



SOLAR 024/2026

14<sup>th</sup> Aug, 2026

**Subject : Management Discussion and Analysis (MD&A) the Quarter 2 /2026 Ending 30 August 2026**

**To : President of the Stock Exchange of Thailand**

Management Discussion and Analysis (MD&A)

For the Performance of the Second Quarter of 2026

Ended June 30, 2026

The Company would like to clarify the operating results for the second quarter of 2026 (Q2/2026) compared with the second quarter of 2025 (Q2/2025), with key highlights as follows:

**1. Executive Summary / Operating Performance**

In Q2/2026, the Company reported total revenue of THB 186.69 million, representing a decrease of THB 113.45 million or 37.80% from Q2/2025, which recorded total revenue of THB 300.14 million. This was primarily due to a decline in sales and installation revenue of THB 95.40 million, electricity sales revenue of THB 8.41 million, and product sales and manufacturing service revenue of THB 9.64 million.

The revenue drop was mainly attributed to changes in project operational plans and delivery schedules, alongside equipment procurement constraints and periodic logistics disruptions.

Despite the top-line decline, the gross profit margin improved from 8.21% in Q2/2025 to 9.99% in Q2/2026, an increase of 1.78 percentage points. Gross profit stood at THB 18.65 million, compared to THB 24.64 million in Q2/2025, moving in line with the lower revenue base.

Regarding net losses, the Company reported a net loss of THB 77.32 million, representing an improvement of THB 42.47 million compared to a net loss of THB 119.79 million in Q2/2025. It is worth noting that in Q2/2025, the Company recognized an allowance for impairment of assets amounting to THB 35.09 million, which was a significant factor driving up the previous period's net loss.

In summary, despite lower revenue compared to the same period last year, the Company's gross profit margin improved, and the net loss significantly narrowed.

**2. Cost Control and Gross Profit Margin**

The Company has prioritized project cost control and alignment of cost tracking with physical progress. As a result, the gross profit margin reached 9.99% in Q2/2026, up from 8.21% in Q2/2025.

Moving forward, the Company will maintain its focus on project-level cost tracking, strict expense control, and evaluating the risk-reward ratio of project costs to mitigate cost risks and sustain profitability margins.



### 3. Liquidity and Cash Flow Management

As of June 30, 2026, the Company held cash and cash equivalents of THB 13.13 million, with current liabilities exceeding current assets by approximately THB 594.25 million, reflecting short-term liquidity constraints.

However, for the six-month period of 2026, the Company generated positive net cash flows from operating activities amounting to THB 16.83 million, demonstrating its underlying ability to generate operational cash flow.

Management remains fully committed to working capital management, accelerating debt collection from accounts receivable, managing debt service obligations, and structuring cash flows in alignment with commitments.

### 4. Key Factors Affecting Performance

During Q2/2026, the Company's operations were impacted by several external headwinds, including: Foreign exchange rate volatility Shortages of specific equipment adaptation and compliance requirements for new industry standards prolonged geopolitical conflicts in the Middle East Adverse weather conditions and storms affecting transportation and logistics

These factors affected procurement, costs, and project delivery schedules. The Company continues to monitor these developments closely and dynamically adapt procurement and operational strategies to suit current realities.

### 5. Going Concern Capability

The Company is fully aware of its short-term liquidity constraints and debt obligations. Management is closely monitoring the financial position and cash flows while actively exploring working capital optimization and appropriate financing solutions.

The Company will continuously execute liquidity management and track potential operational impact factors—with a clear focus on cash flow preservation, receivable collections, cost discipline, and managing maturing debt obligations.

### 6. Outlook and Future Directions

For the remainder of 2026, the Company will focus on: Liquidity & Working Capital Management: Optimizing cash flow and accelerating accounts receivable collections. Cost & Procurement Control: Tightening project costs and managing supply chain schedules to ensure smooth project execution.

Risk Mitigation: Closely monitoring foreign exchange fluctuations, supply chain dynamics, changing industry standards, international conflicts, and weather patterns to minimize impacts on operations and cash flows.

Yours sincerely,

(Mrs.Patama Wongtoythong)

Chief Executive Officer