

Possible **ATTITUDE**
Respect
Integrity
Mastery
Entrepre
Neership

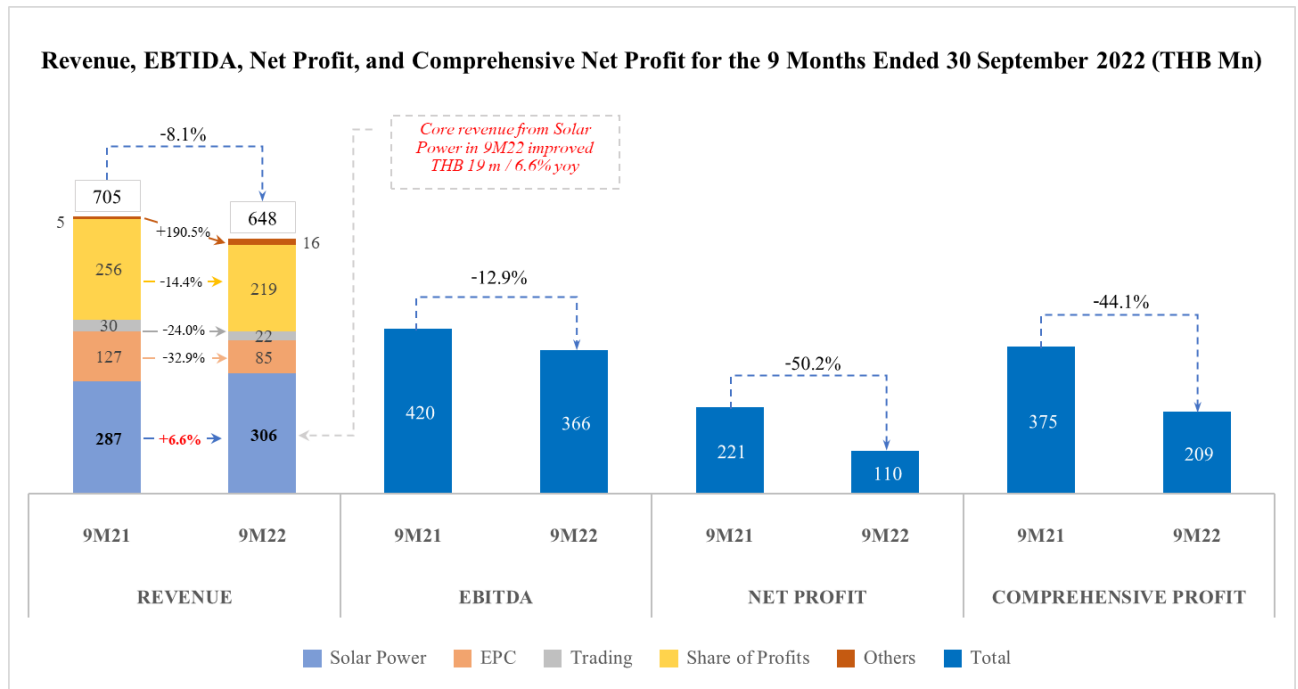
**MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)
FOR OPERATING PERFORMANCE OF THE 3RD QUARTER, 2022
(ENDED 30TH SEPTEMBER 2022)**

Management Discussion and Analysis for the 3rd Quarter and 9 Months ended 30th September 2022

Table of Contents

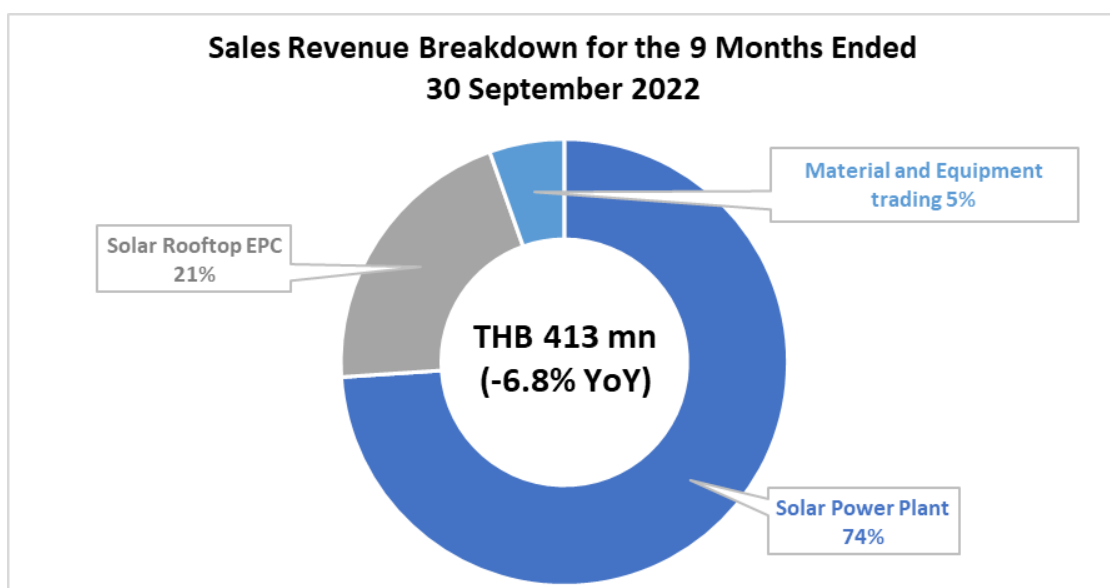
1. Executive Summary.....	3
2. Outlook	4
3. Business Overview by Segment	5
4. Business Overview by Region	7
5. Financial Statements Analysis.....	8
6. Project Updates	13
7. Sustainability.....	14
Appendices	15
Summary of Statement of Comprehensive Income	15
Details of Total Revenue by Business Segments.....	15
Financial Positions as of 30 Sep 2022	16
Breakdown of Revenue from Selling Electricity by Country	16

1. Executive Summary



- Total revenue for 9M-2022 amounted to THB 648.0 million, which slid 8.1% YoY. Whilst revenue from the solar power plant business improved 6.6% YoY, revenue from the other segments pulled the overall result down.
- Consequently, EBITDA decreased 12.9% YoY to THB 365.6 million, while net profit and comprehensive net profit fell 50.2% and 44.2%, respectively, to THB 110.2 million THB 209.2 million.

The Solar Power Plant business is PRIME's core business which drives most of the Company's sales revenue and was 74% of total sales in 9M-2022.



- All our solar power plants have Power Purchase Agreements (PPA) with government agencies of several countries in the Asia Pacific region.
- The Company's plants are in Thailand, Japan, Taiwan, and Cambodia, with a combined installed capacity of 300.4 MW and contract capacity of 257.5 MW. As some projects are joint-venture investments, the equity installed capacity is 214.1 MW of 300.4 MW.
- We continue to grow our 3 new business segments, namely (i) Solar Rooftop Engineering, Procurement, and Construction (EPC) business, (ii) Solar Rooftop Private Power Purchase Agreement (Private PPA) business, and (iii) Power-related Material and Equipment Trading (Trading) business. Unfortunately, their performance in 9M-2022 was adversely impacted by the effects of the Covid-19 pandemic.
- To fund our business expansion ambitions, THB 43.8 million was raised through a debt security in the form of an open-end fund, ONE THAI FIXED INCOME 2Y NOT FOR RETAIL INVESTORS (ONE-TFIN2Y-AI), in May 2022. The fund has a 2-year tenor, pays 4.6% interest per annum, and was targeted at institutional investors. The debt security is in addition to the THB 1,000 million bond issued in March 2022.

2. Outlook

2.1 Business Outlook

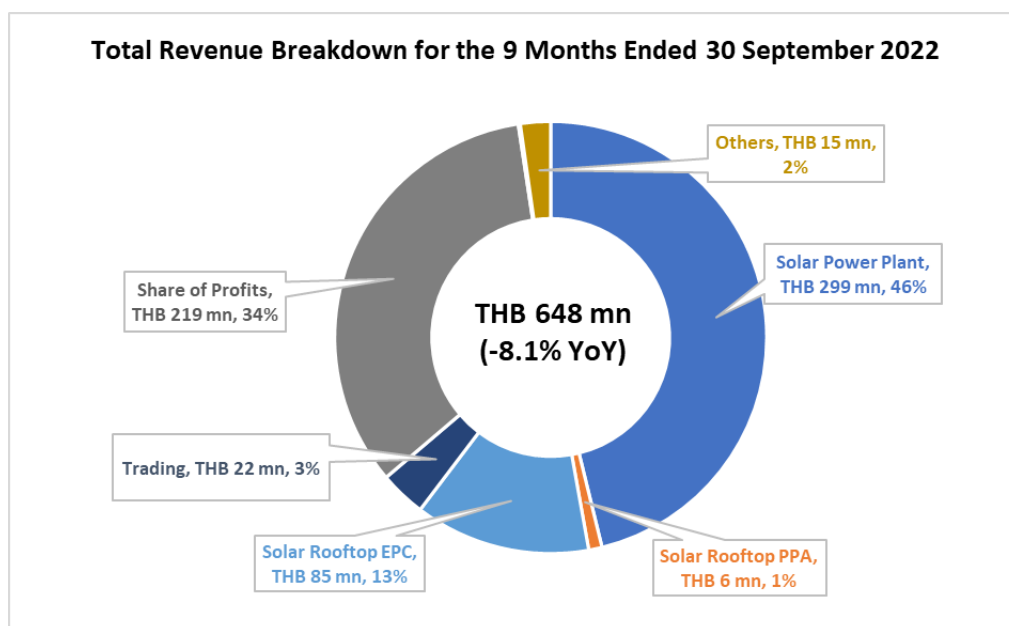
- **Solar Power Plant**
For Taiwan, they are continuously purchasing renewable energy from different power producer sizes and PRIME just recently signed a contract for "Outdoor Fish Farm" project with 99 MW capacity.
- **Solar Rooftop Engineering, Procurement, and Construction (EPC) Business**
A contract which covers 24 projects across Thailand was signed between PRIME and Robinson and Thai Watsadu with approximately 24 MW capacity. The revenue from these projects will be recognized starting from 4Q22 and 1Q23. Also, there were other projects with a total of 14.21 MW, such as the floating solar project for Eco Plant Services Co. Ltd. and some of the revenue has already been realized. Furthermore, PRIME was awarded a contract with PEA to build a "Net Zero Energy Building" worth approximately THB 40 million which will be the role model for "Net Zero Energy" projects for both the government and private sector.
- **Solar Rooftop Private-Power Purchase Agreement (Private PPA)**
With the surge in electricity rates, PRIME used this opportunity to its utmost advantage to expand its business and had successfully signed multiple Private PPA contracts with many private firms such as Siam International Food Co. Ltd and Oriental Can Co. Ltd.
- **Power-Related Material and Equipment Trading**
PRIME delivered inverter boards and other equipment which are related to power generation system over 4 MW. PRIME increased its product offering as well as established more presence in the market by partnering with other companies from private sector to expand its business continuously.

2.2 Industry Outlook

As gas-based thermal power generation accounted for almost 61.3% of Thailand's annual electricity generation in 2021, the growth of renewable energy is essential for Thailand to reduce its dependence on the importation of fossil fuels. Natural gas supplies running out and growing fuel import costs have turned into Thailand's two biggest problems. If no new deposits are discovered, the nation's natural gas reserves are predicted to drastically decrease by 2030. The share of local gas supply in Thailand decreased from 64% to 40% in the first half of 2022 because of a fall in supplies from the Gulf of Thailand. This caused an increase in LNG imports, which in turn led to a rise in end-user energy costs. The use of renewable energy has enormous potential to lower costs and reliance. In the short and long term, renewable energy offers a huge potential to lower costs and dependence on fossil fuels. Natural gas, oil, and coal prices have surged considerably faster than those for new solar PV and wind installations, which has reversed a decade-long trend of cost decrease for solar and wind installations. As a result, renewable electricity is now more competitive than it was before.

According to Thailand's Electricity Development Plan (PDP), the country's power capacity would rise from 46,090 MW in 2017 to 77,211 MW in 2037. In 2037, Thailand wants to produce 12% of its electricity from coal, 35% from non-fossil fuels, and 53% from natural gas. The Energy Regulatory Commission (ERC) is also preparing to select qualified companies to purchase "clean electricity" for the government under its plan to bolster renewable energy supply. The total capacity for this plan is 5.2 GW which comprises of biogas (0.335 GW), wind power (1.5 GW), on-ground solar farms (2.368 GW) and on-ground solar farms with energy storage system (1 GW). Proposals from companies will be received by December 2022 and a list of qualified participants would be announced early 2023 and selected companies would be announced by June 2023. Thai businesses have reported promising solar income trends, and the coming years look to provide the renewable energy sector more avenues for expansion.

3. Business Overview by Segment



Although the Company's core business is the solar power plant business, the company expanded another 3 new businesses for business diversification. The sales revenue of the company then comprise of 4 businesses: -

3.1 Solar Power Plant Business

The total revenue for 9M-2022 was THB 299.2 million which grew 6.6% YoY, accounting for 46% of the Company's total revenue. Reasons for the growth are the repowering of a subsidiary named "JPT" which increased power-generation more efficiently and there were 32 projects in Taiwan that COD in 3Q22 with a total of 5.24 MW.

3.2 Solar Rooftop Engineering, Procurement, and Construction (EPC) Business

This is the complete installation of rooftop solar power generation systems from survey and design to installation and maintenance to help owners of buildings and industrial plants significantly reduce their electricity costs by partially replacing the electricity they purchase from the grid.

The solar rooftop system installation business started to recognize revenue, and in 9M-2022, it generated a total of THB 85.24 million, accounting for 13% of the Company's total revenue. The decline from EPC business was due to economic slowdown in 2022 which caused some material shortage and also raised material and equipment costs, affecting customers' decision making.

As of 3Q22, there is a backlog of THB 557 million in revenue to be recognized over the upcoming Q1 and Q2 of 2023 which comprises of revenue from Private-PPA and floating solar with 22 MW capacity of THB 420 million and THB 137 million from PRIME's group internal 5 MW Private PPA.

3.3 Solar Rooftop Private-Power Purchase Agreement (PPA)

This business is a continuation of the solar power plant and the rooftop solar power system installation businesses. The Company invests in the system on behalf of the customers and then sells the electricity generated to them at a lower price than what they typically buy from the government. Alternatively, customers could lease the system from PRIME and pay it off from the electricity cost savings they would enjoy. This business model is relatively new in Thailand, and the Company has a first-mover advantage to become a market leader in this segment.

The revenue contribution from solar rooftop private PPA business for 9M-2022 was THB 6.47 million, accounting for 1% of the Company's total revenue

3.4 Power-Related Material and Equipment Trading

The Company is exploring new areas, such as innovation and new products targeting multiple customer segments, including engineering procurement construction contractors and individual customers. In addition, we plan to provide total solution products and services through various platforms like online trading. The Company foresees that this business will be profitable and will strengthen the company's sustainability initiatives.

The revenue for 9M-2022 was THB 22.43 million, accounting for 4% of the Company's total revenue. With the support of government policies and the growth of the Company's core business, this business is expected to improve in by the end of 2022.

4. Business Overview by Region

PRIME's Solar Power Plant Locations



4.1 Thailand

The Company's solar power plants in Thailand have a total contracted power generation capacity of 115.76 MW (total installed capacity of 135.66 MW). These solar power plants have 3 types of PPA: (i) Feed-in-Tariff (FiT) scheme projects, (ii) Adder scheme projects, and (iii) Private PPA projects.

- For 9M-2022, total revenue from selling electricity in Thailand is THB 258.1 million which expanded 2.0% YoY.
- The revenue of other domestic Adder projects in which the Company has a 30% stake is THB 211.9 million which declines -8.4% YoY and comes in form of shared profit from association.
- The Private PPA portfolio generated THB 6.5 million in 9M-2022, which increased 86.0% YoY as the Company benefited from the full operation of operating assets, which continually achieved COD since 2021.

In addition, the 3 new businesses mentioned earlier achieved total revenues of THB 114.1 million in 9M-2022, accounting for 18.0% of the Company's total revenue.

4.2 Japan

For 9M-2022, the company received THB 7.06 million as shared profit from selling electricity under FiT in Japan. The decline is because the company no longer has revenue from the "Nari Aizu" project as it was sold in the second half of 2021.

4.3 Taiwan

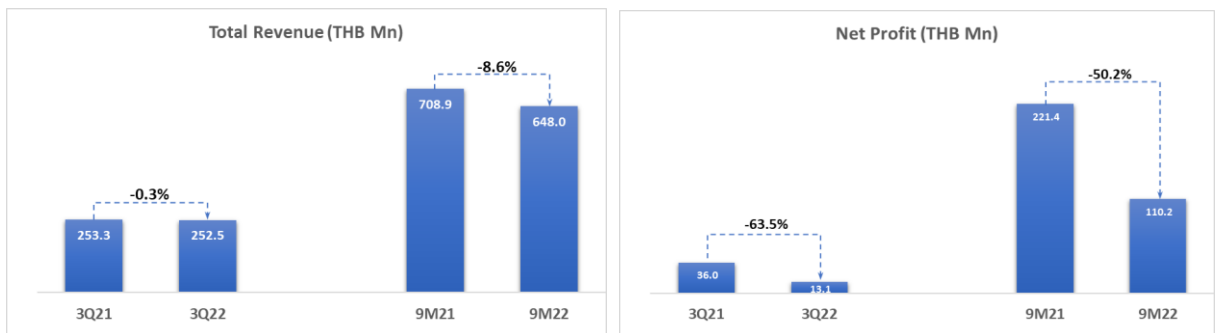
Total revenue for 9M-2022 was THB 47.6 million, an increase of 40.4% YoY as 32 projects achieved COD in 3Q22 with a total of 5.24 MW.

4.4 Cambodia

In late 2019, PRIME won a tender from the Cambodian government for the National Solar Park project supervised by the Asian Development Bank (ADB). This project has an installed and contract capacity of 77 MW and 60 MW, respectively. Despite facing supply chain disruptions such as material shortages, the project is on schedule to achieve COD by 1H-2023.

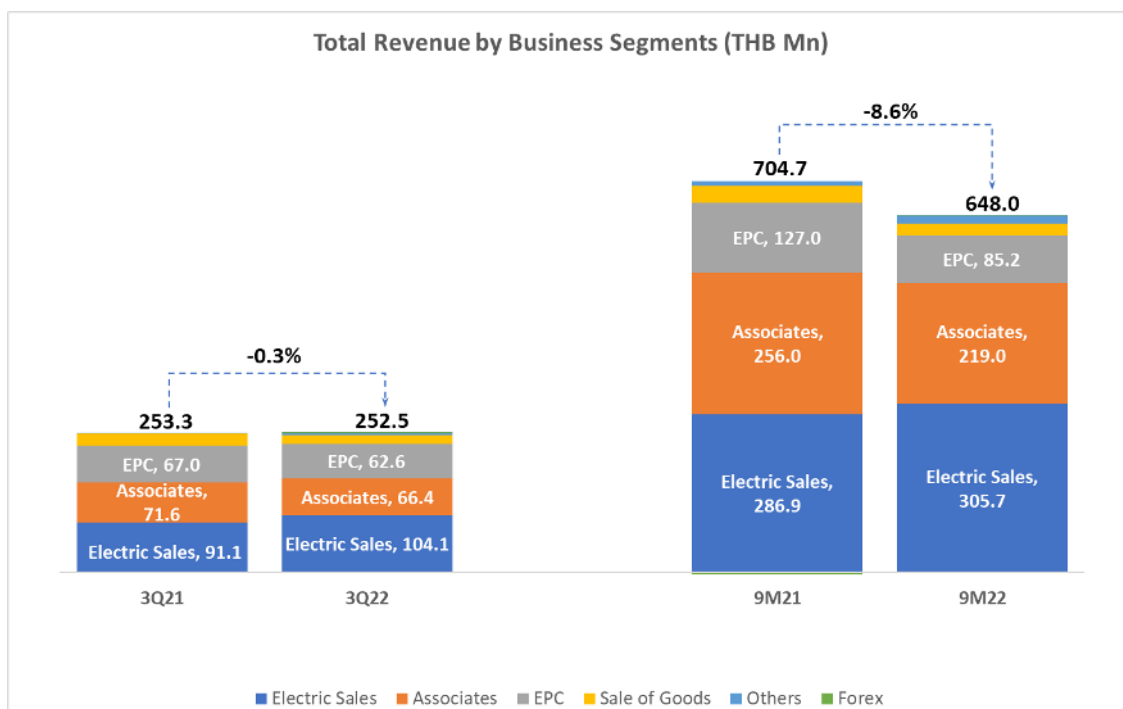
5. Financial Statements Analysis

5.1 Comprehensive Income Analysis



Total revenue for 3Q-2022 was THB 252.5 million, representing a decline of -0.3% YoY. At the same time, the total revenue for 9M-2022 fell -8.6% YoY to THB 648 million. The net profit for 3Q-2022 and 9M-2022 fell 63.5% and 50.2% YoY, respectively, to THB 13.1 million and THB 110.2 million on lower sales revenue and share of profit which were compounded by higher administrative and finance costs.

5.1.1 Details of Total Revenue by Business Segments



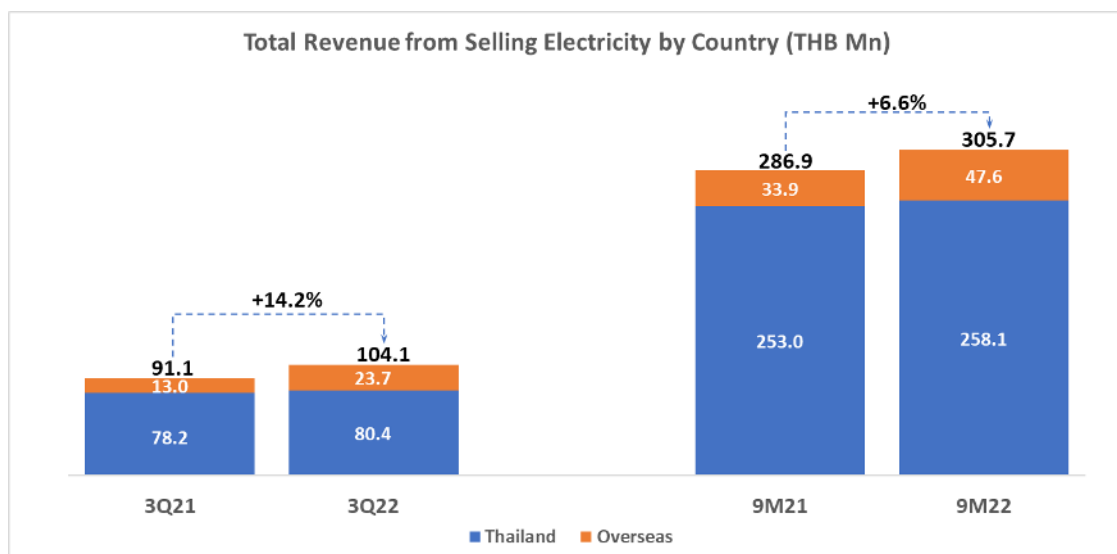
Total revenue for 3Q-2022 was THB 252.5 million, representing a decline of -0.3% YoY. At the same time, the total revenue for 9M-2022 fell -8.6% YoY to THB 648 million due to loss of profit from associates

5.1.2 Revenue from Selling Electricity

The growth of electricity sales in 3Q-2022 and 9M-2022 is attributed to the COD of new Taiwan projects. Electricity sales revenue comprises the following:

- Ground-mounted solar power plants in Thailand are contracted on FiT and Adder schemes with a period of 25 years from the COD. There are 9 power purchase agreements ("PPA") with the Provincial Electricity Authority ("PEA") with a total electricity power generation of 41.64 MW.
- Solar rooftop on the Private PPA have a period of 15 years from the COD. There are 8 power purchase agreements with the private sector with a total electricity power generation of 2.24 MW.
- Ground-mounted solar power plants and solar rooftop in Taiwan are contracted on the FiT scheme with a period of 20 years from the COD. There are many power purchase agreements with the Taiwan Power Company with a total electricity power generation of 15.7 MW.

5.1.3 Breakdown of Revenue from Selling Electricity by Country



Revenue from selling electricity in Thailand and Taiwan for 3Q-2022 and 9M-2022 increased 14.2% and 6.6% YoY, respectively, to THB 104.1 million and THB 305.7 million. Details as follows:

- Thailand:** Revenues improved by 2.8% and 2.0% YoY in 3Q-2022 and 9M-2022, respectively, from the additional COD of Private PPA since 4Q-2021.
- Taiwan:** Revenues in 3Q-2022 and 9M-2022 benefitted from the additional COD of 32 solar rooftop projects and improved by 82.7% and 40.4% YoY, respectively.

5.1.4 Revenue from EPC Business

3Q-2022 revenue declined -6.6% YoY to THB 62.55 million, while 9M-2022 declined -32.9% YoY to THB 85.24 million. The lower performance was primarily caused by the adverse impact of the Covid-19 pandemic, which caused equipment shortages and affected deliveries.

5.1.5 Revenue from the Sale of Goods

Revenue from trading and supply agreements for solar rooftop and other power generation systems in 3Q-2022 and 9M-2022 was THB 16.32 million and THB 22.43 million with -23.7% and -24% decline YoY respectively due to product shortage and longer delivery time.

5.1.6 Share of Profits in Associates

As some projects are joint-investment, revenue from these projects is considered share of profit from association and for 9M-2022, it generated a total THB 219 million which accounts for 34% of total revenue. The total revenue is derived from selling electricity in Thailand and Japan.

A subsidiary's, Vena Energy Solar (Thailand), tax privileges under the BOI promotional certificates expired, resulting in higher income tax to be paid. The decline was also due to the liquidation of an asset "Nari Aizu" in 3Q21 which lowered the shared profit from associates.

5.1.7 Other Revenue

Total of THB 14.62 million was generated, 53.9% YoY growth and this was because throughout 2022, the company had several performance claims.

5.1.8 Cost of Sales and Construction

Cost of sale and construction in 3Q-2022 increased 3.2% YoY but 9M-2022 declined 7.7% YoY, respectively, to THB 128.9 million and THB 244.4 million, which is in line with the lower level of sale revenue. The cost of sales and construction consists of:

- a. Depreciation and amortization,
- b. Operating and maintenance fees for solar power plants (O&M),
- c. Cost of trading and supply and
- d. Construction and other expenses.

The operating and maintenance costs of the power plants are fixed as stipulated in the contracts, with a constant rate of increase throughout the contract period. In contrast, depreciation and amortization are based on the life span of the power plants, which averages 25 years. Therefore, the cost of sales and services will not change significantly if there are no new projects.

5.1.9 Administrative Expenses

Administrative expenses in 3Q-2022 and 9M-2022 were THB 59.8 million and THB 157.2 million, respectively, representing an increase of 3.8% and 18.3% YoY, respectively. The higher expenses are due to the following reasons.

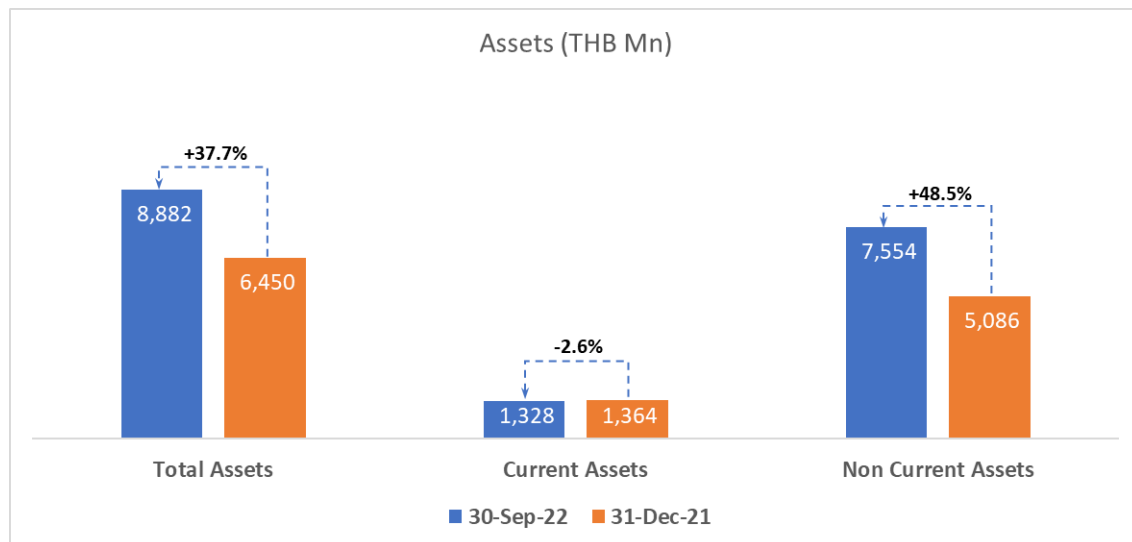
- a. Higher employee expenses due to the increase in headcount to assist in the development of new businesses,
- b. Higher financial fees relating to bank entry fees, account opening fees, annual management fees, bond issuance fees, etc.,
- c. Higher professional fees relating to the incorporation of new subsidiaries in Thailand and overseas, and
- d. Higher advisory fees and operating expenses for waste-to-energy projects, and
- e. Higher depreciation and amortization expenses.

5.1.10 Finance Cost

3Q-2022 and 9M-2022 finance costs increased by 54.5% and 58.4% YoY, respectively, to THB 46.3 million and THB 128.8 million as the Company issued a long-term unsubordinated debenture to finance the investments in developing solar and other renewable energy projects.

5.2 Financial Position Analysis

5.2.1 Total Assets



Total assets as of 30 Sep 2022 amounted to THB 8,882.4 million, an increase of 37.7% or THB 2,432.4 million YoY.

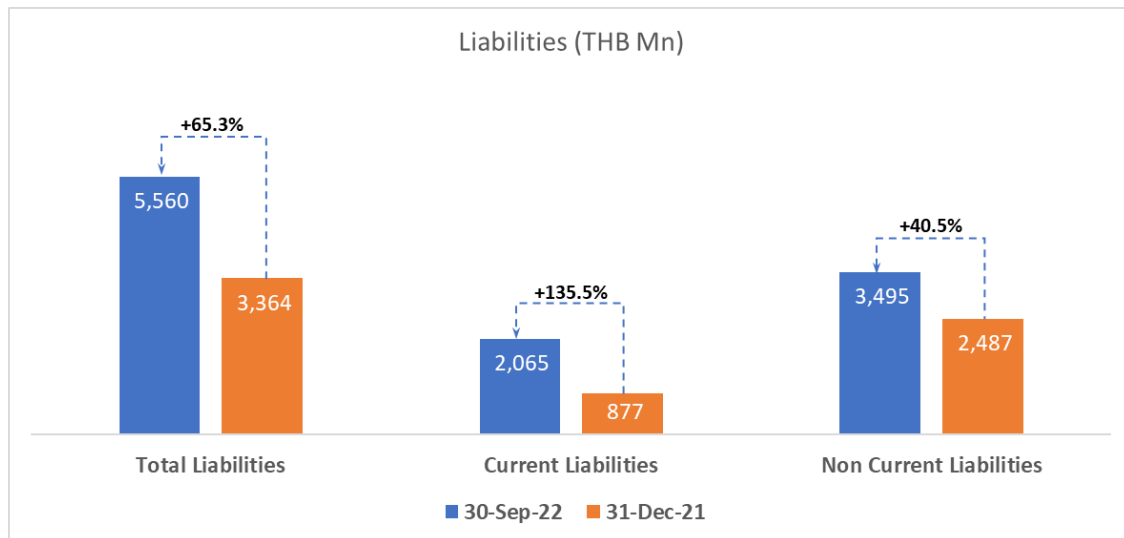
Current assets declined 2.6% or THB 35.9 million YoY to THB 1,328.4 million as a result of the following:

- a. On 10 March 2022, the Company issued a long-term unsubordinated debenture of THB 1,000 million to raise funds to invest in solar and other renewable energy projects.
- b. Account receivables and others increased due to higher prepaid expenses, deposits for shares purchase in foreign projects (Taiwan), and advance payments for purchases for construction projects (Engineering, Procurement & Construction).

Non-current assets were THB 7,554 million, an increase of 48.5% YoY or THB 2,468.3 million because of:

- a. Higher investment in associates, which realized shares from associates.
- b. Higher land, property, plant, and equipment of foreign subsidiaries, which is in line with the development of solar power plants and solar rooftop projects.

5.2.2 Total liabilities



As of 30 Sep 2022, total liabilities were THB 5,560 million, which is 65.3% YoY or THB 2,196.1 million.

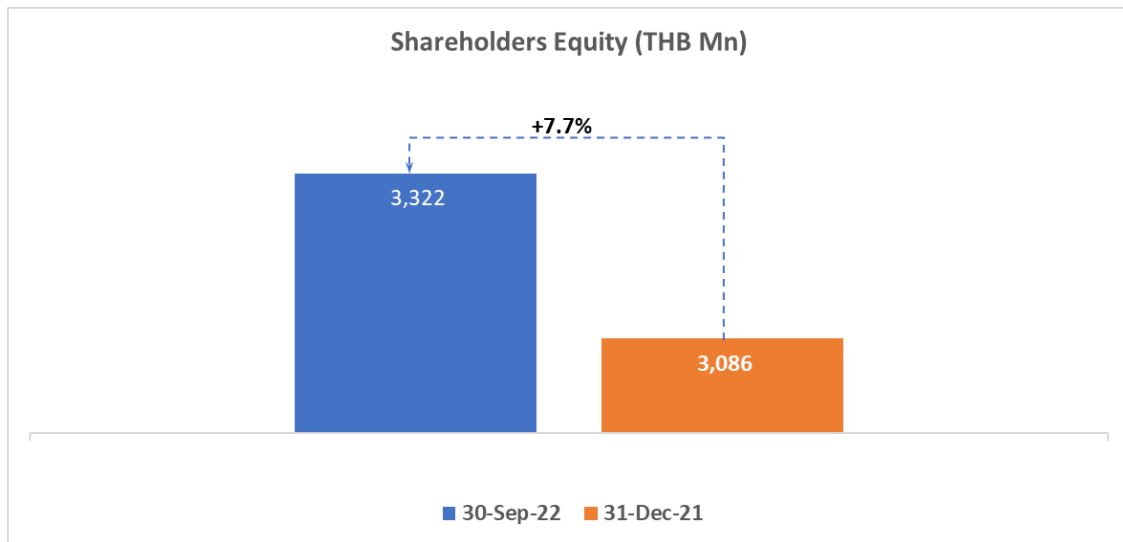
Current liabilities increased by 135.5% or THB 1,187.9 million to THB 2,064.7 million, mainly due to the following reasons:

- a. Higher accounts payable from equipment purchases for the construction business (Engineering, Procurement & Construction), and
- b. Higher balances of loans maturing in 1 year of foreign subsidiaries. The loans are used as working capital and for business expansion.

Non-current liabilities increased 40.5% or THB 1,008.1 million, to THB 3,495 million, because of:

- a. Higher balances of loans from financial institutions which are maturing in more than 1 year. These are loans of foreign subsidiaries, which were used as working capital for business expansion and project development.
- b. The issuance of debentures which were used as working capital for developing renewable projects in Thailand and abroad.

5.2.3 Equity



Total equity as of 30 Sep 2022 was THB 3,322.4 million from unappropriated retained earnings and fair value adjustments. This is an increase of 7.7% or THB 236.3 million.

6. Project Updates

In terms of solar power plants, a system test will be conducted for the solar power plant in Cambodia (77 MW) on 9 November 2022 and will be on its schedule to COD by 4Q22. Also, Taiwan's school solar projects will gradually COD starting from 4Q22.

There are 6 Private PPA projects that will COD in 2Q23 with a total installed capacity of 7.81 MW as follow:

Projects	Capacity
MBK The9 Rama9	0.54 MW
MBK The9 Tiwanon	1.63 MW
Walailak University	2.54 MW
Siam Inter Food	1.80 MW
Chevron	0.30 MW
Oriental Can	1.00 MW

7. Sustainability

The Company has formulated Social and Environmental Responsibility Policy at the corporate level to provide the business with the sustainable direction to ensure uninterrupted growth. This also helps mitigate ESG risks. The followings are the eight topics covered under the Policy.



PRIME is committed to contributing to climate change mitigations and adaptations to reduce greenhouse gas emissions to support the Thai government's Nationally Determined Contributions (NDC) under the United Nations Framework Convention on Climate Change (UNFCCC).

To this end, PRIME is preparing a roadmap towards achieving Carbon Neutral and Net Zero over the next five years.

	Carbon Neutral	Net Zero
	Short-Term Goal	Long-Term Goal
PRIME's target in contributing to the climate change	Become carbon neutral by early 2023	Achieve net zero by 2030

Some of the initiatives include the installation of solar rooftops to generate power and upgrading equipment to improve energy efficiencies in PRIME's operations. Additionally, the Company has partnered with the Industrial Estate Authority of Thailand (IEAT) to promote the use of solar energy.

Best regards,

Surachet Chaipatamanont
(Mr. Surachet Chaipatamanont)
Chief Financial Officer

Appendices

Quarterly and 9-Month Statement of Comprehensive Income

Ended 30 September 2022

Summary of Statement of Comprehensive Income

(THB Mn)	9M22	9M21	% Change	3Q22	2Q22	3Q21	% Change	% Change
			YoY				QoQ	YoY
Revenue from sales	305.7	286.9	6.6%	104.1	100.8	91.1	3.3%	14.2%
Revenue from construction	85.2	127.0	(32.9%)	62.6	13.8	67.0	352.0%	(6.6%)
Revenue from the Sale of Goods	22.4	29.5	(24.0%)	16.3	3.0	21.4	440.4%	(23.7%)
Cost of sales and construction	(244.5)	(264.9)	(7.7%)	(129.0)	(62.7)	(124.8)	105.7%	3.3%
Gross profit	168.9	178.5	(5.4%)	54.0	54.9	54.7	(1.7%)	(1.3%)
Other income	14.6	9.5	53.9%	3.1	9.5	2.2	(67.4%)	38.7%
Administrative expenses	(157.1)	(132.9)	18.2%	(59.8)	(49.3)	(57.7)	21.2%	3.6%
Net gain (loss) on exchange rate	1.0	(4.1)	(123.7%)	0.1	2.0	(1.0)	(93.6%)	(113.4%)
Finance costs	(128.9)	(81.3)	58.5%	(46.4)	(45.5)	(30.0)	1.9%	54.7%
Share of profit from associates	219.0	256.0	(14.4%)	66.4	65.0	71.6	2.2%	(7.3%)
Profit (loss) before income tax	117.5	225.6	(47.9%)	17.4	36.6	39.9	(52.5%)	(56.4%)
Income tax	(7.3)	(4.3)	70.7%	(4.3)	(2.9)	(3.9)	46.9%	9.0%
Profit (loss) for the period	110.2	221.3	(50.2%)	13.1	33.7	36.0	(61.0%)	(63.5%)
Attributable to owners of the parent	101.7	214.5	(52.6%)	10.6	30.7	116.01	(65.4%)	(90.9%)
Total comprehensive income (expense) for the period	209.2	374.5	(44.1%)	45.7	77.7	238.9	(41.2%)	(80.9%)
Attributable to owners of the parent	200.7	367.7	(45.4%)	43.1	74.6	232.7	(42.2%)	(81.5%)

Details of Total Revenue by Business Segments

(THB Mn)	9M22	9M21	% Change	3Q22	2Q22	3Q21	% Change	% Change
			YoY				QoQ	YoY
Revenue from selling electricity	305.7	286.9	6.6%	104.1	100.8	91.1	3.3%	14.2%
Revenue from EPC Business	85.2	127.0	(32.9%)	62.6	13.8	67.0	352.0%	(6.6%)
Revenue from the Sale of Goods	22.4	29.5	(24.0%)	16.3	3.0	21.4	440.4%	(23.7%)
Share of profit in associates	219.0	256.0	(14.4%)	66.4	65.0	71.6	2.2%	(7.3%)
Other revenue	14.6	9.5	53.9%	3.1	9.5	2.2	(67.4%)	38.7%
Net gain (loss) on exchange rate	1.0	(4.1)	123.7%	0.1	2.0	(1.0)	(93.6%)	113.4%
Total Revenue	647.9	704.8	(8.1%)	252.5	194.1	252.3	30.1%	0.1%

Financial Positions as at 30 Sep 2022

	(THB Mn)	30 Sep 2022	31 Dec 2021	Change	% Change
Current assets		1,328.40	1,364.33	(35.93)	(2.6%)
Non-current assets		7,554.01	5,085.73	2,468.28	48.5%
Total assets		8,882.41	6,450.06	2,432.35	37.7%
Current liabilities		2,064.72	876.79	1,187.93	135.5%
Non-current liabilities		3,495.33	2,487.20	1,008.13	40.5%
Total liabilities		5,560.05	3,363.99	2,196.06	65.3%
Shareholders' equity		3,322.36	3,086.07	236.29	7.7%
Total liabilities and shareholders' equity		8,882.41	6,450.06	2,432.35	37.7%

Breakdown of Revenue from Selling Electricity by Country

	(THB Mn)	9M22	9M21	% Change	3Q22	2Q22	3Q21	% Change	% Change
				YoY				QoQ	YoY
Revenue from selling electricity	305.70	286.86		6.6%	104.08	100.76	91.14	3.3%	14.2%
- Thailand	258.10	252.96		2.0%	80.40	87.32	78.18	(7.92%)	2.8%
- Oversea	47.60	33.90		40.4%	23.68	13.44	12.96	76.19%	82.7%