



# MANAGEMENT DISCUSSION AND ANALYSIS, 1Q/2026

May 8, 2026

## Executive Summary

- In 1Q/2026, BEC World Public Company Limited (“BEC Group” or “The Company”) reported a consolidated net profit attributable to the company of Baht 30.7 million, representing a decrease of 28.6% YoY from 1Q/2025 and 70.7% QoQ from 4Q/2025. This performance occurred amidst a challenging television advertising landscape, pressured by a fragile economy and diminished consumer purchasing power driven by rising living costs, which adversely impacted the Company’s advertising revenue. Furthermore, the quarter-on-quarter decline was also due to the high base effect in Q4/2025, during which the film business achieved exceptionally high profit levels.
- The Company’s income from copyrights and other services amounted to Baht 215.2 million, representing a decrease of 3.5% YoY from 1Q/2025 and 15.9% QoQ from 4Q/2025. The year-on-year decline was primarily due to lower revenue from Global Content Licensing. Meanwhile, the quarter-on-quarter decline is attributable to seasonal factors inherent in the media and entertainment industry, where the fourth quarter typically experiences a higher concentration of events and festivities compared to the beginning of the year.
- In summary, the Company continued to maintain a strong financial position, with cash and cash equivalents, including short-term investments, totaling Baht 4,571 million in the statement of financial position as at the end of 1Q/2026. Additionally, the Company had a net cash flow from operating activities of Baht 337.7 million.

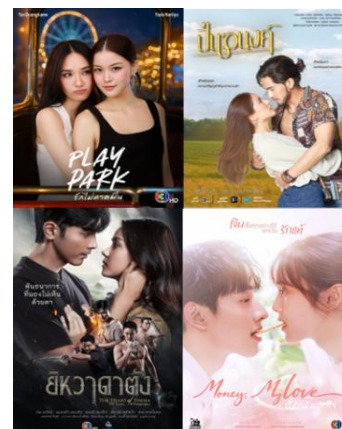
## Significant Developments in 1Q/2026

In 1Q/2026, the Company had significant business developments as follows.

### **1. Global Content Licensing (GCL) Business**

**The Company sold licenses of the following dramas/series through international platforms:**

- The Heart of Yiwha: Of Love & Vengeance
- Money, My Love
- Pinanong
- Serie Girl Love “Play Park”





### 2. Digital Platform Business



In this quarter, 3Plus focused on driving user engagement and enhancing user retention by providing exclusive benefits to 3Plus Premium members, including discounted tickets for the "LENAMIU Born to Shine" live streaming event. Furthermore, the platform launched the "Tang Tid Jor" project, marking the first-ever integration of vertical-format series onto television screens. This initiative was executed alongside the monetization of Transactional Video on Demand (TVOD) through the "3Plus ShortsOnly" feature, strategically designed to capture evolving consumer behaviors in the digital era.

### 3. Events & Artist Management Business

#### 3.1 Artist Management and Entertainment Events Business

In Q1/2026, the Company successfully drove revenue growth through an integrated artist management strategy. Key initiatives included an International Expansion of the fan base via a series of fan meetings in Hong Kong, Singapore, Taipei, and Macau. Additionally, the Company consistently generated revenue through brand endorsements with leading partners, such as Smooth E and BEAUTRIUM, as well as high-profile appearances at global fashion events. These achievements underscore the Company's ability to drive sustained Value Creation from its talent portfolio.



#### 3.2 Strategic Forums & Special Projects

In Q1/2026, the "Krob Krua Kao 3" news division reinforced its position as a media industry leader by organizing a series of strategic academic forums providing in-depth analysis of global and domestic developments. This initiative featured three flagship events: "Forum 2026: Global Trends, Thailand's Direction", "Election '2026: Reform or Continuity," and "Global Boiling: Dimensions of a Dual Crisis." In addition to demonstrating the Company's commitment to social responsibility, these events were pivotal in diversifying revenue streams and creating new business opportunities through strategic sponsorships from leading corporate partners.



### 4. Movie Business

In 2026, the Company continues its strategic partnership with M Studio to build upon their collective success in film production. The upcoming slate includes “Saming Khao Kwang,” which has been positioned as a prequel to the first of “Tee Yod” and “Suk Sud Thay”, an action-horror film. Both titles are currently in production, with scheduled release dates of September 30, 2026, and November 5, 2026, respectively. The Company is confident that both titles will receive strong audience reception, similar to the success of all three previous “Tee Yod”.

### Performance Overview

STATEMENT OF INCOME (Consolidated)	1Q/26		1Q/25		4Q/25		YoY		QoQ	
	M.THB	%	M.THB	%	M.THB	%	(+/-)	%	(+/-)	%
<b>Revenues from Operation*</b>	<b>839.5</b>	100.0%	<b>994.1</b>	100.0%	<b>970.1</b>	100.0%	<b>(154.6)</b>	-15.6%	<b>(130.6)</b>	-13.5%
Advertising income	607.7	72.4%	755.6	76.0%	688.3	70.9%	(147.9)	-19.6%	(80.6)	-11.7%
Income from copyright and other services	215.2	25.6%	222.9	22.4%	255.8	26.4%	(7.7)	-3.5%	(40.6)	-15.9%
Sales of goods	16.6	2.0%	15.6	1.6%	26.1	2.7%	1.0	6.5%	(9.5)	-36.4%
<b>Total Cost</b>	<b>(666.9)</b>	-79.4%	<b>(802.2)</b>	-80.7%	<b>(726.4)</b>	-74.9%	<b>135.3</b>	16.9%	<b>59.5</b>	8.2%
Cost of sales and services	(666.9)	-79.4%	(802.2)	-80.7%	(726.4)	-74.9%	135.3	16.9%	59.5	8.2%
<b>Gross Profit</b>	<b>172.5</b>	20.5%	<b>191.9</b>	19.3%	<b>243.7</b>	25.1%	<b>(19.4)</b>	-10.1%	<b>(71.2)</b>	-29.2%
Selling and Admin Expenses	(119.1)	-14.2%	(139.1)	-14.0%	(151.6)	-15.6%	20.0	14.4%	32.5	21.4%
<b>Operating Profit</b>	<b>53.4</b>	6.4%	<b>52.8</b>	5.3%	<b>92.1</b>	9.5%	<b>0.6</b>	1.2%	<b>(38.7)</b>	-42.0%
Other income	0.7	0.1%	0.5	0.0%	0.7	0.1%	0.2	35.3%	(0.1)	-11.2%
Reverse (Impairment loss) in accordance with Financial Reporting Standard No. 9	4.0	0.5%	5.0	0.5%	5.5	0.6%	(1.0)	-20.7%	(1.6)	-28.3%
Share of Profit (Loss) from investments in joint ventures	7.4	0.7%	6.9	0.7%	40.9	4.2%	0.5	7.4%	(33.5)	-81.9%
<b>Earning Before Interest and Tax [EBIT]</b>	<b>65.5</b>	6.6%	<b>65.2</b>	6.6%	<b>139.3</b>	14.4%	<b>0.3</b>	0.5%	<b>(73.8)</b>	-53.0%
Interest income	8.5	1.0%	15.4	1.5%	8.0	0.8%	(6.9)	-44.8%	0.5	6.5%
Finance costs	(14.1)	-1.7%	(26.0)	-2.6%	(14.5)	-1.5%	11.8	45.6%	0.4	2.8%
<b>Profit (Loss) before income tax expense</b>	<b>59.9</b>	7.1%	<b>54.6</b>	5.5%	<b>132.7</b>	13.7%	<b>5.3</b>	9.6%	<b>(72.9)</b>	-54.9%
Income tax expense	(29.1)	-3.5%	(11.5)	-1.2%	(27.6)	-2.8%	(17.6)	-152.7%	(1.5)	-5.4%
Profit (Loss) for the period	30.7	3.7%	43.1	4.3%	105.1	10.8%	(12.3)	-28.6%	(74.3)	-70.7%
<b>Net Profit (Loss) attributable to BEC World</b>	<b>30.7</b>	3.7%	<b>43.1</b>	4.3%	<b>105.1</b>	10.8%	<b>(12.3)</b>	-28.6%	<b>(74.4)</b>	-70.7%
Non-controlling interests	0.0	0.0%	-	0.0%	0.0	0.0%	0.0	0.0%	(0.0)	0.0%

\*Operating income (excluding other income) is for the analysis in Management Discussion and Analysis.



### **Economic Overview and Market Situation**

In Q1/2026, the Thai economy continued to face an uncertain recovery, pressured by the global economic slowdown and geopolitical conflicts. These factors have directly contributed to rising energy and production costs. Domestically, the economy was hampered by cautious private sector spending, with both consumption and investment decelerating due to high household debt and persistent inflation. Furthermore, supply chain disruptions arising from geopolitical tensions remained a challenge. These macroeconomic headwinds have significantly weighed on advertiser confidence, leading to a substantial reduction or deferral of advertising budget allocations.

### **REVENUE**

As a consequence of the aforementioned economic and industry conditions, BEC Group's advertising income in 1Q/2026 was at Baht 607.7 million, decreased by Baht 147.9 million, or 19.6 % YoY from Q1/2024 and decreased by Baht 80.6 million, or 11.7% QoQ from Q4/2025.

Income from Copyright and Other Services, which consists of income from three main businesses, namely Global Content Licensing, Digital Platform, and Events & Artist Management, amounted to Baht 215.2 million in Q1/2026. This represents a decrease of Baht 7.7 million or 3.5% YoY, primarily due to lower revenue from Global Content Licensing. This decline aligns with the Company's programming optimization strategy to reduce drama airtime in response to current market conditions. Compared to Q4/2025, revenue decreased by Baht 40.6 million or 15.9% QoQ. This was mainly due to the high base effect from the significant success of the 'HER & HERS LINGORM 1st Fancon' in the previous quarter, whereas Q1/2026 followed a regular schedule of smaller-scale events.

Revenue from the sale of goods, which primarily consists of income from artist merchandise, amounted to Baht 16.6 million in Q1/2026. This performance remained stable compared to Q1/2025. However, this revenue figure represents a decrease of Baht 9.5 million when compared to Q4/2025. The decline was driven by a lower volume of merchandise sales, which directly correlated with the large-scale fan concert held during the preceding quarter.

In summary, BEC Group's revenue from operations in Q1/2025 was at Baht 839.5 million, reflecting a decrease of Baht 154.6 million or 15.6% YoY from 1Q/2025 and a reduction of Baht 130.6 million or 13.5% QoQ from 4Q/2025. Additionally, advertising income continued to be the primary source of income for BEC Group, accounting for 72.4% of the revenue from operations.

### **COST OF SALES AND SERVICES**

Cost of sales and services in 1Q/2026 amounted to Baht 666.9 million, representing a decrease of Baht 135.3 million or 16.9% YoY from 1Q/2025. This reduction was primarily attributable to the programming optimization strategy, which involved adjusting the new drama lineup to align with the slowdown in advertising spending. Furthermore, the decrease was influenced by a timing difference in event scheduling; the station's anniversary football activity, which occurred in the first quarter of the previous year, has been rescheduled to the second quarter of the current year.

When compared to Q4/2025, the cost of sales declined by Baht 59.5 million or 8.2%, driven by lower operating costs in the Events & Artist Management business as well as a reduction in the cost of goods sold, consistent with the decrease in revenues.



### **GROSS PROFIT**

In Q1/2026, the Group reported a gross profit of Baht 172.5 million. This represents a decrease of Baht 19.4 million compared to the same period of the previous year (Q1/2025), and a further decline of THB 71.2 million on a quarter-on-quarter basis (Q4/2025). This decline was driven by lower advertising revenue against a fixed cost structure, causing the margin to fall as total revenue declined.

### **SELLING AND ADMINISTRATIVE EXPENSES**

Selling and administrative expenses of BEC Group in 1Q/2026 stood at Baht 119.1 million, a decrease of Baht 20 million or 14.4% from 1Q/2025, and a decline of Baht 32.5 million or 21.4% from 4Q/2025. This reduction resulted from the enhanced efficiency of marketing and promotional activities for dramas, alongside ongoing administrative cost controls aimed at maintaining profitability amidst the current economic environment.

### **SHARE OF PROFIT (LOSS) FROM INVESTMENTS IN JOINT VENTURES**

In 1Q/2026, the Company recognized the share of profit from the joint venture, Major Join Film and BEC World, in the amount of Baht 7.4 million, which was comparable to 1Q/2025 but a significant decrease of Baht 33.5 million QoQ from 4Q/2025, which benefited from the nationwide release of the film "Tee Yod 3."

### **FINANCE COSTS**

BEC Group's finance costs in 1Q/2026 stood at Baht 14.1 million, a decrease of Baht 11.8 million compared to 1Q/2025. This reduction was attributed to the redemption of debentures that matured in May 2025, which effectively lowered the interest expense.

### **INCOME TAX EXPENSES**

Income tax expenses of BEC Group in 1Q/2026 amounted to Baht 29.1 million, up Baht 17.6 million from 1Q/2025. This increase occurred despite a slight growth in pre-tax profit, primarily because the Group elected not to recognize deferred tax assets (DTA) for certain subsidiaries' tax losses due to uncertainty regarding future tax benefits. Consequently, the Effective Tax Rate (ETR) for this quarter was higher than normal levels. Furthermore, compared to 4Q/2025, although profit before tax declined significantly, the income tax expense increased as a result of the same aforementioned reason.

### **CONCLUSION**

In conclusion, BEC Group reported a consolidated net profit attributable to the company of Baht in 1Q/2026 of Baht 30.7 million, decreasing by Baht 12.3 million, or 28.6% YoY from 1Q/2025, and decreasing by Baht 74.4 million, or 70.7% QoQ from 4Q/2025.



### DRIVING BUSINESS FOR BEC GROUP'S SUSTAINABILITY

BEC Group has always been committed to driving business towards sustainable growth through a combination of strategies aimed at fostering business growth and maintaining good corporate governance. It aims to concurrently generate benefits for society, communities, and the environment. It also endeavors to meet the expectations of all stakeholders, ensuring that our business grows in harmony with society, communities, and the environment sustainably. In 1Q/2026, BEC Group organized activities and projects aimed at promoting and fostering sustainable development within society, as outlined below:

#### Environmental Aspects

- On January 12, 2026, the Company hosted a technical seminar titled "Global Trends, Thailand's Direction." This event convened a panel of experts to analyze economic, geopolitical, and environmental trends, providing strategic guidance for the business sector. A key highlight was the session on "**THE SUSTAINABILITY IMPERATIVE**," which focused on advocating for carbon tax legislation, expanding opportunities within the alternative energy industry, and enhancing clean energy stability. The seminar emphasized that environmental regulations should not be viewed as barriers but as catalysts for increasing competitive advantage and driving sustainable long-term economic growth for Thailand.
- The Company initiated the "Channel 3 Volunteers: Collecting Used Calendars" project. In January of each year, the Company invites employees to collect used desk calendars. These are subsequently delivered to the Khlong Toei District Office to be repurposed as educational materials and braille instructional aids for the visually impaired.



#### Social and Community Aspects

- BEC Group, in collaboration with the Rajanukul Institute, organized the 2026 National Children's Day event under the theme "PLAYFUL PARENTS: Play with Heart, Warm with Love" on January 9, 2026. The objective was to provide recreational activities for children, including those with special needs, while fostering stronger family bonds.
- The Company, in partnership with the Thai Health Promotion Foundation, organized the "3rd Special Badminton for Children's Heads Charity Event" on March 14, 2026. This initiative aimed to raise funds for the procurement of safety helmets for children in child development centers and underprivileged students at the kindergarten and primary school levels.



- The Company collaborated with the Foundation for the Welfare of the Mentally Retarded of Thailand under the Royal Patronage of Her Majesty the Queen. A team of artists and performers was dispatched to participate in the "Bowling for Stars" charity event on March 22, 2026. The proceeds were dedicated to supporting the operations of the Foundation's 13 branches nationwide.



Best regards,

(Nopphadol Khemayotin)  
Executive Vice President, Finance & Accounting  
BEC World Public Company Limited