

## 2024: Management Discussion and Analysis

### Operation Overview

In 2024, the Company and subsidiaries reported total revenue of Baht 654 million, a decrease of Baht 1,311 million or 66.7% compared with 2023. As considering operating profit of 2024, the Company reported Baht 133 million.

Net profit attributable to equity holders of the Company was Baht 5 million, which was better than the previous year that the Company reported operating loss of Baht 564 million, and the net loss attributable to equity holders of Baht 754 million.

### Results of Operation of the Company and Subsidiaries

#### Sales and service income including gross profit

(Unit: Million Baht)

	Digital Network		Digital Content		Total	
	2024	2023	2024	2023	2024	2023
Sales and service income	562	1,796	86	103	648	1,899
Cost of sales and services	(397)	(1,845)	(56)	(77)	(453)	(1,922)
Gross profit	165	(49)	30	26	195	(23)
Other income					6	66
Selling and distribution expenses					(9)	(13)
Administrative expenses					(52)	(72)
Impairment for loss and other expenses					(7)	(514)
Finance income					3	1
Finance cost					(131)	(182)
Income tax expenses					(1)	(2)
Non-controlling interests of the subsidiaries					(1)	(15)
Net profit (loss)					5	(754)

#### Digital Network

Revenue of Digital Network Business, including selling and service income, was Baht 562 million, decreased by Baht 1,234 million or 68.7% compared with 2023. This was mainly decreased from the revenue from contract work reported Baht 1,621 million, In 2023, there was the delivery and installment of network communication equipment for The Ministry of Interior of the Kingdom of Thailand (MOI) Project. However, in 2024, there was no any additional delivery and installment for that project lead to a decrease of selling and service income in this year. As the Airtime revenue and Trading Business revenue increased of Baht 292 million and Baht 85 million respectively. Gross profit reported was Baht 165 million mainly due to gross profit of the Airtime revenue.

## Digital Content

Revenue of Digital Content Business was Baht 86 million, a decrease of Baht 17 million or 16.1% compared with 2023, in which 2024, the Company had the dissolution of the Football Live Business lead to a decrease of revenue of Digital Content Business in this year. Gross profit was Baht 30 million, an increase of Baht 5 million or 18.6%.

## Other Income

Other income was Baht 6 million, representing 0.9% of total revenue in 2024, a decrease of Baht 61 million or 91.1% compared with the previous year. In 2023, other income was reported a reversal of impairment on fixed assets of Baht 46 million and gain of exchange rate decreased of Baht 11 million.

## Selling and Administration Expenses including Other Expenses

Selling and administration expenses including other expenses were Baht 68 million, a decrease of Baht 134 million or 66.2% compared with 2023. In 2023, the Company reported the loss from long-term provision and the impairment loss on other non-current assets of Baht 62 million and Baht 51 million respectively.

## Finance Cost

Finance cost was Baht 131 million, a decrease from 2023 of Baht 51 million.

## Income Tax

Income tax income were totally Baht 1 million, as a result from the Company was recorded a reversal of temporary differences of Baht 2 million, as the income tax expenses were Baht 1 million.

## Financial Position

### Assets

As of December 31, 2024, total assets were Baht 3,193 million, a decrease of Baht 1,407 million or 30.6% compared with the end of 2023. Total current assets were Baht 790 million and total non-current assets were Baht 2,403 million, representing of 24.8% and 75.2% of total assets respectively.

### Trade Receivables

As of December 31, 2024, trade receivables-net were Baht 187 million, a decrease of Baht 1,267 million or 87.1% compared with the end of 2023. This was mainly decreased from trade accounts receivable of the delivery and installment of network communication equipment for The Ministry of Interior of the Kingdom of Thailand (MOI) Project in Digital Network Business.

### Inventories

As of December 31, 2024, net inventories were Baht 89 million, decreased by Baht 9 million or 9.2% compared with the end of 2023. This was mainly contributed by a decrease in finished goods of Digital Trunked Radio System project (DTRS).

### Other Current Assets

As of December 31, 2024, other current assets were Baht 405 million, a decrease of Baht 48 million or 10.6% compared with the end of 2023. The outstanding balances were mainly advance for purchase of equipment in Digital Network Business.

## Non-Current Assets

As of December 31, 2024, non-current assets were Baht 2,403 million, representing 75.2% of total assets. Comparing December 31, 2023, decreased by Baht 124 million or 4.9%. The decrease was mainly contributed by a decrease of equipment.

## Liquidity

As of December 31, 2024, cash and cash equivalents were Baht 108 million, an increase of Baht 42 million or 62.9% compared with the end of 2023. Sources and uses of fund are as follows:

- Net cash flows from operating activities of Baht 794 million.
- Net cash flows use in investing activities of Baht 427 million was mainly attributed to cash paid for acquisition of equipment in Digital Trunked Radio System project (DTRS).
- Net cash flows use in financing activities of Baht 325 million was mainly attributed to cash paid for loans from financial institutions.

Compared with 2023, the Company's liquidity ratio decreased from 0.48 times to 0.28 times, quick ratio decreased from 0.38 times to 0.14 times, and cash turnover increased from 0.01 times to 0.22 times.

## Sources of Funds

As of December 31, 2024, total shareholders' equity was Baht 307 million, an increase of Baht 117 million or 61.3% compared with the end of 2023 from the conversion of the convertible debenture during the year of 2024 of Baht 123 million and net comprehensive income in this year of Baht 7 million. However, total shareholders' equity decreased from the dissolution of the subsidiary of Baht 13 million.

Total liabilities as of December 31, 2024 were Baht 2,886 million, decreased by Baht 1,523 million or 34.6% compared with the end of 2023. Total liabilities consist of current liabilities of Baht 2,799 million, and non-current liabilities of Baht 87 million, representing 87.7% and 2.7% of total assets respectively. The key components are as follows:

- Trade payables and other payables were Baht 1,022 million, representing 35.4% of total liabilities or 32.0% of total assets, decreased by Baht 1,248 million or 55.0% compared with the end of 2023.
- Bank overdrafts, loans from financial institutions and lease liabilities were totally Baht 1,607 million, representing 55.7% of total liabilities or 50.3% of total assets, a decrease of Baht 417 million or 20.6% compared with the end of 2023.