THAICOM

Opportunity Day
Q2/2026





Business Update



Financial Performance

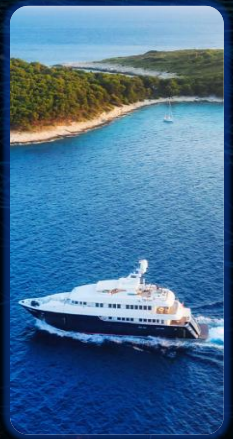


Moving Forward

Business Updates

THAICOM Business Portfolio

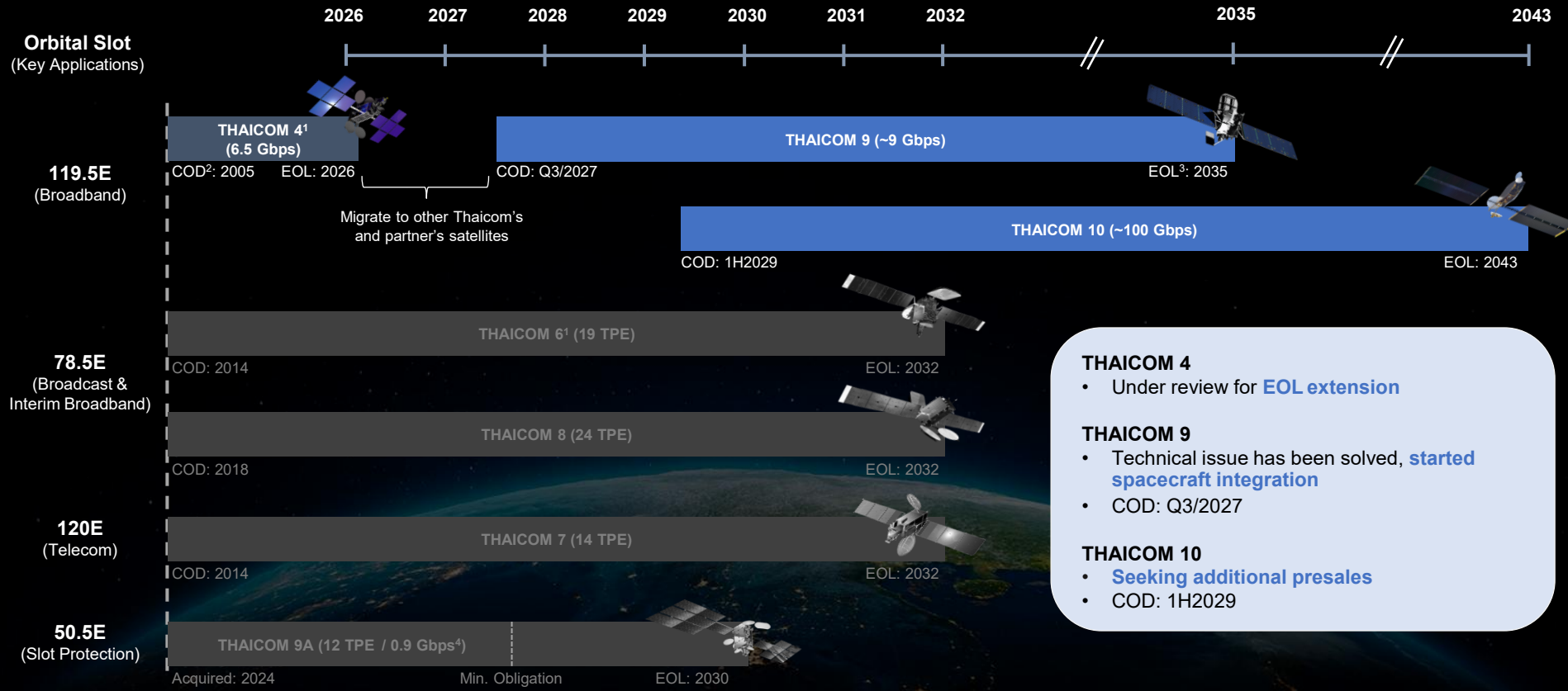
THAICOM

GEO Satellites	LEO Satellites	Geospatial Intelligence	Special Project
			
Revenue Contribution: ~ 85%	~ 1%	~ 1%	~ 13%

Revenue contribution as of Q2/2026

GEO Satellite Fleet

THAICOM



THAICOM 4
- Under review for **EOL extension**

THAICOM 9
- Technical issue has been solved, **started spacecraft integration**
- COD: Q3/2027

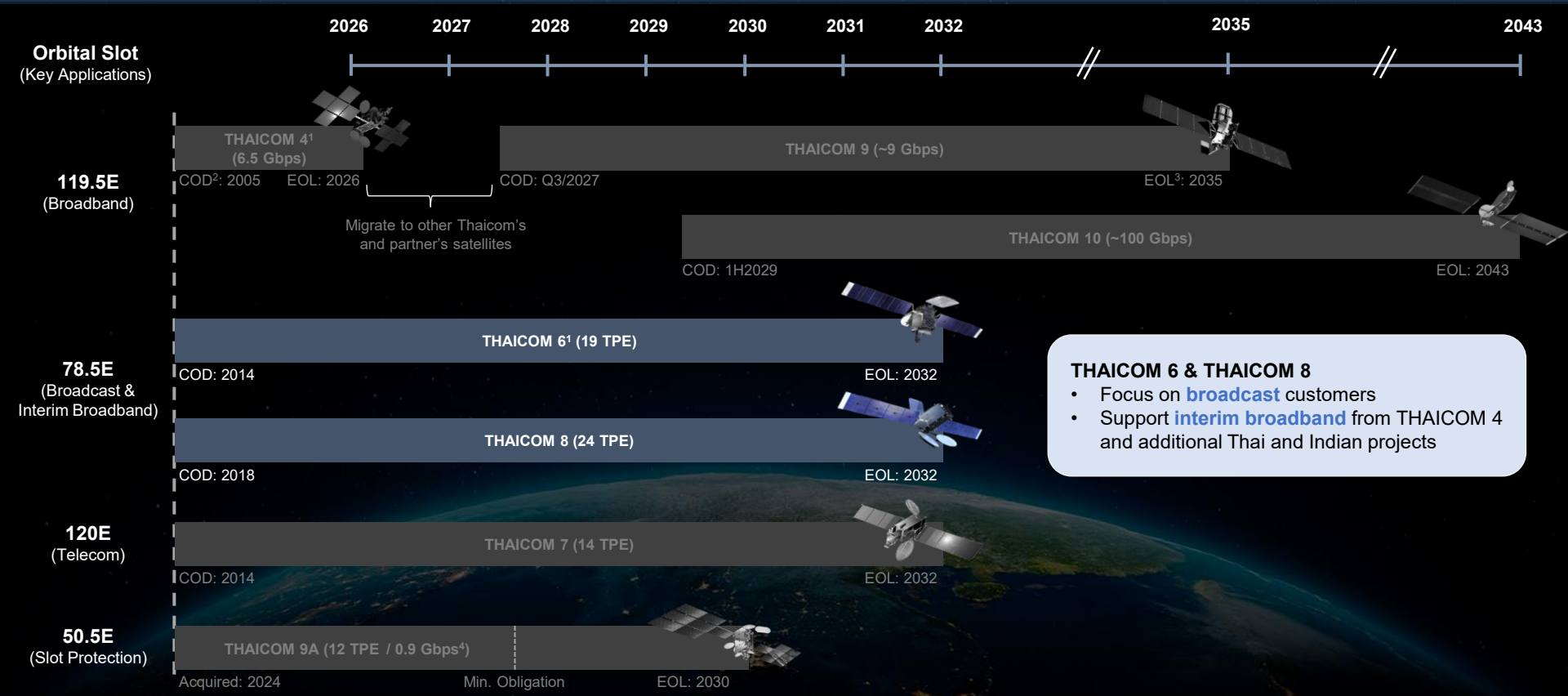
THAICOM 10
- **Seeking additional presales**
- COD: 1H2029

Existing Satellite New Satellite

Thaicom Plc. Proprietary & Confidential

1. Leased from National Telecom PLC; 2. Commercial Operation Date; 3. End of life; 4. Sellable Capacity

GEO Satellite Fleet



THAICOM 6 & THAICOM 8

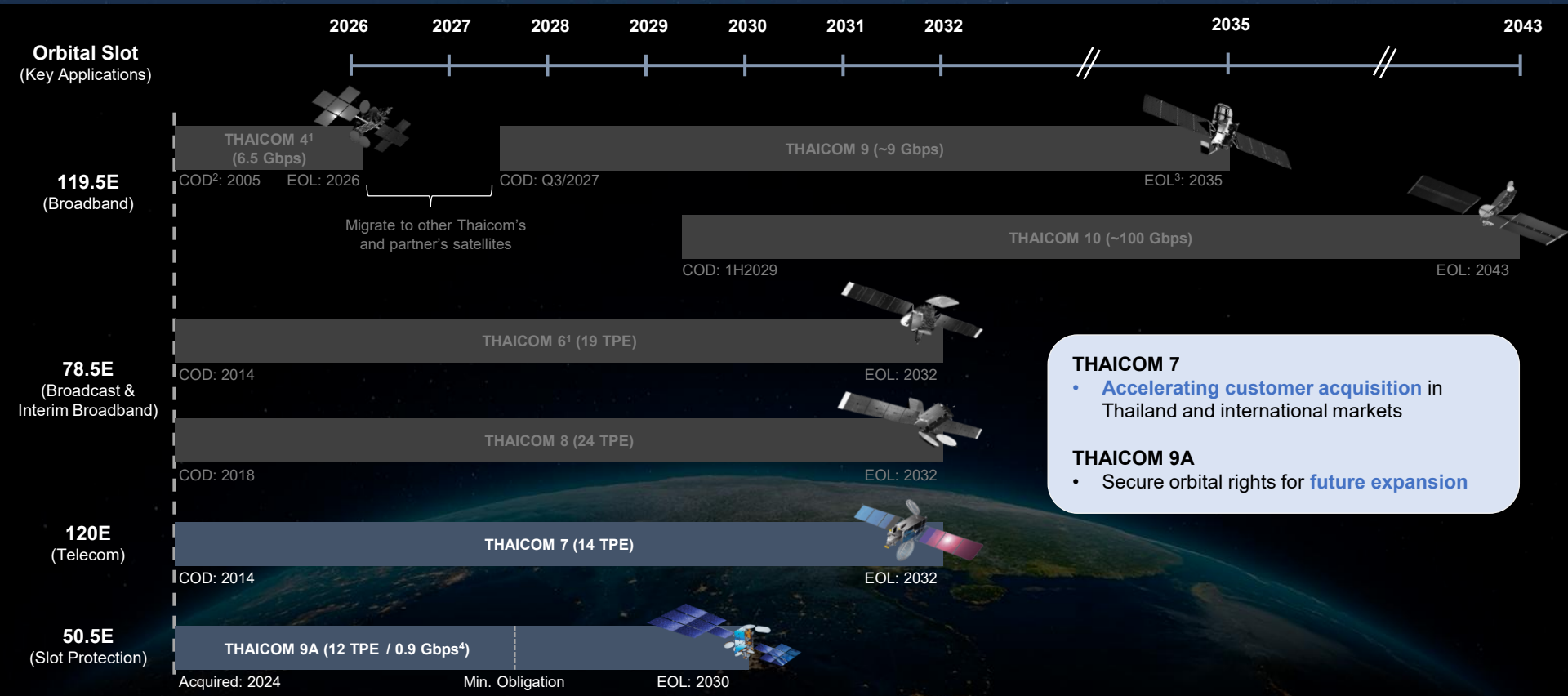
- Focus on **broadcast** customers
- Support **interim broadband** from THAICOM 4 and additional Thai and Indian projects

Existing Satellite New Satellite

Thaicom Plc. Proprietary & Confidential

1. Leased from National Telecom PLC; 2. Commercial Operation Date; 3. End of life; 4. Sellable Capacity

GEO Satellite Fleet



THAICOM 7

- **Accelerating customer acquisition** in Thailand and international markets

THAICOM 9A

- Secure orbital rights for **future expansion**

Existing Satellite New Satellite

Thaicom Plc. Proprietary & Confidential

1. Leased from National Telecom PLC; 2. Commercial Operation Date; 3. End of life; 4. Sellable Capacity

GEO Satellites Focus: Building on Strengths

THAICOM

Government Broadband

Thailand: Expand connectivity under the **Universal Service Obligation (USO) Phase 3**

- Bidding submission: 29 Jun 2026
- Status: Under evaluation
- Expected award: **Q3/2026**
- Expected revenue recognition: **Q1/2027**

India: Bridge connectivity gaps across rural and semi-urban India

- Bidding submission: 19 Mar 2026
- Status: **Project delays**

National Security



Thaicom, through its subsidiary, continues to help **strengthening national security stability** by entering into an agreement to expand satellite internet services in remote border areas for the **RTA**[1]

- Revenue recognition: **Q3/2026**

1. Royal Thai Army

Project Update: Partnerships and New Technologies

Amazon Leo



Under its partnership with **Amazon Leo**, Thaicom has commenced engineering services for **Amazon Leo's teleport** in Thailand, paving the way for future services launch **focusing consumer and enterprise**

- Construction Start: Q2/2026
- Expected Completion: Q4/2026

Globalstar



Under its partnership with **Globalstar,** Thaicom has commenced the expansion of **Globalstar's ground station** in Thailand to support **next-generation services**

- Construction Start: Q1/2026
- Expected Completion: Q4/2026

Geospatial Intelligence (GEOINT) Update

THAICOM

Expanding AI-powered earth observation and geospatial intelligence solutions to **unlock new opportunities** across infrastructure, sustainability and agriculture



Infrastructure Intelligence & Risk Management

infrastructure monitoring, risk detection and preventive e.g. pipelines, power transmission lines and industrial area

- **Awarded Satellite Analytics for Right of Way Monitoring from PTT**
- Expected revenue recognition: Q3/2026



Carbon Credit & Forestry Management

TGO certified tool for forestry biomass assessment, oil palm carbon credit, forest & mangrove monitoring



Agriculture Management

crop insurance, precision agriculture, burn detection, yield prediction, etc

- Rice, sugarcane, durian
- Expand to national level

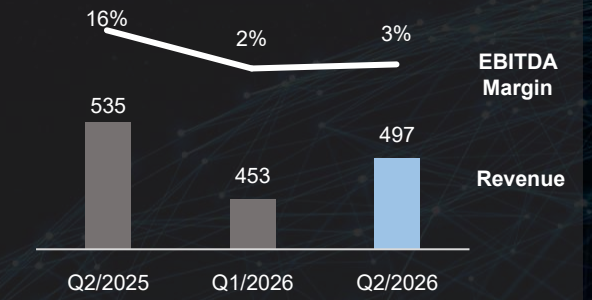
Financial Performance

Q2/2026 Financial Performance

THAICOM

Revenue & EBITDA Margin

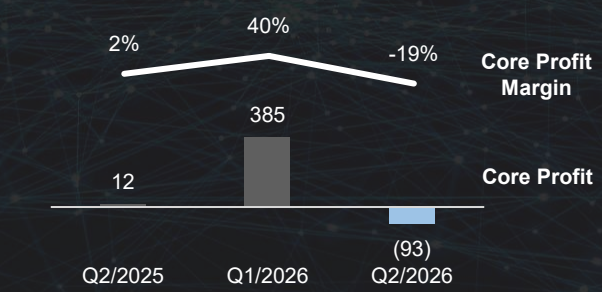
Unit: Baht million



Revenue increased QoQ from construction revenue from **GISTDA**[1] and **Globalstar**, while revenue declined YoY due to lower broadcast revenue

Core Profit[2] & Core Profit Margin

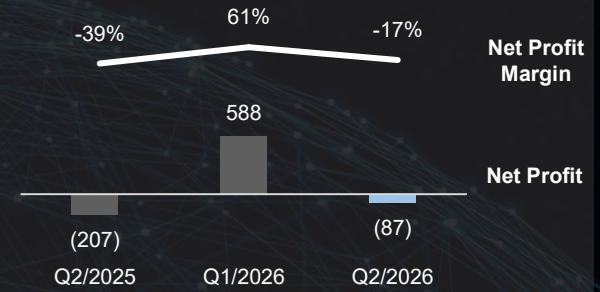
Unit: Baht million



Core profit declined QoQ due to the absence of interest on **India withholding tax refund** recognized in Q1/2026 and YoY declined **from lower broadcast revenue**

Net Profit & Net Profit Margin

Unit: Baht million



- Net loss was 87 MTHB in Q2/2026, compared with 588 MTHB profit in Q1/2026, mainly due to the **absence of one-time interest income and withholding tax refunds** recognized in the previous quarter
- Net loss improved YoY from 207 MTHB in Q2/2025, mainly due to the **reversal from a foreign exchange loss to a slight foreign exchange gain**

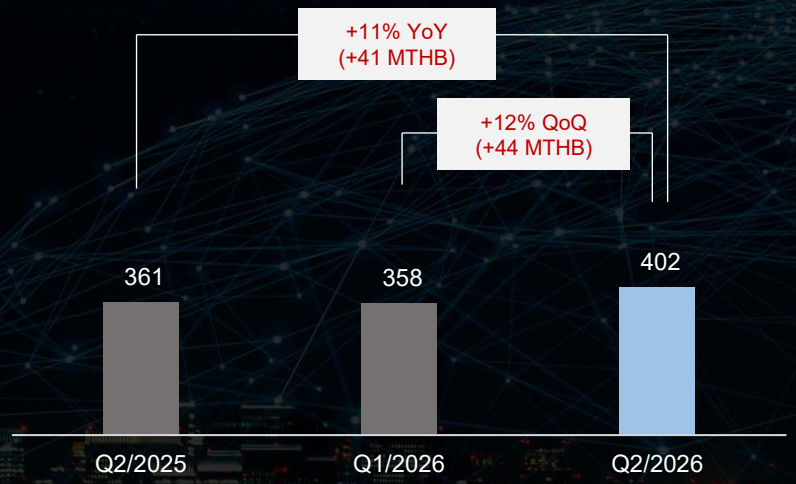
1. Geo-informatics and Space Technology Development Agency; 2. Core profit means profit attributable to owner of the Company before unrealized gain (loss) on exchange rate of the Company and joint ventures, and before extra item

Q2/2026 Financial Performance

THAICOM

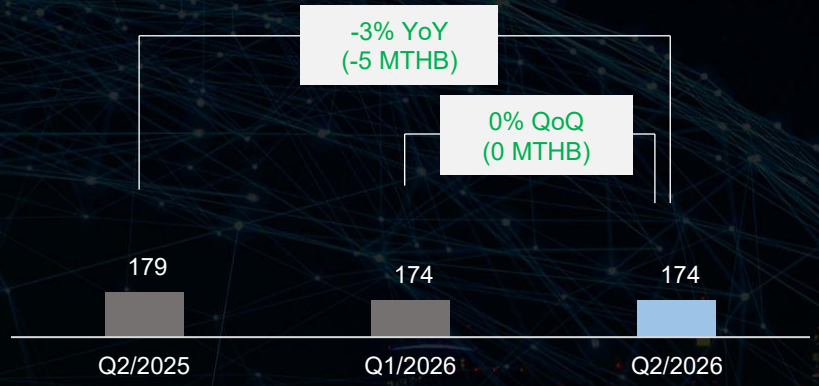
Unit: MTHB

Cost



Cost increased both QoQ and YoY due to higher costs associated with the **GISTDA[1]** and **Globalstar** projects

SG&A[2]



SG&A was comparable QoQ, while the YoY decline was mainly attributable to **lower staff expenses**

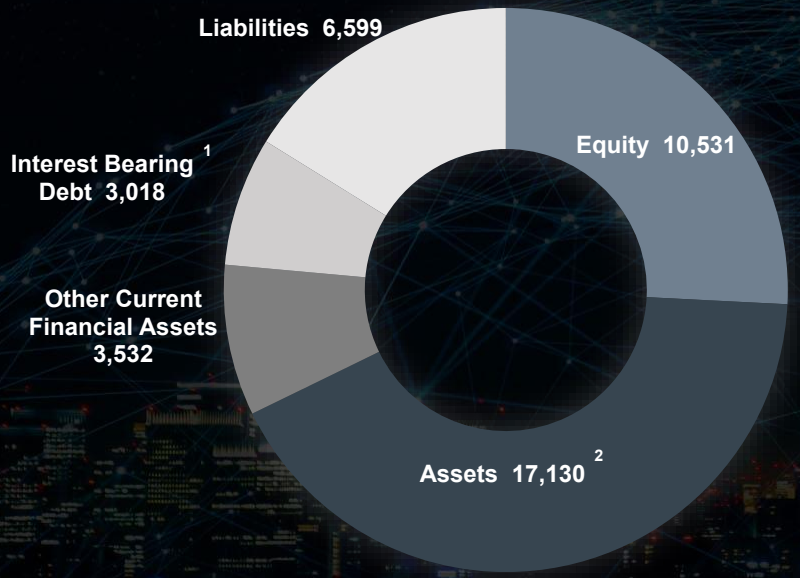
1. Geo-informatics and Space Technology Development Agency; 2. SG&A expenses included selling and administrative expenses and directors and management benefit expenses

Q2/2026 Financial Performance

THAICOM

D/E Ratio at 0.6x
Consolidated Financial Position

Unit: MTHB



Consolidated Cashflow

Unit: MTHB

Consolidation cashflow	Q2'26	Q2'25
Beginning Cash	**3,220**	**2,519**
CF from Operating	241	488
CF from Investing	(833)	272
CF from Financing	394	111
Effect of FX	101	(52)
Ending Cash	**3,116**	**3,336**

- **Cashflow from operation** decreased from collection from customer
- **Cashflow from investing** mainly from advance payments to the satellite suppliers
- **Cashflow from financing** mainly from drawdown long-term loan from BPIAE[3]

1. Short- and Long-term bridging loan for the new satellite project; 2. Includes Cash and Other Current Financial Assets; 3. Bpifrance Assurance Export



Moving Forward

Proposed Change of THAICOM Company Name

The Board of Directors has approved the proposed name change to reflect the **rapid evolution of space technologies**, while supporting **broader business opportunities and long-term growth**

Current	New
Thaicom Public Company Limited	Gulf Space Technology Public Company Limited

TIMELINE

20 Aug 2026	15 Sep 2026	POST-EGM
Record Date	Extraordinary General Meeting of Shareholders (EGM)	Changes effective subject to approval

Moving Beyond Satellite, Building the Future of Space Technology

THAICOM

Global Trends

- LEO Ecosystem
- National Security
- AI & Data Analytics
- Earth Observation
- Digital Infrastructure
- AI-ready Data Centers

Expanding our capabilities across the space ecosystem to create **secured, intelligent and sustainable** solutions that power Thailand's future and support the global space economy



Space Technology Ecosystem

Satellite Connectivity
GEO/LEO Multi-orbit

Earth Observation
Very High-Resolution Imagery, SAR, and environmental data

Data Platform & Cloud
Secure, scalable and sovereign infrastructure

AI & Data Analytics
Turning data into actionable intelligence

Critical Digital Infrastructure
Turning data into Data center & connectivity

Integrated Sovereign Infrastructure

Delivering secure connectivity, actionable intelligence, and resilient infrastructure for governments and enterprises

Strategic Focus Area



Secure Government Projects



Space-Based National Security Solutions

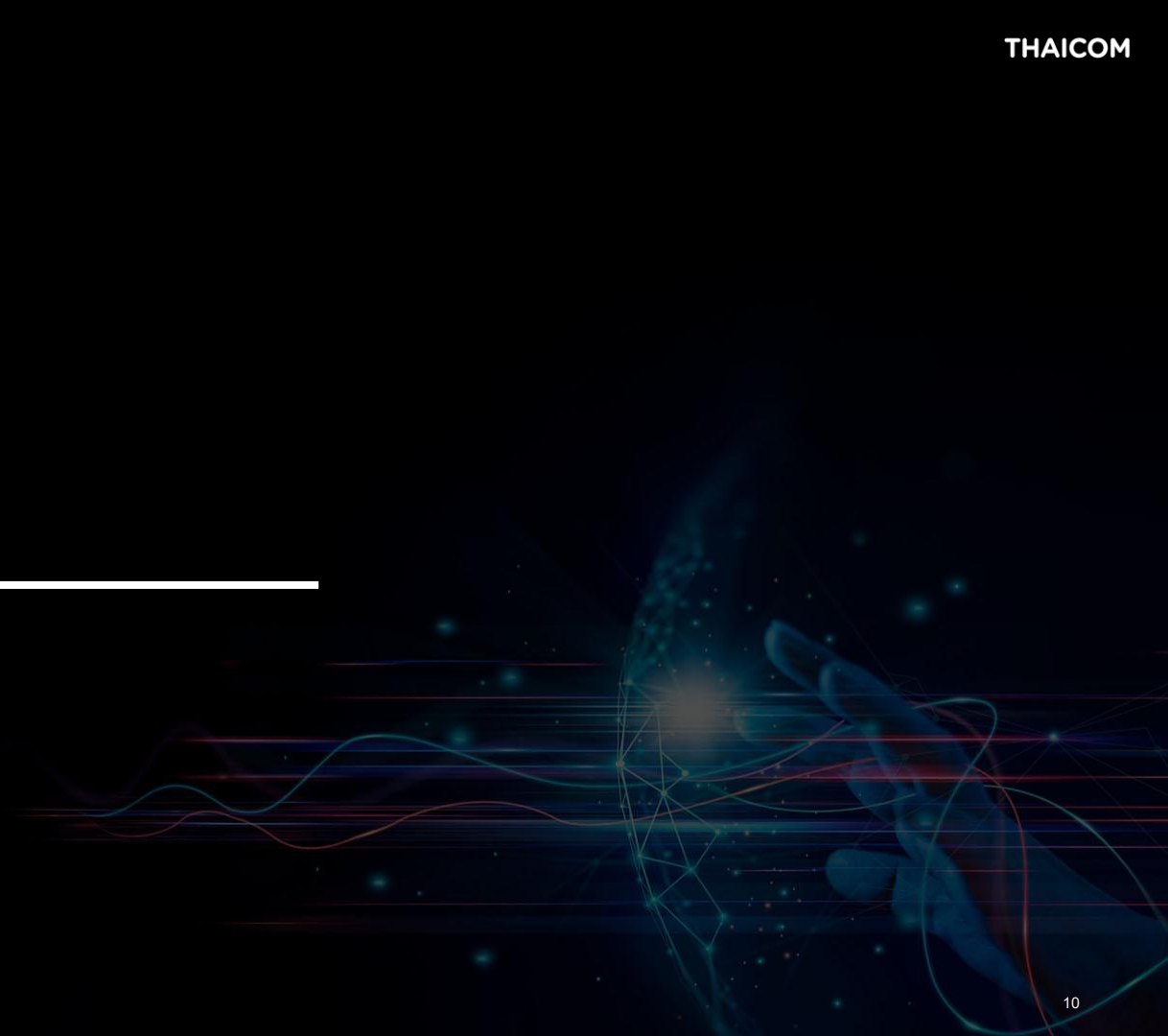


Earth Intelligence Solutions



Non-Terrestrial Network Infrastructure

Q&A



Disclaimer

This document is for information and reference only and does not constitute or form part of and should not be construed as, an offer to sell or issue or subscription of, or the solicitation of an offer to buy or acquire any securities of Thaicom Public Company Limited (the “Company”) in any jurisdiction or an inducement to enter into investment activity.

The information contained in this document has not been independently verified. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, reliability, accuracy, completeness or correctness of the information or the opinions contained herein. This document should not be regarded by recipients as a substitute for the exercise of their own judgment. The information contained in this document should be considered in the context of the circumstances prevailing at the time and has not been, and will not be, updated to reflect developments which may occur after the date of the document. None of the Company or any of its affiliates, directors, officers, employees, agents, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any damages or loss howsoever arising from any use of this document or its contents or otherwise arising in connection with the document.

This document contains “forward-looking statements", which include all statements than statements of historical facts, including, without limitation, any statements preceded by, followed by or that include the words "targets", "believes", "expects", "aims", "intends", "will", "may", "anticipates", "would", "could" or similar expressions or the negative thereof. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond the control of the Company that could cause the actual results, performance or achievements of the Company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. You are cautioned not to rely on such forward-looking statements. Neither the Company nor any of its respective affiliates, agents, employees, advisors or representatives intends or has any duty or obligation to supplement, amend, update or revise any of the forward-looking statements contained in this document.

This document contains data sourced from and the views of independent third parties. In such data being replicated in this document, the Company does not make any representation, whether express or implied, as to the accuracy of such data. The replication of any views in this document should be not treated as an indication that the Company agrees with or concurs with such views.

THAICOM

Thaicom Public Company Limited
87/1 Capital Tower, 23rd Floor, All Seasons Place,
Wireless Road, Lumpini, Pathumwan, Bangkok 10330

www.thaicom.net