

ที่ INET AC 21/2026

August 13, 2026

Subject: Management's Discussion and Analysis for Quarter 2/2026

To: The President of The Stock Exchange of Thailand

Enclosure: 1. A Set of the Management's Discussion and Analysis for Quarter 2/2026

(Thai / English)

Internet Thailand Public Company Limited ("INET") would like to submit its audited consolidated financial statements and separate financial statements for 6 months period ended June 30, 2026

The operation result of the Company and its subsidiaries ("the Company") for 6 months period ended June 30, 2026 amounting to Baht 177.88 million. Please see further details in the Management's Discussion and Analysis for Quarter 2/2026 as attached.

Yours sincerely,



บริษัท อินเทอร์เน็ตประเทศไทย จำกัด (มหาชน)
Internet Thailand Public Company Limited



Mrs. Morragot Kulatumyotin

Managing Director

Investor Relations: Miss Ailada Thaikeng Tel. 065-521-4396

www.inet.co.th

บริษัท อินเทอร์เน็ตประเทศไทย จำกัด (มหาชน) สำนักงานใหญ่ เลขประจำตัวผู้เสียภาษี 0107544000094
1768 อาคารไทยซัมมิท ทาวเวอร์ ชั้น 10-12 และชั้น IT ถนนเพชรบุรีตัดใหม่ แขวงบางกะปิ เขตห้วยขวาง กรุงเทพฯ 10310
Internet Thailand Public Company Limited (Head Office) TAX ID 0107544000094
1768 Thai Summit Tower, 10th-12th Floor and IT Floor, New Petchaburi Road, Bangkok, Huay Khwang, Bangkok 10310
Tel. (662) 257-7000 Fax. (662) 257-1379

Internet Thailand Public Company Limited
(INET)



Management Discussion & Analysis

Q2/2026

Always by your side

For more information, please visit [our Investor Relations website.](#) ↑



Thailand Economic Overview

The Thai economy showed signs of moderation in the second quarter of 2026 compared with the previous quarter, primarily due to persistently elevated energy prices and the prolonged geopolitical tensions in the Middle East, which affected the tourism and services sectors. This was reflected in the approximately 18% downward revision of the country’s foreign tourist arrival target from the original target. However, the impact on the Company’s business remained limited, as customers in the tourism, hotel, and retail industries accounted for only approximately 4% of the Company’s total revenue. The majority of the Company’s revenue continued to be generated from a diversified customer base across other industries. Meanwhile, overall demand for Cloud and Digital Platform services in Thailand continued to demonstrate structural growth, as organizations remained focused on improving operational efficiency and reducing operating costs through digital technologies. Although headline inflation in June declined following a partial easing in energy prices, inflation is expected to accelerate again in the following quarter, highlighting the continued cost uncertainty faced by the private sector.

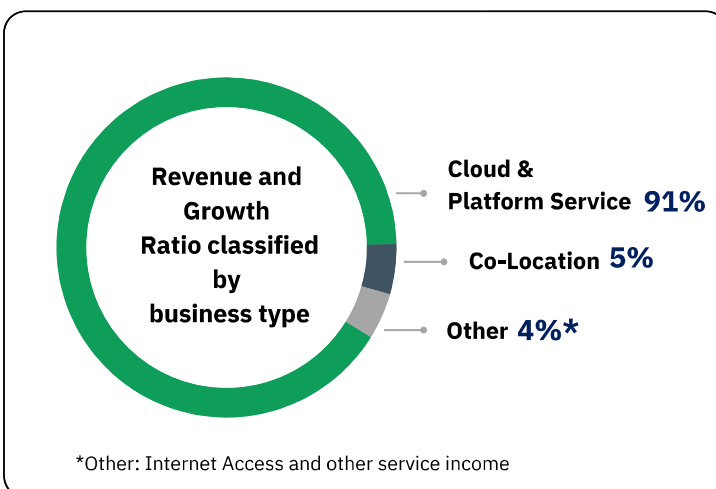
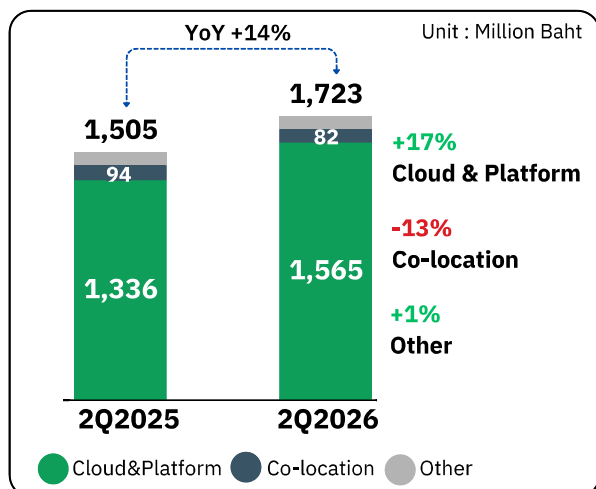
At the same time, the prolonged situation in the Middle East has further underscored the importance of diversifying digital infrastructure risks toward Southeast Asia. Thailand therefore remains well positioned to benefit from increasing demand for Cybersecurity, Disaster Recovery, and Sovereign Cloud services, in line with the continued global expansion of Sovereign AI investments this year. In addition, the global shortage of chips and memory components (Memory/Chip Shortage) in the server and AI infrastructure industries continues to place pressure on the hardware supply chain and is expected to gradually ease in 2027. This situation is encouraging organizations to increasingly adopt Cloud and AI Infrastructure services from providers with readily available infrastructure, providing a long-term positive outlook for Thailand’s Cloud and Data Center industries.

Key Highlights

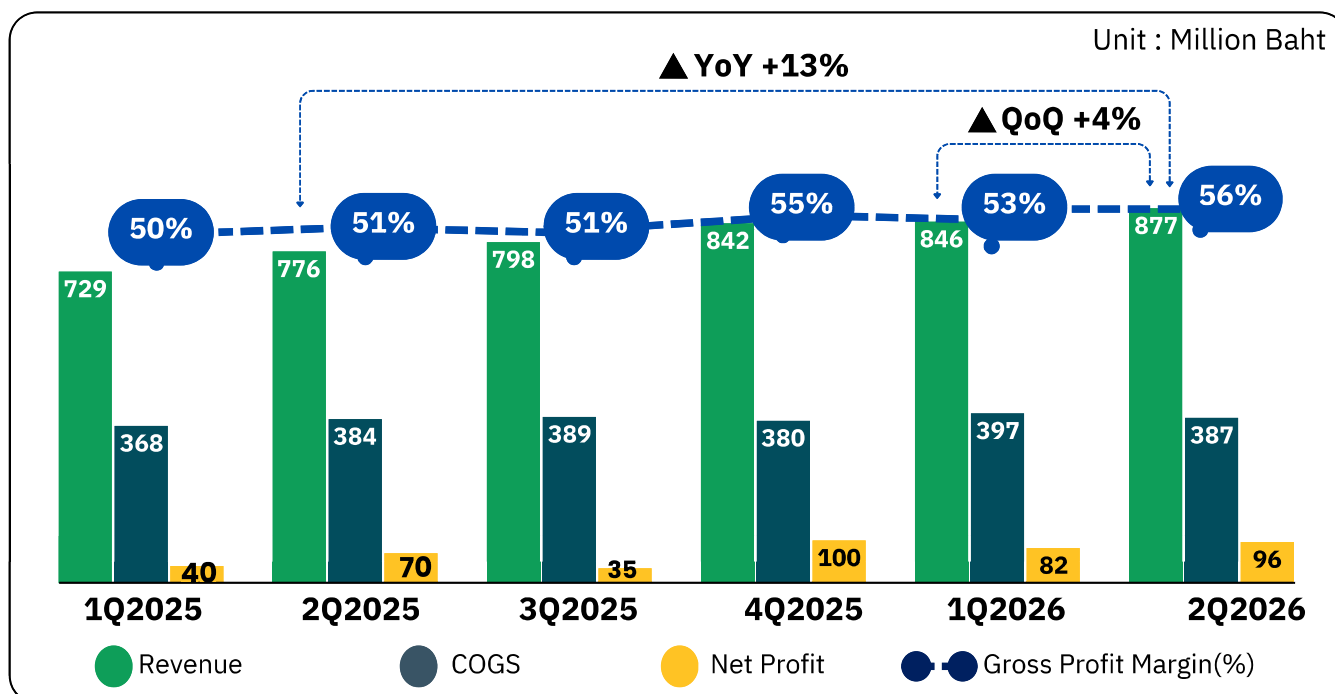
- INET and B.Grimm Power Public Company Limited entered into a Memorandum of Understanding (MOU) to establish a joint venture, “B.GRIMM INET”, with the objective of jointly developing next-generation digital services through the creation of a One-stop Digital Infrastructure Platform that efficiently integrates organizations’ technology systems, data, and operations. The collaboration aims to enhance operational efficiency, increase management agility, and strengthen the competitiveness of Thailand’s industrial sector in the digital era.
- The Company made progress on the investment in its fourth data center project, INET-IDC4, located in Khon Kaen Province. The project is currently undergoing site preparation and foundation construction, in accordance with the investment plan covering Building & Landscape and Mechanical & Electrical (M&E) Equipment works. The project has been designed under the Sovereign Data Center concept to support growing demand for digital infrastructure services and enhance the Company’s service capabilities in conjunction with its three existing data centers.
- In parallel, the Company commenced Solar Farm Phase 2 to support its Green Power initiative, with the aim of increasing the proportion of renewable energy used in data center operations and improving long-term energy cost management. This initiative is aligned with the Company’s commitment to sustainable business practices.

Operating Results for Q2/2026

Details of Revenue by Service Type



For the operating results in Q2/2026: Compared with the same period of the previous year (YoY), the Company’s revenue from sales and services increased by 13% year-on-year. The cost of sales and services also increased in line with the growth in revenue, primarily due to higher depreciation and amortization expenses arising from investments made to support the Company’s future expansion. Despite the increase in costs, the Company continued to manage its costs effectively, resulting in an improvement in the gross profit margin to 56% in Q2/2026, compared with the same quarter of the previous year. The significant items affecting the Company’s operating results for the three-month period ended 30 June 2026 are as follows:



Mangement Discussion and Analysis Q2/2026

Internet Thailand Public Company Limited (“INET”)



Statement of Profit or Loss for the Six-Month Period Ended 30 June 2026

Unit : Million Baht

Detail	For 6 month		For 3 month			%YoY 6 month	%YoY 3 month	%QoQ
	2Q2025	2Q2026	2Q2025	2Q2026	1Q2026			
Revenue	1,504.86	1,722.68	775.65	876.58	846.10	14%	13%	4%
Cost of Good Sold	-751.52	-784.34	-383.64	-387.28	-397.06	4%	1%	-2%
Gross profit	753.34	938.34	392.01	489.30	449.04	25%	25%	9%
Other income	17.07	8.35	15.78	5.26	3.09	-51%	-67%	70%
Gain (Loss) on Investments	-13.79	36.67	-9.02	19.93	16.73	-366%	-321%	19%
Total expenses	-195.10	-227.12	-105.62	-132.52	-94.59	16%	25%	40%
Profit before share of profit (loss) from associated company and joint venture	561.52	756.24	293.15	381.97	374.27	35%	30%	2%
Share of profit(loss) from investment in associated company	75.20	94.38	45.53	48.40	45.99	26%	6%	5%
Finance costs	-538.43	-700.77	-276.34	-349.34	-351.43	30%	26%	-1%
Profit before income tax	98.29	149.85	62.34	81.03	68.83	52%	30%	18%
Income tax expenses	11.01	28.03	7.17	15.22	12.80	155%	112%	19%
Net Profit	109.30	177.88	69.51	96.25	81.63	63%	38%	18%

- **Revenue from Sales and Services** amounted to THB 1,722.68 million, representing an increase of 14% year-on-year, in line with the increase in the number of VMI. As of Q2/2026, cumulative VMI stood at 117,077 VMI, of which 108,288 VMI were recognized as the basis for revenue recognition in accordance with accounting principles. Revenue continued to grow primarily from the Company’s core services, namely Cloud Services and Digital Platform Services, which together accounted for 91% of total service revenue. The Company’s strategy to encourage customers to migrate to cloud-based services has resulted in a decline in revenue from Co-Location Services compared with the previous year. Nevertheless, overall revenue continued to grow, driven by services provided to high-potential enterprise customers and solutions that address the evolving needs of both the public and private sectors as they transition toward the digital era.
- **Cost of Sales and Services** amounted to THB 784.34 million, representing an increase of 4% year-on-year, primarily due to higher depreciation and amortization expenses arising from investments in assets focused on innovation and the Company’s efforts to support future business expansion.

Statement of Profit or Loss for the Six-Month Period Ended 30 June 2026 (Continued)

- **Gain (Loss) on Investments** amounted to THB 36.67 million, representing an increase of 366% year-on-year, primarily driven by the disposal of units in the INETREIT Trust. The accounting treatment differs between the consolidated and separate financial statements, resulting in differences in the gain recognized
 - Consolidated Financial Statements: The Company accounts for its investment in INETREIT using the equity method, as the Company held a 25% interest in the trust at the time of its initial capital raising, resulting in INETREIT being classified as an investment in an associate. The carrying amount of the investment is progressively increased based on the Company’s share of profit recognized in each period. Consequently, the carrying amount of the investment in the consolidated financial statements is higher. When the investment units are sold at market price, the gain recognized is therefore lower than that recognized in the separate financial statements.
 - Separate Financial Statements: The Company accounts for its investment using the cost method, based on the original acquisition cost. As a result, the carrying amount of the investment in the separate financial statements is lower than that in the consolidated financial statements. When the investment units are sold at the same market price, the Company therefore recognizes a higher gain on disposal in the separate financial statements.

In the previous year, the Company also disposed of units in the INETREIT Trust. However, the selling price was lower than the carrying amount, resulting in a loss being recognized in the consolidated financial statements based on the accounting treatment described above.

- **Selling and Administrative Expenses** amounted to THB 227.12 million, representing an increase of 16% year-on-year, primarily due to employee expenses in line with the Company’s workforce expansion plan. Compared with the previous quarter, expenses increased by 40%, mainly due to one-time expenses related to employee compensation.
- **Share of Profit (Loss) from Investments in Associates** amounted to THB 94.38 million, representing an increase of 26% year-on-year, mainly due to improved operating performance of the Company’s affiliated companies.
- **Finance Costs** amounted to THB 700.77 million, representing an increase of 30% year-on-year. The increase was primarily attributable to higher interest expenses on financial liabilities arising from the issuance and offering of debentures to support business growth. In addition, interest expenses (lease interest) on liabilities under trust arrangements increased following the Company’s transaction involving the sale and leaseback of assets for the INET-IDC3 Phase 2-2 project in December 2025. Such lease interest is recognized as a finance cost and accounted for 68% of total finance costs.

Statement of Profit or Loss for the Six-Month Period Ended 30 June 2026 (Continued)

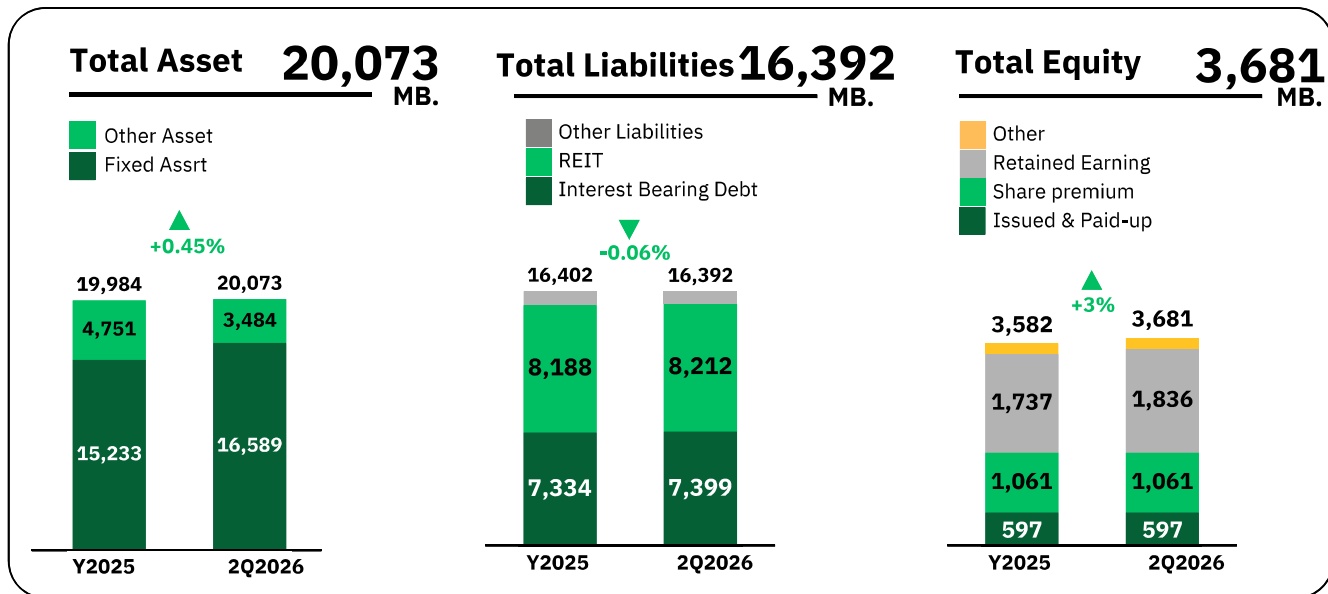
- **Income Tax Income (Expense)** amounted to THB 28.03 million, representing an increase of 155% year-on-year, primarily due to the recognition of temporary differences between accounting and tax treatments (deferred tax). The aforementioned trust transaction affected the recognition of deferred tax assets, which the Company expects to utilize for tax benefits in the future. In addition, the Company received tax incentives under the Board of Investment (BOI) promotion scheme, primarily as a result of its focus on sales in the Cloud Services business.
- **Net Profit (Loss)** amounted to THB 177.88 million, representing an increase of 63% year-on-year, mainly driven by the gain recognized from the disposal of the INETREIT investment as described above, together with the improved operating performance of the Company. Excluding the gain from the disposal of the INETREIT investment, normalized net profit would have been THB 141.21 million, representing an increase of 15% year-on-year.

Mangement Discussion and Analysis Q2/2026

Internet Thailand Public Company Limited (“INET”)



Statement of Financial Position as at June 30, 2026



- **Total Assets** amounted to THB 20,073.50 million, representing a slight decrease compared with the previous year, with the following significant changes
 - **Cash and Cash Equivalents** amounted to THB 454.38 million, representing a 69% decrease compared with the previous year. The decrease was primarily attributable to the cash balance remaining at the end of the previous year from the disposal of assets to the trust in connection with Phase 2-2.
 - **Property, Plant and Equipment and Intangible Assets** amounted to THB 16,589.56 million, representing a 9% increase compared with the previous year. The increase was mainly attributable to investments in the development of Innovation R&D Platforms to support business expansion and enhance the Company’s competitiveness. The intangible assets (platforms) developed can be classified into three main categories
 - **Essential R&D** accounted for 6% of total intangible assets, representing technologies developed to support the Company’s core operations and reduce operating expenses.
 - **Digital Transformation Tools** accounted for 21% of total intangible assets, representing platforms developed to enhance internal operational efficiency and support customers in driving organizational transformation.
 - **Competing Platform market** accounted for 73% of total intangible assets, representing platforms developed to strengthen the Company’s competitive capabilities and respond to market demand.
 - **Investments in Associates** amounted to THB 1,334.72 million, representing a 24% decrease compared with the previous year. The decrease was primarily attributable to the disposal of trust units, consistent with the gain (loss) on investments described above.

Statement of Financial Position as at June 30, 2026 (Continued)

- **Total liabilities** amounted to THB 16,392.09 million, representing a slight decrease compared with the previous year. Total liabilities can be classified into three main categories
 - **Interest-Bearing Debt** amounted to THB 7,399.40 million, representing a 1% decrease compared with the previous year. The change was mainly attributable to the issuance and offering of debentures, repayment of matured debentures, and financial lease arrangements.
 - **Financial Liabilities under Trust Agreements** amounted to THB 8,211.67 million. For accounting purposes, these transactions are recognized as financial liabilities in accordance with Thai Financial Reporting Standard 16 (TFRS 16)
 - **Other Liabilities** amounted to THB 781.01 million, representing an 11% decrease compared with the previous year. The decrease was primarily attributable to the payment of value-added tax (VAT) arising from the disposal of assets to the trust as part of the Phase 2-2 capital-raising transaction, with the payment made in January 2026.
- **Total Shareholders' Equity** amounted to THB 3,681.41 million, representing a 3% increase compared with the previous year. The increase was primarily attributable to net profit generated during the period, partially offset by the payment of THB 75.19 million in dividends from the 2025 operating results.

Summary of Sustainability Performance (ESG)



INET Expanded Academic Collaboration with Universities

Internet Thailand Public Company Limited and Mahasarakham University jointly signed an MOU to develop digital workforce capabilities, enhance education, and foster innovation. The collaboration connected academic knowledge with business and industry needs to support a skilled workforce for the digital economy and future labor market.



INET Shared Giving through the “Rebags to Care”

The company encouraged employees to make valuable use of resources by collecting good-condition cloth bags, insulated bags, and paper bags and donating them to Phra Nang Klao Hospital for use as bags for medicines and medical supplies.



INET Donated Electronic Equipment through the “Computers for Thai Children, Caring About Financial Matters” Project

The company donated 184 items of computer equipment in collaboration with the Social Innovation Foundation and the Mirror Foundation to support schools in need, including remote areas. The initiative aims to reduce the digital divide and promote access to technology, education, and digital and financial literacy among children and youth.



Data Center Open House: Sharing Knowledge on Digital Infrastructure

The company welcomed representatives from government agencies, the private sector, and educational institutions to visit its Data Center and exchange knowledge on data centers and digital infrastructure. The activity promoted understanding of operational standards and digital security, stakeholder engagement, capacity building, and stronger relationships to support sustainable growth.