



**SYMPHONY**

SYMPHONY Communication Public Company Limited

# Management Discussion and Analysis

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For the Earnings Result of Q1/2026,  
ending 31 March 2026

8 May 2026

## Executive Summary and Key Events in Q1/2026

**Symphony Communication Public Company Limited (“the Company”)** delivered a resilient and improving operating performance in Q1/2026, supported by stable recurring revenue, strong new sales momentum, and a recovery from non-recurring items recorded in the previous quarter. The Company reported total revenue of THB 550.0 million, representing an increase of 3.1% YoY and 4.0% QoQ. Revenue growth was primarily driven by domestic enterprise services, ICT solutions, and progressive revenue recognition from contracts secured in prior periods.

Service income, the Company’s core revenue stream, amounted to THB 541.3 million, showing growth on both a YoY and QoQ basis. Performance was underpinned by continued demand for enterprise connectivity, private networks, cloud connectivity, and ICT services, which continued to offset pressure in certain international service segments.

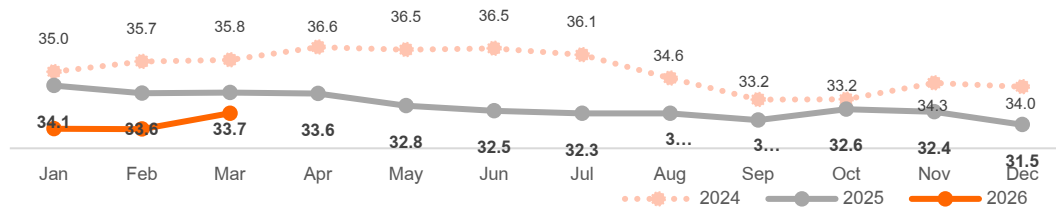
The Company reported EBITDA of THB 200.5 million, increasing 2.3% YoY and 42.0% QoQ, reflecting improved operating leverage, disciplined cost management, and the absence of significant one-off expenses recorded in Q4/2025. The EBITDA margin of 36.4% remained broadly stable compared with the same period last year and improved significantly from the prior quarter.

Net profit for the quarter totaled THB 42.6 million, declining 15.5% YoY mainly due to higher depreciation and finance costs associated with continued network investment. Nevertheless, profitability improved substantially on a QoQ basis, marking a return to normalized earnings following the impact of special items in the previous quarter.

Overall, Q1/2026 reflected a clear stabilization and recovery in operating performance, with strengthened sales momentum, normalized profitability, and a solid financial position, positioning the Company well for sustainable growth throughout the remainder of 2026.



Exchange rate (THB/USD)<sup>1</sup>



## Significant Events, Operations and Key Developments

### 1. Sales Momentum and Business Execution

During Q1/2025, the Company continued to focus on strengthening its core connectivity and ICT solutions business, supported by demand from enterprise customers and international partners. Sales execution emphasized higher-quality contracts and recurring revenue opportunities, reinforcing revenue visibility and long-term sustainability.

### 2. Network Resilience and International Connectivity Continuity

In response to heightened geopolitical tensions in the Middle East, including Iran, the Company enhanced its network resilience planning with a primary focus on protecting international connectivity and mitigating potential risks to submarine cable infrastructure. Management prioritized service continuity to ensure that Thailand’s international internet connectivity remains stable and uninterrupted.

Key mitigation measures and preparedness actions implemented during the period include:

- **Diverse Routing and Redundant Network Paths:**  
The Company actively managed international traffic routing to avoid high-risk transit points, such as chokepoints in the Middle East region. Traffic was dynamically redirected to alternative submarine cable systems via the Pacific Ocean routes and terrestrial cross-border networks, reducing reliance on any single geographic corridor.
- **Activation of Backup Gateways:**  
Core network gateways were configured with full redundancy. Backup international gateways were prepared and tested to support rapid traffic re-routing in emergency scenarios, ensuring continuity of services for customers in the event of disruptions to primary routes.
- **Traffic Optimization and Latency Management:**  
Automated traffic engineering tools were deployed to optimize network utilization and manage latency. These systems enable real-time traffic balancing to maintain service quality should primary routes experience congestion or outages.

### 3. Enhanced Network Security and Monitoring

To safeguard critical digital infrastructure, the Company strengthened its network monitoring and cybersecurity posture:

- **24/7 Network Surveillance**

<sup>1</sup> [https://app.bot.or.th/BTWS\\_STAT/statistics/BOTWEBSTAT.aspx?reportID=123&language=TH](https://app.bot.or.th/BTWS_STAT/statistics/BOTWEBSTAT.aspx?reportID=123&language=TH)

Continuous monitoring of international network infrastructure was maintained to detect abnormalities or early warning signs of service disruption. Close coordination with key network partners ensured timely response and escalation.

Cybersecurity Reinforcement. Security controls were enhanced to address elevated cyber risk risks associated with global tensions, including potential cyber warfare threats. Measures focused on protecting network availability, integrity, and customer data, while strengthening incident-response readiness.

4. Operational Readiness and Risk Management. The Company's crisis-response framework and business continuity plans were reviewed and stress-tested to ensure operational readiness. These actions reflect management's commitment to maintaining high service reliability and protecting customers from external disruptions.

## Financial Performance

### Profit and Loss Statement

(Unit: Million Baht)	3-month				
	Q1/2025	Q4/2025	Q1/2026	% QoQ	% YoY
Operating revenue	530.2	528.1	541.3	2.5%	2.1%
Other income	3.1	0.9	8.7	816.4%	179.6%
<b>Total revenue</b>	<b>533.4</b>	<b>529.1</b>	<b>550.0</b>	<b>4.0%</b>	<b>3.1%</b>
Cost of services and sales (excl. D&A)	239.3	246.9	246.2	-0.3%	2.9%
Depreciation & Amortization (D&A)	108.7	120.8	122.0	1.0%	12.2%
<b>Total cost of services and sales</b>	<b>348.0</b>	<b>367.7</b>	<b>368.2</b>	<b>0.1%</b>	<b>5.8%</b>
<b>Gross profit</b>	<b>182.3</b>	<b>160.4</b>	<b>173.2</b>	<b>8.0%</b>	<b>-5.0%</b>
Selling and administrative expenses (excl. D&A)	98.0	141.0	103.4	-26.7%	5.5%
Depreciation & Amortization (D&A)	13.6	13.7	13.6	-0.6%	0.1%
<b>Total service &amp; administrative expenses</b>	<b>111.6</b>	<b>154.7</b>	<b>117.0</b>	<b>-24.4%</b>	<b>4.8%</b>
<b>Operating profit (loss) (EBIT)</b>	<b>73.8</b>	<b>6.6</b>	<b>64.8</b>	<b>875.4%</b>	<b>-12.1%</b>
Finance costs	7.3	8.6	9.7	12.7%	34.0%
Tax expense	16.1	4.0	12.6	212.5%	-22.1%
<b>Net profit for the period</b>	<b>50.4</b>	<b>-6.0</b>	<b>42.6</b>	<b>810.4%</b>	<b>-15.5%</b>
<i>Net profit (loss) margin</i>	<i>9.4%</i>	<i>-1.1%</i>	<i>7.7%</i>		
Operating profit (loss) (EBIT)	73.8	6.6	64.8	875.4%	-12.1%
Total Depreciation & Amortization (D&A)	122.3	134.5	135.6	0.8%	10.9%
<b>EBITDA</b>	<b>196.1</b>	<b>141.2</b>	<b>200.5</b>	<b>42.0%</b>	<b>2.3%</b>
<i>EBITDA margin</i>	<i>36.8%</i>	<i>26.7%</i>	<i>36.4%</i>		

## Details of the income statement for Q1/2026

### Revenues

The Company reported total revenue of THB 550.0 million in Q1/2026, representing an increase of 3.1% YoY and 4.0% QoQ. This growth was primarily driven by higher service revenue, which rose by THB 11.1 million, or 2.1% YoY, and by THB 13.2 million, or 2.5% 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 increased by 100.0% YoY and QoQ, mainly because the Company recorded an FX gain of THB 6.5 million in Q1/2026, whereas in Q4/2025 the Company reported an FX loss of THB 1.1 million and Q1/2025 the Company reported an FX gain of THB 0.5 million.

### Costs of Services and Sales (COSS)

In Q1/2026, the Company reported costs of services and sales (COSS) of THB 368.2 million, an increase of THB 20.2 million or 5.8% YoY. 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.

### Service expenses and administrative expenses (SG&A)

In Q1/2026, the Company reported SG&A expenses of THB 117.0 million, an increase of THB 5.4 million, or 4.8% YoY, mainly from higher marketing and employee expenses. Compared QoQ, decrease of THB 37.7 million or 24.4% from Q4/25, the Company recorded loss on impairment of network equipment and higher in marketing expenses.

### EBITDA

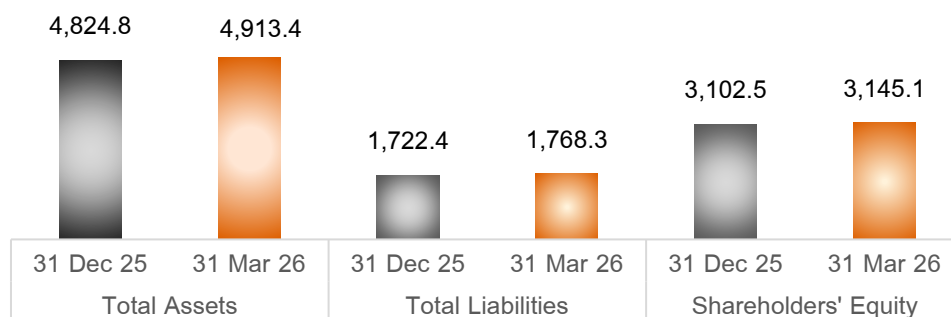
In Q1/2026, the Company recorded EBITDA of THB 200.5 million, representing an increase of THB 4.4 million or 2.3% YoY, and THB 59.3 million or 42.0% QoQ. The increase was primarily attributed to higher SG&A expenses, loss on impairment on network equipment in Q4/2025. However, this quarter, EBITDA increased from higher in service income and FX gain.

### Net profit and net profit margin (NPM)

In Q1/2026, the Company reported a net profit of THB 42.6 million, a decline of THB 7.8 million or 15.5% YoY by increases in COSS, network depreciation and SG&A expenses. Compared QoQ, increase of THB 48.6 million or 100% QoQ, mainly from impairment losses on network equipment and higher marketing expenses.

## Statement of Financial Position

(Unit: THB mn)



### Total Assets

As of 31 March 2026, totaled THB 4,913.4 million, an increase of 1.8% from the end of 2025.

- **Current assets** amounted to THB 723.7 million, an increase of 8.7% from THB 665.5 million at the end of 2025. This growth was primarily driven by a THB 27.3 million or 8.8% increase in trade and other receivable and a THB 31.4 million or 18.8% increase in current prepayment.
- **Non-current assets** stood at THB 4,189.7 million, an increase of 0.7% from THB 4,159.3 million at the end of 2025. The rise was mainly due to an increase of THB 31.8 million or 10.8% in non-current prepayment and other non-current asset.

### Total Liabilities

As of 31 March 2026, totaled THB 1,768.3 million, an increase of 2.7% from the end of 2025.

- **Current liabilities** amounted to THB 1,091.4 million, a decrease of 2.1% from THB 1,115.0 million at the end of 2025. This decrease was primarily driven by trade and other payable and current portion of short-term/ long-term loan.
- **Non-current liabilities** stood at THB 677.0 million, an increase of 11.5% from THB 607.3 million at the end of 2025. The increase was mainly due to the rise in long-term loan and non-current contract liabilities.

### Shareholders' Equity

As of 31 March 2026, shareholders' equity stood at THB 3,145.1 million, up THB 42.6 million or 1.4% from THB 3,102.5 million at the end of 2025. This increase was mainly driven by higher retained earnings from the year's profit offset by the dividend paid for shareholders, totaling of THB 42.6 million.

**Table: Financial Position Overview (31 March 2026 vs. 31 December 2025)**

	31 December 2025		31 March 2026		Change	
	Amount	%	Amount	%	Amount	% YoY
<i>(Unit: Million Baht)</i>						
<b>Assets</b>						
Cash and cash equivalents	188.1	3.9%	187.4	3.8%	(0.6)	(0.3%)
Trade and other receivables	309.9	6.4%	337.3	6.9%	27.3	8.8%
Other current assets	167.5	3.5%	199.0	4.0%	31.4	18.8%
<b>Total current assets</b>	<b>665.5</b>	<b>13.8%</b>	<b>723.7</b>	<b>14.7%</b>	<b>58.2</b>	<b>8.7%</b>
Network equipment and PPE	3,864.4	80.1%	3,862.9	78.6%	(1.4)	(0.0%)
Other non-current assets	295.0	6.1%	326.8	6.7%	31.8	10.8%
<b>Total non-current assets</b>	<b>4,159.3</b>	<b>86.2%</b>	<b>4,189.7</b>	<b>85.3%</b>	<b>30.4</b>	<b>0.7%</b>
<b>Total assets</b>	<b>4,824.8</b>	<b>100.0%</b>	<b>4,913.4</b>	<b>100.0%</b>	<b>88.5</b>	<b>1.8%</b>

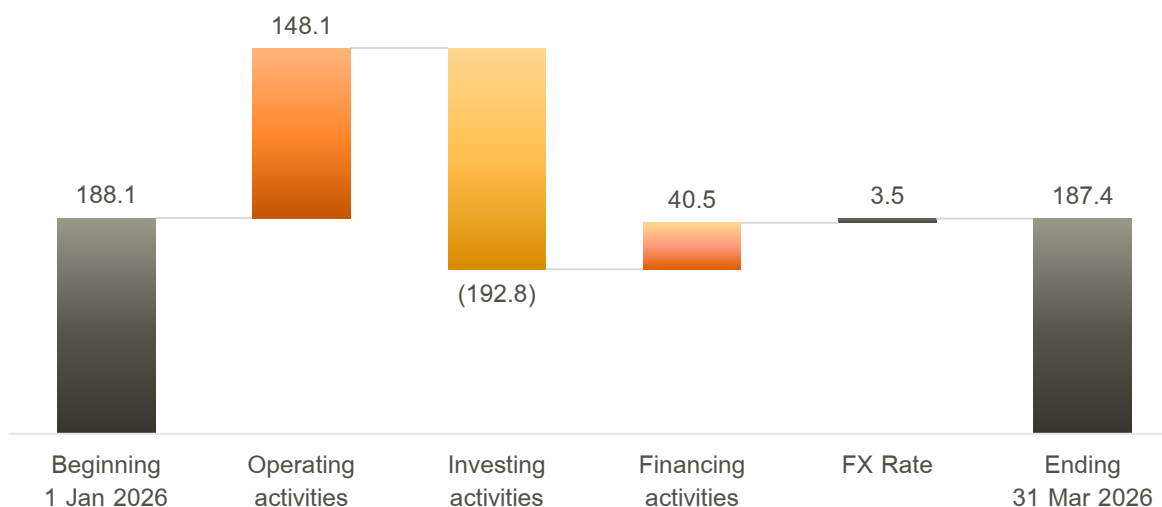
	31 December 2025		31 March 2026		Change	
	Amount	%	Amount	%	Amount	% YoY
<i>(Unit: Million Baht)</i>						
<b>Liabilities and shareholders' equity</b>						
Trade payables	490.6	10.2%	457.4	9.3%	(33.3)	(6.8%)
Current portion of long-/short-term borrowings	493.6	10.2%	492.5	10.0%	(1.1)	(0.2%)
Other current liabilities	130.9	2.7%	141.5	2.9%	10.7	8.1%
<b>Total current liabilities</b>	<b>1,115.0</b>	<b>23.1%</b>	<b>1,091.4</b>	<b>22.2%</b>	<b>(23.7)</b>	<b>(2.1%)</b>
Long-term borrowings	452.1	9.4%	520.8	10.6%	68.7	15.2%
Other non-current liabilities	155.3	3.2%	156.2	3.2%	0.9	0.6%
<b>Total non-current liabilities</b>	<b>607.3</b>	<b>12.6%</b>	<b>677.0</b>	<b>13.8%</b>	<b>69.6</b>	<b>11.5%</b>
<b>Total Liabilities</b>	<b>1,722.4</b>	<b>35.7%</b>	<b>1,768.3</b>	<b>36.0%</b>	<b>46.0</b>	<b>2.7%</b>
Share capital and share premium	1,818.0	37.7%	1,818.0	37.0%	0.0	0.0%
Retained earnings	1,258.1	26.1%	1,300.7	26.5%	42.6	3.4%
Other components of equity	26.3	0.5%	26.3	0.5%	0.0	0.0%
<b>Total equity</b>	<b>3,102.5</b>	<b>64.3%</b>	<b>3,145.1</b>	<b>64.0%</b>	<b>42.6</b>	<b>1.4%</b>
<b>Total liabilities and shareholders' equity</b>	<b>4,824.8</b>	<b>100.0%</b>	<b>4,913.4</b>	<b>100.0%</b>	<b>88.5</b>	<b>1.8%</b>

## Cash Flow

<i>(Unit: THB mn)</i>	Q1/2025	Q1/2026
Net cash from operating activities	194.5	148.1
Net cash from investing activities	(253.1)	(192.8)
<b>Free cash flows</b>	<b>(58.6)</b>	<b>(44.6)</b>
Net cash from financing activities	23.1	40.5
<b>Cash and cash equivalent decreased – net</b>	<b>(35.6)</b>	<b>(4.1)</b>
FX Rate	0.5	3.5
<b>Cash and cash equivalent at the beginning of the period</b>	<b>255.5</b>	<b>188.1</b>
<b>Cash and cash equivalent at the end of the period</b>	<b>220.5</b>	<b>187.4</b>

For the first quarter of 2026, the Company generated cash flows from the following activities:

- **Net cash from operating activities** amounted to THB 148.1 million, primarily consisting of cash inflows from operations totaling THB 160.0 million, deducted by net of tax of THB 11.9 million.
- **Net cash from investing activities** was THB 192.8 million, almost all attributed to purchasing network equipment and fiber optical, amount of THB 182.1 million.
- **Net cash from financing activities** totaled THB 40.5 million. Key items included drawdown long-/short-term borrowings of THB 220.0 million, repayments of long-/short-term borrowings of THB 152.3 million, payment of lease liabilities of THB 17.4 million, and interest payments of THB 9.8 million.
- As a result of these activities, the Company's **cash and cash equivalents** decreased by THB 0.6 million from THB 188.1 million at the end of 2025, leaving a balance of THB 187.4 million at the end of 31 March 2026.



## Key Financial Ratios

	Q1/2025	Q1/2026
ROA (%)	4.32%	2.40%
ROE (%)	6.31%	3.61%
D/E (times)	0.45	0.56
Debt/ EBITDA	1.86	2.50

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

## Year 2026 Business Outlook

In 2026, Symphony Communication Public Company Limited expects operating conditions to gradually normalize, supported by improving business sentiment and continued demand for digital infrastructure across Thailand and the region. Enterprise customers are expected to maintain investment in connectivity, cloud services, data center interconnection, and ICT solutions as digital transformation remains a strategic priority across industries.

The Company anticipates moderate growth in core service revenue, driven primarily by domestic enterprise customers, data centers, OTT players, and cloud service providers. Demand for high-capacity connectivity, private networks, and managed ICT services is expected to remain resilient, underpinned by increasing data consumption, cloud migration, and hybrid IT adoption. Revenue contribution from new contracts secured in late 2025 and early 2026 is expected to support performance in subsequent quarters.

In the international segment, management expects performance to stabilize, with a continued focus on customers with longer-term contracts and stronger credit profiles. The Company remains selective in pursuing international opportunities, prioritizing margin quality, sustainability, and risk management over volume-driven growth.

From a sales perspective, the strong new sales momentum recorded in Q1/2026 provides positive visibility for the remainder of the year. The Company expects ongoing opportunities from hyperscalers, OTT players, and enterprise ICT projects, while continuing to strengthen cross-selling between connectivity and ICT solutions to enhance average revenue per customer.

On the cost side, management remains focused on operational efficiency and cost discipline. Although depreciation and finance expenses are expected to remain elevated due to continued network investments, these expenditures are aligned with long-term capacity expansion and service quality enhancement. The Company aims to maintain EBITDA margin stability through disciplined expense management, improved network utilization, and selective capital allocation.

Overall, management expects 2026 to be a year of earnings normalization and sustainable growth, supported by a strong core revenue base, improving sales execution, disciplined cost management, and continued investment in strategic digital infrastructure. The Company remains well positioned to capture medium-term opportunities while maintaining financial resilience.

## Sustainability Performance Q1/2026

Symphony Communication Public Company Limited remains committed to conducting business sustainably by integrating ESG (Environmental, Social, and Governance) principles into corporate strategy, operations, and risk management processes in order to create long-term value for all stakeholders while supporting the United Nations Sustainable Development Goals (SDGs).

Following the achievement of an “A” rating in the SET ESG Ratings 2025 assessment, the Company continues to strengthen its sustainability efforts in 2026 by proactively managing ESG-related risks and opportunities throughout the value chain. These efforts aim to support sustainable business growth, service continuity, and long-term stakeholder confidence.



For 2026, the Company has established its sustainability direction under four strategic pillars (Four Pillars of Sustainability): Environmental Stewardship, Social Responsibility & Inclusive Growth, Sustainable Economic Value Creation, and Governance Excellence & Digital Trust. These pillars support the Company’s competitiveness and long-term sustainable growth.

During Q1/2026, the Company continued key sustainability initiatives implemented in previous periods while further enhancing ESG performance in areas including energy efficiency, circular waste management, people development, stakeholder engagement, digital infrastructure development, and cybersecurity readiness, to support business continuity, strengthen stakeholder confidence, and drive sustainable long-term growth.

### 1. Environmental Stewardship

The Company places importance on environmental management and efficient resource utilization by focusing on energy efficiency improvement, renewable energy adoption, electronic and operational waste management, and environmental impact reduction. These initiatives support the transition toward a low-carbon economy and long-term sustainable business operations.

Key Focus Area	Target / Goal	Progress in Q1/2026
Energy Efficiency and Renewable Energy Utilization	Improve energy efficiency and increase the proportion of renewable energy usage within the organization	Continued monitoring of the Solar Cell Small Site project to maintain electricity generation performance in line with targets, while utilizing performance data to support future renewable energy expansion planning
Waste Management and Circular Economy	Reduce final waste disposal and promote efficient resource utilization	Continued implementation of the SYMPHONY CIRCULAR initiative by supporting the proper recovery and reintegration of used materials, while monitoring waste and electronic waste

		management data to support circular economy practices and reduce environmental impacts
Information, Document, and IT Asset Disposal Management	Reduce data-related risks and support responsible waste management	Continued secure destruction of obsolete documents and IT equipment through certified service providers to mitigate data leakage risks and ensure proper electronic waste management
Hazardous Waste Management	Reduce hazardous waste and support service continuity	Continued operation of lithium battery systems following the completion of the 100% replacement project in 2025 to support service continuity under the 99.95% SLA standard, while reducing hazardous waste and supporting long-term environmental impact reduction
Greenhouse Gas Management	Support greenhouse gas management and low-carbon business operations	The Company is currently undergoing the Carbon Footprint for Organization (CFO) certification process for 2025, with the official verification result expected in April 2026, to support continuous greenhouse gas data management and climate-related initiatives

## 2. Social Responsibility & Inclusive Growth

The Company is committed to creating shared value for stakeholders and promoting inclusive growth by focusing on people development, digital skills enhancement, stakeholder engagement, diversity and equality promotion, and respect for human rights, in support of sustainable growth in the digital economy era.

Key Focus Area	Target / Goal	Progress in Q1/2026
Technology and Digital Learning Promotion	Enhance understanding of telecommunications infrastructure, digital technology, and digital skill development	Continued knowledge-sharing and stakeholder engagement activities through digital technology and infrastructure-related learning initiatives to support digital literacy and digital readiness aligned with the evolving digital economy
Employee Development and Stakeholder Engagement	Promote capability development and inclusive participation	Continued employee development and stakeholder communication activities to enhance ESG awareness and strengthen

		capabilities related to digital business and technology
Human Rights and Responsible Business Conduct	Strengthen human rights awareness and prepare for HRDD implementation	Initiated internal human rights awareness activities to support readiness for Human Rights Due Diligence (HRDD) implementation in accordance with the Company's annual sustainability plan

### 3. Sustainable Economic Value Creation

The Company focuses on creating sustainable economic value through digital infrastructure development, investment in technology and service innovation, strategic partnerships, and enterprise risk management to support service quality, business continuity, and long-term competitiveness.

Key Focus Area	Target / Goal	Progress in Q1/2026
Strategic Partnership and Service Innovation Development	Enhance digital infrastructure, service quality, and competitiveness	Continued collaboration with strategic business partners to strengthen telecommunications infrastructure, improve service quality, and support the development of digital solutions and services tailored to enterprise customer needs
Investment in Technology and Digital Infrastructure	Support digital service growth and network efficiency	Continued investment in emerging technologies and digital infrastructure development to support the growth of the digital economy and increasing enterprise customer demand
Enterprise Risk Management	Strengthen business continuity and sustainable risk management	Continued integration of ESG factors into the Enterprise Risk Management (ERM) framework to support long-term business continuity and risk management effectiveness

### 4. Governance Excellence & Digital Trust

The Company emphasizes ethical business conduct, transparency, and relevant disclosure standards while strengthening cybersecurity and data governance to enhance confidence among customers, stakeholders, and the digital society.

Key Focus Area	Target / Goal	Progress in Q1/2026
Supply Chain Governance and Supplier Code of Conduct	Enhance governance standards and reduce supply chain risks	Continued follow-up on Supplier Code of Conduct acknowledgment and implementation among suppliers to support supply chain risk management and strengthen sustainable business partnerships
Cybersecurity Readiness and Data Governance	Enhance preparedness against cyber threats and strengthen Digital Trust	Continued cybersecurity awareness and communication activities for customers and partners to reduce human-related cyber risks and support collaborative cyber risk management
ESG Disclosure Standards and Assessments	Prepare for alignment with international disclosure standards	The Company is preparing for sustainability disclosures aligned with international standards and frameworks, including GRI, ISSB, and FTSE Russell assessment guidelines, to support long-term sustainability performance enhancement

The Company's sustainability performance in Q1/2026 reflects its commitment to integrating ESG principles into business operations through environmental management, people and stakeholder development, strategic business collaboration, as well as governance and cybersecurity enhancement. These efforts support service continuity, strengthen enterprise customer confidence, and contribute to long-term sustainable growth.

The Company continues to focus on energy and resource efficiency, circular waste management, and digital capability development, while emphasizing strategic partnerships, digital infrastructure development, and technology and cybersecurity risk management in response to the evolving digital industry landscape and increasing stakeholder expectations.

These efforts reflect the Company's role as a digital infrastructure provider committed to balancing business growth with social responsibility, environmental stewardship, and good corporate governance. The Company will continue enhancing its ESG performance to support sustainable growth while strengthening long-term stakeholder confidence and creating sustainable value for all stakeholder groups.