

Ref: TSE PCL 001/08-2025

August 14, 2025

Subject: Management Discussion and Analysis Quarter 2 Ending 30 June 2025

To: President

The Stock Exchange of Thailand

The Board Meeting of Thai Solar Energy Public Company Limited (“the Company”) held on 14 August 2025 resolved to approve the interim consolidated quarter 2 ended 30 June 2025. The Company would like to inform Management Discussion and Analysis details as follow;

Management’s Discussion and Analysis (MD&A) for the three-month and six-month periods ended June 30, 2025

1. Overview of Business Operations

Thai Solar Energy Public Company Limited, its subsidiaries, and jointly controlled entities (“the Group”) operate renewable energy power plants. They produce and sell electricity from renewable sources to both the public and private sectors. The business is currently divided into two types: solar photovoltaic (Solar PV) power generation, including ground-mounted (Solar Farm), ground-mounted with Battery Energy Storage Systems (BESS), rooftop (Solar Rooftop), and floating (Solar Floating), as well as biomass power plants. The Group also invests in other renewable energy businesses through shareholding and management.

As of June 30, 2025, the Group operates a total of 62 projects in Thailand with a total installed capacity of 382.86 MW. Of these, 34 projects with a combined installed capacity of 153.8 MW have commenced commercial operations. Additionally, 28 Solar Big Lot projects with a total installed capacity of 229.06 MW are currently under development, with commercial operations scheduled to commence between 2027-2030.

In addition to investments in the renewable energy business, the Group has expanded into new business lines in the healthcare sector, including medical services specializing in obstetrics and gynecology, In-vitro Fertilization (IVF) reproductive technology, with plans to further expand into wellness and beauty businesses, as well as other pharmaceutical-related services. This diversification aims to achieve holistic health outcomes while sustainably enhancing revenue streams and establishing a New S Curve for the Group.



Economic Environment and Overview of Industry Competition Affecting the Company's Operations

The renewable energy sector in Thailand continues to be on a stable growth trajectory, supported by the National Power Development Plan (PDP 2024-2535), which aims to increase the proportion of clean energy to 51% by 2035. Additionally, Thailand has set a target for Carbon Neutrality by 2050 and Net Zero greenhouse gas emissions by 2065. Clean energy promotion is also aimed at enhancing competitiveness and attracting foreign investment, especially from investors who require 100% clean electricity (RE100), such as Data Center projects. Thailand is prepared to support this with policies like Direct PPA and Utility Green Tariff.

The Company remains committed to driving growth in the renewable energy business in line with government policies. It is investing in Solar Big Lot Phase 1 and 2 projects, with a focus on cost management and studying new technologies like Battery Energy Storage Systems (BESS). We are also moving forward with studies on investments in other forms of renewable energy businesses and energy solutions for corporate clients (Private PPA). The Group believes that managing a diverse project portfolio and creating stable long-term revenue will be a key factor in the competitiveness of the rapidly growing renewable energy industry.

Furthermore, the healthcare business, including IVF (In-vitro Fertilization) treatment for infertility, continues to show interesting growth rates. According to a 2025 report from the K-Research Center, Thailand's infertility treatment market is expected to be worth 6.1 billion baht, with a growth of 3.1%. This is driven by both domestic and international demand, from Thailand's outstanding price and service quality, which boasts a high success rate and an average treatment cost of around 6,000 USD, lower than competitors like Singapore and Malaysia. However, growth has slowed from the previous year due to a decrease in the number of international patients and domestic purchasing power.

The Group places importance on investing in advanced medical technology to continuously increase treatment success rates. We focus on developing specialized personnel, creating an excellent customer experience, and closely monitoring changes in laws and policies to adapt to the situation. Additionally, the Group is studying opportunities for growth in related businesses, such as aesthetic medicine, specialized diseases, and pharmaceuticals, to diversify and create long-term added value for the business.

2. Summary of Significant Events and Developments during Q2/2025



The Group has won the "Outstanding" Thailand Energy Awards 2025 for the second consecutive year for its "Oscar Save The World 1 Biomass Power Plant" project in Nakhon Si Thammarat province. On June 20, 2025, by the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy. This year's success follows the Group's previous win of the "Outstanding" Thailand Energy Awards 2024 for its "Bangsawan Green Biomass Power Plant" project in Surat Thani province. That project was also recognized at the ASEAN level, winning the "ASEAN

Renewable Energy Projects Awards" in 2024. This repeated success underscores the Group's leadership in clean energy and reflects its potential for front-line technology and energy management, supporting its long-term sustainable renewable energy business goals.

3. Summary of Operating Performance for Q2/2025

Unit : Thousand Baht						
TSE - CONSOLIDATED	1H 2025	1H 2024	Δ 1H (%)	2Q 2025	2Q 2024	Δ 2Q (%)
Revenue from sales and service	618,538	571,779	8%	306,382	289,941	6%
Subsidy for FiT Premium	28,741	26,786	7%	14,941	13,622	10%
Management service fee income	39,124	35,123	11%	19,592	18,351	7%
Total revenue	686,403	633,688	8%	340,915	321,914	6%
Cost of sales and services	(458,899)	(403,031)	14%	(233,446)	(200,099)	17%
Gross profit	227,504	230,657	-1%	107,469	121,815	-12%
Administrative expenses	(56,504)	(74,557)	-24%	(26,071)	(40,060)	-35%
Operating Profit	171,000	156,100	10%	81,398	81,755	0%
Other income	6,272	32,829	-81%	2,483	30,389	-92%
Other gains (losses) - net	17,370	(18,216)	195%	99	(12,081)	101%
Share of profit and impairment of investments in joint ventures	(9,761)	160,855	-106%	(9,761)	59,489	-116%
Loss on impairment of investment in joint ventures	(53,039)	-	100%	(24,636)	-	100%
Earnings Before Finance Costs and Income Tax	184,881	331,568	-44%	74,219	159,552	-53%
Finance costs	(113,725)	(139,596)	-19%	(57,622)	(64,330)	-10%
Profit before income tax	71,156	191,972	-63%	16,597	95,222	-83%
Income tax revenue (expense)	7,229	(8,185)	-188%	(3,474)	(8,735)	-60%
Profit for the period	78,385	183,787	-57%	13,123	86,487	-85%
Profit attributable to Owners of the parent	77,754	183,787	-58%	14,085	86,487	-84%
Depreciation and Amortization	154,307	157,451	-2%	77,857	78,935	-1%
EBITDA	339,188	489,019	-31%	152,076	238,487	-36%

3.1 Revenue from Sales and Services

In Q2/2025, the Group's total revenue for the three-month period was 341 million baht, an increase of 19 million baht or 6% from 322 million baht in the same period of the previous year. Simultaneously, the Group's total revenue for the six-month period was 686 million baht, an increase of 52 million baht or 8% from 634 million baht in the same period of the previous year. This was a result of recognizing revenue from the healthcare business in 2025 and from the efficient operations of the solar and biomass power plants. Additionally, continuous improvement of the solar power plants' production efficiency (Repowering, Replacement, and Upgrade Efficiency) helped increase the amount of electricity generated, which supported the growth of revenue from sales and services compared to the previous year.

3.2 Cost of Sales and Services

The Group's total cost of sales and services for the three-month period in Q2/2025 was 233 million baht, an increase of 33 million baht or 17% from 200 million baht in the same period of the previous year. Similarly, the Group's total cost of sales and services for the six-month period was 459 million baht, an increase of 56 million baht or 14% from 403 million baht in the same period of the previous year. This was primarily due to increased costs from the biomass power plant group and service costs from the healthcare business.

The Group's gross profit for the three-month period in Q2/2025 was 107 million baht, a decrease of 15 million baht or 12% from 122 million baht in the same period of the previous year. However, the Group's gross profit for the six-month period was 227 million baht, a slight decrease of 4 million baht or 1% from 231 million baht in the same period of the previous year, resulting from the increases in both revenue and costs.

3.3 Administrative Expenses

The Group's administrative expenses for the three-month period in Q2/2025 were 26 million baht, a decrease of 14 million baht or 35% from 40 million baht in the same period of the previous year. Similarly, the Group's administrative expenses for the six-month period were 57 million baht, a decrease of 18 million baht or 24% from 75 million baht in the same period of the previous year. This was primarily due to the Group's efficient management of expenses.

3.4 Other Gains (Losses)

For the six-month period in Q2/2025, the Group reported other gains of 17 million baht, an increase of 35 million baht or 195% from a loss of 18 million baht in the same period of the previous year. This change resulted from the reversal of asset impairment and the recognition of foreign exchange gains, whereas the previous year recorded foreign exchange losses and losses from the disposal of assets, which were not present this year.

3.5 Finance Costs

The Group's finance costs for the three-month period in Q2/2025 were 58 million baht, a decrease of 6 million baht or 10% from 64 million baht in the same period of the previous year. Similarly, the Group's finance costs for the six-month period were 114 million baht, a decrease of 26 million baht or 19% from 140 million baht in the same period of the previous year. This was due to a decrease in the policy interest rate during Q2/2025, which lowered the Group's finance costs.

3.6 Share of Profit Attributable to Owners of the Parent

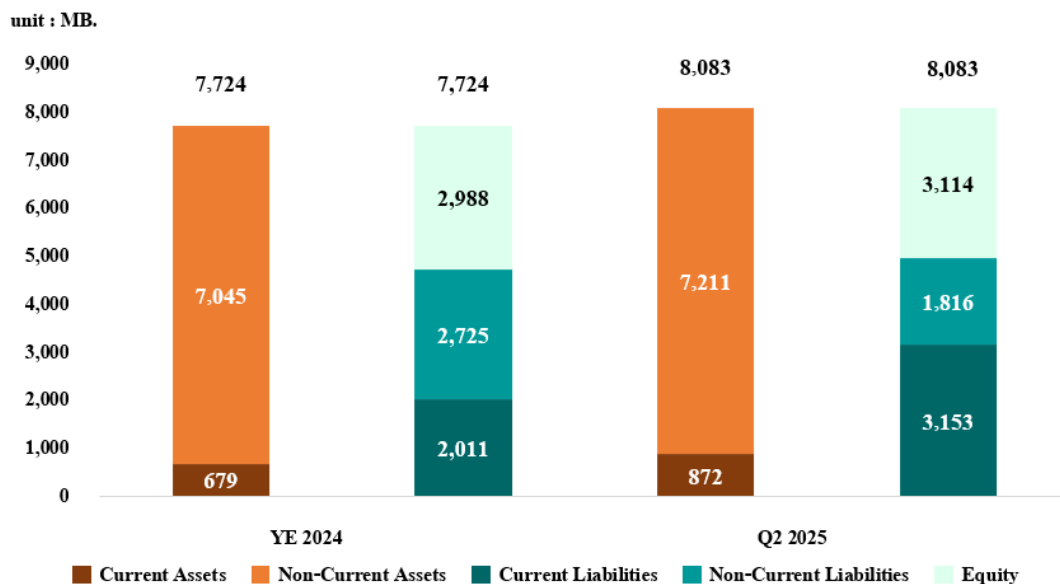
According to the consolidated financial statements for Q2/2025, the Group recognized a share of profit attributable to the owners of the parent for the three-month period of 14 million baht, a decrease of 72 million baht or 84% from 86 million baht in the same period of the previous year. For the six-month period, the Group recognized a share of profit attributable to the owners of the parent of 78 million baht, a decrease of 106 million baht or 58% from 184 million baht in the previous year.

However, the Group recognized an EBITDA for the three-month period of 152 million baht, a decrease of 86 million baht or 36% from 238 million baht in the same period of the previous year. The Group also recognized an EBITDA for the six-month period of 339 million baht, a decrease of 150 million baht or 31% from 489 million baht in the previous year.

This was primarily due to the Group not recognizing share of profit from investments in joint ventures in 2025, following the disposal of investments in joint ventures as approved by the 2025 Annual General Meeting of Shareholders on April 10, 2025. Excluding the share of profit from investments in joint ventures, the Company showed increased profitability.

Furthermore, the Group continues to actively participate in tenders and pursue new project acquisitions, while developing operational capabilities in both renewable energy and healthcare businesses. The Group focuses on enhancing revenue generation capacity, reducing costs and expenses to improve profit margins across its business operations. The Company emphasizes building confidence among investors, business partners, and financial institutions, with the ultimate goal of achieving sustainable growth and creating long-term value for the Company's shareholders.

4. Financial Position as of June 30, 2025



4.1 Assets

As of June 30, 2025, the Group's total assets amounted to 8,083 million baht, an increase of 359 million baht or 5% from 7,724 million baht as of December 31, 2024. This increase was due to revenue from normal operations and the goodwill from the healthcare business.

4.2 Liabilities

As of June 30, 2025, the Group's total liabilities amounted to 4,969 million baht, an increase of 233 million baht or 5% from 4,736 million baht as of December 31, 2024. This was due to borrowing from financial institutions.

4.3 Owner's Equity

As of June 30, 2025, the Group's total owner's equity amounted to 3,114 million baht, an increase of 126 million baht or 4% from 2,988 million baht as of December 31, 2024. This was due to an increase in retained earnings from normal operations.

The Group's Debt-to-Equity (D/E) Ratio was 1.60 times, a slight increase from 1.58 times at the end of the previous year. This was due to an increase in borrowings from financial institutions and the acquisition of a subsidiary in the healthcare business. However, with this ratio, the Group has the potential to secure funding from financial institutions for future investments and new project developments.

5. Sustainability Developments

During this quarter, the Group remains committed to conducting business on a foundation of sustainability, balancing economic growth, environmental care, and social responsibility under a framework of good and transparent corporate governance.

5.1 Environmental: The Group continues to operate renewable energy projects, including solar and biomass, while also improving resource efficiency and waste management systems to reduce greenhouse gas emissions and environmental impact.

5.2 Social: The Group emphasizes community development around its operational areas, enhancing employee quality of life and safety, and building good relationships with communities and stakeholders.

5.3 Governance: The Group has a clear, transparent corporate governance structure and a strict anti-corruption policy. It also discloses complete and accurate information to build confidence among shareholders and all stakeholders.

Please be informed accordingly

Your sincerely,

- *signed* -

(Miss Angkanee Perksirisuk)

Chief Financial Officer