INTERLINK COMMUNICATION PUBLIC COMPANY LIMITED
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Management's Discussion and Analysis for the Second Quarter of 2026

1. Overview of Interlink Group's performance.

For the three-month period ended June 30, 2026

Type of the Revenues	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenues	789.15	666.68	122.47	18.37%
Net Profit before share from investment in an associate	**60.30**	**70.85**	**(10.55)**	**(14.89%)**
Share profit from investment in an associate / loss from discontinued operation, net of tax (ITEL)	6.66	(20.20)	26.86	132.97%
Total Net Profit	**66.96**	**50.65**	**16.31**	**32.20%**
Net Profit before share from investment in an associate (%)	7.64%	10.63%	(2.99)	(28.12%)
Net Profit (%)	8.49%	7.60%	0.89%	11.71%
Net profit : Owners of parent [(1)]	67.00	66.07	0.93	1.40%

For the six-month period ended June 30, 2026

Type of the Revenues	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenues	1,784.21	1,636.06	148.15	9.05%
Net Profit before share from investment in an associate	**127.40**	**142.44**	**(15.04)**	**(10.55%)**
Share profit from investment in an associate / profit from discontinued operation, net of tax (ITEL)	17.70	19.33	(1.63)	(8.43%)
Total Net Profit	**145.10**	**161.77**	**(16.67)**	**(10.30%)**
Net Profit before share from investment in an associate and income tax (%)	7.14%	8.71%	(1.57)	(18.02%)
Net Profit (%)	8.13%	9.89%	(1.76%)	(17.79%)
Net profit : Owners of parent [(1)]	145.32	160.39	(15.07)	(9.39%)

[(1)] As of June 30, 2026, the shareholding proportion in "ITEL" stood at 33.82%, while the shareholding in its subsidiary, "IPOWER," was 95.07%.

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For the second quarter of 2026 and the first six months of 2026, Interlink Group's total revenue amounted to 789.15 million baht and 1,784.21 million baht, respectively. This represents an increase of 122.47 million baht and 148.15 million baht, or 18.37% and 9.05%, respectively, compared to the same period of the previous year. This reflects the growth in revenue from the group's core businesses amidst challenging economic and business competition.

The Group's net profit before share of profit from investments in an associate for the second quarter of 2026 and the first six months of 2026 amounted to 60.30 million baht and 127.40 million baht, respectively. This represents a decrease of 10.55 million baht and 15.04 million baht, or 14.89% and 10.55%, respectively, compared to the same period of the previous year. The net profit margin before share of profit from investments in an associate was 7.64% and 7.14%, respectively, compared to 10.63% and 8.71% in the same period of the previous year. The Group continues to focus on cost and expense management, as well as operational efficiency, in order to maintain the profitability of its core businesses.

For the share of profit from investments in an associate, in the second quarter of 2026, the Group recognized a share of profit of 6.66 million baht, an increase of 26.86 million baht from the same period of the previous year which recognized a share of loss of 20.20 million baht. This was mainly due to the fact that in the second quarter of 2025, Interlink Telecom Public Company Limited (“ITEL”)'s performance was affected by the provision for expected credit losses (ECL).

For the first six months of 2026, the Group recognized a share of profit from investments in an associate of 17.70 million baht, a decrease of 1.63 million baht or 8.43 percent from 19.33 million baht in the same period of the previous year. This was partly due to a change in the shareholding proportion in ITEL from 49.12 percent to 33.82 percent as of June 30, 2026. This includes a change in the method of recognizing ITEL's operating results in the consolidated financial statements, from full consolidation to the equity method. The Group will continue to recognize returns on its investment in ITEL in proportion to its shareholding.

Based on the aforementioned factors, the group's total net profit for the second quarter of 2026 amounted to 66.96 million baht, an increase of 16.31 million baht or 32.20 percent from 50.65 million baht in the same period of the previous year. Meanwhile, for the first six months of 2026, the total net profit amounted to 145.10 million baht, a decrease of 16.67 million baht or 10.30 percent from 161.77 million baht in the same period of the previous year.

The net profit attributable to owner of the parent for the second quarter of 2026 was 67.00 million baht, an increase of 0.93 million baht or 1.40 percent from the same period of the previous year. For the first six months of 2026, it was 145.32 million baht, a decrease of 15.07 million baht or 9.39 percent from the same period of the previous year.

The group continues to focus on driving growth from its core businesses, coupled with efficient cost and expense management, as well as optimizing its investment structure, in order to strengthen its competitiveness, financial stability, and support sustainable long-term growth.

2025 marks a significant strategic restructuring period for the Interlink Group following the reduction in its shareholding in Interlink Telecom Public Company Limited ("ITEL"). This resulted in a change in the method of recognizing ITEL's operating results in the consolidated financial statements, from full consolidation to the equity method, in accordance with the relevant financial reporting standards.

Following these changes, the group's operating structure more clearly reflects the performance of its core businesses, while returns on investment in ITEL are recognized as a share of profits from investments in associate companies in proportion to the shareholding.

The group continues to operate under the **"Quality Growth"** strategy, focusing on generating revenue from core businesses while maintaining profitability, managing costs and expenses efficiently, and building a stable revenue base to strengthen and support sustainable long-term growth.

Currently, the group of companies operates three main business groups **The businesses include cabling distribution, turnkey EPC engineering, and telecommunications and data centers.** Having diverse business characteristics and revenue sources helps diversify risk and supports the overall strength of the business structure.

Despite challenging economic and business competition, including cost volatility, the Group remains focused on efficient management, selecting appropriate projects and business opportunities, and developing the capabilities of each business segment to generate suitable returns and enhance long-term competitiveness.

2. Operation Results by Business

2.1 Cabling Distribution Business

For the three-month period ended June 30, 2026

	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenues from Sales	752.48	514.37	238.11	46.29%
Service income	1.24	3.04	(1.80)	(59.21%)
Total revenue	**753.72**	**517.41**	**236.31**	**45.67%**
Other income	8.22	16.70	(8.48)	(50.77%)
Net Profit	61.94	60.15	1.79	2.97%
Gross Profit Margin (%)[(2)]	25.51%	32.01%	(6.50%)	(20.30%)
Net Profit Margin (%)[(3)]	8.13%	11.26%	(3.13%)	(27.79%)

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For the six-month period ended June 30, 2026

	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenues from Sales	1,711.49	1,335.03	376.46	28.19%
Service income	2.72	8.57	(5.85)	(68.26%)
Total revenue	**1,714.21**	**1,343.60**	**370.61**	**27.58%**
Other income	20.73	30.02	(9.29)	(30.94%)
Net Profit	140.22	144.88	(4.66)	(3.21%)
Gross Profit Margin (%)(2)	23.98%	28.50%	(4.52%)	(15.85%)
Net Profit Margin (%)(3)	8.08%	10.55%	(2.47%)	(23.41%)

(2) Gross profit margin (%) the target set at 25%.

(3) Net profit margin (%) the target set at 9%.

For the second quarter of 2026 and the first six months of 2026, the cable distribution business generated total revenue of 753.72 million baht and 1,714.21 million baht, respectively, an increase of 236.31 million baht and 370.61 million baht, or 45.67% and 27.58%, respectively, compared to the same period of the previous year. This was supported by an increase in sales revenue, which rose by 46.29 percent in the second quarter of 2026 and by 28.19 percent in the first six months compared to the same period of the previous year. This reflects the continued strong demand for networking and digital infrastructure products and solutions from both public and private sector clients.

The cable distribution business continues to operate under the "Quality Growth" strategy, focusing on revenue expansion while managing costs, inventory, and operational efficiency. This includes developing distribution channels to increase product accessibility and expand the customer base. The company remains focused on distributing cables and networking equipment under the LINK AMERICAN CABLING and GERMAN RACK brands. This product supports the use of communication systems, network systems, and digital infrastructure in both the public and private sectors.

Furthermore, national trends in digital infrastructure investment, such as data centers, artificial intelligence (AI), and green technology, along with government measures to promote and facilitate investment, are expected to support the demand for network-related products and solutions in the coming period. The company views these trends as opportunities to expand its customer base and drive growth in its cable distribution business in the future.

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In terms of profitability, for the second quarter of 2026, the cable distribution business generated a net profit of 61.94 million baht, an increase of 1.79 million baht or 2.97 percent from 60.15 million baht in the same period of the previous year. However, for the first six months of 2026, the net profit was 140.22 million baht, a decrease of 4.66 million baht or 3.21 percent from 144.88 million baht in the same period of the previous year.

The gross profit margin for the second quarter of 2026 and the first six months of 2026 was 25.51% and 23.98%, respectively, down from 32.01% and 28.50% in the same period of the previous year, or a decrease of 6.50% and 4.52%, respectively. Meanwhile, the net profit margin was 8.13% and 8.08%, down from 11.26% and 10.55% in the same period of the previous year, respectively.

The decline in profit margins is primarily due to rising raw material costs, especially copper and other metals, which increased the company's cost of goods sold during that period. However, the company has managed the impact by adjusting selling prices to align with cost changes, as well as closely monitoring inventory and costs. It is expected that the effects of these price adjustments will gradually be reflected in future operating results.

The company remains confident in the potential of its cable distribution business, given that it is the sole importer of the products and This forms the core revenue base of the group, supported by a customer base spanning both the public and private sectors, a distribution network, and the trend of investment in data centers, AI systems, cloud systems, and the country's digital infrastructure. The company anticipates these factors will drive long-term demand for its products and solutions.

2.2 Turnkey EPC Engineering Business

For the three-month period ended June 30, 2026

	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenue from Engineering Business	25.36	130.70	(105.34)	(80.59%)
Other Revenue	1.84	0.18	1.66	922.22%
Total revenue	**27.20**	**130.88**	**(103.68)**	**(79.21%)**
Net Profit (Loss)	(2.91)	4.59	(7.50)	(163.39%)
Gross Profit Margin (%)	5.89%	10.18%	(4.29%)	(42.14%)
Net Profit Margin (%)	(10.71%)	3.51%	(14.22%)	(405.12%)

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For the three-month period ended June 30, 2026

	June 30, 2026	June 30, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenue from Engineering Business	42.95	259.33	(216.38)	(83.43%)
Other Revenue	6.31	8.13	(1.82)	(22.38%)
Total revenue	**49.26**	**267.46**	**(218.20)**	**(81.58%)**
Net Profit (Loss)	(5.50)	0.37	(5.87)	(1,586.48%)
Gross Profit Margin (%)	(3.22%)	8.28%	(11.50%)	(138.88%)
Net Profit Margin (%)	(11.17%)	0.14%	(11.31%)	(8,078.57%)

For the second quarter of 2026 and the first six months of 2026, the project engineering business generated total revenue of 27.20 million baht and 49.26 million baht, respectively, a decrease of 103.68 million baht and 218.20 million baht, or 79.21% and 81.58%, respectively, compared to the same period of the previous year. The decline in revenue is in line with the progress of work and the revenue recognition period of ongoing projects. In the project engineering business, revenue is recognized based on the progress of each project, resulting in quarterly revenue fluctuations depending on the project plan and delivery schedule.

Revenue recognized in the second quarter of 2026 and the first six months of 2026 will primarily come from key ongoing projects, including the Phutthamonthon Substation construction project, the underground power cable project in Taphan Hin District, Phichit Province, and the 115 kV transmission line construction project at Bang Saphan Substation, Prachuap Khiri Khan Province.

In terms of profitability, the project engineering business incurred a net loss of 2.91 million baht in the second quarter of 2026, compared to a net profit of 4.59 million baht in the same period of the previous year. For the first six months of 2026, the business recorded a net loss of 5.50 million baht, compared to a net profit of 0.37 million baht in the same period of the previous year.

The gross profit margin for the second quarter of 2026 was 5.89%, down from 10.18% in the same period of the previous year. For the first six months of 2026, the gross profit margin was negative 3.22%, compared to 8.28% in the same period of the previous year. The net profit margin for the second quarter of 2026 and the first six months of 2026 was negative 10.71% and 11.17%, respectively. However, the performance during this period was affected by the low level of revenue recognized based on project progress compared to the same period of the previous year.

As of June 30, 2026, the project engineering business had a backlog of approximately 1,905.73 million baht, which includes the submarine cable system project to Koh Samui. Revenue from this backlog will be gradually recognized according to the progress and conditions of each project in the coming period, which will be a key factor in supporting future revenue for the project engineering business.

The project engineering business is operated by Interlink Power and Engineering Co., Ltd., focusing on engineering projects requiring expertise and advanced technology, particularly high-voltage underwater cable systems, high-voltage transmission systems, and energy infrastructure. The company has experience in undertaking projects for government agencies and national utility companies.

For the 230 kV Khanom–Koh Samui submarine cable project of the Electricity Generating Authority of Thailand (EGAT), the company views it as a significant project that enhances the group's capabilities and experience in complex high-voltage cable engineering, and can lead to opportunities to participate in large-scale infrastructure projects in the future.

The company continues to monitor and participate in bidding for potential government and infrastructure projects, focusing on selecting projects that are suitable in terms of return on investment, risk, and the company's expertise, in order to increase its order backlog and generate consistent long-term revenue. Meanwhile, the trend of government investment in high-tech electricity systems and infrastructure continues to present a significant opportunity for the group's future expansion into project engineering business.

3. Overview of the Interlink Group’s Financial Position

	June 30, 2026	December 31, 2025	Increase/(Decrease)	
	Million Baht	Million Baht	Million Baht	%
Total Assets	4,755.59	4,561.89	193.70	4.24%
Total Liabilities	1,057.47	841.55	215.92	25.65%
Total Equity	3,698.12	3,720.35	(22.23)	(0.59%)

Assets

As of June 30, 2026, the Group's total assets amounted to 4,755.59 million baht, an increase of 193.70 million baht or 4.24% from December 31, 2025. The Group's significant assets comprise Investments in associate companies, Cash and cash equivalents, Inventory, Accrued income, and Property, plant and equipment, which, as of the end of Q2 2026, accounted for 23.13%, 18.14%, 11.43%, 10.65%, and 9.14% of total assets, respectively.

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The increase in total assets reflects the management of liquidity and working capital to support business operations, including investments and operations in accordance with the Group's business plan. Following the change in the recognition method of investment in ITEL to the equity method, the investment in an associate is therefore one of the assets that is significant to the Group's financial position.

Liabilities

As of June 30, 2026, the Group's total liabilities amounted to 1,057.47 million baht, an increase of 215.92 million baht or 25.65% from December 31, 2025. The significant liabilities include trade payables and other current liabilities, and short-term loans from financial institutions, which accounted for 12.39% and 5.39% of total liabilities, respectively.

The increase in debt is partly related to working capital management and the use of funding sources to support the Group's business operations and projects. The company continues to prioritize managing liquidity, capital structure, and debt at levels appropriate for its business operations.

Equity

As of June 30, 2026, the Group's total equity amounted to 3,698.12 million baht, a decrease of 22.23 million baht, or 0.59%, from 3,720.35 million baht at the end of 2025, as of December 31, 2025.

Overall, the Group continues to maintain a strong financial position, with a high level of equity relative to total liabilities, reflecting a stable capital structure and the ability to support future operations and investments.

4. Key financial ratios

Debt-to-Equity Ratio

	June 30, 2026	December 31, 2025	Increase/(Decrease)	
	times	times	times	%
Debt to equity ratio (times)	0.29[4]	0.23[4]	0.06	26.08%

[4] Debt to equity ratio (times) is lower than the Company target by no more than 2.5 times.

As of June 30, 2026, the Group's Debt to Equity Ratio (D/E Ratio) was 0.29 times, an increase of 0.06 times or 26.08% from 0.23 times as of December 31, 2025. This increase is consistent with the rise in debt to support working capital management and the Group's business operations.

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However, the debt-to-equity ratio remains low compared to the company's target range of no more than 2.5 times, reflecting a stable capital structure and a debt level that the company can manage appropriately.

This capital structure enables the Group to maintain financial flexibility and the ability to accommodate investments, working capital management, and potential future projects in order to support the Group's long-term growth.

5. Analysis of Returns and Stock Price

Returns

	June 30, 2026	December 31, 2025	Increase/(Decrease)
	%	%	%
The Return on Equity (ROE)	7.82	(10.72) [5]	18.54
Return on Assets (ROA)	6.23	(6.32) [5]	12.55

[5] The profit used for this calculation is the accounting profit recorded in accordance with Accounting Standards, which does not represent the profit from normal business operations.

For the second quarter of 2026, the Company's return on equity (ROE) was 7.82%, an improvement from (10.72%) in the same period of the previous year, which was affected by special accounting items arising from the loss of control in Interlink Telecom Public Company Limited (“ITEL”) in accordance with financial reporting standards.

Following this restructuring of investments, the Group's performance in 2026 will better reflect the results from core businesses and profit sharing from investments in an associates under the equity method, resulting in a positive return on equity.

The Return on Assets (ROA) as of June 30, 2026, was 6.23%, up from (6.32%) as of December 31, 2025, or an increase of 12.55%. This change is mainly due to the accounting profit in the current period compared to the previous period which was affected by special items from the restructuring of the investment in ITEL.

Following the change in the method of recognizing investment in ITEL from full consolidation to the equity method, the group's asset, liability, and equity structure has changed according to the new financial statement presentation. This affects the basis used to calculate ROE and ROA. Therefore, comparisons of returns between periods should consider the impact of these accounting changes.

The Group remains focused on generating returns from its core business operations, managing assets and capital efficiently, and creating appropriate revenue and profits to support long-term shareholder returns.

Stock Price

	June 30, 2026	December 31, 2025	Increase/(Decrease)	
	Baht/Share	Baht/Share	Baht/Share	%
Stock price (unit : baht)	4.98	4.66	0.32	6.86%

As of June 30, 2026, the company's share price was 4.98 baht per share, an increase of 0.32 baht per share or 6.86% from 4.66 baht per share as of December 31, 2025.

The aforementioned share price adjustment reflects the movement of securities prices in the market during the first half of 2026, which may be influenced by several factors, including the company's performance, the capital market conditions, the economic situation, and investors' expectations regarding future business prospects.

P/E Ratio

	June 30, 2026	December 31, 2025	Increase/(Decrease)	
	times	times	times	times
P/E Ratio	10.91	6.66	4.25	63.81%

As of June 30, 2026, the stock's Price to Earnings Ratio (P/E Ratio) would be 10.91, again clearly from 6.66 on December 31, 2025, 4.25 again, or again, or 63.81.

The increase in the P/E ratio results from changes in both the share price and earnings per share used in its calculation. During this period, the company's profits were also influenced by changes in the investment structure and accounting methods related to ITEL. Therefore, a comparison of the P/E ratio between two periods should consider the changes in performance and accounting entries that occurred in each period.

The company remains focused on achieving stable performance, efficient business management, and creating long-term value for shareholders.

6. Commitment and performance in sustainability (ESG)

For 2026, the company remains committed to its vision of "Continuous and Sustainable Growth," driving the organization with ESG (Environmental, Social, and Governance) principles integrated into business operations, risk management, and stakeholder value creation. This aims to build a strong and sustainable long-term future for all sectors, with the following key performance indicators:

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1. Environmental Responsibility

We have undertaken several important measures to reduce our environmental impact. Interlink environmental responsibility can be divided into two main areas:

1) Greenhouse Gas Reduction. We have undertaken several important measures to reduce our environmental impact by promoting the use of renewable energy through the installation of solar cells in warehouses and offices. In addition, the company has developed innovative and imported environmentally friendly products that help reduce greenhouse gas emissions for our product users, such as the Super S Series and DOUBLE Q SERIES.

Short term goals	: Greenhouse gas emissions decreased by 2 percent compared to the previous year.
Long term goals	: Reduce greenhouse gas emissions by 5 percent by 2030.
	: By 2050, the goal is to become a net-zero greenhouse gas emission organization.

2) Efficient Resource Use: We emphasize the sustainable use of natural resources by reducing energy, water, and resource consumption in offices and work areas. We also promote waste reduction and segregation, resource recycling, and the 3Rs principle (Reduce, Reuse, Recycle), aiming to reduce waste by 5% through improved operational processes and efficient resource utilization. This minimizes environmental impact and supports the company's cost management.

2. Human resource development and social engagement.

We prioritize human resource development and creating shared value with society, focusing on enhancing the knowledge, skills, and safety of our employees to support operational efficiency and readiness to adapt to technological and business changes.

Furthermore, the company operates community and social development projects through the Interlink Haijai Foundation, focusing on promoting education, vocational skills development, and improving the quality of life in communities. This includes transferring knowledge of technology and digital infrastructure to students, customers, and the public to support the application of this knowledge in their studies and careers.

The company also collaborates with educational institutions to develop students' capabilities in line with industry needs. This includes supporting the establishment of cabling labs, providing spaces for learning and practicing digital infrastructure systems. This helps develop skilled personnel who meet industry demands and builds a foundation for sustainable long-term business growth.

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3. Governance and Ethics

Our governance framework is designed to maintain the highest standards and promote business operations with honesty, integrity, transparency, and responsibility towards stakeholders. In 2025, the company was upgraded to a 3-star CAC Change Agent status by the Thai Private Sector Anti-Corruption Coalition (CAC). This represents the highest level of certification under the program, reflecting the company's commitment to conducting business transparently, ethically, and accountably. The company has extended its anti-corruption efforts to business partners, collaborators, and supply chain partners to promote responsible business practices throughout the value chain and has established a whistleblower mechanism to support transparency and accountability.

Furthermore, the company continues to adhere to CAC guidelines and submitted an application for its third CAC membership renewal on June 30, 2026. The renewal is currently under review to confirm the company's continued commitment to anti-corruption principles and good governance standards.

The company prioritizes promoting diversity and inclusion in corporate governance, with women comprising 60% of the total board of directors. Furthermore, the company implements ESG assessments with key business partners to promote transparency and enhance ESG performance throughout the supply chain. The company was honored to be one of the first 50 organizations out of 125 companies to participate in the “Call for Corruption” project under the Thai Private Sector Anti-Corruption Coalition (CAC), in collaboration with the Thai Institute of Directors Association (IOD), to promote a culture of whistleblowing and enhance transparent and accountable corporate governance.

The company has also received an "Excellent" rating and a 5-star CGR score (Outstanding Quality Reporting Framework) from the Thai Investors Association and the Thai Capital Market Business Council in the 2026 Annual General Meeting (AGM) Checklist assessment project. (Continuously) In July 2024, the company was selected for inclusion in the ESG100 index universe for 2024, based on an assessment of its outstanding environmental, social, and governance (ESG) performance by the Thai Institute of Directors (ThaiPat). Furthermore, on December 12, 2025, the company received its SET ESG Ratings for 2025 from the Stock Exchange of Thailand, achieving an AA rating in the Technology industry group, making it one of 265 listed companies.

Furthermore, in 2025, the company received a “Good Practice” rating from FTSE Russell for its ESG performance assessment. This internationally recognized framework reflects the company's progress in ESG management and supports the elevation of its business standards to align with international best practices.

It is evident that the company is committed to continuously enhancing its corporate governance and ethical business practices, while prioritizing ESG management throughout the value chain and developing the capabilities of its employees. This is to create transparency, trust, and sustainable value for stakeholders, including investors, in the long term.

4. Impacts and Trends on Business Operations

We recognize that environmental, social, and governance (ESG) factors are increasingly playing a significant role in our business operations. This is due to changes in regulations, customer, investor, and stakeholder expectations, as well as technological advancements and the business environment. These changes may impact the company's risks, costs, business opportunities, and competitiveness.

Therefore, we prioritize monitoring and evaluating ESG factors that are significant to our business and incorporating them into our strategy and risk management plans. This ensures we prepare for change, mitigate potential impacts, and capitalize on long-term business opportunities.

Looking ahead, the company plans to enhance its ESG Supplier Assessment process and integrate ESG into business operations and risk management more clearly. It will also improve the quality and disclosure of ESG data to be more complete, transparent, and consistent with relevant standards and best practices, in order to support stakeholder decision-making and build sustainable competitiveness.

7. Important activities

On July 6, 2026, INTERLINK CONSORTIUM signed a construction contract with the Provincial Electricity Authority (PEA) for a 115 kV (kilovolt) high-voltage underwater cable project to replace and enhance the power supply capacity to Koh Samui, Surat Thani Province. This is one of the country's key energy infrastructure projects, with a total contract value of 1,813,300,000 baht under contract number J.P.105/2569. Mr. Thana Chokprasombat, Deputy Governor acting on behalf of the Governor of the Provincial Electricity Authority, and Mr. Sombat Anantarumporn, Chairman of the Board of Directors of Interlink Group, jointly signed the contract as authorized representatives of INTERLINK CONSORTIUM. The project is being undertaken by Interlink Communication Public Company Limited, Interlink Telecom Public Company Limited, and Interlink Power and Engineering Company Limited. The contractors are required to complete the construction within 540 days from the date of signing the contract.

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On August 6, 2026, Interlink Communication Public Company Limited (ILINK), the largest importer and distributor of signal cables in ASEAN, as well as high-quality communication network equipment and digital infrastructure solutions, proudly announced another achievement. **Following the receipt of an "Excellent Score" (out of 100 points, level 5) or "Outstanding and Exemplary" rating for the 2026 Annual General Meeting of Shareholders from the AGM Checklist project,** organized by the Thai Investors Association in collaboration with the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand.

This achievement marks the ninth consecutive year that ILINK has received the highest score, reflecting its high standards of corporate governance, transparent business operations, and commitment to shareholder rights in all aspects. It reinforces investor and stakeholder confidence and continuously elevates organizational management to international standards.

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On June 30, 2026, INTERLINK Group announced its new vision under the concept of “Unveiling the Next Move of INTERLINK Group,” reflecting the group's role as Thailand and the region enter a new era of the digital economy, encompassing Data Centers, Cloud, AI, Energy Transition, and ASEAN Connectivity. The announcement was made at Room B603, 6th Floor, Building B, Stock Exchange of Thailand, Ratchadaphisek Road, Bangkok.

8. Important Operating Directions

"A new step, a great leap, the next step for Interlink Group of Companies" over 39 years of business operations.

Interlink Group has continuously learned, developed, and adapted, with the aim of elevating ILINK to become a “Comprehensive Digital Infrastructure Solution Provider.” The Group places strong emphasis on market expansion and product development to meet the evolving needs of the digital era. Looking ahead, investment trends in Data Centers, Cloud, Artificial Intelligence (AI), Smart Buildings, Digital Infrastructure, and Energy Transition, as well as the increasing connectivity of digital infrastructure across the ASEAN region, are expected to be key factors supporting the expansion of the Group’s customer base and creating future business opportunities, in line with its vision of **“Bringing Technology to Develop the Nation.”**

Effective from January 1, 2026, Interlink Group has restructured its operations to provide greater clarity and focus on its core businesses. **Following the cessation of the consolidation of ITEL’s operating results in the Group’s consolidated financial statements, ILINK’s business structure has become more streamlined** and clearly defined. This enables the Group to manage its resources and capital more efficiently while pursuing quality and sustainable long-term growth.

For the first half of 2026, the aforementioned businesses generated total revenue of Baht 1,714.21 million, representing 57.14% of the full-year revenue target of Baht 3,000 million. Net profit amounted to Baht 140.22 million, representing a net profit margin of 8.08% of total revenue and 48.69% of the full-year net profit target of Baht 288 million. These results reflect the Group’s effective business management and disciplined cost control. Meanwhile, its core businesses, comprising the cabling distribution business and the engineering project business, continued to perform in line with the established plans. Performance during the quarter was supported

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by the recovery in investment, the expansion of digital infrastructure, and increasing demand for technology, particularly in Data Centers, Cloud Computing, and Artificial Intelligence (AI), as well as energy infrastructure and communication systems. These factors are expected to provide significant business opportunities for Interlink Group going forward.

Revenue from the cabling and communication infrastructure equipment distribution business, which is ILINK's core business, continued to grow in response to rising demand for digital infrastructure and remained strong. **In Q2/2026, the business recorded total revenue of Baht 761.94 million and profit for the period of Baht 61.94 million, while cumulative revenue amounted to Baht 1,734.94 million.** This performance reflects the expansion of the customer base and increasing demand for communication and digital infrastructure products.

At the same time, the Turnkey EPC Engineering Business for electrical and energy infrastructure, operated under Interlink Power and Engineering Co., Ltd. (IPOWER), continues to secure and undertake infrastructure projects in the energy and electrical systems sectors. These projects include Submarine Cable, Underground Cable, Transmission Line, and Substation projects, all of which represent essential infrastructure for the country in the energy and digital era.

For the first half of 2026, the EPC business continued to build its Backlog to support long-term growth. In Q2/2026, the business recorded total revenue of Baht 27.20 million, while cumulative revenue amounted to Baht 49.26 million. Although revenue is recognized progressively in accordance with project completion, the Company has secured a backlog from awarded contracts, which will gradually be recognized as revenue in the future. The Company also continues to participate in new project tenders in order to increase its Backlog and maintain continuity of revenue over the long term.

Driven by the founder's aspiration to bring technology to support **Thailand's development and backed by more than 39 years of experience in technology-related businesses, the Group continues to move forward under its vision and mission of "Continuous and Sustainable Growth."** The Group remains committed to disciplined cost and cash flow management while expanding its digital infrastructure businesses and specialized engineering services. It also aims to continuously create new business opportunities by leveraging its strengths in experience, expertise, and credibility as the foundation for further business expansion. At the same time, the Group remains focused on achieving balanced growth across revenue, profitability, and capital efficiency, with the objective of delivering sustainable returns to all stakeholders.

Please be informed accordingly.

Yours sincerely

(Mr. Sombat Anuntarumporn)

Chairman