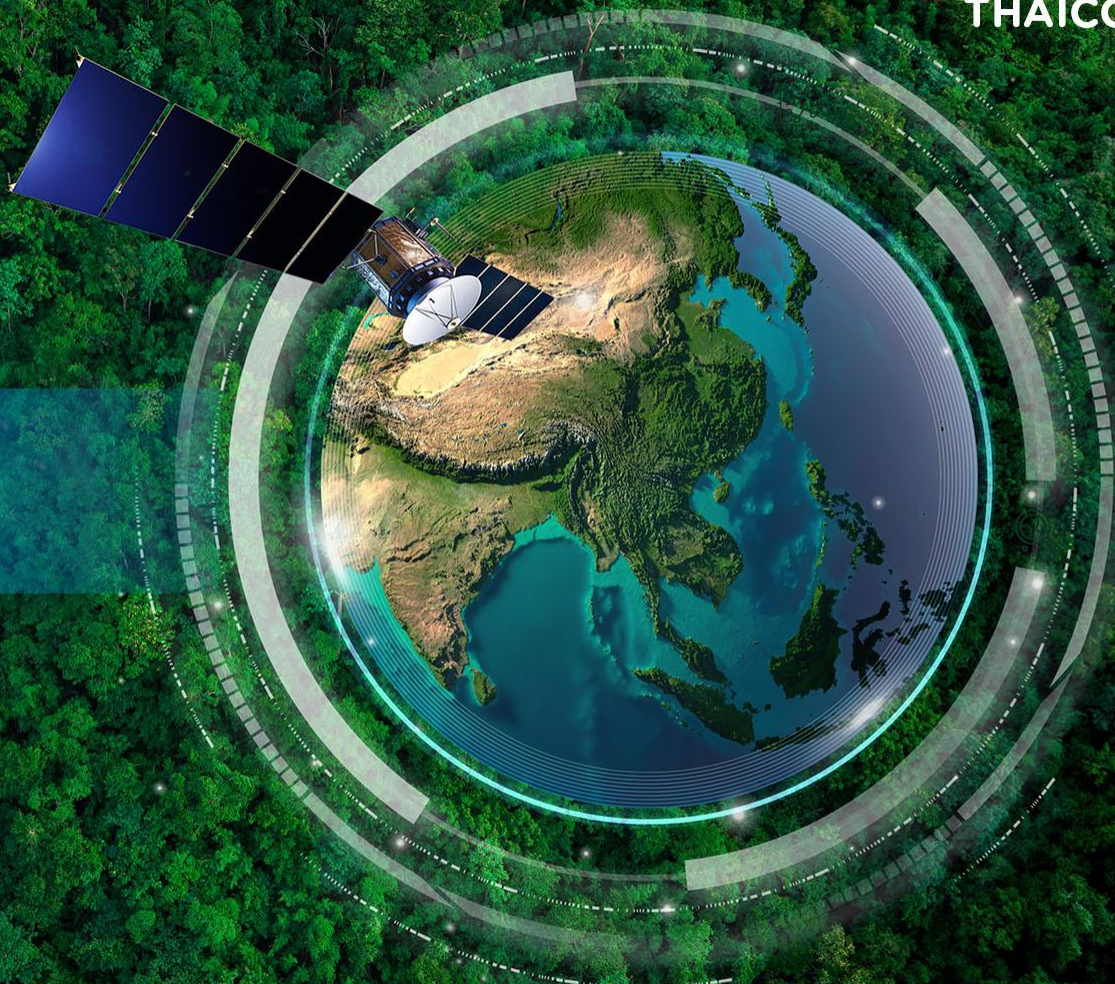
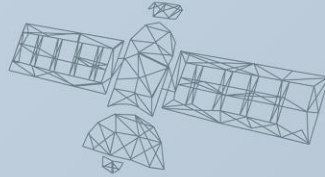


Opportunity Day
3Q/2025





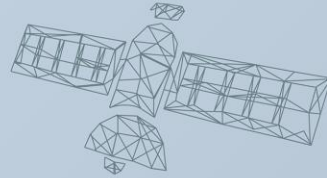
Commercial Highlights



Financial Highlights



Moving Forward



Commercial Highlights

Secures a \$184 Million ECA¹ Financing with Deutsche Bank and Standard Chartered Bank for the THAICOM 10 Satellite



Funding will support the **design and manufacturing** of THAICOM 10 by Airbus Defense and Space (France)



The loan has a **14-year term**, reinforcing **long-term commitment** to advanced satellite infrastructure

Leverage Space and AI Technologies for Air Pollution Forecasting in Thailand

The **Pollution Control Department, Thailand Institute of Scientific and Technological Research (“TISTR”)**, and **Thaicom** signed an MOU to develop an advanced air pollution management platform leveraging satellite and AI technology.

- ✔ Develop **PM2.5 forecasting models** using Earth observation data and environmental datasets
- ✔ Enable **nationwide monitoring** and **7-day advance prediction** of air pollution hotspots
- ✔ **Supporting government agencies** to implement concrete mitigation measures



Supply Satellite-on-the-Move (“SOTM”) to support the Armed Forces

Deployment Highlights

Satellite-on-the-Move (“SOTM”)

- ✔ High-speed, stable satellite connectivity **while in motion**
- ✔ Enables **real-time, continuous communication** in remote areas

Extended Support

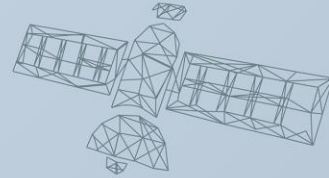
- ✔ Fixed Satellite Terminals (“FSTs”) installed at key command centers
- ✔ Facilitates secure internet access for military teams in remote zones
- ✔ Enhances readiness, situational awareness, and mission effectiveness



Key Highlights

- **Emphasis on expanding services** through next-generation satellite technologies
- **Strengthening partnerships** with global space solution providers, including **LEO operators**
- **Broadening scope** to include **security-focused services**
- **Commitment to driving sustainable growth** in the regional and global space economy

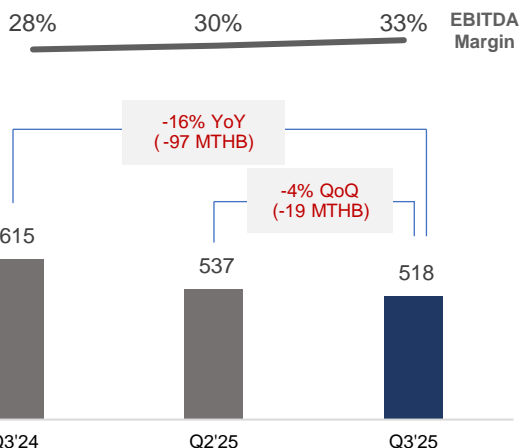




Financial Highlights

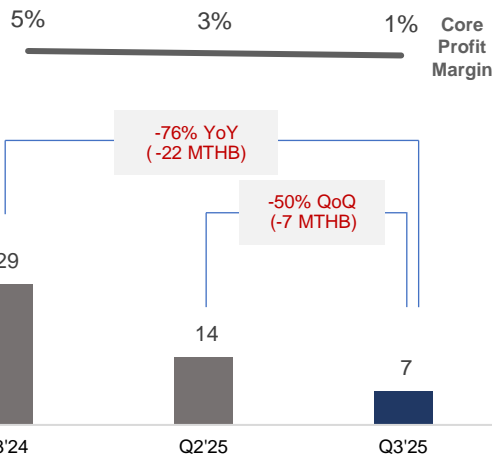
Unit: MTHB

Revenue¹ & EBITDA Margin



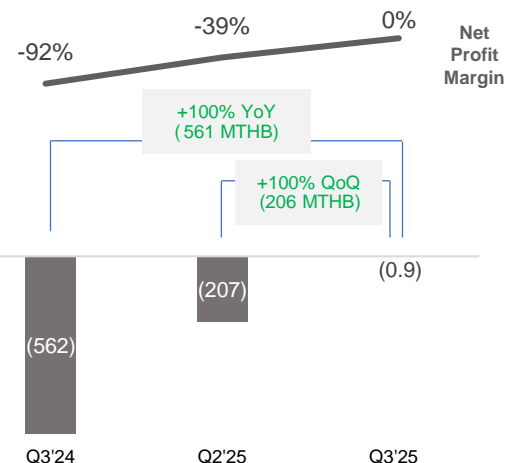
YoY revenue declined due to the expiration of the **USO Phase 2** project and a decline in conventional satellite services, while the QoQ decreased following the **appreciation of Thai baht**¹.

Core Profit² & Core Profit Margin



Core profit² declined YoY and QoQ due to lower revenue. However, **excluding non-satellite segments and the share of loss from the telecommunications business**—the Company reported core profit of Baht 21 million in Q3/25.

Net Profit & Net Profit Margin

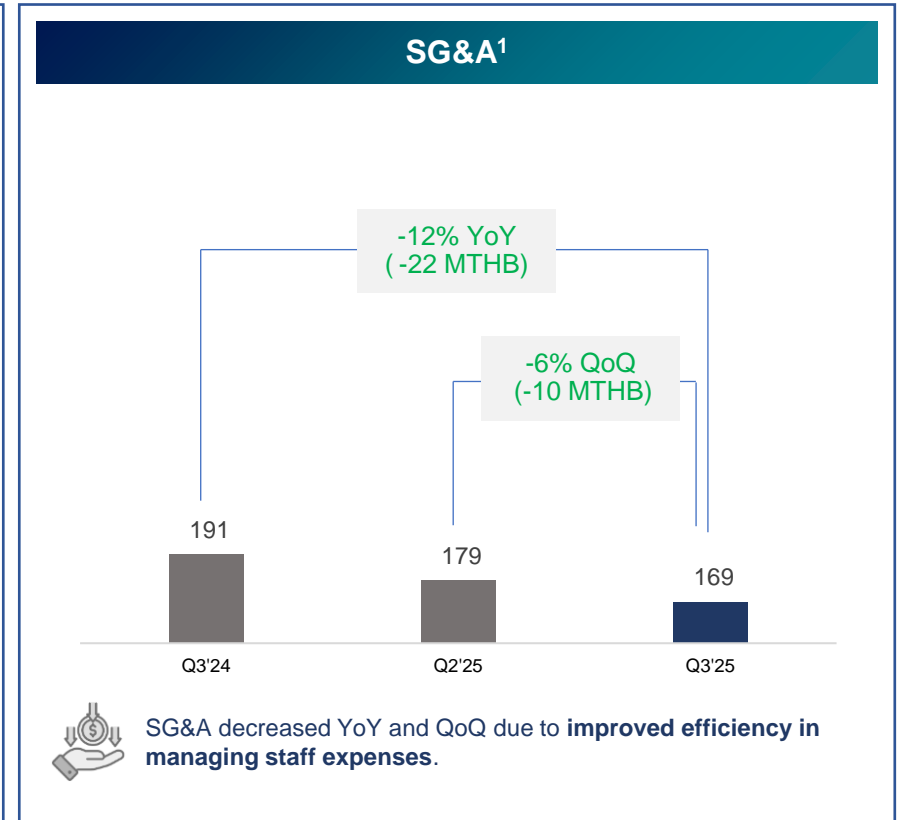
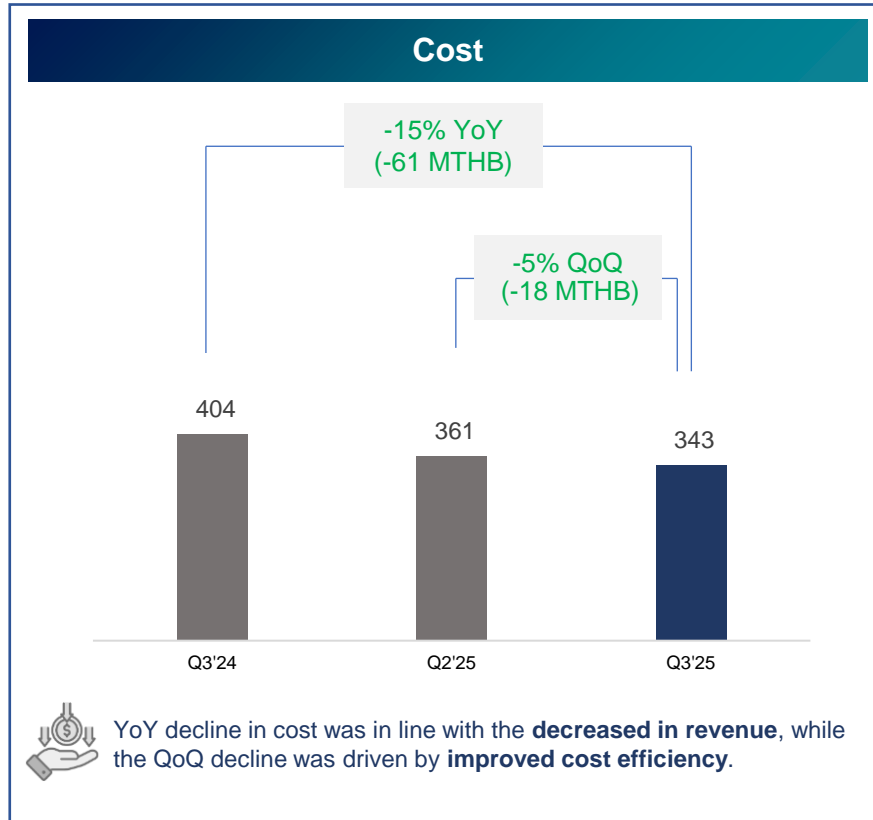


The **net profit improved significantly** from the net losses recorded in Q2/2025 and Q3/2024 was driven by the Baht's slower appreciation in Q3/2025 compared to the comparative periods.

1. Include other income.; 2. Core profit means profit attributable to owner of the Company before unrealized gain (loss) on exchange rate of the Company and joint ventures, and before extra item.

Cost Management & Operational Efficiency Drive Significant Expense Improvements THAICOM

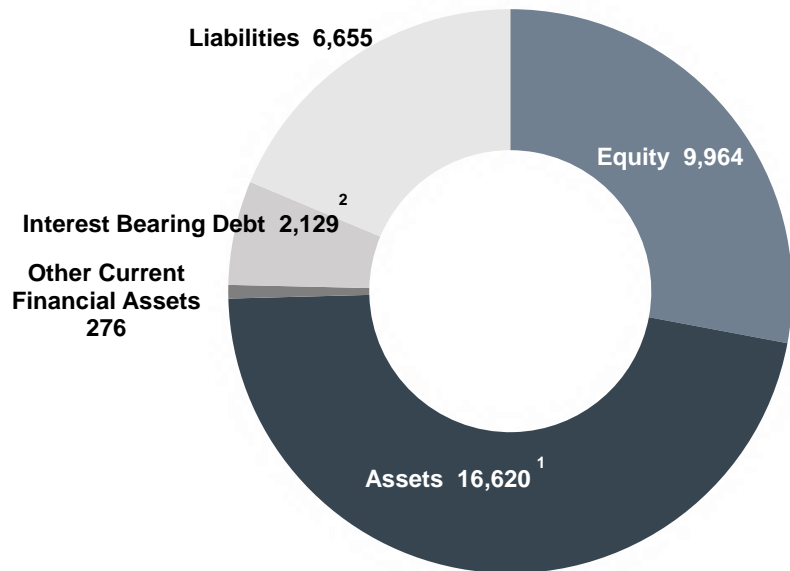
Unit: MTHB



1. SG&A expenses included selling and administrative expenses and directors and management benefit expenses.

D/E Ratio at 0.7x Consolidated Financial Position

Unit: MTHB



Consolidated Cash flows

Unit: MTHB

Consolidation cashflows	Q3'25	Q3'24
Beginning Cash	2,519	3,028
Cashflows from Operation	565	429
Cashflows used in Investing	(686)	(1,215)
Cashflows from Financing	986	10
Effect of foreign exchange	(60)	(44)
Ending Cash	3,324	2,208

- **Cashflows from operation** increased from refunded withholding tax from the Income Tax Department of India.
- **Cashflows from investing** mainly from partial divestment of private fund from offset with payment to the satellite suppliers.
- **Cashflows from in financing** mainly from short-term loan offset with repayment loan and interest.

1. Includes Cash and Other Current Financial Assets; 2. Short-term bridging loan for the new satellite project.



Moving Forward

A Significant Milestone: Expanding Services in India with a Top-Tier Strategic Partner



The **Largest Government-Owned** Telecom Provider



A subsidiary of **Hughes USA**, the largest commercial satellite operator globally, holding **~70% of the Indian VSAT market share**

New opportunity from Potential Partner



Service: THAICOM 4



Target: Government



Future Expansion: THAICOM 8 / THAICOM 9



Service: THAICOM 8



Target: Government, Enterprise, IFMC¹



Future Expansion: THAICOM 9 / THAICOM 10



Service: THAICOM 8

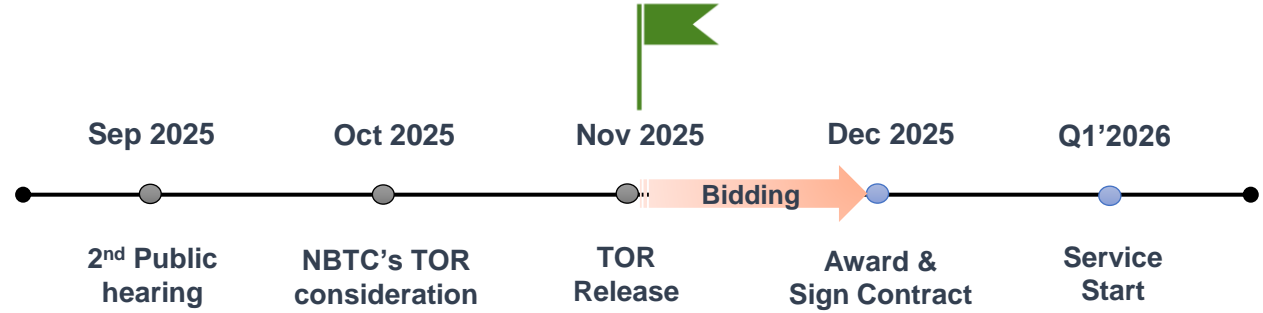


Target: Government, Enterprise, IFMC¹

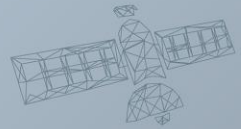


Future Expansion: THAICOM 9 / THAICOM 10

USO Phase 3 Project Milestones: Expanding Nationwide Digital Connectivity in Support of the Government's Universal Access Mission



Q&A



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