



MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED 31 DECEMBER 2024

1. Analysis of Operation Results According to Consolidated Financial Statement

	Year Ended 31 December					
	2024		2023		Change	
	Amount (MB)	% to Revenue	Amount (MB)	% to Revenue	Amount (MB)	% Change
Revenue from sale and rendering of services	2,049.2	100%	4,125.6	100%	(2,076.4)	-50%
Cost of sale and rendering of services	(1,044.8)	-51%	(1,641.9)	-40%	(597.1)	-36%
Gross profit	1,004.4	49%	2,483.7	60%	(1,479.3)	-60%
Other income	66.7	3%	86.4	2%	(19.7)	-23%
Selling and distribution expenses	(14.2)	-1%	(55.4)	-1%	(41.2)	-74%
Administrative expenses	(239.0)	-12%	(236.3)	-6%	2.7	1%
Gain (loss) on derivatives	2.9	1%	4.5	0%	(1.6)	-36%
Gain (loss) on financial assets	47.9	2%	2.3	0%	45.6	1983%
Profit (loss) from operating activities	868.7	42%	2,285.2	55%	(1,416.5)	-62%
Finance costs	(21.4)	-1%	(53.2)	-1%	(31.8)	-60%
Profit (loss) before income tax expense	847.3	41%	2,232.0	54%	(1,384.7)	-62%
Tax (expense) income	(100.5)	-5%	(258.1)	-6%	(157.6)	-61%
Net profit (loss)	746.8	36%	1,973.9	48%	(1,227.1)	-62%
Other comprehensive income	(25.6)	-1%	0.7	0%	(26.3)	-3757%
Total comprehensive income for the period	721.2	35%	1,974.6	48%	(1,253.4)	-63%

Net profit (Loss) attributable to :

Owners of the parent	682.5	1,838.0
Non-controlling interests	64.3	135.9
	746.8	1,973.9

Total comprehensive income attributable to:

Owners of the parent	656.9	1,838.7
Non-controlling interests	64.3	135.9
	721.2	1,974.6

Basic earnings per share (EPS) :

Number of shares (million shares)	1,055.8	1,055.8
Basic earnings per share (in Baht)	0.65	1.74

The operating results according to the consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2024 presented the net profit of Baht 746.8 million or Baht 0.65 per share which decreased by Baht 1,227.1 million or 62%, compared to the net profit of Baht 1,973.9 million or Baht 1.74 per share of the year ended 31 December 2023. The significant reasons were as follows:



MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED 31 DECEMBER 2024

1.1 Revenue from Sale and Rendering of Services

Revenue from sale and rendering of services of 2024 was Baht 2,049.2 million, decreased by Baht 2,076.4 million or 50%, compared to 2023 (Baht 4,125.6 million). The main reasons were as follows:

- Revenue from solar farm business of 2024 was Baht 1,769.4 million which decreased by Baht 1,212.1 million or 41%, compared to 2023 (Baht 2,981.5 million). Although the amount of electricity produced and sold remained the same at 372.5 million units, unchanged from December 31, 2023, the decrease in revenue was mainly due to the termination of the additional electricity price subsidy (Adder) of 8 baht per unit, which had ended for all 36 solar farms. This resulted in a revenue decrease of Baht 1,060.6 million, detail as follows:

No.	Companies	Revenue from subsidy of adders ended
1	Solar Power (Korat 1) Co., Ltd.	20 April 2020
2	Solar Power (Sakon Nakorn 1) Co., Ltd.	8 February 2021
3	Solar Power (Nakorn Phanom 1) Co., Ltd.	21 April 2021
4	Solar Power (Korat 2) Co., Ltd.	12 September 2021
5	Solar Power (Loei 1) Co., Ltd.	14 September 2021
6	Solar Power (Khon Kaen 1) Co., Ltd.	14 February 2022
7	Solar Power (Korat 3) Co., Ltd.	8 March 2022
8	Solar Power (Korat 4) Co., Ltd.	13 May 2022
9	Solar Power (Korat 7) Co., Ltd.	29 May 2022
10	Solar Power (Korat 5) Co., Ltd.	14 January 2023
11	Solar Power (Korat 8) Co., Ltd.	14 January 2023
12	Solar Power (Korat 9) Co., Ltd.	15 January 2023
13	Solar Power (Khon Kaen 3) Co., Ltd.	16 January 2023
14	Solar Power (Khon Kaen 4) Co., Ltd.	16 January 2023
15	Solar Power (Khon Kaen 5) Co., Ltd.	17 January 2023
16	Solar Power (Khon Kaen 8) Co., Ltd.	17 January 2023
17	AJ Technology Co., Ltd.	24 June 2023
18	Tipayanarai Co., Ltd.	24 June 2023
19	Solar Power (Korat 6) Co., Ltd.	25 June 2023
20	Solar Power (Bureerum 1) Co., Ltd.	25 June 2023



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No.	Companies	Revenue from subsidy of adders ended
21	Solar Power (Bureerum 2) Co., Ltd.	25 June 2023
22	Solar Power (Khon Kaen 2) Co., Ltd.	28 July 2023
23	Solar Power (Khon Kaen 7) Co., Ltd.	30 September 2023
24	Solar Power (Nakorn Phanom 2) Co., Ltd	26 February 2024
25	Solar Power (Nongkai 1) Co., Ltd	27 February 2024
26	Solar Power (Bureerum 3) Co., Ltd	5 March 2024
27	Solar Power (Nakorn Phanom 3) Co., Ltd	9 March 2024
28	Solar Power (Udon Thani 1) Co., Ltd	31 March 2024
29	Solar Power (Loei 2) Co., Ltd	23 April 2024
30	Solar Power (Sakon Nakorn 2) Co., Ltd	24 April 2024
31	Solar Power (Surin 3) Co., Ltd	28 April 2024
32	Solar Power (Khon Kaen 9) Co., Ltd	19 May 2024
33	Solar Power (Khon Kaen 10) Co., Ltd	19 May 2024
34	Solar Power (Khon Kaen 6) Co., Ltd	29 May 2024
35	Solar Power (Surin 1) Co., Ltd	26 June 2024
36	Solar Power (Surin 2) Co., Ltd	26 June 2024

- Solar Power Roof Company Limited (SPR), operates the business of solar roof installation for residential, commercial and industrial customers, its revenue from sale and rendering of services of 2024 was Baht 258.2 million which decreased by Baht 800.0 million or 76% compared to 2023 (Baht 1,058.2 million) due to increased competition.

1.2 Cost of Sale and Rendering of Services and Gross Profit

Cost of sale and rendering of services of 2024 was Baht 1,044.8 million, decreased by Baht 597.1 million or 36%, compared to 2023 (Baht 1,641.9 million). The decreased in cost of sale and rendering of services was aligned to the revenue of solar roof business (SPR).

Gross profit margin of 2024 was 49%, decreased from the period of 2023 (60%). The main reason was the decreasing in the revenue of solar farm business, which higher gross profit margin decreased from 70% to 50%. This decrease was due to the termination of the additional electricity price subsidy (Adder) for 13 solar farms in 2024 (from number 24 to 36 as mentioned in table 1.1).



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1.3 Other Income

Other income of 2024 was Baht 66.7 million, decreased by Baht 19.7 million or 23%, compared to 2023 (Baht 86.4 million). The main reason was the decrease in interest income from bank deposits, which corresponds to the reduction in bank deposits during the year.

1.4 Selling and Distribution Expenses

Selling and distribution expenses of 2024 was Baht 14.2 million, decreased by Baht 41.2 million or 74%, compared to 2023 (Baht 55.4 million). The decrease in selling and distribution expenses was aligned to the revenue of solar roof business (SPR)

1.5 Administrative Expenses

Administrative expenses of 2024 was Baht 239.0 million, increased by Baht 2.7 million or 1%, compared to 2023 (Baht 236.3 million). The main reasons were as follows:

- In 2024, the employee expense increased by Baht 4.4 million.
- In 2024, the vehicle depreciation increased by Baht 3.2 million.

1.6 Gain (Loss) on Financial Assets

Gain on financial assets of 2024 was Baht 47.9 million, increased by Baht 45.6 million or 1,983%, compared to 2023 (Baht 2.3 million). The main reason was the profit from investments in short-term money market funds.

1.7 Finance Costs

Finance costs of 2024 was Baht 21.4 million, decreased by Baht 31.8 million or 60% compared to 2023 (Baht 53.2 million). The main reason was the repayment of debentures in 2023 and 2024 amounting to Baht 650.0 million and Baht 1,500.0 million, respectively.

2. Analysis of Financial Position According to Consolidated Financial Statement

2.1 Analysis of Assets

As at 31 December 2024, the total assets were Baht 21,419.5 million, decreased by Baht 2,477.4 million or 10%, compared to balance as of 31 December 2023 which was Baht 23,896.9 million. The details were as follows:



MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED 31 DECEMBER 2024

	31-Dec-24	31-Dec-23	Change	
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	% Change
Property, plant and equipment, net	15,590.0	16,231.4	(641.4)	-4%
Cash and bank	120.0	4,443.2	(4,323.2)	-97%
Short term investment in Money market fund	2,910.4	-	2,910.4	
Other assets	2,799.1	3,222.3	(423.2)	-13%
Total assets	21,419.5	23,896.9	(2,477.4)	-10%

- As at 31 December 2024, property, plant and equipment were Baht 15,590 million, decreased by Baht 641.4 million or 4%, compared to balance as of 31 December 2023 which was Baht 16,231.4 million. The main reason was depreciation amounting to Baht 640.7 million.
- As at 31 December 2024, cash and bank were Baht 120.0 million, decreased by Baht 4,323.2 million or 97%, compared to balance as of 31 December 2023 which was Bath 4,443.2 million. The main reasons were as follows:
 - The repayment of debentures amounting to Baht 1,500.0 million during the year.
 - The short-term investments in Money market fund (high liquidity, low-risk) amounting to Baht 2,910.4 million.
- As at 31 December 2024, other assets were Baht 2,799.1 million, decreased by Baht 423.2 million or 13%, compared to balance as of 31 December 2023 which was Baht 3,222.3 million. The main reasons were as follows:
 - The decrease in trade accounts receivable amounting to Baht 375.8 million.
 - The sale of investments in the Miyako project (Japan) amounting to Baht 67.8 million. However, there was an increase in investment in the Kagoshima project (Japan) amounting to Baht 23.4 million.

2.2 Analysis of Liabilities and Shareholders' Equity

As at 31 December 2024, the total liabilities and shareholders' equity were Baht 21,419.5 million, decreased by Baht 2,477.4 million or 10%, compared to balance as of 31 December 2023 which was Baht 23,896.9 million. The details were as follows:



MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED 31 DECEMBER 2024

	31-Dec-24	31-Dec-23	Change	
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)	% Change
Interest bearing debt	38.4	1,556.7	(1,518.3)	-98%
Other liabilities	200.6	491.8	(291.2)	-59%
Total liabilities	239.0	2,048.5	(1,809.5)	-88%
Share capital	5,059.6	5,059.6	-	0%
Retained earnings	13,482.6	14,076.4	(593.8)	-4%
Non-controlling interests	2,638.3	2,712.4	(74.1)	-3%
Total shareholders' equity	21,180.5	21,848.4	(667.9)	-3%
Total liabilities and shareholders' equity	21,419.5	23,896.9	(2,477.4)	-10%

- As at 31 December 2024, interest bearing debt was Baht 38.4 million, decreased by Baht 1,518.3 million or 98%, compared to balance as of 31 December 2023 which was Baht 1,556.7 million. The main reasons were as follows:
 - The repayment of debentures amounting to Baht 1,500.0 million during the year.
 - The decrease in lease liability amounting to Baht 19.1 million.
- As at 31 December 2024, other liabilities were Baht 200.6 million, decreased by Baht 291.2 million or 59%, compared to balance as of 31 December 2023 which was Baht 491.8 million. The main reasons were as follows:
 - The decrease in trade accounts payable amounting to Baht 189.0 million.
 - The decrease in corporate income tax payable amounting to Baht 97.1 million.
- As at 31 December 2024, shareholders' equity was Baht 21,180.5 million, decreased by Baht 667.9 million or 3%, compared to balance as of 31 December 2023 which was Baht 21,848.4 million. The main reasons were as follows:
 - The net profit was Baht 746.7 million.
 - The payment of dividend was Baht 1,389.1 million.

2.3 The Appropriateness of Financial Structure

According to statement of financial position as at 31 December 2024, debt to equity ratio was 0.01 times, decreased from the ratio as at 31 December 2023, 0.09 times. The main reasons were as follows:

- The repayment of debentures amounting to Baht 1,500.0 million during the year.
- The net profit was Baht 746.7 million.
- The payment of dividend was Baht 1,389.1 million.



MANAGEMENT DISCUSSION AND ANALYSIS FOR THE YEAR ENDED 31 DECEMBER 2024

3. Analysis of Cash Flow According to Consolidated Financial Statement

	Year Ended 31 December		
	2024	2023	Change
	Amount (Million Baht)	Amount (Million Baht)	Amount (Million Baht)
Net cash generated from (used in) operating activities	1,412.6	3,073.3	(1,660.7)
Net cash generated from (used in) investing activities	(2,793.9)	1,464.6	(4,258.5)
Net cash generated from (used in) financing activities	(2,941.9)	(1,828.2)	(1,113.7)
Net increase (decrease) in cash and cash equivalents	(4,323.2)	2,709.7	(7,032.9)
Cash and cash equivalents at the beginning of the period	4,443.2	1,733.5	2,709.7
Cash and cash equivalents at the end of the period	120.0	4,443.2	(4,323.2)

As at 31 December 2024, cash and cash equivalents were Baht 120.0 million, decreased by Baht 4,323.2 million from Baht 4,443.2 million as at 31 December 2023. The reasons were as follows:

- 1) Net cash generated from operating activities amounting to Baht 1,412.6 million, resulting in
 - Net cash was generated from operating profits amounting to Baht 1,602.0 million.
 - Taxes paid amounting to Baht 189.4 million.
- 2) Net cash used in investing activities amounting to Baht 2,793.9 million, resulting in
 - Cash paid for investments in short term investment in Money market fund amounting to Baht 2,910.4 million.
 - Cash proceed from interest income amounting to Baht 32.5 million.
 - Cash proceed from dividend income amounting to Baht 16.5 million.
- 3) Net cash used in financing activities amounting to Baht 2,941.9 million, resulting in
 - Repayment of debentures amounting to Baht 1,500.0 million.
 - Dividend paid amounting to Baht 1,389.1 million.

Please be informed accordingly.

Yours sincerely,

(Dr. Wandee Khunchornyakong Juljarern)

Chief Executive Officer