each agenda item. Separate ballots were prepared for each agenda to enable shareholders to exercise their voting rights independently and appropriately on each matter.
- Shareholders were entitled to vote according to the number of shares held, with one share carrying one vote. The Company has only one class of shares, namely ordinary shares. For the election of directors agenda, shareholders were allowed to vote for each director on an individual basis.
- The voting results for each agenda item were displayed and announced to the meeting in full, specifying the number of votes approving, disapproving, abstaining, and invalid ballots. Shareholder representatives were invited to witness the vote counting process.
- Shareholders were given full opportunity to express their opinions and raise questions. The Chairman of the Board, Chairman of the Audit Committee, Chairman of the Nomination, Compensation, Corporate Governance and Sustainability Committee, Chairman of the Risk Management Committee, Chief Executive Officer, Chief Financial Officer, management representatives, Company Secretary, and the external auditor attended the meeting to listen, clarify, and respond to shareholders' inquiries.
- Shareholders who arrived after the meeting had commenced were permitted to exercise their voting rights on agenda items that had not yet been voted on.
- No additional material documents were distributed unexpectedly during the meeting, and no new agenda items were added or significant information altered without prior notice to shareholders.
- The meeting was recorded in both video and audio formats throughout its duration. The recording was conducted in strict compliance with the Personal Data Protection Act B.E. 2562 (2019).

After the Meeting

- The resolutions of the 2025 Annual General Meeting of Shareholders, held on 25 April 2025, were disclosed via the SET's news dissemination system and on the Company's website on the same day as the meeting, enabling shareholders who did not attend to be informed in a timely manner.
- The minutes of the shareholders' meeting were prepared in both Thai and English and published on the Company's website at www.symphony.net.th on 8 May 2025, within 13 days from the meeting date. Copies of the minutes were also submitted to the Stock Exchange of Thailnd and the Department of Business Development, Ministry of Commerce, within the legally prescribed timeframe.

  The Company placed importance on the quality and completeness of the meeting minutes, which include the following key information:
  names and positions of directors attending the meeting, together with their attendance proportion,
  - names of executives, the external auditor, the inspector, and shareholder representatives who witnessed the vote counting,
  - voting rights and procedures, use of ballot papers, and the vote counting process,
  - questions, comments, and suggestions raised by shareholders, together with clarifications provided by directors or management, and
  - meeting resolutions and voting results for each agenda item, clearly specifying votes for approval, disapproval, abstention, and invalid ballots.

  The Chairman of the Board reviewed the accuracy and completeness of the minutes before signing to certify them.

The Company has fully complied with the criteria under the AGM Checklist of the Thai Investors Association, which serves as a comprehensive framework for evaluating the quality of shareholders' meetings, covering the stages before, during, and after the meeting.

As a result of adhering to these criteria, the Company received an **"Excellent"** rating for the quality assessment of its 2025 Annual General Meeting of Shareholders, achieving a full score of 100 points, equivalent to a 5-coin rating. This reflects the quality and effectiveness of the Company's shareholders' meeting arrangements, as well as its strong commitment to respecting shareholders' rights and ensuring equitable treatment of all shareholders.

Furthermore, during the past year, there were no incidents of non-compliance with regulations relating to share repurchases, obstruction of shareholder communication, or failure to disclose shareholders' agreements.

Roles of Stakeholders and Business Sustainability

The Company is committed to conducting its business with sustainable growth, while promoting economic, social, and environmental development, and operating responsibly toward all stakeholder groups. The Company adheres to good corporate governance principles and business ethics as fundamental guidelines in its operations. The approaches to managing and engaging each stakeholder group can be summarized as follows:

Employees

The Company strictly complies with labor laws and relevant labor standards, respects human rights, and treats all employees fairly and equally without discrimination. It promotes diversity and mutual respect in the workplace. The Company provides appropriate remuneration and benefits aligned with business growth, supports continuous development of employees' knowledge, capabilities, and professional skills, promotes employee well-being and quality of life, and ensures a safe and quality working environment.

Customers

The Company places great importance on delivering excellent customer experiences and achieving the highest level of customer satisfaction under the concept of ***"We Fast YOU FIRST."*** It is committed to developing and delivering services that comprehensively meet customers' needs, expectations, and timelines. The Company provides accurate, sufficient, clear, and non-misleading information to avoid misunderstanding and foster long-term relationships with customers. It also strictly safeguards, protects, and prevents violations of customers' personal data rights.

Suppliers and Business Partners

The Company treats suppliers and business partners with integrity, transparency, and fairness, in accordance with mutually agreed commercial terms and contractual conditions. It promotes cooperation and continuous relationship development for mutual growth. The Company also supports and encourages suppliers and business partners to strictly adhere to the Supplier and Business Partner Code of Conduct and to oppose fraud and corruption in all forms, whether direct or indirect.

Shareholders

The Company respects shareholders' rights and treats all shareholders equally and fairly. Shareholders are given the opportunity to participate in decision-making on matters prescribed by law, matters that may affect their rights and benefits, and significant matters that may impact on the Company's business direction at shareholders' meetings. The Company encourages shareholders to ask questions, express opinions, and provide constructive suggestions, which are taken into consideration to improve operations, support stable business growth, and generate appropriate long-term returns.

In addition, the Company discloses material information adequately, transparently, and in a verifiable manner, and facilitates shareholders in fully exercising their legal rights, such as attending and voting at shareholders' meetings, receiving dividends, and freely buying, selling, or transferring shares without restriction.

Trade Competitors

The Company conducts its business within a framework of transparent and fair competition, respects trade practices and rules, and aims to contribute to the sustainable growth of the industry for mutual benefit.

Creditors

The Company recognizes its responsibility to all creditor groups by strictly complying with contractual terms and conditions, maintaining financial stability, and managing liquidity appropriately to ensure timely repayment of obligations. In the event of circumstances that may affect the Company's ability to comply with agreed terms, the Company will inform creditors in advance and work collaboratively to identify appropriate solutions.

Government Authorities and Regulatory Bodies

The Company strictly complies with applicable laws, regulations, rules, and requirements, and conducts its business with due regard to supporting and promoting sustainable national development.

Community and Society

The Company conducts its business with consideration for its impact on communities and society and strictly complies with relevant laws and regulations. It supports local employment and promotes engagement with communities in its areas of operation and society at large through various social initiatives and activities, such as providing knowledge on digital technology and cybersecurity awareness, supporting education, making charitable donations, and providing assistance in times of disaster.

Environment

The Company recognizes the environmental impacts that may arise from its business operations and therefore places importance on environmental management and efficient resource utilization. It promotes environmentally positive operations while fostering environmental awareness among employees and relevant stakeholders.

In 2025, there were no complaints, disputes, or legal actions between the Company or its subsidiaries and any stakeholder groups.

Disclosure of Information and Transparency

The Company operates in accordance with its information disclosure and transparency policies and practices under the framework of good corporate governance to ensure that shareholders, investors, and all stakeholders receive accurate, complete, adequate, timely, and verifiable information. The Company has undertaken the following key actions:

- Regularly disclosing significant corporate events through the Stock Exchange of Thailand's news dissemination system and on the Company's website at www.symphony.net.th.
- Fully and continuously disclosing financial information, non-financial information, and other material news on the Company's website. The disclosed information includes details of business operations, products and services, the structure and profiles of the Board of Directors, sub-committees and executives, major shareholders, shareholders' meeting information (such as notices of meeting and minutes), dividend policy, financial statements, historical operating results, Management Discussion and Analysis (MD&A), the Annual Registration Statement/Annual Report (Form 56-1 One Report), Corporate Governance Policy, Business Code of Conduct, other key policies, and announcements of significant events and press releases.
- Clearly, comprehensively, and up to date disclosing the Company's shareholding structure on its website to enable users to understand the Company's ownership structure and ultimate shareholders. This includes details of major shareholders and the proportion of shares held by minority shareholders.
- Publishing important corporate documents, including the Memorandum of Association, the Company's Articles of Association, and the Company Affidavit, on the Company's website to facilitate convenient access by stakeholders.
- Preparing financial statements that are accurate, complete, and reliable in accordance with financial reporting standards and generally accepted accounting principles, applying appropriate accounting policies consistently under the principle of prudence, and fully disclosing material information in the notes to the financial statements.

  The Company's financial statements are audited by an independent external auditor who possesses the required qualifications and expertise in accordance with applicable criteria, thereby enhancing confidence that the financial statements fairly present the Company's financial position and operating results. In addition, the Board of Directors is responsible for preparing the Board of Directors' Responsibility Statement on the Financial Reports, which is presented together with the auditor's report in the Company's Annual Registration Statement/Annual Report.

  In 2025, the Company's financial statements did not contain any qualified opinion from the external auditor. Furthermore, the Company has no history of late submission of quarterly or annual financial statements, and there were no cases in which the Company was ordered by the Stock Exchange of Thailand or the Securities and Exchange Commission to restate its financial statements.

- Assigning a person to take care of Investors Relations (IR) function to serve as a central point of communication and disclosure of information to shareholders, investors, and securities analysts both domestically and internationally. The IR function provides both financial and non-financial information, clarifies inquiries, responds to questions, and continuously fosters good relationships with such stakeholder groups.

Throughout 2025, IR function actively communicated strategic information and key corporate updates to shareholders, investors, and analysts through various activities and meetings conducted both via electronic platforms and in-person at the Company's headquarters. These activities were strongly supported by the Chief Executive Officer, senior executives, as well as heads of business units and relevant departments, who participated in providing insights into the Company's business direction and operating performance, and in maintaining regular communication with investors.

Activities	Time	Objectives	Categories of Participating Investors
Analyst Meeting	4	Presentation of quarterly results	Analysts
Opportunity Day	2	Presentation of quarterly results	Analysts, Investors
Company Visit	1	Providing opportunities for meetings and inquiries regarding the Company's operations, direction, and strategy	Analysts, Investors





Shareholders, investors, and interested parties may contact the Investor Relations function for further information about the Company by telephone at: (0) 2101-1111 ext. 36305, or via email: ir@symphony.net.th, or the Company's address at: 123 Suntowers Building B, 35th-36th Floor, Vibhavadee Rangsit Road, Chomphon Sub-District, Chatuchak District, Bangkok 10900 Thailand.

Governance of Conflict of Interest, Related Party Transactions, and Vested Interests Report

The Company has established a policy to conduct its business with integrity, openness, transparency, and fairness. Directors, executives, and employees are required to avoid any actions that may give rise to conflicts of interest with the Company. Such actions include engaging in businesses that compete with the Company; undertaking any activities that may cause damage to the Company or result in the Company receiving less benefit than it should; sharing in or seeking benefits from the Company's business for personal gain; using the Company's information for personal benefit; and holding shares in competing businesses.

In cases where it is necessary to enter into a related party transaction, the Board of Directors is responsible for ensuring that the Company strictly complies with the Securities and Exchange Act, as well as the rules, regulations, notifications, orders, and requirements of the Capital Market Supervisory Board, the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant regulatory authorities. The Company must also comply with disclosure requirements regarding related party transactions in accordance with accounting standards prescribed by the Federation of Accounting Professions.

Where related party transactions constitute ordinary business transactions or transactions supporting ordinary business operations and are conducted on an arm's length basis, the Company may proceed within the scope of authority approved by the Board of Directors.

In the event where a connected transaction is an ordinary business transaction and a transaction supporting ordinary business with general trading conditions, the Company shall comply with the framework of authority approved by the Board of Directors.

For related party transactions that are not in the ordinary course of business or not conducted on arm's length terms in accordance with the principles prescribed by the Board of Directors, such transactions must be reviewed and approved by the Audit Committee prior to submission for approval by the Board of Directors or the shareholders' meeting, as the case may be.

To provide directors, executives, and employees with clear guidelines to perform their duties with integrity and transparency, without seeking personal benefits that conflict with the Company's interests, and to ensure compliance with the Securities and Exchange Act and related regulations, the Board of Directors has established guidelines on conflicts of interest and reporting of interests as part of the Company's Business Code of Conduct. In addition, the Company has formally adopted a written **"Related Party Transaction Policy."**

The Company has announced and communicated the Business Code of Conduct and the Related Party Transaction Policy to all directors, executives, and employees via email and internal communication channels, as well as through various activities such as meetings, briefings, and training sessions. All relevant people are required to formally acknowledge and strictly comply with such Code and Policy. Furthermore, the Company has published the Business Code of Conduct and the Related Party Transaction Policy on its website at www.symphony.net.th to ensure convenient and broad access for all stakeholders and the public.

Details about the **"Related Party Transaction Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/connected-transaction-policy-en.pdf

All members of the Board of Directors have been informed of the Related Party Transaction Policy through Board meetings and email communications, and have formally acknowledged the policy in writing, representing 100% of the total number of directors.

In addition, to prevent transactions that may give rise to conflicts of interest with the Company and to ensure compliance with applicable laws, rules, and regulations, the Company requires directors and executives to submit a report of their interests and those of their related persons. Such interests include any that may be connected with the management of the Company or its subsidiary. The report must disclose positions held as directors or executives in other juristic persons, both by the reporting person and related persons, within 30 days from the date of appointment in the Company. Updates must also be submitted whenever there is any change in such interests. This enables the Board of Directors to have sufficient and accurate information for careful and transparent consideration when approving transactions of the Company and its subsidiary. The Company Secretary is responsible for maintaining these reports of interests and submitting copies to the Chairman of the Board and the Chairman of the Audit Committee within seven business days from the date the Company receives such report.

During 2025, the Company did not enter into any related party transactions in violation of, or in non-compliance with, the regulations of the Securities and Exchange Commission or the Stock Exchange of Thailand. There were no instances of non-compliance with the Company's Business Code of Conduct concerning the prevention of conflicts of interest, nor with the Company's Related Party Transaction Policy. Furthermore, there were no related party transactions that required approval from the Board of Directors or the shareholders' meeting.

Governance of the Use of Inside Information and Securities Trading

The Company places great importance on the handling of inside information that has not yet been disclosed to the public, or information that may affect the Company's securities price. The Company recognizes that proper management of such information is essential to prevent information leakage or misuse for improper personal gain. Such actions would not only constitute violations of the law but could also adversely affect the Company's credibility and reputation.

To ensure equality and fairness among all shareholders, the Board of Directors has established a written **"Use of Inside Information and Securities Trading Policy."** This Policy is designed to prevent directors, executives, employees, and external parties performing duties for the Company who have knowledge of, access to, or possession of inside information from using undisclosed inside information to trade securities or seek improper benefits for themselves or others. The key practices under this policy are as follows:

1. **Use of Inside Information**
   Directors, executives, employees, and external parties performing duties for the Company who have knowledge of, prepare, or possess inside information must not use undisclosed inside information, or information that may affect the Company's securities price, for improper personal gain or for the benefit of others. They are required to strictly comply with the Use of Inside Information Policy.

2. **Holding and Trading of the Company's Securities**
   Directors, executives, and employees have the right and freedom to invest in and trade the Company's securities. However, to prevent the misuse of undisclosed inside information for improper benefit, the Company prohibits directors, executives, and employees who have access to inside information, as well as their related persons - - spouses or cohabiting partners, minor children, and juristic persons in which such directors, executives, employees, and their related persons collectively hold more than 30% of the total voting rights and are major shareholders of such juristic persons, from trading the Company's securities during the blackout periods, which covers 30 days prior to the disclosure of quarterly and annual financial statements and continues until 24 hours after such information has been publicly disclosed.

   The Company Secretary will notify directors, executives, and relevant employees of the blackout period in advance via email.

3. **Reporting on the Company's Securities Holdings**
   Directors and executives are required to report their holdings of the Company's securities, including those held by their related persons (i.e., spouses or cohabiting partners, minor children, and juristic persons in which they and their related persons hold shares), to the Company Secretary. They must also report any changes in securities holdings, whether by purchase, sale, transfer, or acceptance of transfer, to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992), as amended, within three business days from the date of such change. A copy of the report must also be submitted to the Company Secretary for record-keeping.

   The Company Secretary is responsible for compiling and reporting information on the securities holdings of directors and executives, including their related persons, to the Board of Directors on a quarterly basis. The Company also discloses securities holdings at the beginning and end of the year, as well as any changes during the year, both directly and indirectly, in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report).

   In 2025, the Company Secretary reported information on the securities holdings and changes in holdings of directors and executives, both directly and indirectly, to the Board of Directors on four occasions, namely in February, May, August, and November.

The Company has announced and communicated the Use of Inside Information and Securities Trading Policy to all directors, executives, and employees through email and internal communication channels, as well as through various activities such as meetings, briefings, and training sessions. All relevant persons are required to formally acknowledge and strictly comply with such Policy.

In addition, the Company has published the Use of Inside Information and Securities Trading Policy on its website at www.symphony.net.th to ensure convenient and broad access for stakeholders and the general public.

Details about the **"Use of Inside Information and Securities Trading Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/use-of-inside-information-and-securities-trading-policy-en.pdf

All members of the Board of Directors have been informed of the Use of Inside Information and Securities Trading Policy through Board meetings and email communications, and have formally acknowledged the Policy in writing, representing 100% of the entire Board.

For executives and relevant employees, the Company has communicated the Policy comprehensively via email.

In 2025, there were no cases in which directors, executives, or relevant employees traded the Company's securities during the designated blackout period. Furthermore, the Company did not receive any complaints, nor were there any instances in which the Company was fined, accused, or subject to civil proceedings by relevant regulatory authorities as a result of misconduct by directors, executives, or employees relating to the misuse of inside information or improper securities trading.

Report on Securities Holdings of Directors

Report on the securities holdings of Symphony Communication Public Company Limited by directors and their related persons[1] during the period from 31 December 2024 to 31 December 2025.

	Name	No. of Ordinary Shares [2]		
		As of 31 Dec 2024 Number of Shares / Shareholding Percentage	As of 31 Dec 2025 Number of Shares / Shareholding Percentage	Change Increase / (Decrease)
1	Mr. Woodtipong Moleechad	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
2	Mr. Akarat Na Ranong	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
3	Assoc. Prof. Dr. Sujate Jantarang	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change

	Name	No. of Ordinary Shares (2)		
		As of 31 Dec 2024 Number of Shares / Shareholding Percentage	As of 31 Dec 2025 Number of Shares / Shareholding Percentage	Change Increase / (Decrease)
4	Mr. Kranphol Asawasuwan	40,533,334 / 9.35%	40,615,134 / 9.37%	81,800 / 0.02%
	Spouse	108,333 / 0.02%	108,333 / 0.02%	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
5	Mr. Teerarat Pantarasutra	39,687,013 / 9.15%	39,687,013 / 9.15%	No change
	Spouse	10 / 0.00%	10 / 0.00%	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
6	Mr. Afzal Abdul Rahim(3)	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
7	Mr. Patrick Corso(4)	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
8	Mr. Alex Loh Chi Kwan	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
Total securities held directly and indirectly by independent directors		**0 / 0.00%**	**0 / 0.00%**	**No change**
Total securities held directly and indirectly by directors		**80,328,690 / 18.52%**	**80,410,490 / 18.54%**	**81,800 / 0.02%**
Grand Total		**80,328,690 / 18.52%**	**80,410,490 / 18.54%**	**81,800 / 0.02%**

Remark: (1) The Company's disclosure of directors' securities holdings includes both direct holdings (held personally by the director) and indirect holdings (held by the spouse, minor children, or related entities). This also covers cases where any other person holds shares on behalf of the director, spouse, or minor children, in accordance with the criteria set out in the Capital Market Supervisory Board Announcement No. TorJor. 44/2566. In 2025, there were no reported cases of any other person holding shares on behalf of a director, spouse, or minor children.

(2) Symphony Communication Public Company Limited has 433,654,887 issued and fully paid-up ordinary shares.

(3) Mr. Afzal Abdul Rahim is director and shareholder, both directly and indirectly, of TIME dotCom Berhad ("TIME"), which holds 46.85% of the Company's shares through TIME dotCom International Sdn Bhd ("TdCI"), a wholly owned subsidiary of TIME.

(4) Mr. Patrick Corso is director and shareholder, both directly and indirectly, of TIME, which holds 46.85% of the Company's shares through TdCI.

Report on Securities Holdings of Executives

Report on the securities holdings of Symphony Communication Public Company Limited by executives and their related persons[1] during the period from 31 December 2024 to 31 December 2025.

	Name	No. of Ordinary Shares[2]		
		As of Dec 31, 2024 Number of Shares / Shareholding Percentage	As of Dec 31, 2025 Number of Shares / Shareholding Percentage	Change Increase / (Decrease)
1	Mr. Supornchai Chotputtikul	7,900/0.00%	7,900/0.00%	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
2	Mr. Apirath Wisitthiwong	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
3	Mr. Paisarn Trichavaroj	59,783/0.01%	59,783/0.01%	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
4	Ms. Chanamon Charoen-thaweepanukul	None	None	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
5	Ms. Weerawan Suwantemee	1,741 / 0.00%	1,741 / 0.00%	No change
	Spouse	None	None	No change
	Minor children	None	None	No change
	Related entity	None	None	No change
Total securities held directly and indirectly by executives		**69,424 / 0.01%**	**69,424 / 0.01%**	**No change**

Remark: [1] The Company's disclosure of securities holdings by executives includes only the top four executives and those holding positions equivalent to the fourth-ranked executive, as well as executives in accounting or finance functions from the department head level or equivalent. The disclosure covers both direct holdings (held personally by the executive) and indirect holdings (held by the spouse, minor children, or related entities). It also includes cases where any other person holds shares on behalf of the executive, spouse, or minor children, in accordance with the criteria set out in the Capital Market Supervisory Board Announcement No. TorJor. 44/2556. In 2025, there were no reported cases of any other person holding shares on behalf of an executive, spouse, or minor children.

[2] Symphony Communication Public Company Limited has 433,654,887 issued and fully paid-up ordinary shares.

Anti-Corruption

The Company considers corruption to be unlawful conduct that undermines business credibility and may cause damage to the Company and society as a whole. Therefore, the Company has a policy of opposing corruption in all forms and does not tolerate such conduct, whether directly or indirectly.

The Board of Directors has established anti-corruption guidelines as part of the Company's Business Code of Conduct and has adopted a written **"Anti-Corruption Policy,"** along with related procedures, such as guidelines on the giving and receiving of gifts or other benefits, hospitality and entertainment, charitable donations and sponsorships. These serve as clear and standardized frameworks for conducting business. Such policies and procedures cover all business operations and activities of the Company across all departments, and require all directors, executives, and employees to strictly comply. Any form of corruption, whether direct or indirect, is strictly prohibited. This is to promote transparent and ethical business practices and to support the Company's sustainable growth. The Company reviews its Anti-Corruption Policy and related procedures on an annual basis to ensure that they are appropriately updated and aligned with changes in the business environment, applicable laws, and evolving circumstances.

Details about the **"Anti-Corruption Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Anti-Corruption" or https://www.symphony.net.th/storage/document/cg/anti-corruption-policy-en.pdf

The Company has announced and communicated its Anti-Corruption Policy, measures, and practices to personnel at all levels through various communication channels, including email. The Company has also published such Policy, measures, and practices on its website at www.symphony.net.th to ensure convenient and broad access for stakeholders and the general public.

In addition, the Company provides orientation training for all new employees, which includes education on its Anti-Corruption Policy, measures, and practices as part of the onboarding program. The Company also continuously promotes awareness and provides knowledge on anti-corruption to its personnel through various appropriate activities, such as meetings, training sessions, e-Learning programs, and knowledge assessments relating to anti-corruption measures.

These efforts are intended to ensure that personnel have a proper understanding of the Policy, are able to apply them appropriately in practice, and collectively foster a corporate culture that does not tolerate corruption in any form.

The Company conducts corruption risk assessments across all departments, performing such assessments separately from other risk categories. It also regularly carries out self-assessments to evaluate the effectiveness of its anti-corruption measures.

In addition, the Company has established whistleblowing channels for employees and stakeholders to report any observed or suspected violations of its anti-corruption policies, measures, and practices, as well as any conduct that may indicate corruption. The Company has implemented transparent, credible, and fair investigation procedures, along with clearly defined disciplinary measures.

To demonstrate its commitment to combating corruption as a listed company and to build confidence among shareholders, investors, and all stakeholder groups, the Company has signed a declaration of intent to join the Thai Private Sector Collective Action Against Corruption (CAC), an initiative led by the Thai Institute of Directors Association (IOD). The objective is to collectively promote anti-corruption efforts on a broad scale. The Company was first certified as a CAC member on 30 September 2020. In November 2023, the Company successfully completed its first recertification as a CAC member, with a certification period of three years (2024-2026).

Furthermore, in 2025, the Company enhanced its role as a CAC member by participating in the CAC Change Agent program to expand a transparent and corruption-free business network. The Company has encouraged and supported its suppliers and business partners to declare their intent to join the CAC initiative, thereby promoting greater transparency throughout the supply chain. This aligns with the Company's sustainable development goals and its commitment to accountability toward all stakeholders.

In 2025, there were no issues, deficiencies, complaints, or whistleblowing reports relating to corruption involving the Company's directors, executives, or employees. The Company was not subject to any fines or penalties due to non-compliance with applicable laws or regulations. There were no negative news reports, reputational issues, regulatory settlements, accusations, or civil proceedings by relevant authorities. Additionally, no directors, executives, or employees resigned or were terminated due to corruption-related matters.

Complaints Making and Whistleblowing

The Company promotes and supports the participation of its personnel, as well as all stakeholder groups, in monitoring and ensuring compliance with its Corporate Governance Policy and practices, Business Code of Conduct, and Anti-Corruption Policy and measures.

The Company provides opportunities for personnel and stakeholders to seek clarification in cases of doubt regarding such policies and practices, as well as submitting comments or suggestions. They may also file complaints or report concerns if they are affected by the Company's business operations or by the performance of duties of the Company's personnel, or if they observe any actions that may constitute violations or non-compliance with applicable laws, regulations, rules, Corporate Governance Policy and practices, or the Business Code of Conduct.

In addition, the Company has established channels for reporting suspected misconduct, including fraud, corruption, abuse of authority, improper personal gain, negligence of duty, inappropriate behavior, human rights violations, or actions that may cause adverse impacts on society, communities, or the environment. Such reports may be submitted through the channels provided by the Company as follows:

Channels for the Company's Employees

Employees may submit complaints or whistleblowing reports verbally or in writing, either by letter or email, to their direct supervisor or to any trusted supervisor at any level.

In addition, employees may submit complaints or whistleblowing reports by letter or email to any of the following designated recipients:

- Chief Executive Officer
- Head of Human Resource Division
- Head of Internal Audit
- Company Secretary

Alternatively, employees may send an email directly to the Audit Committee at: ac@symphony.net.th

Channels for External Parties

Channel 1 : E-mail to the Audit Committee at: ac@symphony.net.th
Channel 2 : Through the Company's website at: www.symphny.net.th
Channel 3 : Registered mail addressed to:
Symphony Communication Public Company Limited
No. 123 Suntowers Building B, 35th-36th Floor, Vibhavadee Rangsit Road,
Chomphon Sub-District, Chatuchak District, Bangkok 10900
The complaint may be addressed to any one of the following recipients:

- Chairman of the Board
- Chairman of the Audit Committee
- Chief Executive Officer
- Company Secretary
- Head of Internal Audit

Procedures upon Receipt of Clue or Complaints

Upon receiving clue or complaint, the Company, through an assigned working committee or designated persons, will collect, verify, and analyze the information. Appropriate corrective and preventive measures will be determined, including actions to mitigate any damage to affected parties. The findings will then be compiled and reported to the recipient of the complaint and/or the whistleblower, as well as to the Chief Executive Officer, the Audit Committee, and the Board of Directors, respectively, as appropriate.

Protection of Complainants/Whistleblower

Whistleblowers and related persons—whether Company personnel or external parties—who submit complaints, provide information, or report concerns in good faith and without malicious intent to harm any individual or the Company, will be afforded appropriate and fair protection by the Company. Such protection includes safeguards against unfair treatment, such as changes in position, job responsibilities, workplace location, suspension, salary reduction, termination, threats, workplace harassment, or any other form of unfair action. Information relating to complaints will be kept confidential and will not be disclosed to unrelated parties, except where disclosure is required by law.

Disciplinary Measures

In event of finding that any employee acts against the Corporate Governance Policy, Business Code of Conduct, Company regulations, Anti-Corruption Policy and measures, or any other applicable policies and practices, will be subject to disciplinary action in accordance with the Company's regulations on employee discipline and disciplinary measures. Disciplinary actions may range from a verbal warning to suspension or termination of employment. If the misconduct constitutes a violation of law, the individual may also be subject to legal penalties under applicable laws.

In 2025, the Company did not receive any complaints or whistleblowing reports through the designated reporting channels.

Summary of Corporate Governance Performance for the Past Year

The Company remains committed to translating good corporate governance principles into concrete practices across the organization. In 2025:

- The Company was never subject to any regulatory action or accusation for failure to disclose significant information within the timeframe prescribed by regulatory authorities, nor for improper disclosure of information.
- There were no instances of fines, accusations, or civil proceedings initiated by regulatory authorities, such as the Securities and Exchange Commission or the Stock Exchange of Thailand, in relation to ethical misconduct.
- No directors—whether independent directors, non-executive directors, or executive directors—resigned due to corporate governance issues of the Company.
- There were no cases, negative news, or reputational damage arising from deficiencies or failures in the Board of Directors' governance responsibilities.

Through its strong commitment and dedicated efforts to operate efficiently under good corporate governance principles, in 2025 the Company was able to maintain its **"Excellent"** (5-star) rating under the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association (IOD) and the Stock Exchange of Thailand for the sixth consecutive year since 2020.



Report on the Results of Duty Performance of the Audit Committee

Report of the Audit Committee for the Year 2025

Dear Shareholders and Stakeholders

The Audit Committee of Symphony Communication Public Company Limited comprises three qualified Independent Directors who possess knowledge, expertise, and experience in various fields, including business administration, finance, economics, risk management, law, engineering, innovation, and technology. All members fully meet the qualifications as prescribed in the Audit Committee Charter, which has been established in accordance with the guidelines and notifications of the Capital Market Supervisory Board, as well as the requirements of the Stock Exchange of Thailand ("SET"). Each member has sufficient knowledge and experience to review the accuracy and reliability of the Company's financial statements, as well as the effectiveness and adequacy of the internal control system. The members of the Audit Committee are as follows:

1. Mr. Akarat Na Ranong — Chairman of the Audit Committee
2. Mr. Woodtipong Moleechad — Member of the Audit Committee
3. Assoc. Prof. Dr. Sujate Jantarang — Member of the Audit Committee

In 2025, the Audit Committee convened a total of five meetings, during which discussions were held with senior management, the external auditor, the internal audit function, and management representatives. In addition, the Audit Committee held one private meeting with the external auditor without management's presence, to allow for independent discussions regarding the auditor's performance and to receive key observations, findings, and opinions arising from the review and audit of the financial reports, as well as the evaluation of the Company's internal control system. All members of the Audit Committee attended every meeting. Details of meeting attendance are as follows:

Name	Position	Number of Meeting Attendance / Number of Total Meetings	Number of Meeting Attendance with auditors without management's presence
1. Mr. Akarat Na Ranong	Chairman	5/5	1/1
2. Mr. Woodtipong Moleechad	Member	5/5	1/1
3. Assoc. Prof. Dr. Sujate Jantarang	Member	5/5	1/1

The Audit Committee has performed its duties independently as assigned by the Board of Directors and in accordance with the Audit Committee Charter, which is aligned with the requirements and best practices for audit committees prescribed by the Office of the Securities and Exchange Commission ("SEC"), as well as the regulations of the SET. The key activities of the Audit Committee in 2025 are summarized as follows:

1. Review of Financial Reports

The Audit Committee reviewed the accuracy, completeness, and reliability of the Company's and its subsidiary's interim and annual financial statements, which were prepared in accordance with Thai Financial Reporting Standards (TFRS) and aligned with International Financial Reporting Standards (IFRS). The Committee held discussions with the external auditor, senior executive, and management representatives on significant matters, including the accuracy and completeness of the financial statements, material accounting adjustments, accounting estimates, the appropriateness of accounting policies and methods, audit scope, and the exercise of judgment in the preparation of financial statements. The Audit Committee carefully considered and raised inquiries to ensure that the preparation of the financial statements and the disclosures in the notes to the financial statements were accurate, transparent, reliable, and in compliance with applicable laws, accounting standards, and generally accepted accounting principles.

In addition, the Audit Committee convened a meeting with the external auditor without the presence of the management to exclusively discuss with the external auditor about the audit plans, the adequacy of information and cooperation provided by management, independence in performing duties and examining information that is important in preparing financial statements, risk management and internal control system, suggestions for the internal control system in the financial reporting process, and the auditor's opinion. For the year 2025, the external auditors confirmed their independence, in performing duties, reported no obstacles or scope limitations in the audit process, and identified no irregularities, suspicious circumstances, significant concern, or material issues requiring additional reporting.

Based on the above review, the Audit Committee is of the opinion that the Company's accounting and financial reporting process is supported by an appropriate internal control system, and that the external auditor was able to perform its duties independently without any restriction on the scope of audit. As a result, the financial statements present fairly, in all material respects, the Company's financial position, operating results, and cash flows in accordance with applicable accounting standards and financial reporting standards, with adequate and appropriate disclosures.

2. Review of Related Party Transactions or Transactions with Potential Conflict of Interest

The Audit Committee places importance on reviewing transactions between the Company and related parties, including transactions that may give rise to conflicts of interest, to ensure compliance with applicable laws, regulations, and requirements of the SEC and the SET, as well as the Company's established policies. The Audit Committee emphasizes that all relevant units strictly adhere to the prescribed policies, rules, and procedures, and requires the external auditor to review such transactions on a quarterly basis.

In 2025, the Audit Committee reviewed related party transactions and transactions that may involve conflicts of interest of the Company and its subsidiaries. The Committee also reviewed the accuracy, completeness, and adequacy of the disclosure of such transactions on a quarterly basis and reported the results to the Board of Directors.

The Audit Committee is of the opinion that the Company's related party transactions during the year were conducted under normal commercial terms and conditions, with reasonable pricing comparable to transactions with external parties. Such transactions were fair, did not favor any particular party, were in the ordinary course of business, and were in the best interests of the Company. Furthermore, the disclosure of information regarding these transactions was transparent, complete, accurate, and in compliance with the requirements of the SEC and the SET.

3. Review of the Adequacy of the Internal Control System

The Audit Committee reviewed the effectiveness and adequacy of the Company's internal control system by considering the internal audit reports and the external auditor's reports on a quarterly basis. The Audit Committee also continuously monitored management's implementation of corrective actions based on audit recommendations in order to understand the causes of any deficiencies, provide guidance to prevent potential damage, and oversee management's corrective measures to prevent recurrence.

In addition, the Audit Committee reviewed the results of the assessment of the adequacy of the Company's internal control system, as conducted by the internal audit function in accordance with SEC's guidelines. The Audit Committee did not identify any issues or deficiencies that could have a material impact on the Company.

Based on the above considerations, the Audit Committee is of the opinion that the Company has an adequate, appropriate, and effective internal control system.

4. Review of the Effectiveness of the Risk Management System

The Audit Committee reviewed and ensured that the Company conducts comprehensive risk assessments covering all dimensions, including emerging risks arising from various situations and challenges, and that effective risk management plans and measures are in place. The Audit Committee acknowledged and monitored the results of risk management through quarterly reports from the internal audit function and the external auditor.

The Audit Committee is of the opinion that the Company has an effective risk management system in place to prevent or mitigate potential impacts on its business operations. The system is aligned with the COSO ERM 2017 Enterprise Risk Management framework, which is internationally recognized.

5. Review and Oversight of Internal Audit Activities

The Audit Committee closely oversees the performance of the Internal Audit Department, including holding private meetings with the Head of Internal Audit without management's presence, to ensure that internal audit activities and advisory roles relating to the internal control system are conducted independently, effectively, and in accordance with the established objectives. The Audit Committee has also provided recommendations to enhance internal audit operations in terms of personnel, work processes, as well as the tools and technologies used in performing audit activities.

The Audit Committee reviewed and approved the internal audit plan for the year 2025, which was developed based on the enterprise risk assessment results, input from management, and the significance of each business process. The plan is aligned with the Company's business objectives and the evolving business environment, with a focus on evaluating the effectiveness of key preventive controls, including audits relating to anti-fraud and anti-corruption measures. The Audit Committee has continuously monitored the implementation of the audit plan, provided guidance, and overseen corrective actions on significant findings to strengthen good corporate governance and ensure an adequate and appropriate internal control system.

In addition, the Audit Committee evaluated the performance of the Head of Internal Audit and the overall quality of internal audit work. The Audit Committee approved matters relating to the selection, appointment, transfer, termination, and staffing of the Internal Audit Department to ensure alignment with the approved audit plan, and supported the continuous professional development and career advancement of internal auditors.

The Audit Committee is of the opinion that the Internal Audit Department operates independently, professionally, and effectively. The internal audit plan is aligned with the Company's objectives and risk profile, and the audit results have achieved the established targets.

6. Review of Good Corporate Governance and Compliance with Laws, Rules, and Regulatory Requirements

The Audit Committee places importance on promoting and overseeing the Company's adherence to good corporate governance principles. The Audit Committee supports the adoption of information technology in governance and operational processes to enhance efficiency, reduce the risk of non-compliance with laws, regulations, and Company policies, and minimize opportunities for fraud and corruption.

The Audit Committee reviewed the Company's compliance with the Public Limited Companies Act, the Securities and Exchange Act, the regulations and requirements of the SEC and the SET, as well as other laws and regulations relevant to the Company's business operations. The Audit Committee also closely monitored the performance of relevant departments to ensure that operations were conducted properly, transparently, and in compliance with applicable laws, regulations, and requirements.

The Audit Committee is of the opinion that the Company has strictly complied with applicable laws, regulations, internal policies, and obligations to external parties. This reflects the Company's commitment to conducting its business with transparency in accordance with good corporate governance principles and with responsibility toward all stakeholders.

7. Consideration and Proposal for Appointment of External Auditor and Determination of Audit Fees for the Year 2025

The Audit Committee considered and selected the external auditor for the fiscal year 2025 by taking into account the auditor's qualifications, knowledge, capabilities, and audit experience; independence in performing duties; audit quality; appropriateness of the audit fee; and compliance with auditor rotation requirements as prescribed by the Capital Market Supervisory Board. After due consideration, the Audit Committee resolved to propose to the Board of Directors for submission to the 2025 Annual General Meeting of Shareholders the appointment of auditors from KPMG Phoomchai Audit Limited, an audit firm approved by the SEC, to serve as the external auditor of the Company and its subsidiary, namely:

1. Ms. Marisa Tharathornbunpakul	Certified Public Accountant No. 5752
2. Mr. Udomsak Busaraniphan	Certified Public Accountant No. 10331
3. Ms. Jamjuree Sathapornchaiwat	Certified Public Accountant No. 11567
4. Mr. Piyanat Singkhorn	Certified Public Accountant No. 11641

In addition, the Audit Committee proposed the audit fee for the fiscal year 2025 in the total amount of Baht 2,160,000.

The 2025 Annual General Meeting of Shareholders, held on 25 April 2025, resolved to approve the appointment of the external auditor and the determination of the audit fee for the fiscal year 2025 as proposed.

8. Performance Evaluation

The Audit Committee conducted its annual performance evaluation for 2025 through a self-assessment process at both the committee and individual levels. The evaluation results were rated "Excellent," reflecting that the Audit Committee has fully and effectively discharged its duties and responsibilities as stipulated in the Audit Committee Charter. In performing its duties, the Audit Committee adhered to the principles of accuracy, prudence, transparency, and independence, with due regard to the best interests of the Company and fairness to all stakeholders on an equitable basis.

9. Reporting of Performance

The Audit Committee regularly reported its performance to the Board of Directors at least once a quarter to ensure that the Board was informed of its oversight activities in various areas. In cases where any transaction or action was identified, or suspected, that could materially affect the Company's financial position or operating results, the Audit Committee would promptly report such matters to the Board of Directors. However, during the past year, no events or indications were found that could have a material impact on the Company.

In addition, the Audit Committee prepared its report for disclosure in the 2025 Annual Registration Statement/Annual Report (Form 56-1 One Report) in compliance with the rules and requirements of the SEC Office and the Stock Exchange of Thailand.

In summary, throughout 2025, the Audit Committee performed its duties independently, with competence, integrity, and due care, in full accordance with the responsibilities assigned by the Board of Directors and as prescribed in the Audit Committee Charter. The Audit Committee provided constructive opinions and recommendations to support good corporate governance, while upholding the best interests of the Company, its shareholders, and all stakeholders with fairness, transparency, and equality.

On behalf of the Audit Committee



(Mr. Akarat Na Ranong)
Chairman of the Audit Committee

Summary of the Results of Duty Performance of the Sub-Committees

Report of the Nomination, Compensation, Corporate Governance and Sustainability Committee for the Year 2025

Dear Shareholders and Stakeholders

The Nomination, Compensation, Corporate Governance and Sustainability ("NCCGS") Committee of Symphony Communication Public Company Limited plays a significant role in supporting the Board of Directors in promoting good corporate governance within the Company. The NCCGS Committee's primary responsibilities include considering, nominating, and proposing qualified individuals for appointment as directors and Chief Executive Officer; determining the remuneration of directors and the Chief Executive Officer; formulating corporate governance policy and practices, the Business Code of Conduct, and other key policies; and overseeing the Company's operations to ensure compliance with established policies and corporate governance best practices at both national and international levels. The Committee also oversees the Company's sustainability initiatives, covering key issues such as human rights, climate change, and social and environmental responsibility.

Currently, the NCCGS Committee comprises six members of the Board of Directors, consisting of three independent directors, one non-executive director, and two executive directors: namely,

1. Mr. Woodtipong Moleechad — Chairman of the NCCGS Committee
2. Mr. Akarat Na Ranong — Member of the NCCGS Committee
3. Assoc. Prof. Dr. Sujate Jantarang — Member of the NCCGS Committee
4. Mr. Patrick Corso — Member of the NCCGS Committee
5. Mr. Teerarat Pantarasutra — Member of the NCCGS Committee
6. Mr. Kranphol Asawasuwan — Member of the NCCGS Committee

In 2025, the NCCGS Committee held a total of three meetings. A summary of each member's attendance is presented as follows:

Name	Position	Number of Meeting Attendance/Number of Total Meetings
1. Mr. Woodtipong Moleechad	Chairman	3/3
2. Mr. Akarat Na Ranong	Member	3/3
3. Assoc. Prof. Dr. Sujate Jantarang	Member	3/3
4. Mr. Patrick Corso	Member	3/3
5. Mr. Kranphol Asawasuwan	Member	3/3
6. Mr. Teerarat Pantarasutra	Member	3/3

The NCCGS Committee has regularly reported its performance, including opinions and recommendations, to the Board of Directors. The NCCGS Committee performed its duties as assigned by the Board and in accordance with the NCCGS Committee Charter. The key activities undertaken during the past year are summarized as follows:

1. Nomination

1.1 Reviewed the structure and composition of the Board of Directors to ensure compliance with applicable laws and regulations and alignment with the Company's business direction and strategic objectives. The NCCGS Committee concluded that the current structure and composition of the Board remain appropriate.

1.2 Considered, nominated, and selected qualified individuals for proposal to the Board of Directors for submission to the 2025 Annual General Meeting of Shareholders for election as directors in place of those retiring by rotation. In this regard, the NCCGS Committee acted in accordance with the nomination policy, criteria, and procedures approved by the Board of Directors, which are aligned with good corporate governance principles, the Company's Articles of Association, and applicable laws. Consideration was given to the Board Skill Matrix to ensure the Board possesses the necessary skills and expertise, as well as diversity in terms of gender, nationality, ethnicity, age, knowledge, and experience.

In 2025, the Company provided shareholders with the opportunity to nominate qualified candidates for consideration as directors in accordance with the prescribed criteria during the period from 21 October 2024 to 30 December 2024, in line with good corporate governance principles. However, upon the expiration of the specified period, no shareholder submitted any nomination for consideration at the 2025 Annual General Meeting of Shareholders. Accordingly, the NCCGS Committee recommended that the Board of Directors propose the names of the directors retiring by rotation in 2025, namely Associate Professor Dr. Sujate Jantarang, Mr. Afzal Abdul Rahim, and Mr. Alex Loh Chi Kwan, to the shareholders' meeting for re-election for another term. The Annual General Meeting of Shareholders resolved to re-elect all three directors as proposed.

1.3 Reviewed the criteria and procedures for the nomination of directors, including the criteria for granting shareholders the right to nominate candidates for election as directors at the 2026 Annual General Meeting of Shareholders. The NCCGS Committee concluded that the existing criteria and practices remain appropriate and consistent with good corporate governance principles.

2. Remuneration

2.1 Considered and determined the remuneration of the Board members and members of the sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, for the year 2025. The remuneration structure comprised monthly remuneration, meeting allowance, and bonus. The proposal was submitted to the Board of Directors for approval prior to being presented to the 2025 Annual General Meeting of Shareholders for consideration and approval. In determining such remuneration, due consideration was given to the scope of duties and responsibilities of each position, individual performance, the Company's operating results, overall economic conditions, and benchmarking against listed companies on the Stock Exchange of Thailand with similar business characteristics and size. The shareholders' meeting resolved to approve the proposal as presented.

2.2 Evaluated the performance of the Chief Operating Officer for the year 2024 and reported the evaluation results to the Board of Directors.

2.3 Considered and determined the bonus payment rate for the Chief Operating Officer for the year 2024 and proposed it to the Board of Directors for approval. The bonus payment rate was determined based on performance evaluation results, managerial capability, leadership, alignment with the Company's operating results, achievements in sustainability performance across various dimensions, and the overall economic conditions.

2.4 Approved the policy, criteria, and limit for the annual performance bonus for the year 2024, as well as the annual salary increment rate and limit for the year 2025 for employees and executives. The salary increment rate and bonus payments were set at appropriate levels in alignment with the Company's performance.

2.5 Approved the disclosure of remuneration information of the Board of Directors and the sub-committees in the Company's Annual Registration Statement/Annual Report (Form 56-1 One Report) to promote transparency and accountability.

3. Corporate Governance

3.1 Reviewed and improved the performance evaluation forms for the Board of Directors and its sub-committees, namely the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee, to ensure alignment with their respective roles, duties, and responsibilities as stipulated in the revised charters of the Board and its sub-committees.

3.2 Reviewed the corporate governance policy and practices, the Business Code of Conduct, and other key policies. The NCCGS Committee endorsed amendments to the Corporate Governance Policy and practices, as well as to key policies, including the Anti-Corruption Policy, Risk Management Policy, Human Rights Policy, and Information Disclosure Policy, to ensure alignment with the Company's business context, applicable laws and regulations, best corporate governance practices, and sustainability guidelines.

3.3 Oversaw and monitored the performance of the Board of Directors and management to ensure compliance with the Company's corporate governance policy and practices, Business Code of Conduct, and key policies. The NCCGS Committee also provided guidance and recommendations to ensure that compliance with such policies and practices is complete, accurate, efficient, and effective.

4. Sustainable Development

4.1 Considered the proposed revisions to the Sustainable Development Policy and submitted them to the Board of Directors for approval, in order to ensure alignment with evolving circumstances and emerging trends.

4.2 Acknowledged the sustainability disclosure guidelines and requirements under IFRS S1 and IFRS S2, and provided recommendations and guidance to the Sustainable Development Committee to ensure readiness and alignment with the prescribed standards and requirements.

4.3 Acknowledged the report on the review of material sustainability issues (Materiality), as well as the Company's sustainability performance and greenhouse gas emission reduction results. The NCCGS Committee provided recommendations and guidance to ensure that operations are effectively aligned with the Company's sustainability policies, sustainability targets, and greenhouse gas emission reduction goals.

In addition, the NCCGS Committee reviewed and proposed amendments to the NCCGS Committee Charter to the Board of Directors to align with its expanded roles, duties, and responsibilities in overseeing sustainability-related operations as assigned by the Board. At the Board of Directors' Meeting No. 7/2025 held on 14 November 2025, the Board resolved to approve the proposed amendments to the NCCGS Committee Charter.

For the fiscal year 2025, the NCCGS Committee conducted a self-assessment of its performance, both the Committee as a whole and on an individual basis. The evaluation results were rated "Excellent," reflecting that the NCCGS Committee has fully and effectively carried out its duties and responsibilities as assigned by the Board of Directors and as stipulated in the NCCGS Committee Charter, with diligence, prudence, transparency, and independence.

The NCCGS Committee has provided candid opinions and recommendations with due regard to the best interests of the Company, its shareholders, and all stakeholders. The NCCGS Committee remains committed to performing its duties with fairness and impartiality in accordance with good corporate governance principles, while ensuring that the Company operates in strict compliance with applicable laws, regulations, rules, and requirements. The Company's operations are conducted with transparency, integrity, accountability to the community, society, and the environment, and with zero tolerance for fraud and corruption in all forms. These efforts are aimed at driving the Company toward stable growth, enhancing its readiness to adapt to business changes, and achieving long-term sustainability.

On behalf of the Nomination, Compensation,
Corporate Governance and Sustainability Committee



(Mr. Woodtipong Moleechad)
Chairman of the Nomination, Compensation,
Corporate Governance and Sustainability Committee

Report of the Risk Management Committee for the Year 2025

Dear Shareholders

The Board of Directors of Symphony Communication Public Company Limited recognizes the importance of risk management as a key component of good corporate governance and a critical mechanism enabling the Company to achieve its objectives and goals sustainably. Effective risk management enhances confidence among investors and stakeholders, supports more prudent management decision-making, creates opportunities to add value to the business, and strengthens the Company's preparedness to appropriately prevent and respond to various types of risks.

The Board oversees the establishment of a comprehensive risk management framework covering significant risks in all dimensions, including strategic risk, operational risk, financial risk, and governance and compliance risk. In 2025, the Company expanded the scope of its risk management to address emerging risks arising from economic changes, information technology risks, cybersecurity and data protection risks, as well as sustainability (ESG) risks and risks related to climate change.

In addition to business risk management, the Company places importance on managing the impacts of significant events that may affect operations and service continuity (Business Continuity), such as uncertainties relating to neighboring countries and risks from natural disasters, including floods, which may affect infrastructure, customer services, and employee operations. The Company has reviewed and enhanced its Business Continuity Plan (BCP) and emergency response plans to ensure greater preparedness. This includes conducting impact assessments, performing scenario analysis, and closely monitoring early warning signals to enable timely responses, minimizing impacts on stakeholders, and maintaining operational stability.

To ensure that the Company has appropriate and effective systems, processes, and practices in place for risk management and business continuity management, with tangible implementation and continuous oversight of key risks, and to embed risk management as part of the corporate culture, the Board of Directors has established the Risk Management Committee. The Risk Management Committee's structure comprises members of the Board and representatives from management to strengthen the Company's governance and risk management framework.

In 2025, following the completion of the term of Mr. Alex Loh Chi Kwan, Chief Executive Officer, who served as a member of the Risk Management Committee and expressed his intention not to seek reappointment due to increased duties and responsibilities, the Board reviewed and refined the structure and composition of the Risk Management Committee to align with the Company's current context. The Board appointed Associate Professor Dr. Sujate Jantarang, an Independent Director with expertise in innovation, information technology, and digital transformation, as Chairman of the Risk Management Committee. In addition, Ms. Nopparat Charoenpromsakul, Head of Risk and Compliance Management Department, was appointed as an additional member of the Risk Management Committee to enhance continuity, efficiency, and alignment with the Company's current risk landscape.

Currently, the Risk Management Committee comprises three members of the Board, one independent director and two executive directors, and three members representing the management, namely:

1. Assoc. Prof Dr. Sujate Jantarang [1] Chairman
2. Mr. Teerarat Pantarasutra Member
3. Mr. Kranphol Asawasuwan Member
4. Ms. Nopparat Charoenpromskul [2] Member
5. Ms. Thanita Kititaveesatian Member
6. Ms. Siriwan Prempreethaweesin Member

Remark: [1] Assoc. Prof. Dr. Sujate Jantarang, Independent Director, was appointed as Chairman of the Risk Management Committee by the resolution of the Board of Directors' Meeting No. 3/2025 held on 25 April 2025.

[2] Ms. Nopparat Charoenpromskul, Head of Risk and Compliance Management Department, was appointed as a member of the Risk Management Committee by the resolution of the Board of Directors' Meeting No. 4/2025 held on 9 May 2025.

In 2025, the Risk Management Committee held a total of four meetings. A summary of each member's attendance is presented as follows:

Name	Position	Number of Meeting Attendance/Number of Total Meetings
1. Assoc. Prof. Dr. Sujate Jantarang	Chairman	3/3[1]
2. Mr. Teerarat Pantarasutra	Member	4/4
3. Mr. Kranphol Asawasuwan	Member	4/4
4. Mr. Alex Loh Chi Kwan	Member	1/1[2]
5. Ms. Nopparat Charoenpromskul	Member	2/2[3]
6. Ms. Thanita Kititaveesatian	Member	4/4
7. Ms. Siriwan Prempreethaweesin	Member	4/4

Remark: [1] Assoc. Prof. Dr. Sujate Jantarang attended his first Risk Management Committee meeting at Meeting No. 2/2025, held on 28 April 2025.

[2] Mr. Alex Loh Chi Kwan attended only one Risk Management Committee meeting, as he completed his term as a member of the Risk Management Committee on 25 April 2025.

[3] Ms. Nopparat Charoenpromskul attended her first Risk Management Committee meeting at Meeting No. 3/2025, held on 29 July 2025.

The Risk Management Committee performed its duties in accordance with the Risk Management Committee Charter. The key activities undertaken during the past year can be summarized as follows:

1. Reviewed the Company's risk management policy, framework, and guidelines, including business continuity management, and proposed them to the Board of Directors for consideration and approval, while overseeing the implementation of enterprise-wide risk management in an appropriate and effective manner.
2. Considered and provided opinions on the establishment of the Company's risk management processes to ensure they are systematic and aligned with the Company's strategy and business direction.

3. Reviewed and approved the results of risk identification, assessment, and prioritization, including the Risk Map, Risk Appetite, and Risk Tolerance levels.
4. Provided advice and recommendations on risk management strategies, measures, action plans, and key risk management indicators to enhance the effectiveness of the Company's risk management practices.
5. Ensured that risk management covers all activities, departments, and stages of the Company's business operations comprehensively.
6. Monitored significant risk issues and risk trends, regularly reviewed risk assessments, and evaluated the effectiveness of management's risk management practices to minimize potential impacts and damages to the Company's financial position and reputation.
7. Supported the continuous development and enhancement of the Company's risk management system and promoted ongoing knowledge development in risk management for both the Board of Directors and management.

The Risk Management Committee opined that the Company's risk management performance in 2025 has shown continuous improvement and has been able to respond appropriately to changing circumstances and emerging challenges. The Company has demonstrated its capability to manage risks comprehensively and effectively, while maintaining risk levels within acceptable limits.

The Risk Management Committee has regularly reported its risk management performance to the Board of Directors at least once a quarter to ensure timely oversight and to support prudent, well-informed decision-making by management. This has contributed to greater operational stability and strengthened the Company's readiness for sustainable long-term growth.

In addition, the Risk Management Committee reviewed and proposed amendments to the Risk Management Committee Charter to the Board of Directors in order to align with its expanded roles, duties, and responsibilities in overseeing risk management operations. At the Board of Directors' Meeting No. 7/2025 held on 14 November 2025, the Board resolved to approve the proposed amendments to the Risk Management Committee Charter.

For 2025, the Risk Management Committee conducted a self-assessment of its performance, both the Committee as a whole and on an individual basis. The evaluation results were rated as "Excellent," reflecting that the Risk Management Committee has fully and effectively carried out its duties and responsibilities as assigned by the Board of Directors and as stipulated in the Risk Management Committee Charter.

The Risk Management Committee reaffirms its commitment to shareholders that the Company will continue to develop and enhance its risk management processes to ensure they remain up to date, comprehensive, and aligned with the evolving business environment. This will support long-term growth and create sustainable value for shareholders and all stakeholders.

On behalf of the Risk Management Committee



(Associated Professor Dr. Sujate Jantarang)
Chairman of the Risk Management Committee

Internal Control

The Board of Directors recognizes the importance of maintaining effective internal control, risk management, and internal audit systems. Accordingly, the Board has delegated the Audit Committee, comprising three independent directors, to oversee and review the adequacy and effectiveness of the Company's internal control and risk management systems in accordance with good corporate governance principles. This is to support the Company's business operations in achieving its established objectives and goals, mitigate potential losses, and promote the efficient and optimal utilization of the Company's resources. The Company's internal control system encompasses operational controls, the preparation of financial reports that are accurate, complete, reliable, and timely, as well as compliance with applicable laws, regulations, rules, the Company's policies, and requirements of relevant governmental and regulatory authorities. The Company regularly reviews and evaluates the effectiveness of its internal control system to ensure that operations align with established objectives and deliver maximum benefit under an ever-changing business environment, while upholding fairness to all stakeholders.

The Company has adopted the internationally recognized internal control framework established by The Committee of Sponsoring Organizations of the Treadway Commission (COSO 2013), as well as the Principles of Good Corporate Governance for Listed Companies 2017, as guidelines for its business operations and practices. These frameworks enable the Company to achieve its objectives in three key areas: (1) Operations -- ensuring operational efficiency and effectiveness to safeguard shareholders' investments and the Company's assets, and to generate sustainable long-term returns, (2) Reporting -- ensuring that financial and operational information is accurate, reliable, transparent, and verifiable, and (3) Compliance -- ensuring adherence to applicable laws, regulations, and business-related requirements

The Company has continuously developed and enhanced its operational procedures and systems in accordance with the five components of the COSO framework to strengthen the effectiveness of its internal control system, ensuring its appropriateness and alignment with the current business environment, as follows:

1) Control Environment

- The Company is firmly committed to upholding ethical values, integrity, and accountability, as well as maintaining an appropriate organizational culture and internal control environment. The Company clearly defines the roles, duties, and responsibilities of personnel at all levels with respect to the internal control system. In this regard, the Company has established and formally implemented key policies and procedures in writing, including the Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, and other significant policies, to serve as operational guidelines. These policies are grounded in principles of morality, ethics, honesty, transparency, and lawful business conduct, while giving due consideration to the collective interests of all stakeholders
- The Company has clearly segregated the roles, duties, and responsibilities between the Board of Directors and the management team to ensure proper oversight, monitoring, review, and checks and balances in accordance with sound internal control principles. The Company has established an appropriate organizational structure, lines of authority, and reporting lines, including clearly defined job responsibilities, levels of authority, and approval limits. This framework supports the effective execution of the Company's business operations under the supervision of the Board of Directors. The Company regularly reviews and updates such structures and processes to ensure alignment with changes in the business environment.

- The Board of Directors has established sub-committees to support the effective discharge of its duties. These include the Audit Committee, the Nomination, Compensation, Corporate Governance and Sustainability Committee, and the Risk Management Committee. Each sub-committee operates under a formal charter that clearly defines its roles, duties, and responsibilities. The composition and scope of responsibilities of each sub-committee are regularly reviewed and refined to ensure their appropriateness and alignment with the Company's roles, mission, and business operations under evolving circumstances.
- The Board of Directors and the management team jointly establish both short-term and long-term business strategies and operational plans, as well as Corporate Key Performance Indicators (Corporate KPIs). These serve as essential tools for monitoring, evaluating, and enhancing management performance in a systematic and effective manner, ensuring alignment with the Company's strategic direction and organizational objectives.

2) Risk Assessment

- The Company recognizes the importance of risk management in a rapidly evolving business environment influenced by both internal and external factors. The Company upholds the principle that risk management is an integral component of strategic decision-making and business operations, supporting the sustainable achievement of its objectives and goals.
- The Board of Directors is responsible for overseeing the establishment and maintenance of an effective Enterprise Risk Management framework. The Board has established appropriate risk management policies and defined the Company's risk governance structure to ensure that risk management practices are systematically implemented and consistently applied throughout the organization.
- To strengthen risk oversight at the enterprise level, the Board of Directors has established the Risk Management Committee to support its risk governance responsibilities. The Risk Management Committee is responsible for reviewing and providing recommendations on the Company's Enterprise Risk Management Framework, including key elements such as the Company's Risk Appetite, Risk Capacity, and Risk Tolerance, as well as the overall risk management strategy and approach. The Risk Management Committee also reviews the adequacy and effectiveness of the risk management policy and framework, advises the Board of Directors on enterprise-level risk oversight, and ensures that risk considerations are appropriately integrated into the Company's strategic planning and business decision-making processes.
- The Company implements a structured Enterprise Risk Management process in alignment with COSO principles and internationally recognized practices. This process includes the identification, assessment, and analysis of risks arising from both internal and external factors that may affect the achievement of the Company's strategic, operational, reporting, and compliance objectives. Key risk categories include operational risk, financial risk, corporate governance and compliance risk, cybersecurity and data protection risk, as well as emerging risks and sustainability-related risks across environmental, social, and governance (ESG) dimensions. The Company assesses risks based on both the likelihood of occurrence and the potential impact on the Company, and establishes appropriate risk response strategies, including risk avoidance, risk reduction, risk sharing, or risk acceptance, in accordance with the Company's defined Risk Appetite and Risk Tolerance. Control activities are implemented to mitigate risks and maintain risk exposure within acceptable levels. The Company also ensures continuous monitoring, review, and reporting of risk management performance to enhance the effectiveness of the Enterprise Risk Management framework and ensure alignment with the Company's business objectives and the evolving risk environment.

3) Control Activities

- The Company requires all business units to develop and implement risk management plans for activities identified as having risks at all levels, as part of its Enterprise Risk Management (ERM) process. These plans are designed to prevent and mitigate risks arising from operational processes. Control activities are established and designed in alignment with nature and level of identified risks. Risk management plans are required to address the root causes of risks, be appropriate for the Company's business operations, and be cost-effective relative to the expected benefits, while adhering to established risk management principles. In addition, the Risk Management Department is responsible for coordinating, providing guidance, and monitoring risk management activities across business units, and for consolidating and reporting risk management progress to the Risk Management Committee on a regular basis. This enables the Company to analyze risk exposures and implement appropriate control measures to avoid, reduce, or mitigate potential impacts on the Company.
- The Company has established clear policies, procedures, and standard operating practices for key business processes. This includes defining appropriate segregation of duties, levels of authority, authorization limits, and approval hierarchies across various functional areas, such as finance, procurement, and general administration. These measures are designed to reduce the risk of errors, unauthorized transactions, or fraudulent activities. Control activities include both Automated Controls embedded within information systems and Manual Controls performed by responsible personnel. The Company regularly reviews and updates its policies and procedures to ensure continued effectiveness and alignment with evolving business operations and risk environments.
- The Company promotes and supports the appropriate use of technology to enhance operational efficiency and strengthen internal control activities. In addition, the Company has established contingency plans and a Business Continuity Plan (BCP) to ensure operational resilience and continuity in the event of incidents that may affect the Company's information systems or business operations.
- The Company places significant importance on information security management in accordance with internationally recognized standards. The Company has adopted the ISO/IEC 27001 framework as a guideline for establishing information security controls, including access controls over information and information systems. These controls are designed to prevent unauthorized access, use, disclosure, modification, or destruction of sensitive information, and to safeguard the confidentiality, integrity, and availability of the Company's information assets.
- The Company has established practical guidelines on conflict of interest as part of its Business Code of Conduct, which prohibits directors, executives, and employees from seeking personal benefits that conflict, or may potentially conflict, with the Company's best interests. The Company has also implemented a Connected Transaction Policy to ensure that transactions with related parties or potentially conflicted persons are conducted in accordance with good corporate governance principles, regulatory requirements, and applicable laws. Such transactions are subject to appropriate review by the Audit Committee and must be reported to or approved by the Board of Directors, as required by applicable regulations. The Company ensures that all related party transactions are conducted on an arm's length basis and are properly disclosed to ensure transparency, fairness, and accountability.

4) Information & Communication

- The Company recognizes the importance of maintaining effective information and communication systems that ensure information is accurate, complete, reliable, and timely. The Company has established and maintained information systems that support its operational processes and facilitate the timely provision of relevant information to the Board of Directors, management, and relevant functions to support informed decision-making. The Company has also implemented policies and procedures for the proper collection, classification, retention, and management of documents and information to ensure completeness, systematic organization, and auditability.
- The Company has established effective internal communication processes through appropriate and diverse communication channels, including corporate email systems and internal communication platforms such as LINE Official Account (LINE OA). These channels enable personnel at all levels to receive consistent, accurate, and timely information necessary for the effective performance of their duties and responsibilities. This ensures alignment in operational direction and supports the achievement of the Company's strategic objectives.
- The Company ensures appropriate, transparent, and timely communication and disclosure of information to external stakeholders in accordance with applicable laws, regulations, and good corporate governance principles. Key stakeholders include customers, business partners, shareholders, investors, regulatory authorities, communities, and society. The Company utilizes multiple communication channels, including the Company's website, corporate communication and marketing channels such as social media platforms, and disclosure systems of the Stock Exchange of Thailand (SET). The Company also participates in SET Opportunity Day and engages in stakeholder and community activities. These practices ensure that stakeholders receive accurate, complete, transparent, and verifiable information.
- The Company has established a Whistleblowing Policy and reporting channels to enable employees, stakeholders, and external parties to report concerns, complaints, or suspected misconduct, including violations of laws, regulations, internal policies, or the Company's Business Code of Conduct. Reports may be submitted confidentially through designated channels, including email: ac@symphony.net.th, the Company's website, or by written correspondence addressed to the Chairman of the Audit Committee or the Chairman of the Board of Directors. The Company ensures that all reports and complaints are handled in a confidential, transparent, impartial, and fair manner.

5) Monitoring Activities

- The Company requires management and supervisory personnel at all levels to establish and implement appropriate mechanisms to oversee, monitor, and evaluate the effectiveness of the internal control system on an ongoing basis. These monitoring activities include periodic management meetings to review operational performance, reviews of unusual transactions or irregularities, and regular Control Self-Assessment (CSA) processes.
- The Company has established an Internal Audit function, which reports directly to the Audit Committee, thereby ensuring its independence from management. The Internal Audit function performs its duties under the oversight and guidance of the Audit Committee and conducts audits across all business units in accordance with the annual risk-based audit plan approved by the Audit Committee. The purpose of these audits is to assess the adequacy and effectiveness of the internal control system, as well as compliance with the Company's policies, procedures, and applicable regulatory requirements. The Internal Audit function maintains independence and objectivity in performing its duties and is authorized to communicate audit findings and provide recommendations without restriction. Audit findings and recommendations are reported to the

management of the relevant business units and the Chief Executive Officer and are summarized and presented to the Audit Committee for review and oversight. Management of the audited business units is responsible for implementing corrective actions to address identified internal control deficiencies. The Internal Audit function is responsible for monitoring and following up on the implementation of corrective action plans on an ongoing basis and reporting the status of remediation efforts to the Audit Committee on a regular basis. This process ensures that identified control deficiencies are addressed appropriately, within established timelines, and in a manner that strengthens the effectiveness of the Company's internal control system.

Board of Director' Opinion on the Internal Control System

At the Board of Directors' Meeting No. 1/2026, held on February 27, 2026, at which all members of the Audit Committee were present, the Board of Directors considered and assessed the adequacy and appropriateness of the Company's internal control system. This assessment was based on the evaluation of the adequacy of the internal control system in accordance with the assessment form prescribed by the Securities and Exchange Commission (SEC), which was prepared by the Internal Audit Department and reported to the Chief Executive Officer, and subsequently reviewed and endorsed by the Audit Committee.

Based on careful consideration, the Board of Directors concurred with the opinion of the Audit Committee that the Company has established and maintained an internal control system that is adequate and appropriate, and aligned with the Company's size, business nature, operational complexity, and current business environment. The Company has provided sufficient and qualified personnel to support the effective implementation of its internal control system. The system enables the Company to effectively oversee, monitor, and control its operations in accordance with its established objectives. Furthermore, the Company's financial and operational reports are accurate, complete, and reliable, and the Company conducts its business in compliance with applicable laws, regulations, internal policies, and regulatory requirements.

In this regard, during the year 2025, the Board of Directors did not identify any material weaknesses or significant deficiencies in the internal control system that would have a material adverse impact on the Company's operations. The Board of Directors continues to support management's ongoing efforts to enhance, improve, and strengthen the internal control system to ensure alignment with the Company's business growth, evolving operating environment, and internationally recognized best practices.

Opinion of the Audit Committee on the Head of Internal Audit

The Audit Committee has appointed Ms. Atchara Aeampee, Company Secretary, to serve as Secretary to the Audit Committee in order to support the Audit Committee in the effective and efficient discharge of its duties and responsibilities, and to ensure that its functions are carried out in accordance with its designated roles and objectives.

In addition, the Audit Committee has appointed Ms. Thanita Kititaveesatian as Head of Internal Audit. In this regard, the Audit Committee has considered and is of the opinion that the Head of Internal Audit possesses the appropriate qualifications, knowledge, competence, and professional experience necessary for the effective performance of the Internal Audit function. Furthermore, the Audit Committee is confident that the Head of Internal Audit is able to perform her duties with independence, objectivity, and professionalism, in accordance with the roles, duties, and responsibilities prescribed under the Company's corporate governance framework and in alignment with internationally recognized internal audit and internal control standards.

Related Party Transactions

For the fiscal year ended December 31, 2025, the Company and its subsidiary company entered into transactions with related parties. The Company's auditor disclosed such transactions in the notes to the Audited Financial Statements, and the Audit Committee reviewed them. The Audit Committee opined that the management entered into these transactions primarily for the benefit of the Company, on the same basis as transactions with general third parties, under normal commercial terms and conditions, at reasonable prices, and with reference to prevailing market prices in the relevant industry.

The related party transactions for the year 2025 are detailed as follows:

Related Party	Relationship	Nature of Transaction	Related Party Transactions for the Year Ended 31 December 2024 (Million Baht)		Related Party Transactions for the Year Ended 31 December 2025 (Million Baht)	
			Consolidated	Company	Consolidated	Company
TIME dotCom International Sdn Bhd	1. The Company's major shareholder. 2. The Company's directors, Mr. Afzal Abdul Rahim and Mr. Patrick Corso serve as directors of this company.	The Company provides lease line service to the related party.				
		Sales of goods and services				
		1. Service income	0.11	0.11	0.11	0.11
		2. Trade and other receivables	0.01	0.01	-	-
TT dotCom Sdn Bhd	1. Subsidiary of the Company's indirect major shareholder. 2. The Company's directors, Mr. Afzal Abdul Rahim serves as directors of this company.	The related party provides lease line service to the Company.				
		Purchase of goods, services, and others				
		1. Rental and other service expenses	(83.81)	(83.81)	(84.94)	(84.94)
		2. Trade and other payables	(19.61)	(19.61)	(20.69)	(20.69)

Related Party	Relationship	Nature of Transaction	Related Party Transactions for the Year Ended 31 December 2024 (Million Baht)		Related Party Transactions for the Year Ended 31 December 2025 (Million Baht)	
			Consolidated	Company	Consolidated	Company
TIME dotCom (Cambodia) Co., Ltd.	Subsidiary of the Company's major shareholder	The Company provides space for rent to the related party.				
		Sales of goods and services				
		1. Service income	0.51	0.51	0.47	0.47
		2. Trade and other receivables	0.04	0.04	-	-
CMC Telecommunication Infrastructure Corporation	1. Affiliated company of the Company's indirect major shareholder. 2. The Company's directors, Mr. Afzal Abdul Rahim and Mr. Patrick Corso serve as directors of this company.	The Company provides lease line service to the related party. The related party provides lease line service to the Company.				
		Sales of goods and services				
		1. Service income	4.13	4.13	4.12	4.12
		2. Trade and other receivables	1.05	1.05	1.29	1.29
		Purchase of goods, services, and others				
		1. Rental and other service expenses	-	-	(0.13)	(0.13)
		2. Trade and other payables	-	-	(0.11)	(0.11)
TIME dotcom Global Services Sdn Bhd	Subsidiary of the Company's indirect major shareholder.	The Company provides lease line service to the related party. The related party provides lease line service to the Company.				
		Sales of goods and services				
		1. Service income	81.80	81.80	37.03	37.03
		2. Trade and other receivables	0.13	0.13	-	-
		Purchase of goods, services, and others				
		1. Trade and other payables	-	-	(1.38)	(1.38)

Related Party	Relationship	Nature of Transaction	Related Party Transactions for the Year Ended 31 December 2024 (Million Baht)		Related Party Transactions for the Year Ended 31 December 2025 (Million Baht)	
			Consolidated	Company	Consolidated	Company
AIMS Data Centre (Thailand) Limited	Affiliated company of the Company's indirect major shareholder.	The Company provides lease line service. The related party provides lease line service to the Company.				
		Sales of goods and services				
		1. Service income	-	-	0.11	0.11
		2. Trade and other receivables	-	-	0.03	0.03
		Purchase of goods, services, and others				
		1. Rental and other service expenses	(11.93)	(11.93)	(11.53)	(11.53)
		2. Trade and other payables	(1.67)	(1.67)	(1.06)	(1.06)
Supreme Distribution Public Company Limited	The Company's director, Mr. Woodtipong Moleechad, serves as director of this company.	The Company provides lease line service to the related party.				
		Sales of goods and services				
		1. Service income	0.32	0.32	0.18	0.18
		2. Trade and other receivables	0.04	0.04	0.01	0.01
Finansa Securities Company Limited	The Company's director, Mr. Akarat Na Ranong, serves as director of this company.	The Company provides lease line service to the related party.				
		Sales of goods and services				
		1. Service income	0.22	0.22	0.22	0.22

Related Party	Relationship	Nature of Transaction	Related Party Transactions for the Year Ended 31 December 2024 (Million Baht)		Related Party Transactions for the Year Ended 31 December 2025 (Million Baht)	
			Consolidated	Company	Consolidated	Company
RV Connex Company Limited	The Company's director, Associate Professor Dr. Sujate Jantarang, serves as Chairman of this company.	The Company provides lease line service to the related party. The related party provides lease line service to the Company.				
		Sales of goods and services				
		1. Service income	-	-	0.48	0.48
		2. Trade and other receivables	-	-	0.04	0.04
		Purchase of goods, services, and others				
		1. Rental and other service expenses	-	-	(0.42)	(0.42)
		2. Trade and other payables	-	-	(0.03)	(0.03)
Integrated Global Solutions Sdn Bhd	Indirect subsidiary of the Company's indirect major shareholder.	The related party provides lease line service to the Company.				
		Purchase of goods, services, and others				
		1. Rental and other service expenses	(7.41)	(7.41)	(9.70)	(9.70)
		2. Trade and other payables	(6.50)	(6.50)	(0.78)	(0.78)

Related Party	Relationship	Nature of Transaction	Related Party Transactions for the Year Ended 31 December 2024 (Million Baht)		Related Party Transactions for the Year Ended 31 December 2025 (Million Baht)	
			Consolidated	Company	Consolidated	Company
AVM Cloud (Thailand) Limited	Indirect subsidiary of the Company's indirect major shareholder.	The Company provides lease line service. The related party provides lease line service to the Company.				
		Sales of goods and services				
		1. Service income	1.09	1.09	1.11	1.11
		2. Trade and other receivables	0.10	0.10	0.20	0.20
		Purchase of goods, services, and others				
		1. Rental and other service expenses	(0.76)	(0.76)	(1.18)	(1.18)
		2. Trade and other payables	(0.08)	(0.08)	(0.09)	(0.09)
Matching Maximize Solution Public Company Limited	The Company's director, Mr. Akarat Na Ranong, serves as director of this company.	The Company provides lease line service to the related party.				
		Sales of goods and services				
		1. Service income	-	-	0.11	0.11

Measures and Approval Procedures for Related Party Transactions

To comply with the provisions of the Securities and Exchange Act (No. 4) B.E. 2551 (2008), Section 89/12 (1), the Board of Directors, at its meeting held on 13 August 2008, approved in principle that the management may enter into transactions under general commercial conditions between the Company or its subsidiary company, and directors, executives, or related persons, provided that such transactions are conducted fairly and on an arm's length basis, with commercial bargaining power free from any influence arising from their status as directors, executives, or related persons. A summary report of such transactions shall be prepared and submitted to the Audit Committee and the Board of Directors on a quarterly basis. At the Board of Directors' Meeting No. 1/2023 held on 27 February 2023, which was attended by three independent directors, all of whom also serve as members of the Audit Committee, the Board reviewed the measures governing related party transactions and resolved to approve that the management may authorize transactions under general commercial conditions between the Company or its subsidiaries and directors, executives, or related persons in accordance with the principles previously approved by the Board of Directors.

With respect to the approval procedures for related party transactions, the Company adheres to the same practices as those applied to general transactions, whereby the authority to approve transactions is determined based on specified monetary thresholds. Directors or executives who have an interest in the transaction shall not participate in the approval of such transaction. In addition, the Audit Committee is responsible for reviewing related party transactions between the Company or its subsidiaries and related persons on a quarterly basis to carefully eliminate potential conflicts of interest, taking into consideration the best interests of the Company and its shareholders as a whole.

In the case of transactions between the Company or its subsidiary company and directors, executives, or related persons that do not constitute ordinary course of business transactions or transactions in support of ordinary business operations under general commercial conditions, as approved in principle by the Board of Directors, the Company has established procedures in compliance with the regulations and notifications of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Company shall submit such transactions to the Audit Committee for consideration and opinion prior to proposing them to the Board of Directors for approval, or for consideration to propose to the shareholders' meeting for approval, as the case may be depending on the transaction size. Directors, executives, and/or shareholders who have an interest in the matter shall not have the right to vote on such matter. If the Board of Directors or the Audit Committee lacks expertise in considering any related party transaction, the Company shall appoint an independent expert to provide an opinion on such transaction for use in the deliberation and decision-making process of the Board of Directors, the Audit Committee, or the shareholders, as applicable.

Furthermore, the Company is required to disclose information relating to related party transactions to the Stock Exchange of Thailand and to shareholders in accordance with the requirements prescribed under the securities and exchange laws, as well as the rules, regulations, notifications, orders, or requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. Such information shall also be disclosed in the notes to the financial statements audited by the Company's auditor in accordance with the accounting standards prescribed by the Federation of Accounting Professions of Thailand.

Policy or Tendency on Future Related Party Transactions

The Board of Directors has established policy and guidelines governing the entry into related party transactions between the Company or its subsidiary company and related persons or juristic persons, or persons or juristic persons who may have conflicts of interest, vested interests, or potential conflicts of interest with the Company in the future. Such policy and guidelines are in compliance with the securities and exchange laws, as well as the relevant notifications, rules, regulations, and requirements of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, and the Stock Exchange of Thailand. This is to ensure that such transactions are conducted with transparency, do not result in any transfer or shifting of benefits, and are undertaken with due regard to the best interests of the Company and its shareholders.

In addition, should there be any related party transactions or any amendments to the terms and conditions relating to relating party transactions with major shareholders, directors, executives, or persons who may have conflicts of interest, or related persons of the Company, any director who has an interest in such matter shall not attend the Board of Directors' meeting for the agenda concerning the consideration of such transaction.

Details about the **"Related Party Transaction Policy"** are available on the Company's website at www.symphony.net.th under the menu: "Corporate Governance" >> "Company Policies" or https://www.symphony.net.th/storage/document/cg/connected-transaction-policy-en.pdf

As transactions with related persons constitute ordinary course of business transactions and transactions in support of ordinary business operations under general commercial conditions, such transactions are likely to continue in the future. Nevertheless, the Company shall continue to adhere to the aforementioned policy, guidelines, and procedures in entering into related party transactions, namely that such transactions shall be in the ordinary course of business or are necessary and reasonable to support the Company's normal business operations. The terms and conditions of any related party transaction shall be determined on the basis of general commercial conditions and at market prices, and shall be conducted in the same manner as transactions with external parties having similar or comparable characteristics.

03
Financial Statements

Report on Responsibility of the Board of Directors toward Financial Reporting

The Board of Directors recognizes its duties and responsibilities, as the Board of a listed company, for ensuring the preparation and presentation of the financial statements of the Company and its subsidiaries, as well as the financial information disclosed in the Annual Registration Statement/Annual Report 2025 (Form 56-1 One Report). The financial statements have been prepared in accordance with generally accepted accounting standards, using appropriate accounting policies that are consistently applied. The preparation of such financial statements involves the exercise of prudent judgment and due care and is based on reasonable estimates in accordance with applicable financial reporting standards. Furthermore, material information has been fully, adequately, and transparently disclosed in the notes to the financial statements to enable shareholders and general users of the financial statements to make informed decisions.

In addition, the Board of Directors has established appropriate and effective systems of good corporate governance, risk management, and internal control to provide reasonable assurance that accounting information is accurate, complete, and sufficient for safeguarding the Company's assets, as well as for preventing material fraud or irregularities.

The Board of Directors has appointed the Audit Committee comprising qualified independent directors with the requisite knowledge, expertise, and experience, and possessing qualifications in accordance with the criteria prescribed by the Securities and Exchange Commission and the Stock Exchange of Thailand. The Audit Committee is responsible for reviewing the appropriateness of accounting policies, the accuracy and reliability of financial reporting, and the adequacy and effectiveness of the internal control system and internal audit function. In addition, the Audit Committee oversees the proper and complete disclosure of related party transactions or transactions that may give rise conflicts of interest, ensuring that such transactions are conducted in compliance with applicable laws, regulations, and relevant regulatory requirements. The Audit Committee's opinions on these matters are presented in the Audit Committee Report, which is included in this Annual Registration Statement/Annual Report (Form 56-1 One Report).

The financial statements of the Company and its subsidiary have been audited by the Company's external auditor, KPMG Phoomchai Audit Limited. In conducting the audit, the Board of Directors has provided full cooperation and complete access to relevant information and documentation to enable the external auditor to perform the audit and express an independent opinion in accordance with auditing standards. The auditor's opinion is presented in the Auditor's Report, which is also included in this Annual Registration Statement/Annual Report (Form 56-1 One Report).

The Board of Directors viewed that the Company's internal control system is, in general, adequate, appropriate, and effective; and provides reasonable assurance that the financial statements of the Company and its subsidiary for the year ended December 31, 2024, fairly present the financial position, results of operations, and cash flows in all material respects, in accordance with e financial reporting standards, as well as applicable laws and regulations.



(Mr. Woodtipong Moleechad)
Chairman of the Board



(Mr. Alex Loh Chi Kwan)
Chief Executive Officer

Independent Auditor's Report

KPMG Phoomchai Audit Ltd.
50th Floor, Empire Tower
1 South Sathorn Road, Yannawa
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Fax +66 2677 2222
Website home.kpmg/th

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To the Shareholders of Symphony Communication Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Symphony Communication Public Company Limited and its subsidiary (the "Group") and of Symphony Communication Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2025, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Maorsa.

KPMG

Revenue recognition	
Refer to notes 3(p) and 16 to the financial statements	
The key audit matter	**How the matter was addressed in the audit**
The Group engages in the provision of high speed circuit communication services. The Company has entered into agreements with a large number of customers and the terms and conditions are various and complex in relation to pricing and timing of revenue recognition. Therefore, this matter is a key area of focus in my audit.	My audit procedures included: • understanding, evaluating and sampling testing the relevant internal controls regarding revenue recognition, approval of credit notes, agreements and change in agreement conditions. • testing an invoice against with an agreement and other relevant documents for the rendering of services on a sampling basis to assess whether the revenue recognition is consistent with the conditions and in compliance with the Company's policy. • testing the revenue transactions which occur nearly to the end of the accounting period and testing recalculation on a sampling basis, including the revenue entries made through journal vouchers. • testing credit notes after the accounting period on a sampling basis. • performing an analytical procedure on disaggregated data to assess any possible irregularity in revenue and inquiring with relevant management to corroborate the cause of revenue movements during the year. • considering the adequacy of the disclosures in accordance with the Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

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Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.

Maonsq.

- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities units within the Group as a basis for forming to express an opinion on the group consolidated financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Marisa T

(Marisa Tharathornbunpakul)
Certified Public Accountant
Registration No. 5752

KPMG Phoomchai Audit Ltd.
Bangkok
27 February 2026

Statement of Financial Position

Symphony Communication Public Company Limited and its Subsidiary

		Consolidated financial statements		Separate financial statements	
		31 December		31 December	
Assets	*Note*	2025	2024	2025	2024
			(in Baht)		
Current assets					
Cash and cash equivalents	*5*	188,062,608	255,506,248	187,324,866	254,660,401
Trade and other current receivables	*4, 6, 16*	309,931,912	292,089,962	309,931,912	292,089,962
Inventories		15,120,209	10,088,954	15,120,209	10,088,954
Current prepayments		57,050,943	21,432,734	57,050,943	21,432,734
Current contract costs	*16*	12,456,155	11,608,663	12,456,155	11,608,663
Withholding tax deducted at source		2,195,743	-	2,195,743	-
Other current assets		80,708,121	25,730,514	80,657,210	25,670,440
Total current assets		**665,525,691**	**616,457,075**	**664,737,038**	**615,551,154**
Non-current assets					
Investment in subsidiary	*7*	-	-	-	-
Network equipment	*8*	3,652,119,753	3,409,004,886	3,652,119,753	3,409,004,886
Property, plant and equipment	*9*	212,231,131	216,801,667	212,231,131	216,801,667
Right-of-use assets	*10*	179,374,558	136,916,885	179,374,558	136,916,885
Intangible assets	*11*	20,495,502	16,501,840	20,495,502	16,501,840
Network equipment guarantees		18,650,323	18,148,071	18,650,323	18,148,071
Other guarantees and deposits		6,833,512	9,161,709	6,833,512	9,161,709
Non-current prepayments		23,525,395	15,137,312	23,525,395	15,137,312
Non-current contract costs	*16*	17,135,745	17,643,320	17,135,745	17,643,320
Deferred tax assets	*18*	23,079,303	21,840,376	23,079,303	21,840,376
Other non-current assets		5,877,708	5,509,045	5,857,233	5,500,698
Total non-current assets		**4,159,322,930**	**3,866,665,111**	**4,159,302,455**	**3,866,656,764**
Total assets		**4,824,848,621**	**4,483,122,186**	**4,824,039,493**	**4,482,207,918**

The accompanying notes form an integral part of these financial statements.

Statement of financial Position

Symphony Communication Public Company Limited and its Subsidiary

		Consolidated financial statements		Separate financial statements	
		31 December		31 December	
Liabilities and equity	*Note*	2025	2024	2025	2024
			(in Baht)		
Current liabilities					
Short-term borrowings	*12, 21*	205,000,000	-	205,000,000	-
Trade and other current payables	*4, 13*	490,608,098	544,219,215	490,546,098	544,158,245
Current contract liabilities	*16*	19,914,851	16,927,434	19,914,851	16,927,434
Current portion of lease liabilities	*12, 21*	73,829,252	57,873,318	73,829,252	57,873,318
Current portion of long-term borrowings	*12, 21*	288,578,000	304,488,709	288,578,000	304,488,709
Other current liabilities		37,109,244	34,926,451	37,108,444	34,920,237
Total current liabilities		**1,115,039,445**	**958,435,127**	**1,114,976,645**	**958,367,943**
Non-current liabilities					
Long-term borrowings	*12, 21*	452,069,000	346,897,000	452,069,000	346,897,000
Lease liabilities	*12, 21*	60,200,512	39,667,973	60,200,512	39,667,973
Non-current contract liabilities	*16*	29,152,737	32,883,588	29,152,737	32,883,588
Non-current provisions for employee benefits	*14*	65,905,266	54,362,232	65,905,266	54,362,232
Total non-current liabilities		**607,327,515**	**473,810,793**	**607,327,515**	**473,810,793**
Total liabilities		**1,722,366,960**	**1,432,245,920**	**1,722,304,160**	**1,432,178,736**

The accompanying notes form an integral part of these financial statements.

Statement of financial Position

Symphony Communication Public Company Limited and its Subsidiary

		Consolidated financial statements		Separate financial statements	
		31 December		31 December	
Liabilities and equity	*Note*	2025	2024	2025	2024
			(in Baht)		
Equity					
Share capital:					
Authorised share capital					
(433,654,887 ordinary shares,					
par value at Baht 1 per share)		433,654,887	433,654,887	433,654,887	433,654,887
Issued and paid-up share capital					
(433,654,887 ordinary shares,					
par value at Baht 1 per share)		433,654,887	433,654,887	433,654,887	433,654,887
Share premium:					
Share premium on ordinary shares	*15*	1,384,395,054	1,384,395,054	1,384,395,054	1,384,395,054
Capital reserve for share-based					
payment transactions	*15*	26,348,514	26,348,514	26,348,514	26,348,514
Retained earnings					
Appropriated					
Legal reserve	*15*	43,365,489	43,365,489	43,365,489	43,365,489
Unappropriated		1,214,717,717	1,163,112,322	1,213,971,389	1,162,265,238
Total equity		**3,102,481,661**	**3,050,876,266**	**3,101,735,333**	**3,050,029,182**
Total liabilities and equity		**4,824,848,621**	**4,483,122,186**	**4,824,039,493**	**4,482,207,918**

The accompanying notes form an integral part of these financial statements.

Statement of comprehensive income

Symphony Communication Public Company Limited and its Subsidiary

	Note	Consolidated financial statements Year ended 31 December 2025	2024	Separate financial statements Year ended 31 December 2025	2024
			(in Baht)		
Revenue					
Revenue from sale of goods and rendering of services	*4, 16*	2,100,745,719	2,035,549,221	2,100,745,719	2,035,549,221
Other income	*4*	8,496,406	21,824,730	8,494,025	21,820,452
Total revenue		**2,109,242,125**	**2,057,373,951**	**2,109,239,744**	**2,057,369,673**
Expenses					
Cost of sale of goods and rendering of services	*4*	1,413,906,284	1,326,215,311	1,413,906,284	1,326,215,311
Distribution costs		184,306,363	161,025,959	184,306,363	161,025,959
Administrative expenses	*4*	319,238,495	281,224,064	319,135,358	281,121,194
Total expenses	*17*	**1,917,451,142**	**1,768,465,334**	**1,917,348,005**	**1,768,362,464**
Profit from operating activities		**191,790,983**	**288,908,617**	**191,891,739**	**289,007,209**
Finance costs		(32,271,247)	(29,591,593)	(32,271,247)	(29,591,593)
Profit before income tax expense		**159,519,736**	**259,317,024**	**159,620,492**	**259,415,616**
Tax expense	*18*	(39,007,660)	(53,715,827)	(39,007,660)	(53,715,827)
Profit for the year		**120,512,076**	**205,601,197**	**120,612,832**	**205,699,789**
Other comprehensive income		-	-	-	-
Total comprehensive income for the year		**120,512,076**	**205,601,197**	**120,612,832**	**205,699,789**
Basic earnings per share	*19*	**0.28**	**0.47**	**0.28**	**0.47**

The accompanying notes form an integral part of these financial statements.

Statement of changes in equity

Symphony Communication Public Company Limited and its Subsidiary

		Consolidated financial statements					
					Retained earnings		
	Note	Issued and paid-up share capital	Share premium	Capital reserve for share-based payment transactions	Legal reserve	Unappropriated	Total equity
				(in Baht)			
Year ended 31 December 2024							
Balance at 1 January 2024		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,020,776,954**	**2,908,540,898**
Transaction with owners, recorded directly in equity							
Distributions to owners of the parent							
Dividends	*20*	-	-	-	-	(63,265,829)	(63,265,829)
Total distributions to owners of the parent		-	-	-	-	**(63,265,829)**	**(63,265,829)**
Comprehensive income for the year							
Profit or loss		-	-	-	-	205,601,197	205,601,197
Total comprehensive income for the year		-	-	-	-	**205,601,197**	**205,601,197**
Balance at 31 December 2024		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,163,112,322**	**3,050,876,266**

The accompanying notes form an integral part of these financial statements.

Statement of changes in equity

Symphony Communication Public Company Limited and its Subsidiary

		Consolidated financial statements					
					Retained earnings		
	Note	Issued and paid-up share capital	Share premium	Capital reserve for share-based payment transactions	Legal reserve	Unappropriated	Total equity
				(in Baht)			
Year ended 31 December 2025							
Balance at 1 January 2025		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,163,112,322**	**3,050,876,266**
Transaction with owners, recorded directly in equity							
Distributions to owners of the parent							
Dividends	*20*	-	-	-	-	(68,906,681)	(68,906,681)
Total distributions to owners of the parent		-	-	-	-	**(68,906,681)**	**(68,906,681)**
Comprehensive income for the year							
Profit or loss		-	-	-	-	120,512,076	120,512,076
Total comprehensive income for the year		-	-	-	-	**120,512,076**	**120,512,076**
Balance at 31 December 2025		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,214,717,717**	**3,102,481,661**

The accompanying notes form an integral part of these financial statements.

Statement of changes in equity

Symphony Communication Public Company Limited and its Subsidiary

		Separate financial statements					
					Retained earnings		
	Note	Issued and paid-up share capital	Share premium	Capital reserve for share-based payment transactions	Legal reserve	Unappropriated	Total equity
				(in Baht)			
Year ended 31 December 2024							
Balance at 1 January 2024		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,019,831,278**	**2,907,595,222**
Transaction with owners, recorded directly in equity							
Distributions to owners							
Dividends	20	-	-	-	-	(63,265,829)	(63,265,829)
Total distributions to owners		**-**	**-**	**-**	**-**	**(63,265,829)**	**(63,265,829)**
Comprehensive income for the year							
Profit or loss		-	-	-	-	205,699,789	205,699,789
Total comprehensive income for the year		**-**	**-**	**-**	**-**	**205,699,789**	**205,699,789**
Balance at 31 December 2024		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,162,265,238**	**3,050,029,182**

The accompanying notes form an integral part of these financial statements.

Statement of changes in equity

Symphony Communication Public Company Limited and its Subsidiary

		Separate financial statements					
					Retained earnings		
	Note	Issued and paid-up share capital	Share premium	Capital reserve for share-based payment transactions	Legal reserve	Unappropriated	Total equity
				(in Baht)			
Year ended 31 December 2025							
Balance at 1 January 2025		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,162,265,238**	**3,050,029,182**
Transaction with owners, recorded directly in equity							
Distributions to owners							
Dividends	*20*	-	-	-	-	(68,906,681)	(68,906,681)
Total distributions to owners		-	-	-	-	**(68,906,681)**	**(68,906,681)**
Comprehensive income for the year							
Profit or loss		-	-	-	-	120,612,832	120,612,832
Total comprehensive income for the year		-	-	-	-	**120,612,832**	**120,612,832**
Balance at 31 December 2025		**433,654,887**	**1,384,395,054**	**26,348,514**	**43,365,489**	**1,213,971,389**	**3,101,735,333**

The accompanying notes form an integral part of these financial statements.

Statement of cash flows

Symphony Communication Public Company Limited and its Subsidiary

	Note	Consolidated financial statements Year ended 31 December 2025	2024	Separate financial statements Year ended 31 December 2025	2024
			(in Baht)		
Cash flows from operating activities					
Profit for the year		120,512,076	205,601,197	120,612,832	205,699,789
Adjustments to reconcile profit to cash receipts (payments)					
Tax expense		39,007,660	53,715,827	39,007,660	53,715,827
Finance costs		32,271,247	29,591,593	32,271,247	29,591,593
Depreciation and amortisation	17	512,352,133	461,452,710	512,352,133	461,452,710
Unrealised (gain) loss on foreign exchange		5,905,488	(13,179,277)	5,905,488	(13,179,277)
Impairment loss recognised in profit or loss		5,027,682	302,702	5,027,682	302,702
Loss on impairment on network equipment		22,451,502	1,126,649	22,451,502	1,126,649
Loss on write-off of equipment and network equipment		3,581,582	4,299,876	3,581,582	4,299,876
Gain on disposal of equipment and network equipment		(1,156,818)	(772,481)	(1,156,818)	(772,481)
Employee benefits expenses		11,543,034	10,230,384	11,543,034	10,230,384
Interest income		(2,685,469)	(3,200,892)	(2,683,089)	(3,196,614)
		748,810,117	749,168,288	748,913,253	749,271,158
Changes in operating assets and liabilities					
Trade and other current receivables		(27,047,938)	37,212,937	(27,047,938)	37,212,937
Inventories		(5,031,255)	(2,508,973)	(5,031,255)	(2,508,973)
Prepayments		(44,006,292)	(9,038,401)	(44,006,292)	(9,038,401)
Contract costs		(339,917)	(2,004,859)	(339,917)	(2,004,859)
Other current assets		(54,977,607)	(7,763,787)	(54,986,770)	(7,760,782)
Network equipment guarantees		(502,252)	(100,735)	(502,252)	(100,735)
Other guarantees and deposits		2,328,197	(2,852,696)	2,328,197	(2,852,696)
Other non-current assets		(368,663)	(257,016)	(356,535)	(257,016)
Trade and other current payables		14,145,637	23,357,051	14,144,608	23,357,670
Contract liabilities		(743,434)	(2,180,609)	(743,434)	(2,180,609)
Other current liabilities		7,761,868	(5,076,268)	7,767,281	(5,075,796)
Net cash generated from operating		640,028,461	777,954,932	640,138,946	778,061,898
Taxes paid		(48,021,403)	(53,941,917)	(48,021,403)	(53,941,917)
Employee benefit paid		-	(5,247,007)	-	(5,247,007)
Taxes received		-	5,217,546	-	5,217,546
Net cash from operating activities		**592,007,058**	**723,983,554**	**592,117,543**	**724,090,520**

The accompanying notes form an integral part of these financial statements.

Statement of cash flows

Symphony Communication Public Company Limited and its Subsidiary

	Note	Consolidated financial statements Year ended 31 December 2025	2024	Separate financial statements Year ended 31 December 2025	2024
			(in Baht)		
Cash flows from investing activities					
Proceeds from sale of equipment and network equipment		1,252,271	3,197,382	1,252,271	3,197,382
Acquisition of network equipment		(740,226,654)	(588,249,675)	(740,226,654)	(588,249,675)
Acquisition of property, plant and equipment		(20,834,496)	(10,573,781)	(20,834,496)	(10,573,781)
Acquisition of intangible assets		(8,280,063)	(5,682,790)	(8,280,063)	(5,682,790)
Interest received		2,684,693	3,484,141	2,682,313	3,479,863
Net cash used in investing activities		**(765,404,249)**	**(597,824,723)**	**(765,406,629)**	**(597,829,001)**
Cash flows from financing activities					
Repayment of short-term borrowings from financial institutions		(55,000,000)	(135,000,000)	(55,000,000)	(135,000,000)
Proceeds from short-term borrowings from financial institutions		260,000,000	135,000,000	260,000,000	135,000,000
Repayment of long-term borrowings		(305,768,000)	(292,068,000)	(305,768,000)	(292,068,000)
Proceeds from long-term borrowings		395,000,000	205,000,000	395,000,000	205,000,000
Payment of lease liabilities		(85,715,773)	(87,789,871)	(85,715,773)	(87,789,871)
Payment of rights-of-use assets		-	(1,850,466)	-	(1,850,466)
Dividends paid to owners of the Company		(68,894,801)	(63,259,223)	(68,894,801)	(63,259,223)
Interest paid		(31,850,493)	(29,562,279)	(31,850,493)	(29,562,279)
Net cash from (used in) financing activities		**107,770,933**	**(269,529,839)**	**107,770,933**	**(269,529,839)**
Net decrease in cash and cash equivalents, before effect of exchange rate changes		(65,626,258)	(143,371,008)	(65,518,153)	(143,268,320)
Effect of exchange rate changes on cash and cash equivalents		(1,817,382)	(1,117,861)	(1,817,382)	(1,117,861)
Net decrease in cash and cash equivalents		**(67,443,640)**	**(144,488,869)**	**(67,335,535)**	**(144,386,181)**
Cash and cash equivalents at 1 January		255,506,248	399,995,117	254,660,401	399,046,582
Cash and cash equivalents at 31 December	*5*	**188,062,608**	**255,506,248**	**187,324,866**	**254,660,401**

Non-cash transactions

During 2025, the Group/Company acquired network equipment totaling Baht 671.58 million and had cash payments of Baht 740.23 million which included beginning balance of account payable - network equipment by Baht 269.33 million.

During 2025, the Group/Company acquired property, plant and equipment totaling Baht 21.46 million and had cash payments of Baht 20.83 million which included beginning balance of accounts payable - property, plant and equipment by Baht 0.79 million.

During 2025, the Group's/Company's right-of-use assets increased by Baht 122.21 million *(2024: Baht 66.67 million)* which were from the total amount of lease liabilities.

The accompanying notes form an integral part of these financial statements.

Notes to the financial statements

Symphony Communication Public Company Limited and its Subsidiary
For the year ended 31 December 2025

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 27 February 2026.

1 General information

Symphony Communication Public Company Limited, the "Company", is incorporated in Thailand and was listed on the Stock Exchange of Thailand. The Company's registered office at 123 Suntowers Building B, 35th-36th Floor, Vibhavadee Rangsit Road, Chomphon, Chatuchak, Bangkok.

The Company's major shareholder during the financial year was TIME dotCom International Sdn. Bhd. (46.84% shareholding) which was incorporated in Malaysia.

The principal activity of the Company and the Group is the provision of high-speed circuit communication services. Details of the Company's subsidiary as at 31 December 2025 and 2024 are described in note 7.

The Company was granted Licenses from the National Broadcasting and Telecommunications Commission ("NBTC") to provide telecommunication services as follows:

Type of license	Issue date	License validity period
Telecom Operation License Type 1	2 May 2013	Throughout the entire service period, with the license scheduled for renewal on 31 July 2030
Telecom Operation License Type 2	15 June 2006	Throughout the entire service period, with the license scheduled for renewal on 15 June 2030
Telecom Operation License Type 3	10 August 2011	The license is valid for 15 years, with the next renewal scheduled for 9 August 2041.

The Company is committed to comply with conditions stipulated under the licenses and pay fees in compliance with the Notifications of NBTC Re: Temporary Telecommunication Business Licensing Fees and Re: Criteria and Procedure for the Provision of Universal Basic Telecommunications and Social Services.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards ("TFRS"), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company's functional currency. The accounting policies, described in note 3, have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group's accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiary (together referred to as the "Group"). The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

When the Group loses control over a subsidiary, it derecognises the assets and liabilities, any related non-controlling interests and other components of equity of the subsidiary. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investment in subsidiary

Investment in subsidiary in the separate financial statements is measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Company's right to receive payment is established. If the Company disposes of part of its investment, the deemed cost of the part sold is determined using the FIFO method. Gains and losses on disposal of the investment are recognised in profit or loss.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

(d) Financial instruments

(d.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (see note 3(f))) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value, plus or minus, for an item not at fair value through profit or loss (FVTPL), for transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised cost are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

(d.2) Derecognition and offsetting

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Impairment of financial assets other than trade accounts receivable

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, debt investments measured at FVOCI, and loan commitments issued which are not measured at FVTPL.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group considers a financial asset to have low credit risk when its credit rating is equivalent to the globally understood definition of 'investment grade'. The Group recognises ECLs for low credit risk financial asset as 12-month ECLs.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:
- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(d.4) Write-off

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.5) Interest

In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition. Bank overdrafts that are repayable on demand are a component of cash and cash equivalents for the purpose of the statement of cash flows.

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the first in first out principle, and comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Network equipment, property, plant and equipment

Network equipment, property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of network equipment, property, plant and equipment are recognised in profit or loss.

The cost of replacing a part of an item of network equipment, property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of network equipment, property, plant and equipment are recognised in profit or loss as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land or assets under construction.

The estimated useful lives are as follows:

Network equipment	5 - 20	years
Buildings and other constructions	20	years
Leasehold improvement	5 - 9	years
Furniture, fixtures and office equipment	5	years
Vehicles	5	years

(i) Intangible assets

Intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	5	years

The amortisation of intangible assets is included in administrative expenses.

(j) Deferred front-end fee

Financial expenses related to borrowings that are typically incurred on or before signing facility agreements and before actual draw down of the loans are recorded as deferred front-end fees. A portion of deferred front-end fees proportionate to the amount of the loan facility already drawn is presented as a deduction against the related loan account and amortised using the effective interest rate method over the term of the loans.

The amortisation of deferred front-end fees is recognised in profit or loss.

(k) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

(l) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit (CGU) exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss of asset recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(m) Employee benefits

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(n) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical warranty data and a weighting of all possible outcomes against their associated probabilities.

A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting the Group's obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Group recognises any impairment loss on the assets associated with that contract.

(o) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- *Level 1*: quoted prices in active markets for identical assets or liabilities.
- *Level 2*: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- *Level 3*: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price – i.e. the fair value of the consideration given or received. If the Group determines that the fair value on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit or loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the instrument or until the fair value level is transferred or the transaction is closed out.

(p) Revenue from contracts with customers

(p.1) Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue and cost of sale for this transaction and remains recognition of inventory for the estimated products to be returned.

Revenue for rendering of services is recognised over time as the services are provided. The related costs are recognised in profit or loss when they are incurred.

Revenue from initial installation fee is recognised over the service period. The service period is measured based on historical service usage period of each customer.

Consideration received from customers but there is an obligation to transfer goods or services to the customers is presented as deferred income and advance received in the statement of financial position. Contract liabilities are recognised as revenue when the Group complies with obligations stipulated in the contract.

(p.2) Contract balances

Contract assets are recognised when the Group has recognised revenue before it has an unconditional right to receive consideration. The contract assets are measured at the amount of consideration that the Group is entitled to, less allowance for expected credit loss (see note 3(f)). The contract assets are classified as trade receivables when the Group has an unconditional right to receive consideration.

A contract liability which comprises revenue from first installation fee is the obligation to transfer goods or services to the customer. A contract liability is recognised when the Group receives or has an unconditional right to receive non-refundable consideration from the customer before the Group recognises the related revenue.

A refund liability is the obligation to refund some or all of the consideration received from the customer and is measured at the amount the Group ultimately expects it will have to return to the customer. The refund liability is reassessed at each reporting date and the Group makes a corresponding change to the amount of revenue recognised.

(p.3) Contract cost assets

Contract cost assets are the incremental costs to obtain a contract with a customer. The Group expects to recover these costs. However, the incremental costs of obtaining a contract are expensed when incurred, if the expected amortisation period is one year or less.

Contract cost assets are measured at cost less accumulated amortisation and impairment losses. Amortisation is charged to profit or loss on a straight-line basis over the term of the contract it relates to, consistent with the related revenue recognition.

(q) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction (i) affects neither accounting nor taxable profit or loss and (ii) does not give rise to equal taxable and deductible temporary differences; and differences relating to investment in subsidiary to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4 Related parties

Related parties which the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation	Nature of relationships
Diamond Line Services Company Limited	Thailand	Subsidiary
AIMS Data Centre (Thailand) Limited	Thailand	Common parent company of major shareholder
TIME DOTCOM INTERNATIONAL SDN BHD	Malaysia	Major shareholder, 10% or more shareholding, and having a representative as a director of the Company
TIME DOTCOM BERHAD	Malaysia	Parent company of major shareholder
TT dotCom Sdn. Bhd.	Malaysia	Common shareholders and directors
TIME dotCom (Cambodia) Co., Ltd.	Cambodia	Common shareholders and directors

Name of entities	Country of incorporation	Nature of relationships
CMC Telecommunication Infrastructure Corporation	Vietnam	Common shareholders and directors
TIME dotCom Global Services Sdn. Bhd.	Malaysia	Common shareholders and directors
Integrated Global Solutions Sdn Bhd.	Malaysia	Common shareholders and directors
AVM Cloud (Thailand) Limited	Thailand	Common shareholders and directors
Supreme Distribution Public Company Limited	Thailand	Common director
Finansa Securities Co., Ltd.	Thailand	Common director
RV Connex Company Limited	Thailand	Common director
Matching Maximize Solution Public Company	Thailand	Common director

	Consolidated financial statements		Separate financial statements	
Year ended 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Major shareholder				
Sale of goods and rendering of services	114	114	114	114
Other related parties				
Sale of goods and rendering of services	43,828	88,069	43,828	88,069
Receiving of services	107,891	103,913	107,891	103,913
Key management personnel				
Key management personnel compensation				
Short-term employee benefits	33,251	35,721	33,251	35,721
Post-employment benefits	744	1,005	744	1,005
Total key management personnel compensation	**33,995**	**36,726**	**33,995**	**36,726**

	Consolidated financial statements		Separate financial statements	
At 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Trade accounts receivable				
Major shareholder	-	10	-	10
Other related parties	1,242	1,220	1,242	1,220
Total	**1,242**	**1,230**	**1,242**	**1,230**
Accrued income				
Other related parties	325	140	325	140
Total	**325**	**140**	**325**	**140**
Trade accounts payable				
Other related parties	24,144	27,860	24,144	27,860
Total	**24,144**	**27,860**	**24,144**	**27,860**

5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Cash on hand	66	58	66	58
Cash at banks	175,575	252,373	174,837	251,527
Cheques on hand	12,422	3,075	12,422	3,075
Cash and cash equivalents in the statement of financial position/ cash flows	**188,063**	**255,506**	**187,325**	**254,660**

6 Trade and other current receivables

	Note	Consolidated financial statements		Separate financial statements	
		2025	2024	2025	2024
		(in thousand Baht)			
Trade accounts receivable					
Related parties	*4*	1,242	1,230	1,242	1,230
Other parties		299,317	270,877	299,256	270,816
Total		**300,559**	**272,107**	**300,498**	**272,046**
Less allowance for expected credit loss		(20,323)	(15,295)	(20,262)	(15,234)
Net		**280,236**	**256,812**	**280,236**	**256,812**
Accrued income					
Related party	*4*	325	140	325	140
Other parties		29,222	34,992	29,222	34,992
Total		**29,547**	**35,132**	**29,547**	**35,132**
Other current receivables					
Other parties		149	146	149	146
Total		**149**	**146**	**149**	**146**
Total trade and other current receivables		**309,932**	**292,090**	**309,932**	**292,090**

At 31 December	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Trade accounts receivable				
Within credit terms	187,958	154,053	187,958	154,053
Overdue:				
1 - 90 days	76,514	72,364	76,514	72,364
91 - 180 days	12,554	17,626	12,554	17,626
181 - 360 days	2,622	10,221	2,622	10,221
More than 360 days	20,911	17,843	20,850	17,782
Total	**300,559**	**272,107**	**300,498**	**272,046**
Less allowance for expected credit loss	(20,323)	(15,295)	(20,262)	(15,234)
Net	**280,236**	**256,812**	**280,236**	**256,812**

Allowance for expected credit loss	**Consolidated financial statements**		**Separate financial statements**	
	2025	2024	2025	2024
	(in thousand Baht)			
At 1 January	15,295	20,473	15,234	20,412
Addition	5,028	1,505	5,028	1,505
Reversal	-	(1,203)	-	(1,203)
Write-off	-	(5,480)	-	(5,480)
At 31 December	**20,323**	**15,295**	**20,262**	**15,234**

Information of credit risk is disclosed in note 21 (b.1).

7 Investment in subsidiary

	Type of business	Separate financial statements							
		Ownership interest		Cost		Impairment		At cost - net	
		2025	2024	2025	2024	2025	2024	2025	2024
		(%)		*(in thousand Baht)*					
Subsidiary									
Diamond Line Services Company Limited	Network equipment service	100	100	**5,000**	**5,000**	**(5,000)**	**(5,000)**	**-**	**-**

Subsidiary was incorporated and operates in Thailand.

8 Network equipment

	Consolidated/ Separate financial statements		
	Network equipment	Network equipment under installation	Total
		(in thousand Baht)	
Cost			
At 1 January 2024	6,713,614	312,498	7,026,112
Additions	102,128	676,594	778,722
Transfers	393,420	(393,420)	-
Disposals	(73,909)	(485)	(74,394)
At 31 December 2024 and 1 January 2025	**7,135,253**	**595,187**	**7,730,440**
Additions	83,619	587,953	671,572
Transfers	581,256	(581,256)	-
Disposals	(285,268)	(34)	(285,302)
At 31 December 2025	**7,514,860**	**601,850**	**8,116,710**
Depreciation and impairment losses			
At 1 January 2024	4,016,204	23,092	4,039,296
Depreciation charge for the year	349,725	-	349,725
(Reversal of) impairment losses	(6,695)	1,127	(5,568)
Disposals	(62,018)	-	(62,018)
At 31 December 2024 and 1 January 2025	**4,297,216**	**24,219**	**4,321,435**
Depreciation charge for the year	401,338	-	401,338
Impairment losses	22,451	-	22,451
Disposals	(280,634)	-	(280,634)
At 31 December 2025	**4,440,371**	**24,219**	**4,464,590**
Net book value			
At 31 December 2024	**2,838,037**	**570,968**	**3,409,005**
At 31 December 2025	**3,074,489**	**577,631**	**3,652,120**

As at 31 December 2025, the Company has network equipment with a net book value of Baht 5 million *(2024: Baht 5 million)* that is installed on the premises of a counterparty. The ownership of the network equipment will be transferred to the counterparty at the end of the agreement. Moreover, the Company has granted the right to use the equipment to the counterparty and has committed to share revenue generated from some of the equipment at a rate stipulated in the agreement annually, for the term of the agreement. The Company also agrees to provide to the counterparty the minimum guaranteed shared revenue amount stated in the agreement.

During the year 2018, the Company and the counterparty agreed to cancel some services prescribed in the Memorandum of Understanding (MOU) concerning joint construction and management of network equipment. The ownership of the network equipment is to be transferred to the counterparty at the end of the term of the MOU at a mutually agreed price which is under negotiation. As at 31 December 2025, the Company has network equipment under MOU with a net book value of Baht 7 million *(2024: Baht 8 million)*.

Restriction under loan agreements with financial institutions

The Company entered into the loan agreements with local financial institutions which the Company is required to follow the conditions regarding selling, transfer, leasing or making any commitment with network assets.

9 Property, plant and equipment

	Consolidated/ Separate financial statements					
	Land	Buildings and leasehold improvement	Furniture, fixtures and office equipment	Vehicles	Assets under construction	Total
			(in thousand Baht)			
Cost						
At 1 January 2024	32,533	362,279	188,030	5,411	22	588,275
Additions	149	4,585	5,106	1,043	286	11,169
Transfers	-	-	34	-	(34)	-
Disposals	-	-	(1,309)	(1,163)	-	(2,472)
At 31 December 2024 and 1 January 2025	**32,682**	**366,864**	**191,861**	**5,291**	**274**	**596,972**
Additions	1,231	322	10,053	3,655	6,201	21,462
Transfers	-	97	198	-	(295)	-
Disposals	-	(2,698)	(18,710)	-	-	(21,408)
At 31 December 2025	**33,913**	**364,585**	**183,402**	**8,946**	**6,180**	**597,026**
Depreciation and impairment losses						
At 1 January 2024	-	186,613	167,137	3,490	-	357,240
Depreciation charge for the year	-	15,769	7,885	705	-	24,359
Disposals	-	-	(1,309)	(120)	-	(1,429)
At 31 December 2024 and 1 January 2025	**-**	**202,382**	**173,713**	**4,075**	**-**	**380,170**
Depreciation charge for the year	-	15,913	10,105	1,006	-	27,024
Disposals	-	(2,698)	(19,701)	-	-	(22,399)
At 31 December 2025	**-**	**215,597**	**164,117**	**5,081**	**-**	**384,795**
Net book value						
At 31 December 2024	**32,682**	**164,482**	**18,148**	**1,216**	**274**	**216,802**
At 31 December 2025	**33,913**	**148,988**	**19,285**	**3,865**	**6,180**	**212,231**

Restriction under loan agreements with financial institutions

The Company entered into the loan agreements with local financial institutions which the Company is required to follow the conditions regarding selling, transfer, leasing or making any commitment with property, plant and equipment.

10 Leases

Right-of-use assets	Consolidated/ Separate financial statements	
At 31 December	2025	2024
	(in thousand Baht)	
Rent sites	58,165	54,992
Office buildings	51,868	9,532
Vehicles	6,450	15,841
Dark fiber	56,318	49,632
Leasehold land	6,574	6,920
Total	**179,375**	**136,917**

In 2025, additions to the right-of-use assets of the Group were Baht 122.21 million *(2024: Baht 66.67 million)*.

The Group leases a number of rent sites, office buildings, vehicles, leasehold land and dark fiber for 1-30 years, with extension options at the end of lease term. The rental is payable monthly and annually as specified in the contracts.

Extension options

The Group has extension options on property leases exercisable up to one year before the end of the contract period. The Group assesses at lease commencement date whether it is reasonably certain to exercise the extension options and will regularly reassess so.

	Consolidated financial statements		Separate financial statements	
Year ended 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Amounts recognised in profit or loss				
Depreciation of right-of-use assets:				
- Rent sites	41,547	47,158	41,547	47,158
- Office buildings	21,965	22,658	21,965	22,658
- Vehicles	8,876	9,223	8,876	9,223
- Dark fiber	7,010	4,390	7,010	4,390
- Leasehold land	347	347	347	347
Interest on lease liabilities	4,227	4,538	4,227	4,538
Expenses relating to short-term leases	1,650	437	1,609	395

In 2025, total cash outflow for leases of the Group was Baht 92 million *(2024: Baht 92 million)*.

11 Intangible assets

	Consolidated/ Separate financial statements Software licenses *(in thousand Baht)*
Cost	
At 1 January 2024	90,375
Additions	5,795
At 31 December 2024 and 1 January 2025	**96,170**
Additions	8,239
At 31 December 2025	**104,409**
Amortisation	
At 1 January 2024	76,075
Amortisation for the year	3,593
At 31 December 2024 and 1 January 2025	**79,668**
Amortisation for the year	4,245
At 31 December 2025	**83,913**
Net book value	
At 31 December 2024	**16,502**
At 31 December 2025	**20,496**

12 Interest-bearing liabilities

	Consolidated/ Separate financial statements					
	2025			2024		
	Secured	Unsecured	**Total**	Secured	Unsecured	**Total**
			(in thousand Baht)			
Short-term loans from financial institutions	-	205,000	205,000	-	-	-
Lease liabilities	-	134,030	134,030	-	97,541	97,541
Long-term loans from financial institutions	-	740,647	740,647	-	651,415	651,415
Less deferred front-end fee	-	-	-	-	(29)	(29)
Total interest-bearing liabilities	**-**	**1,079,677**	**1,079,677**	**-**	**748,927**	**748,927**

In 2025, the Company had short-term loan from a financial institution in form of promissory note, amounting to Baht 55 million at an interest rate of MMR per annum. The promissory note was fully paid in April 2025.

At 31 December 2025, the Company had short-term loan from a financial institution in form of promissory note, amounting to Baht 65 million at an interest rate of 3.00% per annum. The promissory note was originally scheduled to mature in May 2025. Upon maturity, the Company renewed the promissory note several times for the same principal amount, with revised interest rates. As at 31 December 2025, the promissory note at an interest rate of 2.44% per annum. The renewed promissory note will mature in January 2026.

At 31 December 2025, the Company had short-term loan from a financial institution in form of promissory note, amounting to Baht 70 million at an interest rate of 3.04% per annum. The promissory note was originally scheduled to mature in July 2025. Upon maturity, the Company renewed the promissory note several times for the same principal amount, with revised interest rates. As at 31 December 2025, the promissory note at an interest rate of 2.44% per annum. The renewed promissory note will mature in January 2026.

At 31 December 2025, the Company had short-term loan from a financial institution in form of promissory note, amounting to Baht 70 million at an interest rate of MMR per annum. The promissory note was originally scheduled to mature in August 2025. Upon maturity, the Company renewed the promissory note several times for the same principal amount without any change in the interest rate. The renewed promissory note will mature in January 2026.

At 31 December 2024, the Company had long-term loan from a financial institution, amounting to Baht 48.90 million at MLR minus certain rate per annum. The long-term loan was fully repaid in July 2025.

At 31 December 2025, the Company has a long-term loan from a financial institution, amounting to Baht 13.57 million *(31 December 2024: Baht 95.44 million)* at MLR minus certain rate per annum *(31 December 2024: MLR minus certain rate per annum)*. The loan is repayable installments starting from March 2018 to February 2026.

At 31 December 2025, the Company has a long-term loan from a financial institution, amounting to Baht 177.07 million *(31 December 2024: Baht 302.08 million)* at an interest rate of 3.00% per annum *(31 December 2024: 3.00% per annum)*. The loan is repayable installments starting from June 2023 to May 2027.

At 31 December 2025, the Company has a long-term loan from a financial institution, amounting to Baht 256.25 million *(31 December 2024: Baht 200.00 million)* at an interest rate of 4.02% per annum *(31 December 2024: 4.02% per annum)*. The loan is repayable installments starting from June 2025 to May 2029.

At 31 December 2025, the Company has a long-term loan from a financial institution, amounting to Baht 293.75 million *(31 December 2024: Baht 5.00 million)* at an interest rate of 4.00% per annum for 3 years and at Prime Rate minus 2.50% per annum for the next period onwards *(31 December 2024: 4.00% per annum for 3 years and at Prime Rate minus 2.50% per annum for the next period onwards)*. The loan is repayable installments starting from December 2025 to November 2029.

Under the term of long-term loan agreements, the Company is required to follow the financial conditions regarding the maintenance of debt to equity ratio and debt service coverage ratio at the rate prescribed in the agreements, including selling, transfer, leasing or making any commitment with network assets and property, plant and equipment.

As at 31 December 2025, the Company has unutilised loan facilities totaling Baht 435 million *(2024: Baht 770 million)*.

Changes in liabilities arising from financing activities

	Consolidated/ Separate financial statements		
	Loans	Lease liabilities	Total
		(in thousand Baht)	
2025			
At 1 January 2025	651,386	97,541	748,927
Changes from financing cash flows	294,232	(85,716)	208,516
Changes in lease liabilities	-	122,205	122,205
Changes in front-end fee	29	-	29
At 31 December 2025	**945,647**	**134,030**	**1,079,677**
2024			
At 1 January 2024	738,279	126,702	864,981
Changes from financing cash flows	(87,068)	(87,790)	(174,858)
Changes in lease liabilities	-	58,629	58,629
Changes in front-end fee	175	-	175
At 31 December 2024	**651,386**	**97,541**	**748,927**

13 Trade and other current payables

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
		(in thousand Baht)		
Trade accounts payable	220,372	203,381	220,372	203,381
Account payables - network equipment	200,680	269,335	200,680	269,335
Accrued expenses	63,406	61,306	63,344	61,245
Account payables - property, plant and equipment	1,418	791	1,418	791
Others	4,732	9,406	4,732	9,406
Total trade and other current payables	**490,608**	**544,219**	**490,546**	**544,158**

14 Non-current provisions for employee benefits

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Present value of the defined benefit obligations	Consolidated/ Separate financial statements	
	2025	2024
	(in thousand Baht)	
At 1 January	54,362	49,379
Recognised in profit or loss:		
Current service cost	9,951	8,788
Interest on obligation	1,592	1,442
	11,543	10,230
Benefit paid	-	(5,247)
At 31 December	**65,905**	**54,362**

Principal actuarial assumptions	Consolidated/ Separate financial statements	
	2025	2024
	(%)	
Discount rate	2.92	2.92
Future salary growth	4	4
Employee turnover	0 - 16	0 - 16

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2025, the weighted-average duration of the defined benefit obligation was 13 years *(2024: 13 years)*.

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Consolidated/ Separate financial statements			
	1% increase in assumption		1% decrease in assumption	
Effect to the defined benefit obligation At 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Discount rate	(7,339)	(6,370)	8,629	7,523
Future salary growth	10,312	8,312	(8,752)	(7,076)
Employee turnover	(7,876)	(6,844)	3,162	2,883
Future mortality	459	395	(456)	(392)

15 Share premium and reserves

Share premium

Section 51 of the Public Limited Companies Act B.E. 2535 (1992) requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

Equity-settled share-based payment transactions

The Company recognises share-based payment transactions when employees rendered the service, based on the fair value of the share options on the grant date. The expenses are recorded over the vesting period, in accordance with the conditions regarding length of service rendered by employees stipulated in the share-based payment plan, together with a corresponding increase in "Capital reserve for share-based payment transactions" in shareholders' equity.

Estimating fair value for share-based payment transactions requires management to exercise judgement, and to apply assumptions, including as to the expected life of the share options, share price volatility and dividend yield.

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward (if any), to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. This legal reserve is not available for dividend distribution.

16 Segment information and disaggregation of revenue

(a) Segment information

Management considers that the Group operates in a single line of business, namely Provision of communication high speed circuit services, and has, therefore, only one reportable segment.

The segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

	Consolidated financial statements	
Year ended 31 December	2025	2024
	(in thousand Baht)	
Information about reportable segment		
External revenue	2,100,746	2,035,549
Total revenue	**2,100,746**	**2,035,549**
Disaggregation of revenue		
Major products/service lines		
Connectivity service	1,866,895	1,847,266
Network equipment	223,455	179,730
Installation of network equipment	8,953	7,104
Maintenance service of network equipment	1,443	1,449
Total revenue	**2,100,746**	**2,035,549**
Timing of revenue recognition		
At a point in time	50,665	35,119
Over time	2,050,081	2,000,430
Total revenue	**2,100,746**	**2,035,549**
Segment profit before income tax	159,520	259,317

(b) *Reconciliations of reportable segment revenues, profit or loss, assets and liabilities and other material items*

	Consolidated financial statements	
	2025	2024
	(in thousand Baht)	
Profit or loss		
Reportable segments	686,839	709,334
Unallocated amounts:		
- Other income	8,496	21,825
- Distribution costs	(184,306)	(161,026)
- Administrative expenses	(319,238)	(281,224)
- Finance costs	(32,271)	(29,592)
Profit before income tax	**159,520**	**259,317**
Reportable assets	**4,824,849**	**4,483,122**
Reportable liabilities	**1,722,367**	**1,432,246**

(c) *Geographical segments*

In presenting information on the basis of geographical segments, segment revenue is based on the geographical location of customers.

	Consolidated financial statements	
	2025	2024
	(in thousand Baht)	
Thailand	1,663,225	1,450,442
Southeast Asia countries	345,920	454,073
Others	91,601	131,034
Total	**2,100,746**	**2,035,549**

(d) *Major customer*

During the year 2025 and 2024, the Group has no customer with revenue of 10% percent or more of the Group's total revenue.

(e) *Telecom Operation Licenses*

In presenting information on a basis of services provided under Telecom Operation Licenses which are prescribed by NBTC, revenue is presented as follows:

	Consolidated/ Separate financial statements	
	2025	2024
	(in thousand Baht)	
Telecom Operation License Type 1	652,526	563,890
Telecom Operation License Type 2	820,068	784,354
Telecom Operation License Type 3	393,476	498,340
Total	**1,866,070**	**1,846,584**

(f) Promotional privileges

The Group has been granted a promotional certificate by the Office of the Board of Investment for international high-speed submarine cable service. The Group has been granted several privileges including exemption and/or reduction from payment of income tax on the net profit derived from promoted operation with certain terms and conditions prescribed in the promotional certificate.

	Consolidated/ Separate financial statements					
	2025			2024		
Year ended 31 December	Promoted business	Non-promoted businesses	Total	Promoted business	Non-promoted businesses	Total
	(in thousand Baht)					
Export sales and service	72,090	365,431	437,521	165,217	419,890	585,107
Local sales and service	12,146	1,651,079	1,663,225	6,690	1,443,752	1,450,442
Total	**84,236**	**2,016,510**	**2,100,746**	**171,907**	**1,863,642**	**2,035,549**

(g) Contract balances

Contract assets	**Consolidated/ Separate financial statements**	
	2025	2024
	(in thousand Baht)	
Sale and service contracts	29,547	35,132
Less: allowance for expected credit loss	-	-
Total	**29,547**	**35,132**

The contract assets primarily relate to the Group's rights to consideration for sale and service agreements which the Group has delivered the goods or rendered the services but not yet billed the customers at the reporting date. The entire amount of the Group's and the Company's contract assets amounted to Baht 29.55 million and Baht 29.55 million, respectively, are expected to be billed within 12 months from the reporting date. *(2024: Baht 35.13 million and Baht 35.13 million, respectively).*

Contract liabilities	**Consolidated/ Separate financial statements**	
	2025	2024
	(in thousand Baht)	
Long-term advances received from customers	49,068	49,811
Total	**49,068**	**49,811**

Long-term advances received from customers primarily relate to rendering of services which the Group will recognise revenue from service on the date on which the services are provided to customers. The Group's and the Company's contract liabilities amounting to Baht 29.15 million and Baht 29.15 million, respectively, are expected to be recognised as revenue when the services are provided after 12 months from the reporting date *(2024: Baht 32.88 million and Baht 32.88 million, respectively).*

The Group's and the Company's contract liabilities at 31 December 2024 amounting to Baht 16.00 million and Baht 16.00 million, respectively, have been recognised as revenue in 2025 *(2024: Baht 14.08 million and Baht 14.08 million, respectively).*

(h) Contract cost assets

At 31 December 2025, the Group and the Company have costs to obtain a contract amounting to Baht 29.59 million and Baht 29.59 million, respectively *(2024: Baht 29.25 million and Baht 29.25 million, respectively)*.

17 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Connectivity costs	470,547	489,920	470,547	489,920
Depreciation and amortisation	512,352	461,453	512,352	461,453
Employee benefit expenses	498,517	461,168	498,517	461,168
Site expenses	63,545	65,717	63,545	65,717
Cost of sale of goods	105,123	77,882	105,123	77,882
Utilities and service fees	36,934	49,146	36,934	49,146
Recognised first time fees	44,457	42,962	44,457	42,962
Regulatory fee for telecommunication business license	36,041	35,472	36,041	35,472
Selling expense	52,488	42,616	52,488	42,616
Loss on impairment on network equipment	22,451	1,127	22,451	1,127
Professional fees	7,791	5,015	7,729	4,955
Transportation expenses	9,894	9,912	9,894	9,912
Lease-related expenses	1,650	437	1,609	395
Others	55,661	25,638	55,661	25,637
Total cost of sale of goods and rendering of services, distribution costs and administrative expenses	**1,917,451**	**1,768,465**	**1,917,348**	**1,768,362**

During 2025 the Group and the Company have contributed provident funds for its employees amounting to Baht 8.72 million and Baht 8.72 million, respectively *(2024: Baht 6.35 million and Baht 6.35 million, respectively)*, which is included in employee benefit expenses.

18 Income tax

Income tax recognised in profit or loss	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Current tax expense				
Current year	40,252	50,249	40,252	50,249
Adjustment for prior years	(5)	3,450	(5)	3,450
	40,247	**53,699**	**40,247**	**53,699**
Deferred tax expense				
Movements in temporary differences	(1,239)	17	(1,239)	17
	(1,239)	**17**	**(1,239)**	**17**
Total income tax expense	**39,008**	**53,716**	**39,008**	**53,716**

Reconciliation of effective tax rate	**Consolidated financial statements**			
	2025		2024	
	Rate (%)	*(in thousand Baht)*	*Rate (%)*	*(in thousand Baht)*
Profit before income tax expense		159,520		259,317
Income tax using the Thai corporation tax rate	20	31,904	20	51,863
Additional deductible expenses		(8,019)		(7,055)
Expenses not deductible for tax purposes		15,355		7,016
Income not subject to tax		(227)		(1,558)
(Over) under provided in prior years		(5)		3,450
Total	**24**	**39,008**	**21**	**53,716**

Reconciliation of effective tax rate	**Separate financial statements**			
	2025		2024	
	Rate (%)	*(in thousand Baht)*	*Rate (%)*	*(in thousand Baht)*
Profit before income tax expense		159,620		259,416
Income tax using the Thai corporation tax rate	20	31,924	20	51,883
Additional deductible expenses		(8,039)		(7,055)
Expenses not deductible for tax purposes		15,355		6,996
Income not subject to tax		(227)		(1,558)
(Over) under provided in prior years		(5)		3,450
Total	**24**	**39,008**	**21**	**53,716**

	Consolidated/ Separate financial statements			
Deferred tax	**Assets**		**Liabilities**	
At 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Total	63,013	52,908	(39,934)	(31,068)
Set off of tax	(39,934)	(31,068)	39,934	31,068
Net deferred tax assets	**23,079**	**21,840**	-	-

	Consolidated/ Separate financial statements			
		(Charged) / Credited to		
Deferred tax	**At 1 January**	Profit or loss	Other comprehensive income	**At 31 December**
		(in thousand Baht)		
2025				
Deferred tax assets				
Network equipment	8,771	(804)	-	7,967
Accounts receivable	3,049	(520)	-	2,529
Inventories	258	-	-	258
Provision for employee benefits	10,874	2,309	-	13,183
Contract liabilities	1,617	70	-	1,687
Lease liabilities	28,339	9,050	-	37,389
Total	**52,908**	**10,105**	-	**63,013**

	Consolidated/ Separate financial statements			
		(Charged) / Credited to		
Deferred tax	**At 1 January**	Profit or loss	Other comprehensive income	**At 31 December**
		(in thousand Baht)		
Deferred tax liabilities				
Right-of-use assets	(27,384)	(8,869)	-	(36,253)
Contract assets	(2,159)	(297)	-	(2,456)
Depreciation expense	(1,525)	300	-	(1,225)
Total	**(31,068)**	**(8,866)**	**-**	**(39,934)**
Net	**21,840**	**1,239**	**-**	**23,079**

	Consolidated/ Separate financial statements			
		(Charged) / Credited to		
Deferred tax	**At 1 January**	Profit or loss	Other comprehensive income	**At 31 December**
		(in thousand Baht)		
2024				
Deferred tax assets				
Network equipment	10,998	(2,227)	-	8,771
Accounts receivable	4,083	(1,034)	-	3,049
Inventories	258	-	-	258
Provision for employee benefits	9,877	997	-	10,874
Contract liabilities	1,531	86	-	1,617
Lease liabilities	30,995	(2,656)	-	28,339
Total	**57,742**	**(4,834)**	**-**	**52,908**
Deferred tax liabilities				
Right-of-use assets	(30,807)	3,423	-	(27,384)
Contract assets	(1,423)	(736)	-	(2,159)
Depreciation expense	(3,655)	2,130	-	(1,525)
Total	**(35,885)**	**4,817**	**-**	**(31,068)**
Net	**21,857**	**(17)**	**-**	**21,840**

19 Earnings per share

The calculation of basis EPS has been based on the profit attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding.

	Consolidated financial statements		**Separate financial statements**	
	2025	2024	2025	2024
		(in thousand Baht)		
Profit attributable to ordinary shareholders of the Company (basic)	**120,512**	**205,601**	**120,613**	**205,700**
Number of ordinary shares outstanding (basic) at 31 December	**433,655**	**433,655**	**433,655**	**433,655**
Earnings per share (basic) *(in Baht)*	**0.28**	**0.47**	**0.28**	**0.47**

20 Dividends

	Approval date	Payment schedule	Dividend rate per share *(in Baht)*	Amount *(in million Baht)*
2025				
2024 Annual dividend	25 April 2025	May 2025	0.1589	68.91
2024				
2023 Annual dividend	19 April 2024	May 2024	0.1459	63.27

21 Financial instruments

(a) Carrying amounts and fair values

The carrying amounts of the Group's financial assets and financial liabilities are a reasonable approximation of their fair values.

(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

(b.1.1) Trade accounts receivable

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate. Detail of concentration of revenue are included in note 16(c).

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's commercial terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references. Sale limits are established for each customer and reviewed annually. Any sales exceeding those limits require approval from the Group's authorised person.

The Group limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of 60 days. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Information relevant to trade accounts receivable is described in note 6 and 16, respectively.

(b.1.2) Cash and cash equivalents

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table is the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

	Consolidated financial statements			
		Contractual cash flows		
At 31 December	Carrying amount	1 year or less	More than 1 year but less than 5 years	Total
		(in thousand Baht)		
2025				
Non-derivative financial liabilities				
Account and other current payables	490,608	490,608	-	490,608
Loans from financial institutions	945,647	516,822	474,176	990,998
Lease liabilities	134,030	72,406	66,888	139,294
	1,570,285	**1,079,836**	**541,064**	**1,620,900**
2024				
Non-derivative financial liabilities				
Account and other current payables	544,219	544,219	-	544,219
Loans from financial institutions	651,386	322,774	357,727	680,501
Lease liabilities	97,541	60,307	41,519	101,826
	1,293,146	**927,300**	**399,246**	**1,326,546**

	Separate financial statements			
		Contractual cash flows		
At 31 December	Carrying amount	1 year or less	More than 1 year but less than 5 years	Total
		(in thousand Baht)		
2025				
Non-derivative financial liabilities				
Account Payable and Other Payables	490,546	490,546	-	490,546
Loans from financial institutions	945,647	516,822	474,176	990,998
Lease liabilities	134,030	72,406	66,888	139,294
	1,570,223	**1,079,774**	**541,064**	**1,620,838**
2024				
Non-derivative financial liabilities				
Account Payable and Other Payables	544,158	544,158	-	544,158
Loans from financial institutions	651,386	322,774	357,727	680,501
Lease liabilities	97,541	60,307	41,519	101,826
	1,293,085	**927,239**	**399,246**	**1,326,485**

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies.

	Consolidated/ Separate financial statements		
Exposure to foreign currency at 31 December 2025	USD	HKD	Total
		(in thousand Baht)	
Cash and cash equivalents	101,468	-	101,468
Trade and other current receivables	76,009	-	76,009
Trade and other current payables	(59,272)	(241)	(59,513)
Net statement of financial position exposure	**118,205**	**(241)**	**117,964**

	Consolidated/ Separate financial statements		
Exposure to foreign currency at 31 December 2024	USD	HKD	Total
		(in thousand Baht)	
Cash and cash equivalents	187,690	-	187,690
Trade and other current receivables	80,093	-	80,093
Trade and other current payables	(81,283)	-	(81,283)
Net statement of financial position exposure	**186,500**	**-**	**186,500**

Sensitivity analysis

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

Impact to profit or loss	Movement (%)	Consolidated financial statements Strengthening	Weakening	Separate financial statements Strengthening	Weakening
		(in thousand Baht)			
2025					
USD	10	11,821	(11,821)	11,821	(11,821)
HKD	10	(24)	24	(24)	24
2024					
USD	10	18,650	(18,650)	18,650	(18,650)

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan interest rates are mainly variable. The Group is primarily exposed to interest rate risk from its borrowings (see note 12). The Group mitigates this risk by ensuring that the majority of its borrowings are at fixed interest rates to manage exposure to fluctuations in interest rates on specific borrowings.

Exposure to interest rate risk at 31 December	Consolidated/ Separate financial statements 2025	2024
	(in thousand Baht)	
Financial instruments with variable interest rates		
Financial liabilities	(83,574)	(144,338)
Net statement of financial position exposure	**(83,574)**	**(144,338)**
Net exposure	**(83,574)**	**(144,338)**

Cash flow sensitivity analysis for variable-rate instruments

A reasonable possible change of 1 % in interest rates at the reporting date, this analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

Impact to profit or loss	Consolidated/ Separate financial statements 1% increase in interest rate	1% decrease in interest rate
	(in thousand Baht)	
2025		
Financial instruments with variable interest rate	(836)	836
2024		
Financial instruments with variable interest rate	(1,443)	1,443

22 Commitments with non-related parties

	Consolidated financial statements 2025	2024	Separate financial statements 2025	2024
	(in thousand Baht)			
Capital commitments				
Network equipment	175,096	105,690	175,096	105,690
Buildings and other equipment	14,313	9,764	14,313	9,764
Computer programs	64,732	71,913	64,732	71,913
Total	**254,141**	**187,367**	**254,141**	**187,367**

	Consolidated financial statements		Separate financial statements	
	2025	2024	2025	2024
	(in thousand Baht)			
Non-cancellable service commitments				
Within 1 year	9,542	9,055	9,542	9,055
1 - 5 years	18,706	17,363	18,706	17,363
After 5 years	64,741	67,407	64,741	67,407
Total	**92,989**	**93,825**	**92,989**	**93,825**
Other commitments				
Purchase orders for goods and supplies	404	1,246	404	1,246
Bank guarantees	52,739	48,050	52,739	48,050
Total	**53,143**	**49,296**	**53,143**	**49,296**

As at 31 December 2025, the Company has unutilised credit facilities, apart from loan facilities totaling Baht 216.26 million and USD 3 million *(31 December 2024: Baht 120.95 million and USD 3 million).*

Bank guarantees

At 31 December 2025, the Company had bank guarantees in respect of the usage of fiber optic network, space rental and facilities.

Service agreements

The Company has entered into several service agreements in respect of the lease of equipment and other service agreements. The term of the agreements is generally between 1 and 30 years.

23 Contingent liabilities

a) In 2011, a company transferred a quantity of fiber optic cable to the Company. The cable was already installed and in use in an underground cable conduit in Bangkok, belonging to the operator of a telecommunication business. Subsequently, in the first quarter of 2012, the Company received a notification of the new rental rate for the underground cable conduit stipulated by the telecom operator, but no invoice has been issued to collect the rental fee. Nevertheless, the Company has recorded a liability in respect of its rental obligations, estimated on the basis of the rental that was previously notified to the transferor of the fiber optic cable, which is lower than the new rental rate stipulated by the telecom operator. The Company's management believes that since the new rental rate for the underground cable conduit is considerably higher than the former rate, it is a rate stipulated by the telecom operator that is not in line with the principles and methods of determining network usage charges for licensees under the notification of the National Broadcasting and Telecommunications Commission (NBTC) on the use and interconnection of telecommunications networks B.E. 2549 ("IC notice"), since, in fact, these underground cable conduits were built and used by that telecom operator and had been used by the company that transferred the fiber optic cable to the Company for least 10 years. They are thus existing assets of the telecom operator and have not required additional investment expenditure. The Company therefore believes that the new rental rate stipulated by the telecom operator is not in line with cost - based principles ("IC notice No.19") and the method of calculating the rental charge may not reflect the cost, as approved by NBTC ("IC notice No.20"). In addition, if there is to be any change in the rental rate the telecom operator, as the licensed network operator, is required to provide the Company, as a licensee requesting use of the network, with at least 90 days' notice, and evidence or reasons showing why the rate change is needed ("IC note No.21"). The telecom operator has not done this. Therefore, in order to move forward in accordance with legal principals and procedures, the Company submitted a letter asking the telecom operator to clarify the reasons for setting a new rental rate for the network and to provide the Company with evidence and the calculation method

used to determine that rate. The Company also asked to exercise its right to negotiate a reduced, reasonable and fair, and legal rate with the telecom operator.

Subsequently, in July 2012, that telecom operator replied to the Company, confirming that the rental rate for the underground cable conduit stipulated by the telecom operator is the appropriate and notifying the Company to confirm the payment of rental fees for the underground cable conduit by 15 August 2012 so that it can proceed with collection of fees from the Company, and that there would be no adjustment of the rental rate disputed by the Company.

However, the Company announced that it would reduce usage of the underground cable conduit as from 1 April 2012 as necessary, and the telecom operator reviewed the information in August 2012 claimed additional rental for the underground cable conduit at a rate equal to the new rental rate.

As the rental rate has been confirmed by the telecom operator, the Company's management believe that the Company and the telecom operator remain in dispute over rights under the agreement for use of underground cable conduit. The Company therefore submitted a letter reserving its right to refuse to accept the amount specified by the telecom operator because they believe that is has been calculated based on an unfair rental rate that is unlawful in accordance with the IC notice, and its right to request time to verify the amount notified. In addition, the Company has the right to request that NBTC to accept the dispute for dispute settlement procedures in accordance with the IC notice.

Subsequently, while the Company was preparing to request that NBTC intervene to provide a fair resolution, the management of the Company and the telecom operator entered into negotiations to resolve this issue. However, the telecom operator sued the Company as the second defendant through the Civil Courts, claiming payment for use of the conduit together with interest to the date of the lawsuit amounting to Baht 39.2 million, as well as interest at the rate of 7.5% per annum on principal of Baht 36.8 million. The Company received a copy of the lawsuit on 24 July 2013. Since the management of the telecom operator has never provided any notification, it will be necessary for the Company to settle the dispute through court proceedings. The Company's management believe that the Company will win the case, since it should be resolved through dispute settlement procedures in accordance with the IC notice and is not within the authority of the Civil Courts. Moreover, the telecom operator did not proceed in compliance with the notification of the NBTC (IC notice).

The Company subsequently had the opportunity to negotiate with the management of the telecom operator to resolve the disputes. The initial results of these negotiations suggest that a resolution is possible, and the Company has submitted a compromise proposal to the telecom operator. Under this proposal the Company has requested the telecom operator to charge for underground cable conduit rental at the old rate from the date following the expiration date of the service contract between the telecom operator and the company that transferred the fiber optic cable to the Company, and the date that the Company received notification of the new rental rate. After that, the new rental rate will be applied. This proposed compromise would significantly reduce rental liabilities. However, the telecom operator decided not to enter into a compromise agreement as proposed by the Company, because legal proceedings were already underway. The Company therefore proceeded with two courses of action.

The first course of action was to submit a petition to the NBTC in order to request a fair resolution bestowed upon it by telecoms law and the IC Notice to set of a correct rate for the underground cable conduit, and to provide protection to the Company to use the fiber optic cable from such conduit. The Company then followed its second course of action, which was to submit a statement of defense to the Civil Court that provides grounds to dispute both legal and factual aspects of the case, showing that the telecom operator had acted illegally and the Company had no legal obligation at all to pay the telecom operator the amounts being claimed under the lawsuit. The Company also filed a petition with the Court challenging the Court's jurisdiction over the case. Therefore, the Court issued an order to suspend the court proceedings, and pass the case to the Administrative Court. The Administrative Court was of the opinion that it has jurisdiction over the case, meaning there is a difference of opinion over the issue of court jurisdiction. Therefore, the matter was forwarded to the Court Jurisdiction Commission for

determining court jurisdiction, and on 29 April 2015, the Commission decided that this case is under the jurisdiction of the Administrative Court. The Civil Court therefore struck the case from its case list and it can be construed that there are no longer any lawsuits that the telecom operator brought against the Company in the Civil Court.

Subsequently, the Administrative Court has announced the Court order dated 26 June 2015 to the Company that the Administrative Court has received the case from the Civil Court. However, the Company has determined that it does not agree with the order of the Court; therefore, the Company fled a rebuttal statement to the Court on 13 August 2015. The Court considered the rebuttal statement of the Company and ordered on 28 August 2015 to reject the statement although the Civil Court had struck the case out of the case list. The Civil Court had already summarised the statements and sent all the documents to the Administrative Court. It means that the case had been transferred to the Administrative Court. Although, the Company still disagrees with the Court's order, such order is an interlocutory order by law. An appeal against an interlocutory order shall be fled at the same time when an appeal against a judgement is fled. In this regard, the Company has to wait till the Administrative Court reaches its judgement on this case so that it can lodge an appeal. Subsequently, the Administrative Court has rendered order to specify that 30 March 2018 would be the last day to end up with the process of finding the evidence.

On 31 July 2019, the Central Administrative Court rendered a judgement ordering that the Company pay the cable conduit rental fee, based on its minimum reference rate, of Baht 7 million together with interest at a rate of 7.5% per annum of the total principal amount to the telecom operator. On 21 August 2019, the Company paid the rental fee together with interest totaling Baht 16 million to the telecom operator.

The telecom operator filed an appeal against the judgement of the Central Administrative Court on 28 August 2019. The Company has therefore filed a petition to such appeal with the Central Administrative Court on 17 December 2019. The Company is currently awaiting for a judgement ordering from the Supreme Administrative Court.

The Company has recorded monthly rental fee for cable conduit from August 2019 onwards in accordance with the order of the Central Administrative Court. As at 31 December 2025, the Company recorded the accrued rental fee for cable conduit by Baht 0.05 million in the financial statements. The Company's management believes that no matter the outcome of the litigation, it will have no significant

24 Events after the reporting period

On 27 February 2026, the Board of Directors' meeting of the Company passed a resolution to propose to the Annual General Meeting of shareholders to be held in April 2026 to approve the Company to pay dividend from the operating results for the year 2025 at Baht 0.0973 per share, amounting to Baht 42.19 million to ordinary shareholders of the 433,654,887 ordinary shares.

However, the dividend payment is subject to change upon approval of the Annual General Meeting of shareholders in April 2026. Such dividend will be paid and recorded after being approved by the Annual General Meeting of the Company's shareholders.

04
Attachment

Attachment 1

Details of Directors, Executives, Controlling Persons, the Person Assigned to Take the Highest Responsibility in Accounting and Finance, the Person Assigned to Take Direct Responsibility for Accounting Supervision, and the Company Secretary

Board of Directors

1. Mr. Woodtipong Moleechad

- **Chairman of the Board**
- **Director (Independent Director)**
- **Member of the Audit Committee**
- **Chairman of the Nomination, Compensation, Corporate Governance and Sustainability Committee**

Age 77 years
Nationality : Thai
Date of appointment as director : 6 May 2010
Years of service as director : 15 years 7 months

Education

- Bachelor of Arts in Economics, Thammasat University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Advanced Audit Committee Program (AACP 44/2022)
- Director Certification Program Update (DCPU 3/2015)
- Anti-Corruption for Executive Program (ACEP 15/2015)
- Director Certification Program (DCP 130/2010)

Others

- None -

Directorship position, executive position and other positions at present

Listed companies

- Symphony Communication Plc.: Chairman of the Board; Independent Director; Member of the Audit Committee; and Chairman of the Nomination, Compensation, Corporate Governance and Sustainability Committee
- Supreme Distribution Plc.: Chairman of the Board; Independent Director; and Chairman of the Audit Committee
- International Network System Plc.: Chairman of the Board; Independent Director; and Chairman of the Audit Committee,
- Triple i Logistics Plc.: Vice Chairman of the Board; Independent Director; Chairman of the Audit Committee; and Chairman of the Investment Committee
- Business Alignment Plc.: Chairman of the Board; Independent Director

Non-listed companies/Others

- None -

Work experience in the past 5 years

2022 - Present	:	Chairman of the Board; Independent Director; and Chairman of the Audit Committee, Supreme Distribution Plc.
2021 - Present	:	Chairman of the Board; Independent Director; and Chairman of the Audit Committee, International Network System Plc.
2017 - Present	:	Vice Chairman of the Board; Independent Director; Chairman of the Audit Committee; and Chairman of the Investment Committee, Triple i Logistics Plc.
2015 - Present	:	Chairman of the Board; and Independent Director, Business Alignment Plc.
2010 - Present	:	Chairman of the Board; Independent Director; Member of the Audit Committee; and Chairman of the Nomination, Compensation, Corporate Governance and Sustainability Committee, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

2. Mr. Akarat Na Ranong

- **Vice Chairman of the Board**
- **Director (Independent Director)**
- **Chairman of the Audit Committee**
- **Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee**

Age 72 years
Nationality : Thai
Date of appointment as director : 9 November 2017
Years of services as director : 8 years 1 months

Education

- Master of Business Administration in Management, Marshall University, United States
- Bachelor of Economic, Chulalongkorn University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Seminar on "Role of Independent Director in Oversea Expansion and International Markets", Year 2025
- Seminar on "Empowering Boards: Enhancing Governance, Standards, and Financial Insights", Year 2024
- Seminar on "Emerging Audit Standard and Implications for the Audit Committee", Year 2024
- Advanced Audit Committee Program (AACP 44/2022)
- Ethical Leadership Program (ELP 18/2020)
- Role of Chairman Program (RCP) Year 2017
- Director Certification Program (DCP) Year 2013
- Role of Compensation Committee (RCC) Year 2007
- Director Accreditation Program (DAP) Year 2007
- Audit Committee Program (ACP) Year 2024

Others

- Seminar on "IFRS S1 and S2 — Preparing for ISSB Standards Adoption and Governance" (Audit Committee Forum No. 59), Year 2025, KPMG Thailand
- Seminar on "Preventing, Deterring, and Addressing Inappropriate Behavior of Listed Companies", Year 2024, the Securities and Exchange Commission Office
- Leadership Program (Class 6/2008), Capital Market Academy

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Vice Chairman of the Board; Independent Director; Chairman of the Audit Committee; and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee
- Finansia X Plc.: Independent Director; Member of the Audit Committee; and Member of Nomination, Remuneration, Corporate Governance and Sustainability Committee
- FNS Holdings Plc.: Chairman of the Board; Independent Director; Member of the Audit Committee; and Member of the Nomination, Compensation and Corporate Governance Committee
- Matching Maximize Solution Plc.: Independent Director; Chairman of the Audit Committee; and Member of the Corporate Governance Committee

Non-Listed Companies/Others

- Krungthai AXA Life Insurance Plc.: Independent Director; Member of Nomination and Remuneration Committee; and Member of Investment Committee
- KPN Academy Co., Ltd.: Chairman of the Board; Independent Director; Chairman of the Audit Committee,
- Finansa Securities Ltd.: Independent Director; Member of the Audit Committee,

Work experience in the past 5 years

2024 - Present	:	Independent Director; Member of the Audit Committee; and Member of Nomination, Remuneration, Corporate Governance and Sustainability Committee, Finansia X Plc.
2017 - Present	:	Vice Chairman of the Board; Independent Director; Chairman of the Audit Committee; and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee, Symphony Communication Plc.
2017 - Present	:	Independent Director; Member of Nomination and Remuneration Committee; and Member of Investment Committee, Krungthai AXA Life Insurance Plc.
2015 - Present	:	Chairman of the Board; Independent Director; and Chairman of the Audit Committee, KPN Academy Group of Companies
2011 - Present	:	Chairman of the Board; Independent Director; Member of the Audit Committee; and Member of the Nomination, Compensation and Corporate Governance Committee, FNS Holdings Plc.
2011 - Present	:	Independent Director; and Member of the Audit Committee, Finansa Securities Ltd.
2010 - Present	:	Independent Director; Chairman of the Audit Committee; and Member of the Corporate Governance Committee, Matching Maximize Solution Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

3. Associate Professor Dr. Sujate Jantarang

- **Director (Independent Director)**
- **Member of the Audit Committee**
- **Chairman of the Risk Management Committee**
- **Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee**

Age 62 years
Nationality : Thai
Date of appointment as director : 29 April 2019
Years of service as director : 6 years 8 months

Education

- Doctor Degree of Engineering in Computer, King Mongkut's Institute of Technology Chaokuntahan Ladkrabang
- Bachelor Degree of Engineering in Electronics, King Mongkut's Institute of Technology Chaokuntahan Ladkrabang
- Bachelor Degree of Laws, Sukhothai Thammathirat Open University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: 8 Game-Changing Considerations for Board (In-house Program), Year 2025
- ESG Legal Risk Prevention and Due Diligence (Refreshment Training Program), Year 2025
- Seminar on "Sustainable Future: The Board as A Catalyst for Value", Year 2024
- Advanced Audit Committee Program (AACP 44/2022)
- Director Certification Program (DCP 289/2020)
- Director Accreditation Program (DAP 2018)

Others

- Seminar on "Audit Committee Priorities 2025: Enhance Audit Committee Effectiveness" (Audit Committee Forum No. 56), Year 2025, KPMG Thailand
- Seminar on "Preventing, Deterring, and Addressing Inappropriate Behavior of Listed Companies", Year 2024, the Securities and Exchange Commission Office
- AI Application for Growth, Year 2024, Kellogg School of Management at Northwestern University
- Forecasting Technology Innovation: Using Data for Strategic Advantage, Year 2023, Massachusetts Institute of Technology
- Leadership & Innovation, Year 2023, Massachusetts Institute of Technology
- Management of Technology: Roadmapping & Development, Year 2021, Massachusetts Institute of Technology

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Independent Director; Member of the Audit Committee; Chairman of the Risk Management Committee; and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee

Non-listed companies/Others

- R V Connex Co., Ltd.: Chairman
- Powermatic Co., Ltd.: Director
- Church of Christ in Thailand and the Foundation of the Church of Christ in Thailand: Chairman of the Audit Committee,

Work experience in the past 5 years

Apr 2025 - Present	:	Chairman of the Risk Management Committee, Symphony Communication Plc.
2023 - Present	:	Chairman, R V Connex Co., Ltd.
2023 - Present	:	Chairman of the Audit Committee, Church of Christ in Thailand and the Foundation of the Church of Christ in Thailand
2019 - Present	:	Independent Director; Member of the Audit Committee; and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee, Symphony Communication Plc.
2018 - Present	:	Director, Powermatic Co., Ltd.
2006 - 2023	:	President, Mahanakorn University of Technology
2019 - 2022	:	Independent Director; Member of the Audit Committee; and Member of the Nomination and Remuneration Committee, AMR Asia Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

4. Mr. Kranphol Asawasuwan

- **Director (Executive Director and Authorized Director)**
- **Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee**
- **Member of the Risk Management Committee**

Age 61 years
Nationality : Thai
Date of appointment as director : 6 May 2010
Years of service as director : 15 years 7 months

Education

- Master Degree of Business Administration, Bangkok University
- Bachelor Degree of Engineering in Electrical (Second-Class Honors), Kasetsart University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Seminar on "The Art of Chairman-CEO Dynamics: Fostering trust and Collaboration" (Chairman Forum 2024)
- Board's Role in Mergers and Acquisitions (BMA 7/2024)
- Director Certification Program Update (DCPU 3/2015)
- Anti-Corruption for Executive Program (ACEP 13/2014)
- Director Certification Program (DCP 129/2010)
- Successful Formulation & Execution of Strategy (SFE 6/2010)

Others

- Senior Executives Program in the Administrative Justice Process, Class 4/2025, Foundation for Research and Development of the Administrative Justice System
- Seminar on "Human Strategy in the Age of AI" (CEO Club 3/2024), the Stock Exchange of Thailand
- Thai - Chinese Leadership Program, Class 6/2024, Thai - Chinese Leadership Institute
- CEO Learning Through Experiences Program (CEO LTE#4/2023), Digital Economy Promotion Agency
- Smart City Leadership Program (SCL 1/2022), Digital Economy Promotion Agency
- Digital CEO Program, Class 4/2021, Digital Economy Promotion Agency
- The National Defence Course, Class 62/2020, National Defence College of Thailand, National Defence Studies Institute
- Joint Government-Private Sector Administration of Society's Peace and Order Course, Class 6/2019, Police Education Bureau, Royal Thai Police
- The Executive Program in Energy Literacy for a Sustainable Future, Class 12/2018, Thailand Energy Academy
- Corporate Governor for Medical Executives Class 6/2017, King Prajadhipok's Institute
- Top Executive Program in Commerce and Trade (TEPCoT 10/2017, Commerce Academy
- Finance and Fiscal Management Program for Senior Executive (FME 3/2016, the Comptroller General's Department, Ministry of Finance
- Thailand Insurance Leadership Program (TILP 6/2016), Office of Insurance Commission
- ASEAN Economic Community (AEC 3/2013), King Prajadhipok's Institute
- Capital Market Academy Leadership Program (CMA 13/2011), Capital Market Academy

Honor Award

- Outstanding Engineering Alumni of Kasetsart University for the Year 2018, Kasetsart University Engineering Alumni Association

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Director; Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee; Member of the Risk Management Committee; and Chairman of the Sustainable Development Committee

Non-listed companies/Others

- Thai Internet and Cloud Service Provider Association: Treasurer
- Synergy Net Holding Co., Ltd.: Director,
- Global Crossing System Co., Ltd.: Director,

Work experience in the past 5 years

2023 - Present	:	Chairman of the Sustainable Development Committee, Symphony Communication Plc.
2023 - Present	:	Treasurer, Thai Internet and Cloud Service Provider Association
2010 - Present	:	Director; Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee; and Member of the Risk Management Committee, Symphony Communication Plc.
2549 - Present	:	Director, Synergy Net Holding Co., Ltd.
2000 - Present	:	Director, Global Crossing System Co., Ltd.
2022 - 2024	:	President, Symphony Communication Plc.
2010 - 2024	:	Chairman of the Executive Committee, Symphony Communication Plc.
2020 - 2023	:	Director, AIMS Data Centre (Thailand) Ltd.
2015 - 2022	:	Vice Chairman, Thai Internet and Cloud Service Provider Association
2017 - 2020	:	Member of the Audit Committee, Thai Listed Companies Association

Shareholding proportion in the Company as of 31 December 2025
Direct : 40,615,134 shares or 9.37%
Indirect : 108,333 shares or 0.02% by spouse

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

5. Mr. Teerarat Pantarasutra

- **Director (Executive Director and Authorized Director)**
- **Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee**
- **Member of the Risk Management Committee**

Age 65 years
Nationality : Thai
Date of appointment as director : 6 May 2010
Years of service as director : 15 years 7 months

Education

- Director's Guide to Legal Obligations and Duties Program (DLD 6/2025)
- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Role of Chairman Program (RCP 52/2022)
- Anti-Corruption for Executive Program (ACEP 13/2014)
- Director Certification Program (DCP 137/2010)
- Director Accreditation Program (DAP 81/2009)

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Director's Guide to Legal Obligations and Duties Program (DLD 6/2025)
- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Role of Chairman Program (RCP 52/2022)
- Anti-Corruption for Executive Program (ACEP 13/2014)
- Director Certification Program (DCP 137/2010)
- Director Accreditation Program (DAP 81/2009)

Others

- Capital Market Academy Leadership Program (CMA 24/2017), Capital Market Academy
- Administrative Law for Executive Program (ALEP), Class 2/2015
- Fundamentals for Corporate Secretary, Class 23/2011, Thai Listed Companies Association

Directorship position/executive position/ other positions at present

Listed Companies

- Symphony Communication Plc.: Director; Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee; and Member of the Risk Management Committee

Other Companies

- TAT Corporation Plc.: Chairman of the Board and Independent Director
- Paktat (2018) Co., Ltd.: Director
- Diamond Line Services Co., Ltd.: Chairman of the Board and Director
- Global Crossing System Co., Ltd.: Director and Managing Director
- Synergy Net Holding Co., Ltd.: Director

Work experience in the past 5 years

2022 - Present	:	Chairman of the Board and Independent Director, TAT Corporation Plc.
2018 - Present	:	Director, Paktat (2018) Co., Ltd.
2013 - Present	:	Chairman of the Board and Director, Diamond Line Services Co., Ltd.
2010 - Present	:	Director; Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee, and Member of the Risk Management Committee, Symphony Communication Plc.
2006 - Present	:	Director, Global Crossing System Co., Ltd.
2006 - Present	:	Director, Synergy Net Holding Co., Ltd.
2021 - Feb 2025	:	Executive Advisor, Symphony Communication Plc.
2010 - 2024	:	Member of the Executive Committee, Symphony Communication Plc.
2020 - 2023	:	Director, AIMS Data Centre (Thailand) Ltd.
2014 - 2021	:	President, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : 39,687,013 shares or 9.15%
Indirect : 10 shares or 0.00% by spouse

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

6. Mr. Afzal Abdul Rahim

- **Director (Non-Executive Director)**

Age 47 years
Nationality : Malaysian
Date of appointment as director : 9 November 2017
Years of service as director : 8 years 1 month

Education

- Bachelor's Degree (Honors) in Mechanical Engineering (Electronics), University of Sussex at Brighton, United Kingdom

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)
- None -

Others
- None -

Directorship position/executive position/ other positions at present

Listed Companies
- Symphony Communication Plc.: Director

Other Companies
- Executive Vice Chairman, TIME dotCom Berhad, Malaysia
- Director, TIME dotCom International Sdn Bhd, Malaysia
- Director, TT dotCom Sdn Bhd, Malaysia
- Director, TIME Fibre Sdn Bhd, Malaysia
- Director, TIME Energy, Sdn Bhd, Malaysia
- Director, Endeavor Entrepreneurs, Malaysia
- Director, CMC Telecommunication Infrastructure Corporation, Vietnam
- Director, Global Transit 3 Limited, Malaysia
- Director, Pulau Kapas Ventures Sdn Bhd, Malaysia
- Director, Megawisra Investments Limited, British Virgin Islands (BVI)
- Director, Megawisra Sdn Bhd, Malaysia
- Director, Global Transit International Sdn Bhd, Malaysia

Work experience in the past 5 years

Sep 2025 - Present	:	Executive Vice Chairman, TIME dotCom Berhad, Malaysia
2017 - Present	:	Director, Symphony Communication Plc.
2015 - Present	:	Director, CMC Telecommunication Infrastructure Corporation, Vietnam
2015 - Present	:	Director, Endeavor Entrepreneurs, Malaysia
Present	:	- Director, TIME dotCom International Sdn Bhd, Malaysia - Director, TT dotCom Sdn Bhd, Malaysia - Director, TIME Fibre Sdn Bhd, Malaysia - Director, TIME Energy Sdn Bhd, Malaysia - Director, Global Transit 3 Limited, Malaysia - Director, Pulau Kapas Ventures Sdn Bhd, Malaysia - Director, Megawisra Investments Limited, British Virgin Islands (BVI) - Director, Megawisra Sdn Bhd, Malaysia - Director, Global Transit International Sdn Bhd, Malaysia
2008 - Sep 2025	:	Chief Executive Officer, TIME dotCom Berhad, Malaysia
2017 - 2024	:	Member of the Executive Committee, Symphony Communication Plc.
2016 - 2024	:	Independent Director, CIMB Group Holdings Berhad, Malaysia

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : Through TIME dotCom International Sdn Bhd ("TdCI") in Malaysia, which holds 46.85% of the Company's shares. Mr. Afzal Abdul Rahim is a direct and indirect shareholder of TIME dotCom Berhad, which holds 100% shares in TdCI.

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

7. Mr. Patrick Corso

- **Director (Non-Executive Director and Authorized Director)**
- **Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee**

Age 52 years
Nationality : Italian
Date of appointment as director : 9 November 2017
Years of service as director : 8 years 1 month

Education

- Bachelor's Degree in European Business Administration (Honors), European Business School London, United Kingdom

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)
- None -

Others
- None -

Directorship position/executive position/ other positions at present

Listed companies
- Symphony Communication Plc.: Director and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee

Non-listed companies/Others
- Executive Director, TIME dotCom Berhad, Malaysia
- Director, TIME dotCom International Sdn Bhd, Malaysia
- Director, OST Capital Limited, Hong Kong
- Director, Megawisra Investments Limited, British Virgin Islands (BVI)
- Director, Megawisra Sdn Bhd, Malaysia
- Director, Global Transit International Sdn Bhd, Malaysia
- Director, Pulau Kapas Ventures Sdn Bhd, Malaysia
- Director, CMC Telecommunication Infrastructure Corporation, Vietnam

Work experience in the past 5 years

2017 - Present	:	Director and Member of the Nomination, Compensation, Corporate Governance and Sustainability Committee, Symphony Communication Plc.
2015 - Present	:	Executive Director, TIME dotCom Berhad, Malaysia
2013 - Present	:	Director, OST Capital Limited, Hong Kong
Present	:	- Director, TIME dotCom International Sdn Bhd, Malaysia - Director, Megawisra Investments Limited, British Virgin Islands (BVI) - Director, Megawisra Sdn Bhd, Malaysia - Director, Global Transit International Sdn Bhd, Malaysia - Director, Pulau Kapas Ventures Sdn Bhd, Malaysia - Director, CMC Telecommunication Infrastructure Corporation, Vietnam

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : Through TIME dotCom International Sdn Bhd ("TdCI") in Malaysia, which holds 46.85% of the Company's shares. Mr. Patrick Corso is a direct and indirect shareholder of TIME dotCom Berhad, which holds 100% shares in TdCI.

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

8. Mr. Alex Loh Chi Kwan

- **Director (Executive Director and Authorized Director)**
- **Chief Executive Officer**

Age 47 years
Nationality : Malaysian
Date of appointment as director : 2 July 2018
Years of service as director : 7 years 5 months

Education

- Bachelor of Commerce in Accounting and Finance, Murdoch University, Australia

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- None -

Others

- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024
- CFO's Refresher Program (English Program), Year 2020, the Stock Exchange of Thailand

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Director; Chief Executive Officer; and Vice Chairman of the Sustainable Development Committee

Non-listed companies/Others

- None -

Work experience in the past 5 years

Dec 2024 - Present	:	Chief Executive Officer, Symphony Communication Plc.
2023 - Present	:	Vice Chairman of the Sustainable Development Committee, Symphony Communication Plc.
2018 - Present	:	Director, Symphony Communication Plc.
2018 – Apr 2025	:	Member of the Risk Management Committee
2018 - 2024	:	Chief Operating Officer and Acting Chief Financial Officer, Symphony Communication Plc.
2018 - 2021	:	Member of the Executive Committee, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

Executives

1. Mr. Alex Loh Chi Kwan

- **Chief Executive Officer (CEO)**

Age 47 years
Nationality : Malaysian
Date of appointment as CEO : 18 December 2024

Details about **"Chief Executive Officer"** appear in the **Attachment 1 under "Executive"** section of this report.

2. Mr. Supornchai Chotputtikul

- **Executive Vice President – Regulatory Affairs Division**

Age 59 years
Nationality : Thai

Education

- Master's degree in business administration, Thammasat University
- Bachelor's degree in engineering, King Mongkut's Institute of Technology Chaokuntahan Ladkrabang

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Ethical Leadership Program (ELP 1/2015)
- Successful Formulation and Execution of Strategy (SFE 15/2012)
- Director Certification Program (DCP 162/2012)
- Director Accreditation Program (DAP 89/2011)

Others

- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024
- Digital Economy for Management (DE4M 3/2016), Institute of Research and Development for Public Enterprises

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Executive Vice President - Regulatory Affairs Division

Non-listed companies/Others

- Diamond Line Services Co., Ltd.: Director

Work Experience in the Past 5 Years

Aug 2023 - Present	:	Executive Vice President - Regulatory Affairs Division, Symphony Communication Plc.
2556 - Present	:	Director, Diamond Line Services Co., Ltd.
2010 - Jul 2023	:	Executive Vice President - Service Operations Division, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : 7,900 shares or 0.00%
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

3. Mr. Apirath Wisitthiwong

- **Executive Vice President - Enterprise Business Unit**

Age 53 years
Nationality : Thai

Education

- Master's degree in business administration, Thammasat University
- Bachelor's degree in engineering, Electronics, King Mongkut's Institute of Technology Chaokuntahan Ladkrabang

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025

Others

- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024
- TLCA Executive Development Program (EDP 12/2013), Thai Listed Companies Association

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Executive Vice President and Head of Enterprise Business Unit

Non-listed companies/Others

- None -

Work Experience in the Past 5 Years

Apr 2025 - Present	:	Executive Vice President - Enterprise Business Unit Symphony Communication Plc.
2023 - Mar 2025	:	Head of Enterprise Business Unit, Symphony Communication Plc.
2018 - 2022	:	Head of Enterprise Department, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

4. Mr. Paisarn Trichavaroj

- **Senior Vice President - IT Division**

Age 51 years
Nationality : Thai

Education

- Master's degree in information technology, King Mongkut's University of Technology North Bangkok
- Bachelor's degree in computer science (Second-Class Honors), Suan Dusit University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025

Others

- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Senior Vice President - IT Division

Non-listed companies/Others

- None -

Work experience in the past 5 years

2013 - Present	:	Senior Vice President – IT Division, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : 59,783 shares or 0.01%
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

5. Ms. Chanamon Charoentaweepanukul

- **Senior Vice President - Human Resource Division**

Age 46 years
Nationality : Thai

Education

- Master of Sciences in Human Resource and Organization Development, National Institute of Development Administration
- Bachelor of Communication Arts in Advertising, Rangsit University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025

Others

- People Analytics New Skill for HR in the New World of Work, Year 2025, Personnel Management Association of Thailand (PMAT)
- Strategic Communication for Leader Success (Internal Training), Year 2025
- Adaptative Leadership and Maximizer Your Strength (Internal Training), Year 2024
- Principle of Life Coach, Year 2018, Thailand Coaching Academy
- Impact Presentation Skill, Year 2018, Dale Carnegies Thailand
- Crucial Conversation, Year 2014, PacRim Group
- Successful Process and Roles in Coaching Project, Year 2013, Coaching Parfait
- Advanced Labor Laws for Professional Management, Year 2011, Dharmniti

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Senior Vice President – Human Resource Division

Non-listed companies/Others

- None -

Work experience in the past 5 years

Mar 2023 - Present	:	Senior Vice President - Human Resource Division, Symphony Communication Plc.
2021 - Feb 2023	:	Acting Head of HR Group, Land and House Bank Plc.
2018 - 2020	:	AVP - Senior HR Business Partner (AVP), TMB Thanachart Bank Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

6. Ms. Weerawan Suwantemee

- **Head of Accounting Department**

Age 45 years
Nationality : Thai

Education

- Master's Degree, Accounting, Thammasat University
- Bachelor's Degree, Accounting, Kasetsart University

Training/Seminar

Certificate Programs/Seminars by Thai Institute of Directors Association (IOD)

- None -

Accounting and Taxation

- Risk, Control and Audit, Class 2/2025
- Development of accounting systems in the Digital, Class 2/2024
- Financial Fraud: Financial scams are closer than you think, Class 4/2024
- Financial reporting standards 2024 and interesting accounting issues for listed company
- TLCA CFO CPD No. 3/2024 on "Tax Governance", Thai Listed Companies Association
- Development of accounting systems in the Digital, Class 2/2023
- Overview of the Financial Reporting Standards, Class 4/2023
- Business Health Check through the Financial Statements, Class 1/2022
- New Law of the Year 2022 and Future Trends
- Business Tax: PND. 1 and Social Security
- Business Tax: PND. 3, PND. 53 and PP.30

Others

- CFO Orientation for New IPOs Program, Year 2025, the Stock Exchange of Thailand
- Personal Data Protection Act B.E. 2019: Principles and Practices, Edition 2/2025
- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024

Directorship position/executive position/ other positions at present

Listed companies

- Symphony Communication Plc.: Head of Accounting Department

Non-listed companies/Others

- None -

Work experience in the past 5 years

Nov 2025 - Present	:	Acting as the Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO), Symphony Communication Plc.
Apr 2025 - Present	:	Head of Accounting Department, Symphony Communication Plc.
2023 - Mar 2025	:	Head of General Ledger Section, Symphony Communication Plc.
2010 - 2022	:	Senior General Ledger Manager, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : 1,741 shares or 0.00%
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

The Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO)

Ms. Weerawan Suwantemee

- **Head of Accounting Department**

Age 45 years
Nationality : Thai
Date of Appointment : 14 November 2025

Details about **"the Person Assigned to Take the Highest Responsibility in Accounting and Finance (CFO)"** appear in the **Attachment 1** under "Executives" section of this report.

The Person Assigned to Take Direct Responsibility for Accounting Supervision (Chief Accountant)

Ms. Weerawan Suwantemee

- **Head of Accounting Department**

Age 45 years
Nationality : Thai
Date of Appointment : 26 August 2020

Details about **"the Person Assigned to Take Direct Responsibility for Accounting Supervision (Chief Accountant)"** appear in the **Attachment 1** under **"Executives"** section

Company Secretary

Ms. Atchara Aeampee

- **Senior Manager - Company Secretary Department, and Company Secretary**

Age 43 years
Nationality : Thai
Date of Appointment : 15 May 2020

Education

- Master of Sciences, Corporate Governance, Chulalongkorn University
- Bachelor of Arts, Italian, Chulalongkorn University

Related Training/Seminar

Seminars/Certificate Programs for Directors and Executives, Thai Institute of Directors Association (IOD)

- Corporate Governance in New Normal (In-house Program), Year 2025
- Managing ESG for Sustainable Growth: Game-Changing Considerations for Board (In-house Program), Year 2025
- Director Accreditation Program (DAP 226/2025)
- Director's Guide to Legal Obligations and Duties (DLD 4/2025)
- Corporate Governance for Executive (CGE 24/2024)
- The Board's Roles in Climate Governance (BCG 1/2024)
- ESG in the Boardroom: A Practical Guide for Board (ESG 1/2024)

Corporate Secretary Practitioner Programs

- Corporate Reporting Program (CRP 35/2023) and (CRP 14/2016), Thai Institute of Directors Association (IOD)
- Effective Minutes Taking (EMT 54/2023), Thai Institute of Directors Association (IOD)
- Board Reporting Program (BRP 41/2022), Thai Institute of Directors Association (IOD)
- Company Secretary Program (CSP 99/2019), Thai Institute of Directors Association (IOD)
- Professional Development Program for Company Secretary, Year 2021, Thai Listed Companies Association
- Advances for Corporate Secretaries Program, Year 2019, Thai Listed Companies Association
- Fundamentals for Corporate Secretaries, Year 2017, Thai Listed Companies Association

Others

- TLCA CFO CPD No. 7/2025: Financial Reporting Standards on Sustainability Disclosure — IFRS S1 and IFRS S2, Year 2025, Thai Listed Companies Association
- Adaptive Leadership and Maximize Your Strengths (In-house Training), Year 2024
- Certificate in ESG Management (C-ESG) Class 1/2022, the Stock Exchange of Thailand
- S01-S05: Corporate Sustainability Strategy Program, Class 4/2021, the Stock Exchange of Thailand
- Preliminary to Corporate Sustainability Program, Class 2/2022, Stock Exchange of Thailand

Directorship position/executive position/ other positions at present

Listed Companies

- Symphony Communication Plc.: Senior Manager - Company Secretary Department; Company Secretary; Secretary to the Board of Directors; Secretary to the Audit Committee; and Secretary to the Nomination, Compensation, Corporate Governance and Sustainability Committee

Other Companies

- None -

Work Experience in the Past 5 years

2022 - Present	:	Secretary to the Nomination, Compensation, Corporate Governance and Sustainability Committee, Symphony Communication Plc.
2020 - Present	:	Senior Manager - Company Secretary Department; Company Secretary; Secretary to the Board of Directors; Secretary to the Audit Committee, Symphony Communication Plc.
2020 - 2024	:	Secretary to the Executive Committee, Symphony Communication Plc.
2018 - 2020	:	Manager - Company Secretary Office, Frasers Property (Thailand) Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with other directors, executives, major shareholders, controlling persons or subsidiaries : None
Criminal records on violation of securities and futures contract laws : None

Attachment 2

Details of the Directors of Subsidiary

Company/Director	Mr. Teerarat Pantarasutra	Mr. Supornchai Chotputtikul
Diamond Line Services Company Limited	Chairman of the Board/ Director	Director

Attachment 3

Details of the Heads of the Internal Audit and Compliance Units

Head of Internal Audit

Ms. Thanita Kititaveesatian

- **Assistant Vice President – Internal Audit Department**

Age 48 years
Nationality : Thai
Date of appointment : 10 10 April 20203

Education

- Bachelor of Accountancy, Bangkok University

การอบรม/สัมมนาที่เกี่ยวข้อง

- Agile Internal Audit
- COSO 2017 Enterprise Risk Management
- ISO/IEC 20000-1:2018 Requirement Training
- ISO/IEC 20000-1:2018 Internal Audit Training
- ERM and ESG Related Risks and Opportunities
- Leadership Development Program
- Introduction to IT Audit, ISACA Bangkok Chapter
- Enterprise Cybersecurity
- SMS Overview and Internal Audit for ISO 27001:2013
- Overview of Cloud Security Knowledge Foundation and Internal Audit
- PDPA for Internal Audit, Class 2, Kasetsart University
- Risk Management, Class 16, Chulalongkorn University
- IT Audit, Class 2/2028, Federation of Accounting Professions
- Corporate Governance Audit, Federation of Accounting Professions
- Advanced Risk Management, Federation of Accounting Professions
- COSO 2013 Internal Control Integrated Framework, Class 6, NIDA
- Fraud Audit, Federation of Accounting Professions
- Internal Control Evaluation by using COSO-ERM Framework, Federation of Accounting Professions

Directorship position/executive position/other position at present

Listed companies

- Symphony Communication Plc.: Assistant Vice President – Internal Audit

Non-listed companies/Others

- None -

Work experience in the past 5 years

2020 - Present	:	Assistant Vice President – Internal Audit Department, Symphony Communication Plc.
2017 - 2020	:	Manager, Internal Audit Department, WHA Corporation Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : None
Indirect : None

Familial relationship with directors, executives, major shareholders, controlling person and subsidiaries : None
Illegal record in the past 10 years : None

Heads of Compliance Units

1. Mr. Supornchai Chotputtikul

- **Executive Vice President – Regulatory Affairs Division**

Age 59 years
สัญชาติ : ไทย
Nationality : Thai
Date of appointment : 1 August 2023

Details about **"Head of Compliance Unit"** appear in the **Attachment 1 under "Executives"** section of this report.

2. Ms. Nopparat Charoenpromskul

- **Head of Risk and Compliance Management Department**

Age 54 years
Nationality : Thai
Date of appointment : 16 August 2025

Education

Master of Business Administration, Assumption University
Bachelor Degree of Engineering, King Mongkut's Institute of Technology Chaokuntahan Ladkrabang

Related Training/Seminar

CQI and IRCA Certified ISO/IEC 27001:2022 Information Security Management Systems (ISMS) Lead Auditor Training Course, Year 2025, BSI Training Academy
ISO/IEC 27001:2022 Lead Auditor Practitioner, Year 2025, BSI Training Academy

Directorship position/executive position/other position at present

Listed companies
- Symphony Communication Plc.: Head of Risk and Compliance Management

Non-listed companies/Others
- None -

Work experience in the past 5 years

Aug 2025 - Present	:	Head of Risk and Compliance Management Department, Symphony Communication Plc.
2019 - Jul 2025	:	Head of ISO and Compliance Management Department, Symphony Communication Plc.

Shareholding proportion in the Company as of 31 December 2025
Direct : 41 shares or 0.00%
Indirect : None

Familial relationship with directors, executives, major shareholders, controlling person and subsidiaries : None
Illegal record in the past 10 years : None

3. Ms. Atchara Aeampee

- **Senior Manager Company Secretary Department and Company Secretary**

Age 43 years
Nationality : Thai
Date of appointment : 15 May 2020

Details about **"Head of Compliance Unit"** appear in the **Attachment 1 under "Company Secretary"** section of this report.

Attachment 4

Assets Utilized in Business Operations and Details of Asset Appraisal

Assets Utilized in Business Operations

In conducting telecommunications service business, the Company utilizes various assets to support its operations as follows:

1. Tangible Assets

The Company possesses tangible assets used in its business operations as follows:

1. Land, Buildings, and Leasehold Improvements: These properties are held by the Company for use as office premises, operation centers, service centers, warehouses, and locations for installing network infrastructure or network equipment
2. Tools and Equipment: Equipment used in business operations and service delivery to customers, such as network equipment, transmission equipment, system control equipment, and network installation equipment.
3. Vehicles: Vehicles used for operational purposes, including cars for field personnel, equipment transport trucks, and vehicles used for network installation and maintenance.
4. Office Equipment: This includes computers, printers, office furniture, telephone systems, and other equipment that support business operations.
5. Fiber Optic Cable Network: This constitutes a key infrastructure of the business used to provide telecommunications services, supporting data connectivity. The network covers both the backbone network and redundant routes installed to serve customers.

As of 31 December 2025, the tangible assets used in business operations of the Company and its subsidiary had a net book value after deducting accumulated depreciation and allowance for impairment as shown in the Company's consolidated financial statements amounting to Baht 3,864.4 million; details of which are as follows:

Type of Assets	Net Book Value (Million Baht)		Type of Ownership	Obligations
	2025	2024		
Network equipment	3,074.5	2,838.0	Ownership	หมายเหตุ 1.-2.
Network equipment under installation	577.6	571.0	Ownership	-
Land	33.9	32.7	Ownership	-
Building and leasehold improvement	149.0	164.5	Ownership	-
Furniture, fixture and office equipment	19.3	18.1	Ownership	-
Vehicles	3.9	1.2	Ownership	-
Assets under construction	6.2	0.3	Ownership	-
Total	**3,864.4**	**3,625.8**		

Remark:
1. As at 31 December 2025, the Company has network equipment with a net book value of Baht 5 million (2004: Baht 5 million) that is installed on the premises of a counterparty. The ownership of the network equipment will be transferred to the counterparty at the end of the agreement. Moreover, the Company has granted the right to use the equipment to the counterparty and has committed to share revenue generated from some of the equipment at a rate stipulated in the agreement annually, for the term of the agreement. The Company also agrees to provide the counterparty with the minimum guaranteed shared revenue amount stated in the agreement.
2. During the year 2018, the Company and the counterparty agreed to cancel some services prescribed in the Memorandum of Understanding (MOU) concerning joint construction and management of network equipment. The ownership of the network equipment is to be transferred to the counterparty at the end of the term of the MOU at a mutually agreed price which is under negotiation. As at December 31, 202๓, the Company has network equipment under MOU with a net book value of Baht 7 million (2024: Baht 8 million).

2. Intangible Assets

Intangible assets of the Company and its subsidiary

Intangible assets of the Company and its subsidiary are stated at cost less accumulated amortization. As at December 31, 2025, it has valued Baht 20.5 million, of which is the computer software in the whole amount (2024: Baht 16.5 million)

Right-of-use of the Company and its subsidiary

The right-of-use asset of the Company and its subsidiary is measured at cost, less any accumulated depreciation and impairment loss. As of December 31, 2025, it has value of Baht 179.4 million, of which the Company leases a number of rent sites, office buildings, vehicles, dark fiber and leasehold land for 1-30 years (2024: Baht 136.9 million).

Long-term lease agreement

On November 5, 2025, the Company entered into a lease agreement and a service agreement for common facilities with one company. The essence of the agreement is the lease of space and use of the common area on the 35-36 floor of Building B, Sun Towers Building in a total area of approximately 2,750 square meters, with the lease period of 3 years. The current agreement started on July 1, 2025 and will end on June 30, 2028.

On August 19, 2022, the Company entered into a dark-fiber lease agreement with one company. The essence of the agreement is the lease of dark fiber route Saraburi-Khon Kaen with the lease period of 10 years. The current agreement started on January 28, 2022, and will end on January 27, 2032.

On November 1, 2022, the Company entered into a dark-fiber lease agreement with one company. The essence of the agreement is the lease of dark fiber route Mae Rim-Mae Korn with the lease period of 10 years. The current agreement started on March 7, 2022, and will end on March 6, 2032.

On September 15, 2023, the Company entered into a dark-fiber lease agreement with one company. The essence of the agreement is the lease of dark fiber route Hua Takhe - Aranyaprathet with a lease period of 10 years. The current agreement started on May 20, 2023, and will end on May 19, 2033.

On February 3, 2024, the Company entered into a capacity and equipment lease agreement with one company for supporting services of the Company with the lease period of 10 years. The current agreement started on February 3, 2024, and will end on February 2, 2034.

On August 18, 2024, the Company entered into a capacity and equipment lease agreement with one company for supporting services of the Company with the lease period of 10 years. The current agreement started on August 18, 2024, and will end on August 17, 2034.

Details of Asset Appraisal

- None -

Attachment 5

Unabridged Policy and Guidelines on Corporate Governance, Business Code of Conduct, Charter of the Board of Directors, and Charters of the Sub-Committees

Corporate Governance Policy

https://www.symphony.net.th/storage/document/cg/cg-policy-en.pdf

Business Code of Conduct

https://www.symphony.net.th/storage/document/cg/business-code-of-conduct-en.pdf

Charter of the Board of Directors

https://www.symphony.net.th/storage/document/cg/charter-of-the-board-of-directors-en.pdf

Charter of the Audit Committee

https://www.symphony.net.th/storage/document/cg/charter-of-the-audit-committee-en.pdf

Charter of the Nomination, Compensation, Corporate Governance and Sustainability Committee

https://www.symphony.net.th/storage/document/cg/charter-of-the-nomination-compensation-corporate-governance-and-sustainability-committee-en.pdf

Charter of the Risk Management Committee

https://www.symphony.net.th/storage/document/cg/charter-of-risk-management-committee-en.pdf

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