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### Management Discussion & Analysis of Business Operation

For the third quarter ended 30<sup>th</sup> September 2021

Significant event that has effect to the Group's financial statements.

On 6 July 2021, the Company acquired shares of Uni Power Tech Company Limited from the group of major shareholders, representing 99 % of shareholding. The management of the Group consider that the above acquisition is a business combination under common control using the pooling of interests method. The Company has prepared and presented the consolidated financial statements for the year ended 31 December 2020 to reflect the financial position, the results of operations and cash flows for the period then ended as if the Group's companies had been operating as a single economic unit since before 1 January 2020, although the legal relationship between the Group and this subsidiary occurred afterward.

As a result of the adjustment of financial position as at 31 December 2020, total assets increased by 821.4 million Baht, total liabilities increased 558.9 million Baht, former shareholders before business combination under common control amounting increased 262.4 million Baht. For 3Q/20, total revenue increased 75.6 million Baht and net profit increased 12.3. For 9M/20 total revenue and net profit increased 233.0 million Baht and 50.4 million Baht respectively.

#### 1) Executive Summary

For the third quarter of 2021, the group of companies has shown the steady growth from the same period last year. For comparison, the restated financial result was shown to reflect the financial statement while the previous report (which excluded performance of UPT) was to reflect the actual performance change.

Consolidated Financial Statement (Unit: MTHB)	Restated			Previous Report		
	Q3/63	Q3/64	Change	Q3/20	Q3/21	Change
Total Revenue <sup>1</sup>	648.3	764.4	17.9%	572.6	764.4	33.5%
EBITDA <sup>2</sup>	488.5	560.4	14.7%	448.8	560.4	24.9%
Net Profit (to SSP's Shareholders)	227.5	286.5	25.9%	227.5	286.5	25.9%
Core Operating Profit	205.2	256.8	25.2%	205.2	256.8	25.2%
EBITDA Margin (%)	75.3%	73.3%		78.4%	73.3%	
Net Profit Margin (%)	35.1%	37.5%		39.7%	37.5%	

Consolidated Financial Statement (Unit: MTHB)	Restated			Previous Report		
	Q3/63	Q3/64	Change	Q3/20	Q3/21	Change
Core Operating Profit Margin (%)	31.6%	33.6%		35.8%	33.6%	

Remark: <sup>1</sup> Include finance income

<sup>2</sup> EBITDA excluded unrealized FX gain/loss

For financial statements adjusted period of 3 months ended 30<sup>th</sup> September 2021, total revenue was 764.4 million Baht, increased by 17.9% from the same period last year. Net profit (to SSP's Shareholders) and EBITDA were 286.5 million Baht and 560.4 million Baht respectively. Net profit margin was 37.5% and EBITDA margin was 73.3%.

For the performance of the company reflected by financial statement before adjusted, total revenue was 764.4 million Baht increased from 572.6 million Baht or increasing 33.5% mainly from revenue recognition from Leo1 project in Japan, UPT project and solar rooftop projects in Indonesia. EBITDA was 560.4 million Baht increased from 448.8 million Baht in 3Q/21 or increasing 24.9%.

Core operating profit was 256.8 million Baht, increased by 25.2% from the same period last year. Core operating profit margin was 33.6%.

Consolidated Financial Statement (Unit: MTHB)	Restated			Previous Report		
	9M/63	9M/64	เปลี่ยนแปลง	9M/63	9M/64 <sup>2</sup>	เปลี่ยนแปลง
Total Revenue	1,703.4	1,981.1	16.3%	1,470.2	1,833.6	24.7%
EBITDA <sup>1</sup>	1,296.0	1,490.9	15.0%	1,198.4	1,452.1	21.2%
Net Profit (to SSP's Shareholders)	594.5	710.0	19.4%	594.5	710.0	19.4%
Core Operating Profit	569.1	668.0	17.4%	569.1	668.0	17.4%
EBITDA Margin (%)	76.1%	75.3%		81.5%	79.2%	
Net Profit Margin (%)	34.9%	35.8%		40.4%	38.7%	
Core Operating Profit Margin (%)	33.4%	33.7%		38.7%	36.5%	

Remark: <sup>1</sup> EBITDA excluded unrealized FX gain/loss

<sup>2</sup> Include UPT performance for 3Q/21 after the company acquisition

For financial statements adjusted period of 9 months ended 30<sup>th</sup> September 2021, total revenue was 1,981.1 million Baht, increased by 16.3%. Net profit (to SSP's Shareholders) and EBITDA were 710.0 million Baht and 1,490.9 million Baht respectively. Net profit margin was 35.8% and EBITDA margin was 75.3%.

For the period of 9 months ended 30<sup>th</sup> September 2021 before adjusted, total revenue was 1,833.6 million Baht increased from 1,470.2 million Baht, increasing by 24.7% mainly from revenue recognition from the above mentioned and full period revenue recognition from Yamaga project. EBITDA were 1,452.1 million Baht increased from 1,198.4 million Baht, increasing by 21.2% reflect to actual performance.

Core operating profit was 668.0 million Baht, increased by 17.4% from the same period last year. Core operating profit margin was 36.5%.

## 2) Analysis of financial results and financial status

### 2.1) Analysis of financial results

#### (1) Revenue

Consolidated Financial Statement	Restated			Previous Report		
	Q3/20	Q3/21	Change	Q3/20	Q3/21	Change
Revenue Structure (Unit: MTHB)						
Sale revenue from electricity sale in Thailand	303.7	296.6		228.1	296.6	
Sale revenue from electricity sale in Japan	216.1	290.0		216.1	290.0	
Sale revenue from electricity sale in Vietnam	61.9	58.7		61.9	58.7	
Sale revenue from electricity sale in Mongolia	23.2	27.4		23.2	27.4	
Sale revenue from electricity sale in Indonesia	0.7	8.4		0.7	8.4	
<b>Total Sale revenue from electricity sale</b>	<b>605.7</b>	<b>681.2</b>	<b>+12.5%</b>	<b>530.0</b>	<b>681.2</b>	<b>+28.5%</b>
EPC Construction revenue and service income on Solar rooftop projects	11.5	0.5		11.5	0.5	
Other revenues <sup>1</sup>	31.2	82.6		31.2	82.6	
<b>Total revenues</b>	<b>648.3</b>	<b>764.4</b>	<b>+17.9%</b>	<b>572.6</b>	<b>764.4</b>	<b>33.5%</b>

**Remark:** <sup>1</sup> Other revenue included (but not limited to) management income, service income, import duty, interest revenue, gain(loss) from foreign exchange and revenue related to power development fund.

For financial statements adjusted 3Q/21. The main source of company's revenue was from electricity sale. In the third quarter of 2021, the consolidated electricity sale was 681.2 million Baht, increased by 12.5% from the same period last year. The revenue growth was contributed by the increase of overseas electricity sale

including revenue recognition from Leo1 project in Japan, COD in July 2021, and solar rooftop projects in Indonesia.

For the period of 3 months ended 30<sup>th</sup> September 2021 before adjusted, the consolidated electricity sale increased by 28.5% from the same period last year. The revenue growth due to revenue recognition from the above mentioned and revenue recognition from UPT (acquisition in July 2021)

Consolidated Financial Statement	Restated			Previous Report		
	9M/63	9M/64	change	9M/20	9M/21 <sup>2</sup>	Change
Revenue Structure (Unit: MTHB)						
Sale revenue from electricity sale in Thailand	927.0	910.9		693.9	763.6	
Sale revenue from electricity sale in Japan	445.4	676.5		445.4	676.5	
Sale revenue from electricity sale in Vietnam	179.2	168.0		179.2	168.0	
Sale revenue from electricity sale in Mongolia	88.1	88.0		88.1	88.0	
Sale revenue from electricity sale in Indonesia	1.9	13.9		1.9	13.9	
<b>Total Sale revenue from electricity sale</b>	<b>1,641.6</b>	<b>1,857.3</b>	<b>+13.1%</b>	<b>1,408.5</b>	<b>1,709.9</b>	<b>+21.4%</b>
EPC Construction revenue and service income on Solar rooftop projects	11.5	0.5		21.5	11.4	
Other revenues <sup>1</sup>	31.2	82.6		40.3	112.4	
<b>Total revenues</b>	<b>1,703.4</b>	<b>1,981.1</b>	<b>16.3%</b>	<b>1,470.2</b>	<b>1,833.6</b>	<b>24.7%</b>

**Remark:** <sup>1</sup> Other revenue included (but not limited to) management income, service income, import duty, interest revenue, gain(loss) from foreign exchange and revenue related to power development fund.

<sup>2</sup> Include UPT performance for 3Q/21 after the company acquisition

For financial statements adusted period of 9 months, total revenue from electricity sale was 1,857.3 million Baht or increase by 13.1% from the same period last year.

For the performance of the company reflected by financial statement before adjusted, total revenue from electricity sale was 1,709.9 million Baht or increase by 21.4% from the same period last year. The revenue growth due to revenue recognition from the above mentioned, full period revenue recognition from Yamaga project (COD on June 2020) and revenue recognition from UPT (acquisition in July 2021).

## (2) Cost of Sales

Consolidated Financial Statement	Restated			Previous Report		
	Q3/20	Q3/21	Change	Q3/20	Q3/21	Change
<b>Cost of Sales (Unit: MTHB)</b>						
Operating and maintenance costs	90.5	100.7		46.3	100.7	
Depreciation and amortization	137.7	167.0		128.7	167.0	
Cost of EPC construction on Solar rooftop projects	0.0	0.5		0.0	0.5	
Others <sup>1</sup>	26.1	9.8		22.9	9.8	
<b>Total cost of sales</b>	<b>254.4</b>	<b>278.0</b>	<b>9.3%</b>	<b>197.9</b>	<b>278.0</b>	<b>40.5%</b>

Consolidated Financial Statement	Restated			Previous Report		
	9M/63	9M/64	Change	9M/63	9M/64 <sup>2</sup>	Change
<b>Cost of Sales (Unit: MTHB)</b>						
Operating and maintenance costs	249.8	287.4		127.0	189.2	
Depreciation and amortization	335.9	437.1		309.1	419.3	
Cost of EPC construction on Solar rooftop projects	0.0	8.2		0.0	8.2	
Others <sup>1</sup>	65.5	26.1		55.0	37.4	
<b>Total cost of sales</b>	<b>651.2</b>	<b>758.8</b>	<b>16.5%</b>	<b>491.1</b>	<b>654.1</b>	<b>33.2%</b>

Remark: <sup>1</sup> Others included (but not limited to) electricity expenses, salary and bones, insurance fee and land lease of Japanese projects

<sup>2</sup> Include UPT performance for 3Q/21 after the company acquisition

The consolidated cost of sales increased in line with the revenue increase, mainly due to the increase of depreciation and amortization as well as O&M cost which arose from the new commercial operation projects.

## (3) Gross Profit

Consolidated Financial Statement Gross Profit (Unit: MTHB)	Restated			Previous Report		
	Q3/20	Q3/21	Change	Q3/20	Q3/21	Change
Total Sale revenue from electricity sale and EPC	617.2	681.8		541.5	681.8	
Total cost of sales	254.4	278.0		197.9	278.0	
Gross profit	362.8	403.7	11.3%	343.6	403.7	17.5%
Gross profit margin (%)	58.8%	59.2%		63.5%	59.2%	

  

Consolidated Financial Statement Gross Profit (Unit: MTHB)	Restated			Previous Report		
	9M/63	9M/64	Change	9M/63	9M/64 <sup>1</sup>	Change
Total Sale revenue from electricity sale and EPC	1,663.1	1,868.7		1,430.0	1,721.4	
Total cost of sales	651.2	758.8		491.1	654.1	
Gross profit	1,011.8	1,109.8	9.7%	939.0	1,067.2	13.7%
Gross profit margin (%)	60.8%	59.4%		65.7%	62.0%	

**Remark:** <sup>1</sup> Include UPT performance for 3Q/21 after the company acquisition

For financial statements adjusted in 3Q/21. Consolidated gross profit for Q3/21 was 403.7 million Baht, increased by 11.3% from the same period last year. Gross profit margin was 59.2%.

For the period of 3 months ended 30<sup>th</sup> September 2021 before adjusted, Consolidated gross profit was 403.7 million Baht, increased by 17.5%

For the period of 9 months of 2021, gross profit was 1,109.8 million Baht, increased by 9.7% from the same period last year.

For the period of 9 months ended 30<sup>th</sup> September 2021 before adjusted, gross profit was 1,067.2 million Baht, increased by 13.7% from the same period last year and in line with the increase of new commercial operation projects and revenue recognition from UPT. However, the narrower of gross profit margin of new projects when compared with the first solar project, which receives government's subsidy in form of adder, led to lower gross profit margin from 65.7% last year to 62.0% in this year but still at favorable rate.

#### (4) Administrative Expenses

Consolidated Financial Statement Administrative Expenses (Unit: MTHB)	Q3/20	Q3/21	Change	9M/20	9M/21	Change
Unrealized FX loss(gain)	-	-		-	-	
G&A expenses	55.8	74.1	32.9%	137.4	151.4	10.2%

In Q3/21, general and administrative expenses increased from 55.8 million Baht to 74.1 million Baht. For 9 months of 2021, the G&A expenses increased by 10.2% due to property tax expense.

#### (5) Financial Costs

Consolidated Financial Statement Financial Cost (Unit: MTHB)	Q3/20	Q3/21	Change	9M/20	9M/21	Change
Financial Cost	80.7	92.3	+14.4%	228.7	251.3	+9.8%

Consolidated financial costs increased from the same period last year owing to the recognition of interest expenses of the new commercial operation projects and debenture.

#### (6) Net Profit (attributed to company's shareholders) and Core Operating Profit

Consolidated Financial Statement Core Operating Profit (Unit: MTHB)	Q3/20	Q3/21	Change	9M/20	9M/21	Change
Net profit distribution to SSP's shareholders	227.5	286.5	+25.9%	594.5	710.0	+19.4%
Unrealized FX (gain)/loss	(23.1)	(29.7)		(25.4)	(41.9)	
Core Operating Profit (to SSP's shareholders)	205.2	256.8	+25.2%	569.2	668.0	+17.4%

For Q3/21, net profit (to SSP's shareholders) was 286.5 million Baht, increase from 227.5 million Baht of Q3/20 or increasing by 25.9%. For 9 months of 2021, net profit (to SSP's shareholders) increasing by 19.4% from 710.0 million Baht in 9M/20 to 568.0 million Baht contributed by revenue recognition from new operation project.

For Q3/21, Core Operating Profit increased from 205.2 million Baht to 256.8 million Baht or increasing by 25.2%. For 9 months of 2021, Core Operating Profit increased from 569.2 million Baht to 668.0 million Baht, increasing 17.4% from the same period last year which is in line with the increase of revenue from new COD projects.

Core Operating Profit is the key performance indicator of management and board of directors to evaluate the company's financial results, and consider, together with dividend policy, for the payment of dividend. The adjustment items (from net profit to core operating profit) for Q3/21 and 9M/21, Deducted unrealized foreign exchange gain from loan from subordinaries, total 29.7 million Baht and 41.9 million Baht respectively.

i. **2.2 Financial Status**

Consolidated Financial Statement			
Financial Status (Unit: MTHB)	31 Dec 2020	30 Sep 2021	Change
Total Assets	16,925.4	22,339.9	32.0%
Total Liabilities	12,121.0	16,669.1	37.5%
Total Equity	4,804.4	5,670.8	18.0%
Total Equity (To SSP's shareholders)	4,205.1	5,147.3	22.4%
Debt to Equity Ratio (Consolidated)	2.52	2.94	
Debt to Equity Ratio (Company)	0.59	0.63	

As at 30<sup>th</sup> September 2021, consolidated total assets were 22,340.0 million Baht, increased by 5,414.5 million baht, from 16,925.4 million Baht as at 31<sup>st</sup> December 2020 or 32.0% increase. The increase of total assets consisted mainly of the 4,629.2 million Baht increase of property, plant and equipment of power plant. Most of total assets were property, plant and equipment of power plant which accounted for 71.1% of total assets.

Consolidated total liabilities were 16,669.1 million Baht, increased by 4,548.1 million Baht, from 12,121.0 million Baht as at 31<sup>st</sup> December 2020 or increasing 37.5%. The total liabilities increase consisted mainly of the 3,148.1 million Baht increase of Trade and other payables (mostly from contractor for wind project in Vietnam), 698.9 million Baht of long-term loan and 598.0 million Baht of debenture for the purpose of investment in new projects.

The total equity at the end of 30<sup>th</sup> September 2021 recorded 18.0% increase from 4,804.4 million Baht at the end of 2020 to 5,670.8 million Baht. Total Equity (To SSP's shareholders) increased from 4,205.1 million Baht at the end of 2020 to 5,147.3 million Baht at the end of Q3/21 or increasing 22.4%

Debt to Equity ratio (Consolidated) slightly decreased from 2.52 times at the end of 2020 to 2.94 times at the end of 3Q/21. D/E (company only) increased from 0.59 times at the end of 2020 to 0.64 times at the end of Q3/21. Debt to Equity ratio increased due to investment and development of new projects, however the company has issuance of warrant 1, warrants 2 and offering of private placement.

Within the first quarter of 2025, the company expected cash raised around 1,200 million Baht from SSP-W1 and 605 million Baht from private placement. After capital increase from warrant and PP, the



company will have more capital and debt to equity ratio will decrease accordingly, in line with company investment plan.