



(Translation)

LTO-2025-0081

7 May 2025

Subject: Submission of the Management Discussion and Analysis based on  
the Interim Financial Statements for the Three-Month period ended 31 March 2025

Attention: The President of the Stock Exchange of Thailand

Information and Communication Networks Public Company limited ("Company") held the Board of Directors' Meeting No.2/2025 on 7 May 2025. The Meeting approved the Interim Financial Statements for the three-month period ended 31 March 2025, which were reviewed by the Company's auditor.

We would like to submit the Management Discussion and Analysis based on the financial statements for the three-month 2025 ended 31 March 2025.

Please be informed accordingly.



Sincerely yours,

( Mr. Wirat Rungruangboriboon )

Chief Financial Officer

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## Executive Summary

Information and Communication Networks Public Company Limited and its subsidiaries (“the Company”) reported a growth in our business performance in comparison to previous year based on the order backlog of the projects implementing and being able to recognize the revenue in 2025 and other new projects concluded in 2025, for instance, the Maintenance of IP Access Network communication equipment with 24-hour readiness in the Northern and Southern region and the Maintenance of IP Access Network communication equipment with 24-hour readiness in the North Eastern region.

Considering the performance in the first quarter of 2025, the company continues to recognize income from projects that are currently in progress. The Company reported its total revenue at 270.29 million THB categorized into sales and services revenue at 270.19 million THB and other revenues at 0.10 million THB compared to total revenue of 260.14 million THB in the same period of 2024. Its cost of sales and expenses were at 235.32 million THB or 87.06% of total revenue in Q1/2025 and at 232.50 million THB or 89.37% of total revenue in Q1/2024. In term of net profit, it was equivalent to 27.56 million THB or 10.20 % of total revenue in Q1/2025 showing an increase by 6.01 million THB, accounted for 27.89% when compared with the same period of last year equivalent to 21.55 million THB or 8.28% of total revenue in comparison to the previous year. In terms of new projects, it is under consideration by the customer.

## 1. Business Performance Analysis

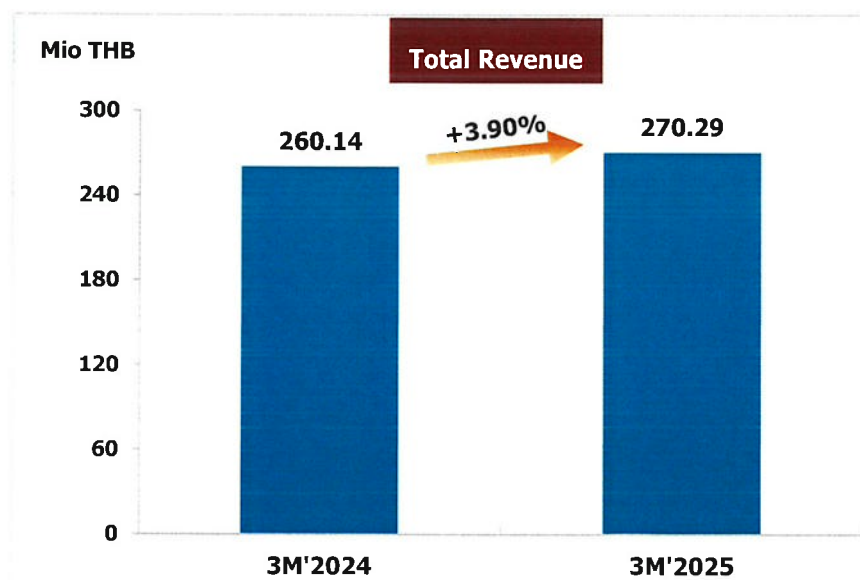
### 1.1 Revenue

For the first three months of 2024 and of 2025 the Company reported its total revenue of 260.14 million THB and 270.29 million THB respectively with the increase by 3.90% compared to the same period of last year. Major revenues were recognized from the projects; for instance, the contract for sustainable digital community ecosystem development project activity 1 by providing a public internet service center Group 2 : Equipment rental and provision of personnel for 454 digital community centers (Digital Community Centers) with Office of the National Digital Economy and Society Commission (ONDE), High-Speed Internet Service Project in Remote Area (Zone C), and Procurement fiber optic cable for maintenance, repair, modification and adjustment of fiber optic cable network etc.

Type	Consolidated		Consolidated	
	Jan. - Mar. 2024		Jan. - Mar. 2025	
	MB	%	MB	%
1. Sales Revenue	259.95	99.93	270.19	99.96
2. Other Revenue*	0.19	0.07	0.10	0.04
<b>Total</b>	<b>260.14</b>	<b>100.00</b>	<b>270.29</b>	<b>100.00</b>

Remarks \*Other Revenue comprises of interest income, etc.

Total revenue can be categorized into sales revenue and other revenue, whereby the first three months of 2024 and 2025, sales revenue was accounted for 99.93% and 99.96% of total revenue and other revenue was equivalent to 0.07% and 0.04% respectively.

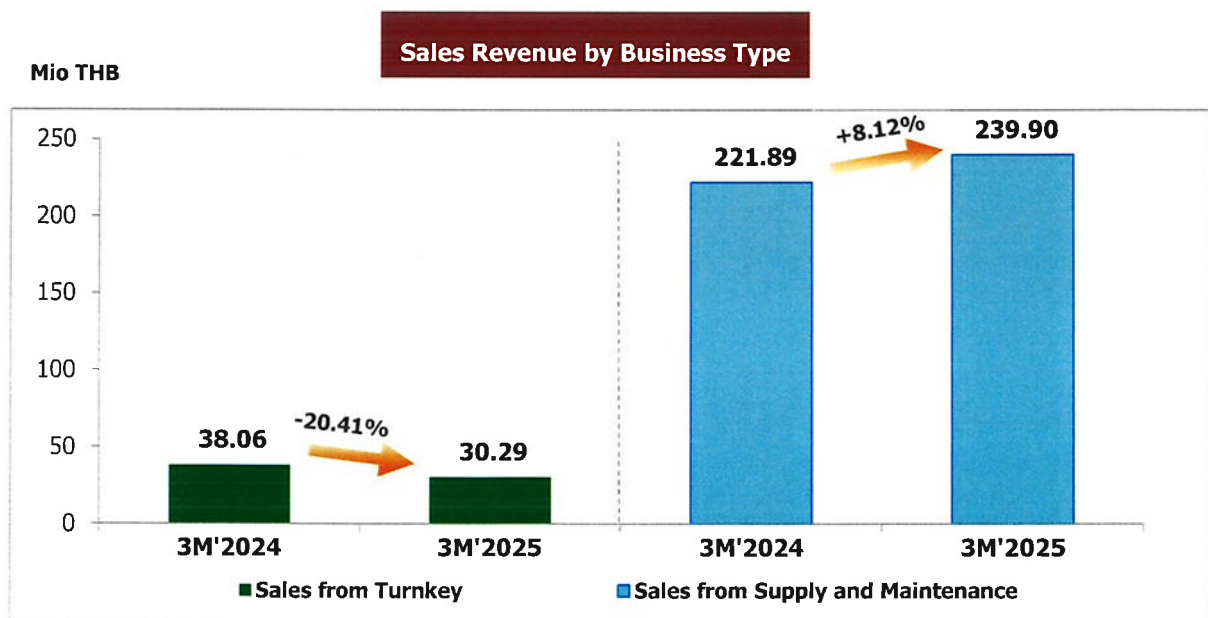


### Sales Revenue

Sales revenue in the first three months of 2025 consisted of turnkey business including telecommunication system, supply and maintenance.

Type	Consolidated		Consolidated	
	Jan. - Mar. 2024		Jan. - Mar. 2025	
	MB	%	MB	%
<b>Sales Revenue</b>				
<b>Sales Revenue from Turnkey Business</b>	<b>38.06</b>	<b>14.64</b>	<b>30.29</b>	<b>11.21</b>
- Sales Revenue from Telecommunication System	38.06	14.64	30.29	11.21
<b>Sales Revenue from Supply Service and Maintenance</b>	<b>221.89</b>	<b>85.36</b>	<b>239.90</b>	<b>88.79</b>
- Sales Revenue from Supply of Telecommunication System	16.09	6.19	33.37	12.35
- Sales Revenue from Service and Maintenance of Telecommunication System	205.80	79.17	206.53	76.44
<b>Total Sales Revenue</b>	<b>259.95</b>	<b>100.00</b>	<b>270.19</b>	<b>100.00</b>

In the first three months of 2025, sales revenue from turnkey business and supply and maintenance were reported at 30.29 million THB and 239.90 million THB or proportionately at 11.21% and 88.79% of total sales revenue respectively. Sales revenue from turnkey business showed decrease by 20.41% in comparison to the same period of previous year because certain major projects have been deferred. In term of revenue from supply and maintenance, it showed increase by 8.12% because the project bases for service have been expanded in comparison to the same period of previous year.



### Other Revenue

In the first three months of 2024 and 2025, the Company reported its other revenue at 0.19 million THB and 0.10 million THB respectively, equivalent to 0.07% and 0.04% of total revenue and the major item was interest income, etc.

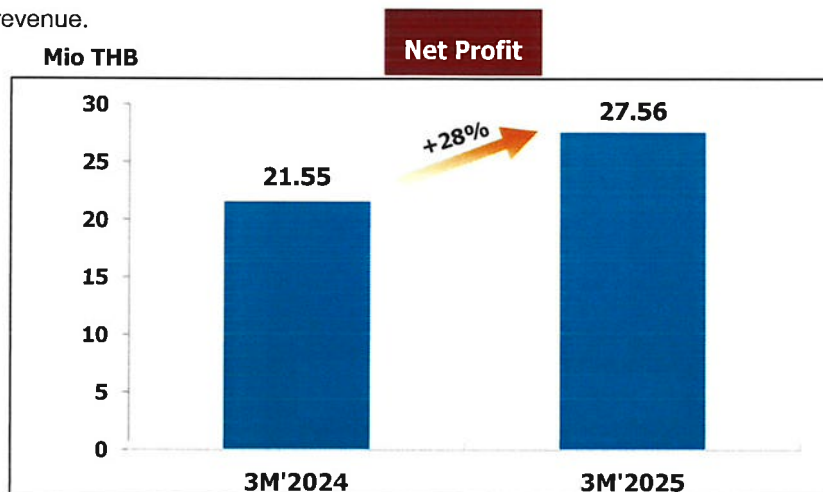
### 1.2 Cost of Sales and Expenses

Major costs of the Company composed of cost of sales, selling expense, administrative expense and interest expense. In the first three months of 2024 and 2025, the Company showed its cost of sales and expense at 232.50 million THB and 235.32 million THB respectively, proportionately at 89.37% and 87.06% of total revenue.

CoS and Expenses	Consolidated		Consolidated	
	Jan. - Mar. 2024		Jan. - Mar. 2025	
	MB	%	MB	%
Cost of Sales	210.31	80.84	208.94	77.30
Selling Expense	7.23	2.78	7.63	2.82
Administrative Expense	14.50	5.57	18.61	6.89
Finance Cost	0.46	0.18	0.14	0.05
<b>Total CoS and Expenses</b>	<b>232.50</b>	<b>89.37</b>	<b>235.32</b>	<b>87.06</b>
<b>Total Revenue</b>	<b>260.14</b>	<b>100.00</b>	<b>270.29</b>	<b>100.00</b>

### 1.3 Net Profit

As a result of overall business performance, the Company reported its net profit for the first three months of 2024 and 2025 at 21.55 million THB and 27.56 million THB respectively, accounted for 8.28% and 10.20% of total revenue.



## 2 Financial Status

### 2.1 Assets

At the end of 2024 and of Q1/2025, the Company reported their total assets of 1,800.77 million THB and 1,722.16 million THB respectively. The major asset items are cash and cash equivalents, trade and other current receivables, and contract assets and assets for leased at the end of 2024, proportionately at 18.91%, 22.16%, 21.91% and 26.25% of total assets respectively and at the end of Q1/2025 proportionately at 6.18%, 22.21% and 27.24% and 25.26% of total assets. Total current assets are accounted for 63.51% for the year end 2024 and 67.19% for Q1/2025 to total assets.

With reference to the major asset items, a significant portion remained at trade and other current receivables and contract assets, which reached at 1,266.33 million THB equivalent to 70.32% of total assets at the end of 2024 and reached at 1,286.62 million THB equivalent to 74.71% of total assets at the end of Q1/2025. The increase in the Company's main assets in the first quarter of 2025 came from the gradual revenue recognition following the handover of contract assets in related project

### 2.2 Sources of Fund

#### Liabilities

The Company reported their total liabilities at 885.75 million THB at the end of 2024 and 789.34 million THB at the end of Q1/2025 and the major items are short-term loans, trade and other current payables, contract liabilities and loans from financial institutions with the proportion in 2024 and in Q1/2025 of 78.05% and 73.95% of total liabilities respectively. These items are regarded as working capital for running the business. And trade and other current payables could be depicted as per the table below:

Trade and Other Current Payables	As at 31 Dec 2024		As at 31 Mar 2025	
	MB	%	MB	%
Trade Payables	374.73	97.18	326.20	96.82
Other Current Payables	0.44	0.11	1.54	0.46
Trade Payables - Retention	0.49	0.13	0.30	0.09
Accrued Expenses	9.94	2.58	8.87	2.63
<b>Total Trade and Other Payables</b>	<b>385.60</b>	<b>100.00</b>	<b>336.91</b>	<b>100.00</b>

The major trade and other current payables were trade payables, mostly for equipment, service and sub-contractor costs in projects.

Most of the liabilities were current liabilities with its proportion as at 2024 and at Q1/2025 at 88.90% and 88.90% of total liabilities respectively.

#### **Shareholders' Equity**

The shareholders' equity was in the amount of 889.69 million THB at the year end of 2024 and amount of 907.29 million THB at the end of Q1/2025 which has increased from corresponding to the business result of which the legal reserve is accounted for at the total amount of 33.75 million THB and the rest of unappropriated retained earnings was 292.92 million THB.

#### **Funding Structure**

D/E ratio of the Company was at 1.00 and 0.87 at the end of 2024 and of Q1/2025 respectively.