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November 13, 2025

Subject: Management Discussion and Analysis Quarter 3 Ending 30 September 2025

To: President
The Stock Exchange of Thailand

The Board Meeting of Thai Solar Energy Public Company Limited (“the Company”) held on 13 November 2025 resolved to approve the interim consolidated quarter 3 ended 30 September 2025. The Company would like to inform Management Discussion and Analysis details as follow;

Management's Discussion and Analysis for the three-month and nine-month periods ended September 30, 2025

1. Overview of Business Operations, Economic Conditions, and Industry Factors Affecting the Group's Performance

Thai Solar Energy Public Company Limited, its subsidiaries and jointly controlled entities (“the Group”), is engaged in the business of producing and distributing electricity from solar energy and other renewable energy, which can be divided into 2 types: business of producing electricity from solar energy installed on the ground (Solar Farm), installed on the ground with energy storage system (Solar Farm + Battery Energy Storage System), in the form of installation on the roof (Solar Rooftop), in the form of floating installation (Solar Floating) and business of producing electricity from biomass energy (Biomass Power Plants), including investing in renewable energy businesses by holding shares and entering into management.

As of September 30, 2025, the Group operates a total of 62 projects in Thailand with a total installed capacity of 382.86 Megawatt of these, 34 projects with a combined installed capacity of 153.8 Megawatt have commenced commercial operations. Additionally, 28 Solar Big Lot projects with a total installed capacity of 229.06 Megawatt 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 the beauty, wellness, and other pharmaceutical-related business. This diversification aims to achieve holistic health outcomes while sustainably enhancing revenue streams and establishing a New S-Curve for the Group.



Economic Environment Affecting the Group's Operations

Thailand's private sector renewable energy power generation industry continues to demonstrate sustained growth. On September 29, 2025, the government under Prime Minister Anutin Charnvirakul announced a new policy to accelerate Thailand's Net Zero target by 15 years, advancing the timeline from 2065 to 2050. This represents a significant shift in the country's climate policy. Accelerating the Net Zero target will enable Thailand to align with its trading partners and maintain competitiveness with 111 countries worldwide that have established the same Net Zero target by 2050. Maintaining the original target could expose Thailand to trade risks from countries and corporations implementing increasingly stringent environmental standards, such as the European Union's Carbon Border Adjustment Mechanism (CBAM) and green logistics requirements. The Net Zero target is expected to drive growth in industries related to greenhouse gas emission reduction, including renewable and clean energy supply chains, waste management, energy efficiency improvement, and other related sectors.

Furthermore, on October 27, 2025, the National Energy Policy Council (NEPC) approved the "Quick Big Win" initiative to expand the Community-based Solar Power Generation Project by 1,500 MW. The project features a 25-year power purchase agreement under a Feed-in Tariff (FiT) scheme at 2.25 baht per unit on a non-Firm basis. This initiative emphasizes community participation in solar power generation to enhance local energy security and reduce electricity costs for citizens, utilizing community land with capacity not exceeding 10 MW per site. The project aligns with sustainability objectives and clean energy requirements of the digital industry sector, contributing to energy security, greenhouse gas emission reduction, and sustainable opportunities for communities and businesses.

The Group is well-positioned to drive growth in renewable energy in alignment with government policies, focusing on investments in Solar Big Lot Phase 1, Phase 2, and the Community-based Solar Farm Project. The Group possesses comprehensive capabilities, including strong funding sources, land availability, and extensive industry experience. The Group is committed to developing innovative renewable energy projects to diversify revenue streams and reduce operational volatility over the long term, while maintaining efficient cost management. The Group is also studying the feasibility of implementing Battery Energy Storage System (BESS) technology to enhance power distribution stability and support future renewable energy expansion. The Group remains committed to conducting business responsibly toward the environment, society, and stakeholders, while creating sustainable value and actively contributing to Thailand's Net Zero target achievement.

2. Summary of Significant Events and Developments during Q3/2025

At the meeting of the Company's Board of Directors held on 4 September 2025, the Board considered and approved the investment by Thai Community Energy Co., Ltd. (TCE), a subsidiary of the Company, in Power Ace One Co., Ltd. (PACE1), by acquiring a 100% equity interest in the company, which holds the rights to a community waste-to-energy project. Under the approved transaction, TCE will acquire 94.75% of the issued and paid-up ordinary shares of PACE1 and the rights to call for the purchase of the remaining 5.25% of PACE1's issued shares from the other shareholders. TCE intends to exercise this call option in the future.

In this regard, PACE1 operates a non-hazardous waste disposal business through a modern and fully integrated incineration system. The company is the winner of the bidding process for the Waste Conversion to Energy Project (WCA) and has obtained a concession for the construction, investment, and operation of the waste-to-energy facility, with an installed capacity of up to 9.9 MW and an electricity sales capacity of 8.0 MW (Non-Firm). The project has an operation period of 28 years and 6 months, covering the construction phase and a 25-year community waste management service agreement with the Khorum Sub-district Administrative Organization, Uttaradit Province. The total investment value is approximately 2,400 million Baht, which includes the acquisition cost of PACE1's shares as well as additional investments in machinery, equipment, and related infrastructure for the waste-to-energy project. The share acquisition transaction of PACE1 was completed on 22 October 2025.

3. Summary of Operating Performance for Q3/2025

Unit: million Baht

TSE - CONSOLIDATED	9M 2025	9M 2024	Δ 9M (%)	3Q 2025	3Q 2024	Δ 3Q (%)
Total revenue	1,013	950	7%	327	316	3%
Cost of sales and services	(685)	(617)	11%	(226)	(213)	6%
Gross profit	328	333	-2%	101	103	-2%
Administrative expenses	(91)	(117)	-23%	(34)	(43)	-21%
Operating Profit	237	216	10%	67	60	11%
Other income	13	39	-68%	6	6	8%
Other gains (losses) - net	14	25	-45%	(4)	43	-109%
EBITDA	497	517	-4%	148	189	-21%
Depreciation and Amortization	233	237	-1%	79	80	-1%
EBIT	264	280	-6%	69	109	-37%
Finance costs	(170)	(199)	-14%	(56)	(59)	-4%
Earnings Before Income Tax, Share of profit, and Impairment of Investments in JV	94	81	16%	13	50	-74%
Income tax (expense) revenue	5	(8)	172%	(2)	1	-393%
Share of profit and impairment of investments in JV	1	182	-99%	11	21	-48%
Profit for the period	100	255	-61%	22	72	-69%

3.1 Revenue from Sales and Services

In the third quarter of 2025, the Group recorded total revenue of 327 million Baht for the three-month period, representing an increase of 11 million Baht, or 3%, from 316 million Baht in the same period of the previous year. Meanwhile, total revenue for the nine-month period amounted to 1,013 million Baht, rising by 63 million Baht, or 7%, compared to 950 million Baht in the same period of the previous year.

The increase in total revenue was mainly driven by the recognition of revenue from the Group's healthcare business, which contributed 48 million Baht in this quarter, together with the efficient operations of solar and biomass power plants. In addition, the continued enhancement of production efficiency through repowering, replacement, and efficiency upgrade programs in solar power plants has resulted in a significant improvement in electricity generation, supporting additional revenue growth of 20 million Baht compared to the same period of the previous year.

3.2 Cost of Sales and Services

The Group recorded cost of sales and services of 226 million Baht for the three-month period in the third quarter of 2025, representing an increase of 13 million Baht, or 6%, from 213 million Baht in the same period of the previous year. Meanwhile, the Group's total cost of sales and services for the nine-month period amounted to 685 million Baht, increasing by 68 million Baht, or 11%, compared to 617 million Baht in the same period of the previous year. The increase was mainly due to higher raw material costs from the biomass power plant group, as well as the costs from the healthcare business, which were recognized following the investment in this business segment during the year.

In this regard, The Group reported a gross profit of 101 million Baht for the three-month period in the third quarter of 2025, slightly decreasing by 2 million Baht, or 2%, from 103 million Baht in the same period of the previous year. For the nine-month period, the Group's gross profit amounted to 328 million Baht, decreasing by 5 million Baht, or 2%, compared to 333 million Baht in the same period of the previous year. The decline was primarily due to increased costs, despite the overall revenue growth driven by improved operational efficiency of the Group's solar power plants. Nevertheless, the Group remains committed to effective cost and expense management to enhance and sustain profitability for continued business growth.

3.3 Administrative Expenses

The Group recorded administrative expenses of 34 million Baht for the three-month period in the third quarter of 2025, representing a decrease of 9 million Baht, or 21%, from 43 million Baht in the same period of the previous year. Meanwhile, the Group's administrative expenses for the nine-month period amounted to 91 million Baht, decreasing by 26 million Baht, or 23%, compared to 117 million Baht in the same period of the previous year. This improvement was primarily attributed to the Group's effective management of administrative costs.

3.4 Other Gains (Losses)

For the third quarter of 2025, the Group recorded other income for the nine-month period amounting to 14 million Baht, representing a decrease of 11 million Baht, or 45%, from 25 million Baht in the same period of the previous year. The decrease was mainly due to the recognition of a reversal of asset impairment this year, related to land designated for the Solar Big Lot Phase 1 Project, whereas in the previous year, the Group recognized a gain from foreign exchange.

3.5 Finance Costs

The Group recorded finance costs for the three-month period in the third quarter of 2025, amounting to 56 million Baht, representing a decrease of 3 million Baht, or 4%, from 59 million Baht in the same period of the previous year. Meanwhile, the Group's finance costs for the nine-month period amounted to 170 million Baht, a decrease of 29 million Baht, or 14%, from 199 million Baht in the same period of the previous year. The decrease was primarily due to the progressive repayment of loans from financial institutions, together with the reduction of the policy interest rate in August 2025, which significantly lowered the Group's average cost of financing.

3.6 Share of Profit Attributable to Owners of the Parent

For the third quarter of 2025, the Group, on a consolidated basis, reported a profit of 22 million Baht, representing a decrease of 50 million Baht, or 69%, compared to 72 million Baht in the same period of the previous year. For the nine-month period, the Group recorded a profit of 100 million Baht, a decline of 155 million Baht, or 61%, from 255 million Baht in the same period of the prior year. And, profit attributable to the shareholders of the parent company for the third quarter was 23 million Baht, down 49 million Baht, or 68%, from 72 million Baht in the same period last year. For the nine-month period, profit attributable to the parent company's shareholders amounted to 101 million Baht, decreasing 154 million Baht, or 60%, from 255 million Baht in the prior year.

Meanwhile, the Group recorded EBITDA of 148 million Baht for the third quarter, a decrease of 41 million Baht, or 21%, from 189 million Baht in the same period last year. EBITDA for the nine-month period totalled 497 million Baht, down 20 million Baht, or 4%, from 517 million Baht in the prior year.

The declines above were primarily due to the Group no longer recognizing its share of profits from its investment in the joint venture, Thai Solar Renewable Co., Ltd., following the divestment of this investment at the beginning of 2025. Excluding the share of profits from the joint venture in 2024, the Group's operating profit in 2025 has actually increased, supported by lower administrative expenses and financing costs.

The Group continues to actively participate in tenders and pursue new projects to enhance its operational capabilities in the renewable energy and healthcare sectors. These efforts aim to increase revenue-generating capacity, optimize costs and expenses, and improve profit margins across the Group's businesses. The Group remains committed to building confidence among investors, partners, and financial institutions, with the goal of achieving sustainable growth and creating long-term value for its shareholders.

4. Financial Position as of September 30, 2025



4.1 Assets

As of 30 September 2025, the Group reported total assets of 8,152 million Baht, an increase of 428 million Baht, or 6%, compared to 7,724 million Baht as of 31 December 2024. This growth was primarily driven by revenue from normal operations and the goodwill arising from the healthcare business.

4.2 Liabilities

As of 30 September 2025, the Group's total liabilities amounted to 5,014 million Baht, representing an increase of 278 million Baht, or 6%, compared to 4,736 million Baht as of 31 December 2024. The increase was primarily due to borrowings from financial institutions.

4.3 Shareholders' Equity

As of 30 September 2025, the Group's total shareholders' equity amounted to 3,138 million Baht, representing an increase of 150 million Baht, or 5%, compared to 2,988 million Baht as of 31 December 2024. This increase was primarily attributable to the growth in retained earnings from normal operations. The Group's debt-to-equity (D/E) ratio stood at 1.60 times, slightly higher than 1.58 times at the end of the previous year, due to an increase in borrowings from financial institutions. Nevertheless, at this level, the Group maintains sufficient capacity to secure additional financing from financial institutions to support investments and the development of new projects in the future.

5. Factors Potentially Affecting the Company's Future Performance and Growth

The Group is exposed to the risk of changes in policies or regulations issued by the government or other relevant authorities. Any amendments to Thailand's energy-related policies, including requirements and procedures for obtaining electricity generation and sale permits or adjustments to power purchase conditions, may affect the Company's electricity sales agreements and, consequently, the Group's operating performance.

Nevertheless, the Company's management team and staff consist of highly skilled and experienced personnel who closely monitor developments in government policies and regulations related to the renewable energy sector. This enables the Company to proactively prepare contingency plans and incorporate such information into future business planning. Additionally, the Company regularly conducts internal management meetings to analyze operational policies and can promptly adjust business strategies and policies to align with the evolving business and industry landscape.

6. Sustainability Development

The Group remains committed to conducting its business based on sustainability principles, striving to balance economic growth, environmental stewardship, and social responsibility under sound and transparent corporate governance.

In the third quarter of 2025, the Group invested in a new renewable energy initiative, namely a community waste-to-energy project and non-hazardous waste management through advanced, integrated waste incineration, in collaboration with the Korum Sub-district Administrative Organization in Uttaradit Province. This project supports environmental sustainability by reducing waste in Uttaradit Province and parts of Sukhothai Province, minimizing landfill use, and decreasing methane emissions which are a major contributor to global warming. Moreover, the project promotes social sustainability by creating employment opportunities, stimulating the local economy, and generating income for surrounding communities. These efforts contribute to long-term, balanced growth across environmental, economic, and social dimensions.

Please be informed accordingly

Your sincerely,

- signed -

(Miss Angkanee Rerksirisuk)

Chief Financial Officer