



Management Discussion and Analysis (MD&A)

For the Year of 2025

Gunkul Engineering Public Company

REDEFINING GROWTH THROUGH
T R A N S F O R M A T I O N

Executive Summary

In 2025, Gunkul Engineering Public Company Limited (the “Company” or “GUNKUL”) successfully achieved profit growth through cost management and a strong financial structure, despite economic volatility. The Company was able to increase profit across all dimensions, as follows:

- Profit from normal operations (Core Profit) amounted to 1,811.55 million Baht, representing an increase of 13.2%.
- Gross profit margin was 34.64%, representing an increase of 3.46%.
- Net profit margin from normal operations (Core Profit Margin) was 21.39%, representing an increase of 4.94%.

In addition, the Company’s success in project bidding and the execution of new contracts during the year significantly increased its backlog value, which doubled during the third quarter. Revenue recognition from such backlog has progressively commenced from the fourth quarter of 2025 onward. This reflects the Company’s strong competitive capability and the confidence of its business partners. The elevated backlog level is expected to be gradually recognized as revenue in line with project progress, which will serve as a key driver supporting the Company’s accelerated growth in operating performance in the future.

Growth Direction and Future Targets

With respect to the Company's growth in the clean energy business, the Company currently has power plant projects in its portfolio totaling 1,629 megawatts, of which more than 832 megawatts are projects pending development and commercial operation. These projects are expected to contribute to profit growth starting from 2026 onward. The Company is prepared to participate in all government initiatives, such as the 1,500-megawatt community solar program, the solar rooftop program for the public sector, and Direct PPA schemes, as well as other business growth opportunities aligned with the PDP 2026 plan.

In addition, the Company plans to expand investment opportunities in overseas solar power projects, particularly in high-growth potential markets such as the Philippines and Taiwan. The Company maintains financial readiness and a strong capital structure that does not constrain future investments under financial institution requirements, while maintaining debt ratio stability and unlocking growth through a joint venture strategy with partners. The Company has also established an investment budget of not less than 40,000 million Baht within a five-year framework for large-scale projects.

For the construction business, the Company is confident in its experience and expertise to secure large-scale EPC projects from both the public and private sectors, with a potential project value exceeding 100,000 million Baht, which will support continuous growth in the Company's backlog.

Furthermore, in 2026, the Company anticipates that the proportion of clean energy will grow significantly following the announcement of PDP 2026, which is aligned with the new Net Zero target by 2050. This is supported by research from Bualuang Securities, which estimates that Thailand's electricity demand will need to increase by approximately 11.4 gigawatts within the next seven years, not only to support existing electricity consumption but also to accommodate the Data Center industry. Investment promotion applications submitted to the Board of Investment (BOI) for the Data Center sector in 2025 reached a total value of approximately 800,000 million Baht.

The Company views the Green Data Center and AI industries as key drivers of the country's future economy, with renewable energy serving as a critical component. GUNKUL has the capability to participate as a project developer capable of managing the entire value chain, including power generation systems, substations, transmission systems, and electrical

materials and equipment across all voltage levels, as well as the sale of clean energy through Direct PPA connectivity.

In addition, the Company's participation extends to strategic partnerships in Data Center projects under a co-investment model, not only as an investor but also as a co-developer. This approach enhances competitive capabilities and drives the New S-Curve strategy toward becoming a fully integrated energy and digital infrastructure developer. GUNKUL is committed to supporting a stable energy transition while elevating Thailand to become a Green Infrastructure Destination in the Asian region.

Overview of Operating Results for the Year Ended 31st December 2025 and 2024

Important Financial Information (Unit : Million Baht)	2025	2024	Change	
	Amount	Amount	Amount	%
Revenue from sale of electricity (Power Business)	2,244.37	2,178.52	65.86	3.02%
Revenue from construction and rendering of services (Construction & Service)	3,372.85	3,735.78	(362.93)	(9.72%)
Revenue from sale (Manufacturing Business)	1,570.24	2,344.38	(774.14)	(33.02%)
Revenue from sale of assets under finance lease	610.05	803.47	(193.42)	(24.07%)
Interest income from finance lease	405.67	388.69	16.97	4.37%
Gain from Bargain Purchase	-	136.84	(136.84)	(100.00%)
Other revenue	265.06	137.38	127.68	92.93%
Total revenue	8,468.24	9,725.06	(1,256.82)	(12.92%)
Cost of sales and rendering of services	(5,361.92)	(6,504.46)	1,142.53	17.57%
Selling and administrative expenses	(1,220.11)	(1,243.68)	23.57	1.90%
Loss from net foreign exchange	(34.11)	(82.29)	48.18	58.55%
(Loss) Gain from Changes in Fair Value of Derivatives	(8.59)	6.18	(14.76)	(238.97%)
Total expenses	(6,624.72)	(7,824.25)	1,199.52	15.33%
Share of profits from investments in associates and joint ventures	885.03	807.04	77.99	9.66%
Finance costs	(632.42)	(716.84)	84.42	11.78%
Income tax expenses	(327.28)	(329.94)	2.66	0.81%
Profit for the period	1,768.84	1,661.08	107.77	6.49%
Net profit of the parent company	1,768.71	1,660.83	107.88	6.50%
Basic earnings per share (baht per share)	0.21	0.19	0.02	10.53%
Profit from normal operations (Core Profit)*	1,811.55	1,600.35	211.20	13.20%

* Profit from operations is calculated based on profit for the period, excluding (loss) gain from net foreign exchange, (loss) gain from changes in fair value of derivatives, and gain from bargain purchase, which is considered a one-time item.

Profit for the Period

Gunkul Engineering Public Company Limited reported its overall operating results for the year ended 31st December 2025, with profit from operations (Core Profit) (excluding (loss) gain from net foreign exchange, (loss) gain from changes in fair value of derivatives, and gain from bargain purchase, which are considered one-time items) of 1,811.55 million Baht, compared with 1,600.35 million Baht for the same period of the previous year, representing an increase of 211.20 million Baht or 13.20%. The Company's operating performance for the year ended 31st December 2025 improved significantly in line with the growth of its core businesses, particularly the energy business, including wind power and solar power projects, which operated efficiently and generated continuous cash flow. In addition, the Company recorded higher interest income under finance lease agreements and increased other income. In terms of cost management, the Company was able to effectively manage finance costs and operating costs through expense control and appropriate capital structure management, resulting in a clear improvement in gross profit margin.

For the year ended 31st December 2025, the Company recorded a gross profit margin of 34.64%, increasing from 31.18% for the same period of the previous year, or an increase of 3.46%. This improvement reflects efficiency in cost control and appropriate resource management, which contributed to a significant improvement in operating profit.

Net profit attributable to owners of the parent company amounted to 1,768.71 million Baht, compared with 1,660.83 million Baht for the same period of the previous year, representing an increase of 107.88 million Baht or 6.50%.

Total Revenue

The Company's total revenue for the year ended 31st December 2025 amounted to 8,468.24 million Baht, compared with 9,725.06 million Baht for the same period of the previous year, representing a decrease of 1,256.82 million Baht or 12.92%. The details of revenue by business segment are as follows:

Revenue from Sale of Electricity

Revenue from sale of electricity, as presented in the consolidated financial statements for the year ended 31st December 2025, amounted to 2,244.37 million Baht, compared with 2,178.52 million Baht for the same period of the previous year, representing an increase of 65.86 million Baht or 3.02%.

Table Showing Revenue from Sales of Solar Power – Domestic and Overseas

Revenue (Unit : Million Baht)	2025	2024	Change	
	Amount	Amount	Amount	%
Revenue from Sales of Solar Power	2,244.37	2,178.52	65.85	3.02%
- Domestic	984.95	824.88	160.07	19.41%
- Overseas	1,259.42	1,353.64	(94.21)	(6.96%)

For revenue from domestic solar power generation for the year ended 31st December 2025 amounted to 984.95 million Baht, compared with 824.88 million Baht for the same period of the previous year, representing an increase of 160.07 million Baht or 19.41%. The increase was due to the strong and efficient electricity generation performance of the domestic solar power plants, together with the additional acquisition of ordinary shares in the joint venture Gunkul Power Generation Co., Ltd. from Chubu Electric Power International B.V.. The share acquisition was completed on 20th November 2024, resulting in the Company's ownership interest increasing from 51% to 100%. Consequently, Gunkul Power Generation Co., Ltd. changed its status from a joint venture to a subsidiary of the Company, which led to an increase in revenue from solar power sales.

For revenue from overseas solar power generation for the year ended 31st December 2025 amounted to 1,259.42 million Baht, compared with 1,353.64 million Baht for the same period of the previous year, representing a decrease of 94.21 million Baht or 6.96%. The primary factor was foreign exchange volatility, which affected the revenue value when translated into Thai Baht. However, electricity generation volume and project operations remained in line with the plan.

With respect to revenue and profit from wind power generation for the year ended 31 December 2025, the Company's three wind power projects, with a total installed capacity of 170 megawatts, are recognized using the equity method. The Company recorded such items under share of profit from investments in associates and joint ventures at 50%, in accordance

with its ownership interest. Accordingly, revenue from electricity sales of the wind power projects is not recognized as revenue from sale of electricity but is presented in the consolidated financial statements under share of profit from investments in associates and joint ventures accounted for using the equity method.

Since the electricity generation business for sale, which is the Company's core business, is capital intensive, operating under a full ownership structure (100%) would limit the Company's expansion capacity due to financial covenants imposed by financial institutions. Therefore, the Company has adopted a growth strategy through joint investment (Joint Venture: JV) with strategic partners to unlock growth potential. Such an approach enhances the Company's capability to expand investments in new projects while supporting continuous and sustainable returns to shareholders. Under the joint venture (JV) growth policy, the Company applies non-consolidated accounting treatment for associates, resulting in revenue from associates not being included in the Company's total revenue. However, the Company receives a share of profit from the operations of associates, which have high gross profit margins and strong efficiency, and recognizes such profit in proportion to its ownership interest. This results in a significant increase in the Company's net profit. Although such revenue does not appear in the total revenue line of the consolidated financial statements, the profit generated from these operations directly contributes positively to the Company's net profit. Further details of such profit-sharing revenue will be explained in the section "Share of Profit from Investments in Associates and Joint Ventures" for greater clarity.

In addition, the Company has been selected in accordance with the announcement of the Energy Regulatory Commission (ERC) regarding the procurement of electricity from renewable energy under the Feed-in Tariff (FiT) scheme for 2022–2030 (Fuel-Free Category), totaling 17 projects with an aggregate capacity of 832.4 megawatts. Currently, the Company has executed all related Power Purchase Agreements (PPAs). These projects are under construction and development, and the Company expects to progressively recognize additional revenue from late 2026 onward, which will result in a significant increase in operating profit from clean energy electricity sales.

Revenue from Construction and Rendering of Services

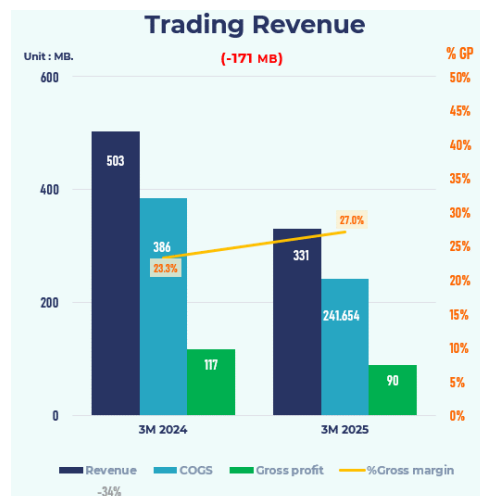


Revenue from construction and rendering of services, as presented in the consolidated financial statements for the year ended 31st December 2025, amounted to 3,372.85 million Baht, compared with 3,735.78 million Baht for the same period of the previous year, representing a decrease of 362.93 million Baht or 9.72%. The primary reason was that, in the previous year, the Company recognized revenue from a large-scale solar power plant construction project for a private-sector customer, as well as a submarine cable construction project for the Provincial Electricity Authority, which were large projects with revenue recognition during that period.

However, the decrease in revenue in the current year was mainly attributable to project timing and does not reflect a slowdown in business potential. As of the end of 2025, the Company had a backlog from construction services and electrical system equipment sales of approximately 5,500 million Baht, of which approximately 5,000 million Baht is expected to be recognized as revenue in 2026.

Such backlog reflects the continuity of business opportunities, customer confidence, and the Company's competitive capability, and will serve as a revenue base supporting stable growth in the subsequent period.

Revenue from the Manufacturing and Distribution of Electrical Equipment



Revenue from the manufacturing and distribution segment, as presented in the consolidated financial statements for the year ended 31st December 2025, amounted to 1,570.24 million Baht, compared with 2,344.38 million Baht for the same period of the previous year, representing a decrease of 774.14 million Baht or 33.02%. The decrease was mainly due to the slowdown in government budget disbursement, which resulted in certain infrastructure and electrical system

projects being postponed. However, the outlook for 2026 is expected to improve, supported by the increasing trend of government budget allocation, together with plans to accelerate public utility and energy infrastructure investments, which will support an increase in the Company's sales. In addition, the Company has backlog pending delivery continuously from 2026 onward.

Furthermore, in late 2025, the Company was appointed as a distributor of inverter and battery solution equipment by a leading global manufacturer, which will strengthen the Company's product portfolio, enhance its competitive capability, and serve as another supporting factor for sales growth from 2026 onward, in addition to the Company's normal product sales base.

Revenue from Sale of Assets under Finance Lease

Revenue from sales of assets under finance lease agreements represents revenue generated from private-sector solar rooftop power projects (Private PPA Solar Rooftop) under long-term contracts of 10–25 years, which are accounted for in accordance with Thai Financial Reporting Standard No. 16 (TFRS 16).

For the year ended 31st December 2025, the Company recorded revenue from this segment of 610.05 million Baht, compared with 803.47 million Baht for the same period of the previous year, representing a decrease of 193.42 million Baht or 24.07%. The primary reason was that, in the previous year, revenue was recognized from a large-scale project involving private-sector retail customers with multiple branches, which commenced operation and revenue recognition during that period. Therefore, the change in revenue was mainly attributable to the structure and timing of revenue recognition of each project and does not reflect a decline in market demand.

In 2026, the Company expects to recognize additional revenue from several private-sector solar rooftop projects across multiple branches, which are currently under installation and development. In addition, the Company has expanded its investment into Battery Energy Storage System (BESS) to enhance energy management efficiency and improve the reliability of electricity supply. The integration of BESS technology with clean energy projects will not only strengthen the Company's long-term revenue base and generate recurring income, but also serve as a key mechanism to enhance competitiveness and support sustainable growth as a future leader in the clean energy business.

Interest Income from Finance Lease

Interest income under finance lease agreements, as presented in the consolidated financial statements for the year ended 31st December 2025, amounted to 405.67 million Baht, compared with 388.69 million Baht for the same period of the previous year, representing an increase of 16.97 million Baht or 4.37%. This income was generated from private-sector solar rooftop projects (Private PPA Solar Rooftop). Currently, the Company has projects in operation and recognizing revenue with a total installed capacity of 126.3 megawatts. The increase reflects the expansion of assets under finance lease agreements and the continuous recognition of income over the long-term contract periods.

The Company expects that interest income under finance lease agreements will continue to increase in the future, in line with the expansion of Private PPA Solar Rooftop projects and the growth of revenue from sale of assets under finance lease agreements.

Gain from Bargain Purchase

For the year ended 31st December 2025, the Company did not record any gain from bargain purchase, as such item occurred only once in 2024.

In 2024, the Company entered into an agreement to acquire additional ordinary shares in its joint venture, Gunkul Power Generation Co., Ltd., from Chubu Electric Power International B.V.. The share acquisition was completed on 20th November 2024, resulting in the Company's ownership interest increasing from 51% to 100%, and causing Gunkul Power Generation Co., Ltd. to change its status from a joint venture to a subsidiary of the Company.

Other Income

Other income, as presented in the consolidated financial statements for the year ended 31st December 2025, amounted to 265.06 million Baht, compared with 137.38 million Baht for the same period of the previous year, representing an increase of 127.68 million Baht or 92.93%. The increase was mainly attributable to the effective liquidity management of the Group, including the management of deposits with various financial institutions, resulting in higher returns and increased interest income. In addition, the Company recognized gains from the partial disposal of investments in certain subsidiaries, as well as

adjustments to the cost items of completed construction projects to reflect the actual project costs.

Gross Profit Margin and Net Profit Margin

For the year ended 31st December 2025, the Company recorded a gross profit margin of 34.64%, increasing from 31.18% for the same period of the previous year, representing an increase of 3.46%.

For the net profit margin, for the year ended 31st December 2025, the Company recorded a net profit margin of 20.89%, increasing from 17.08% for the same period of the previous year, representing an increase of 3.81%. The net profit margin from operations* was 21.39%, increasing from 16.46% for the same period of the previous year, representing an increase of 4.93%.

The improvement was mainly supported by (1) stronger operating performance of the core businesses, particularly the electricity generation segment, which has a high gross profit margin and generates continuous cash flow, and (2) significant improvements in project cost management and operating expense efficiency, resulting in an overall improvement in the Company's profitability.

The increase in the net profit margin from operations at a higher level than the increase in the net profit margin reflects stronger earnings quality from the core businesses and continuous efficiency in cost management.

Ratios (Unit : %)	2025	2024	Change
	%	%	%
Gross Profit Margin	34.64%	31.18%	+ 3.46%
Net Profit Margin	20.89%	17.08%	+ 3.81%
Net Profit Margin from Normal Operations*	21.39%	16.46%	+ 4.93%

* Profit from operations is calculated based on profit for the period, excluding (loss) gain from net foreign exchange, (loss) gain from changes in fair value of derivatives, and gain from bargain purchase, which is considered a one-time item.

The breakdown of cost of sales and services by business segment is summarized as follows:

Cost (Unit: Million Baht)	2025	2024	Change	
	Amount	Amount	Amount	%
Cost of sale	(1,225.61)	(1,827.30)	601.69	32.93%
Cost of sale of electricity	(1,128.92)	(1,039.73)	(89.19)	(8.58%)
Cost of construction services	(2,433.88)	(2,825.24)	391.36	13.85%
Cost of rendering of services	(49.91)	(95.12)	45.22	47.53%
Cost of sales of assets under finance lease	(523.61)	(717.06)	193.46	26.98%
Total Cost	(5,361.92)	(6,504.46)	1,142.53	17.57%

Total costs for the year ended 31st December 2025 amounted to 5,361.93 million Baht, decreasing from 6,504.45 million Baht for the same period of the previous year by 1,142.52 million Baht, or 17.57%, which was consistent with the decrease in revenue from sales, construction, and rendering of services in line with project progress.

However, total costs declined at a greater proportion than the decrease in revenue, reflecting efficiency in cost control and prudent project management. As a result, the Company was able to maintain an improved level of profitability.

Therefore, although total revenue decreased during the year, the Company's effective cost management strategy resulted in an increase in both gross profit value and gross profit margin compared with the previous year, reflecting stronger operating performance quality.

Share of Profit from Investments in Associates and Joint Ventures

The share of profit from investments in associates and joint ventures for the year ended 31st December 2025 amounted to 885.03 million Baht, compared with 807.04 million Baht for the same period of the previous year, representing an increase of 77.99 million Baht or 9.66%.

Primarily, the share of profit from investments in associates and joint ventures was derived from the wind power business comprising three projects with a total installed capacity of 170 megawatts. The Company recognizes such investments using the equity method and records the share of profit from associates and joint ventures at 50%, in accordance with its ownership interest. Accordingly, revenue from electricity sales of the wind power projects is

not recognized as revenue from sale of electricity but is recorded as share of profit from associates in the consolidated financial statements under this section.

Favorable weather conditions resulted in relatively strong wind resources, enabling the three wind power projects to generate 398.36 million units of electricity during 2025, representing an increase of approximately 6.38 million units compared with the same period of the previous year.

Other Expenses

Selling and administrative expenses for the year ended 31st December 2025 amounted to 1,220.11 million Baht, compared with 1,243.68 million Baht for the same period of the previous year, representing a decrease of 23.57 million Baht or 1.90%. This was due to the Company's effective cost control through prudent expense management and improved operational efficiency, such as appropriate resource management and the use of technology to support operations, resulting in lower selling and administrative expenses.

Loss (gain) from changes in fair value of derivatives, as presented in the consolidated financial statements for the year ended 31st December 2025, showed a loss of 8.59 million Baht, compared with a gain of 6.18 million Baht for the same period of the previous year, representing an increase in loss of 14.76 million Baht or 238.97%. The result for the period arose solely from changes in fair value of cross-currency swap contracts and forward foreign exchange contracts. The impact arising from the fair value measurement of interest rate swap contracts was not recognized in the profit or loss for the period, as in the first quarter of 2025 the Company changed its accounting treatment to adopt hedge accounting in order to reduce volatility arising from uncontrollable market conditions, thereby enabling the financial statements to more clearly reflect the actual operating performance.

Foreign exchange loss for the year ended 31st December 2025 amounted to 34.11 million Baht, compared with a loss of 82.29 million Baht for the same period of the previous year, representing a decrease in loss of 48.18 million Baht or 58.55%. This was an unrealized loss arising from the translation of foreign currency-denominated borrowings at each period-end. The primary factor was the currency translation of borrowings for the solar power project in Vietnam, which are denominated in U.S. dollars, while the Vietnamese dong depreciated further against the U.S. dollar.

Finance Costs

Finance costs for the year ended 31st December 2025 amounted to 632.42 million Baht, compared with 716.84 million Baht for the same period of the previous year, representing a decrease of 84.42 million Baht or 11.78%. The primary reason was the effective management of the capital structure, including the gradual reduction of debt obligations and efficient management of the average interest cost, together with cash flow management for debt repayment, resulting in a significant decrease in overall interest expenses.

Consolidated Statement of Financial Position

On 23rd June 2025, the Board of Directors' meeting resolved to approve the disposal of ordinary shares in two affiliated companies, namely Gunkul One Energy 2 Co., Ltd. ("GOE-2") and Gunkul Solar Powergen Co., Ltd. ("GSPG"), representing 50% of the registered capital of each company, to Gulf Renewable Energy Co., Ltd. ("GULFRE"), an affiliate of Gulf Development Public Company Limited ("GULF").

GOE-2 and GSPG are the developers of a total of nine solar power plant projects under Power Purchase Agreements (PPAs) with the Electricity Generating Authority of Thailand, with a total contracted capacity of 460.8 megawatts under the Feed-in Tariff (FiT) scheme, scheduled to commence commercial operation between 2026 and 2030. This collaboration will enhance the potential for joint development of renewable energy projects, improve efficiency through economies of scale, reduce operating costs, and strengthen competitiveness, enabling further investment in renewable energy projects both domestically and internationally.

As a result of this share disposal, the Company will hold 50% ownership in each of the two companies. Consequently, both companies will change their status from "subsidiaries" to "associates," and the recognition of their assets and liabilities, which were previously consolidated in the Company's consolidated financial statements, will be deconsolidated and presented as investments in associates, accounted for using the equity method, effective from the second quarter of 2025 onward.

Furthermore, the change in shareholding proportion will enable the Company to recognize revenue from sales and construction services provided to such associates from late 2025 onward, as these transactions are considered third-party revenue under accounting

principles and are not subject to intercompany profit elimination. This approach supports the full recognition of operating performance and revenue from sales and construction activities during the project development phase prior to the Scheduled Commercial Operation Date (“SCOD”) specified under the Power Purchase Agreements.

The consolidated statements of financial position as at 31st December 2025 and 31st December 2024 can be summarized as follows:

Important Financial Information (Unit : Million Baht)	31 st December	31 st December	Change	
	2025	2024	Amount	%
Current Assets	7,437.15	6,800.31	636.83	9.36%
Non-Current Assets	24,106.63	25,903.91	(1,797.28)	(6.94%)
Total Assets	31,543.78	32,704.22	(1,160.45)	(3.55%)
Current Liabilities	6,666.44	6,562.14	104.31	1.59%
Non-Current Liabilities	10,758.51	12,262.15	(1,503.63)	(12.26%)
Total Liabilities	17,424.95	18,824.28	(1,399.33)	(7.43%)
Shareholders' Equity	14,118.82	13,879.94	238.88	1.72%
Total Liabilities and Shareholders' Equity	31,543.78	32,704.22	(1,160.45)	(3.55%)

Total assets as at 31st December 2025 amounted to 31,543.78 million Baht, compared with total assets as at 31st December 2024 of 32,704.22 million Baht, representing a decrease of 1,160.45 million Baht or 3.55%. The decrease resulted from the change in ownership interest in solar power projects from subsidiaries to joint ventures, which led to a change in the accounting recognition of such assets.

Total liabilities as at 31st December 2025 amounted to 17,424.95 million Baht, compared with total liabilities as at 31st December 2024 of 18,824.28 million Baht, representing a decrease of 1,399.33 million Baht or 7.43%. The decrease resulted from the change in ownership interest in solar power projects from subsidiaries to joint ventures, which led to a change in the accounting recognition of such liabilities, together with the management of excess cash to repay certain short-term and long-term borrowings in order to efficiently manage and reduce finance costs.

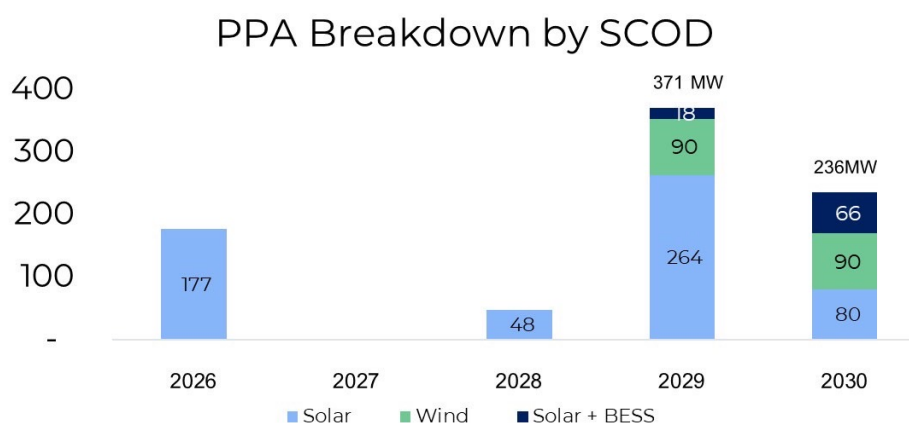
Financial Management and Strength of Financial Position Business Overview and Progress of Projects Under Development

In 2025, the Company achieved significant success in managing its capital structure to be strong and flexible through strategic partnerships in the form of joint ventures, which reduced total liabilities by 7.43% to 17,424.95 million Baht and resulted in a decrease in finance costs of 11.78%. The Company confirms its readiness in terms of capital and operating cash flow, which are sufficient to support business expansion under the five-year investment plan of 40,000 million Baht without the need to raise additional capital from shareholders (No Equity Dilution). Such effective capital structure management not only helps maintain the debt-to-equity ratio (D/E Ratio) below the requirements of financial institutions but also enhances the Company's ability to generate sustainable returns for shareholders.

Business Overview and Progress of Projects Under Development

Currently, the Company has Power Purchase Agreements (PPAs) for clean energy projects with a total capacity of 1,629 megawatts (Gross MW), of which 51%, or 832 megawatts, are power plants located in Thailand that are under development and construction. As a result, the Company's current revenue and profit do not yet reflect electricity sales from such power plants.

Bar Chart Showing Year and Megawatt for Each Power Plant's Planned Commercial Operation (MW by SCOD)

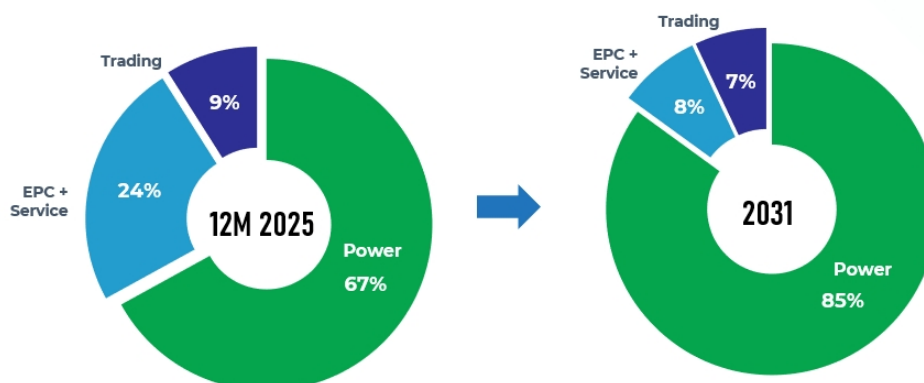


The aforementioned 832-megawatt clean energy projects are expected to begin recognizing additional revenue from 2026 onward, which will result in a significant increase in the proportion of operating profit from the energy business.

If classified by the proportion of gross profit and share of profit from investments by business segment (Gross Profit & Profit Sharing by Business), based on the financial statements for the year ended 31st December 2025, the contributions are divided into three segments as follows:

- 1) **Energy Business**, including ground-mounted solar power, wind power, and private-sector rooftop solar power, accounted for 67% of gross profit and share of profit from investments.
- 2) **Construction and Rendering of Services Business** – accounted for 24% of gross profit and share of profit from investments.
- 3) **Manufacturing and Distribution of Equipment Business** – accounted for 9% of gross profit and share of profit from investments.

Pie Chart Showing Gross Profit and Share of Profit from Investments by Business Segment
(Gross Profit & Profit Sharing by Business)
Comparison between 2025 and 2031



Based on the pie chart, the Company is currently driven primarily by gross profit and share of profit from the energy business at 67%, while the construction business and the manufacturing and distribution business account for 24% and 9%, respectively.

At present, GUNKUL has a total renewable energy generation capacity of 1,629 megawatts (Gross MW). Such capacity will enable GUNKUL to maintain a renewable energy portfolio

capable of generating significant revenue in the future. When the 832-megawatt power plants currently under development and construction commence commercial operation and begin recognizing revenue from 2026 onward, the proportion of share of profit from the energy business is expected to increase from 67% to 85% by 2031, reflecting growing and stable revenue recognition over the long term under 25-year Power Purchase Agreements.

The Company continues to target growth over the next three years (2025–2027) at a rate of not less than 10–15% per year, supported by a clear foundation from backlog in electrical equipment sales and construction services totaling more than 8,000 million Baht, which will be progressively recognized as revenue in the subsequent period.

The Company's key strength lies in its fully integrated renewable energy business, covering the manufacturing and distribution of electrical equipment, construction services, and power generation. Such business structure enables the Company to recognize revenue starting from the project development and construction phases before the power plants commence commercial operation, resulting in multi-layer revenue streams and enhancing overall return on investment.

Under the New S-Curve strategy, the Company aims to expand into high-growth businesses, particularly Green Data Centers and Energy & Digital Infrastructure, which are industries with high growth potential driven by significant electricity demand on a 24-hour basis, especially clean energy demand. In addition, the growth of digital technologies, artificial intelligence (AI), cloud computing, and hyperscale computing has made Data Centers a critical infrastructure of the modern economy, requiring highly stable, continuous power systems that meet sustainability standards.

The Company has strategic advantages from its expertise in renewable energy, transmission systems, smart grid systems, and energy storage systems (Energy Storage System: ESS), which can be extended to the development of Green Data Centers utilizing direct clean energy supply, including electricity procurement through Direct Power Purchase Agreements (Direct PPA) to serve large corporate customers both domestically and internationally. Furthermore, Data Center projects create continuous business opportunities across construction services, electrical system works, equipment sales, and long-term infrastructure investments. This will elevate the Company from a power project developer to a fully integrated energy and digital infrastructure developer.

The Company has planned equity investment of not less than 40,000 million Baht over the next five years to support business expansion in renewable energy, infrastructure, and new businesses under the New S-Curve strategy. Currently, the Company maintains a low debt-to-equity ratio, reflecting a strong financial position and the capability to efficiently support large-scale investments.

With its fully integrated business structure, stable revenue base from the energy business, and expansion into future infrastructure, the Company believes that it will be able to achieve continuous growth, enhance shareholder value, and advance toward becoming a leader in energy and clean energy infrastructure in the long term.

REDEFINING GROWTH THROUGH **T R A N S F O R M A T I O N**

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