

TRANSLATION

TTCL PUBLIC COMPANY LIMITED

MANAGEMENT DISCUSSION AND ANALYSIS

1. Operating Performance for the period ended 31 December 2025

For the period ended 31 December 2025, the Company reported a gross loss of THB -744 million, representing a 321% year-over-year decrease. This was primarily attributable to costs related to projects for which the Company terminated EPC contracts during the second quarter of 2025, and which are currently subject to litigation to recover compensation for the work performed.

The net loss for the period was THB -6,254 million, which attributed to the Company at THB -6,200 million with earnings loss of THB -10.06 per share.

2. Management Discussion and Analysis Report according to consolidated financial statements

For the Twelve-month period ended

(Unit: Million Baht)

	31-Dec-25		31-Dec-24		Change
Revenues from construction and service	7,096.73	99%	17,845.78	100%	-60%
Revenues from operating the power plant	57.73	1%	60.48	0%	-5%
Revenue from sale	46.43	1%	16.13	0%	188%
Total revenues	7,200.88	100%	17,922.39	100%	-60%
<u>Less</u> Cost of construction and services (EPC)	(7,911.03)	110%	(17,543.94)	98%	-55%
<u>Less</u> Cost of operating the power plant	(5.10)	0%	(9.28)	0%	-45%
<u>Less</u> Costs of goods sold	(28.31)	0%	(32.44)	0%	-13%
Total Costs	(7,944.44)	110%	(17,585.67)	98%	-55%
Gross / (Loss) profit	(743.56)	-10%	336.72	2%	-321%
<u>Add</u> Other revenues	135.64	2%	149.24	1%	-9%
<u>Less</u> Expected credit losses and Loss on impairment of assets	(4,555.45)	63%	(200.76)	1%	N/A
<u>Less</u> Administrative Expenses	(810.10)	11%	(704.97)	4%	15%
<u>Add/(Less)</u> Gain (Loss) on exchange rate, net	121.97	2%	55.02	0%	122%
<u>Add</u> Share of Profit / (Loss) of Joint venture	22.40	0%	117.01	1%	-81%
Profit / (Loss) before Financial Cost and Income Tax	(5,829.09)	-81%	(247.73)	-1%	N/A
<u>Less</u> Financial Costs	(215.99)	3%	(189.55)	1%	14%
Profit / (Loss) before Income Tax	(6,045.08)	84%	(437.28)	2%	N/A
<u>Add/(Less)</u> Income tax benefit (expenses)	(209.20)	3%	(93.35)	1%	124%
Net profit / (loss) for this period	(6,254.28)	-87%	(530.63)	-3%	N/A

Other comprehensive income (loss)					
Item to be reclassified subsequently to profit or loss	34.00	0%	(17.04)	0%	300%
Translation adjustment on foreign currency financial statements	(236.23)	3%	83.04	1%	-384%
Total comprehensive income / (loss) for the period	(6,456.51)	-90%	(464.63)	-3%	N/A
Profit / (Loss) attributable to:					
Owners of the parent	(6,199.53)		(537.45)		
Non-controlling interests	(54.75)		6.82		
	(6,254.28)		(530.63)		
Basic earnings / (loss) per share (THB)	(10.06)		(0.87)		

2.1 Analysis of Revenues, Costs and Expenses

2.1.1 Revenues

Total Revenues recorded at THB 7,201 million, decreased 60% when compare to the same period last year.

Revenues	31-Dec-25	31-Dec-24	Change
Revenue from construction and service	7,096.73	17,845.78	-60%
Revenue from operation power plant	57.73	60.48	-5%
Revenue from sales	46.43	16.13	188%
Total Revenues	7,200.88	17,922.39	-60%

- EPC Businesses

Revenue from construction and service (EPC) decreased by 60% to THB 7,097 million, due to a reduction in backlog following the completion of project which had been delivered to clients over the past year. In addition, the Company was awarded fewer new EPC contracts than anticipated in the previous year.

- Power Plant Businesses

Revenue from operation and maintenance of power plant decreased by 5% to THB 58 million, mainly due to the impact of exchange rate fluctuations.

- Bio Pellets Businesses

Revenue from sale increased by 188% to THB 46 million, due to higher sales of Black Pellets during the period.

2.1.2 Costs & Gross Profit

Gross Profit Comparison

31-Dec-25	Revenue	Cost	Gross profit
EPC construction	7,096.73	(7,911.03)	(814.30)
Operation and maintenance of power Plant	57.73	(5.10)	52.63
Sale of goods	46.43	(28.31)	18.12
Total	7,200.88	(7,944.44)	(743.56)

The gross loss comprised THB -814 million from construction and service (EPC), THB 53 million from operation and maintenance of the power plant, and THB 18 million from the sale of goods (Black Pellet). The overall gross loss margin for the period was -10%, compared to 2% in the same period last year, primarily due to costs associated with the terminated projects.

2.1.3 Other Revenues / Gain on Exchange Rate

- Other Revenues decreased by 9% to THB 136 million mainly due to the decrease in interest received.
- Gain on Exchange Rate was THB 122 million mainly due to an unrealized gain from the appreciation of THB against the USD.

2.1.4 Expected Credit Losses / Impairment of Assets / Administrative Expenses

- Expected credit losses increased to THB 3,796 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects and projects with long-outstanding balances.
- Impairment of assets increased to THB 759 million, mainly due to the impairment of investment in Myanmar and black pellet business.
- Administrative expenses increased by 15% to THB 810 million, mainly due to the increase in legal fees and the overseas withholding tax that could not be claimed.

2.1.5 Share of Profit of Joint Venture

Share of profit from the joint venture in TTGP decreased by 81% to THB 22 million, mainly due to a reassessment related to concession revenue.

2.1.6 Finance Cost and Income Tax Expenses

Finance cost for the period increased by 14% to THB 216 million due to the increase in interest rates on defaulted debts. Income tax expenses for the period was recorded at THB 209 million.

3. Analysis of Financial Status

3.1 Analysis of Assets

Figures in THB Million	31-Dec-25	31-Dec-24	Increase/(Decrease)	% Change
Current assets	7,230.94	14,111.45	(6,880.51)	(48.76%)
Non-current assets	4,250.02	4,968.58	(718.56)	(14.46%)
Total assets	11,480.96	19,080.03	(7,599.07)	(39.83%)

As of 31 December 2025, Total Assets were THB 11,481 million, decreased by 40% compared with the end of last year.

Total Current Assets decreased by THB 6,881 million or 49%; major movement as the following items:

- Cash and cash equivalents decreased by THB 525 million.
- Trade accounts receivable – general customers decreased by THB 1,077 million.
- Contract assets - general customers decreased by THB 3,918 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects and projects with long-outstanding balances.
- Construction in progress – general customer decreased by THB 614 million due to the recognition of an impairment loss on assets related to the investment in Myanmar.
- Withholding income tax decreased by THB 882 million due to the Company received the Withholding refund from the Revenue Department.

Total Non-Current Assets decreased by THB 719 million or 14%; major movement as the following items:

- Trade accounts receivable – general customer and Loan to third party – net decreased by THB 348 million and THB 499 million respectively, due to the recognition of an allowance for expected credit losses on the long-outstanding balances.
- Reclassification of cash and cash equivalents to restricted deposit with bank of the Joint Venture Company of THB 678 million.
- Retention decreased by THB 123 million, mainly due to the recognition of an allowance for expected credit losses from the terminated projects.
- Investment in joint venture – net decreased by THB 234 million, mainly due to the reassessment related to concession revenue and the dividend payment announced by TTPMC.

3.2 Analysis of Liabilities and Shareholders' Equity

Figures in THB Million	31-Dec-25	31-Dec-24	Increase/(Decrease)	% Change
Current Liabilities	14,759.67	14,112.50	647.17	4.59%
Non-Current Liabilities	415.79	2,205.52	(1,789.73)	(81.15%)
Total Liabilities	15,175.46	16,318.02	(1,142.56)	(7.00%)
Shareholders' equity	(3,694.50)	2,762.01	(6,456.51)	(233.76%)
Total Liabilities and shareholders' equity	11,480.96	19,080.03	(7,599.07)	(39.83%)

As of 31 December 2025, Total Liabilities were THB 15,175 million, decreased by 7% compared with the end of last year.

Total Current Liabilities increased by THB 647 million or 5%; major movement as the following items:

- Trade accounts payable – general suppliers increased by THB 649 million due to the Company's liquidity issues, which caused delays in making payment to suppliers.
- Other payable – related parties increased by THB 653 million due to the Company's repayment obligation on restricted deposit with bank to the Joint Venture Company.
- Payable to bank from letter of guarantee increased by THB 465 million due to the project owner of the terminated project has demanded the payment of the bank guarantee.
- Accrued construction costs and Advance received from customers – general suppliers decreased by THB 2,368 million and THB 507 million respectively.
- Current portion of debentures increased by THB 1,297 million due to the Company defaulted in debt payments exceeding THB 500 million and the Company commenced negotiations with its creditors for debt restructuring, which triggered a cross-default on the all debentures.

Total Non-Current Liabilities decreased by THB 1,790 million or 81% mainly from re-classification of the debenture to the current portion of THB 1,833 million, as mentioned under the current liabilities.

Shareholder's equity was THB -3,694 million or decreased by 234%. The Shareholders' Equity Opening balance as of the beginning of the year was THB 2,762 million, effect from change in equity of the period consists of 1) Loss for the period of THB -6,254 million, 2) Other comprehensive loss for the period of THB -202 million Therefore, the Closing Balance of Shareholders' Equity as of 31 December 2025 were THB -3,694 million.

4. Major Financial Measures

4.1. Profitability Ratios	31-Dec-25	31-Dec-24	Favorable/Unfavorable
4.1.1. Gross (Loss) profit margin	(10.33%)	1.88%	Unfavorable
4.1.2. Net profit (Loss) margin	(86.85%)	(2.96%)	Unfavorable
4.1.3. Times Interest Earned ratio	(26.99)	(1.31)	Unfavorable
4.1.4. Earnings (Loss) per share	(10.06)	(0.87)	Unfavorable

4.2. Leverage Ratios	31-Dec-25	31-Dec-24	Favorable/Unfavorable
4.2.1. Current ratio	0.49	1.00	Unfavorable
4.2.2. Debt/Equity ratio	N/A	5.91	Unfavorable
4.2.3. Interest-Bearing Debt/Equity ratio	N/A	1.32	Unfavorable

4.3. Shareholders Value Ratios	31-Dec-25	31-Dec-24	Favorable/Unfavorable
4.3.1. Net Book Value	(3.54)	4.48	Unfavorable
4.3.2. Return on total assets	(36.43%)	(2.78%)	Unfavorable
4.3.3. Return on equity	N/A	(19.21%)	Unfavorable