

ที่ INET AC 014/2569

May 14, 2026

Subject: Management's Discussion and Analysis for Quarter 1/2026

To: The President of The Stock Exchange of Thailand

Enclosure: 1. A Set of the Management's Discussion and Analysis for Quarter 1/2026

(Thai / English)

Internet Thailand Public Company Limited ("INET") would like to submit its audited consolidated financial statements and separate financial statements for the Three-month period ended March 31, 2026

The operating result of the Company and its subsidiaries ("the Company") for Three-month period ended March 31, 2026, amounts to Baht 81.63 million. Please refer to the Management's Discussion and Analysis for Quarter 1/2026, attached herewith, for further details.

Yours sincerely,




Mrs. Morragot Kulatumyotin

Managing Director

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Internet Thailand Public Company Limited
(INET)



Management Discussion & Analysis

Q1/2026

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Thailand’s Economic Overview

Thailand’s economy continues to face pressure from persistently high energy costs and uncertainties surrounding the situation in the Middle East. As a result, production costs for businesses have increased, affecting profitability and causing some private-sector players to delay investment decisions while closely monitoring economic trends and global developments.

At the same time, the attack on data centers in the Middle East has underscored the importance of secure and resilient digital infrastructure. This creates an opportunity for Thailand to benefit from risk diversification strategies adopted by cloud and data center providers as well as multinational corporations. In addition, demand for cybersecurity, disaster recovery, and sovereign cloud solutions is expected to increase.

At the same time, although the hardware shortage has put pressure on the technology industry as a whole, it has also accelerated the transition toward greater adoption of cloud services and AI infrastructure. This trend serves as a positive long-term driver for Thailand’s cloud and data center businesses, particularly for operators with infrastructure capable of meeting growing market demand.

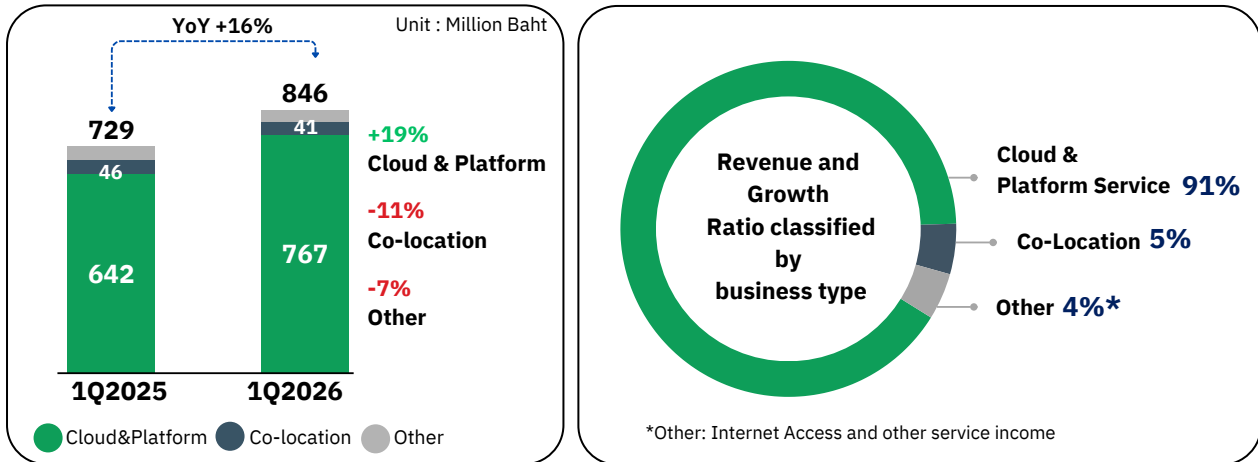
The Company is committed to becoming Thailand’s leading local cloud solution and platform service provider by emphasizing innovation and the development of domestic technologies. This approach aims to reduce dependence on foreign technologies while sustainably strengthening the competitiveness of Thai enterprises. Amid intensifying competition in the public cloud market, the Company has invested in highly resilient and reliable infrastructure that complies with international security standards. In addition, the Company continuously leverages advanced technologies to create added value for customers and stakeholders, laying the foundation for the country’s long-term technological sovereignty and supporting a systematic transition into the digital era.

Key Highlights

- The Company has commenced the ceremonial piling works for its fourth data center, INET-IDC4, located in Khon Kaen Province. This marks the Phase 2 investment covering Building & Landscape works and M&E Equipment (Phase 1). The INET-IDC4 project has been designed under the concept of a “Sovereign Data Center” to enhance data storage and processing capabilities, while enabling seamless integration with the Company’s existing three data centers: two in Bangkok (INET-IDC1 and INET-IDC2) and one in Saraburi (INET-IDC3).

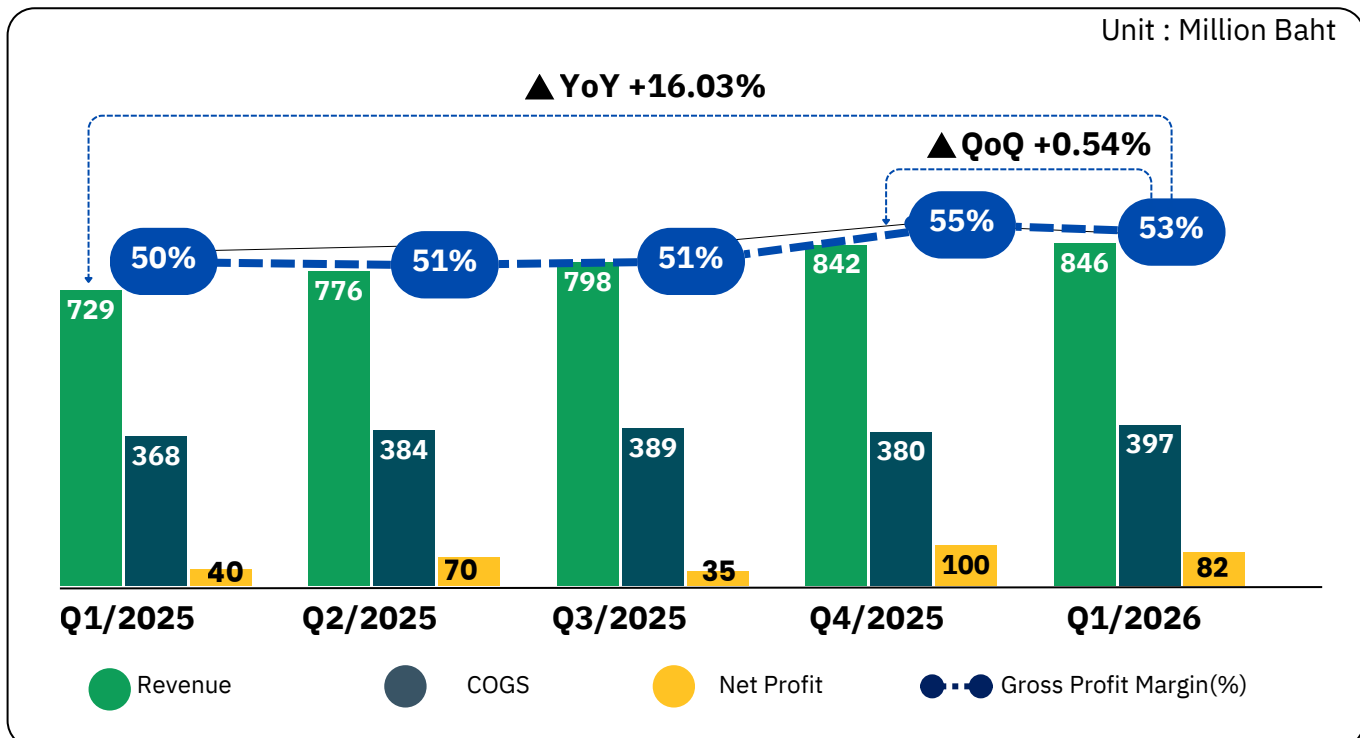
Operating Results for Q1/2026

Details of Revenue by Service Type



For the operating results in Q1/2026: Compared with the previous year’s performance (YoY), the Company’s revenue from sales and services increased by 16.03% compared to the same quarter last year. Cost of sales and services also increased in line with revenue growth, primarily due to higher depreciation and amortization expenses resulting from investments made to support future expansion. Despite the increase in recognized costs, the Company was still able to manage costs efficiently, resulting in an improved gross profit margin of 53.07% in the first quarter compared to the same quarter of the previous year.

The significant items in the operating results for the period ended March 31, 2026 are as follows:



Mangement Discussion and Analysis Q1/2026



Internet Thailand Public Company Limited (“INET”)

Statement of Financial Position as at March 31, 2026

Unit : Million Baht

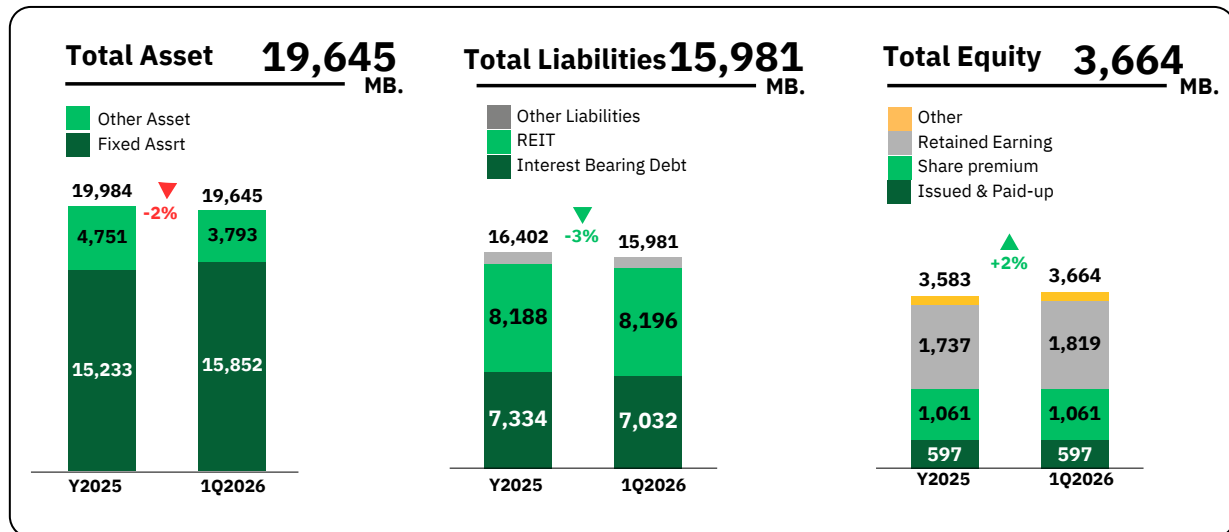
Detail	For the 3	For the 3	For the 3	%YoY	%QoQ
	month	month	month		
	Q1/2025	Q1/2026	Q4/2025		
Revenue	729.21	846.10	841.56	16.03%	0.54%
Cost of Good Sold	-367.88	-397.06	-379.53	7.93%	4.62%
Gross profit	361.33	449.04	462.03	24.27%	-2.81%
Other income	1.28	3.09	7.59	141.41%	-59.29%
Gain (Loss) on Investments	-4.77	16.73	-1.42	-450.73%	-1278.17%
Total expenses	-89.48	-94.59	-120.73	5.71%	-21.65%
Profit before share of profit (loss) from associated company and joint venture	268.36	374.27	347.47	39.47%	7.71%
Share of profit(loss) from investment in associated company	29.68	45.99	19.24	54.95%	139.03%
Finance costs	-262.09	-351.43	-318.47	34.09%	10.35%
Profit before income tax	35.95	68.83	48.24	91.46%	42.68%
Income tax expenses	3.84	12.80	51.98	233.33%	-75.38%
Net Profit	39.79	81.63	100.22	105.15%	-18.55%

- Revenue** totaled Baht 846.10 million, representing an increase of 16.03% from the previous year, in line with the growth in the number of VMIs (cumulative as of Q1/2026 totaling 108,701 VMIs, with 101,086 VMIs recognized as revenue under accounting standards). Growth continued to be driven by the Company’s core service revenues, namely Cloud Services and Digital Platform Services, which accounted for 90.66% of total service revenue. As a result of the Company’s strategy to encourage customers to migrate toward greater cloud adoption, revenue from Co-Location services declined slightly compared to the previous year. Nevertheless, overall revenue continued to grow, supported by services provided to high-potential enterprise customers and solutions that effectively meet the digital transformation needs of both the public and private sectors.
- Cost of Good Sold** totaled Baht 397.06 million, a 7.93% year-on-year (YoY) increase. This rise aligns with revenue growth and is primarily driven by higher depreciation and amortization from assets developed to foster innovation and support business expansion.

Statement of Financial Position as at March 31, 2026 (Continued)

- **Gain(Loss) on Investments** totaled Baht 16.73 million, a 450.73% year-on-year (YoY) increase. The primary factor was the disposal of investment units in the INETREIT trust, which resulted in differences in profit recognition between the consolidated financial statements and the separate financial statements due to the use of different accounting methods.
 - **Consolidated Financial Statements** : At the initial public offering, the company held a 25% stake in INETREIT, classifying it as an associate. Consequently, the investment is recognized using the Equity Method, where the carrying amount per unit increases each period based on the share of profit (loss) from the associate. The divestment of INETREIT units at market price resulted in an accounting loss, as the market price was lower than the carrying amount of the investment in the consolidated financial statements.
 - **Separate Financial Statements** : The company recognizes its investment in INETREIT using the Cost Method, recording it at the actual acquisition cost. Consequently, when units were divested at a market price exceeding the cost, the company realized a gain on sale of investment in the separate financial statements.
- **Total expenses** totaled Baht 94.59 million, a 5.71% year-on-year (YoY) increase. This was primarily driven by higher personnel expenses in accordance with the company’s recruitment and workforce expansion plan.
- **Share of profit(loss)from investment in associated company** amounted to Baht 45.99 million, a 94.95% year-on-year (YoY) decrease. Based on the operating results of the subsidiary companies. The primary factor was the improved operating performance of INETREIT compared to the previous year.
- **Finance costs** totaled Baht 351.43 million, a 34.09% year-on-year (YoY) increase. This was primarily driven by higher interest expenses from debenture issuances to support business growth. Additionally, interest expenses (lease payments) under trust agreements rose following the sale and leaseback transaction of the INET-IDC3 Phase 2-2 project with the REIT in December 2025. These lease-related costs represent a significant portion of the company’s finance costs, accounting for 66.93% of the total.
- **Income tax expenses** totaled Baht 12.80 million, a 233.33% year-on-year (YoY) increase. The primary reason was the recognition of temporary differences between accounting and tax treatments (Deferred Tax) arising from the trust fund transactions mentioned above. This resulted in the recognition of deferred tax assets, which the Company will be able to utilize for future tax benefits. In addition, the Company received tax privileges under the Board of Investment (BOI) incentives as a result of its strategic focus on expanding its Cloud Service business segment.
- **Net Profit** stood at Baht 81.63 million, a 105.15% year-on-year (YoY) decrease. This was driven compared to the previous year, driven by the recognition of gains from the disposal of investments as previously mentioned, as well as improved operating performance of the Company. Excluding the effect of gains from the disposal of INETREIT investment units, normalized net profit would amount to THB 65.65 million, representing an increase of 65% compared to the previous year.

Statement of Financial Position as at March 31, 2026



- **Total assets** amounted to Baht 19,644.97 million, representing an increase of 1.70% compared with the previous year. The significant changes are summarized as follows:
 - **Cash and cash equivalents** amounted to THB 607.57 million, representing a decrease of 58.97% compared to the previous year. The primary factor was that, at the end of the previous year, the Company still had remaining cash inflows from the disposal of assets related to Phase 2-2 to the trust fund.
 - **Fixed Assets and Intangible Assets** amounted Baht 15,851.70 million, representing an increase of 4.06% compared with the previous year, mainly driven by investments in the development of the Innovation R&D Platform. The development aims to support business expansion and enhance competitive opportunities. The developed intangible assets (platforms) can be classified into 3 main groups, as follows:
 - **Essential R&D** accounted for 4% of total intangible assets, representing technologies developed to support the Company’s core operations and reduce operating expenses.
 - **Digital Transformation Tools** accounted for 19% of total intangible assets, representing platforms developed to enhance internal operational efficiency and support customers in driving organizational transformation.
 - **Competing Platform market** accounted for 77% of total intangible assets, representing platforms developed to strengthen the Company’s competitive capabilities and respond to market demand.
 - **Investment in Associates** totaled Baht 1,577.16 million, representing a decrease of 9.64% compared to the previous year, this was primarily attributable to the sale of trust units, which was consistent with the investment gains mentioned above.

Statement of Financial Position as at March 31, 2026 (Continued)

- **Total liabilities** amounted to Baht 15,981.13 million, representing an increase of 2.57% compared with the previous year. Total liabilities can be classified into 3 main components, as follows:
 - **Interest-Bearing Liabilities** totaled Baht 7,032.36 million, representing an increase of 4.11% compared with the previous year, mainly due to the issuance of new debentures totaling Baht 1,200 million, repayment of matured debentures amounting to Baht 1,500 million.
 - **Financial Liabilities under Trust Agreements** totaled Baht 8,196.28 million, representing an increase of 0.10% compared with the previous year, mainly due to the Phase 2-2 trust transaction, which was recognized as financial liabilities in accordance with Thai Financial Reporting Standard No. 16 (TFRS 16).
 - **Other Liabilities** totaled Baht 752.49 million, decreased by 14.51% from the previous year, comprising trade and other payables, as well as the payment of accrued value-added tax arising from the sale of assets for fundraising into the REIT Phase 2-2, which was due for payment in January 2026
- **Total Shareholders' Equity** amounted to Baht 3,663.84 million, representing an increase of 2.28% compared with the previous year, mainly driven by net profit for the period.

Summary of Sustainability Performance (ESG)



INET received the “The Most Innovative Organization” award at the Future Trends Awards 2026, reaffirming the Company’s capability in developing digital technologies and innovations that effectively address the needs of Thai businesses in the digital economy era.



INET welcomed universities and organizations from both the public and private sectors to visit INET Data Center 3 (INET-IDC3) to exchange knowledge on Digital Infrastructure, including Data Center operations, Information Security, and Business Continuity Plan/Disaster Recovery (BCP/DR) management. The Company also shared insights on Cloud, AI, Big Data, and Cybersecurity, while exploring digital collaboration opportunities to support technological advancement and Thailand’s digital economy in line with its ESG commitments and long-term sustainable growth strategy.



INET continued to strengthen its academic collaboration through an MOU with Prince of Songkla University to develop digital technology talent in line with industry demands, while promoting innovation and practical knowledge creation. In parallel, the Company expanded its Innovation Hubs across various regions, including Songkhla Province, to support employment opportunities, enhance digital skills, and foster innovation, in line with its vision to empower the next generation and drive the sustainable growth of Thailand’s digital economy.