



















#### **VISION**

"To lead a sustainable Thai digital society through ecosystems and partnerships"

"งับเคลื่อนสังคมไทย สู่สังคมดิจิทัลอย่างยั่งยืน ร่วมกับพันธมิตรทางธุรกิจ"

## THE COGNITIVE TECH-CO

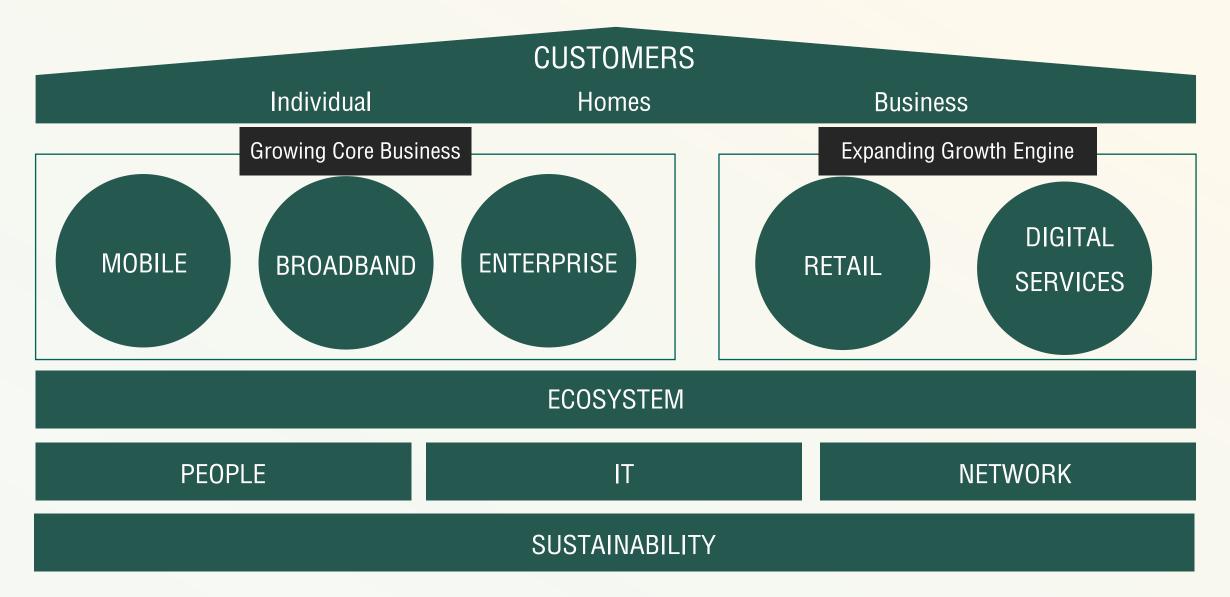
#### **MISSION**

"Empowering lives and businesses with trusted connectivity, digital innovations, and exceptional experiences"

"เติมเต็มการใช้ชีวิตและธุรกิจด้วยความเชื่อมั่น ในโครงง่ายดิจิทัลล้ำสมัยและ ประสบการณ์เหนือระดับ"



### **COGNITIVE TECH-CO**



#### FY24 Core business expansion aligned with economic recovery



#### Growing values with economy

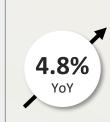


Thai economy grew from government stimulus and tourism



Enlarged shareholders returns in line with growing performance

#### Strong core businesses growth with profitability focus



Mobile Revenue

growth

Mobile growth on strong network quality and data consumption



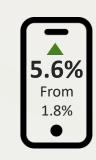
**5 million** FBB boosted from scale, net adds, and value-added services

FBB Subscribers



Enterprise surged with increased demand for connectivity and cloud

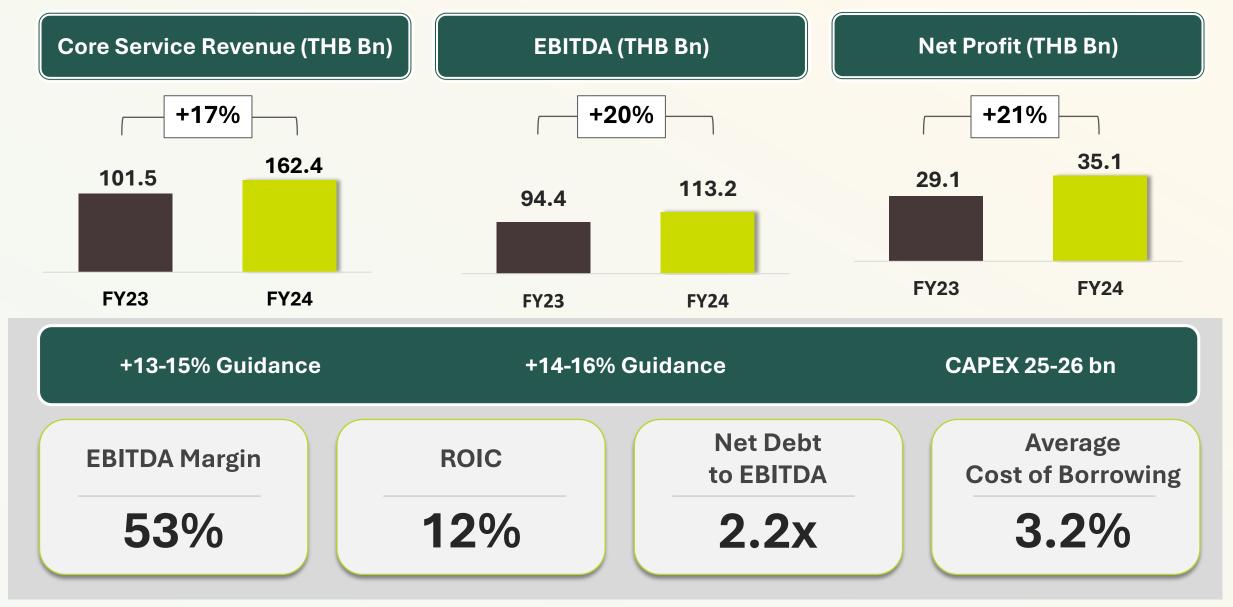
Enterprise Revenue growth



Improved Sales Margin backed by subsidy optimization efforts

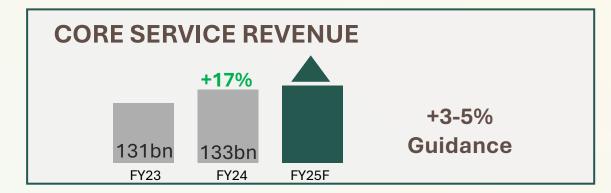


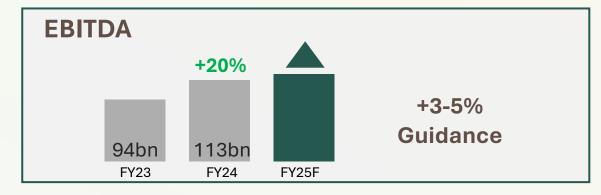
#### FY24 Performance Beat on positive economic recovery

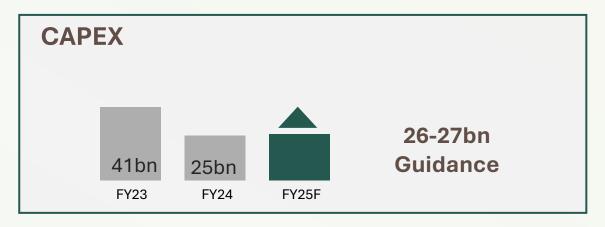


#### 2025 Financial Guidance









Growing with economic expansion and value focus

Driven by profitable revenue growth, device margin, and synergy from 3BB

Invest to ensure network quality leadership and modernization to uplift competitive edge

#### Value Driven Mobile Business

SUPERIOR NETWORK, SERVICES, AND CUSTOMER EXPERIENCE



#### 2025 Aspiration

5G Subscribers 15mn

## SUSTAIN QUALITY NETWORK LEADERSHIP

- Investment in areas to ensure profitability
- Advanced Technology Intelligent & Green Network
- Strengthen Spectrum Portfolio

Safeguard Revenue Market Share

## **UPSELL & 5G MONETIZATION**

- Value Segment
- Leverage wider household footprint
- FMC + Contents

Drive Revenue Growth 3-5%, beating GDP

## DIGITAL FIRST OPERATING MODEL

- Digital First & Social First
- Personalization
- Point & Privilege Ecosystem

Increase Stickiness and Optimize Cost to Serve



#### **MOBILE: VALUE DRIVEN GROWTH**



4Q24

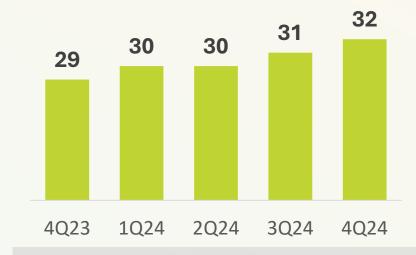
## ARPU continued growing from value focus

Mobile Blended ARPU (THB/subs/month)



 Continued gaining quality subscriber driven by superior network quality, focus on 5G upselling and cross-sell digital adjacencies services Revenue continued growing for 4 consecutive quarters

Mobile Revenue (Bt bn)



- Revenue growing align with ARPU
- Boosted by higher tourist related revenue

## Gaining revenue market share

% Mobile Revenue Market share



Revenue market share gained
 +50 bps YoY, mainly from
 value driven and quality focus

2Q24 3Q24

4Q23

1Q24



## MOBILE: UPSELL & CROSS-SELL ON VALUE-ADDED SERVICES



#### PREPAID: Cross selling with OTT and Entertainment services





#### **POSTPAID:** Bundle high value service to capture digital behavior





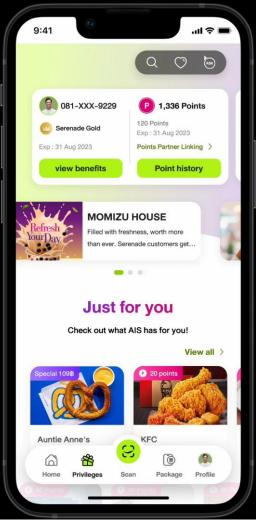


## MOBILE: ENHANCE PERSONALIZED OFFERING WITH PLATFORM CAPABILITY

Personalized on top package: 5G network slicing

**Enhanced touchpoint to offer personalize services** 







myAIS
All in one Application
for AIS Customer







## **More Than Broadband Connectivity**



LEVERAGING SCALE TO OFFER HIGHER VALUE SERVICES

#### 2025 Aspiration

#### NET ADD 300k

## FOCUS HIGH VALUE SEGMENT

- Quality subscribers
- Quality services
- Lower churn

#### High Single Digit Revenue Growth

## DIFFERENTIATION with INNOVATIVE PRODUCTS

- Basic connectivity upsells with Mesh, Smart Al Router & Home FibreLan
- Higher value innovative products – Smart Home IP Camera, Sound Bar, Cloud

## OPERATION FOR ONE

- Network & IT harmonization
- Modernize customer experience (digital, platform, app, touchpoints)
- Optimize Resources & Low Carbon Operations

Slightly above target
On Track

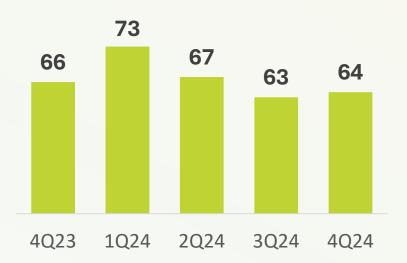
Maintain Churn Rate





## Subs growth despite quality focus and improved churn

#### FBB Net addition ('000 subs)



- Continue expand subscriber base despite focus on quality subs acquisition
- Efficient churn management, which reduced to below 1.0%

## ARPU rose with differentiated products and cross-sell

#### FBB ARPU (THB/subs/month)





- ARPU growth from higher price packages
- 80% of new subs come with
   >500 THB package

Growth momentum and quality service led market share gain

#### % FBB Revenue market share



4Q23 1Q24 2Q24 3Q24 4Q24

AIS continuously gaining revenue market share



## GROWING BEYOND BROADBAND CUTTING-EDGED SERVICES AND NEW DIGITAL ADJACENCIES

#### **UPSELL:** targeted value-added services with higher value for customers





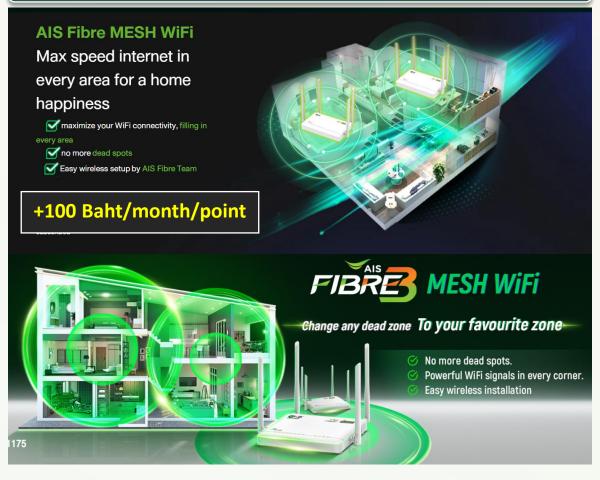






## GROWING BEYOND BROADBAND CUTTING-EDGED SERVICES AND NEW DIGITAL ADJACENCIES

#### **CROSS-SELL: Uplift Connectivity Experience**



#### **CROSS-SELL: Smart Home and Entertainment**



## **Connectivity-Led Enterprise Digitization**



RIDING DIGITIZATION TO EXPAND EDS, CLOUD AND DC

#### 2025 Aspiration

Enterprise revenue

**Double Digits Growth** 

## 5G NETWORK OPPORTUNITIES

- Private network
- IOT 5G solutions

Midea 5G Private Network

Alliance Laundry System 5G mmWave for Manufacturing Hutchinson Port : 5G Smart Seaport Network

2X Growth Opportunity

## CAPTURE EDS OPPORTUNITY

- Domestic interconnections for Thais and MNC
- International EDS from CLMV demand

EDS Traffic Growth 20-30% per year

## CLOUD & DC GROWTH ENGINE

- Hyperscale Cloud, Local Cloud, Oracle Cloud
- Data Center Business through GSA

Cloud & DC 3Y CAGR 20+%

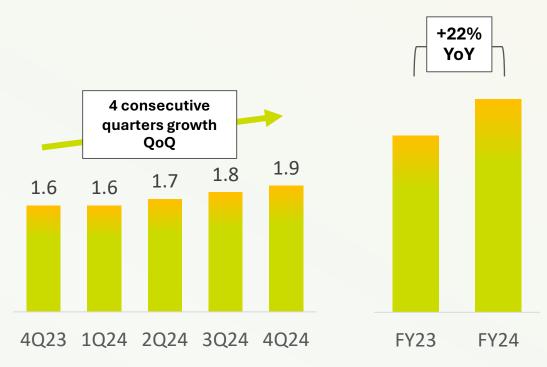


## ENTERPRISE: CONNECTIVITY-LED ENTERPRISE GROWTH



## REVENUE GROWING LED BY CONNECTIVITY SERVICES IN-LINE WITH DIGITAL DEMAND

#### Enterprise (non-mobile) Revenue (Bt mn)





Continue capturing digital transformation demand despite economic challenge



Enhance Thai business capability with digital solution and use cases



Keep expanding ecosystem to create growth opportunity

#### **INDUSTRY TRANSFORMATION – PARTNERING FOR GROWTH**



## 5G Ecosystem

for Business Transformation

Devices | Connectivity | Platforms | Ecosystem





























Midea - 5G Connected Factory

•5G Dedicated Private Network

•5G Al Inspection / Operating Room

•5G AGV

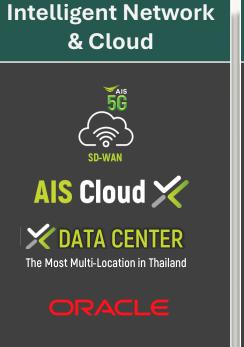
•5G Robotic Arm

#### **ENTERPRISE ALIGNMENT TOWARDS PROFITABILITY**

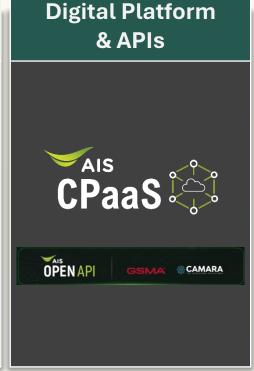


#### **KEY ENTERPRISE PRODUCTS AND SERVICES**











## **Unlocking New Retail Possibility**



DESTINATION FOR TECH LIFESTYLE & CONNECTIVITY SOLUTION

## ACCELERATE PROFITABLE X-S

Higher margin product mix

**GROWTH** 

- Optimize footprint & rent
- Extend operating hours

Sustain Sales Margin >5%

## X-SELL VALUE ADDED SERVICES

- New Digital Lifestyle: IoT, entertainment
- Gadget & Accessory
- Non-telco: Insurance, Trade-in, Financing

2 products every purchase

#### 2025 Aspiration

Sales revenue pushing **High Single Digits Growth** 

## ENHANCED RETAIL EXPERIENCE

- Seamless online & offline experience
- Al-Powered Customer Support

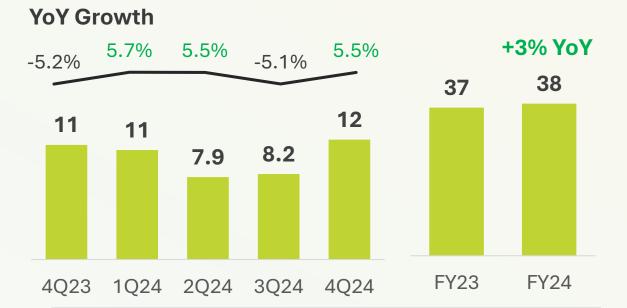
Personalized Experience

#### CONTINUE IMPROVING ON RETAIL PERFORMANCE

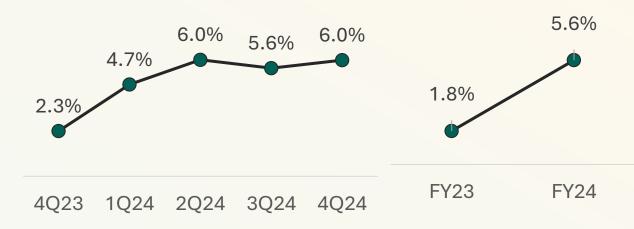


Sales revenue growth with economic recovery

% Sales margin continued improving from profit focus and cost optimization



 Sales revenue growing 3% YoY, showing strong demand for handset devices boosted by additional cross-sell such as insurance and accessories



 Sales margin continued to improve from profit focus and subsidy optimization.

#### **ONGOING DIGITAL ADJACENCIES EXPANSIONS**



#### **Entertainment**

# The Hub of Entertainment | Compute 17000F | Doctor Strange in the Multiverse of Madness | Doctor Madness |

 Integrating video and content services with core services (mobile and FBB) to provide comprehensive digital service

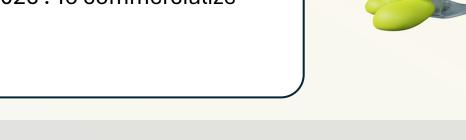
#### **Digital Financial**

#### Virtual Bank

#### **Timeline**

Mid-25: BOT to award license

2026: To commercialize



- Expanding to digital services beyond connectivity
- Opportunity for new revenue stream



#### CAPITAL ALLOCATION FOR SUSTAINABLE RETURN



Core Business Investment



Digital Investments



Strong Capital
Structure



Shareholders' Return

- CAPEX < 15% of Revenue
  - Business Growth85%
  - Modernization & Integration 15%
- Spectrum to maintain leadership

- THB 3-5bn over 3 years
- Virtual Bank
- Data Center and Cloud business

- Leverage below 2.5X
- Maintaining diversified debt portfolio focusing ESG and Retail





## SUSTAINABLE TRACK RECORD FOR ALL STAKEHOLDERS



#### Recorded consistent performance delivery



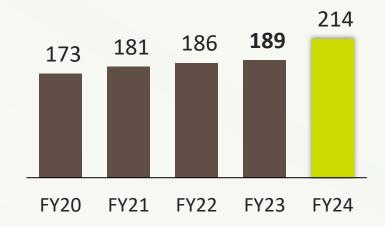
Continual momentum in business expansion

Delivering strong margin amid cost pressure

Bottom line growth with recovery trajectory

#### **TOTAL REVENUE**

3Y CAGR: 1.8% p.a.



#### **EBITDA & Margin**

49%

52%

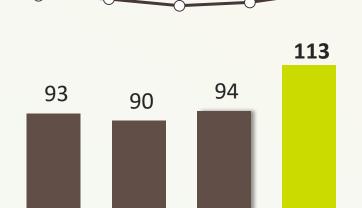
FY21

51%

53%

FY24

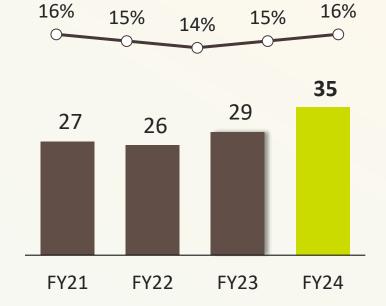
50%



FY23

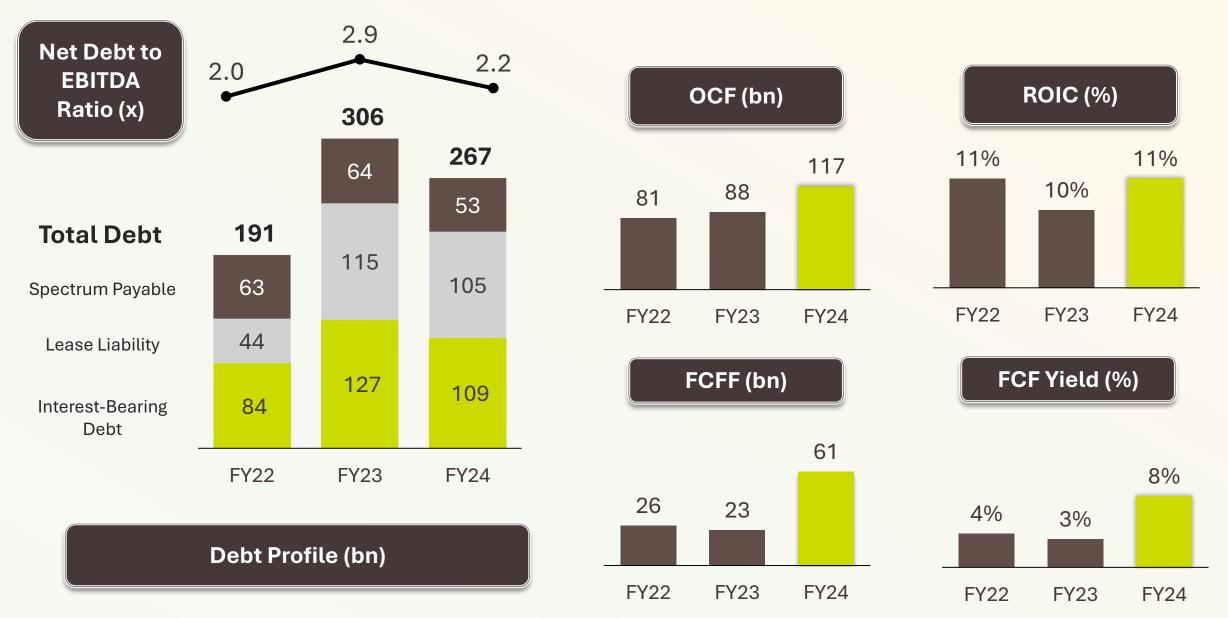
FY22

#### **NET PROFIT & Margin**



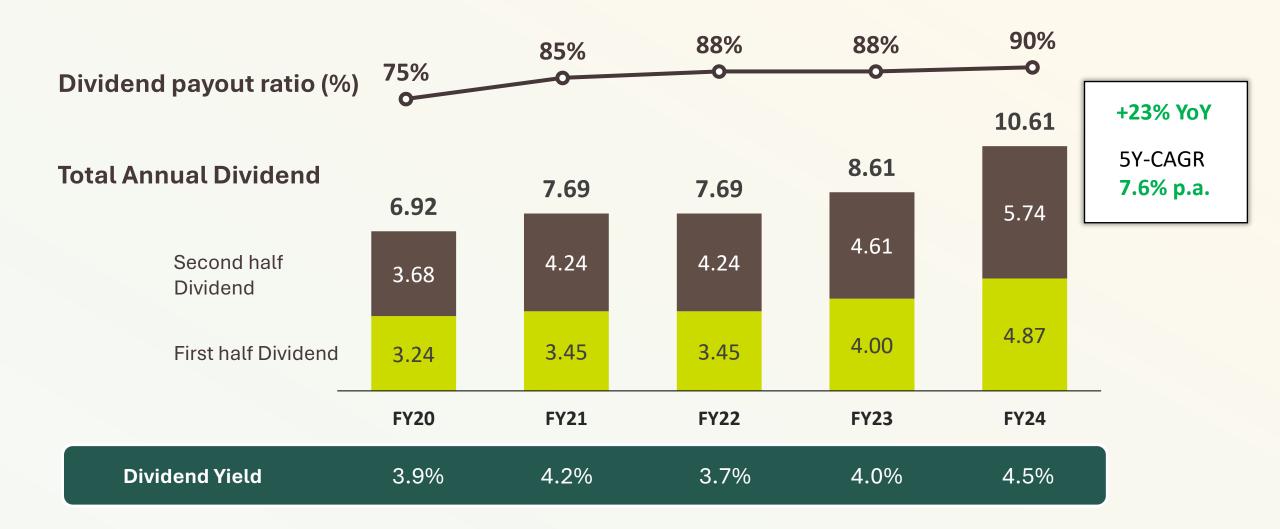
#### Efficient capital management and healthy leverage





#### Sustained and growing shareholder return







# Driving Long-term Sustainable Business Operation



## 2024 SUSTAINABILITY HIGHLIGHTS

#### DRIVE DIGITAL ECONOMY

#### PROMOTE DIGITAL INCLUSION

#### **ACT ON CLIMATE**

#### **Digital Product & Services**

**3.8%** of revenue generated from new digital service

#### **Cybersec & Data Privacy**



CSA STAR
Certification in
personal data
protection standard

Enhancing cybersecurity system with the

**Zero-trust Model** 

#### **Digital Skills**

AIS Academy provides training digital knowledge assessments for **61% of Employees** 

#### **Social inclusion**

Improving the socio-economic Condition **3.46 M People** 

Expanded 5G coverage

More than 95% population

#### Digital wellness

AUNJAI CYBER enhancing digital skill for **403,700 People** 



Creating **Thailand Cyber Wellness Index** as a
standard to build digital
citizenship for Thais

#### **Emission**

Reducing GHG emission by **42,108 tCO<sub>2</sub>e** 



Installed and used alternative energy at **13,414 Sites** 

#### Waste

Transforming operation into

Hub of E-WasteWith collaboration235 organizations



Expanding drop point to **2,700** 

locations nationwide

## AIS

#### Drive Digital Economy: Enable people and businesses to grow in the digital economy

#### **Digital Products and Services**

Drive digital services for both consumers & enterprises



#### **Data Privacy & Cybersecurity**

Maintain resiliency for data security and privacy

Technology & Process improvement

Capabilities & awareness building

**Certifications and Standards** 

#### **Human Capital Development**

Nurture AIS human capital to support business growth

Employee and Career Development Talent
Attraction
and
Retention

Employee Engagement Promoting Employee Well-being

#### **2024 Progress**

3.8% of revenue generated from new digital services

Assessed risks and monitored performance of third-party service providers with access to the Company's critical data and computer system

AIS Academy provides training to enhance the digital skills and capabilities of employees, covering of 61%

#### Promote Digital Inclusion: Build inclusive and responsible digital access

#### **Social inclusion**

Enriching Thai people's knowledge of total 3.46 million people in 2024



#### **Digital wellness**

Empower digital citizenship by providing digital solutions and tools in total 0.79 million people













**Digital Health Check** 









**AUNJAI CYBER Syllabus** 

#### Act on climate: Shape a greener future of life for consumers and society

#### Climate actions

Manage our own network, operation and supply chain to be light to the environment



Energy Efficiency



Adopted AI in processing and analyzing network utilization

Renewable energy



**+ 4,586** sites

Smart Solutions



**Smart Transportation** & Logistics

#### **Waste Management**

Promote proper waste disposal







**Waste separation** at office building

**Expanding collaboration with** public and private sector partners to strengthen its role as HUB of E-Waste

Raising awareness



Non-recyclable E-waste from network operation

E-waste collected from customers

**163,396\*** pcs.

0%

Accumulated >760,000 pcs.

\*Data as of 1 Jan - 31 Dec 2024

#### **An Affirmation of Our Determination Towards Sustainable Business**



#### **Global Level**



FTSE 4 Good Index Series 10<sup>th</sup> Consecutive Years



In 2024, AIS received a rating of AA in the MSCI ESG Rating Assessment



In 2024, AIS received an ESG Risk Rating from Sustainalytics. Copyright ©2024 Sustainalytics. All rights reserved.



Winner of WSIS Prizes 2024 in the category of Action Lines C7 E-Environment by ITU and UNDP



3 Global Awards from HR Asia 2024

- Best Companies to Work for in Asia 2024
- · HR Asia DEI Award
- HR Asia Sustainable Workplace Award

#### **National Level**



ESG rating of AA or 89 out of 100 points from the Stock Exchange of Thailand



ESG100 for 10th consecutive years by Thaipat Institute



"Excellence", based on Corporate Governance Report of Thai Listed Companies by Thai Institute of Directors Association



AIS received Creative Social Impact in Creativity Equality Award from Creative Economy Agency (Public Organization)



AIS received the Gold-Level
Recognition for the Zero Workplace
Accident Campaign from the
Institute for Occupational Safety,
Health, and Work Environment
Promotion (Public Organization)

#### **Disclosure Standards**



**Global Reporting Initiative** 



Sustainability Accounting Standards Board



Carbon Disclosure Project



Task Force on Climate-Related Financial Disclosures

## **Appendix**

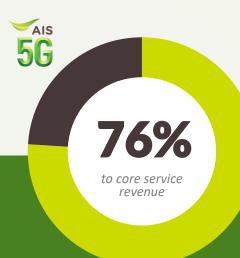


#### **AIS: Towards becoming Cognitive Tech-Co**



#### **Unleash Excellence in Digital Customer Experience**





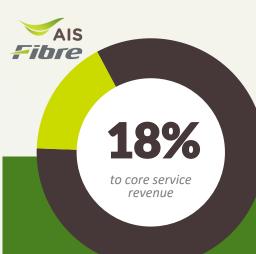
Offering values & 5G monetization

Bt123.8bn

As of FY24

Growth 4.8% YoY

#### **Fixed Broadband**



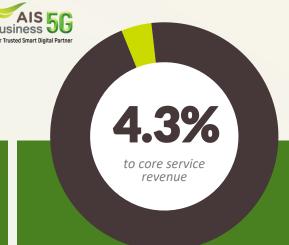
High-quality subs acquisition

**Bt29.4bn** 

As of FY24

Growth 116% YoY

## Enterprise non-mobile Business



Providing end-to-end solutions for industry

Bt7.0bn

As of FY24

Growth 22% YoY

#### **Digital Services**



Building digital adjacencies to engage customers

#### Maintaining superior network quality

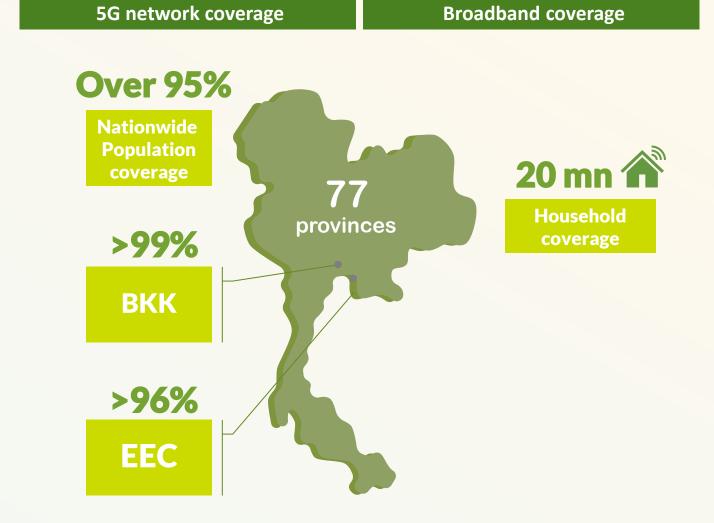


**Driving 5G adoption with quality** 

12.0 mn
5G Subscribers
In 4Q24

\$ 10-15% 5G ARPU uplift

Improved value through 5G adoption





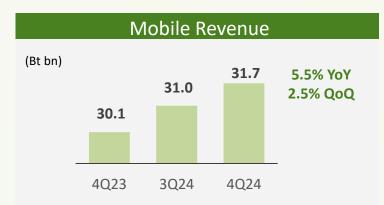


Bt mn	4Q23	3Q24	4Q24	%YoY	%QoQ	FY23	FY24	%YoY
Mobile revenue	30,065	30,962	31,726	5.5%	2.5%	118,130	123,803	4.8%
FBB revenue	5,033	7,437	7,602	51%	2.2%	13,621	29,441	116%
Other revenues	1,957	2,399	2,571	31%	7.1%	6,819	9,120	34%
Core service revenue	37,055	40,799	41,898	13%	2.7%	138,569	162,363	17%
IC and NT partnership	3,371	3,177	3,351	-0.6%	5.5%	13,352	13,130	-1.7%
Service revenue	40,426	43,977	45,250	12%	2.9%	151,921	175,493	16%
SIM and device sales	10,892	8,232	11,486	5.5%	40%	36,952	38,076	3.0%
Total revenue	51,318	52,209	56,736	11%	8.7%	188,873	213,569	13%
Cost of service	23,036	24,849	24,800	7.7%	-0.2%	89,110	99,434	12%
SG&A	7,438	7,365	7,962	7.0%	8.1%	22,978	27,791	21%
EBITDA	24,233	28,058	28,958	20%	3.2%	94,404	113,243	20%
EBIT	10,205	12,221	13,176	29%	7.8%	40,508	50,384	24%
NPAT	7,003	8,788	9,259	32%	5.4%	29,086	35,075	21%
Sales margin	2.3%	5.6%	6.0%			1.8%	5.6%	
EBITDA margin	47.2%	53.7%	51.0%			50.0%	53.0%	
Operative profit margin	19.9%	23.4%	23.2%			21.4%	23.6%	
NPAT margin	13.6%	16.8%	16.3%			15.4%	16.4%	

<sup>\*</sup>EBITDA definition is revised to include other income, finance income, and share of profit. Hence, the previous reported numbers have been restated with the new definition.



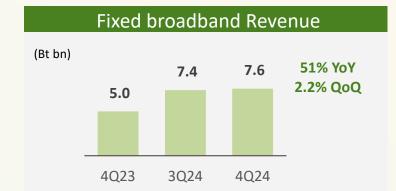




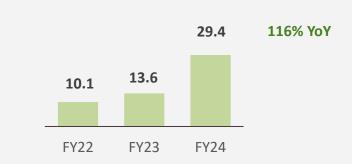
 Continued growth momentum, aligned with data demand and recovery in the tourist segment both inbound and outbound.



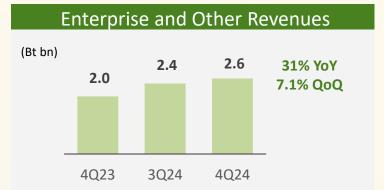
 Increasing by 4.8% YoY driven by ARPU improvements through cross-selling and upselling value-added services, boosted by higher domestic and international tourism.



- Consolidation of TTTBB's revenue.
- Continued expanding high-quality subscriber base and higher ARPU from new subscribers.



 Increasing 116% YoY from the consolidation of TTTBB revenue, organic growth through upselling higher-value services to existing subscribers and acquiring new subscribers with higher ARPU via bundled packages.



- Continual demand in EDS and cloud services from digital transformation trend.
- Consolidation of TTTBB's revenue.
- Higher other revenue related to the NT 700MHz agreement.



 Increasing 34% YoY led by core connectivity services, including enterprise data services (EDS) and cloud products, along with TTTBB revenue consolidation. Other revenue increased due to a roaming agreement with NT.







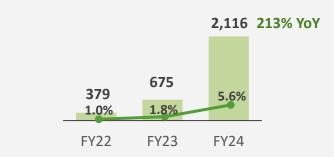
 Higher NT partnership revenue due to higher network traffic with NT.



 Decreasing -1.7% YoY due to lower interconnection rate and lower network traffic with NT.



 Continued growth momentum due to government stimulus and the new iPhone16 launch.



• Increasing 213% YoY with sales margin significantly increased from 1.8% in FY23 to 5.6% in FY24 due to handset subsidy optimization.



• Revenue growth in all core business with TTTBB consolidation and higher device sales.



 Increasing 13% YoY due to the consolidation of TTTBB's revenue, continued growth of mobile and FBB businesses, along with higher device sales revenue.

#### 4Q24 & FY24 Cost and Expense Breakdown





- Decreasing QoQ due to deduction fees from USO projects.
- The regulatory fee as a percentage of core service revenue was at 3.6%.



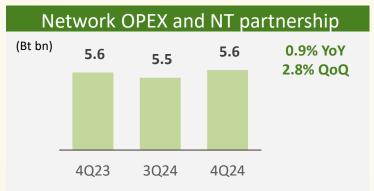
 Increasing 10% YoY, in line with an increase in core service revenue. The regulatory fee as a percentage of core service revenue was 3.9%.



- Growth YoY due to consolidation of right-of-use assets from TTTBB's acquisition.
- Decreasing -0.8% QoQ from lower right-of-use asset.



 Increasing 16% YoY due to consolidation of right-of-use assets from TTTBB's acquisition, ongoing 5G network expansion, and acquisition of 700MHz from NT.



 Increasing 0.9% YoY due to higher utility cost offset by lower cost of NT partnership



• Increasing 5.3% YoY from TTTBB associated costs offset with cost efficiency measures.

#### 4Q24 & FY24 Cost and Expense Breakdown





- Increased by 21% QoQ driven by seasonal marketing efforts.
- The marketing expense was at 3.1% of total revenue.



 In absolute term, decreasing -0.4% YoY from continuous cost optimization. The marketing expense was at 2.7% of total revenue, lower from FY23 at 3.1%.



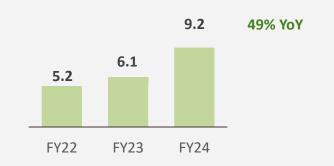
- Increased by 5.0% QoQ due to 1bn provision for obsolete equipment, offset by lower staff costs.
- The provision for bad debts as a percentage of postpaid and broadband revenue was at 1.7%.



 Increasing 28% YoY due to increased performance-based staff cost, impact from TTTBB consolidation and provision for obsolete asset.



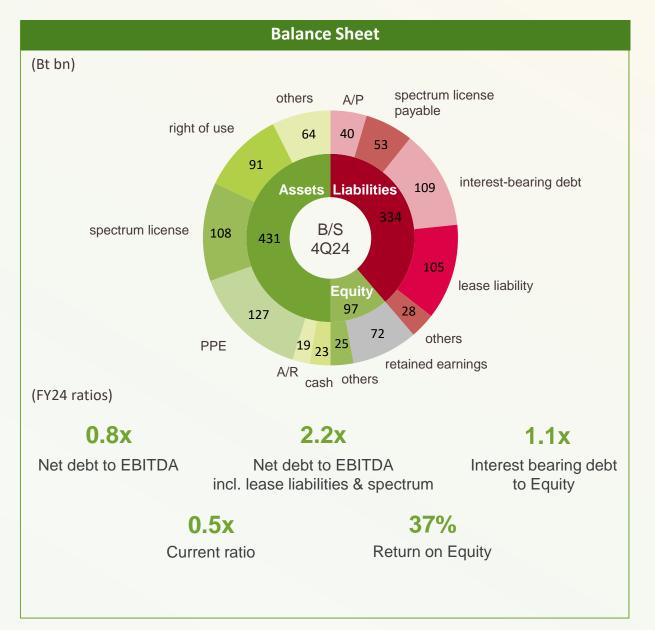
 Decreased by 4.0% QoQ following partial debt repayment and a reduction in the average cost of borrowing in line with the downward trend in interest rates.

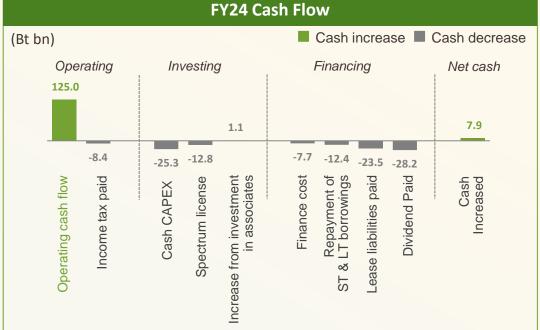


- Increasing 49% YoY, due to higher interest from TTTBB acquisition loan and deferred interest from 3BBIF right-of-use asset.
- The average cost of borrowing was at 3.2% in FY24.

#### Healthy balance sheet and cash flow to support investment







**Operating cash flow remained healthy** to support ongoing CAPEX, spectrum payment, and dividend payment.

Free cash flow after lease liabilities paid of Bt55.1bn with high ability to provide returns to shareholder.

#### Average finance costs for FY24 = 3.2% p.a.

- Manage currency and interest rate risks with hedging instruments where applicable.
- Maintain investment-grade credit ratings;
  - Fitch: national rating AAA (THA)
  - S&P: BBB+, outlook stable







IR website: https://investor.ais.co.th

Email: investor@ais.co.th

Tel: +662 029 5000

Sustainability website: https://sustainability.ais.co.th

Email: AISSustainability@ais.co.th

Some statements made in this material are forward-looking statements with the relevant assumptions, which are subject to various risks and uncertainties. These include statements with respect to our corporate plans, strategies and beliefs and other statements that are not historical facts. These statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "anticipate", "intend", "estimate", "continue" "plan" or other similar words.

The statements are based on our management's assumptions and beliefs in light of the information currently available to us. These assumptions involve risks and uncertainties which may cause the actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Please note that the company and executives/staff do not control and cannot guarantee the relevance, timeliness, or accuracy of these statements.