

TRANSLATION

TTCL PUBLIC COMPANY LIMITED

MANAGEMENT DISCUSSION AND ANALYSIS

1. Operating Performance for the period ended 31 March 2025

For the period ended 31 March 2025, the Company reported a gross profit of THB 155 million, decreasing 41% year over year. The decline was mainly attributable to a decrease in backlog and the substantial completion of project progress that was delivered to clients over the last year.

The net loss for the period was THB -97 million, which attributed to the Company at THB -90 million with earnings loss of THB -0.15 per share.

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

For the Three-month period ended

(Unit: Million Baht)

| | 31-Mar-25 | | 31-Mar-24 | | Change |
|--|-------------------|-------------|-------------------|-------------|--------------|
| Revenues from construction and service | 2,173.92 | 99% | 4,946.73 | 100% | -56% |
| Revenues from operating the power plant | 14.65 | 1% | 15.12 | 0% | -3% |
| Revenue from sale | 0.09 | 0% | 6.47 | 0% | -99% |
| Total revenues | 2,188.66 | 100% | 4,968.32 | 100% | -56% |
| <u>Less</u> Cost of construction and services (EPC) | (2,029.28) | 93% | (4,685.85) | 94% | -57% |
| <u>Less</u> Cost of operating the power plant | (1.38) | 0% | (2.12) | 0% | -35% |
| <u>Less</u> Costs of goods sold | (3.33) | 0% | (16.20) | 0% | -79% |
| Total Costs | (2,033.99) | 93% | (4,704.16) | 95% | -57% |
| Gross profit | 154.67 | 7% | 264.15 | 5% | -41% |
| <u>Add</u> Other income | 88.83 | 4% | 29.03 | 1% | 206% |
| <u>Less</u> Administrative Expenses | (352.32) | 16% | (165.85) | 3% | 112% |
| <u>Add/(Less)</u> Gain (Loss) on exchange rate, net | 29.49 | 1% | (9.42) | 0% | 413% |
| <u>Add</u> Share of Profit / (Loss) of Joint venture | 33.24 | 2% | 58.25 | 1% | -43% |
| Profit before Financial Cost and Income Tax | (46.09) | -2% | 176.16 | 4% | -126% |
| <u>Less</u> Financial Costs | (40.34) | 2% | (49.06) | 1% | -18% |
| Profit/(Loss) before Income Tax | (86.44) | 4% | 127.10 | 3% | -168% |
| Income tax benefit (expenses) | (10.48) | 0% | (9.10) | 0% | 15% |
| Net Profit/(Loss) for this period | (96.91) | -4% | 118.01 | 2% | -182% |
| Other comprehensive income (loss) | | | | | |

| | | | | | |
|---|----------------|------------|---------------|------------|--------------|
| Item to be reclassified subsequently to profit or loss | (2.83) | 0% | 364.04 | 7% | -101% |
| Translation adjustment on foreign currency financial statements | | | | | |
| Total comprehensive income for the period | (99.74) | -5% | 482.05 | 10% | -121% |
| Profit/(Loss) attributable to: | | | | | |
| Owners of the parent | (91.96) | | 115.95 | | |
| Non-controlling interests | (4.95) | | 2.06 | | |
| | (96.91) | | 118.01 | | |
| Basic earnings per share (THB) | (0.15) | | 0.19 | | |

2.1 Analysis of Revenues, Costs and Expenses

2.1.1 Revenues

Total Revenues recorded at THB 2,189 million, decreased -56% when compare to the same period last year.

| Revenues | 31-Mar-25 | 31-Mar-24 | Change |
|---------------------------------------|-----------------|-----------------|-------------|
| Revenue from construction and service | 2,173.92 | 4,946.73 | -56% |
| Revenue from operation power plant | 14.65 | 15.12 | -3% |
| Revenue from sales | 0.09 | 6.47 | -99% |
| Total Revenues | 2,188.66 | 4,968.32 | -56% |

- EPC Businesses

Revenue from construction and service (EPC) decreased by 56% to THB 2,174million, mainly due to the Company has been awarded fewer new EPC contracts than planned in the previous year.

- Power Plant Businesses

Revenue from the operation and maintenance of power plant decreased by 3% to THB 15 million, mainly due to the impact of exchange rate fluctuations.

- Bio Pellets Businesses

Revenue from the sale of product of THB 0.09 million mainly due to the Company has started selling sample product from the Black Pellet Demonstration Plant to the potential customers.

2.1.2 Costs & Gross Profit

Gross Profit Comparison

| 31-Mar-25 | Revenue | Cost | Gross profit |
|--|-----------------|-------------------|---------------|
| EPC construction | 2,173.92 | (2,029.28) | 144.64 |
| Operation and maintenance of power Plant | 14.65 | (1.38) | 13.27 |
| Sale of goods | 0.09 | (3.33) | (3.24) |
| Total | 2,188.66 | (2,033.99) | 154.67 |

Gross Profit consists of THB 145 million from construction and service (EPC), THB 13 million from operation and maintenance of power plant, and THB -3 million from sale of goods (Black Pellet). The negative gross profit of sales of goods was due to the selling of sample pellet from Demonstration Plant for the marketing purpose.

The overall Gross Profit margin for the period was 7%, increasing from 5%, mainly due to the Company was able to manage the construction cost more effectively than the previous year

2.1.3 Other Income / Gain on Exchange Rate

- Other Income increased by 206% to THB 89 million mainly due to the insurance claim related to the EPC project in Vietnam, which was impacted by Typhoon Yagi in September 2024.
- Gain on Exchange Rate was THB 29 million mainly due to an unrealized gain from the appreciation of THB against the USD.

2.1.4 Administrative Expenses

Administrative expenses increased by 112% to THB 352 million, mainly due to the recognition of an allowance for expected credit losses on contract assets.

2.1.5 Share of Profit of Joint Venture

Share of Profit of Joint Venture from the investment in TTGP decreased by 43% to THB 33 million as the power plant in Myanmar was partially shut down due to unplanned grid outage during the period.

2.1.6 Finance Cost and Income Tax Expenses

Finance cost for the period decreased by 18% to THB 40 million. Income tax expenses for the period was recorded at THB 10 million.

3. Analysis of Financial Status

3.1 Analysis of Assets

| Figures in THB Million | 31-Mar-25 | 31-Dec-24 | Increase/(Decrease) | % Change |
|------------------------|------------------|------------------|---------------------|----------------|
| Current assets | 12,778.13 | 14,111.45 | (1,333.32) | (9.45%) |
| Non-current assets | 5,169.05 | 4,968.58 | 200.46 | 4.03% |
| Total assets | 17,947.17 | 19,080.03 | (1,132.86) | (5.94%) |

As of 31 March 2025, Total Assets were THB 17,947 million, decreased by 6% compared with the end of last year.

Total Current Assets decreased by THB 1,333 million or 9%; major movement as the following items:

- Cash and cash equivalents decreased by THB 486 million.
- Trade accounts receivable – general customers decreased by THB 609 million.
- Contract assets - general customers decreased by THB 270 million mainly due to the issuance of invoice to the project owners.

Total Non-Current Assets increased by THB 200 million or 4%; major movement as the following items:

- Property, plant and equipment increased by THB 83 million from the investment in Black Pellet business.

3.2 Analysis of Liabilities and Shareholders' Equity

| Figures in THB Million | 31-Mar-25 | 31-Dec-24 | Increase/(Decrease) | % Change |
|---|------------------|------------------|---------------------|----------------|
| Current Liabilities | 13,008.85 | 14,112.50 | (1,103.65) | (7.82%) |
| Non-Current Liabilities | 2,276.06 | 2,205.52 | 70.54 | 3.20% |
| Total Liabilities | 15,284.91 | 16,318.02 | (1,033.11) | (6.33%) |
| Shareholders' equity | 2,662.27 | 2,762.01 | (99.74) | (3.61%) |
| Total Liabilities and shareholders' equity | 17,947.17 | 19,080.03 | (1,132.86) | (5.94%) |

As of 31 March 2025, Total Liabilities were THB 15,285 million, decreased by 6% compared with the end of last year.

Total Current Liabilities decreased by THB 1,104 million or 8%; major movement as the following items:

- Trade accounts payable – general suppliers increased by THB 240 million.
- Accrued construction costs – general suppliers decreased by THB 1,324 million due to the vendors have issued invoices to the Company.

Total Non-Current Liabilities increased by THB 71 million or 3% mainly from re-classification of the period of debenture of THB 221 million to the current portion and the issuance of debenture of THB 306 million during the period.

Shareholder's equity was THB 2,662 million or decreased by 4%. 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 from total comprehensive loss of THB 99.74 million. Therefore, the Closing Balance of Shareholders' Equity as of 31 March 2025 were THB 2,662 million.

4. Major Financial Measures

| 4.1. Profitability Ratios | 31-Mar-25 | 31-Mar-24 | Favorable/Unfavorable |
|------------------------------------|------------------|------------------|------------------------------|
| 4.1.1. Gross profit margin | 7.07% | 5.32% | Favorable |
| 4.1.2. Net profit margin | (4.43%) | 2.38% | Unfavorable |
| 4.1.3. Times Interest Earned ratio | (1.14) | 3.59 | Unfavorable |
| 4.1.4. Earnings per share | (0.15) | 0.19 | Unfavorable |

| 4.2. Leverage Ratios | 31-Mar-25 | 31-Dec-24 | Favorable/Unfavorable |
|---|------------------|------------------|------------------------------|
| 4.2.1. Current ratio | 0.98 | 1.00 | Unfavorable |
| 4.2.2. Debt/Equity ratio | 5.74 | 5.91 | Favorable |
| 4.2.3. Interest-Bearing Debt/Equity ratio | 1.32 | 1.32 | Neutral |

| 4.3. Shareholders Value Ratios | 31-Mar-25 | 31-Mar-24 | Favorable/Unfavorable |
|---------------------------------------|------------------|------------------|------------------------------|
| 4.3.1. Net Book Value | 4.32 | 6.12 | Unfavorable |
| 4.3.2. Return on total assets | (0.54%) | 0.58% | Unfavorable |
| 4.3.3. Return on equity | (3.64%) | 3.13% | Unfavorable |