

9<sup>th</sup> May 2025

Subject: Management Discussion and Analysis for the period ended 31<sup>st</sup> March 2025

To: The President  
The Stock Exchange of Thailand

SAAM Development Public Company Limited (the “Company”) would like to provide explanation and analysis regarding financial performance and position for the period ended 31<sup>st</sup> March 2025 of the Company and the subsidiaries (the “Group”) as follows:

#### (1) Financial performance of the Group

Consolidated financial statements (Unit: million Baht)	3M	3M	Change		3M	Change	
	Q1/25	Q4/24	QoQ	%	Q1/24	YoY	%
<b>Revenues</b>							
Sales income	4.92	3.81	1.10	28.97	4.73	0.19	3.89
Service and rental income	13.44	13.44	-	0.00	13.44	-	0.00
Net gain on exchange rate	2.37	1.23	1.14	92.35	0.58	1.79	310.02
Other income	0.26	0.38	(0.12)	(31.72)	0.16	0.10	62.50
<b>Total revenues</b>	<b>20.99</b>	<b>18.86</b>	<b>2.12</b>	<b>11.26</b>	<b>18.91</b>	<b>2.08</b>	<b>11.00</b>
<b>Expenses</b>							
Cost of sale	1.53	1.58	(0.05)	(3.16)	1.57	(0.04)	(2.55)
Cost of service and rental	3.28	3.63	(0.35)	(9.67)	3.41	(0.13)	(3.61)
Selling and service expenses	0.04	0.04	(0.00)	(2.40)	0.04	(0.00)	(2.38)
Administrative expenses	6.35	10.14	(3.79)	(37.39)	6.24	0.11	1.70
<b>Total expenses</b>	<b>11.20</b>	<b>15.39</b>	<b>(4.19)</b>	<b>(27.24)</b>	<b>11.26</b>	<b>(0.06)</b>	<b>(0.52)</b>
<b>Profit from operating activities</b>	<b>9.78</b>	<b>3.47</b>	<b>6.31</b>	<b>181.85</b>	<b>7.65</b>	<b>2.14</b>	<b>27.95</b>
Share of loss of associate from using equity method	(0.14)	1.80	(1.93)	(107.74)	(0.43)	0.29	(67.37)
Finance cost	(0.58)	(0.65)	0.06	(9.71)	(0.69)	0.11	(14.99)
<b>Profit before income tax expenses</b>	<b>9.06</b>	<b>4.62</b>	<b>4.44</b>	<b>96.15</b>	<b>6.53</b>	<b>2.53</b>	<b>38.67</b>
Income tax expenses	(1.42)	(0.72)	(0.70)	97.92	(2.47)	1.05	(42.30)
<b>Profit for the period</b>	<b>7.64</b>	<b>3.90</b>	<b>3.73</b>	<b>95.82</b>	<b>4.07</b>	<b>3.57</b>	<b>87.83</b>
<b>Profit for equity holders of the Company</b>	<b>7.64</b>	<b>3.90</b>	<b>3.73</b>	<b>95.69</b>	<b>4.07</b>	<b>3.57</b>	<b>87.83</b>
Profit for non-controlling interests of the subsidiaries	0.00	0.00	0.00	7.87	0.00	0.00	

#### Revenue

Total revenues from operation of SAAM Group consist of

- (1) Sales income from the sale of electricity from its own solar power project operated by its direct subsidiary, and
- (2) Service and rental income from project site procurement and provision of related services within solar power projects which SAAM Group provides to client who operates 17 solar power projects in Thailand

For the 3-month period ended 31<sup>st</sup> March 2025, the Group's total revenues amounting to THB 20.99 million, a THB 2.08 million or 11.00% increase from the same period of the previous year (for the

3-month period ended 31<sup>st</sup> March 2024: THB 18.91 million) mainly due to the increase in other income, which mainly comprised of interest income and consultation income.

#### ○ Sales income

The Group's income from electricity sales, generated by its solar power plant project in Thailand under SAAM-SP1, saw a **quarter-on-quarter (QoQ) increase of 28.97%**, from THB 3.81 million to THB 4.92 million, representing an increase of THB 1.10 million. On a **year-on-year (YoY) basis, revenue showed a slight increase of 3.89%**. This fluctuation in sales income aligns with the changes in solar irradiance levels during to comparative periods.

#### ○ Service and rental income

The Group's service and rental income comprises fixed compensation throughout the contract terms for providing services to clients of solar power plant projects in Thailand under long-term agreements.

#### ○ Net gain on exchange rate

Net gain on exchange rate resulted from unrealized fluctuations in exchange rates on assets such as the subsidiary's equipment deposit denominated in US Dollar, the oversea subsidiary's bank deposits in Thai Baht, as well as transactions related to the development of renewable energy projects denominated in Japanese Yen. For the 3-month period ended 31<sup>st</sup> March 2025, The Group has gain on exchange rate of THB 2.37 million

### Expenses

The Group's cost of sales and services comprises of:

- (1) The cost of sales from renewable energy investment business, and
- (2) The cost of services and rental, which includes Expenses related to site procurement, associated services within renewable energy power plant projects, Renewable energy project development for sale business, and Renewable energy project development in accordance with client's requirements business.

For the 3-month period ended 31<sup>st</sup> March 2025, cost of sales and services at THB 4.81 million, making a decrease of THB 0.16 million, or 3.28%, compared to the same period of the previous year (for the 3-month period ended 31<sup>st</sup> March 2024: THB 4.98 million).

Consolidated financial statements Cost of sales and services (Unit: million Baht)	3M Q1/25	3M Q4/24	Change		3M Q1/24	Change	
			QoQ	%		YoY	%
Cost of sales – sale of electricity	1.53	1.58	(0.05)	(3.16)	1.57	(0.04)	(2.55)
Cost of services and rental – provision of services and development of renewable energy projects	3.28	3.63	(0.35)	(9.67)	3.41	(0.13)	(3.61)
<b>Total</b>	<b>4.81</b>	<b>5.21</b>	<b>(0.40)</b>	<b>(7.59)</b>	<b>4.98</b>	<b>(0.16)</b>	<b>(3.28)</b>

#### ○ Cost of sales

The cost of sales primarily encompasses key expenses associated with the production and sale of electricity for the SAAM-SP1 solar power project, including: (1) Depreciation of the power plant,

(2) Operation and maintenance costs for the power plant, and (3) Other expenses, such as utility expenses, insurance premiums, and power development fund expense. The cost of sales **decreased by 3.16% quarter-on-quarter (QoQ)**, from THB 1.58 million to THB 1.53 million, a decrease of THB 0.05 million, **Year-on-year (YoY), it dropped by 2.55%**, from THB 1.57 million to THB 1.53 million, marking a THB 0.04 million decrease.

#### ○ Cost of services and rental

Cost of services and rental primarily includes: (1) Cost of the provision of related services within solar power projects which SAAM Group provides to client, and costs related to renewable energy project development overseas, (2) Land rental for site procurement services under SAAM, specifically for SAAM-1, SAAM-2, and SAAM-3 solar power projects; and (3) Depreciation of buildings and associated equipment within the project sites. Cost of service and rental **decreased by 9.67% quarter-on-quarter (QoQ)**, from THB 3.63 million to THB 3.28 million, a decreased of THB 0.35 million. **Year-on-year (YoY), it dropped by 3.61%**, from THB 3.41 million to THB 3.28 million, reflecting a decrease of THB 0.13 million.

Consolidated financial statements	3M Q1/25	3M Q4/24	Change		3M Q1/24	Change	
			QoQ	%		YoY	%
<b>Gross profit</b> (Unit: million Baht)							
Sales income	4.92	3.81	1.10	28.97	4.73	0.19	3.89
Service and rental income	13.44	13.44	-	0.00	13.44	-	0.00
<b>Total revenue from sales and services</b>	<b>18.36</b>	<b>17.25</b>	<b>1.10</b>	<b>6.41</b>	<b>18.17</b>	<b>0.19</b>	<b>1.01</b>
Cost of sales – sale of electricity	1.53	1.58	(0.05)	(3.16)	1.57	(0.04)	(2.55)
Cost of services and rental – provision of services and development of renewable energy projects	3.28	3.63	(0.35)	(9.51)	3.41	(0.12)	(3.61)
<b>Total cost of sales and services</b>	<b>4.81</b>	<b>5.21</b>	<b>(0.40)</b>	<b>(7.59)</b>	<b>4.98</b>	<b>(0.16)</b>	<b>(3.28)</b>
<b>Gross profit</b>	<b>13.54</b>	<b>12.04</b>	<b>1.50</b>	<b>12.46</b>	<b>13.19</b>	<b>0.35</b>	<b>2.63</b>
<b>Gross profit margin (%)</b>	<b>73.77</b>	<b>69.80</b>		<b>3.97</b>	<b>72.61</b>		<b>1.16</b>

#### Gross profit

For the 3-month period ended 31<sup>st</sup> March 2025, the Group has a gross profit of THB 13.54 million, **an increase of THB 0.35 million or 2.63%, compared to the same period of the previous year** (for the 3-month period ended 31<sup>st</sup> March 2024: THB 13.19 million). This corresponds to a gross profit margin of 73.77% of operating revenue, an increase of 1.16% from the same period of the previous year (for the 3-month period ended 31<sup>st</sup> March 2024: 72.61%), primarily due to a slightly changes in other income and cost of sales and services.

**Quarter-on-quarter (QoQ), gross profit increased by 12.46%**, from THB 12.04 million to THB 13.54 million, an increase of THB 1.50 million, while **the gross profit margin rosed by 3.97%**, from 69.80% to 73.77%, mainly due to an increase in electricity sales that aligns with the solar irradiance levels over the period.

#### ○ Administrative expenses

For the 3-month period ended 31<sup>st</sup> March 2025, the Group's primary administrative expenses included

salary, employee and management benefits, office rent, travel expenses, and professional fees, among others. Administrative expenses **decreased by 37.39% quarter-on-quarter (QoQ)**, from THB 10.14 million to THB 6.35 million, a decrease of THB 3.79 million. The decrease was primarily due to the recorded during quarter 4 of 2025 of an allowance for expected credit loss of trade account receivable and bonus paid to personnel. **Year-on-year (YoY)**, it **slightly rose by 1.70%**, from THB 6.24 million to THB 6.35 million, an increase of THB 0.11 million.

### Net profit

For the 3-month period ended 31<sup>st</sup> March 2025, the Group's reported a net profit of THB 7.64 million, **an increase of THB 3.57 million or 87.83%, compared to the same period of the previous year** (for the 3-month period ended 31<sup>st</sup> March 2024: THB 4.07 million). The increase was primarily due to a net gain on exchange rate and a decrease in tax expense of separated financial statement.

**Quarter-on-quarter (QoQ)**, net profit **increased by 95.67%**, from THB 3.90 million to THB 7.64 million, an increase of THB 3.73 million was primarily due to a decline in the administrative expenses, as previously mentioned.

## (2) Financial position

Financial Position	Consolidated financial statements					
	As of 31 <sup>st</sup> March 2025 (Audited)		As of 31 <sup>st</sup> December 2024 (Audited)		Change Increase (Decrease)	
	THB million	%	THB million	%	THB million	%
Total assets	606.38	100.00	502.98	100.00	103.41	20.56
Total liabilities	81.27	13.40	83.71	16.64	(2.44)	(2.91)
Total shareholders' equity	525.11	86.60	419.27	83.36	105.85	25.25

### Assets

As of 31<sup>st</sup> March 2025, total assets amounted to THB 606.38 million, with key assets consisting of property, plant, and equipment (PPE), primarily comprising solar power plants and the land on which the Group's subsidiary projects are located. Additionally, investment properties, which include project land used as the site for clients' solar power projects serviced by the Group, and digital assets are included. Total assets **increased by THB 103.41 million, or 20.56%, from the end of the previous year** (end of 2024: THB 502.98 million) was primarily due to the purchase of digital assets during the three-month period ended 31<sup>st</sup> March 2025.

### Liabilities

As of 31<sup>st</sup> March 2025, total liabilities amounted to THB 81.27 million, **decreased by THB 2.44 million, or 2.91%, from the end of the previous year** (end of 2024: THB 83.71 million). This reduction was primarily

due to the gradual repayment of long-term loan from financial institution and the settlement of liabilities under lease agreements.

**Shareholders' equity**

As of 31<sup>st</sup> March 2025, shareholder's equity amounted to THB 525.11 million, **increased by** THB 105.85 million, or **25.25%, from the end of the previous year** (end of 2024: THB 419.27 million). This increase was primarily due to an increase in issued and paid-up capital and the overall performance of the Group, which generated a net profit.

Please be informed accordingly,

Yours sincerely,

- *Mr. Podduang Kongkamee* -

(Mr. Podduang Kongkamee)

Chief Executive Officer