

THE **NEXT** PHASE 2016

ANNUAL REPORT 2015

Thaicom Public Company Limited

THE NEXT PHASE 2016

CONTENTS



10 ^w	12 ^w	14 ^w	18 ^w	20 ^w
Vision, Mission, Value, and Company's Strategies	Financial Highlights	Corporate Social Responsibility	Message from the Chairman and Chief Executive Officer	Report of the Audit Committee
22 ^w	24 ^w	26 ^w	38 ^w	40 ^w
Board of Directors and Company Secretary	Management Team	Directors, Executives and Company Secretary Profiles	Information of Directors, Executives and Controlling Authorities of Subsidiaries and Associates	Changes in the Securities Portfolios of the Board and the Executive of the Year 2015
42 ^w	44 ^w	46 ^w	50 ^w	56 ^w
Shareholders	INTOUCH Group's Investment Structure	General Information and Other Information	Milestones	Nature of Business and Income Structure
76 ^w	82 ^w	131 ^E	138 ^w	142 ^w
Risk Factors	Corporate Governance and Management	Related Transactions	Sustainable Development Report	Management's Discussion and Analysis
150 ^w	151 ^E	152 ^w	243 ^E	244 ^w
Board of Directors' Responsibility for Financial Reporting	Auditor's Report of Certified Public Accountant	Financial Statement	Dividend Policy	Glossary
247 ^E	248 ^w			
Other Reference Persons	Investor Information			



NEW CAPABILITY



Striving to be a learning organization

With a focus on developing personnel capabilities and potential and driving organization culture, Thaicom sets a solid foundation for advancing sustainably.



NEW TECHNOLOGY



Innovating on the cutting edge

Through innovative product and service development, Thaicom responds the needs of all customers throughout its extensive service area.



NEW DESTINATION



Growing purposefully to reach new destinations securely

Thaicom never stops seeking new opportunities to expand business, increasing both satellite quality and number of bandwidth while providing end-to-end satellite solutions and other related services, in order to achieve sustainable success.



NEW FUTURE



THAICOM
TOP 50
CG ASEAN
Scorecard



Collaborating with all stakeholders
for a sustainable future

Thaicom is intent on nurturing social responsibility
and corporate governance in order to grow with
society towards a sustainable future for us all.

Vision

To be a Leading Asian Satellite Operator

Thaicom aims “to be a leading Asian satellite operator”, influencing and innovating communications on a global scale, providing products and services responsibly, and developing people and ethical practices to accommodate economic growth and cultivate a sustainable society.

Mission

- Drive solid growth for shareholders
- Develop innovative solutions for customers and new markets
- Build a positive corporate image among all stakeholders
- Strive to be high performance organization by nurturing employee potential and relationships

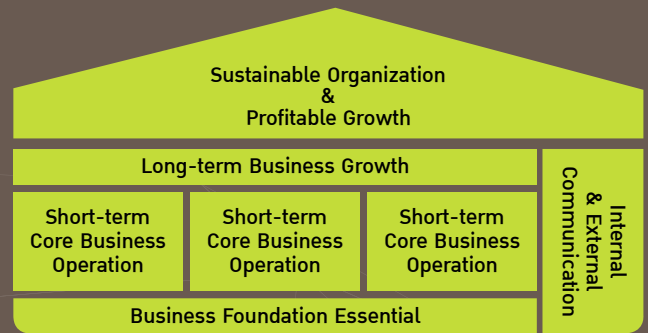
Value

E P I C

- Excellence in Technology
- Passion to Challenge
- Initiative in Innovation
- Commitment to Contribute

Operational Strategies

The Company has developed business policies and intended to engage all departments in the company's core strategic direction to maintain profitable and sustainable growth. The Company's key operational strategies include:



1 Human resources strategy

The Board of Directors places priority into human resources which it believes to be the main driving force behind the success of other resources and the Company's profitability. The Company plans to become a source of knowledge through the continuous development of human resources, focusing on commitment to the organization and understanding diversity in this type of business. Succession planning is to be reviewed by the Board of Directors at least once a year.

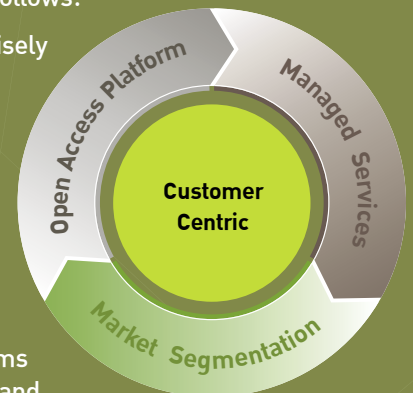
2 Business strategy

The Company divides its business strategy into three phases. The short-term business strategy focuses on filling up capacities of existing satellites through three main strategies summarized as follows:

1. Market segmentation: To clearly identify focused market segments to precisely address customers' requirements
2. Open Access Platform: To open to collaborative efforts and to develop beneficial and strategic partnerships that will meet the different needs of customers in different territories
3. Managed Services: To use our more than 24 years of expertise in satellite technology and experience in developing products and services to provide end-to-end solutions to customers

In the medium term, the Company plans to develop follow-on satellite programs to ensure service continuity for customers as well as to maintain its presence and landing rights in the region.

Lastly, the Company's long-term business strategy is to leverage its strengths and partnerships, and to take advantage of opportunities for future growth.



3 Sustainable development strategy

In order to grow sustainably, the Board of Directors believes that the Company's success shall comprise good corporate governance principles, morality and ethics, transparent business practices as well as community caring.

The Company has a corporate image strategy to develop people into moral, capable, and generous citizens. The Company operates on the basis of good corporate governance, maintaining and strictly adhering to a number of policies including its Anti-Corruption Policy. As a result, the Company has consistently received outstanding scores on corporate governance assessments at both the national and ASEAN levels, building trust amongst investors and all shareholders.

Thaicom contributes to the community through the "Thai Kid Thaicom" project, which is now in its fifth year. The Company believes in extending education opportunity to all areas in Thailand, building career skills within the communities through teaching satellite receiver installation. The Company supports modern education through constructionism approaches, giving students the chance for hands on experience with technology. In addition, the Company jointly involves in supporting a number of projects promoting space technology innovation.

"Create value for society by combining satellite communications technology with expertise to empower communities, raising the standard of living, nurturing the environment, and improving quality of life."

Financial Highlights (Consolidated)

Thaicom Public Company Limited

Unit : Million Baht

2013
(Restated)

2014
(Restated)

2015

Operating results

Total Revenue	11,880	12,310	12,943
Sales and Services Revenue	9,992	11,893	12,453
Gross Profit	4,161	4,852	5,099
Operating Profit (Loss)	2,091	1,998	2,981
Net Profit (Loss)	1,128	1,601	2,122
EBITDA	4,026	5,110	5,758

Financial Position

Total Assets	28,427	31,888	33,592
Total Liabilities	12,138	14,603	15,481
Shareholders' Equity	16,289	17,285	18,111

Financial Ratio

Current Ratio (Times)	0.90	1.77	1.83
Interest Bearing Debt to Equity Ratio (Times)	0.54	0.64	0.65
Gross Profit Margin	42%	41%	41%
Operating Profit Margin	21%	17%	24%
EBITDA Margin	40%	43%	46%
Net Profit Margin	11%	13%	17%
Return on Assets	4%	5%	6%
Return on Shareholders' Equity	8%	10%	12%
Earning per Share (Baht)	1.03	1.46	1.94
Book Value per Share (Baht)	14.18	15.41	16.14

As of 31 December 2015

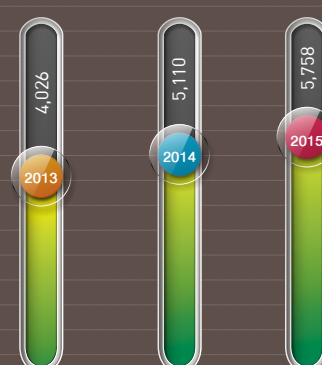
Total Assets

(Million Baht)

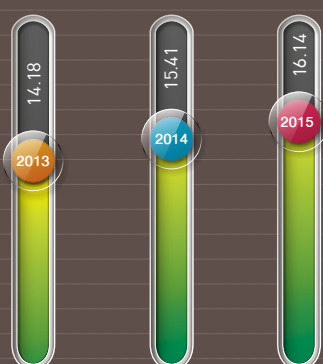


EBITDA

(Million Baht)

Book Value
per Share

(Baht)



Satellite Revenue

9,258 Million Baht
of Revenue
from Sales
and Services

74%

Total Assets

33,592
Million Baht

Consolidated
Net Profit

2,122
Million Baht

an increase of +

33%

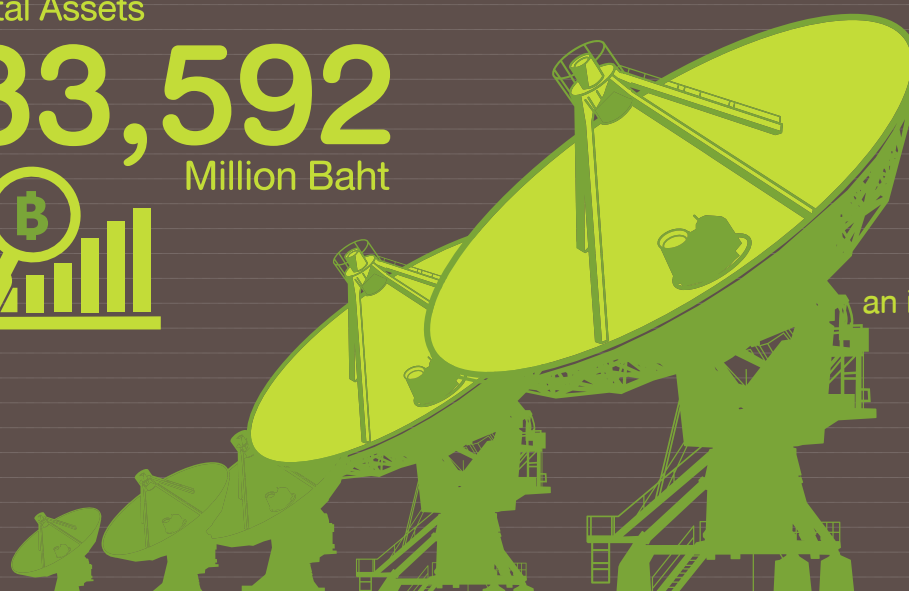
2011

2012

2013

2014

2015





To promote sustainable development, Thaicom is always striving to attain the highest degree of responsibility towards both society and the environment through 3 key strategies: responsible service, support for a sustainable society, and environmental resource management & impact mitigation.





Corporate Social Responsibility

To promote sustainable development, Thaicom is always striving to attain the highest degree of responsibility towards both society and the environment, especially regarding its products and services. In 2015, SDCOM updated its strategic framework to better meet shareholder needs through 3 key strategies to demonstrate responsibility: responsible service, support for a sustainable society, and environmental resource management & impact mitigation.

Strategy R-1 Responsible Service

Thaicom strives design all of its products and services to meet the growing needs of customers and users in the digital era. This means not only considering the demands of the present, but also taking into account the challenges of the future so that all stakeholder can remain confident and fully satisfied with Thaicom's services.

Quality of Products & Services

Quality of service, is very important to Thaicom. The Company extends this priority to encompass the quality of both internal and external processes related to operations, aiming to build customer satisfaction by:

- Developing people, hardware, and software to reduce the time it takes to resolve issues for customers.
- Establishing service level agreements (for incident management) to ensure customers receive the most effective service possible.
- Developing the customer service capabilities (Capability List) of employees to ensure that stakeholders receive quality service.

To improve quality of service for customers, Thaicom implemented an incident management system in 2015 consisting of the following elements:

- 1) IT System Monitoring: Tracking and checking of errors that may occur in the gateway or other systems in order to enhance system stability.
- 2) Escalation Flow: Clear definitions of employee roles, duties, and responsibilities in order to reduce incident response time and minimize potential losses.
- 3) Auto Escalation: Automatic response system programmed to resolve signal issues as they

arise, reducing number of employees necessary in the response and reducing incident response time.

- 4) Fibre Head-end Enhancement: Development of equipment to improve fibre head-end efficiency at Thaicom Satellite Station (Kae Rai), providing uninterrupted service to customers while also addressing the requirements of the Company's business continuity plan.
- 5) Redundancy Report for Customers: Additional reporting on signal quality and performance in normal and crisis conditions to build customer confidence and provide consistent and constant accountability.



To ensure the highest possible customer satisfaction, Thaicom has prepared handbook of operation guidelines for employees who communicate with overseas customers. This led to a 90 percent increase in customer satisfaction in 2015. The Company has plans to continually upgrade the content of the guidelines to provide greater flexibility in responding to customer issues.

Thaicom has also implemented a Customer Relationship Management (CRM) initiative, appointing both a steering

committee and working team to set targets and follow up on performance and outcomes. Results of customer satisfaction surveys will be used to develop products, management, and processes to improve customer satisfaction. A number of customer activities were held in 2015, including a conference on trends in communications and technology to help customers further develop their business plans.

Quality of Content

Even though Thaicom primarily leases transponders and does not play a direct role in the production of broadcast content, Thaicom still places importance on quality of content and aims to ensure that all content broadcast

via its transponders adheres to the moral, ethical, and legal standards of the country in which it airs.

Strategy R-2 Support for a Sustainable Society

Thai Kid Thaicom

As a provider of basic communications infrastructure, Thaicom encourages and promotes the creative use of communications technology to benefit society as a whole. Thaicom is particularly interested in leveraging satellite technology to provide equal educational opportunities for students throughout Thailand. The Thai Kid Thaicom project aims to provide educational opportunities to children in rural communities where access to education is scarce, sub-standard, or where there is a chronic lack of teachers. Through the project, the Company provides satellite receiver dishes to schools in these areas so that they may then access distance education programs. By equipping schools with satellite equipment, Thaicom provides students in rural areas with a wider variety of

tools through which they can learn and develop themselves.

In 2015, extended the vocational training program to include candidates training to join the Border Police. Through the training program, Thaicom has provided receiver sets for vocational students to install in areas throughout Thailand, passing on useful and potentially gainful skills to program participants. The Company has plans to further expand the training program to include students enrolled in the government's adult education programs and also to offer IP-Gateway training for those interested in increasing their skills and knowledge of satellite systems.

Thaicom Learning Center

Thaicom promotes teachers' ability to apply Constructionism in the classroom. Constructionism emphasizes knowledge creation by the learners themselves by encouraging experiential learning, or learning by doing. That is, students must gather data on their own, turn the data into useful information, apply

the information to create knowledge, and reflect on the process to build wisdom that will stay with them throughout their life. The Company sees this as an important investment in the development of the nation's education system.

Knowledge Sharing

Beyond simply bringing network connectivity to the classroom, Thaicom also promotes an intellectual ecosystem in which learning and discovery can thrive, creating opportunities for students who are interested in communications and space technology to apply their

knowledge. Thaicom hosts a number of competitions for students to test, challenge, and showcase their design skills by creating their own satellite or related equipment, as outlined below.

- SpaceBox is the first program in Thailand to offer students and faculty the chance to research, design, and create their own working satellite for Low Earth orbit that can take images of Earth and survey natural resource from space.
- Thaicom holds the Ready-to-Use Antenna competition for university students interested in developing their own quick-deploy and auto-point antenna for easy at-home installation. The students' antenna designs are also more cost-effective as they can be manufactured in Thailand.
- Through the Innovative Electromagnetics Academy of Thailand (iEMAT), started in 2014, Thaicom promotes knowledge sharing in the area of electrical engineering, leveraging the Company's expertise to support research to improve efficiency of signal transmission by lowering side lobes on reflector antennas for C-band frequencies.
- Thaicom is collaborating with Kasetsart University to develop an anti-jamming system for satellite TV signal, using a wider range of the spectrum than typical systems. The anti-jam technology also delivers a better signal and clearer picture to the user even in the absence of jamming, while ensuring that signal remains compatible with that of typical systems.
- Thaicom provides expert support to King Mongkut's Institute of Technology Ladkrabang in the areas of space and satellite communications technology as well as other related technology, contributing to Thailand's education, society, and economy.

Thaicom for Communities - Healthy and Safe Vegetable Fund

In an effort to promote healthier diets and to provide an additional source of income for communities, the Company established a community support fund and revolving fund which can be used by participating villagers to produce pesticide-free vegetables. The project allows villagers to eat healthier while also marketing their produce at better prices to health-conscious consumers. As the project evolves, its success will not only make the project self-sustaining, but also improve the quality of life of people within the community.



Strategy R-3 Environmental Resource Management and Impact Mitigation

Mitigating both the direct and indirect environmental impacts of its operations is a priority for Thaicom. Thaicom takes preventative measures to ensure that such impacts do not negatively affect stakeholders. This Company is committed to effective use of resources and has implemented number of environmentally-oriented policies, including an Energy Conservation Policy (in 2013). In 2015, the Company also instituted a Green Procurement Policy and working team to ensure that products used internally by the Company are environmentally-friendly. Environmental considerations are also made in satellite and equipment design, with plans in place for more specialized policies.

The Company adheres to strict standards for measuring and monitoring radio frequency interference set by Institute of Electrical and Electronic Engineers (IEEE).

IEEE's threshold for electromagnetic field strength which is safe for human health is 10 W/m². Since 2012, the Company has collaborated with King Mongkut's Institute of Technology Ladkrabang to monitor electromagnetic emissions and ensure values detected remain within levels that are safe for the surrounding communities.

More details
please visit and
download for 2015
Sustainability Report at
www.thaicom.net

Message from the Chairman and Chief Executive Officer

Dear shareholders and stakeholders

2015 was a year in which the Company faced a variety of different challenges. It was also a year full of success in sustainable development and corporate governance both locally and internationally. Thaicom was awarded an “Excellent Corporate Governance Scoring” (Five Stars) for the third consecutive year (2013 - 2015). Furthermore, the Company was selected as one of the Top 50 companies with the highest CG Scorecard in ASEAN, and was one of the two Thai companies that recorded the most outstanding score in 2015. In addition, our Board of Directors was awarded “Board of the Year for Distinctive Practices” by the Thai Institute of Directors for the third straight year, and received an honor of “Board with Consistent Best Practices”. Our Audit Committee was as well recognized as “Audit Committee of the Year”. With all these honorable awards received from leading organizations, it has demonstrated our success and commitment in corporate governance to all stakeholders.

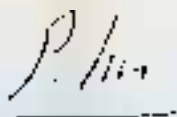
With diversities in technology and geographic landscape, Thaicom had to rectify our strategies to cope with those changes. The Company has invested in a new Satellite, THAICOM 8, and already achieved some of pre-sale capacity before launched in the first half of 2016.

For THAICOM 7, a 14-transponder broadcast satellite, its capacity was already taken up by customers. Hence, our significant move in 2015, apart from filling up existing capacity of THAICOM 4, 5 and 6, is to maximize the utilization of our THAICOM 8. The Company continues to strive to penetrate into new opportunistic markets even though we may have faced some difficulties in these areas i.e. Africa due to its high competition in the region.

We also continue to initiate new products and services such as mobility and digital life to serve our customers' utmost need. We hope that with our strong teamwork, new business strategies, and endless efforts will lead our Company to flourish in 2016.

For financial operation, despite volatile foreign exchange rate situation, 2015 was another year that Thaicom marked the notable performance in terms of revenues and net profits. Nevertheless, the Board of Directors and the Company's Management are still aware of the currency fluctuations. We also seek for advice from professional advisor to ensure that our financial operation in the future would have the least impact from foreign exchange and benefit our shareholders the most.

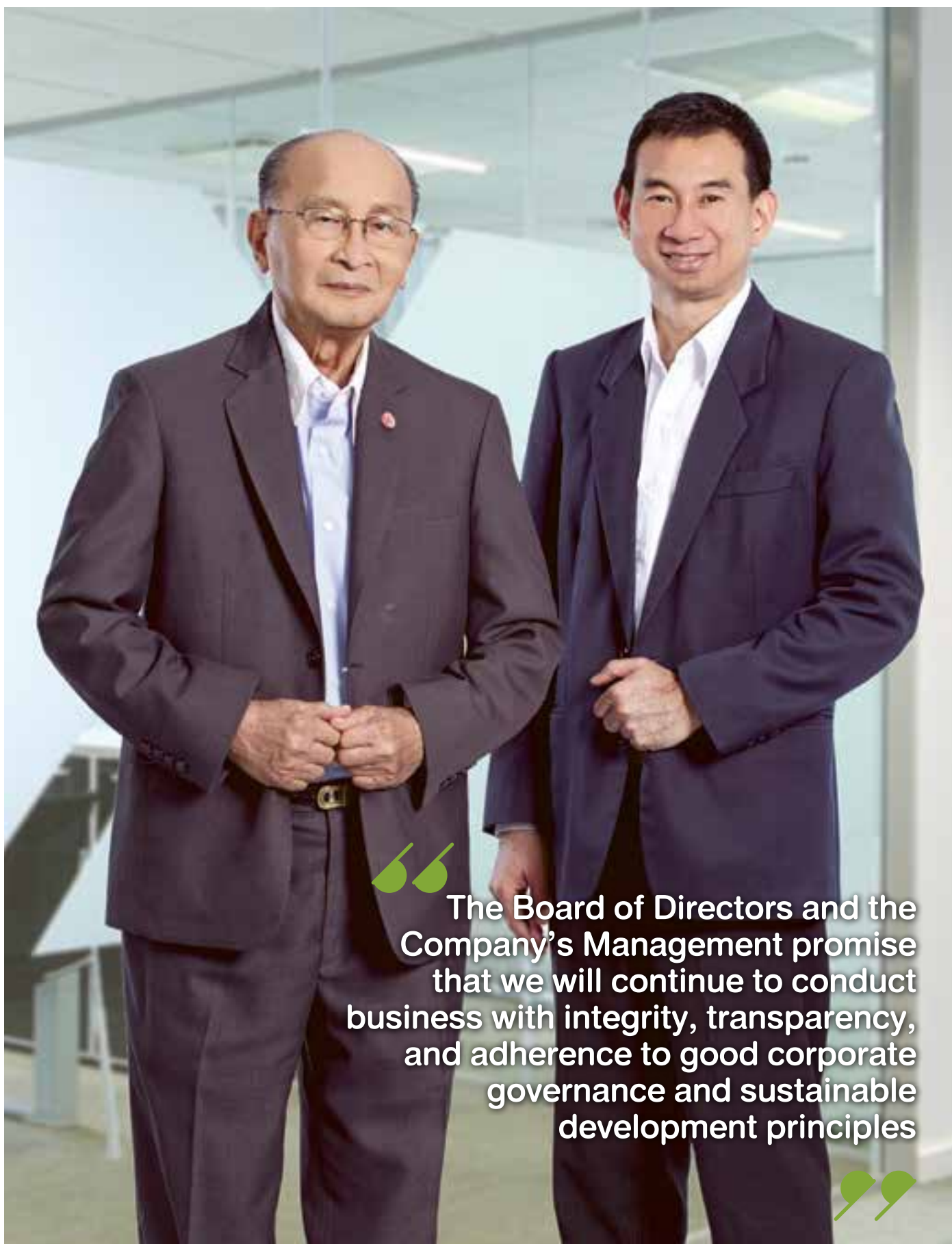
On behalf of the Board of Directors and the Company's Management, we would like to show the appreciation for all your support and trust. To ensure the utmost benefits to all stakeholders, we promise that we will continue to conduct business with integrity, transparency, and adherence to good corporate governance and sustainable development principles, and will continue to focus on the development of our people, who are the most valuable assets, to initiate new and innovative ideas, build a strong and effective teamwork, and be ready for Digital Economy and upcoming challenges we may face in the future.



Mr. Paron Israsena
Chairman of the Board of Directors



Mr. Paiboon Panuwattanawong
Chief Executive Officer



“ The Board of Directors and the Company’s Management promise that we will continue to conduct business with integrity, transparency, and adherence to good corporate governance and sustainable development principles ”

Audit Committee Report for the Year 2015



To The Shareholders of THAICOM Public Company Limited

The Audit Committee of THAICOM Plc (“the Committee”) was appointed by a resolution of the Board of Directors and consists of three independent directors. Professor Hiran Radeesri was appointed as the Chairman of the Committee while Mrs. Charintorn Vongspootorn and Professor Samrieng Mekkiengkrai were appointed as members. The Secretary to the Committee is Mr. Prawin Khurowat, who also serves as the Vice President of Internal Audit Office. The Committee undertook its significant duties by reviewing the financial statements, corporate good governance, risk management, internal control, internal audit, fraud audit and appointment of external auditor for the year 2016 as set forth in the Audit Committee Charter approved by the Board of Directors in accordance with notifications of the Stock Exchange of Thailand and good corporate governance practices. In 2015, the Committee held a total of 17 meetings of which all of the Committee’s members attended these meetings. The Committee’s significant activities in 2015 are summarized below:

1. Financial Statements Review: The Committee reviewed the quarterly and annual financial statements of the Company and the companies in the group for the year 2015 including disclosure of information in the notes to financial statements to ensure that the reports were in compliance with the Thai Financial Reporting Standards (TFRS). The Committee discussed significant accounting policies, internal controls, estimates and judgements applied in preparing these reports with company’s management, external auditors as well as internal auditors. On a monthly basis, the Committee reviews monthly business performance of the Company and subsidiaries to assess risk factors that may have impacts on the business such as foreign exchange rate, account receivable and collection, investment projects as per company strategy as well as cash flow of the Company. The Committee requires head of accounting department to summarize and report, on an annual basis, key accounting policies, any changing of accounting policy, impact from changing of financial reporting standards and any new accounting standards that come into effect such as the new set of financial reporting standards (pack 5) which had been effective since fiscal year 2015 onwards. In addition, the Committee held a private meeting with the external auditors without the presence of the Company’s management to consider sufficiency and appropriate internal control systems, risk based audit plan and accuracy and reliability of the Company’s financial statements, and to ensure that the external auditors had preserved their independence.

2. Good Corporate Governance and Compliance with Rules and Regulations Review: The Committee reviewed the Company’s adherence to Good Corporate Governance principles and Code of Conduct guidelines including compliance with rules and regulations and found that the Company’s directors, management and staff comply with those requirements. The Directors have encouraged management and employees at all levels to consistently and continuously adhere to the Company’s Code of Conduct as well as compliance with rules and regulations. Furthermore, the Committee reviewed the Company’s connected transactions or transactions that might lead to conflicts of interest, and has instructed the responsible department to report regularly on these issues to the Committee. The Committee also reviewed the Company’s adherence to relevant laws and notifications as required by Stock Exchange of Thailand and Securities and Exchange Commission of Thailand to ensure that all disclosures were correct, complete, and adequate. The company has opened up various channels for stakeholders to report any fraud, corruption and misconduct through e-mail, Ethical hotline in website and intranet of the company in accordance with company’s whistle blower policy. The Audit Committee assigns Office of Internal Audit to consistently review and audit effectiveness of company anti-corruption implementation, good corporate governance and systems of internal controls and directly reports the result for consideration of the Committee.

3. Risk Management Review: THAICOM Plc has its Risk Management Committee which is responsible for establishing policy, procedure and criteria for risk assessment and risk management for the whole group of companies including annual review of sufficiency and effectiveness of company risk management system where by the results are reported to the Board of Directors, the Audit Committee and Executive Committee for the risks pertaining to strategy, financial and reporting, operations and compliance risk. The Committee reviewed the Company’s risk management systems, including actions taken to mitigate significant risk to acceptable levels as per company risk appetite on a quarterly basis.


Examples of major risk elements reviewed were risks related to overseas investments and foreign exchange rate risk. The Committee had also recommended all overseas subsidiaries and business units to conduct proper risk assessment and risk management in alignment with COSO's risk management framework with support from corporate risk management unit.

4. Internal Control Systems and Internal Audit Review: The Committee had reviewed the Company's Internal control system and monthly and quarterly internal audit report from office of Internal Audit and found that the internal control system of the company was appropriate and fit for purpose for THAICOM's business operations. This view was reflected by the Company's External Auditor who reported that no irregularities were found in the Company's financial statements. With significant reliance upon Information Technologies and related risk exposure in this area to the company, the Committee had recommended the Company to develop and implement preventive control measures in this area which resulted in establishment of working committee to review appropriateness of segregation of duties in SAP's ERP system to prevent and mitigate potential misconduct and fraud risk exposure through the IT system. The Committee also reviewed the Company's internal audit scope; long-term and annual risk based audit plans previously approved, and found that the activities undertaken achieved the Key Performance Indicators set for the year. Additionally, the Committee reviewed office of Internal Audit's expenditure and investment budgets, and its personnel requirements, and recommended that the office of Internal Audit should further focus enhancing proactive preventative audits, professional training for its staff in new technologies to make audits more efficient, and to move towards Control Self-Assessment approach at different business function levels within the Company. For THAICOM PLC, reporting line for office of Internal Audit has been appropriately established by having direct report to the Audit Committee. The Audit Committee is the one who performs performance appraisal for the Head of Internal Audit in order to assure that office of Internal Audit is carried out its activities independently and honestly for benefits of Company in line with Good Corporate Governance principles.

5. Fraud Audit Review: The Committee performed a quarterly review of fraud complaints case by case including sufficiency of internal control systems to prevent fraud risk exposure to the Company. Result of the review showed that, under the Company's "Whistle-Blower" policy, four complaints had been made throughout the year. The complaints were duly investigated, and the Committee noted that 3 of the complaints were constituted for conflict of interest and fraud related incident. Weaknesses in relation to all reported cases were identified and improved correspondingly to prevent future exposure.

6. Appointment of External Auditor for the year 2016: The Committee had worked with Group Audit Committee to consider selection of external auditors and audit fees for the year 2016 through auditors' experiences, knowledge, expertise, independence and other adding value services including proposed fees in comparison with that of previous year and volume of work. After which, the Committee agreed to recommend the Board of Directors to propose in the Annual General Meeting of Shareholders to appoint 3 auditors from Deloitte Touche Tohmatsu Limited instead of previous service rendering by KPMG Phoomchai Audit Ltd. The proposed auditors are Mr. Chavala Tienpasertkij, Certified Public Accountant License No.4301 and/or Mr. Suphamit Techamontrikul, Certified Public Accountant License No.3356 and/or Mr. Permsak Wongpatcharapakorn, Certified Public Accountant License No.3427 wherein anyone is eligible to conduct audit engagement and expressed opinion to the financial reports of the Company for the year 2016. The audit fee of THAICOM would be amounted to THB 1.86 million which is equal to the last year's fee, aggregate audit fee of THAICOM's group of companies amounted to THB 7.58 million. The audit fee is comprised of the fees for the companies that were incorporated in Thailand amounting of THB 2.30 million and for the companies incorporated abroad amounting to THB 5.28 million. Total audit fee has decreased from last year's amount by THB 0.16 million.

On behalf of the Audit Committee



(Prof. Hiran Radeesri)
Chairman of the Audit Committee
13 January 2016

Board of Directors and Company Secretary



01

Mr. Paron Israsena
Chairman
of the Board of Directors
and Independent Director

02

Mr. Prasert Bunsumpun
Independent Director
and Chairman of the Executive Committee



03

Mr. Kwek Buck Chye
Director
and Member of the Executive
Committee



04

Mr. Somprasong Boonyachai
Director





05

Prof. Hiran Radeesri
Independent Director
and Chairman of the Audit Committee



06

Mrs. Charintorn Vongspootorn
Independent Director
and Member of the
Audit Committee



08

Mr. Paiboon Panuwattanawong
Director
and Chief Executive Officer



07

Prof. Samrieng Mekkiengkrai
Independent Director
and Member of the
Audit Committee

09

Mrs. Yupapan Chatsirinoppakun
Vice President - Executive Office
and Company Secretary







Management Team



1. Mr. Paiboon Panuwattanawong ⁽¹⁾

Director and Chief Executive Officer

2. Mr. Vuthi Asvasermcharoen

Chief Financial Officer

3. Mr. Patompob Suwansiri ⁽²⁾

Chief Commercial Officer

4. Mr. Teerayuth Boonchote ⁽³⁾

Acting Chief Technical Officer



Remarks

(1) Mr. Paiboon Panuwattanawong was appointed as Director and Chief Executive Officer of the Company, effective 1 October 2015.

(2) Mr. Patompob Suwansiri was appointed as Chief Commercial Officer of the Company, effective 1 January 2016.

(3) Mr. Teerayuth Boonchote was appointed as Acting Chief Technical Officer of the Company, effective 1 January 2016.

Directors, Executives and Company Secretary Profiles



Mr. Paron Israsena

Chairman of the Board of Directors
and Independent Director

Date of Appointment 4 January 1994

Age 88

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Engineering (SM_ME), Massachusetts Institute of Technology, USA

IOD Training Programs

- MFM: Monitoring Fraud Management Class 4/2010
- RCC: Role of the Compensation Committee Class 1/2006
- The Characteristics of Effective Directors Year 2006
- QFR: Improving the Quality of Financial Reporting Class 3/2006
- DAP: Directors Accreditation Program Class 4/2003

Other Training/Seminars

- Thailand's 5th National Conference on Collective Action Against Corruption
- The 2nd National Director Conference 2013 - Board Leadership Evolution
- Thailand's 4th National Conference on Collective Action Against Corruption
- The Audit Committee - More Expectation and Responsibilities 2001 by the Stock Exchange of Thailand
- Role of the Board of Directors to set the compensation policy 2001 by the Stock Exchange of Thailand

Working Experiences

1994 - Present Chairman of the Board of Directors
and Independent Director, Thaicom Plc

Position in other listed companies

1994 - Present Director and Chairman of the
Audit Committee, Sammakorn Plc

Position in other non-listed companies

2014 - Present Chairman of the Board of Directors,
Mitr Technical Consultant Co., Ltd.
2012 - Present Honorary Chairman of the Board of Directors,
DT Group (Magnolia Quality Development)
2011 - Present Honorary Chairman of the Board of Directors,
Thonburi Automotive Assembly Plant
Co., Ltd.
2004 - Present Director, The National Science and
Technology Development Board
1997 - Present Director, Nai Lert Park Hotel Co., Ltd.

Past Experiences

1994 - 2015 Director Audit Committee Member and
Chairman of Nomination and
Compensation Committee,
Padaeng Industry Plc
1996 - 2011 Director Chiang Mai University Council
1990 - 2012 Qualified Council Member Chulalongkorn
University

Illegal Record in the past 10 years

- None -

Remarks

(1) Includes shareholding by spouse and minor children

(2) Executive according to definition of the Notification of Securities and Exchange Commission

(3) Mr. Prdeep Unni resigned from Chief Commercial Officer - International Business of the Company, effective from 31 December 2015

(4) Duties and Responsibilities of Company Secretary presented in Corporate Governance and Management: Company Secretary



Relationship between Directors and Executives

- None -

Highest Education

- Master of Business Administration, Wharton School, University of Pennsylvania, USA
- Honorary Doctorate Degree in Accounting, Thammasat University

IOD Training Programs

- DCP: Directors Certification Program Class 2001

Other Training/Seminars

- The National Association of Broadcasters - NAB Show 2015, Las Vegas
- CG Forum 2/2015: Fiduciary Duties of Board of Directors and Internal Control
- The 6th National Director Conference on CAC
- The 3rd National Director Conference 2014 - Improving Corporate Governance: Key to Advancing Thailand
- Thailand's 5th National Conference on Collective Action Against Corruption
- Satellite Conference & Exhibition 2014 in DC, USA
- APSCC 2014 Satellite Conference & Exhibition on Phuket, Thailand
- CG Forum 3/2014: Challenging as Expectations for Board Engagement on Strategic Risk Management Oversight
- AC preparation for AGM
- The 2nd National Director Conference 2013 - Board Leadership Evolution
- CG Forum 2/2013: Board Monitoring - How to build the spirit of Good Corporate Governance
- Thailand's 4th National Conference on Collective Action Against Corruption
- CG Forum 3/2013: Conflict of Interest - Fighting Abusive RPT
- Federation of Accounting Professions: Latest Criteria of Internal Audit System (COSO's 2013)

Working Experiences

Present Independent Director and Chairman of the Audit Committee, Thaicom Plc

Prof. Hiran Radeesri

Independent Director and

Chairman of the Audit Committee

Date of Appointment 20 March 2001

Age 86

% Shareholding ⁽¹⁾

- None -

Position in other listed companies

Present	Independent Director and Chairman of the Audit Committee, Navakit Insurance Plc
Present	Independent Director and Chairman of the Audit Committee, Dusit Thani Plc

Position in other non-listed companies

Present	Honorary Chairman of the Director, Thai Institute of Directors Association (IOD)
	Chairman-Corporate Governance Centre, The Stock Exchange of Thailand
	Chairman - Tax Auditor Examination Committee, Revenue Department
	Qualified Director of University Council, Thammasat University
	Qualified Director Federation of Accounting Professions
	Member of the Preparation of List of Director in State Enterprises Committee, Ministry of Finance

Past Experiences

Past	Chairman, Price Waterhouse Co., Ltd.
	Member, the Board of Directors, The Stock Exchange of Thailand
	Chairman of the Audit Committee, The Stock Exchange of Thailand
	Director, Thailand Securities Depository Co., Ltd.
	Governor, State Railway of Thailand
	Chairman of the Board of Directors, Mass Rapid Transit Authority of Thailand
	Qualified Director Accounting Profession Supervision Council, Federation of Accounting Professions

Illegal Record in the past 10 years

- None -



Mrs. Charintorn Vongspootorn

Independent Director, Member of the Audit Committee, Chairman of Compensation Committee, and Chairman of Governance and Nomination Committee

Date of Appointment 8 December 1999

Age 69

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Business Administration, Creighton University, USA

IOD Training Programs

- SFE: Successful Formulation & Execution of Strategy Class 21/2014
- MFM: Monitoring Fraud Risk Management Class 2/2010
- ACP: Advance Audit Committee Program Class 2010
- RCC: Role of the Compensation Committee Class 6/2008
- MIA: Monitoring the Internal Audit Function Class 2/2008
- MIR: Monitoring the System of Internal Control and Risk Management Class 2/2008
- MFR: Monitoring the Quality of Financial Reporting Class 5/2007
- DCP: Refresher Class 1/2005
- ACP: Audit Committee Program Class 1/2004
- DCP: Directors Certification Program Class 8/2001

Other Training/Seminars

- The National Association of Broadcasters - NAB Show 2015, Las Vegas
- CG Forum 2/2015: Fiduciary Duties of Board of Directors and Internal Control
- The 3rd National Director Conference 2014 - Improving Corporate Governance: Key to Advancing Thailand
- Thailand's 5th National Conference on Collective Action Against Corruption
- Satellite Conference & Exhibition 2014 in DC, USA
- APSCC 2014 Satellite Conference & Exhibition on Phuket, Thailand
- CG Forum 2/2013: Board Monitoring - How to build the spirit of Good Corporate Governance
- Thailand's 4th National Conference on Collective Action Against Corruption CG Forum 3/2013: Conflict of Interest - Fighting Abusive RPT

Working Experiences

1999 - Present Independent Director and Member of the Audit Committee Thaicom Plc.

Position in other listed companies

2013 - Present Advisor of Chief Executive Officer, SEAMICO Securities Plc.

Position in other non-listed companies

2015 - Present Advisor of the Board of Directors, Solaris Asset Management Co., Ltd.

2010 - Present Independent Director and Chairman of the Audit Committee, Ini3 Digital Plc

Past Experiences

2008 - 2014 Advisor of Chief Executive Officer, KT ZIMICO Securities Co., Ltd.

2008 - 2012 Advisor of the Board of Directors, SEAMICO Asset Management Co., Ltd.

Illegal Record in the past 10 years

- None -



Mr. Somprasong Boonyachai

Director, Member of Compensation Committee and
Member of Governance and Nomination Committee
(Authorized Director)

Date of Appointment 11 August 2006

Age 60

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master Degree in Engineering, Asian Institute of Technology (AIT)

IOD Training Programs

- RCP : Role of the Chairman Program Class 21/2009
- DCP: Directors Certification Program Class 65/2005
- DAP: Directors Accreditation Program Class 30/2004

Other Training/Seminars

- CG Forum 2/2015: Fiduciary Duties of Board of Directors and Internal Control
- National Defense College of Thailand (NDC 4313)
- Natinal Defence College of Thailand (NDC 4313)
- Graduate School of Business, Stanford University: Leading Change and Organizational Renewal
- IMD International, MIT Sloan: Leadership Dilemmas and Profitable Growth
- King Prajadhipok's Institute: Politics & Democracy for Senior Executive Class 11
- CMA: Executives Program Capital Market Academy Class 6
- Top Executive Program in Commerce and Trade (TEPCoT 4)
- Harvard Business School: Corporate Restructuring, Mergers, and Acquisitions
- The Programme for Senior Executive on Justice Administration (BATCH 17)
- Energy Literacy for Sustainable Future Class 4
- High Performance Board 2015 by IMD

Working Experiences

2006 - Present Director, Thaicom Plc

Position in other listed companies

- 2016 - Present Advisor to the Chief Executive Officer, Intouch Holdings Plc
- 2008 - 2015 Chief Executive Officer and Chairman of the Executive Committee, Intouch Holdings Plc
- 2008 - Present Vice Chairman of the Board of Directors, Advanced Info Service Plc
- 2007 - Present Director, Intouch Holdings Plc
- 2002 - Present Independent Director and Member of the Audit Committee, Power Line Engineering Plc

Position in other non-listed companies

2004 - Present Director, Praram 9 Hospital Co., Ltd.

Past Experiences

- 2009 - 2011 Chairman of the Executive Committee, Thaicom Plc
- 2000 - 2008 Member of the Executive Committee, Shin Satellite Plc
- 1999 - 2008 Chairman of the Executive Committee, Advanced Info Service Plc
- 1994 - 2008 Director, Advanced Info Service Plc

Illegal Record in the past 10 years

- None -



Prof. Samrieng Mekkiengkrai

Independent Director, Member of the Audit Committee, Member of Compensation Committee and Member of Governance and Nomination Committee

Date of Appointment 10 April 2007

Age 62

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Laws, University of Miami, USA
- Thai Barrister At Law, Institute of Legal Education of Thai Bar

IOD Training Programs

- SFE: Successful Formulation & Execution of Strategy Class 19/2013
- HMS: How to Measure the Success of Corporate Strategy Class 2/2013
- FSD: Financial Statement for Directors Class 9/2010
- MFM: Monitoring Fraud Risk Management Class 2/2010
- ACP: Audit Committee Program Class 20/2007
- DCP: Directors Certification Program Class 96/2007

Other Training/Seminars

- The National Association of Broadcasters - NAB Show 2015, Las Vegas
- CG Forum 2/2015: Fiduciary Duties of Board of Directors and Internal Control
- Thailand's 5th National Conference on Collective Action Against Corruption
- Satellite Conference & Exhibition 2014 in DC, USA
- APSCC 2014 Satellite Conference & Exhibition on Phuket, Thailand
- AC preparation for AGM
- CG Forum 2/2013: Board Monitoring - How to build the spirit of Good Corporate Governance

Working Experiences

2007 - Present Independent Director and Member of Audit Committee, Thaicom Plc

Position in other listed companies

2014 - Present Independent Director, Eternal Energy Plc

2012 - Present Independent Director, Unique Engineering and Construction Plc

Position in other non-listed companies

2557 - Present Special Lecturer Faculty of Law, Chulalongkorn University

1990 - Present Researcher of Law and Organization, Chulalongkorn University

Past Experiences

2518 - 2557 Lecturer Faculty of Law, Chulalongkorn University

Illegal Record in the past 10 years

- None -



Mr. Kwek Buck Chye

Director and Member of the Executive Committee

Date of Appointment 27 March 2015

Age 62

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Advanced Management Program, Harvard University, USA
- Bachelor of Accountancy, University of Singapore

IOD Training Programs

- DCP: Director Certification Program Class 214/2015

Other Training/Seminars

- High Performance Board 2015, IMD
- The National Association of Broadcasters - NAB Show 2015, Las Vegas

Working Experiences

Mar 2015 - Present Director, and Executive Committee Member, Thaicom Plc

Position in other listed companies

2015 - Present Director, Intouch Holdings Plc

Position in other non-listed companies

2013 - Present Self employed financial consultant

Past Experiences

1992 - 2013 Chief Financial Officer, StarHub Ltd.
 2000 - 2002 Chief Financial Officer, ST Telemedia Pte Ltd.
 1999 - 2000 Chief Financial Officer, Vickers Capital Ltd. & Group
 1992 - 1999 Group Director Finance/Chief Financial Officer, Singapore Technologies Pte Ltd. & Subsidiaries

Illegal Record in the past 10 years

- None -



Mr. Prasert Bunsumpun

Independent Director and Chairman of the Executive Committee

Date of Appointment 1 October 2015

Age 63

% Shareholding ⁽¹⁾

0.0046%

Relationship between Directors and Executives

- None -

Highest Education

- Honorary Doctor of Engineering, Chulalongkorn University
- Honorary Doctor of Management, National Institute of Development Administration (NIDA)
- Honorary Doctor of Management Science, Petchaburi Rajabhat University
- Honorary Doctor of Management, Mahasarakham University
- Honorary Doctor of Public and Local Innovative Management, Suan Sunandha Rajabhat University
- Master Degree in Business Administration, Utah State University, USA

IOD Training Programs

- RCP: Role of the Chairman Program Class 27/2012
- DAP: Directors Accreditation Program Class 26/2004

Other Training/Seminars

- The Executive Program of Energy Literacy for a Sustainable Future Class No.3 Thailand Energy Academy (TEA).
- Executive Program Class 3/2006, The Capital Markets Academy (CMA)
- King Prajadhipok's Institute: Politics & Democracy for Senior Executive Class 6
- National Defense College of Thailand (NDC 4010)
- Certification in Advanced Management Program: Harvard Business School

Working Experiences

Oct 2015 - Present Independent Director, Thaicom Plc

May 2015 - Present Chairman of the Executive Committee, Thaicom Plc

Position in other listed companies

- | | |
|----------------|--|
| 2013 - Present | Director, PTT Plc |
| 2012 - Present | Chairman of the Board of Directors, Thoresen Thai Agencies Plc |
| 2011 - Present | Independent Director, Intouch Holdings Plc |
| 2011 - Present | Chairman of the Board of Directors, PTT Global Chemical Plc |

Position in other non-listed companies

- | | |
|----------------|---|
| 2014 - Present | Member The National Legislative Assembly |
| 2012 - Present | Chairman of the Board of Directors, Mermaid Maritime Plc |
| 2011 - Present | Chairman, Thailand Business Council for Sustainable Development |

Past Experiences

- | | |
|-------------|---|
| 2011 - 2015 | Director, Krung Thai Bank Plc |
| 2006 - 2013 | Chairman of the Board of Directors/Director/Chairman of the Executive Committee, IRPC Plc |
| 2005 - 2012 | Chairman of the Board of Directors, Thai Lube Base Plc |
| 2007 - 2011 | Director, PTT Aromatics and Refining Plc |
| 2005 - 2011 | Chairman of the Board of Directors/Vice Chairman/Director, PTT Chemical Plc |
| 2003 - 2011 | Director/Chief Executive Officer and President, PTT Plc |
| 2000 - 2011 | Chairman of the Board of Directors/Director, PTT Exploration and Production Plc |
| 2004 - 2010 | Director, Thai Oil Plc |
| 2006 - 2008 | Member The National Legislative Assembly |

Illegal Record in the past 10 years

- None -



Mr. Paiboon Panuwattanawong ⁽²⁾

Director, Member of the Executive Committee and Chief Executive Officer (Authorized Director)

Date of Appointment 1 October 2015

Age 55

% Shareholding ⁽¹⁾

0.0003%

Relationship between Directors and Executives

- None -

Highest Education

- Master of Science in Electrical Engineering, Carnegie Mellon University, Pittsburgh, USA

IOD Training Programs

- DCP: Director Certification Program class 119/2009

Other Training/Seminars

- The National Defense College Program (TNDC) Class NDC/2014, Thailand National Defense College

Working Experiences

Oct 2015 - Present Director and Chief Executive Officer, Thaicom Plc

Nov 2011 - Present Member of the Executive Committee, Thaicom Plc

Position in other listed companies

Oct 2015 - Present Director and Chairman of the Executive Committee, CS Loxinfo Plc

Position in other non-listed companies

Oct 2015 - Present Director, TC Broadcasting Co., Ltd.

Oct 2015 - Present Director and Chairman of the Executive Committee, Shenington Investment Pte. Ltd.

Oct 2015 - Present Director, International Satellite Co., Ltd.

2007 - Present Director, DTV Services Co., Ltd.

2007 - Present Director, IPSTAR Co., Ltd.

2007 - Present Director, Star Nucleus Co., Ltd.

2007 - Present Director, Spacecode LLC

2007 - Present Director, IPSTAR International Pte. Ltd.

2007 - Present Director, IPSTAR Global Services Ltd.

2007 - Present Director, IPSTAR Australia Pty Ltd.

2007 - Present Director, IPSTAR New Zealand Ltd.

Present Director, IPSTAR Japan Ltd.

Past Experiences

2009 - 2015 Chief Technical Officer, Thaicom Plc

Illegal Record in the past 10 years

- None -



Mr. Vuthi Asvasermcharoen ⁽²⁾

Chief Financial Officer

Date of Appointment 1 October 2011

Age 48

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Business Administration, Indiana University of Pennsylvania, USA

IOD Training Programs

- DCP: Director Certification Program Class 168/2013

Other Training/Seminars

- None -

Working Experiences

Oct 2011 - Present Chief Financial Officer, Thaicom Plc

Position in other listed companies

May 2012 - Present Director and Member of the Executive Committee, CS LoxInfo Plc

Position in other non-listed companies

Nov 2014 - Present Director, International Satellite Co., Ltd.

Jun 2013 - Present Director, IPSTAR Japan Ltd.

Dec 2012 - Present Director, TC Broadcasting Co., Ltd.

May 2012 - Present Director, IPSTAR Global Services Ltd.

Apr 2012 - Present Director, Cambodian DTV Network Ltd.

Apr 2012 - Present Director, and Member of the Executive Committee Shenington Investment Pte. Ltd.

Apr 2012 - Present Director, Lao Telecommunications Co., Ltd.

Jan 2012 - Present Director, IPSTAR Co., Ltd.

Jan 2012 - Present Director, IPSTAR New Zealand Ltd.

Jan 2012 - Present Director, IPSTAR Australia Pty Ltd.

Jan 2012 - Present Director, IPSTAR International Pte. Ltd.

Jan 2012 - Present Director, Star Nucleus Co., Ltd.

Past Experiences

Jan 2011 - Jun 2011 Chief Financial Officer (CFO), GMM Grammy Plc

2004 - 2010 Deputy Chief Financial Officer, Sahaviriya Steel Industries Plc

2001 - 2004 Vice President, Bangkok Bank Plc

1997 - 2001 Vice President - Business Development, Electricity Generating Plc

Illegal Record in the past 10 years

- None -



Mr. Patompob Suwansiri ⁽²⁾

Member of the Executive Committee and
Chief Commercial Officer

Date of Appointment 1 January 2016

Age 47

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Executive MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University

IOD Training Programs

- DCP: Director Certification Program Class 185/2014

Other Training/Seminars

- Advanced Management Program Class 189/2558, Harvard Business School
- Strategy and Innovation for Business in Asia (SIBA), College of Management Mahidol University
- Executive Program Class 18/2557, The Capital Markets Academy (CMA)

Working Experiences

Jan 2016 - Present Chief Commercial Officer, Thaicom Plc

Nov 2015 - Present Member of Executive Committee,
Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

Nov 2013 - Present Director, DTV Service Co., Ltd.

Aug 2014 - Present Director, Cambodian DTV Network Co., Ltd.

Feb 2014 - Present Director, Orion Satellite System Pty Ltd.

Past Experiences

May 2014 - Dec 2015 Chief Marketing Officer, Thaicom Plc

Apr 2013 - Apr 2014 Senior Vice President - Marketing and Business
Development, Thaicom Plc

Jan 2012 - Mar 2013 Vice President - Marketing and Business
Development, Thaicom Plc

Jul 2009 - Dec 2011 Vice President - Marketing and Sales
Thaicom Plc.

Illegal Record in the past 10 years

- None -



Mr. Teerayuth Boonchote ⁽²⁾

Acting Chief Technical Officer

Date of Appointment 1 January 2016

Age 51

% Shareholding ⁽¹⁾

0.0001%

Relationship between Directors and Executives

- None -

Highest Education

- Master of Business Administration, Sasin Graduate Institute of Business Administration
- Master of Electrical Engineering, Chulalongkorn University

IOD Training Programs

- DCP: Director Certification Program 2014

Other Training/Seminars

- None -

Working Experiences

Jan 2016 - Present Acting Chief Technical Officer, Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

1992 - 2015 Executive Vice President, Thaicom Plc

Illegal Record in the past 10 years

- None -



Mr. Pramook Chaiwongwutthikul ⁽²⁾

Senior Vice President - Satellite Engineering and Operations

Age 54

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- B.S. Electrical Engineering, Ohio State University, USA

IOD Training Programs

- None -

Other Training/Seminars

- None -

Working Experiences

2013 - Present Senior Vice President - Satellite Engineering and Operations, Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

- None -

Illegal Record in the past 10 years

- None -



Mr. Sakon Kittivatcharapong ⁽²⁾

Senior Vice President - Technology Innovation

Age 55

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Ph.D. Degree in Electrical Engineering, Ohio State University, USA

IOD Training Programs

- DCP: Director Certification Program 2014

Other Training/Seminars

- None -

Working Experiences

2010 - Present Senior Vice President - Technology Innovation, Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

- None -

Illegal Record in the past 10 years

- None -



Mr. Ekachai Phakdurong ⁽²⁾

Senior Vice President - Corporate Affairs

Age 45

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Sciences in Electrical Engineering, University of Southern California, USA

IOD Training Programs

- DCP: Director Certification Program 2012

Other Training/Seminars

- None -

Working Experiences

2014 - Present Senior Vice President - Corporate Affairs,
Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

Present Director, TC Broadcasting Co., Ltd.

Past Experiences

2011 - 2014 Vice President - Corporate Affairs, Thaicom Plc
2008 - 2011 Vice President - Business Relations, Thaicom Plc

Illegal Record in the past 10 years

- None -



Mr. Theerawat Kusalangkoorawat ⁽²⁾

Senior Vice President - Management Information System

Age 57

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Applied Statistics, National Institute of Development Administration (NIDA)

IOD Training Programs

- DCP: Director Certification Program Class 178/2013

Other Training/Seminars

- None -

Working Experiences

Apr 2013 - Present Senior Vice President of Management
Information System, Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

Apr 2004 - Mar 2013 Vice President of Management Information
System, Thaicom Plc

Illegal Record in the past 10 years

- None -

**Mr. Supoj Chinveeraphan** ⁽²⁾

Senior Vice President - Business Operations

Age 47

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Doctor of Philosophy, Department of Intelligence Science
Specialized in Computer Vision and Image Understanding,
Tokyo Institute of Technology

IOD Training Programs

- DCP: Director Certification Program 2014

Other Training/Seminars

- None -

Working Experiences

Jul 2015 - Present Senior Vice President - Business Operations,
Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

Present Director, IPSTAR New Zealand Ltd.
Director, IPSTAR Australia Pty Ltd.
Director, Orion Satellite System Pty Ltd.

Past Experiences

- None -

Illegal Record in the past 10 years

- None -

**Mr. Pavit Ngansamrej** ⁽²⁾

Senior Vice President - Human Resources

Age 51

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Master of Arts in Political Science, Public Administration,
Chulalongkorn University

IOD Training Programs

- None -

Other Training/Seminars

- None -

Working Experiences

Oct 2015 - Present Senior Vice President - Human Resources,
Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

Dec 2011 - May 2015 Human Resources Director - Asia Pacific
Region, Guardian Industries Ltd.
Apr 2011 - Sep 2011 Vice President - Human Resources,
Ecco (Thailand) Co., Ltd.
Sep 1998 - Mar 2011 Corporate Development Director,
Guardian Industries Ltd.

Illegal Record in the past 10 years

- None -



Mrs. Yupapan Chatsirinoppakun

Vice President - Executive Office and Company Secretary ⁽⁴⁾

Date of Appointment 12 November 2012

Age 52

% Shareholding ⁽¹⁾

- None -

Relationship between Directors and Executives

- None -

Highest Education

- Bachelor of Arts, Chulalongkorn University

IOD Training Programs

- ACPG: Anti-Corruption: The Practical Guide Class 10/2014
- DCP: Directors Certification Program Class 185/2014
- CSP: Company Secretary Program Class 48/2012

Other Training/Seminars

- The 3rd National Director Conference 2014 - Improving Corporate Governance: Key to Advancing Thailand
- Satellite Conference & Exhibition 2014 in DC, USA
- APSCC 2014 Satellite Conference & Exhibition on Phuket, Thailand
- EDP: TLCA Executive Development Program Class 12/2013
- AC preparation for AGM
- CG Forum 2/2013: Board Monitoring - How to build the spirit of Good Corporate Governance
- Thailand's 4th National Conference on Collective Action Against Corruption
- CG Forum 3/2013: Conflict of Interest - Fighting Abusive RPT

Working Experiences

Apr 2014 - Present Vice President - Executive Office and Company Secretary, Thaicom Plc

2012 - Present Company Secretary, Thaicom Plc

Position in other listed companies

- None -

Position in other non-listed companies

- None -

Past Experiences

2012 - Present Assistant Vice President - Executive Office, Thaicom Plc

1989 - 2012 Secretary to Chairman of the Executive Committee, Thaicom Plc

Illegal Record in the past 10 years

- None -

Information of Directors, Executives and Controlling Authorities of Subsidiaries and Associates

Name of Directors and Executives	Holding	Company					
	Company	Company	1	2	3	4	5
	INTOUCH	THAICOM	IPSTAR	IPA	IPN	IPIN	IPGS
1. Mr. Paron Israsena	-	X	-	-	-	-	-
2. Prof. Hiran Radeesri	-	/	-	-	-	-	-
3. Mrs. Charintorn Vongspootorn	-	/	-	-	-	-	-
4. Prof. Samrieng Mekkiengkrai	-	/	-	-	-	-	-
5. Mr. Somprasong Boonyachai	/, //	/	-	-	-	-	-
6. Mr. Kwek Buck Chye	/	/, //	-	-	-	-	-
7. Mr. Prasert Bunsumpun	/	/, //	-	-	-	-	-
8. Mrs. Suphajee Suthumpun ⁽¹⁾	-	-	-	-	-	-	-
9. Mr. Paiboon Panuwattanawong	-	/, //	/	/	/	/	/
10. Mr. Vuthi Asvasermcharoen	-	-	/	/	/	/	/
11. Mr. Pradeep Unni ⁽²⁾	-	-	-	-	-	-	-
12. Mr. Patompob Suwansiri	-	//	-	-	-	-	-
13. Mr. Teerayuth Boonchote	-	-	-	-	-	-	-
14. Mr. Pramook Chaiwongwutthikul	-	-	-	-	-	-	-
15. Mr. Sakon Kittivatcharapong	-	-	-	-	-	-	-
16. Mr. Ekachai Phakdurong	-	-	-	-	-	-	-
17. Mr. Theerawat Kusalanggoorawat	-	-	-	-	-	-	-
18. Mr. Supoj Chinveeraphan	-	-	-	-	-	-	-
19. Mr. Pavit Ngansamrej	-	-	-	-	-	-	-

⁽¹⁾ Mrs. Suphajee Suthumpun resigned from Director and Chief Executive Officer of the Company, effective from 1 October 2015.

⁽²⁾ Mr. Pradeep Unni resigned from Chief Commercial Officer - International Business of the Company, effective from 31 December 2015.

X = Chairman / = Director // = Executive Director

Remark

Company's Name	CDN	Cambodian DTV Network Limited
	CSL	CS Loxinfo Public Company Limited
	DTV	DTV Services Company Limited
	INTOUCH	Intouch Holdings Public Company Limited
	IPA	IPSTAR Australia Pty Limited
	IPGS	IPSTAR Global Services Limited
	IPI	IPSTAR (India) Private Limited*

* The Company was registered in accordance to the laws of India on 19 January 2016, with the Company holding 100% of the shares.

(As of 19 January 2016)

Subsidiaries and Associates

6	7	8	9	10	11	12	13	14	15	16	17
STAR	SPACE	DTV	CDN	TCB	SHEN	IPJ	OSS	ISC	CSL	LTC	IPI
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
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-	-	-	-	-	-	-	/	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-

IPIN IPSTAR International Pte Limited
 IPJ IPSTAR Japan Limited
 IPN IPSTAR New Zealand Limited
 IPSTAR IPSTAR Company Limited
 ISC International Satellite Company Limited
 LTC Lao Telecommunications Company Limited

OSS Orion Satellite System Pty Limited
 SHEN Shenington Investments Pte Limited
 SPACE Spacecode LLC
 STAR Star Nucleus Company Limited
 TCB TC Broadcasting Company Limited
 THAIKOM Thaicom Public Company Limited

Changes in the Securities Portfolios of the Board and the Executive of the Year 2015

The Company has notified the Board of Directors and the Executives to file their securities holding, including those of their spouses and children not yet of legal age, to SEC Office within 30 days as from date of appointment as director or executive. In case of change in securities holding, it shall be filed with SEC Office within 3 business days as from the date of purchase, sell, transfer or acceptance of transfer of such securities.

Each quarter the securities holding and changes of the Board and the Executives are reported to the Board of Directors Meeting. As of 31 December 2015, the securities holding of the directors and executives are as follows.

Name of Directors and Executives	Type of Securities	Thaicom Public Company Limited				CS Loxinfo Public Company Limited			
		No. of securities hold		Changes		No. of securities hold		Changes	
		As of 31 Dec 14	As of 31 Dec 15	Increase	Decrease	As of 31 Dec 14	As of 31 Dec 15	Increase	Decrease
1. Mr. Paron Israsena	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
2. Prof. Hiran Radeesri	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
3. Mrs. Charintorn Vongspootorn	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
4. Prof. Samrieng Mekkiengkrai	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
5. Mr. Somprasong Boonyachai	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
6. Mr. Kwek Buck Chye	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
7. Mr. Prasert Bunsumpun	Common share (shares)	50,000	50,000	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
8. Mrs. Suphajee Suthumpun ⁽¹⁾	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	279,500	444,400	164,900	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
9. Mr. Paiboon Panuwattanawong	Common share (shares)	3,800	3,800	-	-	-	-	-	-
	Warrant (units)	193,522	282,250	88,728	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-

Name of Directors and Executives	Type of Securities	Thaicom Public Company Limited				CS Loxinfo Public Company Limited			
		No. of securities hold		Changes		No. of securities hold		Changes	
		As of 31 Dec 14	As of 31 Dec 15	Increase	Decrease	As of 31 Dec 14	As of 31 Dec 15	Increase	Decrease
10. Mr. Vuthi Asvasermcharoen	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	154,622	225,585	70,963	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
11. Mr. Pradeep Unni ⁽²⁾	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	153,600	242,328	88,728	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
12. Mr. Patompob Suwansiri	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	148,511	246,122	97,611	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
13. Mr. Teerayuth Boonchote	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	83,922	138,078	54,156	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
14. Mr. Pramook Chaiwongwutthikul	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	84,933	123,782	38,849	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
15. Mr. Sakon Kittivatcharapong	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	80,133	115,468	35,335	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
16. Mr. Ekachai Phakdurong	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	71,022	109,871	38,849	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
17. Mr. Theerawat Kusalanggoorawat	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	76,533	108,354	31,821	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
18. Mr. Supoj Chinveeraphan	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	41,722	70,722	29,000	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-
19. Mr. Pavit Ngansamrej	Common share (shares)	-	-	-	-	-	-	-	-
	Warrant (units)	-	-	-	-	-	-	-	-
	Debentures (units)	-	-	-	-	-	-	-	-











Remarks

⁽¹⁾ Mrs. Suphaje Suthumpun resigned from Director and Chief Executive Officer of the Company, effective from 1 October 2015.

⁽²⁾ Mr. Prdeep Unni resigned from Chief Commercial Officer - International Business of the Company, effective from 31 December 2015.

Shareholders

The top 10 major shareholders of Thaicom Public Company Limited as at the latest book closing date on 2 April, 2015

1	INTOUCH HOLDINGS PLC 450,870,934		41.14%
2	THAI NVDR CO., LTD. 56,189,812		5.13%
3	STATE STREET BANK EUROPE LIMITED 49,396,600		4.51%
4	HSBC (SINGAPORE) NOMINEES PTE LTD. 18,256,240		1.67%
5	MR. WICHAI MITSUNTISUK 18,000,000		1.64%
6	CITIBANK NOMINEE SINGAPORE PTE LTD. LEMBAGA TABUNG HAJI-ASIA PACIFIC 15,520,000		1.42%
7	RBC INVESTOR SERVICES BANK S.A. 13,485,400		1.23%
8	MR. NARIT CHIA-APAR 12,500,000		1.14%
9	KGI SECURITIES (THAILAND) PLC 10,415,000		0.95%
10	UBS AG HONG KONG BRANCH 10,250,000		0.94%
Total 654,883,986			59.75%

Source: Thailand Securities Depository Company Limited

The major shareholders whose behaviours have had a significant influence on the operational policies or management of the company.

Thaicom Public Company Limited held by Intouch Holdings PLC in the amount of 450,870,934 shares, or 41.14% of the Company's paid-up capital (as of 2 April, 2015). Intouch Holdings PLC is a holding company, its operation is investment in telecommunication, media, information technology and digital contents. Major shareholder of Intouch Holdings PLC is as follows:

Name	No. of Shares	% of shareholding
1. ASPEN HOLDING LTD. ⁽¹⁾	1,334,354,825 ⁽²⁾	41.62

Remarks:

(1) As per information from the Business Development Office, Ministry of Commerce, on 5 January, 2016, Aspen Holding Ltd. Is registered in Thailand, which 99.99% of the company's shares are held by Anderton Investment Pte, Singapore.

(2) The latest register book closing date of Intouch Holdings PLC. was on 27 August, 2015.

Agreement among major shareholders

- None -

INTOUCH Group's Investment Structure



As of 8 January 2016

Internet and media services

DTV Service Co., Ltd.	99.99%
CS LoxInfo Plc ²⁾	42.07%
Teleinfo Media Plc	99.99%
AD Venture Plc	99.99%
Cambodian DTV Network Ltd.	100.00%

Meditech Solution Co., Ltd.	24.00%
Ookbee Co., Ltd.	22.26%
Golfdigg Co., Ltd.	25.00%
Sinoze Co., Ltd.	16.67%
Playbasis Pte. Ltd.	15.36%
I.T. Applications and Services Co., Ltd.	99.99%
Intouch Media Co., Ltd.	99.99%
Touch TV Co., Ltd.	99.99%
High Shopping Co., Ltd.	51.00%
High Shopping TV Co., Ltd.	99.99%
Joint Venture Kantana and Intouch	50.00%
Matchbox Co., Ltd. ³⁾	99.99%
ITV Plc ³⁾	52.92%
Artware Media Co., Ltd. ³⁾	99.99%

Other Businesses

Venture Capital

Others

¹⁾ Holding Company

²⁾ Listed Company on the Stock Exchange of Thailand

³⁾ Currently not in operation.

General Information and Other Information

1) General Information

1.1) General Information of Thaicom Public Company Limited

Company's Name	: Thaicom Public Company Limited
Symbol	: THCOM
Industry	: Technology
Sector	: Information and Communication Technology
Type of Business :	: The Company operates 3 different main sectors as follows: 1. Satellite and Related Services 2. Internet and Media Services 3. Telephone Services Abroad
Company's Registration Number	: 0107536000897 (formerly number Bor Mor Jor. 163)
Registered Office	: 414 Phaholyothin Road, Samsen Nai Phaya Thai, Bangkok 10400
Branch Office	: (1) 63/21 Rattanathibet Road, Bangkrasor, Aumthur Mueang, Nonthaburi 11000 : (2) 50 Moo 1, Bor Ngern, Lat Lum Kaeo, Pathum Thani 12140
Registered Capital (as of 31 December 2015)	: Baht 5,494,512,700 Consists of 1,098,902,540 ordinary shares
Paid-Up Capital (as of 31 December 2015)	: Baht 5,479,687,700 Consists of 1,095,937,540 ordinary shares
Par Value	: Baht 5 per share
Telephone Number	: (66) 2596 5060
Fax	: (66) 2591 0705
Company's Website	: www.thaicom.net

1.2) Information of juristic persons in which the Company held more than 10% of fully paid-up capital

Name and Details of Company	Type of business	Registered Capital	Number of shares issued	Par Value	Paid-up Capital	% of Shareholding
Cambodia DTV Network Limited (CDN) 9A, Street 271, Tomnup Teuk, Chamkar Mon, Phnom Penh, Kingdom of Cambodia Tel (855) 023 305 990 Fax (855) 023 994 669	Sales of Satellite Receiver Complete Set and providing Satellite Television Platform Service in Cambodia	Riels 2,400,000,000 (equivalent to USD 600,000)	1,000 shares	Riels 2,400,000	Riels 2,400,000,000 (equivalent to USD 600,000)	100.00
DTV Service Company Limited (DTV) 414 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok Tel (662) 950 5005 Fax (662) 591 0708	Providing system integration consultancy service for broadband network, broadband content service, and DTV satellite dish sales service, and to operate internet access service	Baht 398,791,470	39,879,147 shares	Baht 10	Baht 398,791,470	99.99
International Satellite Company Limited (ISC) Intercontinental Trust Limited, Level 3, Alexander House, 35 Cybercity, Ebene, Mauritius	Providing THAICOM 7 and THAICOM 8 transponder services	USD 50,000	50,000 shares	USD 1	USD 50,000	100.00
IPSTAR Company Limited (IPSTAR) Trident Chambers, P.O. Box 146, Road Town, Tortola, British Virgin Islands	Providing THAICOM 4 transponder services	USD 2,000,000	200,000,000 shares	USD 0.01	USD 2,000,000	100.00
IPSTAR Australia Pty Limited (IPA) 5 George Place, Artarmon, NSW 2064, Australia Tel (612) 8458 0500 Fax (612) 8006 5592	Providing THAICOM 4 transponder services and sales of user terminal of THAICOM 4 in Australia	AUD 6,950,000	6,950,000 shares	AUD 1	AUD 6,950,000	100.00
IPSTAR Global Services Limited (IPGS) Intercontinental Trust Limited, Suite 802, St. James Court, St. Denis Street, Port Louis, Mauritius Tel (230) 213 9800 Fax (230) 210 9168	Providing THAICOM 4 transponder services	USD 20,000	20,000 shares	USD 1	USD 20,000	100.00

Name and Details of Company	Type of business	Registered Capital	Number of shares issued	Par Value	Paid-up Capital	% of Shareholding
IPSTAR (India) Private Limited (IPI)* 208, 2 nd Floor, ABW Tower, M.G. Road, IFFCO Chowk, Gurgaon, Haryana, 122002, India	VSAT technical services and technical advisory services	INR 3,000,000	3,000,000 shares	INR 1	-	100.00
IPSTAR International Pte Limited (IPIN) 8 Marina Boulevard #05-02, Marina Bay Financial Centre, Singapore 018981 Tel (65) 6338 1888 Fax (65) 6337 5100	Providing THAICOM 4 transponder services and sale of satellite equipment of THAICOM 4	SGD 20,000	20,000 shares	SGD 1	SGD 20,000	100.00
IPSTAR Japan Company Limited (IPJ) 1231-1 Hio, Oganomachi, Chichibu-gun, Saitama, Japan	Providing THAICOM 4 transponder services and sales of user terminal of THAICOM 4 in Japan	JPY 100,000,000	10,000 shares	JPY 10,000	JPY 100,000,000	100.00
IPSTAR New Zealand Limited (IPN) 24 Unity Drive North, Abany, Auckland 0757, New Zealand Tel (649) 414 5920 Fax (649) 414 5922	Providing THAICOM 4 transponder services and sales of user terminal of THAICOM 4 in New Zealand	NZD 8,514,133	8,514,133 shares	NZD 1	NZD 8,514,133	100.00
Spacecode LLC (SPACE) 8695 Zumwalt Road, Monmouth, OR 97365 USA	Providing engineering and technology and electronics development services	-	-	-	USD 4,290,000	70.00
Star Nucleus Company Limited (STAR) Trident Chambers, P.O. Box 146, Road Town, Tortolar, British Virgin Islands	Providing engineering and technology and electronics development services	USD 50,000	10 shares	USD 1	USD 10	100.00
TC Broadcasting Company Limited (TCB) 414 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok Tel (66) 2596 5060	Providing broadcasting, television and telecommunication services	Baht 1,000,000	100,000 shares	Baht 10	Baht 250,000	99.99
CS LoxInfo Public Company Limited (CSL) (associate company, its shares held by DTV) 414 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok Tel (66) 2263 8000 Fax (66) 2263 8132	Providing integrated ICT solutions for business, including internet gateway, internet data center, cloud computing and the satellite uplink-downlink services for communication	Baht 148,628,692.25	594,514,769 shares	Baht 0.25	Baht 148,628,692.25	42.07

Name and Details of Company	Type of business	Registered Capital	Number of shares issued	Par Value	Paid-up Capital	% of Shareholding
AD Venture Public Company Limited (ADV) (subsidiary company, its shares held by CSL) 414 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok Tel (66) 2262 8888 Fax (66) 2262 8899	Content provider through mobile phone and community portal services, and other business relating to internet businesses	Baht 10,748,130	1,074,813 shares	Baht 10	Baht 10,748,130	99.99
Teleinfo Media Public Company Limited (TMC) (subsidiary company, its shares held by CSL) 414 Phaholyothin Road, Samsen Nai, Phaya Thai, Bangkok Tel (66) 2262 8888 Fax (66) 2262 8899	Provide advertising platform through Print, Website, PC, Mobile for individual and business users	Baht 156,544,000	15,654,400 shares	Baht 10	Baht 156,544,000	99.99
Orion Satellite Systems Pty Limited (OSS) (subsidiary company, its shares held by IPA) Level 2, 231 Adelaide Terrace, Perth, WA 6000, Australia Tel (61) 8 9225 7800 Fax (61) 8 9225 7811	Providing satellite communication services and business solutions in Australia	AUD 13,374,572	1 share 5,960,355 shares	AUD 7,414,217 AUD 1	AUD 13,374,572	100.00
Shenington Investments Pte Limited (SHEN) (jointly-controlled entity with shares held by Thaicom) 8 Marina Boulevard #05-02, Marina Bay Financial Centre, Singapore 018981 Tel (65) 6338 1888 Fax (65) 6337 5100	Holding company for investment in international telecommunications	SGD 14,658,000	14,658,000 shares	SGD 1	SGD 14,658,000	51.00
Lao Telecommunications Company Limited (LTC) (jointly-controlled entity with shares held by SHEN) Lanexang Avenue 0100, Vientiane, Lao People's Democratic Republic Tel (856) 2121 6465-6 Fax (856) 2121 9690	Providing fixed line, mobile phone, public phone, public international facilities and Internet services	USD 96,840,000	96,840,000 shares	USD 1	USD 96,840,000	24.99

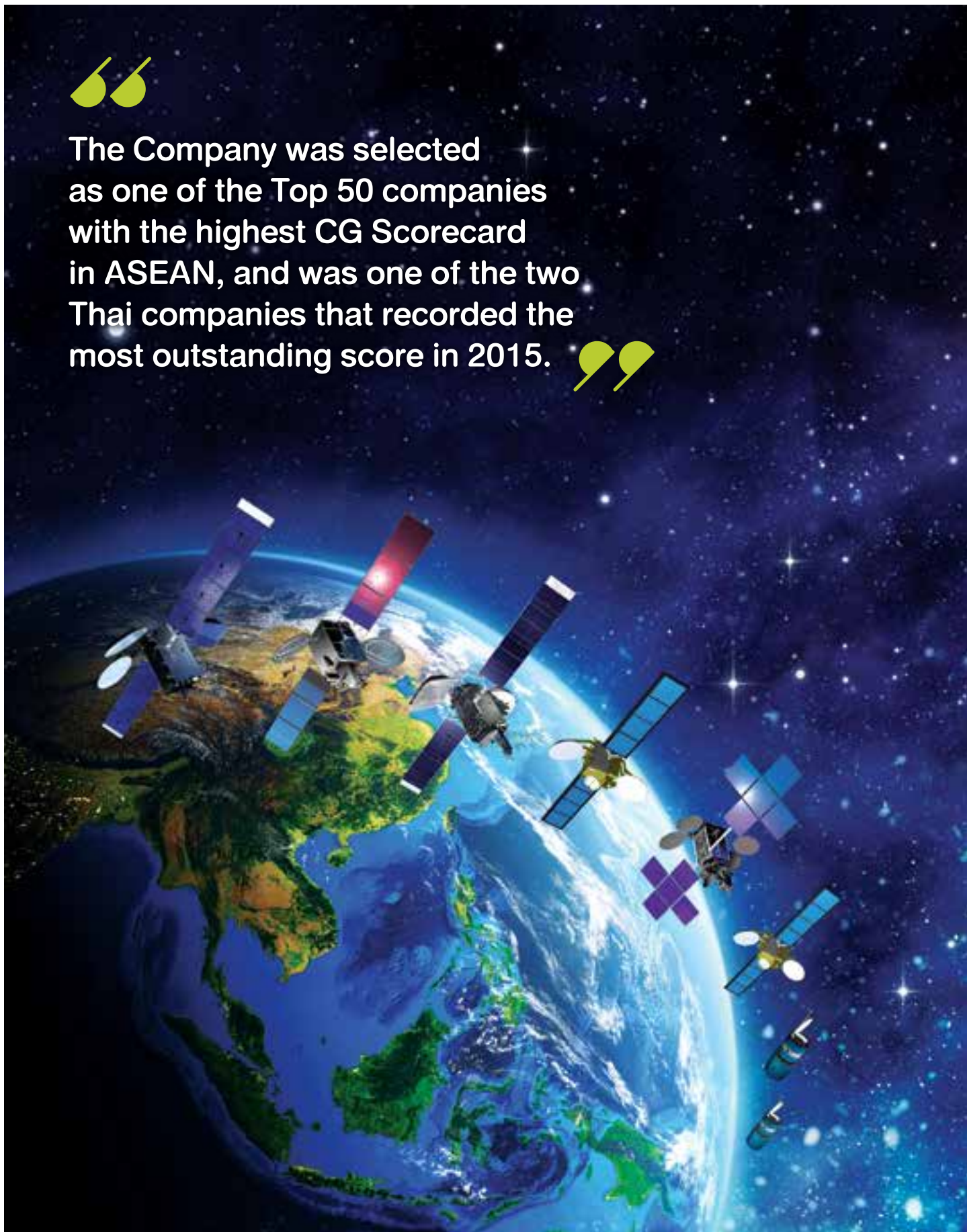
* The Company was registered in accordance to the laws of India on 19 January 2016, with the Company holding 100% of the shares.

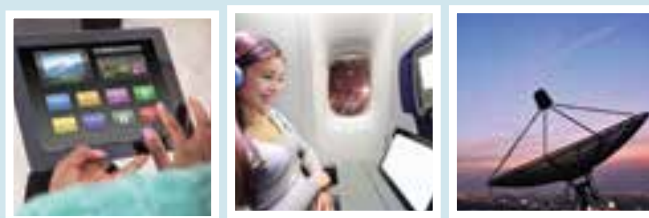
2) Other Information

- None -



The Company was selected as one of the Top 50 companies with the highest CG Scorecard in ASEAN, and was one of the two Thai companies that recorded the most outstanding score in 2015.





Milestones

General Background

The Company has established on 7 November 1991 by Intouch Holdings Public Company Limited (INTOUCH) (formerly known as Shin Corporation Public Company Limited), the Company was granted a 30-year Domestic Communication Satellite Operating Agreement by the Ministry of Transport and Communications (currently transferred to the Ministry of Information and Communication Technology (MICT). The Agreement expires in 2021. The Company has the right to build, launch and operate satellites with a requirement that the Company pay the Ministry of Information and Communication Technology an agreed percentage of the Company's annual gross revenue earned from the transponder business, or a minimum remuneration, whichever is higher. Under the Agreement, the Company must transfer ownership of the satellites, satellite control station, and all related operational equipment once the construction and installations are complete, to the MICT.

On 17 December 1991, His Majesty King Bhumibol Adulyadej officially bestowed the name on the first of the Company's satellites, namely "THAICOM". This name is symbolic of the linkage between Thailand and modern communications technology. Since its inception, Thaicom has launched 7 satellites, THAICOM 1, 2, and 3 (now all de-orbited), and THAICOM 4, 5, 6, and 7, and the Company also has a plan to launch THAICOM 8 into orbit in the first half of 2016.

In 1997, the Company expanded its business operations to include internet services, while telephone services and DTV satellite television dish sales operations were added in 2000 and 2007 respectively.

The Company became a listed company on the Stock Exchange of Thailand on 18 January 1994. As of 8 January 2015, Intouch Holdings Public Company Limited which is the Company's major shareholder, holds 41.14% of the Company's shares.

Significant Change and Important Developments within the Group during the past 3 years *

2016

- January**
- On 19 January 2016, the Company has incorporated IPSTAR (India) Private Limited (IPI). The authorised share capital of IPI is Rs. 3 million, divided into 3 million ordinary shares of Rs. 1 par value. The Company holds 3 million shares, equivalent to 100% shareholding. IPI was established to provide VAST technical services and technical advisory services.

2015

- January**
- On 16 January 2015, the Committee of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) adopted the resolution that the Company has been already passed the certify process as a member of CAC, and the Company is a certified company no.92 from overall 96 certified companies.
- February**
- On 2 February 2015, the Company has received the certificate of Fully Membership of "Thailand's Private Sector Collective Action Coalition against Corruption" (CAC) from the Thai Institute of Directors Association. The certificate was the result from the Company's engagement in its business practices with transparency, integrity and fairness based on the corporate governance foundation in order to commit in anti-corruption.
- March**
- On 26 March 2015, at the annual general meeting of the shareholders of the Company, a resolution was passed to approve the issuance of 1,085,300 ordinary shares at the par value of Baht 5 per share, in total of Baht 5,426,500 to reserve for the exercise of the warrant. The Company registered the increased share capital with the Ministry of Commerce on 8 May 2015.

* For further information and the progress and major developments of CS LoxInfo Plc (CSL) (a subsidiary held its share by DTV) please see CSL's Annual Registration Statements 2015 (From 56-1) which is available for download at www.sec.or.th

- June**
- On 10 June 2015, the Company has developed and launched “2nd Screen” application platform on smart devices which helped to create innovation while watching television or movies for viewers and served for the customers’ lifestyles.
-
- July**
- On 13 July 2015, the ranking result of 2014 Top Fixed Satellite Service Operators by SpaceNews, a leading weekly newspaper and Website of the global space industry, showed the Company as the eighth on the list in term of generating revenue, which was higher than the 10th rank in 2013. The reasons were from the Company launching of THAICOM 6 and 7 Satellites in to the orbit and an increase of THAICOM 4 Broadband Satellite’s utilization rate.
 - On 29 July 2015, regarding an annual review, TRIS Rating Co., Ltd., affirmed the rating at “A-” for the second year, which reflects the Company’s strong market position, growth opportunity resulted from the demand for satellite services, and strong performance in satellite business. The outlook also remained “Stable”, resulted from the ability to maintain its strong market position and deliver sound operating performance.
-
- August**
- On 17 August 2015, Ministry of Defense and the Company signed the Memorandum of Understanding (MOU) for collaboration of satellite communications and possibility in co-development of satellite project between government and the Company. This collaboration will create and develop the capability in human resource, technology, and management which will maximize the benefits for the country in term of national security and other government’s operations.
-
- October**
- The Company has announced the appointment of Mr. Paiboon Panuwattanawong to take up the roles of Chief Executive Officer (CEO) and the authorized director of the Company, effective since 1 October 2015.
 - On 16 October 2015, the Company was selected by the Stock Exchange of Thailand to be a “Thai Sustainability Investment” on the list of companies on Thailand Sustainability Investment 2015. The Company is one of the selected companies which pass 3 criteria specified by Global Reporting Initiative (GRIs); economic, social and environmental indicators.
 - On 19 October 2015, the Company continues to maintain the standard of Corporate Governance Report in criteria “Excellence” for 3 consecutive years (2013 - 2015) in assessment resulted from the Corporate Governance Report of Thai Listed Companies 2015 by the Thai Institute of Directors Association, with support from the Stock Exchange of Thailand. The Company was 1 of 55 listed companies to be awarded in the same level, out of the total 588 listed companies.
 - On 23 October 2015, Sherington Investment Pte Limited (SHEN) and LAO PDR’s government have officially reached the agreement to extend the Joint Venture Agreement and the Master Agreement for the Development of Telecommunications Services in the Lao PDR, as a result Lao Telecommunications Co., Ltd. (LTC) has obtained right to operate communication service in Lao PDR for a further period of 25 years until 2046.
 - On 27 October 2015, the Company was selected by ASEAN Capital Markets Forum (ACMF), as one of the Top 50 companies with the highest CG Scorecard in ASEAN, with score of 90 points and above, and was one of the two Thai companies that recorded the most outstanding score in 2015. This reflects through the Company’s management efficiency and corporate governance standard
-
- November**
- On 17 November 2015, the Thai Institute of Directors Association in collaboration with six leading private sector organizations namely, the Stock Exchange of Thailand (SET), the Thai Chamber of Commerce, the Federation of Thai Industries, the Thai Bankers’ Association, the Thai Listed Companies Association and, the Federation of Thai Capital Market Organizations presented the Board of the Year Awards 2015 to top performing boards of Thai listed companies. The Company’s Board of Directors was awarded “Board of the Year for Distinctive Practice” for the third straight years, and received an honor of “Board with Consistent Best Practices”. In addition, the Company’s Audit Committee was as well recognized as “Audit Committee of the Year”. With all these honorable awards received from leading organization, it has demonstrated the Company success and commitment in corporate governance to all stakeholders.
 - On 19 November 2015, the Thaicom 7 Satellite has achieved a 100% booked following an order from Grant Investrade Ltd (GIL), a subsidiary of Hinduja Ventures Ltd. The transponders were used to provide digital cable TV services through a Headend-In-The-Sky (HITS) system which helps distribute smoothly the transition to digital and allows customers to choose channels through a satellite multiplex across India.
-

- December** • In 2015, the Company recognized the impairment loss on investment of IPSTAR Australia Pty Ltd (IPA), an Australian's broadband satellite service provider, amounted of Baht 454 million. This was recorded in THCOM's separate financial statement. The impairment had neither affected the Company's consolidated performance nor impacted the cash flow since it is a non-cash item.

2014

- January** • On 6 January 2014 by local time at Cape Canaveral, Florida, USA (Early morning of 7 January 2014 of Thai local time), the Company successfully launched its THAICOM 6 Satellite into orbit at 78.5 Degrees East. The satellite has a service life expectancy of around 15 years. The THAICOM 6 Satellite consists of 9 Ku-band transponders which provide service coverage of Thailand and Indo-China, and 24 C-band transponders which provide service coverage of Southeast Asia and Africa. However, on 31 January 2014, the Company already transferred the right of the ownership of the THAICOM 6 Satellite to the MICT.
- February** • On 7 February 2014, IPSTAR Australia Pty Company Limited (IPA), the Company's subsidiary had acquired ordinary shares of Orion Satellite Systems Pty Ltd. (OSS) from Orion Satellite Investments Ltd. in the amount of 5.96 million shares for a total price of AUD 5.96 million. As a result of this transaction, IPA held OSS shares at a ratio of 100% of the OSS's registered capital.
- March** • At the Annual General Meeting of the Shareholders of the Company held on 27 March 2014, a resolution was passed to approve the issuance of 1,197,700 ordinary shares at the par value of Baht 5 per share, in total of Baht 5,988,500 to reserve for the exercise of the warrant for the Company and subsidiaries' directors and employees. The Company registered the increased share capital with the Ministry of Commerce on 21 April 2014.
- April** • The Company started to broadcast digital satellite TV channels since the first day of the trial period. This was the initial important step of the transition of Thailand's broadcasting industry, which was in accordance with the National Broadcasting and Telecommunications Commission's Must Carry rule.
- The Company stepped forward THAICOM 8 Satellite project to support the growth of the country's broadcasting industry and strengthen its competitiveness in the international market, and planned to be launched in the first half of 2016. On 29 April 2014, the Company's Board of Directors approved the investment for THAICOM 8 project which will not exceed US\$ 178.5 million. The Company signed on the agreement with the manufacturer of the satellite, and has been preparing for the ITU process to secure the additional frequency rights, and awarded a license for THAICOM 8 Satellite by the National Broadcasting and Telecommunications Commission (NBTC).
- May** • IPSTAR Japan Company Limited (IPJ), a wholly-owned subsidiary of the Company, launched a maritime broadband service for vessels to Ocean Trans Co., a Tokyo-based shipping company. It selected broadband service to provide its crew with reliable and cost-effective access to e-mail and the Internet, thus boosting crew morale and productivity while at sea.
- June** • The Company acquired an additional 31,220 ordinary shares in IPSTAR Company Limited (IPSTAR) at USD 1 per share, equivalent to 0.02% of the paid-up share capital of IPSTAR, at a total price of USD 31,220. As a result of this acquisition, the Company owns interest in IPSTAR of 99.98%.
- July** • The Company received a perfect score of 100 on the AGM checklist 2014 form the Assessment Program in 2 consecutive years for listed Companies for the year 2014 by the Thai Investor Association.
- In the results of the corporate Governance survey of Thai Listed Companies, according to the ASEAN Corporate Governance Scored guideline for 2013/2014, the Company was shortlisted as one of the Top 50 publicly listed companies in Thailand.
- August** • IPSTAR Australia Pty Limited (IPA), the Company's wholly owned subsidiary, was selected by National Broadband Network Company Limited (NBN Company Limited) to expand additional Australian Government's National Broadband Network (NBN) project. IPA was ready to provide additional 9,000 NBN premises in order to cover families and businesses that could not access commercial broadband services today.
- The Company acquired an additional 50,000 ordinary shares in IPSTAR Company Limited (IPSTAR) at USD 1 per share, equivalent to 0.02% of the paid-up share capital of IPSTAR, at a total price of USD 50,000. As a result of this acquisition, the Company owns interest in IPSTAR of 100%.

- September**
- The Company successfully launched THAICOM 7 Satellite into orbit at 120 Degrees East on 7 September 2014. THAICOM 7 is the cooperation project between the Company and Asia Satellite Telecommunications Company Limited (AsiaSat). THAICOM 7 Satellite consists of 14 C-band transponders which provide service coverage of Asia-Pacific and Australia.
 - On 18 September, 2014, the Board of Directors of the Company approved the establishment of International Satellite Company Limited (ISC) with a registered capital of 50,000 USD. The Company owns 100% of the shares in ISC.
 - The Company issued 4 tranches of debentures as a debenture entered in a name, unsubordinated and unsecured which not exceeding than 4,550,000 units or equivalent to Baht 4,550,000,000 which offered to individuals and institutional investors. However, TRIS Rating Company Limited has confirmed the credit rating at “A-” with the rating outlook remains “stable”. The main purposes of these debentures were for the THAICOM 7’s investment, following by the investment in THAICOM 8 Satellite Project.
 - The Company had become the first in the Asia Pacific region to provide In-Flight Wi-Fi Onboard service by using Thaicom’s broadband satellite connecting with Wi-Fi. The Company and Nok Airlines Public Company Limited jointly provided Wi-Fi high speed internet via Ku-Band network to facilitated passengers in various flights.
-
- October**
- The Company received a score of “Excellent” in the Corporate Governance Report of Thai Listed Companies for the year 2014 (CGR 2014) published by the Thai Institute of Directors.
-
- November**
- The Company was shortlisted as one of 5 nominees in the Best Investor Relations category for the SET AWARDS 2014. The Company was recognized with an “Outstanding Investor Relations Awards” for a company with a market capitalization of between Baht 20-50 billion.
-
- December**
- The Company continued to establish and encourage social responsibility programs by being main sponsor of “NASA - A Human Advanture” exhibition which is the first world space exhibition in South East Asia. The Company, in co-operation with NASA, had the main purpose to create children’s inspiration, imagination, and vision toward space and science.
 - The recognition of impairment loss on goodwill of investment of Teleinfo Media Public Company Limited (TMC) resulted in CS Loxinfo Public Company Limited (CSL) posting a combined loss of 172 million Baht on its balance sheet as of 30 September 2014. The Extraordinary General Meeting of the Shareholders No. 1/2014 of CSL has adopted a resolution with the majority votes of the shareholders who attend the meeting and cast their votes to approve the application of the legal reserve to the amount of Baht 31 million and premium on ordinary shares to the amount of Baht 141 million, respectively, to offset the totally retained loss in the CSL’s Interim Financial Statement. Following the offsetting process, the balance of the premium on ordinary shares will be Baht 321 million and the retained loss of the Company will be zero. However, this operation shall not effect to the Company.

2013

- January**
- The Company announced that it had reached a Framework Agreement with China Telecom Satellite Communication Co.,Ltd. (CTS) and Synertone Communication Corporation (Synertone) to proceed with the sale of THAICOM 4 Bandwidth in China. Under the Framework Agreement, the Company will sell all THAICOM 4 capacity available for China to Synertone, and will also be entitled to revenue sharing from bandwidth sales by Synertone in China. In addition, the Company will also take an equity stake in Synertone to strengthen the business partnership in the Chinese market.
 - THAICOM 4 Satellite became the first broadband satellite to provide commercial WIMAX backhaul services in Japan. After several months of systems testing, Japan’s UQ Communications Inc. installed WIMAX Base Stations using backhaul via the THAICOM 4 broadband satellite and is offering a commercial WIMAX service in several areas of Japan as one cost-effective method of extending coverage to underserved areas.
-
- April**
- TOT Public Company Limited (TOT) extended its contract period with the Company for another 8 years (2013-2021). TOT expanded the usage to enhance its efficiency as the leadership in the broadband business in Thailand and to support the public services for government projects across the country. TOT is still the sole provider of broadband capacity in Thailand.

May

- The Company procured an interim satellite to provide services at the 78.5 degrees East orbital slot ahead of the launch of the THAICOM 6. The satellite's technical characteristics were sufficient to provide interim broadcasting capacity to customers. The interim satellite began service in August 2013.
- The Company entered into a Cooperation Framework Agreement with Gilat Satellite Networks Limited, the global leader in satellite networking technology from Israel, to provide integrated platform solutions using Gilat's ground system on THAICOM 4 in countries across Asia-Pacific where the system best suits customers. This cooperation is another step in the Company's Open Access Platform (OAP) strategy, which allows ground equipment vendors with efficient technology to access THAICOM 4 to provide customers with more choice and greater flexibility, and to better serve their requirements.
- The Company's Board of Directors approved the establishment of IPSTAR Japan Company Limited (IPJ). The registered capital of IPJ is JPY 100,000,000, divided into 10,000 ordinary shares valued at JPY 10,000 per share, and fully paid up. The Company holds 10,000 shares, equivalent to a 100% shareholding.

June

- The Company was recognized by FinanceAsia, a well-respected Finance and Investment magazine in Asia, as "An Outstanding Thai Company of the Year" in three categories: Best Mid-Cap (#1), Best CEO (#1), and Best CSR (#6). The survey results were based on the response of top analysts and investors throughout Asia. The report of these rankings was published in FinanceAsia magazine's June Issue.
- TRIS Rating Co., Ltd revised the rating outlook of the Company to "positive" from "stable". The revised outlook reflected the improvement of the Company's operating performance and the growth prospect driven by the launch of new satellite.

August

- The Company received a perfect score of 100 on the AGM Checklist 2013 from the AGM Assessment Program for Listed Companies for the year 2013 by the Thai Investor Association.
- On 8 August 2013, the Board of Directors approved the Company's Anti-Corruption and Bribery Policy, and also signalled its intent to join "Thailand's Private Sector Collective Action Coalition Against Corruption" (Collective Anti-Corruption: CAC), an organization which coordinates with the private sector on the development and implementation of an Anti-Corruption framework and foster participation and cooperation with civil society, the media, and international organizations to foster cleaner business practices.

October

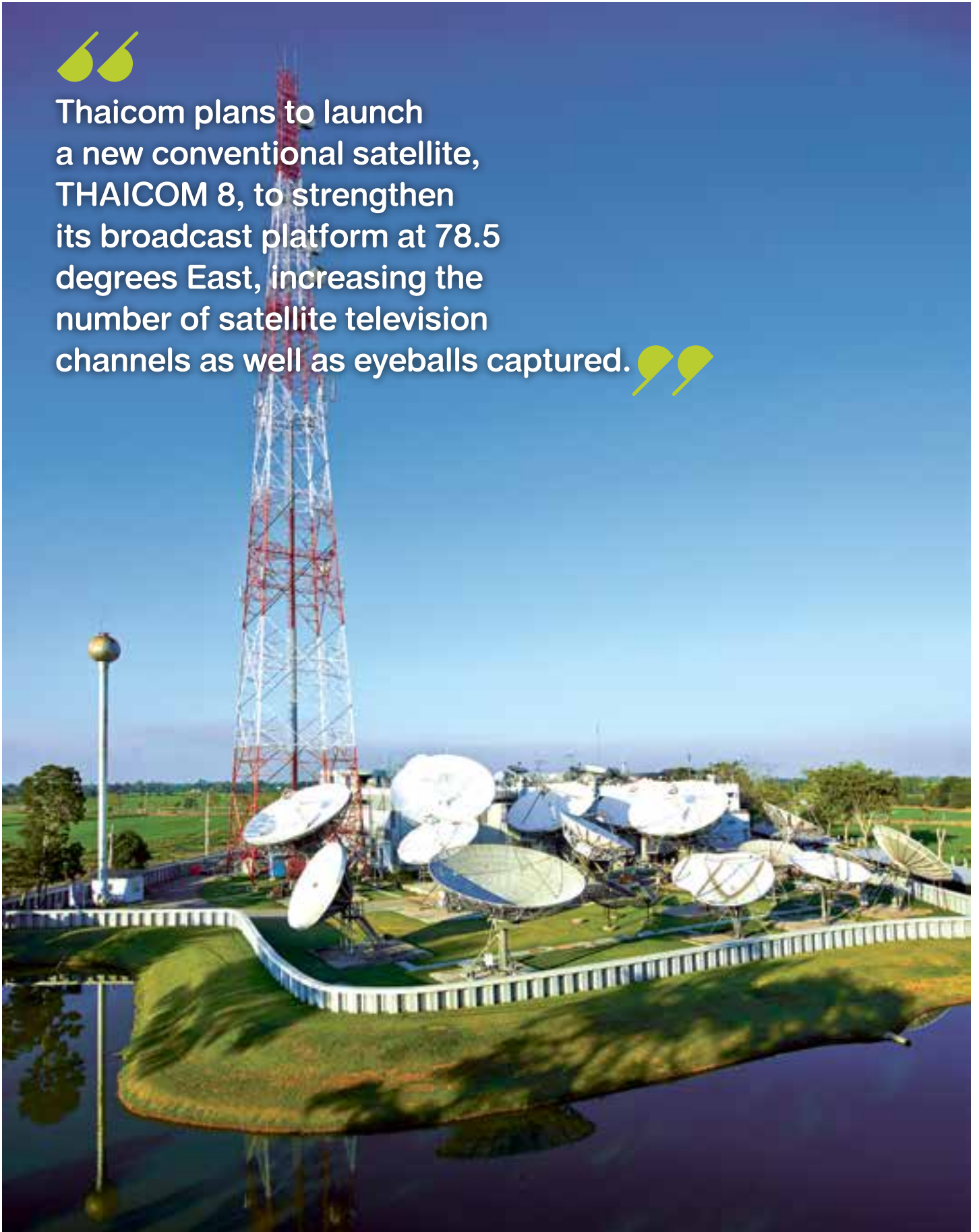
- The Company received a score of "Excellent" in the Corporate Governance Report of Thai Listed Companies for the year 2013 (CGR 2013) published by the Thai Institute of Directors.
- The Company signed an MOU with Kasetsart University to collaborate on satellite communication technology research and development under the "SATCOM On The Move" Project, which is a joint research and satellite communications technologies development project based on a partnership between students, researchers and THAICOM staff.
- The Company started the THAICOM 4 services in the People's Republic of China, since 16 October 2013 after all parties to the agreement (IPSTAR, and VastSuccess Holdings) had fulfilled their obligations under the Definitive Agreement including other relevance agreements.

November

- The Company was awarded the "Board of the Year Award" for the year 2013 in the "Board of the Year for Distinctive Practices" category by the Thai Institute of Directors. The award honours boards of directors that perform their duties effectively in accordance with "Very Good" practices.
- The Company was shortlisted as one of 5 nominees in the Best Investor Relations category for the SET AWARDS 2013. The Company was recognized with an "Outstanding Investor Relations Award" for a company with a market capitalization of between Baht 20-50 billion.
- On 29 November 2013, the Company acquired additional shares in IPSTAR New Zealand Company Limited (IPN) from IPSTAR Company Limited (IPSTAR) at the par value of USD 0.78 for the total price of USD 6.60 million. As a result of this acquisition, the Company now holds a total of 8.51 million shares in IPN or equivalent to 100%. However, this acquisition has no impact on the consolidated financial statements of the Company.



Thaicom plans to launch a new conventional satellite, THAICOM 8, to strengthen its broadcast platform at 78.5 degrees East, increasing the number of satellite television channels as well as eyeballs captured.





Nature of Business and Income Structure

THAICOM's business operations can be divided into 3 different main sectors as follows: (1) Satellite and Related Services (2) Internet and Media Services and (3) Telephone Services Abroad. Investment in all these businesses is considered long-term. Investment decisions are based mainly on the fundamentals of the particular business, including future business trends. The Company's investment policy is to be the major shareholder in its investments. The aim is to have overall management authority and to set the business direction of its subsidiaries and associated companies.

1. Satellite and Related Services

The Company has a 30-year Domestic Communication Satellite Operation Agreement with the Ministry of Information and Communication Technology (MICT), expiring in 2021, to operate the national satellite communications project. Since its inception, the

Company has launched the THAICOM 1, THAICOM 2, THAICOM 3 (THAICOM 1 - 3 have been decommissioned), THAICOM 4, THAICOM 5, THAICOM 6, and THAICOM 7 satellites.

The Company was also granted licenses from The National Broadcasting and Telecommunications Commission (NBTC) as follows:

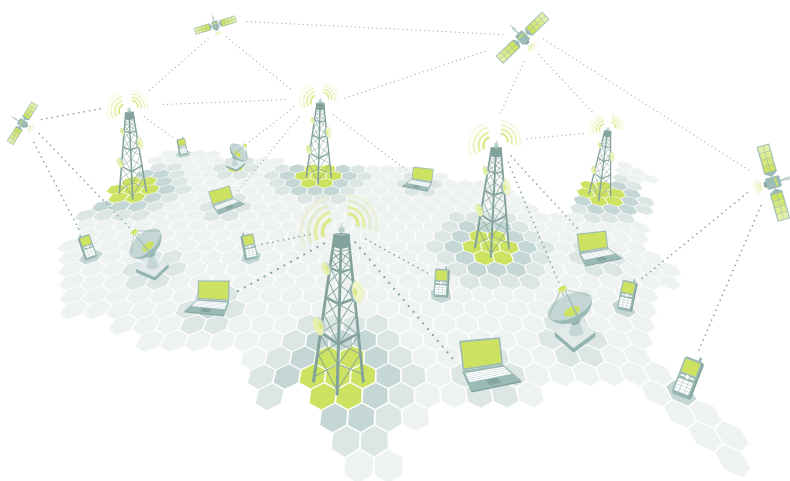
- Telecommunications Business Type I License ⁽¹⁾ for 5 years, valid from 16 August 2011 to 15 August 2016.
- Telecommunications Business Type III License ⁽²⁾ to providing satellite network operator service in satellite transponder leasing, for 20 years, valid from 26 June 2012 to 25 June 2032.
- License for Internet Services Type I to provide internet services without own network to end user, for 5 years starting from 7 May 2015 to 6 May 2020.

Remarks

- (1) Telecom Operation License Type I : a license granted to the telecommunications business operator who operates without his or her own network for telecommunications services which are deemed appropriate to be fully liberalized.
- (2) Telecom Operation License Type III : a license granted to the telecommunications business operator who operates with his or her own network for telecommunications services intended for general public, or services which may cause a significant impact on free and fair competition or on public interest, or a service which requires special consumer protection.

The Company has established subsidiaries, associates, and joint ventures to operate and provide satellite and related services as follows:

Name	Type of Business
IPSTAR Company Limited	Providing THAICOM 4 transponder services
Spacecode LLC	Providing engineering and development services, technology and electronics
IPSTAR International Pte Limited	Providing THAICOM 4 transponder services and sale of satellite equipment for THAICOM 4
IPSTAR Australia Pty Limited	Providing THAICOM 4 transponder services and sale of user terminal for THAICOM 4 in Australia
IPSTAR New Zealand Company Limited	Providing THAICOM 4 transponder services and sale of user terminal for THAICOM 4 in New Zealand
Star Nucleus Company Limited	Providing engineering and development services, technology and electronics
IPSTAR Global Services Company Limited	Providing THAICOM 4 transponder services
TC Broadcasting Company Limited	Providing broadcasting and telecommunications services under a 15-year license granted by the NBTC to provide Satellite TV Broadcasting as a Network Provider without the use of frequency at the national level, from 4 March 2013 to 3 March 2028 and was granted the Telecommunication Business Type III License from NBTC to provide network and services for a period of 15 years starting from 10 November 2015 to 9 November 2030
IPSTAR Japan Company Limited	Providing THAICOM 4 transponder services and sale of user terminal for THAICOM 4 in Japan
Orion Satellites Systems Pty Limited	Providing satellite communication services and business solutions
International Satellite Company Limited	Providing THAICOM 7 and THAICOM 8 transponder services
CS LoxInfo Public Company Limited	Providing uplink-downlink television transponder and Internet services via satellite under a concession agreements with CAT Telecom Public Company Limited (CAT) (Formerly name is the Communications Authority of Thailand (CAT)) for 22 years, from 9 August 1994 to 8 August 2016



2. Internet and Media Services

The Company is a provider of Internet and media services through its subsidiaries, associated companies, and joint ventures as described below:

Name	Type of Business
DTV Service Company Limited (formerly, Shin Broadband Internet (Thailand) Company Limited)	Providing meeting centers via Internet and broadband content services and sale of direct television equipment. DTV was granted by the NBTC as follows : 1) a 5-year Type I ⁽⁵⁾ Internet access services license by the NBTC. The license expires on 17 October, 2019. 2) A 15-year network broadcasting services ⁽³⁾ license valid from 21 January 2013 to 20 January 2028, and 3) License to operate TV broadcasting services ⁽⁴⁾ by NBTC
Cambodian DTV Network Limited	Sale of direct television equipment in Cambodia
Lao Telecommunications Company Limited	Providing fixed line, mobile phone, public phone, public international facilities and Internet services in Lao People's Democratic Republic
CS LoxInfo Public Company Limited	Operates ICT business by providing distinguished internet, computer and telecommunication services under the license was granted by the NBTC as follows: 1) Internet Operation License Type I ⁽⁵⁾ , for 5 years starting from 8 September 2014 2) Telecom Operation License Type I ⁽¹⁾ , for 5 years starting from 11 October 2014 3) Internet Operation License Type II ⁽⁶⁾ , for 5 years starting from 26 April 2012 and 4) Telecom Operation License Type III ⁽²⁾ , for 15 years starting from 20 December 2007
Teleinfo Media Public Company Limited	Provide advertising platform through Print, Website, PC, Mobile for individual and business users
AD Venture Public Company Limited	Content provider through mobile phone and community portal services, and other business relating to internet businesses

Remarks

- (1) Telecom Operation License Type I means Service Providers who give a service without their own network for telecommunications services which are deemed appropriate to be fully liberalized
- (2) Telecom Operation License Type III : a license granted to the telecommunications business operator who operates with his or her own network for telecommunications services intended for general public, or services which may cause a significant impact on free and fair competition or on public interest, or a service which requires special consumer protection.
- (3) A license to operate voice or TV broadcast on networks without the use of frequency at the national level.
- (4) A license to operate TV satellite services includes:
 1. License to operate TV Broadcasting for channel D-Channel, for 2 years starting from 28 January 2014 to 27 January 2016
 2. License to operate TV Broadcasting for channel TV Lao, for 2 years starting from 24 November 2015 to 23 November 2017
 3. License to operate TV Broadcasting for channel Lao Star, for 2 years starting from 28 January 2014 to 27 January 2016
 4. License to operate TV Broadcasting for channel Lao PSTV, for 1 year starting from 13 July 2015 to 12 July 2016
 5. License to operate TV Broadcasting for channel LNTV3, for 1 year starting from 13 July 2015 to 12 July 2016
 6. License to operate TV Broadcasting for channel Bayon TV, for 1 year starting from 9 March 2015 to 8 March 2016
 7. License to operate TV Broadcasting for channel TVK, for 1 year starting from 13 July 2015 to 12 July 2016
- (5) Internet Operation License Type I means Internet Service Providers who give a service without own network, i.e. internet service or other service as the National Telecommunications Commission (NTC) think a proper.
- (6) Internet Operation License Type II IIG license represents a license to provide international gateway internet access services and internet networks which the service providers need to have their own telecommunication infrastructure.



3. Telephone Business Abroad

The Company is a provider of telephone services through an investment in Shenington Investments Pte Ltd. (Shen), which is a holding company. Its main objective is to invest in international telecommunications. Currently, Shenington has invested in one company:

Name	Type of Business
Lao Telecommunications Company Limited	A joint venture company with the government of the Lao People's Democratic Republic, this company has a 25-year license, expiring in 2021, to provide cellular phone, 3G, fixed line telephone through the Public Switched Telephone Network (PSTN), fixed wireless telephone CDMA-450, public telephone, international roaming, international telecom (i.e. VoIP), and value-added services for mobile telephones.

Revenue Structure

The revenue structure of the Company and its subsidiaries for the year 2013 - 2015* is as follows:

Unit : Million Baht

Type of Business	Operating Company	% Shares held by Thaicom	2013		2014		2015	
			Revenue	%	Revenue	%	Revenue	%
Satellite and related services	Thaicom, TC Broadcasting, and IPSTAR Group	-	6,964	69.65	8,783	71.45	9,258	73.82
Media services **	DTV Service and Cambodian DTV Network CS Loxinfo	99.99 100.00 42.07	3,206	32.06	3,230	26.28	3,272	26.09
Segment elimination			(178)	(1.78)	(120)	(0.98)	(77)	(0.61)
Net foreign exchange gain(loss)			(263)	(2.63)	72	0.59	(595)	(4.74)
Other revenues			241	2.41	173	1.41	489	3.90
Share of profit of associate			29	0.29	154	1.25	194	1.55
Total revenue			9,999	100.00	12,292	100.00	12,541	100.00

* In 2015, Thaicom Plc (the Company or THCOM) has changed its accounting policies that have material effect on the realized and recorded in investment in CS Loxinfo Plc (CSL) and in Shenington Investment Pte Limited (SHEN). In 2013 and 2014, the Company recorded the investment in CSL as equity method and recorded the investment in SHEN as proportionate consolidation. However, in 2015, the Company has adopted the new and revised TFRS and as a result, the investment in CSL was consolidated and recorded as investment in subsidiaries while the investment in SHEN was recorded as equity method. This adoption has already been restated for 2013 and 2014 consolidated performance as disclosed in 2015 financial statements.

** Include revenue from sales and services generated by DTV Service Co., Ltd. (DTV), Cambodian DTV Network Ltd. (CDN), and CS Loxinfo Public Company Limited (CSL).

Sales and services revenue by geographic area for the years 2013 - 2015:

Unit : Million Baht

Country	2013	2014	2015
Thailand	6,484	7,623	7,875
Australia	1,187	1,394	1,270
China	71	293	317
India	346	414	548
Japan	715	719	641
Myanmar	373	489	627
Others	816	961	1,175
Total	9,992	11,893	12,453

Nature of Business

Thaicom's business operations can be divided into three different main sectors which are as follows:

1. Satellite and Related Services

1.1 Satellite Communications and Related Services by Thaicom Public Company Limited and IPSTAR Group

Thaicom's satellite fleet can be divided into 2 types as follows: Conventional Satellite and Broadband Satellite (or High Throughput Satellite, HTS)

• Conventional Satellite

A conventional satellite is a satellite that provides fixed satellite services (FSS) or traditional C-band and Ku-band transponder leasing services, whereby a signal is transmitted from an earth station, amplified, and retransmitted down to the earth's surface in the shape of the designed coverage area (the satellite's footprint). The signal can then be received by the other earth station(s) anywhere under the satellite's footprint -

allowing broadcasters and telecommunications operators to benefit from the satellite's nationwide and cross-regional coverage. The Company often calls this type of satellite a broadcast satellite, as it mainly focuses on the broadcast segment.

• Broadband Satellite

A broadband satellite or High Throughput Satellite (HTS) is primarily designed to provide broadband Internet access services (point-to-point). By using high level frequency re-use and spot beam technology, HTS usually provides much more total throughput than a conventional satellite for the same amount of allocated orbital spectrum, thus significantly reducing cost per megabit per second (Mbps). In addition, HTS can offer services to government and enterprise markets, as well as to terrestrial cellular network operators who face growing demand for broadband backhaul solutions.

The Company currently operates 3 conventional satellites THAICOM 5, THAICOM 6 and THAICOM 7 and 1 broadband satellite THAICOM 4. The specifications of Thaicom's satellite fleet are as follows:

	THAICOM 4	THAICOM 5	THAICOM 6	THAICOM 7
Satellite Type	Broadband High Throughput Satellite (HTS)	Conventional	Conventional	Conventional
Orbital Slot	119.50° East	78.50° East	78.50 East	120° East
Manufacturer	Space Systems Loral (USA)	Aerospatiale (France)	Orbital Sciences Corporation (USA)	Space Systems Loral (USA)
Model	LS-1300S	Spacebus 3000	Star 2.3	LS-1300
Design Life	15 years	14 years	15 years	18 years
Launch Date	August 2005	May 2006	January 2014	September 2014
Capacity / Transponder	84 Ku-Spot Beams 8 Ku-Spot Beams (Augment) 3 Ku-Shaped Beams 7 Ku-Broadcast Beams	25 C-band transponders 15 Ku-band transponders	24 C-band transponders 9 Ku-band transponders	14 C-band transponders
Coverage Area	14 countries: Australia, Cambodia, China, India, Indonesia, Japan, Malaysia, Myanmar, New Zealand, Philippines, South Korea, Taiwan, Thailand and Vietnam	C-band Thailand, Indochina and South Asia, Asia, Europe, Africa and Australia Ku-band Thailand and Indochina	C-band Southeast Asia and Africa Ku-band Southeast Asia (Mainland)	C-band Thailand, Indochina and Asia

- **A new satellite**

Thaicom plans to launch a new conventional satellite, THAICOM 8. This satellite will be located in the same orbital slot as THAICOM 5 and THAICOM 6 at 78.5 degrees East. Its aim is to provide services for Thailand and Indochina, South Asia, and Africa markets, with 24 Ku-band transponders. With THAICOM 8, the Company will strengthen its broadcast platform at 78.5 degrees East, increasing the number of satellite television channels as well as eyeballs captured. Presently, THAICOM 8 is under construction and is scheduled to be launched in the first half of 2016.

Nature of Product or Service

(1) Broadcast & Media

With over 24 years of experience in the transponder leasing business, Thaicom has a proven track record of providing premium transponder leasing service on a full-time or occasional-use basis.

1.1) Contribution & Distribution

Whether you are a broadcaster or cable operator, channel or pay TV operator, we can provide you links for original, fully contributed and post-produced content for sports, entertainment, and news, allowing you to expand your market and reach new customers worldwide.

THAICOM satellites serve the programming distribution needs of some of the leading broadcasters in Asia and Europe, as well as in Africa and Australasia - cable head end, DTH, and global TV operators alike. Our contribution services ensure signals reach a particular uplink station or a multiplexing platform for point-to-point or point-to-multipoint transmission of digital and analogue signals.

1.2) Direct-to-Home (DTH)

Thaicom provides Direct-To-Home (DTH) broadcasters and channel operators with a wide choice of content and channel options, including service tiering and packaging, pay-per-view and video-on-demand, electronic program guides and preview channels, as well as advertising and home shopping. The use of the latest digital signal compression and transmission technologies effectively reduce the video transmission cost for broadcasters and allow DTH viewers to use small antennas.

Teleport and DTH Center

A teleport or telecommunications port is a centralized location that provides access to advanced bandwidth services with a comprehensive range of broadcasting and telecommunications services. Certified under ISO 9002 and ISO 9001:2008, the Thaicom Teleport and DTH Center are equipped with state-of-the-art facilities to support any domestic and international satellite broadcasting requirement. The Company offers one-stop services by bundling transponder bandwidth with value-added services at the Thaicom Teleport and DTH Center, such as satellite downlink, tape playout, digital signal compression for high definition (HD) and ultra-high definition (Ultra-HD) television, satellite uplink, signal monitoring and logging as well as a new over-the-top (OTT) video streaming service.

In addition, Thaicom is in cooperation with two subsidiary companies: 1) TC Broadcasting Co. Ltd., who provides multiplexing and encoding service for Thai content channels, and 2) CS LoxInfo Plc (CSL), who provides uplink and downlink services.

(2) Broadband & Data

2.1) Retail Market

When it comes to delivering fast data, voice, and video broadband services to subscribers in Asia - Pacific, THAICOM 4 has been the industry benchmark since 2005. THAICOM 4 has a proven track record of providing cost-effective satellite broadband services to ISPs in the region. THAICOM 4's nationwide uniform quality of service (QoS), regardless of location and terrain barriers, paired with cost advantages lets ISPs drive expansion of their subscriber base, residential and small business users, on a nationwide scale.

The Company has expanded its retail market in the Philippines and Indonesia by cooperation with a world-class satellite ground system vendor, Gilat Satellite Networks. This cooperation is another step in Thaicom's Open Access Platform (OAP) strategy, which allows technology equipment vendors to access the THAICOM 4 satellite, providing customers with more choices and flexibility to better serve their requirements. In addition, Thaicom plans to deploy the strategy in other countries.

2.2) Carrier Market

Asia-Pacific's telecoms rely on THAICOM 4 for the provision of premium carrier network broadband solutions and cost-effective expansion of service coverage. THAICOM 4 has proven capable of providing mobile network operators with "One-Stop Shop" satellite-based backhaul for BTS stations of all sizes - from macrocells and microcells to small cells, or IP-Node-Bs. THAICOM 4 Carrier can provide nationwide mobile network coverage to accommodate higher traffic loads or to cover more geographic areas quickly and economically. Thaicom has a successful track record of providing mobile backhaul services in several countries and will expand the service to other countries.

2.3) Enterprise Market

THAICOM 4 enables small businesses and enterprises to deliver their competitive edge anywhere and anytime. Businesses require dependable broadband connectivity to run their operations or safeguard their operations against network failure. THAICOM 4 answers the call and enables nationwide broadband connectivity. Whether you are an oil and gas company with multiple locations nationwide, a large retailer in need of an uninterrupted backup for vital online business applications, or a bank that requires a reliable network for credit and debit card transactions, the THAICOM 4 satellite broadband system provides a reliable service regardless of the number of business sites connected to the network. In addition, the Company's Open Access Platform (OAP) strategy provides flexibility in choosing a satellite ground system with more capabilities (more features & higher speed) in order to better serve a wide range of business customer requirements.

2.4) Government and Universal Service Obligation (USO) program

Governments in Asia-Pacific can count on THAICOM 4. THAICOM 4 lets government administrations extend their reach nationwide and enables universal access to broadband Internet and cost-effective government sector communications. Whether it is disaster recovery and emergency communications for calamity-affected areas, distance learning for schools, or reliable VPN networks for broadband Internet and e-Government services, THAICOM 4 is a proven solution for governments to extend communications reach on a nationwide scale.

2.5) Mobility

Thaicom offers a growing portfolio of mobility services to people on the move at sea, on land, and in the air. More and more businesses and service providers throughout Asia-Pacific that require mobility services choose to leverage Thaicom's operational and technical experience of over 24 years to provide premium satellite communication services. Our mobility services provide custom-tailored solutions on an end-to-end basis to serve a diverse range of markets including commercial airlines, shipping companies, train operators, as well as navy vessels and oil/gas companies.

For the commercial airlines, Thaicom has been provided Wi-Fi services to Nok Air via Ku-band transponders with a speed that is equivalent to 3G services. Thaicom joined with Global Eagle Entertainment (GEE) to develop the equipment and communications system that will allow passengers on airplanes to access broadband Internet service while in flight.

On the Maritime front, Thaicom joined with Advanced Info Service Plc (AIS) to provide 3G 2100 MHz via a THAICOM satellite on the Royal Thai Navy's H.T.M.S Krabi. This service provides its crews and customers with reliable and cost-effective access to email and the Internet while at sea.

Thaicom has started to deliver the connectivity to vessels in the past year and will continue to expand the number of fleets by delivering mobile voice and broadband data solutions to meet the needs of all types and sizes of vessel.

IPSTAR Gateway

IPSTAR gateways have been designed to facilitate a variety of applications to enable broadband communications for corporate users, Internet Service Providers (ISP) and individual subscribers. IPSTAR is capable of delivering broadband Internet, intranet networks, video conferencing, multimedia broadcasting and multicasting, online transactions, and telephony. The services are supported via a wide-band forward link from the IPSTAR gateway to the IPSTAR user terminal and a narrow-band return link from the IPSTAR user terminal to the IPSTAR gateway. The size of IPSTAR gateways is scalable to accommodate high capacity demand. Currently, there are 15 active IPSTAR gateways in 11 countries.

Industry Outlook, Competition and Strategies in 2016

(1) Broadcast and Media Industry Outlook

Northern Sky Research (NSR) expects strong bifurcation in global growth of C-band and Ku-band transponders demand for the next decade, mainly from media services like Direct-to-Home (DTH) and video distribution services. The DTH market will score the biggest Ku-band demand gains, primarily for carriage of new SD and HD channels as well as an emerging Ultra-HD segment, which is the strongest in the Southeast Asia region. The video distribution services market is the bright spot that will continue to dominate the demand for C-band transponders, with the strongest region being South Asia, followed East Asia and North America.

Asia-Pacific

In recent years, despite the increasing demand, there has been a shortage of satellite capacity in the Asia-Pacific region, especially on standard C-band and Ku-band transponders, resulting in an increase in market prices. Broadcast business remains very strong in the Asia-Pacific region. Pay-TV in Asia has reached 50% penetration of all Asian TV households. In the next few years, sustainable growth is expected in demand for pay-TV services, driven by the increasing availability of satellite TV DTH platforms. In addition, high definition (HD) and ultra-high Definition (Ultra-HD) television will continue to boost the demand for C-band and Ku-band transponders in Asia-Pacific.

In Thailand, the National Broadcasting and Telecommunications Commission (NBTC) has announced a new regulation requiring satellite TV channels to hold a pay TV license for broadcasting. This regulation will encourage content providers to broadcast high quality content and create a level playing field among broadcasters, which will raise the local broadcast market growth sustainably. In addition, the deployment of Digital Terrestrial Television (DTT) will create additional demand for the conventional satellite market due to the must-carry regulation issued by NBTC, since the must-carry regulation requires every household in Thailand to be able to access DTT channels.

Africa

Africa is an emerging market full of potential. There are two key drivers for satellite: services the growth of video distribution market and high demand for telecommunications applications such as cellular backhaul, Internet connectivity and enterprise, and government markets.

In the long term, video distribution will be the most important market due to a trend of African content localization. Therefore, bandwidth utilization for content distribution will be increasing significantly in this continent.

The mobile telephony market is the most promising market in the region, according to the International Telecommunications Union (ITU). Growth in the market for cellular backhaul services provided by satellite is being driven as a result of the rapid roll-out by mobile operators of coverage to secondary urban and rural areas beyond the reach of terrestrial networks. VSATs in Africa connect enterprises and several vertical markets, such as oil and gas, and support applications such as distance learning, Internet access, telemedicine and e-government projects.

Conventional Satellite Competition

Asia-Pacific

In the Asia - Pacific region, Thaicom's major competitors include Asia Satellite Telecommunications (Asiasat), APT Satellite (Apstar), and Asia Broadcast Satellite (ABS) from Hong Kong, Measat Satellite Systems (Measat) from Malaysia, SES Astra (SES, NSS) from Luxembourg, and Vietnam Posts and Telecommunications (Vinasat) from Vietnam as well as global players, such as Eutelsat from France and IntelSat from Luxembourg. However, as one of the established satellite operators in this region, Thaicom believes that the effect from the competition will be minimized due to our long-term reputation, relationships with the customers, and the selective neighborhood channels on THAICOM satellites. In Thailand, at present, there are approximately 17.5 million households (or 73% of total population) receiving satellite TV and cable TV through our satellites at 78.5 degrees East, building barriers to entry for other satellite operators.

For international markets, the Company still owns a leading position in market share in Indochina and South Asia, where the Company has recently strengthened its position through a successful deal with an Indian partner to carry an Indian content distribution platform on THAICOM 7.

Africa

Many satellite operators have found interests and opportunities to expand their target markets into Africa. Some of the major players in this market include Intelsat (Intelsat) and SES Astra (SES, NSS) from Luxembourg, Arabsat (Arabsat) from Saudi Arabia, and Eutelsat (Atlantic Bird, W series) from France. The market has intense competition due to oversupply of satellite capacity and increase of fiber network penetration in the region. However, as the second largest continent in the world, with high population density but a low penetration rate for telecommunication technology, Africa is full of potential demand. Thaicom believes that the effect from competition will be minimized by focusing on a selected target market, cooperation with strategic partners and expansion of the existing customers' networks.

Strategies in 2016

The Company will continue to strengthen our "Hot Bird" strategy, positioning THAICOM 5 and THAICOM 6 at 78.5 degrees East as "Hot Bird", or satellites in high demand based on the number of subscribers and number of channels on the platform. The number of satellite TV channels at 78.5 degrees East increased from 702 channels (592 SD and 110 HD channels) in 2014 to 792 channels (666 SD and 126 HD channels) in 2015 (as of 31 December). Scheduled to be launched in the first half of 2016, THAICOM 8 will further increase capacity at this prime orbital slot, creating demand in the Asean Economics Community or AEC market. In addition, the Company has deployed a new broadcast platform technology, MPEG-4/DVB-S2, to facilitate future broadcast demands for HD and Ultra-HD television.

In the African market, our strategy is to differentiate ourselves from competitors by targeting specific countries and segments, such as mobile backhaul, VSAT, Internet

trunking, and video distribution, and by leveraging our more than 24 years of experience and expertise as well as strategic partnerships to provide end-to-end solutions and managed services to customers.

(2) Broadband and Data Industry Outlook

Globally, demand for broadband satellite or High Throughput Satellite (HTS) is expected to grow exponentially in the next decade. Broadband access services will continue to be the mainstay of HTS bandwidth demand. According to the International Telecommunications Union (ITU), there were over 3.3 billion Internet users worldwide at the end of 2015, around 55% of which are from the Asia-Pacific region.

The second largest growth opportunity is enterprise data, including backhaul and VSAT networking services. Broadband satellite backhaul has become a reliable solution for mobile network operators to deliver voice and data services to areas with limited access to telecommunications infrastructure, helping to bridge the digital divide for millions of people by providing them access to cellular communications, while at the same time generating revenue for mobile operators from regions which had previously been inaccessible. At the end of 2015, mobile-cellular subscriptions reached 7 billion, more than half of which are in the Asia-Pacific region, according to ITU.

In addition, it is expected that the deployments of in-flight entertainment and connectivity (IFEC) and maritime sectors will drive the growth of the commercial mobility segment. According to Northern Sky Research (NSR), there will be more than 16,000 in-flight connectivity (IFC) equipped aircraft and more than 900,000 in-service units for maritime services by 2024.

Competition

In 2015, there has been development of global constellations of Ka-band High Throughput Satellite (HTS). Global Ka-band HTS operators started to provide services to their customers in many regions; however, the services are still limited to a few markets and segments. Regulation will be a great challenge for these newcomers as they will need authorization to provide services in each country

in Asia-Pacific. The other major challenge lies on the fact that the region is composed of many fragmented markets at different levels of economic development that have different cultures and different needs. In regards to the technology of the HTS system, there are much greater rain fade losses at Ka-band frequencies when compared to Ku-band, thus greater chance of signal degradation. THAICOM 4 will maintain its competitiveness as the first mover with a more reliable Ku-band HTS system. The Company has been in the broadband satellite business for almost ten years and has presence and landing rights in more than ten countries in Asia-Pacific, which are the key success factors for providing broadband services in the region. In addition, the Company has maintained good relationships with customers and business partners to ensure customer satisfaction and a win-win cooperation framework.

Strategies in 2016

In order to understand customers in different countries and satisfy their needs precisely, Thaicom clearly identifies its broadband satellite market segments into Telco Backhaul and Enterprise, Government and Mobility. The Company will focus on a particular market segment in each country and offer solutions to serve the customers' needs in order to drive THAICOM 4 capacity utilization in countries that still have room to grow such as India, Indonesia and the Philippine. For countries that are currently fully utilized, the Company will work with customers to determine a possibility of a follow on satellite after THAICOM 4 reaches its end of life. In addition, Thaicom will continue to develop long-term strategic partnerships to address future needs of customers in different territories under the mobility and Over-The-Top (OTT) platforms.

1.2 Satellite Communication Services and Related Services by CS LoxInfo Public Company Limited

CS LoxInfo Public Company Limited (CSL) provides an integrated uplink/downlink television transponder and Internet services via satellite under a concession agreements with CAT Telecom Public Company Limited

(CAT) (Formerly name is the Communications Authority of Thailand (CAT)) for 22 years, from 9 August 1994 to 8 August 2016. Services include TV signal uplink/downlink, live broadcast, and tape playback (analog and digital). The services are provided both on a full-time basis with 24-hour operating staff, which is suitable for scheduled programming, and on an occasional basis, which is suitable for the broadcasting of live programs, news, or seasonal sports programs. The service is provided in cooperation with Thaicom Public Company Limited.

(For more information please see CSL's Annual Registration Statements (Form 56-1) for the year 2015, which is available for download at www.sec.or.th)

1.3 Radio or Television Broadcasting Network Services not using radio frequencies operated by TC Broadcasting Company Limited

Nature of Products or Services

The radio or television broadcasting network services offered by TC Broadcasting Co., Ltd. will consist of gathering content from different sources, including such content as public announcements, news, programs or public information, multiplexes from providers of audio or television broadcasting contents, and the provision of encryption services for clients who have specific requirements for channel reception by end-users such as Conditional Access (CA), or BISS Key encryption before the broadcasting of the radio or television signals to receiving apparatus through the permitted satellite broadcasting network. In addition, TC Broadcasting Co., Ltd. has also expanded the services via IP networks, with service coverage in all areas of Thailand.

Type of Income

1. Income from the provision of Multiplex services
2. Income from the provision of encryption services, such as Conditional Access (CA) and BISS Key encryption service
3. Income from the provision of IPTV Network services (Transcoding & Streaming service)

Future Service Plan

TC Broadcasting Co., Ltd. has developed a business plan for radio or television broadcasting network services by preparing the new technologies in the satellite television broadcasting and the IP television broadcasting, which is able to offer high quality audio and video signals in both standard and high definitions, in order to provide audiences with enhanced quality and support the growth of Thailand's broadcasting industry. In addition, TC Broadcasting Co., Ltd. has also developed a business plan to offer the services via other communication channel such as mobile applications and In flight connectivity.

Business Privilege and Restrictions

TC Broadcasting Co., Ltd. was granted a license by the National Broadcasting and Telecommunications Commission (NBTC) to operate a radio or television broadcasting network not using the radio frequencies at the national level for a period of 15 years, starting on 4 March 2013 and continuing until 3 March 2028. In addition, TC Broadcasting Co., Ltd. has been permitted to provide a service for the Free Television Broadcasting via Satellite (Must-Carry Rules) according to the notification of the National Broadcasting and Telecommunications Commission on criteria for free television broadcasting. Moreover, TC Broadcasting Co., Ltd. has been permitted to expand services via IP networks, with service coverage in all areas of Thailand.

1.4 Telecommunications network provider and service provider operated by TC Broadcasting Company Limited

Nature of Products or Services

Telecommunication network provider and service provider offered by TC Broadcasting Co., Ltd. consists of:

1. Satellite uplink/downlink service as transmission platform
2. Satellite uplink/downlink service
3. Satellite uplink/downlink service with hub station
4. Public very small aperture terminal (VSAT) service
5. Satellite Internet service with hub station

Through the services, users can connect to different formats of information such as data, audio and video via satellite network without geographical limitations.

Types of Income

1. Income from the provision of satellite uplink/downlink service as transmission platform
2. Income from the provision of satellite uplink/downlink service
3. Income from the provision of satellite uplink/downlink service with hub station
4. Income from the provision of public very small aperture terminal (VSAT) service
5. Income from the provision of satellite Internet service with hub station

Future Service Plan

TC Broadcasting Co., Ltd. has developed a business plan to provide telecom services for broadcasting network service providers, telecommunications service providers, and individuals across the country, including mobility solutions for vehicles such as ships and aircraft.

Business Privilege and Restrictions

TC Broadcasting Co., Ltd. was granted a type-three license by the National Broadcasting and Telecommunications Commission (NBTC) for a period of 15 years, starting from 10 November 2015 and continuing until 9 November 2030, to operate telecommunications network and services consisting of:

- 1) Satellite uplink/downlink service as transmission platform
- 2) Satellite uplink/downlink service
- 3) Satellite uplink/downlink service with hub station
- 4) Public very small aperture terminal (VSAT) service
- 5) Satellite Internet service with hub station

2. Internet and Media Services

2.1 Internet Access Services by CS LoxInfo Public Company Limited

CS LoxInfo Public Company Limited operates ICT business by providing distinguished internet, computer and telecommunication services under the license was granted by the NBTC as follows:

- (1) Internet Operation License Type I, for 5 years starting from 8 September 2014
- (2) Telecom Operation License Type I, for 5 years starting from 11 October 2014
- (3) Internet Operation License Type II, for 5 years starting from 26 April 2012
- (4) Telecom Operation License Type III, for 15 years starting from 20 December 2007.

The core business includes corporate internet services, ICT services for corporate clients, Data center, high-speed internet service for condominium residents and online software-as-a-service for SMEs

(For more information, please see CSL's Annual Registration Statements (Form 56-1) for the year 2014, which is available for download at www.sec.or.th)

2.2 Advertising Business by Teleinfo Media Public Company Limited

Teleinfo Media Public Company Limited (TMC) is a 99.99% owned by CSL. TMC operates advertising business integrating publications and websites (YellowPages). The core business including Thailand YellowPages telephone directories, Thailand YellowPages call center, online YellowPages and other web-based services, outsourcing call center service and other.

(For more information on TMC, please see CSL's Annual Registration Statements (Form 56-1) for the year 2015, which is available for download at www.sec.or.th)

2.3 Mobile Content and Website Business by AD Venture Public Company Limited

AD Venture Public Company Limited (ADV) is a 99.99% owned by CSL. ADV operates mobile content business by providing information, entertainment and application for mobile phone users, including a portal website which providing online information.

(For more information on ADV, please see CSL's Annual Registration Statements (Form 56-1) for the year 2015, which is available for download at www.sec.or.th)

2.4 Internet Access and Related Services by DTV Service Company Limited (DTV)

Nature of Products or Services

- (1) DTV Satellite Dish Sales

Nature of Product

DTV's products consist of satellite dishes and IRD boxes to receive signals from C-band and Ku-band transponders on THAICOM 5 and THAICOM 6. Customers may buy the equipment as a set (dish and box) or opt for only the IRD box. Compact in size and relatively inexpensive, the dish offers viewers an opportunity to view a wide variety of TV channels, including free-to-air and education channels. The equipment is sold through satellite dish installation shops, electrical appliance shops, shopping malls, and other similar locations nationwide. The sales prices might cover equipment fees only or include an installation fee as well.

Type of Income

1. Income from the sale of DTV satellite dishes (full set) and/or IRD Boxes
2. Income from the sale of DTV equipment including accessories e.g. remote controls and LNB

Future Service Plan

The Company will continue to promote the installation of small satellite dishes in both urban and rural markets to enhance television viewing. At the same time, the Company provides access to many outstanding satellite TV channels and programs, including news, documentaries, movies, cartoons, music, and several education channels. The Company will continue to develop new devices and adjust prices for competitiveness in the market, and develop new applications to expand its customer base and customer satisfaction. An example of these new developments includes an HDTV box to support high definition TV program viewing. As part of its market-building activities, DTV will also provide training to its dealers covering installation and benefits of new devices.

(2) Broadband and Television Network and System Integration Services both consultant and installation services

Nature of Service

The Company will work with each customer to analyze the customer's needs and then devise solutions that utilize satellite communications or Internet media formats. Solutions provided can be divided as follows:

1. Platform services such as: IPTV, VDO Conferencing, Data Transfer, and Multimedia Online.
2. System integration to service network and software

- **Broadband Network Services**

For broadband networks, the Company offers network and software services to meet customer demand for network connections to transfer data in different formats for both one-way and two-way transactions. The Company also arranges training to meet customer requirements.

Customer Group - Business organizations or government agencies, state enterprises, and private sector operations with nationwide branches, direct sales businesses, or cooperatives where in-house conferences, trainings, or seminars are held regularly. Service can also be extended to include various industrial sectors, such as tourism and hospitality, news agencies, TV stations, or major program producers. The relationship with the customers is a service user/provider relationship, and can be either contractual or non-contractual in nature.

- **Master Antenna TV Network Services**

This service offers antenna network solutions to meet the needs of customers who live in buildings, such as hotels, apartments, or condominiums. DTV can provide the service on a one-time investment by the building's owner or a monthly rental model.

Customer Group - Owners or operators of multi-dwelling units (MDU) such as apartment buildings, condominiums, or hotels wanting to provide an in-house TV network to serve customers in their own building.

Type of Income

- Broadband Network Services
 1. Service charges collected for data transfer service team, broadcast service
 2. Income from sales of signal receiver kits
 3. Bandwidth fees (per use or monthly)
 4. Software fees calculated on a per use or monthly basis

5. System installation fees

- Master Antenna TV Network Service

1. Service charges on a one-time or monthly charge basis
2. Income from sales of signal receiver kits in case of one-off sale
3. Rental fees for equipment and bandwidth charged in case of monthly service
4. Revenue from PC server to control 'right to view' in case of a monthly agreement
5. System installation fees

(3) Platform Service

Nature of Service

This service includes selling and leasing of platforms or systems developed by DTV such as IPTV Channel (Internet TV channel), or Multimedia Streaming Platforms used for broadcasting video or audio content via Internet networks, e.g. television or radio broadcast via Internet. The platforms and applications developed are ideal for broadband Internet application. This service also includes development of particular services to match customers' specific demands.

Type of Income

1. Income from individual sales of IPTV Channel Platforms, Video Streaming, or the purchase of various accessories.
2. Monthly income realized from the leasing of the platform service on a monthly basis.

Competition and Marketing

(1) Industry Outlook and Competition

- DTV Satellite Dish Sales Service

A wide variety of TV receivers is available in the market, including satellite dishes, local cables, and Digital TV antennas. This availability creates fierce price competition, and new low-cost alternatives enter the market frequently. Nevertheless, DTV remains competitive with regards to price.

- **System Integration Service**

Currently there are several operators providing broadband network system integration services, each with their own particular technical expertise. DTV has placed emphasis on IP file transfer technology using the THAICOM 4 broadband satellite for in-house education and training.

For master antenna TV network services, there are competitors in the market who provide TV channels via satellite just like DTV, while others provide TV channels via cable TV networks. DTV will focus on reaching new buildings, especially condominiums. DTV will stress the installation of TV networks with HDTV boxes inside customers' buildings, which will present viewers with higher quality viewing than regular boxes. Additionally, DTV will also market its DTV-IP Gateway Box to local cable operators to convert existing cable TV networks from analogue to digital.

- **Platform Service**

DTV continues to provide services to its current customer group with earnings being realized from existing equipment. The customer base has not been actively expanded, as similar platform services are widely available at low cost through other vendors, so customers are able to choose services, choose to invest on their own, or do it by themselves.

[2] Marketing and Sales

Marketing and sales can be divided into 2 groups as follows:

- **Direct Sales Group**

This group comprises system integration services where the emphasis is on direct contact with customers to give product descriptions, gather customers' needs, demonstrate the products, or design network systems for buildings such as hotels, condominiums and apartment buildings. The majority of customers are organizations. This group is not likely to use mass media advertising, focusing on training seminars to teach about product knowledge and solutions.

- **Sales through Distributors**

This group consists mainly of distributors of full DTV sets. Marketing activities are undertaken utilizing point of sale support. Mass media is occasionally applied with incentives for distributors with big sales volume. The Company provides training seminars for representative technicians when new products or new sales campaigns are launched. In 2015, the Company decreases on marketing and sale of set-top boxes but increases on marketing and sale of system integration services.

Description of Customers and Relationship between DTV and its Customers

- **Sales of DTV Satellite Dishes**

Customers consist of distributors of electrical appliances or satellite dishes, including modern trade, end users, buildings, and other organizations nationwide. Customers in this group receive such after sales services as service delivery, marketing support, and technical and logistical advice, including equipment repair services.

- **System Integration and Platform Services**

Customers in this group include government agencies, state enterprises, and private organizations with branches nationwide or institutions, direct sales businesses where conferences, in-house training, or seminars are regularly organized, including various industrial sectors, such as the tourism and hospitality segments. Other potential customers include condominiums, apartment buildings, or hotels which require the design and installation of in-building TV systems whether through satellite TV or IPTV. Therefore, the market plan will focus on System Integration (SI) services for potential customers, including hotels, condominiums, and apartment buildings, in order to manage cost and investment efficiently. The relationship with the customers is in the form of service user/service provider with the emphasis on direct sales in project and other services leading to annual contracts.

Business Operating Rights and Restrictions

- Right to operate as an Internet service provider, License for Internet Service Type 1⁽¹⁾ - DTV was granted a type 1 license by the National Broadcasting and Telecommunications Commission (NBTC) to provide Internet services for 5 years from 18 October 2009 to 17 October 2014. DTV has already submitted and application requesting the extension of the licenses for an additional 5-year period, commencing on 18 October 2014, and expiring on 17 October 2019. If the licensee does not materially or severely breach the conditions of the license, the NBTC will renew the license promptly.

- Right to operate Satellite TV Services, License to Operate Network Service⁽²⁾ - DTV was granted a license by the National Broadcasting and Telecommunications Commission (NBTC) to operate a voice or TV broadcasting network not requiring the use of frequency. The license was granted for a period of 15 years, commencing on 21 January, 2013, and expiring on 20 January, 2028.

- Right to operate Satellite TV Services, Broadcasting Operation License - DTV was granted Broadcasting Operation Licenses by the National Broadcasting and Telecommunications Commission (NBTC) to provide TV Broadcasting services which are comprises of:

1. License to operate TV Broadcasting for channel D-Channel, for 2 years starting from 28 January 2014 to 27 January 2016
2. License to operate TV Broadcasting for channel TV Lao, for 2 years starting from 24 November 2015 to 23 November 2017
3. License to operate TV Broadcasting for channel Lao Star, for 2 years starting from 28 January 2014 to 27 January 2016
4. License to operate TV Broadcasting for channel Lao PSTV, for 1 year starting from 13 July 2015 to 12 July 2016

5. License to operate TV Broadcasting for channel LNTV3, for 1 year starting from 13 July 2015 to 12 July 2016
6. License to operate TV Broadcasting for channel Bayon TV, for 1 year starting from 9 March 2015 to 8 March 2016
7. License to operate TV Broadcasting for channel TVK, for 1 year starting from 13 July 2015 to 12 July 2016

2.5 Sales of Satellite Receiver Sets and Related Services by Cambodian DTV Network Ltd. (CDN)

CDN sells satellite receiver sets (dishes and IRD boxes), satellite television platform services, and transponder leasing services for satellite TV operators in Cambodia.

Nature of Products or Services

(1) Sales of Satellite Receiver Sets

Nature of Service

The Company sells satellite TV reception sets (dishes and set-top boxes) to receive broadcast signals from THAICOM 4 and THAICOM 5 C-band and Ku-band transponders. The dish is small, inexpensive, and easy to install and can be sold as a complete set or just the set-top box. With high satellite signal quality, customers can watch Cambodian TV channels clearly, especially Cambodia free TV and entertainment channels. CDN sells all products through an established dealer network which has many distribution outlets in Cambodia, including satellite shops, electrical appliances stores, and department stores.

Types of Income

1. Sales of satellite receiver dishes and set-top boxes, sold separately or as complete sets
2. Sale of satellite receiver accessories or spare parts such as remote controls and LNB units

Remarks

(1) Internet Operation License Type I means Internet Service Providers who give a service without own network, i.e. internet service or other service as the National Telecommunications Commission (NTC) think a proper.

(2) The license to operate voice or TV broadcasts in order to provide voice or TV broadcast network without the use of frequency at the national level.

(2) Lease of Satellite Channel for Television and Radio Service in Cambodia

Nature of Service

Leasing services are provided for television broadcasting or satellite radio via THAICOM 4 and THAICOM 5 to satellite broadcasters in Cambodia.

Types of Income

1. Income from service payments for transponder leasing on a per-use basis for broadcasts of irregular programs i.e. live broadcasts of events.
2. Monthly income from the leasing of satellite transponders for television and radio services on a contract basis.

Future Service Plan

CDN will continue to target households located in urban and rural areas. CDN plans to offer more channels such as news, documentaries, movies, cartoons, music, and other channels to make the platform more interesting and outstanding. CDN is the first broadcast provider to offer high definition channels (HD) in Cambodia since 2013. In 2015, CDN changed the broadcasting system for DVB-S1 MPEG 2 to DVB-S2 MPEG 4 in order to support business expansion on HD and local Cambodian language channels as well as to protect against illegal set-top boxes.

Competition and Marketing

(1) Industry Outlook and Competition

● Satellite Receiver Set Sales

Competition within the Cambodian market is very high, with several different receiver sets competing for customers. The TV broadcasters, including cable, satellite, and terrestrial TV, are competing based on pricing and the number of channels each can provide. For this reason, CDN is trying to maintain its position as market leader.

● Lease of Satellite Channels Service

CDN has changed the broadcasting system in order to support TV business expansion in Cambodia, especially for HD TV channels the key strength of CDN that no other competitors can provide.

(2) Marketing and Sales

The marketing and sales activities can be divided into 2 service groups in line with the following service categories:

● Satellite Receiver Set Sales

CDN maintains distribution of satellite receiver sets through its distributors who have many outlets and installation teams located in every province in Cambodia. CDN also supports marketing and sales promotions to increase sales volume. In 2015, CDN established 3 more outlets to cover more areas and sales growth.

● Lease of Satellite Channels Service

CDN will focus on direct communication with TV operators, (terrestrial, satellite and cable) and also focus on new content providers who would like to broadcast their content via our satellite, especially for operators who need to broadcast in HD. In 2015, CDN added 5 more Cambodian channels of which 1 was HD and 4 were SD.

Description of Customers and Relationship between CDN and its Customers

● Satellite Receiver Set Sales

Customers comprise distributors of electrical appliances or satellite dishes including modern trade and end users.

● Satellite Television Platform Service

Customers are television operators in Cambodia.

3. Telephone Business Abroad

Thaicom offers telephone services through its investment in Shenington Investments Pte Ltd. (Shen), a holding company registered in Singapore. The only subsidiary under Shenington is Lao Telecommunications Co., Ltd.

Lao Telecommunications Co., Ltd. (LTC)

Nature of Products or Services

Nature of Service

LTC has been granted a license to operate telecommunications services in Laos as follows:

- Digital Phone Service (GSM 900/1800/WCDMA 2100, LTE 1800 MHz)

- Public Switched Telephone Network (PSTN)
- Fixed Wireless Local Loop - GSM
- Broadband Internet: both fixed broadband and mobile broadband services such as leased line, ADSL, FTTH, and Internet SIM Card.
- International Roaming Service
- Value-added services for mobile phones

Types of Income

- Local and international telephone service charges
- Monthly subscription fees
- Sales of handsets (Fixed Wireless Local Loop - GSM) and SIM cards
- Monthly Internet service charges, leased line service charges, prepaid Internet cards
- International Roaming (IR) charges and International Sharing Charges (ISC)
- Value-added service charges

Competition and Marketing

(1) Industry Outlook and Competition

Currently, there are 3 fixed-line operators in Lao PDR, namely LTC, ETL, and UNITEL, and 4 cellular phone operators, namely LTC, ETL, BEELINE, and UNITEL. LTC holds the top rank in market share while UNITEL ranks second, ETL ranks third, and BEELINE ranks fourth. ETL is 100% government-owned, while UNITEL is a joint venture between the government & Viettel. BEELINE is a private company owned by the Russian company VIMPELCOM. The six major Internet service providers are LTC, ETL, Planet Online, UNITEL, BEELINE, and Sky Telecom.

Telecommunications systems in Lao PDR have developed and improved extensively over the past few years, with the introduction of state-of-the-art technology on par with global trends. LTC is the first mobile operator to provide 3G cellular phone service in Lao PDR, with the network now covering all provinces of the country and continuing to improve network quality. Mobile broadband

service systems have been improved significantly to allow for higher data usage by customers and high growth in data business in 2015. LTC also continued to expand 4G service in Vientiane and other economic centers and is providing coverage through 200 sites in 2015. While UNITEL also launched 4G services in key provinces area following LTC, at present ETL and BEELINE only provide 3G networks.

LTC has a total of 1,947,996 mobile phone subscribers with market share of 52% *(as of end of December 2015)*.

For fixed wireless service, the current technology and system was developed to be used on the same network as Mobile GSM, separating the prefix number and numbering plan, and also limiting coverage area within each province area. The fixed wireless tariff was normally lower than mobile service both of the postpaid and prepaid tariff together with the affordable handset price offered to customers. This was the main reason that customers needing to use voice only switched to fixed wireless service instead, especially customers in provincial and suburban areas. LTC has approximately of 500,000 fixed wireless subscriber.

Meanwhile, the Mobile Broadband Service (MBB) saw significant growth on the part of Internet SIM Cards, both in terms of subscribers and revenue in 2015. LTC has approximately of 525,352 MBB subscribers *(as of December 2015)*.

Overall, wireless services consist of:

- Digital phone service
- Fixed Wireless local loop - GSM
- Mobile broadband Internet - Internet SIM

LTC has a total of 2,517,126 wireless subscribers *(as of December 2015)*.

The Ministry of Posts, Telecommunications and Communication (MPTC) maintains strict control over tariffs on telecom services, and does not allow operators to give away free airtime to customers. However, the MPTC relaxed regulations slightly. Operators are

allowed to offer half-price promotions on domestic tariffs for periods of no longer than 7 consecutive days, and cumulatively no more than 90 days in any one calendar year. The MPTC has also announced that all mobile prepaid subscribers must register for using service and there is a focus on improvement of network quality by operators to deliver best services to customers. LTC's ARPU rates (average revenue per user) have still been maintained, especially ARPU for non-voice services which continued to grow in 2015 with 4.5 million subscribers (based on revenue generating numbers only). Approximately 95% of total mobile phone subscribers are in the prepaid system.

(2) Marketing

As competition grew stronger in the market, LTC placed greater emphasis on network expansion to ensure nationwide coverage. At the same time, there is a focus on high service quality and continued creation of Partner Relationship Management and Customer Relationship Management, including efficient distribution channel management and expansion of customer service and call centres throughout the country, to facilitate growth in customer base for all services.

LTC has focused its marketing activities on specific customer segments while promoting a single brand, MPHONE. Localized marketing campaigns offer service packages tailor-made to customer lifestyles; other activities are aimed at new target groups, such as teenagers under 14 years old, entrepreneurs, and organizations. LTC has also focused on increasing data service usage. Internet network service systems were improved to support corporate customers who need high-speed Internet and home Internet services, both through leased line and fiber-to-the-home (FTTH) technology as well as service convergence, in order to improve services for customers. LTC has also implemented a business support system and set up a Network Operation Center (NOC) to monitor systems and ensure network efficiency. In 2015 a Service Operation Centre (SOC) was established to monitor services and resolve customer issues.

LTC continues to provide its customers with quality services and maintains its top rank in market share, while also achieving a quality service at an international standard and building customer satisfaction through team units set up to monitor and control network quality regularly. All these efforts have resulted in LTC being awarded ISO 9001-2008 certification and, in the third quarter of 2015, recently becoming the first operator in Lao PDR to be awarded ISO/IEC 27001: Information Security Management System (ISMS).

Description of Customers and Relationship with Customers

LTC's customers include the general public, international business organizations, general corporate users, government organizations, and internal and overseas partnerships. LTC places importance on all customers, from individual customers to large organizations, continually implementing Customer and Partner Relationship Management programs.

Business Privileges and Restrictions

LTC is a joint venture with a 25-year license from the Joint Venture Agreement for Telecommunications Business Operation in the Lao PDR from 1996 to 2021. Under the joint venture contract, at the expiration of the 25-year term, Shenington Investments Pte Ltd. is required to transfer all of its shares in LTC to the government of Lao PDR without any charges or compensation.

In the third quarter of 2015, the government of Lao PDR and Shenington Investments Pte Ltd. signed a new joint venture agreement to extend the concession for another 25 years, from 2022 to 2046. This is a sustainable foundation of LTC's business operations in Lao.

In 2015, LTC announced a dividend payment of 18 million USD to shareholders for LTC's 2014 performance. Over the last 19 years, until 2015, LTC has fully paid dividends in the total amount of 171.5 million USD with no outstanding dividends as of the end of 2015.





Risk Factors

The Board of Directors realizes that its operations may face many risks, including economic, social, political, financial, innovation, technological, and climate changes. Currently, Thaicom Public Company Limited has 3 core business operations: (1) Satellite and Related Services (2) Internet and Media Services and (3) Telephone Services Abroad. There are various risk factors, both internal and external, associated with each of the Company's business operations.

The Board of Directors has established a Risk Management Committee to manage risks which affect the Company. The Risk Management Committee will evaluate both general and specific risk factors quarterly, summarizing and reporting all risks to the Board of Directors for consideration, review and determination of risk prevention procedures.

The following information describes significant risk factors which might affect the Company's operations, financial status, or business performance. However, the Company has already prepared plans to deal with and mitigate the risks outlined below.

Strategic Risk

Orbital slot, frequency coordination, and launch delay

When the Company plans to launch a satellite into a new orbital slot, it must first file a reservation with the International Telecommunications Union (ITU) through an administration in an ITU member state. In addition, the Company must also include any other relevant information related to the requested slot, including a satellite license to launch the satellite and begin commercial services.

The Company has a process for acquiring the additional orbital positions and added frequency allocation necessary for new investments. In addition to performing frequency coordination activities, the Company must also file for the necessary licenses with the National Broadcasting and

Telecommunications Commission (NBTC) or files for other necessary approvals/licenses from applicable authorities.

As satellite construction takes roughly 2 - 3 years, waiting for the construction to be complete before beginning such processes could impair ability to meet business needs in a timely manner.

In order to be able to launch satellites on time and meet set targets, the Company may initiate such licensing processes ahead of the actual satellite construction, particularly in project areas that can be realized in advance, such as infrastructure related to future satellites. This will also result in savings on investment funds when certain elements can be completed before the completion of frequency coordination or the acquisition of applicable permissions. To decrease the risk from licensing delays, the Company must carefully negotiate agreement conditions, such as hand over, timetable, construction payment, extension of agreement and invalid agreement conditions.

The risks associated with acquisition of orbital slot rights and other licenses described above could prevent the Company from launching additional satellites in time to meet customer needs, leading to lost business opportunities. It is therefore imperative that the Company addresses such risks by managing all critical regulatory, commercial, and technical aspects of a satellite project in unison. By reducing completion time or finding alternatives for certain processes, booking satellite transponders before launch, and negotiating to resolve customer issues in the event of delays, the Company works to ensure that satellites are launched in timely manner to meet customer needs.

Operations Risk

1. Service life of satellites

Although satellites generally have no less than 15 years of service life, there are some factors that will shorten their life expectancy. These factors include the quality

of the spacecraft, the sturdiness and the durability of its components, the launch vehicle, and the efficiency of the launch process, the satellites' fuel consumption, and the operator's skill in controlling the satellites under different conditions. The Company might lose customers and revenue if the Company's satellites have shorter service lives than expected and the Company cannot launch any replacement satellite in time.

Therefore, the Company's satellite engineering team regularly calculates the remaining service lives of our satellites. If a satellite nears the end of its service life, the responsible department will be informed, and plans for a replacement satellite will be drawn up based on careful study of budget requirements, the source of financing, and the return on investment.

In addition, to mitigate the risk from shorter satellite service life, the Company has recruited professional staff and implemented operating procedures to maximize asset utilization. Even so, satellite operation requires technical know-how and expertise. The Company provides a comprehensive training process of at least 6 months to 1 year to ensure that its employees have the required skills and abilities to control and operate the satellites. However, there remains the possibility of human error. In case there is an error in sending commands to the satellites, the Company has established procedures in advance for dealing with engineering problems.

2. In-orbit failure

The satellite is state-of-the-art technology and engineering. Once launched into orbit, the satellite will be under some risk from possible system failure, solar discharges, or collision with other objects in space. These damages can affect the Company's services to its customers, temporarily or permanently degrading the satellite's ability to uplink and downlink signals. The Company may lose current customers and/or may not acquire new customers while replacing the damaged satellite.

However, all satellites are designed to withstand a certain amount of damage. The probability of satellites suffering severe damage to the point of complete failure is very rare. Thaicom maintains a contingency plan to minimize the adverse effects on customers in the case of severe damage to the satellites. These plans include transferring as many customers as possible to available transponders

on the remaining Thaicom satellites. The Company has also discussed agreements with other satellite operators for temporary leasing of transponders until the launch of a replacement satellite. Normally, the construction of a new satellite takes approximately 24 - 30 months depending on the complexity and size of the satellite.

The Company is aware of the potential risks to satellites in geostationary orbit; therefore, it minimizes such risks by fully insuring the Thaicom satellites. Under the Domestic Communication Satellite Operating Agreement, the Ministry of Information and Communication Technology (MICT) and Thaicom are co-beneficiaries on the insurance policy for Thaicom satellites. The MICT is the owner of the satellite assets while the Company owns the right to operate them. The insurance policy is for full coverage with partial loss, meaning that the Company can immediately make a claim when the satellite is partially damaged. To make a claim, the Company has to submit a Notice of Loss and Proof of Loss to the insurers. After the insurers are in agreement with the Proof of Loss, the claim under the policy will be paid.

The insured value of each satellite is equal to the satellite's book value on the date the insurance takes effect. However, the insured value does not cover compensation for the loss of revenue to the Company or its customers due to the satellite's damage. This could possibly affect the Company's operational performance.

However, the insurance policy shall not cover the damages to or the loss of the satellite caused by/or resulting from:

1. War, invasion, defense, acts leading to war made by the government, or military action
2. Anti-satellite equipment, atomic bomb, or nuclear-related equipment
3. Rebellion, uprising, riot, strike, revolution, civil war, or terrorism
4. Seizure by government agencies
5. Nuclear reaction or radiation by radioactive waste, which, directly or indirectly, causes loss of/damage to the satellite, except for radiation naturally occurring in the space environment
6. Electromagnetic or radio frequency interference
7. Intentional or wilful acts of the insured or the authorized person(s) that cause loss of or failure of the satellite

Financial Risk

1. Potential loss of major customers

The major source of the Company's revenue comes from customers who provide telecommunications and broadcast services. If major customers face financial problems or have been approached by other satellite operators, they may cancel their services or may not renew contracts with the Company. These factors can affect the Company's financial results, as it usually takes time to attract new customers.

Historically, the Company's major customers have never defaulted on their payments, as they must broadcast their programs for their viewers. Changing to other satellites will bring technical hurdles as it requires relocating or repositioning the customer's antennas from their previous configuration for Thaicom's satellites, which can be very costly undertaking. The Company usually signs long-term contracts with its major customers, offering high-quality services with flexible technical and business solutions to help customers grow. In addition, the Company consistently maintains good relationships with its customers to ensure customer satisfaction and win-win cooperation.

2. Currency exchange rate fluctuations

Thaicom offers both domestic and international satellite communications services and international telecommunications services. Therefore, the Company faces the risk of currency exchange fluctuations in its accounts payable and accounts receivable, as well as any foreign currency loan. These fluctuations could affect the Company's financial statements as well as cash flows.

Exchange rate risk arises from the foreign currency transactions that the Company performs during normal business operations related to foreign currencies,

and may have an effect in terms of foreign exchange gains or losses, including gains or losses on derivatives transactions. Significant factors that affect the movement of the exchange rate are as follows:

1. Changes in the global economic situation,
2. Changes in monetary and fiscal policies.

The Company has a hedging policy to manage such risk by controlling the net exposure of foreign-currency-dominated transactions. That is, the risk is managed by balancing the revenue and expense structure to maintain a currency balance to meet operational needs. In the event of an imbalance, the Company may use several hedging approaches such as foreign exchange forward, foreign exchange option, foreign currency deposit account, or cross currency and interest rate swap.

Fraud Risk

Thaicom is determined to carry out business operations honestly, transparently, and in accordance with corporate governance principles as well as its own Anti-Corruption Policy. The Risk Management Committee, therefore, proposed including fraud risk in the Company's risk profile to enable the management to control and manage fraud risk more efficiently and effectively.

In September 2015, the Company conducted a fraud risk assessment workshop for employees and created a fraud risk assessment tool to allow all participants to assess risk related to various fraud schemes.

Although the results of the assessment show that the Company has a very low probability of fraud risk, at 13.31% compared to 15 - 20% for other public companies, the Company used the assessment results to prioritize potential fraud risks, drawing up a plan to prevent, mitigate, and detect the following 6 fraud schemes presenting the most risk:

1. Conflicts of interest
2. Theft of proprietary information
3. Theft of inventory and equipment
4. Fraudulent financial reports
5. Cash larceny
6. Corruption

The Company has analyzed the possible causes of the top 6 fraud schemes above, provided mitigation plans,



improved relevant internal controls, and communicated with employees regarding improvement points.

Training courses have also been conducted to make employees aware of fraud and to encourage integrity as well as adherence to the Company's policies on corporate governance and anti-corruption as a foundation for business transparency.

In light of this, the Company schedules a presentation program on the progress of the work plan as well as various measures for the Risk Management Committee, the Audit Committee and the Board of Directors on a regular basis every quarter.

Compliance Risk

Allegations of breach of the Domestic Communication Satellite Operating Agreement

The Company provides satellite communication services under the Domestic Communication Satellite Operating Agreement, dated 11 September 1991. The agreement was originally between the Ministry of Transport (currently the matter is under the supervision of the MICT) and Shinawatra Computer and Communications Co., Ltd., now named "Intouch Holdings Public Company Limited"⁽¹⁾ (Intouch Holdings Plc). Intouch Holdings Plc is the major shareholder of the Company.

Risks related to allegations of breach of the terms of the Domestic Communication Satellite Operating Agreement may be divided into 2 main issues and summarized as follows:

(A) Shareholding ratio

Per the Domestic Communication Satellite Operating Agreement, Clause 4, Intouch Holdings Plc has to establish a new company (currently it is Thaicom Plc) to operate the satellite business under the agreement. This new company has to have a registered capital of no less than 1 billion baht, and Intouch Holdings Plc must not hold less than 51% of the shares in this new Company. In 2005, the Company had to raise capital through a Public Offering (PO) of new shares, so Intouch Holdings Plc's proportional percentage of shareholding would have dropped below 51%. Before issuing the new PO, the Company consulted with the MICT and asked it to review the agreement and

adjust the shareholding ratio from at least 51% to at least 40%. Subsequently, the MICT submitted the matter to the Cabinet for consideration but the Secretary General of the Cabinet notified the MICT that the matter did not need to be submitted to the Cabinet. Furthermore, the Cabinet had a policy to decrease the number of matters to be considered by the Cabinet, subject to the Regulations of the Office of the Prime Minister, Section 22. The regulations did not specify any further procedure once a matter has been rejected for consideration. As the matter was not deemed to be an issue for consideration by the Cabinet, it was returned to the MICT. The MICT further requested the opinion of the Juridical Council (the Council of State) on this issue twice. The Juridical Council informed the MICT that as the Secretary General of the Cabinet had informed the MICT that the matter did not need to be considered by the Cabinet, the MICT could make the final decision in the case. Previously, the Juridical Council had given the opinion that the Domestic Communication Satellite Operating Agreement could be amended, per the Company's request, because, regardless of the shareholding ratio, Intouch Holdings Plc still retained the same rights, duties, and obligations under the agreement. Further, although Intouch Holdings Plc's shareholding ratio might be reduced, its duties and commitments would remain in place, and the reduction in shareholding would not affect the benefits to be returned to the MICT under this agreement.

Furthermore, the reduction in Intouch Holdings Plc's shareholding in the publicly listed company, Thaicom, from 51% to 40% of total shares issued, would also negate the classification of Intouch Holdings Plc as a controlling entity according to Section 247 of the Securities and Exchange Act B.E. 2535.

In consideration of cases brought before it under the charge of Criminal Activity by Persons Holding Political Positions, the Supreme Court's consideration deliberated and made rulings regarding the change in the shareholding ratio of Intouch Holdings Plc. However, the Company was not a party in the said court case; hence the final judgement of the Court is not binding and cannot be enforced on the Company. Regarding any amendments to the agreement, the Company proceeded properly in compliance with all its contractual and legal obligations, having received Ministry approval. The MICT later appointed a committee under Article 72 of the Private Investment in

Remarks

(1) Intouch Holdings Public Company Limited, changed its name from Shin Corporation Public Company Limited

State Undertaking Act B.E. 2556, in order to find a proper solution to this issue. The Company has coordinated with the MICT and the recently established committee regarding further procedure.

(B) Back-up satellite

Under the Domestic Communication Satellite Operating Agreement, the satellites provided under the obligation shall be agreed upon by the MICT and the Company. This agreement will include the technical specifications of the satellites. Under this agreement any subsequent satellite shall not be of lower specifications than the initial main satellite. However, the number of transponders and frequency on the satellites will depend on the joint consideration of the MICT and the Company.

Where the issue of THAICOM 4 is concerned, the Company performed in strict accordance to its obligations under the agreement. THAICOM 4 was approved by the MICT and launched as a subordinate or back-up satellite. There is question as to whether or not the THAICOM 4 satellite should be considered a back-up satellite for THAICOM 3 since the technical specifications were not the same as those of THAICOM 3. In the Supreme Court's consideration of cases brought before it under the charge of Criminal Activity by Persons Holding Political Positions, there was mention of some facts related to THAICOM 4. However, the Company is not a party in the said court case; hence the final judgement of the Court is not binding and cannot be enforced on the Company. Regarding the Company's THAICOM 4 operations, the Company proceeded properly in compliance with all its contractual and legal obligations, having received Ministry approval. The MICT has since appointed a committee under Article 72 of the Private Investment in State Undertaking Act B.E. 2556 to consider the most appropriate course of action. The Company has coordinated with the MICT and the recently established committee regarding further procedure.

Reputation and Company's Image Risk

The Company places great importance on maintaining a good image and reputation, as image and reputation can either build or destroy stakeholder confidence, garnering accolades for the Company or prejudice and resistance against it. The support and understanding of all stakeholders - including government and regulatory agencies, customers, shareholders, investors, the media, and the community is essential for the Company's successful operation. As such, the Company maintains

plans for managing its image and reputation as well processes for continually monitoring and managing risk associated with corporate image and reputation.

The Company's reputation management focuses on operating business sustainably, with sustainable development strategies focused in 4 areas: Connectivity, Responsibility, Innovation, and Corporate Governance.

The Company continually monitors and analyzes information and news from a wide variety of sources to evaluate potential risks and degree of impact to the Company's reputation. Plans are made to address potential risks through measures such as clearly defining messages and channels for communication as well as assessment of performance and outcomes.

The Company conducts a corporate image survey among a variety of target groups, including the community, customers, and other stakeholder groups. The survey provides insight into stakeholder expectations and considerations, whether negative or positive. The Company then uses this information to assess priorities and set plans for managing its image and reputation.

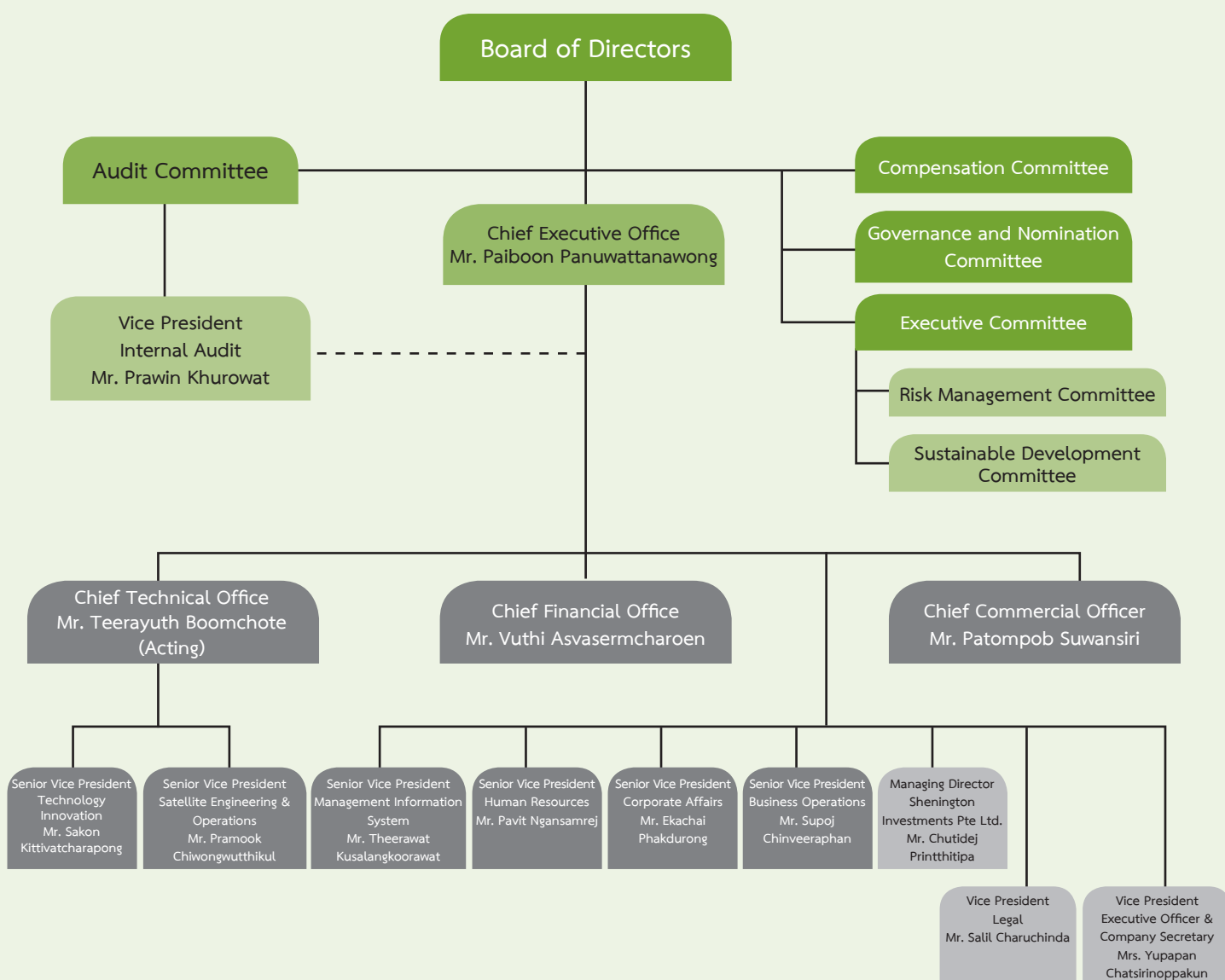
The Company maintains policies for continual and active engagement of its various stakeholder groups, which include customers, government and regulatory agencies, the media, investors, the community, educational institutes, and employees, among others. The Company builds stakeholder awareness and understanding through a variety of channels and activities, including participating in stakeholders' events, hosting seminars, meeting with customers, providing information to the press, contributing to society, supporting endeavors of educational institutes, and holding events within the organization as well.

The Company's sustainable development emphasis in managing its image and reputation has garnered recognition from a number of groups both in Thailand and abroad. The Company has been recognized consistently for achievements in management, business practice, social development, and corporate governance.

Overall, the Company's image and reputation management practices are quite effective, and receiving ample attention. Risks are not merely monitored regularly, but are also actively and strategically addressed through clear plans to maintain and build confidence among stakeholders.

Corporate Governance and Management

Management Structure Thaicom Public Company Limited



The next four executive succeeding Chief Executive Officer and person holding equivalent position to the fourth executive according to definition of Notification of the Securities and Exchange Commission

1. Management Structure

1.1 Board of Directors

The Articles of Association of the Company specifies that the Company must have a Board of Directors which consists of no less than 5 persons with proper qualifications under the law. No less than half of the Board of Directors shall have residency in the Kingdom of Thailand. The Board of Directors shall perform their duties in conformity with the law, the Company's objectives and the Articles of Association as well as the resolutions of shareholder meetings.

As of 31 December 2015, the Company's Board of Directors comprises 8 members as follows:

Name of Directors	Position	Date of Appointment ⁽¹⁾
1. Mr. Paron Israsena	Chairman and Independent Director	4 January 1994
2. Prof. Hiran Radeesri	Independent Director and Chairman of the Audit Committee	20 March 2001
3. Mrs. Charintorn Vongspootorn	Independent Director, Member of the Audit Committee, Chairman of the Compensation Committee, and Chairman of the Governance and Nomination Committee	8 December 1988
4. Prof. Samrieng Mekkiengkrai	Independent Director, Member of the Audit Committee, Member of the Governance and Nomination Committee, and Member of the Compensation Committee	10 August 2007
5. Mr. Somprasong Boonyachai	Director, Member of the Governance and Nomination Committee, and Member of the Compensation Committee	11 August 2006
6. Mr. Kwek Buck Chye ⁽²⁾	Director and Member of the Executive Committee	27 March 2015
7. Mr. Prasert Bunsumpun ⁽³⁾	Independent Director and Chairman of the Executive Committee	1 October 2015
8. Mr. Paiboon Panuwattanawong ⁽⁴⁾	Director, Member of the Executive Committee and Chief Executive Officer	1 October 2015

Remarks

- (1) Date of Appointment means the first date appointed as a Director of the Company.
- (2) Mr. Kwek Buck Chye was appointed as a Director and Member of Executive Committee in replacement of Mr. Yong Lum Sung, who resigned effective from 27 March 2015 onward.
- (3) Mr. Prasert Bunsumpun was appointed as Executive Committee Member and Chairman of Executive Committee effective on 8 May 2015, and was appointed as a Director in replacement of Mr. Anek Pana-apichon, who resigned effective from 1 October 2015 onward.
- (4) Mr. Paiboon Panuwattanawong was appointed as a Director and Chief Executive Officer of the Company in replacement of Mrs. Suphaje Suthumpun, who resigned, effective from 1 October 2015 onward.

Authorized Directors of the Company

The directors who are authorized to sign on behalf of the Company are Mr. Somprasong Boonyachai and Mr. Paiboon Panuwattanawong, who must jointly sign and affix the Company's seal.

Board of Directors' Attendance

In 2015, the Board of Directors held 16 regular and extra meetings, 3 meetings between Independent Directors, one meeting between Independent Directors (ID) and the Chief Executive Officer and one meeting between Non-Executive Directors (NED), with the details of attendance for each director shown below:

Name of Directors	Meetings Attended/Total Meetings (Times)					Remarks
	AGM 2015	BOD Meeting	ID Meeting	ID and CEO Meeting	NED Meeting	
1. Mr. Paron Israsena	Present	16/16	3/3	1/1	1/1	
2. Prof. Hiran Radeesri	Present	16/16	3/3	1/1	1/1	
3. Mrs. Charintorn Vongspootorn	Present	16/16	3/3	1/1	1/1	
4. Prof. Samrieng Mekkiengkrai	Present	16/16	3/3	1/1	1/1	
5. Mr. Somprasong Boonyachai	Present	15/16	-	-	1/1	
6. Mr. Yong Lum Sung	Present	5/5	-	-	-	Resigned on 26 Mar 2015
7. Mrs. Suphajee Suthumpun	Present	13/13	-	1/1	-	Resigned on 1 Oct 2015
8. Mr. Anek Pana-apichon	Present	13/13	-	-	-	Resigned on 1 Oct 2015
9. Mr. Kwek Buck Chye	-	10/11	-	-	-	Started 27 Mar 2015
10. Mr. Prasert Bunsumpun	-	4/4	-	-	-	Started on 1 Oct 2015
11. Mr. Paiboon Panuwattanawong	-	4/4	-	-	-	Started on 1 Oct 2015

1.2 Management

The Company's management as defined in the Notification of Securities and Exchange Commission consisted of the following 10 persons as follows:

Name of Executives	Position
1. Mr. Paiboon Panuwattanawong ⁽¹⁾	Chief Executive Officer
2. Mr. Vuthi Asvasermcharoen	Chief Financial Officer
3. Mr. Patompob Suwansiri ⁽²⁾	Chief Commercial Officer
4. Mr. Teerayuth Boonchote ⁽³⁾	Acting Chief Technical Officer
5. Mr. Pramook Chaiwongwutthikul ⁽⁴⁾	Senior Vice President - Satellite Engineering and Operations
6. Mr. Sakon Kittivatcharapong ⁽⁴⁾	Senior Vice President - Technology Innovation
7. Mr. Ekachai Phakdurong ⁽⁴⁾	Senior Vice President - Corporate Affairs
8. Mr. Theerawat Kusalangoorawat ⁽⁴⁾	Senior Vice President - Management Information System
9. Mr. Supoj Chinveeraphan ⁽⁴⁾	Senior Vice President - Business Operations
10. Mr. Pavit Ngansamrej ⁽⁴⁾	Senior Vice President - Human Resources

Remarks

- (1) Mr. Paiboon Panuwattanawong was appointed as Chief Executive Officer of the Company in replacement of Mrs. Suphajee Suthumpun, who resigned effective from 1 October 2015 onward.
- (2) Mr. Patompob Suwansiri was appointed as Chief Commercial Officer of the Company, effective 1 January 2016.
- (3) Mr. Teerayuth Boonchote was appointed as Acting Chief Technical Officer of the Company, effective 1 January 2016.
- (4) Mr. Pradeep Unni resigned from the position of Chief Commercial Officer - International Business of the Company, effective on 31 December 2015, resulting in 6 remaining executives according to the definition of the Notification of the Securities and Exchange Commission.

1.3 Company Secretary

Mrs. Yupapan Chatsirinoppakun has been Company Secretary since 12 November 2012 by the approval of the Board of Directors. She has completed a company secretary training program and other relevant trainings, and she is an expert in good corporate governance, compliance, secretarial roles with many other qualifications which support the Company secretary role.

The Company Secretary reports to the Board of Directors, Sub-Committees, and management including the Chief Executive Officer. Her duties include matters related to Board meetings, shareholders meetings, and the provision of support in monitoring the Company's adherence to good corporate governance guidelines.

The Company Secretary's responsibilities include:

- (1) Present any resolutions from the Board of Directors and shareholders to management for their acknowledgement; consult with and propose basic information to the Board of Directors and management on Company regulations and corporate governance guidelines.
- (2) Prepare and file documents including, but not limited to the following: Directors list, Board of Directors meeting invitations, shareholder meeting invitations, Board of Directors meeting minutes, shareholders meeting minutes and the Company's annual report.
- (3) File mutual benefits report, which is created by directors, executives, and other relevant persons subject to the law; keep records of the said documents; and forward copies to the Chairman of the Board and the Chairman of the Audit Committee.
- (4) Organize and arrange the meetings of the Board of Directors and other Committees as established in accordance with the law, Company Articles of Association, and the rules and governance guidelines of the Board of Directors and other committees.
- (5) Disclose information and present reports related to responsibility areas to the related authorities.
- (6) Communicate with shareholders to inform them of their rights as a shareholder.
- (7) Serve an administrative function for the Board of Directors and cooperate with executive management to provide information and news to the Board of Directors on events related to the Company's operations.
- (8) Arrange the evaluation process for the Board of Directors and others sub-committee that shall include separate individual evaluations and propose the evaluation results to the Board.
- (9) Other operations as defined by the Securities and Exchange Commission and relevant regulations.

1.4 Remuneration of Directors and Executives

The Company established a remuneration scheme for Directors and Executives based on the following criteria:

- 1) The Company has formulated a remuneration policy for the Board of Directors to ensure proper compensation for Board members. Remuneration is compared with the results of regular surveys held by the Thai Institute of Directors (IOD), and is revised when a change occurs. The Company also takes into consideration the duties and responsibilities of Board members and provides additional remuneration when directors carry out additional duties on sub-committees.
- 2) The remuneration of executives consists of salary, bonus, provident fund and other fringe benefits which are linked to the performance of the Company and the performance of each executive.
- 3) Non-monetary remuneration: the Company has implemented a project to allocate warrants to directors and employees. This is a long-term policy divided into 3 projects with a period of 5 years for each project. The policy was started in 2013 to motivate employees for their performance.

Remark

The Executives means the executives according to the definition of Notification of Securities and Exchange Commission (Based on the organization structure as of 1 January 2016, i.e. Chief Executive Officer, Chief Financial Officer, Chief Commercial Officer, Chief Technical Officer and Senior Vice President)

(A) Directors' Remuneration

Director	Monetary Remuneration (Baht) for the year 2015		
	Monthly Allowance	Meeting Allowance (per meeting)	Annual Remuneration
Board of Directors			
Chairman	150,000	x	√
Directors	50,000	25,000	√
Audit Committee			
Chairman	25,000	25,000	√
Members	x	25,000	√
Others Committee			
Chairman	10,000	25,000	√
Members	x	25,000	√

- (1) The Chairman of the Board of Directors is not entitled to receive an allowance for Board of Directors or sub-committee meetings and also is not entitled to receive a monthly allowance for duties as Chairman of any Sub-Committees.
- (2) The Chairman of the Board of Directors has received other benefits which include an office car with driver and health care costs in an amount not exceeding 1 million baht.
- (3) Directors who are executives of the Company are not entitled to receive any allowance for their duties as Director.

For the year 2015, the total monetary remuneration for the Chairman, Independent Directors and Non-Executive Directors was Baht 14,541,935, consisting of monthly allowances, meeting allowances, annual remuneration and other benefits. Executive Directors of the Company shall not receive any remuneration for their duties as Company Director. The table below summarizes payments made to each individual:

Name of Directors	Annual Remuneration	Monthly Allowance and Meeting Allowance									Total
		Board of Directors	Audit Committee	Compensation Committee	Governance and Nomination Committee	Executive Committee	ID with CEO Meeting	ID Meeting	NED Meeting	Board of Director Extra Meeting	
1. Mr. Paron Israsena	975,000	1,800,000	-	-	-	-	-	-	-	-	2,775,000
2. Prof. Hiran Radeesri	975,000	1,000,000	725,000	-	-	-	25,000	75,000	25,000	25,000	2,850,000
3. Mrs. Charintorn Vongsbootorn	460,000	1,000,000	425,000	370,000	295,000	-	25,000	75,000	25,000	25,000	2,700,000
4. Prof. Samrieng Mekkiengkrai	400,000	1,000,000	425,000	250,000	175,000	-	25,000	75,000	25,000	25,000	2,400,000
5. Mr. Yong Lum Sung	-	266,935	-	-	-	125,000	-	-	-	-	391,935
6. Mr. Kwek Buck Chye	716,935	708,065	-	-	-	275,000	-	-	-	-	1,700,000
7. Mr. Prasert Bunsumpun	972,667	375,000	-	-	-	352,333	-	-	-	25,000	1,725,000
Total											14,541,935

(B) Management Remuneration

In 2015, the total remuneration for 5 members of the Company's management (including management who resigned during the year 2015) was Baht 52.71 million, consisting of salary and bonus which are based on the Company's operations and performance and the performance of each individual.

1.4.2 Other Remuneration for Directors and Management

(A) Warrant program to purchase the Company's ordinary shares for directors and employees of the Company and/or its Subsidiaries ("Warrants Program")

In 2013, the Company issued and offered warrants to purchase the Company's ordinary shares to directors and employees of the Company and its Subsidiaries as part of a Performance Share Plan to motivate employees and to retain valuable personnel to ensure continued benefits to the Company and its Subsidiaries for sustainable growth.

The program allows only certain members of the Company management and staff to allocate a certain amount of their annual bonus to request warrants for the Company's shares. Warrants are allocated on pre-set criteria, as are bonus payments to employees, depending on the conditions, criteria, and targets set by the Company. The Company has allocated warrants under the aforementioned scheme 3 times, the details of which are as follows:

Name of Director and Executive	Number of Allocated Warrants in 2015		Number of Allocated Warrants in 2014		Number of Allocated Warrants in 2013	
	Units	%	Units	%	Units	%
1. Mrs. Suphajee Suthumpun ⁽¹⁾	164,900	15.19	167,900	14.02	111,600	16.36
2. Mr. Paiboon Panuwattanawong	88,728	8.18	116,400	9.72	77,122	11.31
3. Mr. Vuthi Asvasermcharoen	70,963	6.54	84,600	7.06	70,022	10.27
4. Mr. Pradeep Unni ⁽²⁾	88,728	8.18	105,800	8.83	47,800	7.01
5. Mr. Patompob Suwansiri	97,611	8.99	116,400	9.72	32,111	4.71
6. Mr. Teerayuth Boonchote	54,156	4.99	48,200	4.02	35,722	5.24
7. Mr. Pramook Chaiwongwuthikul	38,849	3.58	53,000	4.43	31,933	4.68
8. Mr. Sakon Kittivatcharaphong	35,335	3.26	48,200	4.02	31,933	4.68
9. Mr. Ekachai Phakdurong	38,849	3.58	53,000	4.43	18,022	2.64
10. Mr. Theerawat Kusalanggoorawat	31,821	2.93	48,200	4.02	28,333	4.15
11. Mr. Supoj Chinveeraphan	29,000	2.67	25,300	2.11	16,422	2.41

Remark

(1) Mrs. Suphajee Suthumpun has resigned as Director and Chief Executive Officer of the Company, effective 1 October 2015.

(2) Mr. Pradeep Unni has resigned as Chief Commercial Officer - International Business of the Company, effective 31 December 2015.

(B) Provident Fund

The Company has implemented a Provident Fund, In 2015, the Company paid a total of Baht 2.2 million into the provident fund for 5 executives (include executives who resigned during the year 2015).

1.5 Personnel

As of 31 December 2015, the Company and its affiliated companies had a total of 3,332 employees divided by type of business as follows:

Type of Business	Number of Employees
Internet and Media Services	51
Satellite Transponder Services	661
Telephone Services	2,620
Total	3,332

The remuneration for employees of the Company and its subsidiaries includes salary, provident fund contribution, and other benefits. In 2015, the compensation paid to the Company's employees was Baht 1,730.89 million.

Human Resources Development Policy

The Company considers its employees a valuable resource, and as such, the Company aims to maintain and develop employees systematically and continuously in order to improve their abilities and boost their work morale. The Company's HR policy can be summed up as follows:

1. Recruit and select qualified professionals to work with the Company according to the needs of each department and in accordance with the Company's core values.
2. The Company complies with all occupational safety, health, and environment laws, regulations and other requirements related to business operations of the Company. It also encourages work practices which prevent any action that could be harmful to the body, mind, or health. The Company employs a safety specialist to oversee occupational safety, health, and environment matters, maintain effective operational regulations and plans, collect data, and continually monitor and evaluate performance. In addition to the prevention and control of risks that could lead to loss due to accident, injury, or illness caused by improper work practices and other errors that may occur, there are effective alarm and security systems in sufficient quantity and quality provided in the office and workplace. Further there is public communication to create awareness and distribute information to all Company personnel as well as stakeholders. Arrangements are in place to handle any crisis that could cause interruption in business which might cause damage to the reputation and image of the Company. In 2015, there were no work-related accidents that led to necessary leave or loss of life reported by employees at either of the 2 stations: Thaicom Satellite Station (Kaerai) and Thaicom Teleport and DTH Center (Lat Lum Kaeo).
3. The Company has guidelines to ensure wages, salary, and benefits are provided at fair rates which are comparable to leading companies, with a suitable wage rate structure and reasonable compensation rates which are competitive within the industry. The salary structure is regularly compared with and examined against that of the industry segment. In addition, employee benefits are set with consideration of diversity in culture, nationality, language, and region in order to assess ability to compete in both the domestic and foreign labor markets without resorting to corruption in any form. Apart from salary, bonuses, and a provident fund for the employees, the Company has strategic policies and incentives in place for employees in both monetary and non-monetary forms. This includes Flexible Benefit (the opportunity to select the appropriate medical package), scholarships for children of employees, and club arrangements to help relieve stress, such as such yoga, badminton, football and photography clubs.

4. Develop employee potential

The Company encourages and supports employees in developing the skills for their respective positions and continuing to grow into higher levels of responsibility. Planning for development and training starts by assessing training needs, mainly by considering the following information.

- Requirements of the organization - based on organization direction, strategies, policies, and performance as well as opinions of the management, for example, the annual strategic plan, manpower planning, cultivating cultural values (EPIC), and the Company's Corporate Governance Policy.
- Capabilities required for tasks (Competency) - serve as a guideline for developing employee abilities in accordance with job responsibilities.
- Data from the annual performance evaluation - generated by supervisors who comment on the strengths and weaknesses of employees as well as development of individual employees.

To balance work and continual development of abilities, the Company has combined development models in order to accommodate a variety of learning styles, as follows:

1. Learning through others (for example, training, seminars, coaching, delegation, training, workshops, on-the-job training, and site visits.
2. Self-learning (for example, reading books, studying via the Company's E-learning KM Portal)

Aside from the short-term training, the Company also supports knowledge expansion by making scholarships available to employees for master's degree study in both domestic and foreign universities.

Executive development - Executives play important roles in achieving the goals of the organization. Therefore, the Company plans to support executive leadership development programs both domestically and abroad. Various activities and events are also arranged to continually expose executives to new ideas, helping them to develop and expand their thinking on management issues and to build relationships and network with other executives in both the public and private sectors.

Talent Development Group employees and successors - The Company has carried out a systematic procedure to define the framework and objectives of selection, individual development plans, and readiness for succession every year.

In 2015, the Company provided training for employees throughout the year. The number of training hours averaged 27.94 hours per person.

Year	2015	2014	2013
Training hours/person/year	27.94	24.88	16.8

5. The Company maintains a Human Rights Policy. The policy stipulates that all employees must strictly adhere to the law relating to one's own duties and responsibilities, and if in doubt, seek advice from the legal department or legal adviser rather than acting based on their own interpretation. When working abroad, employee should study the law, customs, traditions, and culture of that country before undertaking any activities. The Company promotes and respects the protection of human rights and ensures that the Company's business is on the side of human rights in issues concerning forced labor or child labor. The Company treats all stakeholders fairly, with human dignity and without discrimination on the basis of origin, race, gender, age, skin color, religion, physical state, or socio-economic status. The Company monitors its human rights compliance and encourages subsidiaries, investors, business partners, and all stakeholders to observe international standards for human rights. In addition, stakeholders affected by the violation of their rights as result of the Company's operations will be compensated at rate equal to or above the rate stipulated by law.

2. Corporate Governance

2.1 Corporate Governance Policy

The Board of Directors realizes the importance of the principle of good corporate governance as a crucial factor in the Company's sustainable growth and, as it firmly believes, the long-term maximization of value and returns to shareholders and all stakeholders. The Board of Directors therefore prescribed and approved the Company's Corporate Governance Policy to promote transparency in the management of business affairs, and to protect the rights of minority shareholders and other stakeholders, while also encouraging them to participate in the supervision of the management of the Company's affairs. The policy also aims to ensure proper management of risks to ensure the stability and security of the Company's business. At the same time, the policy describes the Company's business philosophy and ethics, and takes into account the Company's social responsibility in the conduct of its business.

The Company's first Corporate Governance Policy was established according to the principles for good governance, and the latest revision was issued on 18 June 2015. The policy is reviewed and revised on an annual basis to ensure that it is in accordance with the rapidly changing social, economic, political, and environmental conditions of today's world, and to ensure that it is in line with the corporate governance (CG) guidelines and CG principles of the Stock Exchange of Thailand and Thai Institute of Directors. The Company also issued a CG Handbook of best practices for all persons who have a direct interest in the management and operations of the Company, including the Board of Directors, management, and staff. The CG handbook also contains a code of conduct for all mentioned. The Company encourages its directors, management, and staff to operate and perform the Company's business in an open and transparent manner in accordance with the law and the code of conduct to avoid conflicts of interest, and to serve as an example for others.

However, the CG Policy is to be reviewed on an annual basis to ensure that it covers all best practices and can respond to a changing society as well as the expectations of shareholders, investors, and stakeholders of the Company.

The Board of Directors is committed to ensuring that the Company will strictly comply with corporate governance policies and best practice guidelines. The Board will continue to focus on developing and improving corporate governance to ensure international compliance, particularly with the corporate governance requirements of the ASEAN region. This compliance will also ensure that the Company can maintain its goal of sustainable growth and contributions to its shareholders and stakeholders in all sectors. Focusing on maintaining standards and improving governance, as well as promoting good governance as the corporate culture, the Company has taken the following actions:

- Created and published a guideline to good corporate governance and code of business conduct and ethics for employees to read and pledge to follow. This has continued since 2013 and is helpful in allowing new employees to develop a better understanding of the Company and pledge to follow the code.
- Arranged a new employee orientation to provide advice and information on corporate culture and governance, as well as the code of business conduct and the purpose of the Company's anti-corruption policy.
- Published leaflets introducing anti-corruption policy for the executives and employees to read and better understand the guidelines.
- Developed E-learning courses for the executives and employees in order to provide them with access to and education on good governance, the Company's anti-corruption policy and code of conduct, and other topics. This aimed to encourage the executives and employees to understand the importance of good corporate governance and proper conduct to strengthen the corporate culture and maintain sustainable growth.
- Adopted partners' guidelines to ensure equality and good practices, as well as to promote proper conduct in business operations.
- Promoted corporate values (EPIC).
- Arranged CG Day 2/2015, the Company give out the Corporate Governance and Code of Conduct Manual to all employees and signed to acknowledge and have lecture on "How important is Corporate Governance to an Organization" by Dr. Bandid Nijthaworn. In addition, the Company has online questionnaire on corporate governance for employee.

Corporate Governance Awards

In 2015, the Company was recognized for its excellence in Corporate Governance as follows:

- » In the results of the Corporate Governance survey of Thai Listed Companies, according to the ASEAN Corporate Governance Scorecard for 2013/2014/2015, Thaicom was shortlisted as one of the Top 50 publicly listed companies in Thailand.
- » TOP2 Outstanding Achievement Awards - Thailand according to the ASEAN Corporate Governance Scorecard for 2015
- » The Company's 2015 Annual General Meeting of Shareholders was evaluated under the AGM Assessment Program by the Thai Investor Association, and was awarded a perfect score of 100. 
- » The Thai Institute of Directors (IOD) awarded the Company a score of "Very Good"  for the Company's Corporate Governance for the Year 2015 (CGR 2015).
- » Audit Committee of the Year is an award that honors the audit committees that perform their duties effectively in accordance with good governance practices. To be recognized in this category, the audit committees have to achieve top-five average scores on Audit Committee practices, organized by the Thai Institute of Directors (IOD).
- » Board of the Year for Distinctive Practices is an award that honors outstanding boards that accomplish their duties effectively in line with good practices, organized by the Thai Institute of Directors (IOD).
- » Board with Consistent Best Practices is an award that honors boards that have won the Board of the Year Awards (either in the category of Distinctive Practices or Exemplary Practices) three consecutive times since 2011 and 2013. This award bestows special recognition upon boards for their consistent performance, organized by the Thai Institute of Directors (IOD).

Adherence to Corporate Governance Best Practice Policy

A review of the Corporate Governance Policy in 2014 by the Board of Directors showed the strict compliance with the relevant policies and guidelines. However, some principles held by the Company are different from the Principles of Good Corporate Governance for Listed Companies 2012 recommended by the Stock Exchange of Thailand. The differences are detailed as follows:

Principles/guidelines from Stock Exchange of Thailand	Company statement
The company has limited the term of office of independent directors to a maximum of 3 consecutive 3-year terms, or 9 years. If the board of directors sees it necessary that certain independent directors, who have served on the board for 3 consecutive terms, or 9 years, should continue to hold the position, the board of directors has the right to extend the term of offices of said independent directors.	As the satellite business requires special expertise, directors have to clearly understand the Company's business operation and administration, management of investments that requires large funds, and the varying social and political climates for business operations abroad. The Company believes that long-term involvement supports all directors' responsibilities. Furthermore, the Company conducts a director evaluation process every year and in the year 2016, the Company will use a professional search firm for the director evaluation process to confirm that there are not any conflicts of interest and also that the director selection process has been considered and approved by the Governance and Nomination Committee.
The corporate governance committee and nomination committee should consist entirely of independent directors.	On 31 December 2014, the Governance and Nomination Committee consisted of 66.7% independent directors. The Board of Directors believed that was the appropriate portion for the business and the Company's structure.

The Board of Directors closely adheres to good corporate governance guidelines for listed companies in performing its various duties to ensure maximum benefits and returns to the Company's shareholders and other stakeholders. The Board also supported a number of activities to promote the implementation of and adherence to good corporate governance practices within the Company, including the establishment of a Corporate Governance Committee, dissemination of corporate governance best practice through a CG day, the publication of a CG policy and Code of Conduct handbook periodically, and preparation of E-learning materials to provide employees insights into the Corporate Governance Policy. The activities undertaken can be divided into the following 5 categories:

Section 1 Rights of Shareholders

The Company has a policy that facilitates and promotes the rights of shareholders as stakeholders of the Company to provide opportunities for them to share opinions on the Company's business operations. The following rights are provided to the shareholders:

- Right to buy, sell, or transfer shares of the Company;
- Right to receive correct, adequate, and timely information regarding the Company's operations and activities. Furthermore, the Company has a policy to prevent obstruction of communication between shareholders and the Company;
- Right to attend shareholder meetings, express opinions, give recommendations, and be involved in decision making for significant changes;
- Right to appoint and remove directors at shareholder meetings;
- Right to appoint auditors for the Company and fix their remuneration;
- Right to acquire profits of the Company in the form of a dividend;
- Equal right to acquire share certificates, transfer shares, and repurchase shares;
- Right to stipulate or amend the Company's Objective, Articles of Association, and Memorandum of Association;
- Other rights as prescribed by law, the Company's Articles of Association, and other relevant regulations.

Shareholder Meeting

In 2015, the Company's Annual General Meeting of Shareholders (AGM) was held on 26 March 2015. The Company took actions pursuant to good corporate governance regarding rights of shareholders as follows:

1. The Company granted minor shareholders the right to propose items for inclusion on the agenda of the AGM at least 3 months in advance of the AGM, the date for which the Company shall inform shareholders through the news portal of the Stock Exchange of Thailand. At the same time, the Company also provided the guidelines and procedures to be followed on how to propose items for inclusion on the agenda of the meeting on the Company's website: www.thaicom.net beginning on 18 September 2014.
2. The Company sent invitation letters to attend the AGM to shareholders no less than 21 days in advance of the meeting date. For the 2015 AGM, the Company sent the invitation letter to all shareholders on 25 February 2015. The invitation letter consisted of all necessary information such as date, time, venue, agenda, objective, and Board of Directors' opinions as well as any other relevant information required.
3. The Company posted the 2015 invitation letter on the Company's website in both Thai and English beginning on 23 February 2015. This provided shareholders enough time to acknowledge and study the information no less than 30 days in advance of the meeting date.
4. The Company allowed shareholders to send their questions to the Company prior to the meeting date via the Company Secretary Office located at Thaicom Satellite Station 63/21 Rattana Thibet Rd., Nonthaburi, Thailand 11000, or via email at comsec@thaicom.net from 23 February 2015 to 22 March 2015.
5. The Company enclosed the Proxy Form (A), Proxy Form (B), and Proxy Form (C) with the AGM invitation letter. This form may be used by shareholders who are unable to attend the meeting in person. The shareholders may complete this form to authorize another representative or an independent director appointed by the Company as a Proxy for Shareholders, to submit their votes on the day of the meeting.

6. The Company has a policy to conduct shareholders meetings according to the laws and guidelines prepared by regulatory authorities and in compliance with good corporate governance. The meeting shall be arranged at the Vibhavadee Ballroom, Lobby Floor, Centara Grand Hotel at Central Plaza Ladprao Bangkok, 1695 Phahonyothin Rd., Chatuchak, Bangkok, where it is convenient for shareholders to attend the Meeting, with convenient forms of transportation nearby. The Company ensures that sufficient staff and the necessary technology are available for checking relevant documents, registering to attend the meeting, and counting and showing the votes for each agenda item. The barcode system is supplied and operated by Inventech System Co., Ltd.
7. All directors attended the shareholders meeting including the chairman of sub-committees, Chief Executive Officer, top executive and auditor. Shareholders should be able to ask questions directly to the person responsible for any specific issue.
8. The Company provided ballot papers for voting through a secret ballot in each agenda as it was easy to verify and transparent. For an agenda with multiple voting items; for example, election of directors, a secret ballot was applied to each sub-issues.
9. The Company invited representatives from external law firms to inspect the vote counting process. The scrutineer was disclosed at the meeting and recorded in the minutes.
10. The Company also provides opportunities for shareholders to submit their questions in advance to an independent director. These questions will be forwarded to the Company's management, or the office responsible for organizing the meeting, so that the necessary information may be gathered to answer the questions. The questions asked and the answers are duly recorded in the minutes of the shareholder meeting and can be checked by shareholders if they so desire.
11. After the meeting, the Company will post the agenda and outcome of the voting on each agenda item on the Stock Exchange of Thailand's website as well as the Company's website within the day.
12. The minutes of the AGM record a description of the voting and vote tabulation procedure used, declaring both before the meeting proceeds, including an opportunity for shareholders to ask questions or raise issues, question and answers, resolutions, voting results of each agenda, and a list the board members who attended or missed the meeting. The Company posted the minutes of the AGM on the Company's website within 14 days after the AGM, and informed to shareholders and investors through the SET's website.

Section 2 Equitable Treatment of Shareholders

The Company respects the rights that shareholders have according to the law and the Company's Articles of Association. The Company has a duty to protect the benefits of every shareholder equitably, regardless of whether they are a retail, foreign, institutional, or wholesale investor.

1. Every shareholder shall have the right to propose suitable candidates for selection as directors at least 3 months in advance of the AGM. In 2015, the Company informed shareholders through the Stock Exchange of Thailand and disclosed guidelines and procedures on how to propose directors for nomination on the Company's own website at www.thaicom.net beginning on September 18, 2014.
2. The 2015 invitations letter were prepared and disclosed in both Thai and English allowing Thai and foreign shareholders to access information equally.
3. At the AGM, the Company informs shareholders of the regulations and methodologies that will be applied throughout the meeting as well as in the voting process, and the voting rights attached to each class of shares.
4. The Company will not add items to the meeting agenda or change significant information without prior notice to the shareholders.
5. The Company will provide the opportunity to shareholders and institutional investors to vote for and appointment directors individually.

6. The Company has a declaration on practice in internal and securities trading to prevent use of sensitive and non-disclosed internal information of the Company or the Group by the directors, executives, or employee for personal or third party interests. The Company regularly informs and monitors the directors, executives, and employees in relation to direction and policy. The Compliance Office will summarize the data and present it to the Company Secretary who will report to the Board of Directors quarterly.
7. The Board of Directors and executives must disclose conflict of interest information as well as information about related persons to ensure transparency in the consideration of the Company's business transactions. Directors and executives holding stakes in the transactions must not take part in the decision making process of these transactions. All transactions will proceed according to the Company's approval process for related transactions. The Compliance Office will deliver a stakeholders report and profiles of the directors and executives (Form 89/14) to the Board of Directors for review and collection. The Company Secretary will present the report to the Board of Directors and send a copy of the report to the Chairman of the Board of Directors and the Chairman of the Audit Committee for review. If any changes are made to the stakeholders report and profiles of the directors and executives (Form 89/14), the Company Secretary will make a report within 7 business days of the day the report arrived.

Section 3 Rights and Equitable Treatment of Stakeholders

The Company and the Board of the Directors takes into account the rights of other stakeholders and consistently abides by corporate governance best practice principles and other supporting guidelines, including our Code of Conduct, to ensure equal and proper treatment of all stakeholders. This takes into account, although not exclusively, the Board of Directors, management, employees, shareholders, customers, business partners, competitors, creditors, communities in which we operate and society as a whole, and the environment. Furthermore, the Company abides by international human rights principles and anti-corruption guidelines to promote the development of society.

The Company issued an ethics manual, and distributed this manual to directors, executives, and employees for their acknowledgment and strict adherence to the guidelines published in this manual. The Company has also developed a disciplinary framework in case of violation or misconduct. The Code of Conduct is disclosed on the Company's website www.thaicom.net in the Section of Sustainability > Corporate Governance > Code of Conduct. The manual, upon distribution to the Board of Directors, management, and staff, was duly acknowledged and signed by each recipient. The Company has also authorized the Internal Audit Department, Human Resources Department and the Ethics Committee or Audit Committee to report any infractions or non-compliance with the ethics guidelines.

In addition, the Company Secretary Department and the Compliance Office arranged an orientation and activities for new employees were also organized, with supporting activities to promote awareness and understanding of good corporate governance and the Code of Conduct among the Board of Directors, management, and employees. These activities and others aim to build a strong culture of good corporate governance within the organization regularly and consistently.

The Corporate Governance Policy, Code of Conduct, and other related policies cover the following areas:

1. Responsibility to shareholders

The Company takes into account the rights and equitable treatment of stakeholders in line with the Company's Corporate Governance Policy and Code of Conduct. The Company is determined to operate its businesses in a manner that ensures the greatest shareholder satisfaction. This includes long-term growth in the Company's value, consistent returns, and transparent and trustworthy disclosure of data to shareholders.

2. Responsibility to customers

The Company has a quality policy as well as the ISO 9001:2008 quality system dedicated to creating customer satisfaction and trust that they are receiving high quality products and services at reasonable prices. The Company aims to maintain good customer relations and is dedicated to ensuring that any customer complaints are dealt with fairly and efficiently. The Company aims to provide its customers with the necessary information and data about the Company's products and services to ensure proper use, satisfaction, and benefits from the use of the Company's products and services. The Company will also safeguard any customer data that should not be divulged, unless such customer information must be disclosed to third parties according to law.

3. Responsibility to business partners and creditors

The Company complies with the Company's Social Responsibility Policy which identifies good practice in the fairness of business partner selection and maintenance of long-term relationships. All transactions must be mutually beneficial and based on equality. The Company firmly observes contractual agreements and strictly follows the conditions of such agreements, including the repayment of loans and interest or other charges due to creditors.

Moreover, the Company has established a policy on fairness and responsibilities towards business partners and/or creditors. The Company has a policy to treat every business partner and/or creditor with equality and fairness, adhering to business operations which are credit worthy in the eyes of creditors on the realization of mutual benefits, whilst avoiding a situation which can give rise to conflicts of interest, damage to the Company's reputation, or illegal actions as follows:

- The Company shall do its best to endeavor to comply with any contract, agreement, or various conditions concluded with business partners and/or creditors. If compliance with the conditions cannot be achieved, the Company shall promptly inform business partners and/or creditors within a reasonable time in order to determine sound and reasonable remedial actions.
- The Company shall provide business partners and/or creditors only with adequate data only, and shall not provide any false, distorted, or incomplete data which, in turn, can cause business partners and/or creditors to have a misunderstanding and impact decisions.
- The Company shall conduct financial management in a way that business partners and/or creditors shall have confidence in its financial status and ability to pay Company debt.
- The Company shall by no means, ask for, receive, or grant any trade benefits to business partners and/or creditors with dishonesty. In the case where dishonest behavior occurs, the Company shall notify business partner and/or creditors of all details to and cooperate with them to correct the problem with speed as well as take measures to prevent recurrence.
- Deals with business partners and/or creditors shall be conducted in a good manner without damage to the Company's reputation or any illegal activity. Conduct should be on a basis of equality, fairness, and mutual benefits.

4. Responsibility to society and the environment

The Company realizes that it has duties and responsibilities toward the country. The Company is an integral part of the country's business and social fabric, and as such must help and lend support to local activities in the communities where the Company has business operations. Moreover, the Company urges its staff to look after the environment and conserve resources by promoting efficiency and maximizing benefits from resources in an environmentally friendly manner as described in the Social Responsibility Policy and Code of Conduct.

The Social Responsibility Policy recognizes the value and importance of responsibility to society and how that responsibility contributes to the Company's sustainable growth. For this reason, the Company deems that social responsibility is an important foundation of the Company's overall business activities. The Company has formed its Social Responsibility Policy around a number of tenets, namely: corporate governance, corporate business conduct, human rights, employee relations, customer relations, partners and suppliers, innovation, society and community relations, and environment.

In terms of society and communities, the Company believes in the idea of creating a shared value between the business and social sectors and implements it as a guideline for business conduct to maintain sustainable growth of the two sectors. The Company also has a policy that intends to build a relationship and collaboration with the communities surrounding the Company's location and in other areas. It aims to raise the quality of life in the communities by meeting their needs and engaging in their activities.

The Company believes that education is an important and fundamental element in efforts to develop a nation, its society, and its communities, as well as business. The Company actively supports the utilization of its products, services, resources, and employees in providing educational support and in improving education for youth, communities, and the areas in which the Company has active business operations. The Company focuses its efforts on creating and developing community knowledge centers to help improve standards of living.

In addition, the Company views it as an important duty to supply telecommunications services to areas that have been impacted by disasters if those areas fall within the Company's service ability. The Company will work with its business partners and customers, as well as relevant organizations and authorities, to establish and provide first-responder telecommunications services whenever the need arises.

For the environment, there is an operational policy which emphasizes environmental preservation and encourages using natural resources for the highest benefit. The Company also emphasizes Company culture and promotes activities to maintain the internal and external environment, and to prevent and control any operation which has ecological impacts. This includes using radio signal equipment in a manner that is safe for staff and the communities around the Company. Moreover, the Company provides yearly checks on the weather and environment in the vicinity of both satellite station to ensure no harms caused by the tools and equipment were done to the environment and nearby communities. In addition, activities such as charity events at the local orphanages and nursing homes were organized. (For further information please see SD Report)

5. Responsibility to employees

Our employees are our most valuable asset. Therefore, there are policies in place to foster advancement of employees, driven by procedures for human resource improvement including the provision of both professional and general improvement training courses on a regular basis. Other policies exist to determine appropriate remuneration and other benefits for employees in line with the Company's performance. The Company is also focused on creating a strong corporate culture and providing a good atmosphere and safe working environment for all employees. The Company strictly complies with labor laws as addressed in the Social Responsibility Policy and Code of Conduct.

The Social Responsibilities Policy with regards to employee relations:

- The Company recognizes that its employees are its most valuable asset.
- The Company encourage its employee to be a intellect person and have morality
- The Company consistently promotes the creation of, and adherence to, a corporate culture based on the Company's vision and core principles with a distinctly Thai identity.
- The Company also urges its employees to participate fully in the Company's activities, and offers employees opportunities for training, learning and skills development so that they may advance in their respective careers. The Company has implemented an employee review and remuneration plan to ensure that employees receive suitable salaries and incentives for their work.
- The Company promotes a work-life balance for employees, and creates a suitable and safe work environment, as well as providing personal health benefits for employees. The Company strictly adheres to the labor laws and regulations of the country.
- The Company promotes social responsibility awareness amongst its employees, and actively urges employees at all levels to participate in the Company's social responsibility activities.

Occupational Safety, Health, and Environment Policy:

- The Company manages, administers and proceeds on occupational safety, health, and environment in agreement with applicable laws, regulations and stipulations through the course of Company operation.
- The Company promotes and supports staff in performing their duties without any danger to their life, body, mind, and health.
- The Company arranges for procedures and work plans concerning occupational safety, health, and environment with adequacy and efficiency.
- The Company assesses and follows up on performance concerning occupational safety, health, and environment issues which are related to operation of the Company on a continual and regular basis.
- The Company protects against and controls risks which may give rise to loss as a result of accident, injury, or illness which originates from incorrect ways of performing duties or any error that may arise.
- The Company arranges for efficient warning systems and safety measures with adequate quantity and suitability for offices and premises under the operation of the Company.

- The Company arranges for public relations and communications to create knowledge, understanding, and distribute information concerning occupational safety, health, and environment to Company staff as well as the stakeholders with adequacy and efficiency.
- The Company arranges for readiness on a continual and regular basis to cope with various crises which may interrupt the Company's business or be detrimental to the Company's reputation and image.

There are policies to dictate the determination of remuneration and other benefits by the Compensation Committee which are authorized by Board of Directors. The Committee will consider the fairness of benefits based on standard measurements that are appropriate and consistent with the Company's short-term and long-term performance, as well as the payment of remuneration in the same industry, and further propose to the Board to consider and approve accordingly. The Company also provides other benefits, such as provident funds, long-term benefits, and an annual physical checkup.

There is an environmental policy which includes caring for the work environment. This involves the Big Cleaning Day where employees cooperate to clean out old paper and other unused items. It is held at least twice a year to support the 5S policy. There are fire drills and safety alarm testing. The Company also promotes teamwork, respects individuality and privacy, and creates equal opportunities for all. Occupational health and safety are of prime concern, and the Company aims to create a safe and suitable work environment. The Company constantly monitors industry standards for remuneration and benefits and implements such changes when necessary. Regulations and laws governing working hours, freedom of association and bargaining rights, as well as those banning forced labor and child labor, are stringently upheld by the Company.

6. Human Rights

The Company supports and respects human rights and will operate its business based on the principles and intentions of the Universal Declaration of Human Rights under the auspices of the United Nations. Under no circumstance will the Company take part in any action which is against the principles of human rights. The Company has also specified compensation measures in its "business ethics" manual for cases where the stakeholders incur damage from a violation of stakeholders' legal rights as addressed in the Social Responsibility Policy and Code of Conduct. In addition, the Company has a Human Rights Policy with details as follows:

- The Company respects and supports human rights and prohibits involvement in activities violating such rights, including forced labor and child labor.
- The Company respects stakeholders and treats them accordingly with dignity and without discrimination, embracing people of different backgrounds, races, gender, religions, physical appearances, status, and bloodlines.
- The Company always ensures compliance with human rights and encourages its subsidiaries, joint venture partners, suppliers, and all stakeholders to abide by these rights in order to meet international standards.
- The Company is responsible for any damage or loss to stakeholders resulting from its misconduct. Resulting compensation will not be less than the rate specified by law.

Furthermore, the Company will operate its business based on the principles and intentions of the Universal Declaration of Human Rights under the auspices of the United Nations. Under no circumstances will the Company take part in any action which is against the principles of human rights or the policy against human rights violation. The Company has disclosed a Human Rights Policy on www.thaicom.net in the Section of Sustainability > Corporate Governance > Corporate Governance Policy

7. Competition in business

The Company has a policy to support and promote free and fair competition in business. It is against policy to resort to competition in business in any form that would acquire information from competitors in an unlawful or unethical manner as further described in the Code of Conduct.

8. Anti-corruption practices

The Company opposes all forms of corruption and complies with all anti-corruption laws in Thailand as well as in any other countries or territories where the Company may have business interests or operations. The Company has an Anti-Corruption Policy that all directors, executives, and employees must acknowledge and adhere to

strictly. The Company has also promotes activities that encourage all staff to follow the policy. The Company has disclosed an Anti-Corruption Policy on www.thaicom.net in the Section of Sustainability > Corporate Governance > Anti-Corruption.

The Anti-Corruption Policy exists for the following purposes:

- To demonstrate the Company's position against fraud of all kinds
- To set up rules and guidelines that prevent the Company and employees from violating anti-corruption law
- To establish procedures for monitoring and determining compliance with the policy
- To encourage employees to observe and report any fraud through secure communication channels

According to this policy, fraud refers to the abuse of power acquired through position and any act of giving, accepting, receiving, or authorizing assets or benefits to and from government officials, state agencies, private officials, or private agencies to allow them to seek personal gain from Thaicom, unless they are not prohibited by the provisions of laws, custom, or traditions. Fraud also refers to bribery and corruption.

In 2015, the Company comply with Anti-Corruption Policy as follows:

- The Company implemented the policy strictly. The Board of Directors assigned Audit Committee to the Anti-Corruption Policy to ensure the Company's compliance with the laws and Code of Conduct.
- The Ethics Committee takes priority in implementing the policy and also follows up on outcomes. All of the directors need to ensure their subordinates understand the policy.
- The Company has also set guidelines for disbursement procedures to comply with the Anti-Corruption Policy. The employees must fill out the following application forms through the request system:

- (1) Charity and/or sponsorship
- (2) Recreation or entertainment
- (3) Giving or receiving gifts

The employees must provide details such as names of donation recipients or sponsors, recreation participants, gift receivers, and business relationship. Once the forms are filled, the system will send it to the authorities for authorization in compliance with the Anti-Corruption Policy. The system also compiles the data into a report to serve as guidelines for the follow-up evaluation and delivers it to the Board of Directors for review, consideration, or improvement in compliance with the Anti-Corruption Policy.

- The Company also provides training for employees to educate them on combating corruption, starting with new employees. E-learning materials are also provided to communicate with directors, executives, and employees so they can gain a better understanding of the subject. Tests are also given to assess the understanding of the content and the guidelines.
- The Company's Risk Management Committee also conducts a fraud risk assessment in which employees are asked to assess the risks of fraud in the organization online. The results are compiled into a summary report on fraud risk that is presented to the Risk Management Committee for review and then on to the Board of Directors for review and approval. The report is to be included in the Company's risk management plan. For further information please see in the section of Risk Factors.
- The Company has Anti-Corruption Policy to provide the channels for reporting and to encourage all Employees to report any information of misconduct and or fraud occurring in the Company and to prevent and suppress the misconduct and or fraud which may occur in the organization and help detect and reduce damage from misconduct and fraud. If an Employee has any cause for concern over matters relating to misconduct or fraud, they must immediately report their concerns to their immediate line-manager verbally, in writing or channel specified in this policy. Responsible Executives upon receiving notification of misconduct or fraud, must report to the Internal Audit Department of the Company immediately.
- The company will provide protection and not allow Company Executives to threaten, take any disciplinary action or dismiss Employees who provide information during the investigation. The Company may provide additional protection as required and determined by the severity and importance of the complaint.

- The person that misconduct and fraud will be disciplined according to the Company's rules and regulations.
- The Company assign all directors and executives according to notification of SEC Office report on conflict of interest order by the law and expand to all employee, to prevent conflicts of interest which is lead to corruption.
- The Company has set the channel to report whistleblowing on the Company's website www.thaicom.net in the section of Sustainability > Corporate Governance > Ethical Hotline

In 2013, the Company agreed to sign a declaration of Thailand's Private Sector Collective Action against Corruption ("CAC") with the Thai Institute of Directors (IOD) to realize transparency of business operations ensure that there are regulatory audits.

Moreover, the Board of Directors meeting on 17 December 2014 called for the submission of a self-evaluation form. The Board of Directors had reviewed the data and participated in the verification of the alliance members of the private sector in an attempt to combat fraud in the fourth quarter of 2014. The Company was certified by the Private Sector Collective Action Coalition against Corruption Council on 16 January 2015.

9. Observance of the law, rules, and regulations

Directors, executives and staff must operate the business in agreement with the Company's Articles of Association, applicable laws, rules, and regulations. They must not, under any circumstances, knowingly participate in or take any action that is in violation of the following regulations:

- Thoroughly understand and strictly obey the law relating to one's own duties and responsibility. If in doubt, seek advice from the legal department or a legal advisor. Avoid acting based on one's own interpretation.
- When working abroad, study the law, customs, traditions, and cultures of that country before undertaking any activity concerning the Company's business so violations will not occur.

10. Political activities

The Company has a policy against political bias which must be acknowledgment and strictly followed by directors, executives, and staff of the group in accordance with the sections of the Anti-Corruption Policy relating to political sponsorship, as well as in accordance with the Company's Code of Conduct, as follows:

- Company policy is to maintain neutrality in politics, not showing loyalty towards any particular parties or politicians.
- Directors, executives, and staff have freedom as individuals under the constitution and relevant laws, but must not use the status of Company or take any assets, equipment, or instruments from the Company for use in proceeding with any political actions which may give rise to the understanding that the Company is supporting or showing any loyalty towards any political party. However, proceeding in private time and on individual expenses are permitted.
- Employees should refrain from supporting political activities whether in the form of cash or any other forms given to a political party, politician, or candidate for political election. The restriction also includes lending or donating equipment for use in providing technological services free of charge as well as taking time away from the office.
- Directors, executives, and staff must first resign from the Company and effectively leave the service of the Company prior to taking up any political position or applying to be a political candidate in a local or national election.

11. Conflicts of interest

The Board of Directors realizes that working for the Company can lead to situations whereby personal interests of directors, executives, and staff may be in conflict with the Company's interests. Such conflicts may come in many forms and make it impossible to act in a manner that ensures fairness to partners, stakeholders, or other entities. Therefore, the Board has considered and approved the Conflict of Interest Policy contained in the Company's Code of Conduct as follows:

1. Taking money or emoluments

Directors, executives and staff must not take money or any emoluments in private from customers or business partners of the Company or any person as a result of working for the Company.

Directors, executives, and staff must not lend, borrow, or solicit money or any object from customers or those who conduct business with the Company, with the exception that the borrowing is from a commercial bank or financial institution as a customer of said commercial bank or financial institution.

2. Conducting other businesses outside the Company

Conducting private business by directors, executives, and staff must not affect them in performing their duties and working hours. Conducting business or taking part in business in competition with the business of a company in the Group is prohibited without regards to whether directors, executives, or staffs receive direct or indirect benefits.

3. Conducting any businesses with companies in the Group

Conducting any business with companies, whether in one's own name, the name of a family member, or any juristic person, in which executives or staff stand to gain or lose requires the disclosure of the status in standing to gain or lose prior to conducting the business.

Directors, executives, and staff with the status in standing to gain or to lose are prohibited from approving any transaction agreement or taking any action on behalf of the Company.

The person who conducts a transaction on behalf of the Company has the duty to check as to whether or not the business partner is related to directors, executives, or staff prior to doing the transaction in order to prevent any possible conflicts of interest from arising. The definition of 'relationship' is to be in agreement with the principles on 'Disclosure of Data and Operation of Registered Companies in Relevant Transaction' which is distributed by the Securities and Exchange Commission of Thailand.

4. Holding directorships in companies outside Group

The Company has no policy to release executives to be directors in other companies outside Group. Company executives holding PG 13 status and up require approval from an authorized person in the Company prior to holding a directorship in another company.

Holding the mentioned directorship must not be against any clause in the law or regulations related to the business operations of the Company. Neither can the executives use the position in the Company as a reference to promote business outside the Company. Request for approval on holding the directorship requires the following approval authority:

Position	Approve by
Executive Level PG 13 - 15	Chairman of Executive Committee
Executive Level UC up	Executive Committee

5. Accepting gifts and attending business receptions

Directors, executives, and staff should refrain from accepting gifts, whether in the form of cash or not, from business partners or persons relevant to the Company's business. The exception is accepting a gift as a seasonal or traditional practice, yet the value of gifts must not exceed 3,000 baht and recipients must adhere to the Anti-Corruption Policy.

Directors, executives, and staff can attend business receptions within the boundaries of the policy, as well as appropriate value, and should refrain from attending receptions with nature above normal relationship from other persons related to the Company or those likely to become business partners in the future.

6. Trips for seminars and study tours

All directors, executives, and staff can accept invitations to seminars, business events, and company visits where the traveling expenses are sponsored by suppliers, customers, creditors, or any other person they

are dealing with on behalf of the Company. However, the aforementioned activities must benefit the Company's business and be authorized by the relevant supervisor. The Company will pay all transportation, accommodation, and other related expenses as specified in the Company's regulations. All directors, executives, and employees must not accept spending money or other benefits provided by the above persons for these events.

12. Protecting and looking after Company assets

Directors, executives and staff at every level have a duty and responsibility to safeguard the Company's assets for the best interest of the Company. They must appropriately control confidential data and sensitive information that they may possess or become aware of as part of their responsibilities. They must not communicate such information to other work units or outsiders as addressed in the said policy and the Code of Conduct.

The Company has a policy concerning responsibility for Company assets as the board realizes the importance of the employees' responsibilities.

- Employees must keep the Company assets in good condition and available at appropriate times in consistent with the lifetime of the assets, as well as prevent them from any damage or loss.
- Employees must use the Company assets in a sparing and appreciative manner to optimize the benefits for the Company, while showing concern for the environment and energy conservation.
- Employees must not use the Company assets wrongfully for personal gain, both directly and indirectly.
- If any damage or loss of the Company assets occurs under employees' or individuals' responsibility, the individuals will be responsible for the consequences as stated by the Company rules, regulations, or other policies.
- Upon leaving the employment of the Company, employees must return the Company assets and all forms of information used in operations, work, and inventions back to the Company. Making copies or distribution for personal gain without Company permission is prohibited.

13. Intellectual property rights

The Company has an Intellectual Property Rights Policy in its Code of Conduct. Directors, executives, and staff must respect the lawful intellectual property rights of others as stated in the policy.

The intellectual property rights of the Company includes various copyrights, patents, trademarks, and secrets which are essential in maintaining the Company's competitive advantage. Directors, executives, and staff have a duty to protect, keep, and defend the rights of the Company toward all intellectual property, and to exercise those rights with responsibility.

The Company's Intellectual Property Rights Policy is as follows:

- The Company has a policy to protect and respect intellectual property of others. In this context, the Company shall not support any actions which represent a violation of intellectual property of others without regard to it being a copyright, patent, sub-patent, trademark, trade secret, or other type of intellectual property.
- The Company shall support and promote creativity and encourage innovation without repeating, modifying, copying, duplicating, or conducting other actions in violation of the intellectual property of others.
- The Company shall carefully check on the use of data, documents, and various printed matters including other works which have intellectual property rights, to ascertain whether or not the proper permission has been received from the legal owner of the rights, prior to using such a work, including making reference to the source of data or referring to the data originator who possesses the intellectual property.
- The Company shall support and take part in various activities to protect the intellectual property of others. The support includes promoting knowledge and conscience among staff regarding due respect of the intellectual property of others on a regular basis.

All intellectual property works created and/or developed by employees under the Company's instruction and/or employee's duty shall be the intellectual property of the Company.

14. Use of inside Information and trading of the Company's securities

The Company has a Securities Trading Policy for directors, executives, and staff to prevent the use of inside information that is not disclosed to the public for the benefit of their own or others as follows:

- All directors, executives, and employees must comply with the insider trading prohibition as defined in the Securities and Exchange Act, B.E. 2535.
- Directors, executives, and employees who have access to the Company's inside information are prohibited from trading Thaicom Group's securities for a period of 30 days prior to the disclosure or publication of the quarter and annual financial statements, or any other period that the Company might specify from time to time. There may be an exception if they have a severe financial hardship or have to meet law and regulation requirements, especially under a court order.
- The Compliance Department will publish the date of the blackout period in advance in order to help the designated persons comply with this requirement.
- All directors, executives, and employees who have access to the Company's inside information must report their holdings of Thaicom Group securities to the Company Secretary in one of the forms below.
 - (1) Report of Directors and Executives Interest and Personal Information (Form 89/14), which must be submitted within 7 business days of appointment in case of directors and executives;
 - (2) Report of Securities Holding in Thaicom Group, which must be submitted within 7 business days of notification by the Company Secretary in case of other than directors and executives.
- Directors, executives, and employees who have access to the Company's inside information must report any change in their holdings of Thaicom Group securities to the Company Secretary within 7 business days of the trading date.
- All directors and executives are responsible for preparing and disclosing their holdings of that company's securities as well as any change in their holding to the Office of the Securities and Exchange Commission in compliance with Section 59 of the Securities and Exchange Act, B.E. 2535.
- The Company Secretary must submit copies of the securities holding report to the Chairman of the Board, Chairman of the Audit Committee, and Chairman of the Executive Committee within 7 business days of receipt and report the details at the next board meeting.

15. Giving information or interviews to the press or the public

Any information about the Company to be supplied to outside sources must be factual and accurate, and presented with care. This policy has been included in the Code of Conduct. Those who do not have relevant duties or receive assignment cannot give information or interviews to any press or public in reference to the Group in any way. This prohibited action can give rise to undesirable impact on the reputation and business operations of the Company.

In 2015, the Company held a press conference and activities for shareholders as follows:

Meeting with Shareholders and Analysts	Frequency (per year)
Analyst Meeting	4
Opportunity Day	4
Road Show	6
Company Visit	2

16. Transactions between related companies

In case of transactions between related companies, the Board of Directors will consider the benefits of the Company to be of foremost importance, in keeping with the policy included in the Company's Code of Conduct. In case of inter-company transactions in the Group, the Group will follow the principles and steps in the consideration for approval process with the realization of maximum benefits for the Company in essence and on Arm's Length Basis.

The Company has a Related Party Transaction Policy as follows:

- All related party transactions made by the Company and its subsidiaries must comply with relevant laws and regulations.
- All related party transactions made by the Company and its subsidiaries must be deemed as settled transactions with independent third parties and conducted on Arm's Length Basis in order to create the highest benefit for the Company.
- In entering into related party transactions, which are normal business transactions with general trading conditions as determined by the regulatory agencies, such as advertising, computer, mobile and internet services, the management can approve these transactions according to the Company's Approval Authority.
- Any director or executive with a conflict of interest in a transaction involving the Company or its subsidiaries is prohibited from participating in the approval process for that transaction.

17. Whistleblowers and corruption

The Board has approved the Company's "Whistleblower Policy" which allows for investigation and protection of alleged wrong-doers and the whistleblowers. The Company has provided channels to report misconduct or corrupt behavior that may have occurred within the Company. The Company has also specified a process of fair and transparent investigation.

Report of Non-Compliance with Code of Conduct

The Board of Directors provides channels for stakeholders of all parties to report or make a complaint about any action that might damage the Company or lead to infringement of individual rights, in compliance with the Code of Conduct. The procedures and guidelines involve:

- Stakeholders of all parties in the Company
- Directors, executives, and employees

The following actions may be taken if encountering a case or being pressured/forced to violate the Code of Conduct or do any other actions that might damage the Company and/or the Board of Directors.

- For employees, a report can be sent to the supervisors, senior executives, Internal Audit Department, Human Resources Department, Ethics Committee, or Audit Committee depending on the case. This can also be done through the Ethics Hotline system via intranet on the Company's website.
- For stakeholders, e.g., shareholders, suppliers, customers, and creditors, a report can be sent using the Ethics Hotline system on the Company's website or to the Company Secretary, as detailed in the section on communication channels with the Board of Directors and Company Secretary.

The Board of the Directors has approved issuing the Reporting and Investigation of Misconduct and or Fraud and Whistleblower Protection Policy and Thaicom Whistle Blower Policy. The policy determines further duties and responsibilities in the investigation process and whistleblower protection mechanisms to prevent, detect, and reduce fraud and misconduct within the organization.

Contacting the Company's Board of Directors or Company Secretary

The Company has provided channels for stakeholders to communicate their opinions, including reporting the cases of finding or receipt of unfair treatment due to illegal acts or acts in violation of business ethics of officers or employees of the Company, by making a report or complaint in writing and sending it to any one or more independent directors of the Company, or the Company Secretary at:

Company Secretary

Thaicom Public Company Limited
63/21 Rattanathibet Road,
Nonthaburi, Thailand 11000

Furthermore, the stakeholders outside the organization can communicate through the Company's website, by telephone, or by e-mail to the Investor Relations Department at ir@thaicom.net, and the Company Secretary at comsec@thaicom.net, including the Internal Auditor Department.

The Company also makes channels of communication available to stakeholders inside the organization through the Ethics Hotline on the intranet system of the Company. Information will pass through the Heads of the Internal Audit and Human Resource Departments as well as the Company Secretary Office.

In 2015, the Company had 4 complaint issues and set up the committees of enquiry to investigate 3 issues, of which 2 investigations are complete and 1 is still ongoing. However, the Company has no complaints or resignations related to ethical misconduct of directors due to governance failures, including legal disputes on labor or disputes on trading.

Section 4 Information Disclosure and Transparency

The Company values accurate, complete, thorough, and timely disclosure of financial, operational, and other relevant information for investors and concerned persons to use in investment decisions. The Company issued its Market Disclosure Policy in accordance with the regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The objective of the policy is to ensure transparency and accountability and the provision of financial information, corporate performance, and other related information. This disclosure is made through communication channels via the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and the Company's website www.thaicom.net. All important information is provided in both Thai and English-language versions for the convenience of interested parties.

In addition, the Company's Investor Relations Department acts as a portal for access to the Company's performance results. The department is responsible for communicating useful information to shareholders, investors, and analysts as well as preparing policies and handbooks for investor relations activities and information disclosure to the Stock Exchange in order to ensure that the Company fully complies with laws, rules, and regulations.

The disclosed information is transparent and provided on a regular basis in both Thai and English in accordance with the Company's policy and guidelines, as well as the regulations of the Securities and Exchange Commission of Thailand outlined as follows:

1. To disclose of information in accordance with the laws such as the Company's overall performance together with a commentary and analysis from the executives, as well as supporting documentation for analysts and investors. The Company releases its operational performance on a regular basis, at least 4 times per year to investors, analysts, and other interested parties at scheduled meetings that are attended by the Company's management. The meetings are intended to provide an opportunity for participants to raise questions about the Company's performance, and for the Company to provide detailed explanations on its operational performance. For people interested in receiving additional information, the Company's Investor Relations Department can be contacted by telephone, or by visiting the Company's website at: www.thaicom.net under the Investor Relations heading.
2. The Company emphasizes the importance of financial reports in order to reflect its accurate financial status and performance. It has prepared quality information that is complete, meeting generally accepted accounting standards, and audited by an independent auditor as well as an experienced and capable Audit Committee. The Company has also conducted reports on the Board's responsibilities in the financial reports along with the auditor's report in the annual report. The Company prepares a Management Discussion and Analysis (MD&A) report for each quarterly financial statement.
3. The Company reveals auditing fees and other service fees paid to its auditors in Form 56 - 1 and the annual report.
4. The Company discloses roles and responsibilities of the Board of Directors and sub-committees, number of meetings, attendance of each member in 2015, as well as trainings and knowledge development activities of the Board in Form 56-1 and the annual report.
5. The Company discloses remuneration of directors and senior executives, indicating forms and types of remuneration, in Form 56-1 and the annual report.

6. The Company has a policy to disclose important information to the public on the Company's website as follows:
- The Company's vision, mission, Articles of Association and Memorandum of Association
 - Shareholders structure and the Company structure
 - List of members of the Board of Directors and executives
 - Nature of Business
 - Corporate Governance Policy, Code of Conduct, Anti-Corruption Policy, and Risk Management Policy as well as any charters of sub-committees
 - Financial statements, related transactions, financial status and performance, and MD&A reports
 - Annual Registration Statements (Form 56 - 1) and Annual Report
 - Invitation letter for shareholder meetings, other relevant documents and minutes of shareholder meetings
 - Other information and documents for analysts, fund managers, and mass media
 - Corporate Governance Policy, Anti-Corruption Policy including other policies of the Company relating to CG Policy and the Code of Conduct of the Thaicom Group
 - Charters of sub-committees
7. The Company's Investor Relations Department acts as a portal for access to the Company's performance results. The Department is responsible for communicating useful information to shareholders, investors, analysts, as well as preparing policies and handbooks for investor relations activities and information disclosure to the Stock Exchange in order to ensure that the Company fully complies with laws, rules and regulations. The Department also presents Company information at road shows, both domestically and abroad, to interested parties. For people who would like more information on the Company's operations, please contact the Assistant Vice President of Investor Relations (Ms. Metinee Isarachinda) via telephone: 02-596-5072-3, or email at: metinee@thaicom.net, or

Investor Relations

Thaicom Public Company Limited
 63/21 Rattana Thibet Road,
 Nonthaburi, Thailand 11000
 Tel. 02 596 5070-2
 Fax 02 591 0724
 Email: ir@thaicom.net

Section 5 Duties and Responsibilities of the Board of Directors

The Board plays an important role in corporate governance for the best interest of the Company's shareholders and stakeholders, and as such will continue to perform the following functions to ensure sustainable and long-term business performance.

1. Structure of the Board of Directors

1.1 Composition of the Board of Directors

- The Board shall be composed of both men and women who are experts with a wide range of experience in various fields. The Company has to additionally consider knowledge, ability, experience, and management expertise of that person (Board Diversity). The Company's Board shall consist of no less than 5 persons, and may consist of more in keeping with the size of the Company's activities. The Board shall have one Chairman and the remaining members shall be directors. All independent directors are unconnected or unaffiliated with the Company in any way, including independence from the Company's management, the Company's business operations or any other connection which may give rise to a conflict of interest. Independent and non-executive directors must constitute a majority of the Board to ensure balance between executive and non-executive directors. At least one third of the total number of directors on the Board, and not less than three persons, must be independent directors.

As of 31 December 2015, the Board of Directors, as per affidavit of the Company, consisted of the following 8 people; including 5 independent directors or 62.5% of the entire the Board of Directors, which can divided into 3 executive directors and 5 non-executive directors.

Proportion of Independent Directors (ID)



Proportion of Non-Executives Directors



- The Company has a policy on segregation of duties between the Chairman of the Board and the Chairman of the Executive Committee, that they shall not be the same person, in order to maintain a balance of power between direction and management functions.
 - The Chairman of the Board of Directors is a leader of directors and is responsible for monitoring and supervising management functions of the Executive Committee in accordance with the approved business plan. The Chairman also acts as the Chairman of the Board at shareholder meetings.
 - The Chairman of the Executive Committee is the head of the Executive Committee and responsible for supervising the Executive Committee in carrying out the duties that were assigned by the Board. The Chairman is also responsible for considering each agenda item before proposing it to the Committee and also for approving the procedures of the Company's ordinary business operations.
 - The Chief Executive Officer (CEO) is the head of the Company's management team, responsible to the Board for achieving the approved business plans and reporting the business performance (if any) to the Executive Committee and the Board. The assignment shall be done by designation of the BOD.

1.2 Qualification of Directors

The Company's directors must hold qualifications and no record of illegal actions according to the Public Limited Companies Act B.E.2535 and the Securities and Exchange Act B.E. 2535, and shall not have characteristics indicating a lack of appropriateness in respect of trustworthiness in managing business whose shares are held by public shareholders as specified in the notification of the SEC. The Company has to additionally consider knowledge, ability, experience, and management expertise of that person, including demonstrated capability, integrity, carefulness and abidance to ethical business practices. The Directors must have adequate time to devote their knowledge and abilities to performing duties for the Company, and not be disqualified in any way under the Public Limited Companies Act B.E. 2535 or other related laws.

1.3 Qualification of Independent Directors

Independent directors shall have all the qualifications stipulated by the Capital Market Supervisory Board. Independent directors have a duty to protect the interests of every shareholder in a fair and impartial manner in order to avoid any conflicts of interest that may arise. They shall be able to attend Board meetings and independently express their comments and opinions.

Independent directors shall have the following qualifications:

- (1) Holds no more than 0.1% of total voting stocks of the Company, its parent Company, its subsidiaries, its associated companies, major shareholder or controlling persons who may have conflicts of interest, including stocks held by connected persons of the independent director.
- (2) Is not or has never been an executive director, employee, staff, or advisor who receives salary of a controlling person of the Company, its parent Company, its subsidiaries, its associated companies, same-level subsidiaries, a major shareholder or controlling persons who may have conflicts of interest unless the foregoing status has ended for more than 2 years before the date of appointment as independent director. The above restrictions do not apply to the appointment of an independent director who was a Government official or civil servant or consultant to a Government entity which was a major shareholder in the Company or which had a control over the Company.

- (3) Is not a person related by blood or legal registration, such as father, mother, spouse, sibling or child, including spouse of children, management, major shareholders, controlling persons, or persons to be nominated as management or controlling person of the Company or its subsidiaries.
- (4) Does not have or has not had a business relationship with the Company, its parent Company, its subsidiaries, its associated companies or controlling persons who may have conflicts of interest, in a manner that may interfere with his independent judgment, or is not or has never been a major shareholder or controlling persons of any person having business relationship with the Company, its parent Company, its subsidiaries, its associated companies a major shareholder or controlling persons who may have conflicts of interest unless the foregoing relationship has ended for more than 2 years prior to appointment as independent director.

The term ‘business relationship’ aforementioned under paragraph one includes any normal business transaction, rental or lease of immovable property, transaction relating to assets or services or grant or receipt of financial assistance through receiving or extending loans, guarantee, providing assets as collateral, including any other similar actions, which result in the applicant or his counterparty being subject to indebtedness payable to the other party in the amount of 3 percent or more of the net tangible assets of the applicant or 20 million Baht or more, whichever is lower. The amount of such indebtedness shall be calculated according to the calculation method for value of connected transactions under the Notification of Capital Market Supervisory Board concerning Rules on Connected Transactions. The combination of such indebtedness shall include indebtedness taking place during the course of 1 year prior to the date on which the business relationship with the person commences.

- (5) Is not or has never been an auditor of the Company, its parent Company, its subsidiaries or its associated companies who may have conflicts of interest and is not a major shareholder, or partner of an audit firm which employs auditors of the Company, its parent Company, its subsidiaries, its associated companies, a major shareholder or controlling persons who may have conflicts of interest unless the foregoing relationship has ended for more than 2 years prior to appointment as independent director.
- (6) Is not or has never been any professional advisor including legal or financial advisor who receives an annual service fee exceeding 2 million Baht from the Company, its parent Company, its subsidiaries, its associated companies, a major shareholder or controlling persons who may have conflicts of interest, and is not a major shareholder, controlling persons or partner of the professional advisor unless the foregoing relationship has ended for more than 2 years appointment as independent director.
- (7) Does not represent the Company’s or its major shareholder’s board member or a shareholder who is related to the Company’s major shareholder.
- (8) Is not an entrepreneur in any business similar to or materially competing with the Company or its subsidiaries or not being the material partner in partnership, executive director, employee, staff, or advisor who receives salary or holds more than 1% of total voting stocks of the Company similar to or materially competing with the Company or its subsidiaries.
- (9) Has no characteristics which make him/her incapable of expressing independent opinions with regard to the Company’s business.

After being appointed as an independent director per clauses 1 to 9, an independent director could be authorized by Board of Directors to make any decisions on the Company business operations and that of its subsidiaries or major shareholders or controlling persons through authorization in the form of a collective decision only.

The Company may appoint a person who has or used to have business dealings with the Company or provided professional advise receiving an annual service fee exceeding that prescribed in (4) or (6) if the Board agrees that an appointment of such person has no effect on performing their duty and expressing an independent opinion. This information shall be disclosed in the invitation letter for the AGM in the agenda item related to the appointment of independent directors, and contain the following:

- A. Characteristics of the person’s business affairs or professional services which might cause the disqualification of such a person.

- B. Reason and necessity for maintaining or appointing such person as independent director.
- C. Opinion of the BOD on nominating such person as independent director.

1.4 The Selection of Directors

- (1) The Board has appointed the Governance and Nomination Committee to select qualified persons using the Board Skill Matrix in order to nominate the qualified people for the post of director based on their qualifications and by considering other skills they may possess which may be lacking on the Board. Shortlisted candidates will be presented to the Board for initial approval, before approval is sought at the Shareholders meeting.
- (2) In determining whether to recommend a director for re-election, the Governance and Nomination Committee will consider relevant factors such as the director's performance, history of attendance at and participation in meetings, and other contributions to the activities undertaken by the Board.
- (3) To identify director candidates, the Governance and Nomination Committee may use the following sources:
 - (3.1) The directors may propose a candidate.
 - (3.2) An external consultant
 - (3.3) The Thai Institute of Directors (IOD) list of Chartered Directors in line with the qualifications identified by the Securities and Exchange Commission, and the Stock Exchange of Thailand
 - (3.4) Allow minority shareholders to propose a qualified person through the Company's website in accordance with the criteria and procedures specified by the Company.
- (4) The appointment of members of the Board shall comply with the Company's Articles of Association and all relevant laws in Thailand. Selection of the directors shall be transparent and clear, and processed through the Governance and Nomination Committee.

1.5 Directors' Terms

- (1) The term of directors is three years and the directors can be reappointed. The Company has no regulation forbidding a director who is retired by rotation from being re-elected as director, nor is the age of the director a disqualifying factor. The Board will take into account the abilities of directors in performing duties when making selections.
- (2) The term which directors will serve is based on the Company's Articles of Association. At each AGM, one-third of the directors shall be retired by rotation. The Directors with the longest term shall be retired by rotation and then can be re-elected.
- (3) In case of vacancy or vacancies due to other reasons, the Board of Directors, by a vote in which three fourths of its members agree, shall elect someone who has the prerequisite qualifications and is not subject to prohibited conditions according to Clause 68 of the Public Companies Act, B.E. 2535 (1992). The Board of Directors can thereby appoint him/her as a director in the next meeting. An exception is the case of a term with less than 2 months remaining, where the term of the newly appointed director shall expire at the same time as the preceding director.
- (4) Independent directors shall not hold office continuously for more than 3 consecutive terms or 9 years, whichever is longer, unless the Board of Directors considers it necessary for such independent directors to continue in office, in which case the Board can extend the term.

1.6 Directorship in other Companies

Directors can hold the position of board member in no more than 5 listed companies simultaneously, provided that these appointments do not interfere or cause conflicts of interest with their performance and duties for the Company.

2. The Sub Committees

The Board has established 6 Committees to study and screen tasks and reduce the workload of the Board. Each of these committees has a clear scope of duties, responsibilities and authority as follows:

- (1) Audit Committee
- (2) Compensation Committee
- (3) Governance and Nomination Committee
- (4) Executive Committee
- (5) Risk Management Committee
- (6) Sustainable Development Committee

3. Roles, Duties, and Responsibilities of the Board of Directors

The Board of Directors, as a representative of the shareholders, has the duty to oversee that the management will perform in accordance with Company objectives, policies, procedures, rules, regulations and resolutions from the shareholder meeting with honesty and loyalty, and meticulously takes care of shareholders' interest including other stakeholders.

The Board of Directors has the following duties and responsibilities:

- To establish the policies and assign the business direction for the Company and its subsidiaries including exercising authority over management to assure operating efficiency and effectiveness in order to maximize benefit to shareholders and continuous improvement. The Board must also review the objectives and vision of the Company once a year.
- To consider and decide on significant issues related to the business operations of the Company and subsidiaries, such as business policies, business plans, asset acquisition and disposal, project investments, connected transactions, levels of authority and other issues as required by law, and to monitor the performance of management in terms of efficiency for the best interest of the Company and its subsidiaries by establishing accounting systems, reliable financial reporting and auditing, including evaluation processes for effectiveness and efficiency of internal control systems, risk management and appropriate follow up procedures.
- Oversee matters to prevent conflicts of interest among the Company's stakeholders and approve related transactions and transactions in which conflicts of interest are incurred.
- To ensure business operations are in accordance with good corporate governance and ethics guidelines. To review the Corporate Governance Policy and evaluate compliance with the Corporate Governance Policy at least once a year;
- Evaluate performance of all committees and individuals at least once a year.
- The Board of Directors may delegate power to any individual to conduct business on specific cases or other matters. The delegation of power shall not include power to execute conflicts of interest or transactions in the Company or subsidiaries as prescribed in the Company's Articles of Association or as regulated by the Securities and Exchange Commission or the Stock Exchange of Thailand, except in cases which are in compliance with the policy or the criteria approved by the Board of Directors.

4. The Meeting of the Board of the Directors

The Board performs its duties through Board meetings as follows:

- (1) The Board's meetings are officially scheduled throughout the year and well in advance. Board members are informed of these meeting in advance.
- (2) A minimum of 6 Board meetings are scheduled in one year, although the number may be increased as necessary.
- (3) The Meeting quorum is not less than half of the number of Board members.
- (4) In the Board meeting, the Chairperson shall allocate sufficient time for Management to propose documents and information to discuss significant problems and for the Board to discuss important issues adequately. All members of the Board can express their opinions and propose agenda items for meetings independently.

- (5) The Board secretary's duty is to make meeting appointments, prepare all meeting documents, and submit those documents along with invitation letters at least 7 days before the meeting date so that Board members have sufficient time to read and study the materials ahead of the meeting. The secretary is also responsible for recording minutes in writing and proposes those minutes to the Chairman and the Board members for consideration and approval. The Company Secretary shall keep all minutes and all relevant materials for filing and future verification.
- (6) Directors who have a personal interest in an agenda item must not be present in the meeting when such agenda item is discussed. The Executive Committee shall write a monthly performance report for the Board.
- (7) The non-management directors shall have an internal meeting at least once a year to discuss problems related to management which attracts attention and then inform the Chairman about the results of meeting.

Detailed of number of attendance of the Board of Directors Detailed appear on clause 1.1 Board of Directors

5. Company Secretary Office

The Company appointed the Company Secretary according to the laws of the Securities Exchange Commission and the Stock Exchange of Thailand. The Company Secretary is tasked with safekeeping documents and minutes of meetings, including reports on interests of directors and executives and other relevant issues. The Company Secretary shall perform these duties in accordance to the relevant laws and regulations: Organize and arrange the meetings of the Board of Directors and other Committees as established in accordance with the law, Company Articles of Association and the rules and governance guidelines of the Board of Directors and other committees; Present any resolutions from the Board of Directors and shareholders to management for their acknowledgment; Consult with and propose basic information to the Board of Directors and management on Company regulations and Corporate Governance guidelines.

6. Evaluation of the Board of Directors' Performance

The Company shall evaluate the performance of the Board of Directors and the Sub-Committees, including Audit Committee, Compensation Committee, Governance and Nominations Committee, Executive Committee, Risk Management Committee and Sustainable Development Committee as well as and each individual director to provide guidelines for the company's management. The Company regards self-evaluation as an essential step to the best practices and development of good cooperate governance.

In addition, the directors can be review the previous performance and see whether there has been sufficient supervision and monitoring under the power and responsibilities assigned by the charter, or whether sufficient advice and suggestions on practice guidelines were given to the executives to allow them to improve the board performance. The evaluation criteria and process include:

1. Governance and Nomination Committee review and evaluate the performance every year through the presentation by the Company Secretary. The evaluation forms for the board and individual directors must be ensured of accuracy and compliance with the proper regulations. For the self-assessment forms, the company uses the performance evaluation form by the Stock Exchange of Thailand as a guideline and improves the form as suggested by the Governance and Nomination Committee to suit the Company's nature of business. The forms are provided into three following types
 - A. The entire board performance evaluation form
 - B. The Sub-Committee performance evaluation form
 - C. The individual self-evaluation form
2. The Company Secretary will collect all the performance evaluation forms, calculate scores and present to the Governance and Nomination Committee.
3. The Governance and Nomination Committee will present the complete evaluation to the board of directors for review and use as guidelines in improving the board management and potential for individual directors.

In addition, the Company has an external advisor to evaluate triennially in order to the evaluation are transparence and reliable.

In 2015, the Company engaged AON Hewitt, an external advisor, to evaluate the Board of Directors in order to raise the standard of directors' performance. AON Hewitt has assessed by questionnaire and individual interviews. AON Hewitt has assessed the directors' performance and compared with listed companies in ASEAN, the Board of Directors of the Company has outstanding level above 75 percentile in 2 sections including: Representation of Shareholders & Corporate Social Responsibility and Risk Management. And other section has level above 50 percentile.

In addition, the Company Secretary has sent the performance evaluation form to the directors for individual self-evaluation including entire sub-committees evaluation and individual self-evaluation. The criteria and results are detailed as follows:

Type of Committee and Type of Evaluation Form	Evaluation Result
Board of Directors	
<p><u>Entire board evaluation by AON Hewitt</u></p> <p>Criteria of the evaluation consist of 8 topics (1) Board Composition (2) Information Management (3) Board Process (4) Representation of Shareholders & Corporate Social Responsibility (5) Managing Company's Performance (6) CEO Development and Succession Planning (7) Director Development and Management (8) Risk Management</p>	3.79 / 5.00
<p><u>Individual self-evaluation</u></p> <p>Criteria of the evaluation consist of 5 topics (1) Background of the Board's Duty (2) The Organization Knowledge (3) The Boards' Meeting (4) Relationship with Executive (5) Individual Personal Performance as a Board Member</p>	3.74 / 4.00
Audit Committee	
<p><u>Entire committee evaluation</u></p> <p>Criteria of the evaluation consist of 2 topics (1) Role of the Audit Committee (2) Duty of the Audit Committee</p>	2.88 / 3.00
<p><u>Individual self-evaluation</u></p> <p>Criteria of the evaluation consist of 19 topics (1) Coordinate with Corporate Audit Department related to the objectives of work (2) Coordinate with Corporate Audit Department (3) Internal audit staff has service mind (4) Internal audit staff has knowledge and skill (5) Duration and frequency of the meeting (6) Meeting place (7) Meeting documents (8) Welcome and facilitate the meeting (9) Overall benefits gain from the meeting (10) Overall satisfaction gain from the meeting (11) Review financial statements (12) Review internal control (13) Comply internal audit standard and ethics policy (14) Review risk management (15) Review connected transaction and related transaction (16) Review fraud policy (17) Coordinate with external auditors (18) Review financial report, rules and regulations (19) Job assign by the Audit Committee</p>	4.36 / 5.00
Compensation Committee	
<p><u>Entire committee evaluation</u></p> <p>Criteria of the evaluation consist of 5 topics (1) Preparation of the Committee (2) Policy Determination and Consideration of Procedure (3) Monitoring and Evaluation (4) The Meeting of the Compensation Committee (5) Roles and Responsibilities of the Committee</p>	2.88 / 3.00
<p><u>Individual self-evaluation</u></p> <p>Criteria of the evaluation consist of 11 topics (1) Performance of the Committee (2) Understanding of the Committee's roles and responsibilities as specified in the charter (3) Clearly defined in the Committee's role and responsibilities (4) Relationship within the Committee (5) The consideration procedure, regarding the remuneration determination (6) Appropriate for evaluation the Chairman of Executive Committee (7) Spend sufficient time on considering the criteria of remuneration and appropriate for the consideration procedure (8) Spend sufficient time on considering in problem-solving (9) Preparation before the meeting (10) Each member can express their opinion freely (11) Chairman has given the opportunity and encourage all member to express opinion freely</p>	4.67 / 5.00

Type of Committee and Type of Evaluation Form	Evaluation Result
Governance and Nominations Committee	
<p><u><i>Entire committee evaluation</i></u></p> <p>Criteria of the evaluation consist of 5 topics (1) Preparation of the Governance and Nominations Committee (2) Policy Determination and Consideration of Procedure (3) Monitoring and Evaluation (4) The Meeting of the Governance and Nominations Committee (5) Roles of Chairman of the Committee</p>	2.87 / 3.00
<p><u><i>Individual self-evaluation</i></u></p> <p>Criteria of the evaluation consist of 10 topics (1) Performance of the Committee (2) Understanding of the Committee's roles and responsibilities as specified in the charter (3) Clearly defined of the Committee's role and responsibilities (4) Relationship within the Committee (5) The consideration procedure, regarding the nomination of directors (6) The Committee has review Corporate Governance policy and other related regularly (7) Spend appropriated time on considering the criteria of Corporate Governance Policy (8) Preparation before the meeting (9) Each member can express their opinion freely (10) Chairman has given the opportunity and encourage all member to express opinion independently</p>	4.67 / 5.00
Executive Committee	
<p><u><i>Entire committee evaluation</i></u></p> <p>Criteria of the evaluation consist of 4 topics (1) Composition and qualification of the Executive Committee (2) Meeting arrangement (3) Roles, duties and responsibilities (4) Knowledge and skill in specialized analysis</p>	3.46 / 4.00
<p><u><i>Individual self-evaluation</i></u></p> <p>Criteria of the evaluation consist of 14 topics (1) Overall satisfaction of the performance (2) Satisfaction with the process of problem-solving (3) Understanding of the Committee's roles duties and responsibilities as specified in the charter (4) Understanding the Company's Strategy (5) Relationship among the Committee (6) Clearly defined of the Committee's role and responsibilities (7) Appropriate for the criteria of performance evaluation (8) Spend sufficient time on considering the policy and direction of the Company appropriately (9) Spend sufficient time on considering the Company's operational appropriately (10) Spend sufficient time on considering in direction of problem-solving if undefined with determined direction appropriately (11) Preparation before the meeting (12) Independently to express opinion (13) Impartial to express opinion (14) Chairman has given the opportunity and encourage all member to express opinion independently</p>	3.69 / 4.00
Risk Management Committee	
<p><u><i>Entire committee evaluation</i></u></p> <p>Criteria of the evaluation consist of 5 topics (1) Composition and Quality (2) Understanding the business and associated risks (3) Process and Procedure (4) Monitoring Activities (5) Communication Activities</p>	3.32 / 4.00

Type of Committee and Type of Evaluation Form	Evaluation Result
<p><u>Individual self-evaluation</u></p> <p>Criteria of the evaluation consist of 14 topics (1) Overall satisfaction of the performance (2) Satisfaction the process of problem-solving (3) Understanding of the Committee's roles duties and responsibilities as specified in the charter (4) Understanding the Company's Policy on Enterprise Risk Management (5) Relationship among the Committee (6) Clearly defined of the Committee's role and responsibilities (7) Appropriate for the criteria of performance evaluation (8) Spend sufficient time on considering the risk assessment of the company appropriately (9) Spend sufficient time on considering the company's risk, treatment plan appropriately (10) Spend sufficient time on considering in direction of problem-solving if undefined with determined direction appropriately (11) Preparation before the meeting (12) Independently to express opinion freely (13) Independently to express opinion without bias (14) Chairman has given the opportunity and encourage all member to express opinion independently</p>	4.42 / 5.00
Sustainable Development Committee	
<p><u>Entire committee evaluation</u></p> <p>Criteria of the evaluation consist of 6 topics (1) Preparation of the Sustainable Development Committee (2) Determination and Consideration of the Company's Strategy (3) Risk Management (4) Sustainable Development Framework (5) The Meeting of the Sustainable Development Committee (6) Roles Duties and Responsibilities of the Chairman of the Sustainable Development Committee</p>	2.76 / 3.00
<p><u>Individual self-evaluation</u></p> <p>Criteria of the evaluation consist of 14 topics (1) Overall satisfaction of the performance (2) Satisfaction the process of problem-solving (3) Understanding of the Committee's roles duties and responsibilities as specified in the charter (4) Understanding of the Sustainable Development strategy (5) Relationship among the Committee (6) Clearly defined of the Committee's role and responsibilities (7) Appropriate for the criteria of performance evaluation (8) Spend sufficient time on considering the policy and direction of the company's sustainable development appropriately (9) Spend sufficient time on considering the sustainable development report and other performance results appropriately (10) Spend sufficient time on considering in direction of problem-solving if undefined with determined direction appropriately (11) Preparation before the meeting (12) Independently to express opinion freely (13) Independently to express opinion without bias (14) Chairman has given the opportunity and encourage all member to express opinion independently</p>	4.24 / 5.00

7. Remuneration for Directors and Management

The Company has developed a clear Remuneration Policy for its directors, and the Compensation Committee is in charge of reviewing and presenting director and management remuneration proposals to the Board of Directors for approval by the Board and the Company's shareholders at the general meeting of shareholders. Compensation for the Company's directors is in line with the duties, responsibilities, and capabilities of said persons, and is based on comparisons with compensation paid by companies in the same industry as well as results from surveys performed by the Thai Institute of Director (IOD). Compensation is sufficient and attractive enough to retain the Company's directors.

- (1) Directors who are staff or hold executive management positions within the Company have no right to receive any per diems, meeting allowances, or remuneration in the performance of their duties as directors or sub-committee members.

- (2) The remuneration of executives comprises salary, bonus, provident fund, and other benefits which are linked to the performance of the Company and criteria for executives.
- (3) Non-Monetary Consideration: The Company has a project to allocate warrants to directors and executive management of the Company. The project was launched in 2013 to motivate them.

8. Orientation and Knowledge Development of Board of Directors and Management

The Company has created a handbook for directors that includes information on the Company, the Articles of Association of the Company, the Company's Corporate Governance policies, as well as the Anti-Corruption Policy and other regulations related to the duties and responsibilities of the directors so that they may familiarize themselves with their duties and the manner of performing those duties efficiently.

For newly appointed directors, the Company also provides an introduction session to the Company, its operations, and the businesses of its subsidiaries. In addition, the Company provides directors with opportunities to attend special training courses and seminars related to their specific duties, particularly those seminars and training sessions organized by the Thai Institute of Directors (IOD), or the Stock Exchange of Thailand.

In 2015, directors and management applied for and participated in the following courses provided by Thailand Institute of Directors:

Director / Management	IOD Course
1. Mr. Kwek Buck Chye (Director and Executive Committee Member)	DCP: Director Certification Program Class 214/2015

9. Evaluation of the Chief Executive Officer

The Board, excluding executive directors or members of the Compensation Committee, should assess the performance of the Managing Director or Chief Executive Officer annually in keeping with pre-agreed standards and performance criteria covering the Company's financial performance as well as other strategic objectives.

The evaluation criteria are divided into 7 parts:

- Part 1 Evaluation of Leadership Competency Corporate Governance Policy
- Part 2 Evaluation of Financial Management
- Part 3 Evaluation of Skills and Attitudes
- Part 4 Evaluation of successful completion of important tasks over a period of time longer than the last 12 months
- Part 5 Evaluation of decision making on significant matters in the last 12 months
- Part 6 Evaluation of preparation to meet significant new challenges in the future
- Part 7 Evaluation of any other related criteria

The results of the evaluation will be used to formulate a compensation package for the CEO for the following year.

10. Contact with Management

The Board supports the participation of executives in meetings of the Board when such persons are responsible for giving a presentation on a specific agenda item for that meeting. Such participation will allow members of the Board to learn about specific elements of the Company's operations, and will allow the executives to learn of the Board's point of view on specific topics and issues. Members of the Board should be able to contact executives directly if necessary, but such contact should not interfere or create conflicts with the work of the executives.

11. Management Succession

The Board realizes that human resources management is a major factor in ensuring the success of an organization. Therefore, the Board authorized the Governance and Nomination Committee to annually review and study the executive management succession plan for the Company. The Committee is responsible for considering the succession plan of senior management from EVP level upwards who report directly to the CEO.

2.2 Sub-committees

To fit the Company's operational structure, the Board of Directors also approved 6 more sub-committees including the Audit Committee, Compensation Committee, Governance and Nomination Committee, Executive Committee, Risk Management Committee and Sustainable Development Committee. Sub-committees' roles and responsibilities are detailed as follows:

(1) Audit Committee

The Audit Committee comprises at least 3 independent directors with the qualifications stipulated by the Capital Market Supervisory Board and the Company's corporate governance policy. At least, one director shall have knowledge and experience in auditing financial statements. The Board of Directors shall appoint one member of the Committee as the Chairman. The head of the internal audit unit shall be the Secretary to the Committee.

Committee members shall hold 3-year terms and may be reappointed at the end of their term, but for no more than 3 consecutive terms unless the Board of Directors considers it necessary for the member to continue in office.

At present, the Audit Committee consists of 3 members, all of whom are independent directors:

Committee Members	Position
1. Prof. Hiran Radeesri	Chairman of the Audit Committee
2. Mrs. Charintorn Vongsbootorn	Member of the Audit Committee
3. Prof. Samrieng Mekkiengkrai	Member of the Audit Committee

□ Prof. Hiran Radeesri and Mrs. Charintorn Vongsbootorn have the prerequisite knowledge and experience to review and audit the Company's financial statements.

The Audit Committee shall meet at least 8 times a year and not less than one-half of the Committee shall constitute a quorum for the transaction of business. In 2015, the Committee met 17 times and presented subsequent proposals to the Board of Directors.

Roles, Duties, and Responsibilities of the Audit Committee

The Audit Committee performs its duties in accordance with the regularly reviewed Audit Committee Charter presented below:

- To ensure that the Company has accurate, complete, and credible financial reports.
- To ensure that the Company has appropriate and effective internal control systems and internal auditing activities, and the Internal Audit Office's performance will also be evaluated to meet the international standard regarding budget sufficiency, personnel, independence and approval for appointing, transferring, crediting, dismissing the Chief of the Internal Audit or other offices in charge of the internal audit.
- The Internal Audit Office has a protective system to ensure higher performance efficiency and effectiveness.
- To ensure that the Company complies with the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) as well as all rules and regulations related to the Company's business.
- The Internal Audit Committee tests the accuracy and effectiveness of the information technology system used in financial reporting and complying with the law and regulations.

- Consider, select, nominate and terminate independent persons as the Company's auditor, propose the audit's remuneration and attend a non-management meeting with auditor at least once a year.
- The Audit Committee ensures the independence of the auditors and considers other alternative services rather than auditing from the same audit office, as well as coordinates between the auditors and the Internal Audit Office.
- To consider connected transactions or transactions that may lead to conflicts of interest whether it complies with all rules and regulations of the SET and SEC and ensure the transactions are appropriate and provide the best interest to the Company.
- To consider the acquisition and disposal of the assets comply with the laws and regulations subject to the Securities and Exchange Act and to consider disclosing information in relevance with the connected transactions or any conflict of interest transaction, including the acquisition and disposal of the assets.
- To assure that the Company has appropriate and effective risk management processes.
- Implement a process to receive information from employees on illegal activities or questionable entries in the Company's balance sheets and accounts. Review the summary report on investigation of fraud and establish internal preventive measures.
- Reviews and has overview of improvement of internal control systems on the preparation of the Company's financial reports to ensure accuracy.
- To prepare the Audit Committee's report and disclosure in the Company's annual report. The report must be signed by the Chairman of the Audit Committee and include at least the following comments.
 1. Accuracy, completeness, and credibility of the Company's financial reports
 2. Adequacy of the Company's internal control system
 3. Compliance with the laws of SEC, SET and regulations and other laws relevant to the Company's business
 4. Suitability of the external auditor
 5. Transactions that may cause conflicts of interest and fraud
 6. An opinion on channels that may lead to fraud
 7. Number of committee meetings and attendance of each member
 8. Other concerns that have arisen as the Audit Committee performed its duties as defined in the Committee's charter
 9. Anything else which should be made available to shareholders and general investors within the scope of duties and responsibilities assigned by the Board of Directors.
- To report activities of the Audit Committee to the Board of Directors at least 4 times a year.
- To review scope, authority and responsibility and conduct self-evaluation on an annual basis.
- In carrying out the Audit Committee duties and responsibilities, if there are unusual transactions or the following activities which may have material impact on the financial position and operating results of the Company, the Audit Committee must report to the Board of Directors to take corrective action within a reasonable period of time.
 1. Conflict of interest transactions
 2. Fraud or unusual transactions or significant deficiency in the internal control system
 3. Violations under the laws of the SEC or SET, or regulations or other laws relevant to the Company's business.

If the Board of Directors has not taken corrective actions within the period of time specified in the first paragraph, any member of the Audit Committee might report that there was an action specified in the first paragraph to the Securities and Exchange Commission or the Stock Exchange of Thailand.

- In case the auditor discovers any suspicious activities or irregularities performed by a director, manager or any person responsible for the operation of the Company, the auditor will report to the Audit Committee and the Audit Committee will investigate such activities without delay. The Audit Committee shall report the preliminary inspection results to the SEC office and the auditor within 30 days from the notification date of the auditor. The circumstances that shall be reported and the procedures for acquiring the facts related to such circumstances shall comply with the notifications of the Capital Market Supervisory Board.
- The Audit Committee should receive regular and continuous training and knowledge development on the Committee's tasks and duties.
- To carry out any assignment by the Board of Directors that is agreed upon by the Audit Committee.

The Audit Committee has the authority to hold discussion among executives, supervisors or employees, or query them, as well as to appoint external consultants to provide advice and counseling if necessary according to the Company's regulations.

The Audit Committee works under the authority and responsibilities assigned by the Board of Directors which is directly responsible for the Company's performance towards the shareholders, stakeholders and common individuals.

(2) Compensation Committee

The Compensation Committee shall consist of at least 3 members, of which more than one-half of the Committee must be independent directors and the Chairman of the Committee must be an independent director appointed by the Board of Directors. The Company Secretary shall act as the Secretary of the Compensation Committee unless the Committee considers and assigns otherwise.

The members of the Compensation Committee shall hold office for a term of 3 years and may be reappointed at the end of their term, but for no more than 3 consecutive terms unless the Board of Directors considers it necessary for the member to continue in office.

At the present, the Compensation Committee consists of the following 3 members:

Committee Members	Position
1. Mrs. Charintorn Vongspootorn	Chairman of the Compensation Committee
2. Prof. Samrieng Mekkiengkrai	Member of the Compensation Committee
3. Mr. Somprasong Boonyachai	Member of the Compensation Committee

The Compensation Committee shall meet at least twice a year. At a meeting of the Compensation Committee more than half of the Committee member shall be present to form a quorum. In 2015 the Committee met 10 times and presented results to the Board of Directors.

Roles, Duties, and Responsibilities of the Compensation Committee

The Compensation Committee performs its duties in accordance to the Compensation Committee Charter which is regularly reviewed by the Board of Directors. The Charter is presented below:

- Fix appropriate remuneration, both monetary and non-monetary, in order to be an incentive for members of the Board of Directors, the Committee, and high level executives to remain with the Company;
- Prescribe criteria and policy for determining the remuneration of the Board of Directors and executives for the Board of Directors' or the shareholders' consideration, as the case may be;
- Consider and approve the annual remuneration of directors and submit its recommendation to the Board of Directors and for the shareholder meeting for approval;
- Review the Company's performance in order to determine the KPI bonus and merit-based increase in salary for executives (above 15th Grade) and propose to the Board of Directors for approval;
- Review the special bonus adjustment requisition for executives (above 15th Grade) and propose to the Board of Directors for approval;

- Consider and approve the EV Bonus Plan (Economic Value Bonus Plan) and prescribe criteria for implementation of the EV Bonus Plan, including consideration and the allocation of annual EV Bonus to the Company's executives and submit its recommendations to the Board of Directors for approval;
- Supervise the implementation of the EV Bonus Plan and to give final determination in case there are problems or controversies in the implementation of the EV Bonus Plan and report to the Board of Directors;
- Consider and approve the evaluation of performance for determining the annual EV Bonus and salary increase for the Company's CEO and submit its recommendation to the Board of Directors for approval;
- Review the salary structure and remuneration package for executives (above 15th Grade) and propose to the Board of Directors for approval;
- Consider and give consent for the early retirement program for executives (above 15th Grade) and propose to the Board of Directors;
- Consider and give consent for employment and remuneration adjustment for executives (above 15th Grade) which includes hiring, personal grade adjustment, salary and remuneration package adjustment and propose to the Board of Directors for approval;
- In the event there is a proposal to issue new shares (or stock option), to be made part of the director and employee remuneration package, the Compensation Committee should consider and propose guidelines so that will be attractive for directors and employees to work in the long-term interest of the Company's shareholders, and to ensure that valuable employees will remain with the Company, while at the same time being just to the Company's shareholders. Furthermore, if a member of the Board or an employee is to be awarded more than 5% of the total stock option to be issued, the Compensation Committee should review the appropriateness of such a decision and recommend the approval or disapproval of such a decision. Under no circumstances should one of the Committee's members have a say or vote on the issuance of stock options if that particular Committee member stands to receive more than 5% of the total stock option to be issued;
- The Compensation Committee is responsible to the Board of Directors and has a duty to provide reasons/ answers relating to the remuneration of directors at the shareholder meeting;
- Engage consultants or independent persons to give opinions or advice as necessary and in accordance with the Company's regulations;
- Review and assess the adequacy of the Charter of the Compensation Committee and recommend to the Board of Directors if any change or amendment is needed;
- Report the performance of important tasks to the Board of Directors on a regular basis and important issues for the Board of Directors' knowledge;
- To report the Committee's activities of previous year, in accordance with the Committee Charter, and to include such a report in the Company's Annual Report and to answer shareholders' questions at the Annual General Meeting. The Committee is also responsible for disclosing policies governing the directors' remuneration in the Company's Annual Report;
- Annually review its performance;
- The Committee has the authority to require the management, executives or concerned persons to give opinions, provide information, or participate in meetings;
- Carry out any other duties assigned by the Board of Directors.

(3) Governance and Nomination Committee

The Governance and Nomination Committee shall be composed of at least 3 directors, of which not less than 50 percent must be independent directors. The Chairman of the Committee shall be appointed by the Board of Directors. The Company Secretary shall act as secretary of the Committee unless the Committee considers and assigns otherwise.

The members of the Committee shall hold office 3-year terms and may be reappointed, but shall not serve more than 3 consecutive terms unless the Board of Directors considers it necessary for the member to continue in office.

At the present, the Governance and Nomination Committee consists of the following 3 members:

Committee Members	Position
1. Mrs. Charintorn Vongspootorn	Chairman of the Governance and Nomination Committee
2. Prof. Samrieng Mekkiengkrai	Member of the Governance and Nomination Committee
3. Mr. Somprasong Boonyachai	Member of the Governance and Nomination Committee

The Governance and Nomination Committee shall meet at least twice a year. The presence of more than half the total number of members shall constitute a quorum. In 2015, the Committee met 7 times and made subsequent presentations to the Board of Directors.

Roles, Duties, and Responsibilities of the Governance and Nomination Committee

The Committee shall have the following authorities, duties, and responsibilities:

Consideration and Selection

- To establish the criteria and policy for Board membership including Board membership of subsidiaries.
- To evaluate and propose to the Board of Directors and the shareholders proposals for elections of candidates for Board membership as well as their re-election or removal. The GNC may use professional or recruiter service and/or search from among the IOD chartered directors.
- Consider qualified candidates to be Chairman of Executive Committee and Chief Executive Officer (CEO) in relevant vacant positions and present for the Board's consideration and appointment.
- Nominate qualified persons to be directors and chairmen of sub-committees for the Board's consideration;
- Nominate qualified persons to be appointed as directors of the subsidiaries, affiliates, and joint ventures for the Board's consideration.
- The Committee shall disclose the policies and selection procedures in the Annual Report.

Corporate Governance

- Set policy on compliance with good corporate governance, annually review the Company's Corporate Governance Policy and recommends any amendments or revisions for the Board's consideration.
- Arrange an orientation for new directors and encourage all directors to attend seminars to develop their skills to increase capability to perform their duties efficiently.
- Consider and specify the criteria of the succession plan for executive management (UC Level) that report directly to the Chief Executive Officer (CEO) and further propose to the Board for consideration and approval annually.
- Carry out the annual evaluation of the performance of the Board, the Board's committees (including its own performance) and of each member of the Board, review the results of the evaluation of each of the Board's committees and report to the Board.
- Carry out the annual evaluation of the Chief Executive Officer (CEO) and report results to the Board.
- Engage consultants or independent persons to give opinions or advice as necessary and in accordance with the Company's regulations.
- Review and assess the adequacy of this charter and recommend to the Board if any change or amendment is needed.
- Report the performance of important tasks to the Board on a regular basis and bring up important issues for the Board's knowledge.
- To perform such other duties and responsibilities enumerated in and consistent with this Charter.

(4) Executive Committee

The Company's Executive Committee consists of at least 5 qualified and experienced members. The Chairman of the Committee shall be appointed by the Board of Directors. The Secretary of the Board of Directors shall also be the secretary of the Executive Committee unless the Committee designates otherwise.

The Executive Committee members must be knowledgeable, capable, and honest, with business ethics and sufficient time to devote their knowledge and capability to the Company's business operations, and must not have any disqualifications as prescribed by the Public Limited Companies Act. In addition, no member shall be a partner in any ordinary partnership or hold a position in the juristic entity of the same nature as or in competition with that of the Company, whether for his own benefit or that of others, unless receiving approval from the Board of Directors.

The Executive Committee is responsible for setting business operation directions to meet targets set by the Board of Directors. The Committee reports to the Board of Directors.

At the present, the Executive Committee consists of the following 5 members:

Committee Members	Position
1. Mr. Prasert Bunsumpun ⁽¹⁾	Chairman of the Executive Committee
2. Mr. Kwek Buck Chye ⁽²⁾	Executive Director
3. Mr. Paiboon Panuwattanawong	Executive Director
4. Mr. Anek Pana-apichon	Executive Director
5. Mr. Patompob Suwansiri ⁽³⁾	Executive Director

Remarks

- (1) Mr. Prasert Bunsumpun was appointed as Chairman of the Executive Committee, effective 8 May 2015.
- (2) Mr. Kwek Buck Chye was appointed as Member of the Executive Committee in replacement of Mr. Yong Lum Sung, effective 26 March 2015.
- (3) Mr. Patompob Suwansiri was appointed as Member of the Executive Committee, effective 10 November 2015.

The Executive Committee shall meet at least once a month. A majority of the members comprising the Committee shall constitute a quorum for the transaction of business. In 2015, the Committee met 18 times and made subsequent presentations to the Board of Directors.

Roles, Duties, and Responsibilities of the Executive Committee

The Executive Committee performs its duties in accordance with the Executive Committee Charter which is regularly reviewed by Board of Directors. The Charter is presented below:

- Formulate the Company's goals, strategic direction, management structure, and annual business plan and budget for the Board of Directors' approval; guide and control the Company's business operations to ensure that they are in keeping with the overall vision, commitments, strategies and policies of the Company's Board of Directors, related laws, regulations and Articles of Association of the Company;
- Develop and manage the direction of the Company's business operations to ensure the Company's growth and development is in keeping with the vision, commitments, strategies, policies and decisions of the Board of Directors;
- Supervise and monitor the operating results and financial standing of the Company and report the business performance, along with the remedial actions to be taken in case the business performance of the Company fails to meet the target, to the Board of Directors every month;
- Identify and evaluate new business opportunities;
- Review and make recommendations to the Board of Directors regarding the Company's dividend policy;
- Review and approve all transactions concerning investments and disposal of assets, human resources management, finance and treasury, general administration and any other transactions related to the Company's business within the limits of authority granted by the Board of Directors;
- Appoint Company management members to fill all necessary management areas within the Company per the Human Resources Authority Table, and screen potential candidates for appointment as UC-level management team members, the first appointment of which requires the approval of the Board of Directors;

- Review matters that require the Board of Directors' approval and make appropriate recommendations with the exception of activities that have been delegated to other Board sub-committees;
- Consider and review the Company's risk management and control system;
- The Committee may delegate its authority to any member of the management or staff as it deems appropriate. However, such authority does not permit the Committee or appointed persons to approve any transaction between them or related persons having mutual benefits or conflicts of interest (as prescribed in the Company's Articles of Association and Notifications of the Securities Exchange Commission). The approval for transactions shall be in accordance with the policies and principles already determined by the Board and regulatory bodies;
- Engage consultants or independent persons to provide opinions or advice if necessary;
- The Committee may ask members of the management or other persons to attend its meetings or provide pertinent information as necessary;
- Report to the Board of Directors on a monthly basis regarding the material actions taken by the Committee under the Chief Executive Committee Report agenda;
- Annually review its own performance and assess the adequacy of the charter of the Executive Committee, which may be done in conjunction with the annual evaluation of the Board and its other committees, conducted under the oversight of the Governance and Nomination Committee;
- Take any other action or assume any other powers and responsibilities that may from time to time be assigned or delegated to the Committee by the Board of Directors.

(5) Risk Management Committee

The Risk Management Committee sets principles, policies, and procedures in assessing and managing risks that may affect the Company, as well as revises the sufficiency of the policies and risk management system annually. Policy establishment, risk management strategies, and risk management practices are carried out under the policies approved by the Board of Directors.

At present, the Risk Management Committee consists of the following 12 members:

Committee Members	Position
1. Mr. Paiboon Panuwattanawong	Chairman of the Risk Management Committee
2. Mr. Vuthi Asvasermcharoen	Member of the Risk Management Committee
3. Mr. Patompob Suwansiri	Member of the Risk Management Committee
4. Mr. Wichai Kittiwittayakul	Member of the Risk Management Committee
5. Mr. Teerayuth Boonchote	Member of the Risk Management Committee
6. Mr. Teerawat Kusalangoorawat	Member of the Risk Management Committee
7. Mr. Ekachai Phakdurong	Member of the Risk Management Committee
8. Mr. Pramook Chaiwongwutthikul	Member of the Risk Management Committee
9. Mr. Pavit Ngansamrej	Member of the Risk Management Committee
10. Mrs. Yupapan Chatsirinoppakul	Member of the Risk Management Committee
11. Mr. Salil Charuchinda	Member of the Risk Management Committee
12. Mr. Prawin Khurowat	Member of the Risk Management Committee

In 2015, the Risk Management Committee held 4 meetings in total and subsequent reports were presented to the Board of Directors.

Roles, Duties, and Responsibilities of the Risk Management Committees

The Risk Management Committees' scope of duties is set in writing under the authority of the Risk Management Committee Appointment, approved by the Board of Directors as follows:

- To establish rules, policies, and procedures to assess and manage the risks which affect the Company, including a review of the adequacy of the risk management policies and risk management process annually;
- To provide risk assessment, risk prioritization, and establishment of guidelines and strategies for risk management to ensure that risks are within the risk appetite and manageable at appropriate cost;
- To manage and monitor operations according to Risk Management Policy and follow the guidelines and policies approved by the Board of Directors;
- Encourage top management and employees to understand and acknowledge their role in risk management;
- Report to the Board of Directors, Audit Committee, and Executive Committee regularly about the management, operations, Company's risk status, and various changes, including improvement action and corrective action in accordance with the defined policies and strategies;

To review authority and responsibility annually and propose changes to the Board of Directors for approval. In the performance of such duties, the Risk Management Committee has authority to request the relevant documents or invite participants to provide information in order to perform risk management and follow through with the defined objectives.

(6) Sustainable Development Committee

The Sustainable Development Committees is appointed by the Board of Directors and shall consist of at least 5 members to be selected from among the Board of Directors and the Company's high-level management. The Chairman of the Sustainable Development Committee shall be appointed by the Board of Directors. The Assistant Vice President of Corporate Communication shall act as the Secretary of the Sustainable Development Committee unless the Board of Directors assigns otherwise.

A Committee member must be knowledgeable, capable, honest and also dedicate adequate time to their position on the Committee in order to drive the Company's sustainable development goals in alignment with the Company's business direction.

At present, the Sustainable Development Committee consists of the following 10 members:

Committee Members	Position
1. Mr. Paiboon Panuwattanawong	Chairman of the Sustainable Development Committee
2. Mr. Vuthi Asvasermcharoen	Member of the Sustainable Development Committee
3. Mr. Patompob Suwansiri	Member of the Sustainable Development Committee
4. Mr. Teerayuth Boonchote	Member of the Sustainable Development Committee
5. Mr. Teerawat Kusalanggoorawat	Member of the Sustainable Development Committee
6. Mr. Ekachai Phakdurong	Member of the Sustainable Development Committee
7. Mr. Salil Charuchinda	Member of the Sustainable Development Committee
8. Mrs. Kuntima Uawithya	Member of the Sustainable Development Committee
9. Mrs. Yupapan Chatsirinoppakul	Member of the Sustainable Development Committee
10. Ms. Thitipa Laxanaphisuth	Member and Secretary of the Sustainable Development Committee

The Sustainable Development Committees shall meet at least twice a year as well as upon request. The presence of more than half the total number of members shall constitute a quorum. In 2015, there were 3 meetings in total and subsequent reports were presented to the Board of Directors.

Roles, Duties, and Responsibilities of the Sustainable Development Committees

The Sustainable Development Committees' scope of duties is set in writing under the authority of the Sustainable Development Committee Appointment, approved by the Board of Directors as follows:

- Review and set the Company goals, policies, strategies and an action plan for sustainable development to align with the business direction of the Company economically, socially, and environmentally;
- Clearly define time frame and people responsible for tasks;
- Monitor implementation of the sustainable development policies, strategies, and action plans through the Sustainable Development Working Group;
- Define materiality and provide appropriate recommendations regarding sustainable development policies aligning with the Company's guidelines for good corporate governance to the Board of Directors for approval;
- Authorize requests for other persons to attend its meetings or provide pertinent information as necessary;
- Authorize appointments to the Sustainable Development Working Group (SWG) in order to take responsibility for and drive sustainable activity that shall require the further approval of the Board of Directors;
- Review, provide recommendations for, and approve the Sustainability Report, which shall require the further approval of the Board of Directors;
- Report the performance to the Board of Directors at least once a year and provide an annual performance report at the end of the fiscal year;
- Evaluate its own performance and the overall performance of the Committee, including assessment of the adequacy of this charter, annually; and
- Perform such other duties and responsibilities as to ensure success of sustainable development goals and carry out any duties assigned by the Board of Directors.

The meetings of the Sub-Committees

Committee Member	Attendance of Meeting/Total of Meetings (Times)					
	Audit Committee	Compensation Committee	Governance and Nomination Committee	Executive Committee	Risk Management Committee	Sustainable Development Committee
1. Prof. Hiran Radeesri	17/17					
2. Mrs. Charintorn Vongspootorn	17/17	10/10	7/7			
3. Prof. Samrieng Mekkiengkrai	17/17	10/10	7/7			
4. Mr. Somprasong Boonyachai		9/10	6/7			
5. Mr. Yong Lum Sung ⁽¹⁾				5/5		
6. Mrs. Suphajee Suthumpun ⁽²⁾				13/14	3/3	2/2
7. Mr. Anek Pana-apichon				18/18		

Committee Member	Attendance of Meeting/Total of Meetings (Times)					
	Audit Committee	Compensation Committee	Governance and Nomination Committee	Executive Committee	Risk Management Committee	Sustainable Development Committee
8. Mr. Kwek Buck Chye ⁽³⁾				11/13		
9. Mr. Paiboon Panuwattanawong				17/18	3/4	2/3
10. Mr. Prasert Bunsumpun ⁽⁴⁾				11/11		
11. Mr. Pong-amorn Nimpoonsawat ⁽⁵⁾				9/14		
12. Mr. Patompob Suwansiri ⁽⁶⁾				3/3	3/4	2/3
13. Mr. Vuthi Asvasermcharoen					4/4	3/3
14. Mr. Pradeep Unni ⁽⁷⁾					3/4	2/3
15. Mr. Wichai Kittiwittayakul					3/4	
16. Mr. Teerayuth Boonchote					3/4	3/3
17. Mr. Theerawat Kusalanggoorawat					3/4	2/3
18. Mr. Ekachai Phakdurong					4/4	3/3
19. Mr. Pramook Chaiwongwutthikul					3/3	
20. Mr. Pavit Ngansamrej ⁽⁸⁾					1/1	
21. Mrs. Yupapan Chatsirinoppakun					2/3	3/3
22. Mr. Salil Charuchinda					4/4	3/3
23. Mr. Sivarak Phinicharomna ⁽⁹⁾					2/2	
24. Mr. Prawin Khurowat					2/2	
25. Mrs. Kuntima Uawithya						3/3
26. Mrs. Natthawalee Saranchol ⁽¹⁰⁾					1/1	

Remarks

- (1) Mr. Yong Lum Sung resigned as Executive Committee Member effective 26 March 2015.
- (2) Mrs. Suphatee Suthumpun resigned as Executive Committee Member, Chairman of Risk Management Committee, and Chairman of Sustainable Development Committee effective 1 October 2015.
- (3) Mr. Kwek Buck Chye was appointed as Executive Committee Member effective 27 March 2015.
- (4) Mr. Prasert Bunsumpun was appointed as Chairman of the Executive Committee effective 8 May 2015.
- (5) Mr. Pong-amorn Nimpoonsawat resigned as Executive Committee Member effective 15 October 2015.
- (6) Mr. Patompob Suwansiri was appointed as Executive Committee Member effective 10 November 2015.
- (7) Mr. Pradeep Unni resigned as Risk Management Committee Member and Sustainable Development Committee Member effective 31 December 2015.
- (8) Mr. Pavit Ngansamrej was appointed as Risk Management Committee Member effective 10 November 2015.
- (9) Mr. Sivarak Phinicharomna resigned as Risk Management Committee Member effective 1 July 2015.
- (10) Mrs. Natthawalee Saranchol resigned as Risk Management Committee Member effective 1 April 2015.

2.3 The Selection of Directors and Management Executives

(1) The Selection of Independent Directors

The criteria to propose and to elect independent directors and the qualifications required for such directors can be found in Section 5: The Role and Responsibility of the Board of Directors > Structure and Composition of the Board of Directors.

(2) The Selection of Directors and Management

The Selection of Directors

The Board of Directors has appointed the Governance and Nomination Committee, which consists mainly of independent directors, to select and screen the nominees for selection and appointment to positions on the Board under the Company's director selection policy. In the selection stage, appropriate ratio, number, and diversity of board members are considered in a variety of areas, including skills and specific expertise needed. Board members should be prepared to dedicate their time to fully perform their role on the Board and not possess any characteristics which would disqualify them under the law. Good corporate governance for registered companies includes selection policies and committee selection procedures as follows:

1. Selection criteria - the Governance and Nomination Committee can use the Director Pool and the Board Skill Matrix in order to nominate the qualified people for the post of director based on their qualifications and by considering other skills they may possess which may be lacking on the Board.
2. Selection procedures - Candidates for director may be selected via the following methods:

- Directors may propose a candidate.
- Minority shareholders may be allowed to propose a qualified person through the Company's website prior to the AGM pursuant to the rules specified by the Company.

On 16 January 2015, the Company notified the Stock Exchange of Thailand that at the expiration of the period for proposing directors by minority shareholders, no proposals had been received from shareholders.

- An external professional search firm may be used to pre-select qualified candidates.
 - The Company Secretary will present the list of qualified candidates per the qualifications identified by the Securities and Exchange Commission, the Stock Exchange of Thailand, and the Thai Institute of Directors (IOD) Chartered Directors guidelines.
3. Selection - The Governance and Nomination Committees will assess the initial qualifications of the nominated applicants and select the ones considered as appropriate.
 4. Appointment - The Governance and Nomination Committees will propose a list of qualified candidates to Board of Directors' meeting for concurrence before presenting the list in the shareholder meeting for a vote in each individual, when appointing new directors in place of directors whose terms have expired.

In case a Board seat is vacant because of reasons other than term expiration, the matter of re-appointment should be proposed in the Board of Directors' meeting.

Director selection must follow the rules and regulations specified in the Articles of Association of the Company as follows:

1. According to the Articles of Association, the term of one third of the directors shall end at every Annual General Meeting of Shareholders. The longest serving directors shall be due first, and may be re-elected to resume duty.
2. At the Annual General Meeting of Shareholders, directors should be chosen in the following manner:
 - 2.1 Each shareholder shall have a number of votes equal to the number of shares held.
 - 2.2 Each shareholder may exercise all the votes he/she has under item 1 to elect one or several persons as director or directors. If several persons are to be elected as directors, the shareholder may not allocate his/her votes in different numbers to different persons.
 - 2.3 The candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as directors in that order until all of the directorships are filled. When there is a tie in the votes cast for candidates in descending order, which would otherwise cause the number of directors to exceed the limit, the Chairman is entitled to cast the deciding vote.
3. In case of vacancy or vacancies due to other reasons, the Board of Directors, by a vote in which three-fourths of its members agree, shall elect someone who has the prerequisite qualifications and is not subject to prohibited conditions according to clause 68 of the Public Companies Act, B.E. 2535 (1992). The Board of Directors can thereby appoint him/her as a director in the next Meeting. An exception is the case of a term with less than 2 months remaining, where the term of the newly appointed director shall expire at the same time as the preceding director. The Company has a Governance and Nomination Committee to select a new director for appointment.

The Selection of Management

The selection of management is disclosed in Section 5: The Role and Responsibility of the Board of Directors, Clause 11 Selection of Management Executives

2.4 Corporate Management and the Management of Subsidiaries

The Board of Directors uses its authority to oversee and manage the Company's subsidiaries and joint venture companies according to the Company's objectives and Articles of Association, as well as in compliance to any resolutions passed at shareholder meetings. This management and oversight is performed through the appointment of management executives, or by authorizing a sub-committee or any other persons if necessary, to perform the business operations in compliance with the directions set by the Board of Directors to ensure good corporate governance and maximum benefits for the Company.

The Company will authorize directors and/or management to be its representatives in subsidiaries or joint venture companies. The authorization of such persons shall be approved by the Company's Board of Directors. The Board of Directors will authorize the Governance and Nomination Committee to select eligible persons for such positions, and propose them to the Board of Directors for consideration and approval.

The nominated person shall operate and/or oversee the activities of the subsidiary or joint-venture Company in keeping with the Company's policies and in line with Corporate Governance Best Practices as outlined by the Securities and Exchange Commission and the Stock Exchange of Thailand, and the Company's own Code of Conduct to ensure to maximum profit for shareholders.

2.5 Internal Control Information

The Company is committed to carrying out its business with customers, partners, and shareholders in an ethical manner with integrity and honesty. A Code of Conduct has been developed and issued to all employees to guide corporate behavior at all levels. Disclosure of inside information by employees or management to others or for their own interest or involvement in activities that may lead to conflicts of interest is considered severe misconduct and may subject them to the highest disciplinary action.

In addition, the Company prohibits employees and management who work in a department or business unit that has access to inside information from buying or selling the Company's securities for a period of one month prior to the disclosure of financial statements to the public.

The Company also educates directors and management on their duties to report their, as well as their spouse or minor children's, holdings or changes in holdings of the Company's securities to the Securities Exchange Commission (SEC) in accordance with Section 59 of the Securities and Exchange Act B.E. 2535, Issue No. 4 amended B.E. 2551, and the SET regulations. Regarding the sharing of supporting data or documents within the group of companies, data rules have been issued to prevent the leak of information. These rules include requesting a letter of confidentiality or non-disclosure agreement, and the prohibition of making photo copies without permission.

On 4 October 2010, the Company issued guidelines on the protection of Company information, and access to Company information, including the IT security policy, effective as of 8 August 2013. In 2014, the Audit Committee and the Board of Directors also considered and approved a Disclosure Policy proposed by the Investor Relations Department.

2.6 Auditor Fees

In 2015, the Company and its subsidiaries paid auditor fees as detailed below:

(1) Audit Fees

The Company and its subsidiaries paid a total amount of Baht 2.25 million in auditor compensation and other relevant fees in the amount of Baht 5.93 million.

(2) Non-Audit Fees

The Company and its subsidiaries paid auditor compensation and others relevant fees for non-audit services in the amount of 1.13 million baht.

Internal Control and Risk Management

1. Summary of the Board of Directors' Opinion towards the Internal Control System of the Company.

For 2015, the Board of Directors has evaluated the effectiveness of internal control systems through the Evaluation Form developed by The Office of the Securities and Exchange Commission (SEC) under the framework of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) Framework, May 2013 revision. The Board has concluded that the internal control was appropriately and adequately undertaken and risk management measures were appropriately developed.

Internal Control and Internal Auditing

The Company has established the internal control systems according to the standards set by SEC and the Stock Exchange of Thailand in conformance to the Committee of Sponsoring Organizations of the Treadway Commission or COSO Internal Control Integrated Framework. The Internal Control Framework has five components, which are as follows:

1. **Control Environment:** The Company has separated duties between the Board of Directors and Management and has reserved clear authorization for the Board of Directors. The management has appropriately set up clear organization structure, reporting line, authorization and responsibility to support achievement of company's objectives under oversight duty of the Board of Directors which is based on basis of good corporate governance, integrity & ethics and business code of conduct including anti-all types of corruption. In addition, the company has continually implemented talents' retention and development program including succession planning for key positions.
2. **Risk Assessment:** The Company has formed a Risk Management Committee and developed a risk management system based on the Enterprise Risk Management Integrated Framework of COSO, by customizing to align with the Company's business, assessed risk and managed risk continuously which include fraud risk assessment. For the year 2015, the Company has started implementing risk assessment and risk management process to cover the Company's subsidiaries overseas for conformity throughout organization.
3. **Control Activities:** The Company has developed control mechanisms for management and executives by adopting the Quality Management System of the ISO for the effectiveness and efficiency of operations and other control activities which emphasized the reliability and security of information, safeguarding of assets and compliance with rules and regulations internally and externally. Moreover, the Company has appropriately and sufficiently established and implemented internal controls for accounting & finance, operations, corporate governance and information technology.
4. **Information and Communication:** The Company upholds the importance of its information system and the distribution of information both internally and externally through its internal and external website for stakeholders in case of reporting suspicion of fraud and corruption. The Company has reliable and quality information to support execution of internal controls as per defined objectives.

5. **Monitoring:** Management has followed up the performance according to the plan approved by the Board of Directors and reported on a quarterly basis. Internal Auditing Office conducted the audit plan based on company's risk and report to the Audit Committee on a quarterly basis as well. In case of any fraud indicators suspected with a total value of more than Baht one million, the internal auditor has to report immediately.

The Audit Committee and the Board of Directors has assessed sufficiency of Company's internal control system using five various measures which composed of, control environment, risk assessment, control activities, information systems and communication, and monitoring including its 17 principles substantiated by reasons and explanations as well as reporting from internal and external auditors, thus, concluded that the Company has sufficient and effective control system, particularly the management control system to safeguard Company's assets from improper usage and unauthorized sales or disposal, and undertake transactions in accordance with approval authority and recorded properly to ensure reliability and accuracy of financial statements. The Company maintained documentary systems for information to be readily available for auditing processes by external auditors and regulatory authorities.

Furthermore, to assure the internal control system and important document filing is effective and developed continuously, the Company has established an independent Internal Auditing Office directly reporting to the Audit Committee with an approved charter. The Internal Audit Charter specifies duties and responsibilities of Internal Audit Office clearly and is reviewed annually. The Internal Auditors were certified by internationally accepted internal auditing, auditing institutions or associations such as Certified Internal Auditors (CIA), Certified Information System Auditor (CISA) and Certified Public Accountant (CPA). The Internal Auditing Office has unlimited access to information, personnel and all departments to achieve auditing activities, and report its results to the Audit Committee, the Board of Directors and Chairman of Executive Committee and CEO for corrective and preventive actions, as well as continuous improvement in a timely manner.

In 2015, the Internal Auditing Office combined result of risk management from management and internal auditing assessment as a basis of information to prepare its risk-based audit plan for 2015-2019, which covered the reliability of accounting and finance information, operational efficiency and effectiveness, effective use of resources, regulatory compliance, safeguarding of assets, information technology, corporate governance and anti - fraud and corruption.

Moreover, Internal Audit Office provided consultancy service for the improvement of work process and information system that management could implement to improve efficiency and effectiveness in achieving the business objective. For an instance, system development under ISO requirements for subsidiaries, risk assessment and risk management, corporate governance and anti - fraud & corruption activities. In addition, the Internal Auditing Office encouraged and trained internal auditors to continuously obtain more qualifications in line with the Institute of Internal Auditors standards. The result of internal auditing performance, thus, indicated that more than 85% of audit issues raised by internal and external auditors have been corrected and improved due to the cooperation of management.

Risk Management

The Company has adopted the INTOUCH Group's Risk Management Policy to correspond with the Company's environment by communicating to all employees at all levels and conducted trainings and workshops, as well as established Risk Management Committee which is composed of executives and management from different levels. The Risk Management Committee designed risk management guidelines in line with COSO Framework, the Securities and Exchange Commission and the Stock Exchange of Thailand, and the Company's business operations. The risk management policy was applied in defining the Company's vision by analyzing internal and external factors affecting the Company's vision, determining its mission and objectives, formulating strategies and key performance indicator of operations at all levels, analyzing potential risk and significance of impact, planning of risk mitigation and internal control improvement; for the management to control and manage the risk effectively and efficiently, and monitoring process to report with the Audit Committee and Board of Directors. In conclusion, the Company's risk management process has been supported continuously by all levels.

In 2015, the Risk Management Committee assigned Company's subsidiaries to conduct risk assessment and risk management in line with group risk management methodology in order to enhance effectiveness of Enterprise Risk Management.

2. Internal Audit and Auditors Opinion

The Internal Audit Office and KPMG Phoomchai Audit Co., Ltd., the auditor who certified the Company's Financial Statements for the Year 2014, found no significant deficiencies and weaknesses in the control of Company documents or internal control. The Auditors found that the Company had sufficient and effective internal control systems.

3. Information on the Head of Internal Audit and Head of Compliance

- (1) The Head of the Internal Audit Office is Mr. Prawin Khurowat, whose official position is Vice President of Internal Audit. He has been appointed to the role since May 14, 2015 which the Audit Committee has concurred that Mr.Prawin is an eligible person with the proper education, professional qualifications and work experiences to effectively perform the duties required of this position.

The Head of the Compliance Office is Mrs. Yupapan Chatsirinoppakun, whose official position is Vice President of Executive Office & Company Secretary.

- (2) The Audit Committee Charter addresses the proper procedure for appointments, removals, transfers, and evaluations the Head of Internal Audit that must be agreed and approved by the Audit Committee. The Audit Committee Charter shall be reviewed annually to ensure relevance.

Related Transactions

During the year 2015, the Company and its subsidiaries have the following lists of related transactions as stated in the Notes to the Financial Statements by the Auditor:

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
<p>Intouch Holdings Public Company Limited (INTOUCH)/ The major shareholder hold 41.14% shares of the Company with joint directors.</p> <p>- A Holding company acquiring the controlling interest in various companies.</p>	1. Revenue		
	- Internet Services	1.00	CSL, a subsidiary, provided Internet services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	2. Expense		
	- Expense from providing equipment and link rental for internet services	0.12	CSL, a subsidiary, paid for equipment and internet service. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis.
	- Seminar and training expense, professional consultant for systems management, software rental and other expense	0.96	The Group Company attended seminar and training course and system management consultation provided by Intouch for conducting to the policy of the company group.
	3. Trade accounts receivable	0.04	
	4. Trade accounts payable and advance receipt	0.06	
<p>Advanced Info Service Public Company Limited (AIS)/ INTOUCH holds 40.45% shares with joint directors</p> <p>- Provides mobile phone services business.</p>	1. Revenues		
	- The Company leased transponders on THAIKOM satellite.	8.78	The Company is the sole service provider of transponder leasing in the country under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- Internet, telephone and other media services	4.44	CSL Group, the subsidiaries, provided Internet, Telephone and other media services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- Other income	0.01	

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
<p>Advanced Info Service Public Company Limited (AIS)/ INTOUCH holds 40.45% shares with joint directors</p> <p>- Provides mobile phone services business.</p>	2. Expenses		
	- Other expense for public relation services	8.07	The Group Company used advertising and public relations services, which supported the ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- The Company paid for mobile phone expenses, seminar and training expenses of its executives and employees.	1.81	The Group Company used mobile phone services to support the ordinary course of business. AIS network covered overall service areas. In addition, the Group Company attended seminar and training course arranged by AIS. Service fee was based on market price on an arm's length basis.
	- Other Service expense	0.01	
	3. Trade accounts receivable and accrued income	0.29	
	4. Trade accounts payable, Advance receipts and accrued expenses	0.12	
	5. Other current liabilities	0.16	
<p>Matchbox Co., Ltd. (MB)/INTOUCH holds 99.96% shares.</p> <p>- Conducts advertising broker, agency business through all advertising media.</p>	1. Revenue		
	- Internet services	0.21	CSL, a subsidiary, provided Internet services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	2. Expenses		
	- The Company hired Matchbox for advertising and public relations services such as printed and advertising media.	1.57	The Company used advertising and public relations services, which supported the ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
<p>IT Applications and Services Co., Ltd. (ITAS)/INTOUCH holds 100% shares.</p> <p>- Provides management software package with related software and consultancy services.</p>	1. Revenue		
	- Internet service	0.62	CSL, the subsidiary, provided Internet services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	2. Expenses		
	- The Group Company used accounting software and consultancy service.	7.95	The Group Company used software programs for accounting data processing and consultancy service, which supported the ordinary course of business. Service fee was charged at prices close to those of other companies that conduct the same nature of business. The transaction is considered a medium-size transaction which must be disclosed to the Stock Exchange of Thailand.
	- Other service expense	0.01	
	3. Trade accounts receivable and accrued income	0.11	
	4. Trade accounts payable and Accrued expenses	0.59	
	5. Other accounts payable	0.04	

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
<p>Codespace Inc./ The Company and Codespace Inc jointly hold shares in Spacecode LLC at 70%: 30%.</p> <p>- Provides engineering and development services on commu- nication technology and electronics.</p>	<p>1. Expenses</p> <ul style="list-style-type: none"> - Royalty cost of Satellite - The Company hired Codespace to develop products for IPSTAR project <p>2. Other receivables</p> <p>3. Trade accounts payable</p> <p>4. Accrued expenses</p>	<p>25.40</p> <p>15.22</p> <p>42.22</p> <p>2.46</p> <p>13.55</p>	<p>STNU, a subsidiary, cooperated with Codespace to provide technology for Satellite and have to pay for royalty cost of Satellite by contract.</p> <p>Such transactions supported the ordinary course of business. Service fee was charged at an hourly rate plus actual expenses.</p>
<p>Shenington Investments Pte Ltd. (SHEN)/The Company and Asia Mobile Holdings Pte Ltd. (AMH) jointly hold shares in SHEN at 51%: 49%.</p> <p>- A holding company investing in telecom service business.</p>	<p>1. Other income</p> <ul style="list-style-type: none"> - Interest income - The Company provided consultancy services. SHEN paid consultancy and service fees on a monthly basis. Service fee was charged based on the cost of executives and employees providing the service in order to support business course of its subsidiaries. <p>2. Short term loan</p> <p>3. Long term loan</p> <p>4. Other receivables</p>	<p>37.71</p> <p>7.87</p> <p>168.52</p> <p>2,161.86</p> <p>39.82</p>	<p>The Company provided financial support in the form of Shareholder Loan. The interest rate was charged at the actual cost of financing plus margin on an arm's length basis.</p> <p>This is the Company's supervision policy on subsidiaries to enable maximum benefits over the supervision.</p>
<p>Mfone Co., Ltd. (Mfone)/ SHEN holds 100% shares.</p> <p>- Provides telecom services in Cambodia. (Mfone is proceeding the liquidation under the laws of Cambodia).</p>	<p>1. Trade accounts payable</p>	<p>1.54</p>	
<p>Lao Telecommunication Co., Ltd. (LTC)/SHEN and Lao People's Democratic Republic jointly hold shares at 49%: 51%.</p> <p>- Provides telecom services in Lao People's Democratic Republic.</p>	<p>1. Expenses</p> <ul style="list-style-type: none"> - Gateway operation and maintenance service fee <p>2. Trade accounts payable and accrued expense</p>	<p>5.86</p> <p>1.19</p>	<p>IPIN, a subsidiary, paid for gateway operating fee and maintenance service fee for IPSTAR gateway in Lao. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis.</p>

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
<p>Singapore Telecommunications Limited (STC)/ a subsidiary of Singtel Group holds shares of CSL at 14.14%</p> <p>- Provide domestic and international link rental for internet service.</p>	1. Revenue		
	- Internet service and Co-Location service	2.46	CSL, a subsidiary, provided Internet services and Co-Location service under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	2. Expense		
	- The Company paid for domestic and international link rental for internet service	5.57	CSL, a subsidiary, paid for domestic and international link rental for corporates internet service. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis.
	3. Trade accounts receivable	1.15	
	4. Other current assets	0.02	
	5. Trade accounts payable	0.66	
<p>Equinix Singapore Pte. Ltd. (EQX)/ a subsidiary of Temasek Group</p> <p>- Provide domestic and international link rental for internet service.</p>	1. Expenses		
	- The Company paid for domestic and international link rental for internet service	3.81	CSL, a subsidiary, paid for domestic and international link rental for corporates internet service. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis.
	2. Trade accounts payable	0.34	
<p>Advanced Wireless Network Co., Ltd. (AWN)/a subsidiary of AIS Group</p> <p>- provider of telecommunications services, telecommunications network and computer systems.</p>	1. Revenue		
	- The Company sold Trunkey project	59.06	The Company provides the sole Trunkey project in the country under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- The Company leased transponders on THAICOM satellite	49.47	The Company is the sole service provider of transponder leasing in the country under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis
	- Internet, telephone and other media services	15.66	CSL Group, the subsidiaries, provided Internet, Telephone and other media services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis
	- Advertising service and other income	5.83	The Group Company offered Advertising service under ordinary course of business. Service fee was charged on an arm's length basis.

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
<p>Advanced Wireless Network Co., Ltd. (AWN)/ a subsidiary of AIS Group</p> <p>- provider of telecommunications services, telecommunications network and computer systems.</p>	2. Expense		
	- The Company paid for domestic link rental for internet service.	8.18	CSL Group, a subsidiaries, paid for domestic link rental for internet service. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis.
	- The Company paid for mobile phone expenses, seminar and training expenses of its executives and employees.	6.92	The Company Group used mobile phone services to support the ordinary course of business. In addition, The Company Group attended seminar and training course. Service fee was based on market price on an arm's length basis.
	- Public relation service and other expenses	1.16	The Company paid for public relations services, which supported the ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	3. Trade accounts receivable and accrued income	79.66	
	4. Trade accounts payable and advance receipt	6.37	
	5. Accrued expenses	0.11	
	6. Other accounts payable	0.19	
<p>MIMO Tech Co., Ltd. (MMT)/ a subsidiary of AIS Group</p> <p>- Provider of IT operator, content aggregator, and applications which will support various services of AIS and other subsidiaries from the growing consumer demand on mobile data.</p>	1. Revenue		
	- Internet, telephone and other media services	250.07	CSL Group, the subsidiaries, provided Internet, Telephone and other media services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- Other income	1.31	
	2. Expense		
	- Revenue sharing	0.02	
	3. Trade accounts receivable	46.59	
	4. Trade accounts payable and advance receipt	4.68	

Related Companies/ Relationship	Transaction	Value of Related Transactions at December 31, 2015 (Million Baht)	Reason and Necessity of Transaction
		Consolidated	
Other related parties	1. Revenues - Internet, telephone and other media services	37.50	CSL Group, the subsidiaries, provided Internet, Telephone and other media services under ordinary course of business. Service fee was charged under normal contracts and trade conditions on an arm's length basis.
	- Other income	0.02	
Other related parties	2. Expenses - The Company paid for domestic link rental for internet service.	10.23	CSL Group, the subsidiaries, paid for domestic link rental for internet service. The service was under ordinary course of business and charged under normal contracts and trade conditions on an arm's length basis. The Company Group used mobile phone services to support the ordinary course of business. Service fee was based on market price on an arm's length basis.
	- The Company paid for mobile phone expenses of its executives and employees.	0.45	
	- Other expenses	0.06	
	3. Trade accounts receivable	7.70	
	4. Trade accounts payable and advance receipt	3.51	

Necessity and Justification of Transactions

In 2015, Thaicom Plc and its subsidiaries (the Company) had related transactions as shown in Note 5 of the 2015 audited financial statements. The auditor's remarks on related transactions stated that those transactions which the Company had undertaken with INTOUCH group and Temasek Group e.g. its subsidiaries, Joint venture, executives and other businesses on which INTOUCH and Temasek and the Company had significant influence, whether directly or indirectly, were shown as related transactions.

The Company set the sale and purchase prices for goods and services with related parties under normal contracts and trade conditions on an arm's length basis. Crucial transactions required adhering to the rules set forth

by the Securities Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) had been examined and approved of justification and necessity to the Company by the Audit Committee.

Methods of Related Transactions

Thaicom Plc is a listed company in the Stock Exchange of Thailand. Its business target is to create maximum benefits to its shareholders with a policy to sufficiently disclose information to investors and abide by the rules, regulations and laws of the country where the Company undertakes business. To enable transparent proceedings on related transactions, lessen conflicts of interest and conform with good governance principles as well as the laws, rules and regulations of such related supervisory units as the Stock Exchange of Thailand (SET) and the



Office of the SEC in order to provide sufficient information for investment decision, the Company has set up criteria for related transactions as follows:

The Company proceeds with related transactions between the Company and its subsidiaries on an arm's length basis for the Company's maximum interest under fair prices and business conditions which shall not create conflicts of interest. Where there is doubt whether related prices are based on an arm's length basis or not, the Company is required to submit such transactions to the Audit Committee for approval prior to the proceeding.

The Company has authorized its executives a certain limit of budget for endorsement in accordance with their ranks. Nevertheless, the approval authority is prohibited to those directors and executives who have stakes or may have personal conflicts of interest over the transactions. Additionally, these directors and executives, having no voting right shall not attend meetings related to the transactions. The Audit Committee shall examine the related transactions between the Company and its subsidiaries and related parties to ensure the conformity with the rules and regulations of the Stock Exchange of Thailand. However, the related transactions between the Company and related parties with less than 10% of shares will not be examined by the Audit Committee pursuant to the Notification of the Stock Exchange of Thailand Re: Disclosure of Information of Related Transactions.

The related transactions shall be conducted as usual since they are practiced under normal course of business and in accordance with trade conditions on an arm's length basis with prices or remuneration fees within the rate approved in accordance with the Company's financial practices. The vendor selection process is required to be regularly reviewed to ensure fair competition from outside vendors who may offer greater benefits to the Company and also serve as external sources for comparison of price and trading terms.

The Company discloses information on related transactions in compliance with Article 24 (revised 2014) of the Thai Generally Accepted Accounting Principles regarding disclosure of information on related parties, and in accordance with the regulations of the Office of the Securities Exchange Commission and the Stock Exchange of Thailand. The Legal and Compliance Department and the Accounting Department shall submit the related transactions or those which may cause conflicts of interest to the Audit Committee for examination and comments on necessity and justification for the Company's maximum benefits before forwarding to the Board of Directors. In addition, related transactions shall be submitted by the Accounting Department on a monthly basis to comply with the rules and regulations of the Stock Exchange of Thailand (SET) and the Office of the Securities Exchange Committee (SEC).

Future Policy or Trends of Related Transactions

In the future, the Company may have to do related transactions through both customary and non-customary business transactions under reasonable prices and conditions that yield maximum benefits to the Company. Further, the Company will fully abide by the laws on securities and stock exchange, as well as rules, notifications, orders or regulations of the Stock Exchange of Thailand (SET) including regulations and practices relevant to disclosure of related transactions, acquisition or disposal of major assets of listed companies and subsidiaries. The related transactions will be disclosed in the notes to the financial statements audited by the auditor.



In 2015, the Company established a Sustainable Development Policy addressing economically, socially, and environmentally sustainable business practices which take all stakeholders into account.





Sustainable Development Report

Thaicom places great importance on sustainable development. The Company is constantly exploring ways to improve process efficiency throughout the organization, mindful of impacts on both the organization itself and society at large. By refining the sustainable development management vision and establishing a sustainable development policy built on social responsibility, the Company has embedded a clear working plan for both internal and external processes into its policies, strategies, and targets. This leads to Planning practices, indicators, and evaluation of each business function under the following four main areas:

1. Connectivity

Today, connectivity is essential, not only in the city, but also in rural communities and remote areas. Because accessibility to network communications services is essential in today's world, ensuring equal access to communications for everyone is one of Thaicom's key missions. To sustainably improve quality of life throughout all levels of society, we must provide access to a variety of channels and content that can meet the needs of people of all ages and genders. Thaicom aims to maintain connectivity at all times - both in normal and emergency or crisis situations.

2. Responsibility

To promote sustainable development, Thaicom is always striving to attain the highest degree of responsibility towards both society and the environment, especially regarding its products and services. In 2015, SDCOM updated its strategic framework to better meet shareholder needs through 3 key strategies to demonstrate responsibility: responsible service, support for a sustainable society, and environmental resource management & impact mitigation.

3. Innovation

Thaicom is committed to being a sustainable leader within the satellite industry, always seeking to new and innovative product and service designs that anticipate trends in technology and address the demands of tomorrow's lifestyle. Innovations should meet customer needs while also providing social and environmental value. It takes careful and practical management to Future innovations from inception to reality. Thaicom's innovation pipeline focuses on 3 main areas - technological innovation, financial innovation, and marketing innovation - to ensure that Thaicom products and services remain on the cutting edge, meeting the future needs of customers and end-users while keeping costs within a reasonable range. In 2015, Thaicom revised its innovation strategies. The Company is confident that stable growth and sustainable operations can be achieved, in part, through its updated innovation strategies addressing innovation in product and service design, strategy and business models, and business processes.

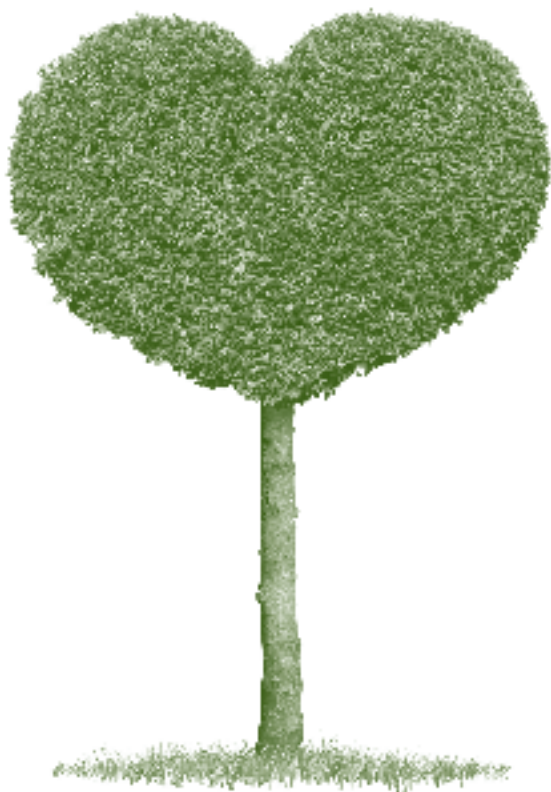
4. Corporate Governance

Thaicom believes in effective and transparent management processes that treat all stakeholders inside and outside of the organization with fairness. Good corporate governance is an essential foundation for sustainable business practices, providing employees with a framework for guiding their behavior to fit the Company's core values of "Excellence in Technology, Passion to Challenge, Initiative in Innovation, Commitment to Contribute". It is also important to the Company that its suppliers operate on the basis of good corporate governance principles alongside Thaicom.

In 2015, the Company established a Sustainable Development Policy addressing economically, socially, and environmentally sustainable business practices which take all stakeholders into account. Topics covered in the policy include corporate governance, business ethics, anti-corruption, human rights, fairness toward employees, responsibility toward customers and consumer, contribution to community development and society, innovation, and environmental management.

1. Corporate Governance Policy

The Company adheres to the principles of good corporate governance by managing business with transparency, equality, fairness, accountability, and efficiency. We aim to maximize value and returns to all stakeholders as a result of emphasis on good corporate governance in management structure, operating systems, reports on impacts and outcomes related to sustainable development, as well as monitoring essence and completeness of practical consistency on a continual basis in relation to corporate culture and value, and good citizenship on national and regional levels.



2. Fair Business Operation

The Company operates its business fairly and ethically, promoting free trade competition and corporate social responsibility throughout the value chain, respecting property rights, maintaining political neutrality, preserving social traditions, and acting with leadership in complying with the law. We also encourage our business partners and contractors to comply with the rule of law and to exercise social responsibility.

3. Anti-Corruption Practices

The Company is against corruption of all kinds, illegal operations or abuse of power, non-disclosure of conflicts of interest, fraud, concealment of facts, and obstruction of honest inspection processes. We have similar expectations for all relevant stakeholders which we take into consideration for collaborations and the development of our business network as a matter of risk management.

4. Respect for Human Rights

The Company supports and respects human rights without prejudice and discrimination, embraces equality in involving employees, prohibits employment of child labor, and does not discriminate on the basis of gender, disability, race or social class. Additionally, the Company shall not be involved in any actions that are inhumane, degrading, or in any way contrary to the principles of human rights.

5. Equitable Treatment of Employees

The Company regards employees its main resource. Taking into consideration of law and ethics, the Company employs people on the basis of fairness, stability and harmony, affirming their right to work in a non-discriminatory workplace, with protection of freedom, fair remuneration, and healthy and safe working conditions. The Company supports and cultivates employees' potential and a corporate culture based on the Company's values and vision, while maintaining a Thai identity at its root.

6. Responsibility to Customers and Consumers

The Company delivers quality products and services which are safe for use, and provides continuous customer relations management as well as sufficient information and data on products and services. The Company focuses on respect for consumer rights, safety, and benefits that customers and consumers receive before and after the sales, aiming to maximize customer satisfaction in service through guidelines for service development that reduce impact on society and the environment and promote product excellence.

7. Community and Social Development

The Company believes in the idea of creating a shared value between the business and social sectors and implements this belief as a guideline for business conduct, to maintain sustainable growth. The Company has a policy to provide educational support and access to technology and learning, create jobs, and develop potential and investment for the benefit of society with regard to the involvement and unique characteristics of each community. Being publically-minded, the Company aims to reduce environmental impacts and improve quality of life across society in the long term, but

especially in the field of telecommunications. The Company plays an important role in strengthening cooperation in developing and maintaining quality of communication, both in normal circumstances as well as in disaster situations in order to assist communities, disadvantaged individuals, and victims to receive timely assistance at the first possible opportunity.

8. Innovation

The Company believes in its ability to innovate, which is an essential component for business operation and sustainable growth. The Company encourages employees to develop products and services and to be involved in both technological and business model innovation. Such innovation could be newly created inventions or improvements to existing technology. Either way, the objectives are to create positivity, improve productivity, and create long-term added value for the business related entities in order to meet the needs of customers and all stakeholders. This also includes an innovation that contributes to cooperation with business partners and allies while promoting sustainable growth of the industry based on economic benefits, reduction of environmental impacts, and wellbeing of the society.

9. Environmental Management

The Company has policy to emphasize environmental sustainability and conservation of resources by nurturing a corporate culture which encourages environmental restoration and care activities, prevents and reduces pollution, uses resources efficiently, and promotes sustainability. The objectives are to reduce global warming, promote living and working in harmony with nature, and foster cooperation among organizations, including community involvement.

More details
please visit and
download for 2015
Sustainability Report at
www.thaicom.net



Management's Discussion and Analysis

I. Overview

The change of important accounting policies

In 2015, Thaicom Plc (the Company or THCOM) has changed its accounting policies that have material effect on the realized and recorded in investment in CS Loxinfo Plc (CSL) and in Shenington Investment Pte Limited (SHEN). In 2014, the Company recorded the investment in CSL as equity method and recorded the investment in SHEN as proportionate consolidation. However, in 2015, the Company has adopted the new and revised TFRS and as a result, the investment in CSL was consolidated and recorded as investment in subsidiaries while the investment in SHEN was recorded as equity method. This adoption has already been restated for 2014 consolidated performance as disclosed in 2015 financial statements.

Performance overview

In 2015, the Company's consolidated revenue from sale of goods and rendering of services was Baht 12,453 million, up by Baht 560 million or 4.7% from Baht 11,893

million in 2014. This was due mainly to an increase in revenue from satellite business, especially from the Thaicom 7 Satellite which began to provide services in Q4/2014 and its capacity usage has ramped up continuously until 100% of the capacity was sold in Q4/2015.

The revenue from Internet access and media businesses has grown continuously from 2014 due to the increase of revenue from sales of satellite receiver sets from Cambodian DTV Network Ltd. (CDN), including the revenue growth of ICT business from CSL.

The telephone network business in Lao People's Democratic Republic (Lao PDR) was operated by Lao Telecommunications Co., Ltd. (LTC). The Company recorded the investment in SHEN, which is LTC's shareholder, by the equity method. The share of profits of investment in SHEN in 2015 was Baht 194 million, up by Baht 40 million or 26.0% from Baht 154 million in 2014. The improved result was from the increase of mobile subscriber's market share of LTC from 46.93% as at the end of 2014 to 51.98% as at the end of 2015. LTC still maintains the 1st rank of market share among Lao PDR's

telecom operators. In addition, in 2015, LTC's concession to operate telecom business in Lao PDR has successfully been extended for another 25 years, from 2022 - 2046, beyond its expiry in 2021. This will be beneficial and enhance LTC's future business expansion.

The Company reported a consolidated net profit (attributable to owner of the Company) of Baht 2,122 million, up by Baht 521 million or 32.5% from Baht 1,601 million compared to that of 2014, as a result of revenue growth, while less SG&A due to the impairment loss on goodwill of Thailand YellowPages business of Baht 550 million recorded in 2014. In 2015, the Company incurred the loss on foreign exchange rate, net of tax, of Baht 552 million, as a result of revaluation of the loan for the Thaicom 6 and Thaicom 8 Projects and SHEN's loan to support the payment of LTC's concession extension fee. However, there are compensations managed from other incomes such as gain from selling of the investment in Synertone Communication Corporation (Synertone)'s ordinary shares. In case that the gain (loss) from exchange rate, capital gain from selling of the investment and impairment loss on goodwill of Thailand YellowPages business were excluded, the normalized net profit of the Company was Baht 2,396 million, up by Baht 598 million or 33.3% from Baht 1,798 million in 2014.

Other important matters

In 2015, the Company recognized the impairment loss on investment of one of its subsidiaries, IPSTAR Australia Pty Ltd (IPA), an Australian's broadband satellite service provider. IPA was established in 2003 and was wholly



owned by one of THCOM's subsidiaries. And due to the internal restructuring in 2012, IPA was acquired and its total shares were transferred to THCOM at the acquisition price of Baht 971 million. Since 2012, the Company has gained from dividend payment from IPA's performance in total of AUD 25 million or around Baht 650 million.

Main revenue stream of IPA came from providing service to Australian Government's National Broadband Network (NBN), of which its contract ends September 2017. IPA plans to replace the revenue from NBN by expanding its services to corporate and retail segments. However, the recession of Australian's economic and industrial sectors contributes to a slow growth of mining and construction industries, which are target customers of IPA. As a result, the revenue expected from these customers may not be able to compensate the loss of revenue stream from NBN after the contract ends.

Therefore, the Company, on a conservative basis, has considered recognizing the loss on investment of IPA at the amount of Baht 454 million. This is recorded in THCOM's separate financial statement, of which THCOM's separate net profit of 2015 was Baht 794 million, decreased by Baht 224 million or 22.0% compared with Baht 1,018 million in 2014. The impairment has neither affected the Company's consolidated performance nor impacted the cash flow since it is a non-cash item.

II. Business Update

Transponder leasing and related business

On 17 November 2015, the Thai Institute of Directors Association (IOD) in collaboration with six leading private sector organizations namely, the Stock Exchange of Thailand (SET), the Thai Chamber of Commerce, the Federation of Thai Industries, the Thai Bankers' Association, the Thai Listed Companies Association and, the Federation of Thai Capital Market Organizations presented the Board of the Year Awards 2015 to top performing boards of Thai listed companies. The Company's Board of Directors was awarded "Board of the Year for Distinctive Practice" for the third straight years, and received an honor of "Board with Consistent Best

Practices”. In addition, the Company’s Audit Committee was as well recognized as “Audit Committee of the Year”. With all these honorable awards received from leading organization, it has demonstrated the Company success and commitment in corporate governance to all stakeholders.

On 19 November 2015, the Thaicom 7 Satellite has achieved a 100% booked following an order from Grant Investrade Ltd (GIL), the subsidiary of Hinduja Ventures Ltd. The transponders were used to provide digital cable TV services through a Headend-In-The-Sky (HITS) system which helps distribute smoothly the transition to digital and allows customers to choose channels through a satellite multiplex across India.

In addition, the Company plans for a new broadband satellite project, “the Thaicom 9 Satellite”, in order to serve excess demand in several countries where the Thaicom 4 Broadband Satellite’s capacity is not sufficient. The license approval process is going on as planned and the Company is currently in the process of selecting the satellite manufacturer.

Internet and media business

CDN, the Company’s subsidiary, has grown significantly in sales of satellite receiver sets in Cambodia during 2015. This was resulted from CDN continuously supported marketing and sales promotions to increase sales volume, together with improving distribution channels and installation teams.

CSL has continuously grown on main services especially in a basic Internet connection (Leased Line) Internet Data Center (IDC) and ICT Solution services and Cloud Computing. For Media and Advertising on YellowPages business, Teleinfo Media Plc. (TMC) has been putting more effort into publishing and distributing new advertising print vertical books, such as “Aroi”, “Factory Guide”, “Machine Parts & Hardware Tools”, and “Builder & Construction Guide”, in order to compensate for the decline in the sale of advertising space in Thailand YellowPages. These vertical books achieved well responses by customers due to their niches that can penetrate into specific target groups.

Telephone network business

LTC’s performance has grown significantly in both profit from operation and number of subscribers resulting from maximizing in service quality and telephone network, providing various of data packages for all customer groups, and continuing to promote marketing events and activities. As at the end of 2015, LTC ranked No.1 with mobile’s market share of 51.98%, up from 46.93% as at the end of 2014. LTC’s mobile subscribers as at the end of 2015 was 1,947,996, increased from 1,712,506 subscribers as at the end of 2014.

III. Consolidated Operating Results

Selected financial information on THCOM

Unit: Million Baht	Amount		Change YoY [%]
	2015	2014 (Restated)	
Revenue from sale of goods and rendering of services	12,453	11,893	4.7%
Cost of sale of goods and rendering of services	7,354	7,041	4.4%
SG&A expenses	2,118	2,854	-25.8%
EBIT from continuing operations*	2,981	1,998	49.2%
EBITDA from continuing operations**	5,758	5,110	12.7%
Share of profits (losses) of investment in joint ventures	194	154	26.0%
Profit for the period	2,305	1,514	52.2%
Profit (loss) attributable to: non-controlling interest	183	(87)	-310.3%
Profit attributable to: owner of the Company	2,122	1,601	32.5%
Earnings per share (Baht)	1.94	1.46	32.9%
Other extraordinary items***	(274)	(197)	39.1%
Normalized profit***	2,396	1,798	33.3%
Normalized profit per share (Baht)	2.19	1.64	33.3%

* EBIT = Sales and service income – Cost of sales and service - SG&A

** EBITDA = EBIT + Depreciation and Amortization

*** Normalized net profit = Net profit excludes extraordinary items, which are foreign exchange loss, impairment loss for goodwill, and gain from selling of investment (Others extraordinary items are net after tax)

Revenue from sale of goods and rendering of services

Consolidated revenue from sale of goods and rendering of services for 2015 was Baht 12,453 million, an increase of Baht 560 million or 4.7% compared to Baht 11,893 million in 2014. This was contributed by the increase of revenue from both satellite services and Internet and media services.

Revenue from sale of goods and rendering of services	2015	2014 (Restated)	YoY [%]
Satellite and related services	9,258	8,783	5.4%
Internet and media services*	3,272	3,230	1.3%
Consolidation eliminations	(77)	(120)	-35.8%
Total	12,453	11,893	4.7%

* Include revenue from sales and services generated by DTV Service Co., Ltd. (DTV), Cambodian DTV Network Ltd. (CDN), and CS Loxinfo Public Company Limited (CSL).

Satellite transponder leasing and related services

Satellite and related services	2015	2014 (Restated)	YoY [%]
Conventional*	5,031	4,472	12.5%
Thaicom 4 Broadband	4,227	4,311	-1.9%
<i>Services</i>	3,910	3,920	-0.3%
<i>Sales</i>	317	391	-18.9%
Total	9,258	8,783	5.4%

* Include the Thaicom 5 6 and 7 Satellites and the interim satellite acquired by the Company to provide services ahead of the launch of the Thaicom 6 Satellite.

Revenue from satellite transponders and related services in 2015 was Baht 9,258 million, a rise of Baht 475 million or 5.4% compared to Baht 8,783 million in 2014. The revenue growth was mainly to revenue growth from conventional satellite and related services described as following;

- Revenue from the Thaicom conventional satellite business in 2015 was Baht 5,031 million, up by Baht 559 million or 12.5% from Baht 4,472 million in 2014, mainly contributed by;
 - Revenue growth from transponder leasing service due to the growing demand of broadcasting services. The number of television channels broadcasted under the conventional satellite platform at 78.5 degrees east was 792 channels (666 SD and 126 HD) as at the end of 2015, increased from 702 channels (592 SD and 110 HD) as at the end of 2014. In addition, the Thaicom 7 Satellite, which began

to operate in Q4/2014, has achieved a fully booked in Q4/2015.

- Revenue increase from the Thaicom 6 Satellite due to value-added services, together with revenue growth from sales of satellite equipment to broadcasting satellite operators especially in Myanmar in Q1/2015.
- Revenue from the Thaicom 4 Broadband Satellite business was Baht 4,227 million in 2015, slightly drop by Baht 84 million or 1.9% from Baht 4,311 million in 2014. This was due mainly to;
 - The slight decrease of service revenue of Baht 10 million or 0.3% from Baht 3,920 million, resulting from revenue drop in Australia and Japan from the impact of currency exchange that AUD and JPY have depreciated against USD, offset with the increase of service revenue from Malaysia, India and Myanmar. As at the end of 2015, the overall bandwidth usage for the Thaicom 4 Broadband Satellite increased slightly from 57.0% as at the end of 2014 to be 57.5%.
 - Sales revenue drop of Baht 74 million or 18.9% from Baht 391 million, resulting from revenue drop from sales of equipment installation, which depended on customer projects several countries in each year. Total user terminal (UT)'s sales in 2015 slightly increased from 2014 due to higher sales in Australia and Japan, offset with the decrease in other countries following the Company's Open Access Platform (OAP) strategy.

Internet and media services

The Company's revenue from Internet and media services for 2015 was Baht 3,272 million, up by Baht 42 million or 1.3% compared to Baht 3,230 million in 2014, which was mainly contributed by;

- The increase of sales revenue from CDN by Baht 163 million or 131.3% from an increase of sales from satellite receiver sets,
- Revenue in ICT business from CSL by Baht 52 million or 2.3% due mainly to the revenue growth from Leased Line, Internet Data Center (IDC) and other value added services, offset with
- The decrease of revenue from DTV, Media and Advertising on YellowPages and Voice Info Services and Mobile Content Services totally by Baht 174 million or 19.7% following print media industry trend, consumer behavior and technological change.

Cost of sale of goods and rendering of services

The Company's consolidated cost of sale of goods and rendering of services was Baht 7,354 million, an increase of Baht 313 million or 4.4% compared to Baht 7,041 million for 2014 as a result of higher costs from both satellite business and Internet and media services.

Cost of sale of goods and rendering of services	2015	2014 (Restated)	YoY [%]
Satellite and related services	5,302	5,140	3.2%
Internet and media services*	2,115	2,005	5.5%
Consolidation eliminations	(63)	(104)	-39.4%
Total	7,354	7,041	4.4%

* Include cost from sales and services generated by DTV Service Co., Ltd. (DTV) Cambodian DTV Network Ltd. (CDN), and CS Loxinfo Public Company Limited (CSL).

Cost of satellite transponder leasing and related services

Cost relating to transponder leasing and related services for 2015 was Baht 5,302 million, an increase of Baht 162 million or 3.2% from Baht 5,140 million for 2014, due to an increase in cost relating to conventional satellite business, offset with a decrease in the Thaicom 4 Broadband Satellite business.

In 2015, the gross margin from satellite transponder leasing and related services was 42.7%, improving from 41.5% in 2014, partly due to the reduction of % operating fee as a result of the service from the Thaicom 7 satellite. The revenue from the Thaicom 7 Satellite is subject to the operating fee of 5.25% of revenue charged under Telecom Operation License (License Fee) to the National Broadcasting and Telecommunications Commission (NBTC), whereas the revenue from other satellites were subject to the operating fee of 20.5% of revenue charged under the Agreement for Operation of Domestic Communication Satellites (Concession Fee) to Ministry of Information and Communication Technology (MICT).

Satellite and related services	2015	2014 (Restated)	YoY [%]
Conventional*	2,557	2,348	8.9%
Thaicom 4 Broadband	2,745	2,792	-1.7%
Total	5,302	5,140	3.2%

* Include the Thaicom 5 6 and 7 Satellites and the interim satellite acquired by the Company to provide services ahead of the launch of the Thaicom 6 Satellite.

Cost relating to the Thaicom conventional satellite business was Baht 2,557 million in 2015, up by Baht 209 million or 8.9% from Baht 2,348 million in 2014, mainly caused by:

- An increase of both License Fee and Concession Fee following an increase in transponder revenue from the Thaicom 7 Satellite and other satellites,
- Depreciation cost on the Thaicom 6 and 7 Satellites which increased in 2015, offset with cost of transponder rental from acquiring an interim satellite to provide services at 78.5 degrees East orbital slot ahead of the launch of the Thaicom 6 Satellite incurred in 2014, and
- Cost of satellite equipment following the increase in sales to broadcasting satellite operators in Q1/2015.

Cost relating to the Thaicom 4 Broadband Satellite services in 2015 was Baht 2,745 million, down by Baht 47 million or 1.7% from Baht 2,792 million in 2014, primarily due to:

- A decrease of sales of equipment installation following the sales revenue drop, offset with
- An increase of Concession Fee following the bandwidth utilization growth.

Cost of Internet and media services

Cost relating to the Internet and media services in 2015 was Baht 2,115 million, an increase of Baht 110 million or 5.5% from Baht 2,005 million in 2014, due mainly to an increase of;

- Cost of CDN's sales of Baht 114 million or 110.6% following an increase in sales of satellite receiver sets,
- Cost of Voice Info Services and Mobile Content Services of Baht 38 million or 16.6% resulted from the higher cost of contents and R&D costs for application on smartphone services, offset with,
- A decrease of cost of DTV's sales and services of Baht 38 million or 33.3% following revenue drop, and
- A decrease of cost of Advertising on YellowPages of Baht 18 million or 17.1% due to cost control in order to compensate with a decline of its revenue.

Selling and administrative expenses

SG&A expenses, including directors and management benefit expenses, were Baht 2,118 million in 2015, a decrease of Baht 736 million or 25.8% from Baht 2,854 million in 2014, mainly contributed by:

- Impairment loss on goodwill of Media and Advertising on YellowPages business of TMC, CSL's subsidiary, in Q3/2014 of Baht 550 million,
- Reversal of Provision for obsolete inventory of satellite receiver sets sold by DTV,
- A decrease in marketing expenses for the satellite business, and Internet and media services, offset by
- An increase in staff expenses for the satellite business, and Internet and media services,
- An increase in provision for doubtful debts for Internet and media services.

Gain (Loss) on exchange rate

In 2015, the Company reported a loss on foreign exchange rate of Baht 595 million. This was largely impacted by the revaluation of borrowings for the Thaicom 6 and 8 projects as a result of the depreciation of the Thai Baht against the US dollar. Compared with 2014, the Company had a gain on foreign exchange rate of Baht 72 million.

Finance costs

Finance costs were Baht 306 million in 2015, decreased by Baht 78 million or 20.3% from Baht 384 million in 2014, resulted from;

- The decrease of the Thaicom 6 project loan principal,
- Lower average interest rate as a result of refinancing the loan for the Thaicom 6 and 8 Projects to optimize financing cost, and also the decrease of average interest rate for the long-term debenture, offset with
- The increase of short term loans to support LTC's concession extension fee.

Share of profits of investment in joint ventures

Share of profit of investment in joint venture in telephone business in 2015 was Baht 194 million, up by Baht 40 million or 26.0% from Baht 154 million in 2014, due to an increase of;

- Share of revenue from LTC, resulting from revenue growth in 2015 amounted to Baht 1,336 million, increased from Baht 1,076 million in 2014, following the growth of Mobile subscribers, Fixed Wireless and Internet SIM (HSPA) and sales of fixed wireless handset and SIM card, offset with
- A loss on foreign exchange rate in SHEN from the revaluation of borrowings to support LTC's concession extension fee, of which the Company shared proportionately of Baht 70 million, and
- Financing costs from the borrowings which the Company recognized proportionately Baht 38 million.

Net profit

The Company reported a profit attributable to owner of the Company of Baht 2,122 million, an increase of Baht 521 million or 32.5% from Baht 1,601 million for 2014.

The Company's normalized profit, excluding the impacts of gain (loss) from exchange rate, capital gain from selling of the investment in Synertone's ordinary shares, and impairment loss on goodwill of TMC, was Baht 2,396 million, an increase of Baht 598 million or 33.3% from Baht 1,798 million in 2014. This was contributed by the continuous growth of satellite and related services especially from the conventional satellite services, higher revenue from Internet and media services, and telephone network services.

In 2015, the Company recognized the impairment loss on investment of IPA of Baht 454 million. This is recorded in THCOM's separate financial statement, of which THCOM's separate net profit of 2015 was Baht 794 million, decreased by Baht 224 million of 22.0% compared with Baht 1,018 million in 2014.



IV. Financial Position

As at the end of 2015, the Company reported total assets of Baht 33,592 million, an increase of Baht 1,704 million or 5.3% from Baht 31,888 million at the end of 2014. This was mainly because of the increase of:

- Cash and cash equivalents, mainly from operation activities and selling investment in Synertone ordinary shares,

- Long-term loans to SHEN to support the payment of LTC's concession extension fee which will enhance LTC's future business operation,
- PP&E, which mostly were the assets of the Thaicom 8 Satellite project, offset by
- Depreciation and amortization of PP&E and intangible assets under operating agreements.

THCOM's asset components

Assets	31-Dec-15		31-Dec-14 (Restated)	
	Amount (Bt mn)	% of Total assets	Amount (Bt mn)	% of Total assets
Current assets	8,005	23.8%	7,072	22.2%
Loans to a joint venture and related parties	2,330	6.9%	291	0.9%
PP&E, net	9,032	26.9%	8,353	26.2%
Intangible assets under operating agreement	11,227	33.4%	13,249	41.5%

Trade accounts receivable, accrued income, and other accounts receivable

As at the end of 2015, the Company had net trade accounts receivable and accrued income of Baht 2,086 million or 6.2% of total assets, comprising of those from other parties and related parties, representing 91.6% and 8.4% of total trade accounts receivable and accrued income, respectively.

The Company had an allowance for doubtful accounts of Baht 231 million or 13.1% of total trade accounts receivable, lower than 16.0% as at the end of 2014. Trade and other accounts receivable and accrued income as at the end of 2015 increased by Baht 471 million from the end of 2014, due mainly to an increase in trade account receivable for the satellite business.

Liquidity

As at the end of 2015, the Company had a current ratio of 1.83X, up from 1.77X as at the end of 2014 due mainly to the increase of:

- Cash and cash equivalents and net trade accounts receivable and accrued income, offset by
- An increase in short-term loans from financial institutions for lending to SHEN to support LTC's concession extension.

Loans to a joint venture and related parties

As at the end of 2015, the Company had loans to a joint venture and related parties of Baht 2,330 million, an increase of Baht 2,039 million or 700.7% from Baht 291 million as at the end of 2014. This was mainly due to the loan to SHEN.

Property, plant and equipment

Property, Plant and Equipment (PP&E) as at the end of 2015 was Baht 9,032 million, an increase of Baht 679 million or 8.1% from Baht 8,353 million as at the end of 2014. This was due mainly to;

- Additions to PP&E for the assets of the Thaicom 8 project, offset by
- Depreciation and amortization of PP&E in 2015.

Borrowings and Shareholders' equity

The Company's net borrowings as at the end of 2015 were Baht 11,750 million, an increase of Baht 649 million or 5.8% from Baht 11,101 million as at the end of 2014, mainly attributable to;

- An increase of short-term loans from financial institutions for lending to SHEN to support LTC's concession extension,
- Impact from the revaluation of borrowings resulting from the depreciation of the Thai Baht against the US dollar, offset by
- Repayment of long-term borrowings for the Thaicom 6 project,
- Repayment of short-term borrowing of CSL.

As at the end of 2015, the Company's shareholders' equity was Baht 18,111 million, an increase of Baht 826 million or 4.8% from Baht 17,285 million as at the end of 2014, reflecting from a net profit for 2015 of Baht 2,122 million, offset by dividend payment to owners of the Company of Baht 712 million and the revaluation adjustment of Synertone existing ordinary shares.

As at the end of 2015, the ratio of interest bearing debt to equity was 0.65x, up from 0.64x as at the end of 2014.

Cash flow

Net cash flow provided by operating activities for 2015 was Baht 4,729 million, a decrease of Baht 102 million or 2.1% from Baht 4,831 million for 2014, due mainly to an increase in payments from changes in working capital offset by an increase of operational profit in 2015.

Net cash flow used in investing activities for 2015 was Baht 3,378 million, most of which were;

- Cash outflow as a long-term loan to SHEN, LTC's holding company, and
- Cash outflow for the payment of the assets of Thaicom 8 project.

Net cash flow used in financing activities for 2015 was Baht 716 million, mainly comprising of;

- Repayment of short-term borrowings for the Thaicom 8 project and repayment of long-term borrowings for the Thaicom 6 project, together with dividend payment to shareholders, offset by
- Proceeds from short-term borrowings for lending to SHEN.

The Company had ending cash of Baht 3,401 million as at the end of 2015.

This document contains certain forward-looking statements. They refer to future events and to the future financial performance of the Company. Forward-looking statements generally can be identified by the use of forward-looking terminology such as "may," "will," "expect," "intend," "estimate," "anticipate," "believe" or "continue." Although the Company believe that the expectations reflected in such forward-looking statements are reasonable at this time, it can give no assurance that such expectations will prove to be correct. Given these uncertainties, readers are cautioned not to place undue reliance on such forward-looking statements.

Board of Directors' Responsibility for Financial Reporting

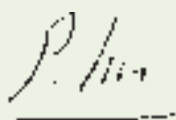
The Board of Directors is responsible for Thaicom Public Company Limited's financial statements and Thaicom Public Company Limited and its subsidiaries' consolidated financial statements, including the financial information presented in this annual report. The aforementioned financial statements are prepared in accordance with generally accepted accounting principles, using careful judgment and the best estimations. Important information is adequately and transparently disclosed in the notes to financial statements for the Company's shareholders and investors.

The Board of Directors has provided and maintained a risk management system and appropriate and efficient internal controls to ensure that accounting records are accurate, reliable and adequate to protect its assets and uncover any weaknesses that may be presented in order to prevent fraud or materially irregular operations.

In this regard, the Board of Directors has appointed an Audit Committee to be responsible for reviewing the accounting policy, financial reports, internal controls, internal audit and risk management system. The Audit Committee has also reviewed a disclosure of related party transactions. All their comments on these issues have been included in the Audit Committee Report which is presented in this annual report.

The financial statements of the Company and the consolidated financial statements of the Company and its subsidiaries have been examined by an external auditor, KPMG Phoomchai Audit Limited. To conduct the audits and express an opinion in accordance with generally accepted auditing standards, the auditor was provided with all of the Company's records and related data as requested. The auditor's opinion is presented in the auditor's report as part of this annual report.

The Board of Directors believes that the Company's overall internal control system has functioned up to a satisfactory level and rendered credibility and reliability to Thaicom Public Company Limited's financial statements and Thaicom Public Company Limited and its subsidiaries' consolidated financial statements for the year ended 31 December 2015. The Board of Directors also believes that all these financial statements have been prepared in accordance with generally accepted accounting principles and related regulations.



Mr. Paron Israsena
Chairman of the Board



Mr. Paiboon Panuwattanawong
Chief Executive Officer

Independent Auditor's Report

To the shareholders of Thaicom Public Company Limited

I have audited the accompanying consolidated and separate financial statements of Thaicom Public Company Limited and its subsidiaries (the "Group"), and of Thaicom Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2015, the consolidated and separate statements of income and comprehensive income, changes in equity and cash flows for the year then ended, and notes comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated and separate financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these consolidated and separate financial statements based on my audit. I conducted my audit in accordance with Thai Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated and separate financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2015 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Emphasis of Matter

Without qualifying my opinion, I draw attention to note 3 to the financial statements describing the effects of the Company's adoption from 1 January 2015 of certain new accounting policies in accordance with revised and new Thai Financial Reporting Standards promulgated by the Federation of Accounting Professions. The corresponding figures presented are based on the audited financial statements as at and for the year ended 31 December 2014 after making the adjustments described in note 3."

P. Singhasaneh

(Supot Singhasaneh)
Certified Public Accountant
Registration No. 2826

KPMG Phoomchai Audit Ltd.
Bangkok
10 February 2016

Statements of financial position

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements			Separate financial statements	
	Note	31 December 2015	31 December 2014 (Restated)	1 January 2014 (Restated) <i>(in Baht)</i>	31 December 2015	31 December 2014
Assets						
Current assets						
Cash and cash equivalents	6	3,401,140,969	2,769,147,544	2,278,596,372	1,253,746,837	443,266,569
Current investments	7	1,645,152,691	1,736,196,182	1,305,171,495	1,574,220,655	800,000,000
Trade and other accounts receivable	8	2,417,498,479	1,946,173,884	1,963,379,369	1,361,316,236	1,124,232,044
Amounts due from related parties	5	82,402,936	71,226,944	115,082,803	211,886,621	141,707,165
Short-term loan to a joint venture	5	168,520,658	291,143,866	289,946,028	168,520,658	291,143,866
Inventories	9	229,799,487	236,495,205	305,963,129	160,423,960	155,493,915
Other current assets		60,603,544	21,241,533	33,968,610	32,865,381	16,096,089
Total current assets		8,005,118,764	7,071,625,158	6,292,107,806	4,762,980,348	2,971,939,648
Non-current assets						
Long-term loans to related parties	5	2,161,864,194	-	-	2,161,864,194	9,843,840
Available-for-sale investments		-	-	699,839,569	-	-
Investments in subsidiaries	10	-	-	-	1,460,031,422	1,913,540,009
Investments in a joint venture	10	1,210,350,988	1,082,914,067	909,144,877	137,638,749	137,638,749
Property and equipment	12	9,031,833,653	8,352,631,411	2,326,145,223	8,073,204,433	7,346,224,811
Intangible assets under operating agreement	13	11,227,186,999	13,249,340,669	15,041,927,575	11,227,186,999	13,249,340,669
Deferred charges	13	19,652,871	44,363,784	34,693,489	19,667,859	44,691,030
Intangible assets	13	829,134,657	966,818,173	1,480,198,271	515,934,767	615,260,720
Deferred tax assets	14	240,035,956	248,168,172	497,904,359	86,460,112	121,229,144
Other non-current assets	15	866,580,447	871,851,808	1,144,726,265	838,416,858	844,082,477
Total non-current assets		25,586,639,765	24,816,088,084	22,134,579,628	24,520,405,393	24,281,851,449
Total assets		33,591,758,529	31,887,713,242	28,426,687,434	29,283,385,741	27,253,791,097

The accompany notes are an integral part of these financial statements.

Statements of financial position

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements			Separate financial statements	
	Note	31 December 2015	31 December 2014 (Restated)	1 January 2014 (Restated) <i>(in Baht)</i>	31 December 2015	31 December 2014
Liabilities and equity						
Current liabilities						
Short-term loans from financial institutions	16	1,650,520,587	871,104,665	-	1,460,520,587	641,104,665
Trade and other accounts payable	17	1,225,857,976	1,060,951,506	1,011,940,298	546,644,863	497,917,964
Accounts payable - property and equipment		92,463,112	173,000,945	89,290,205	92,454,418	157,851,361
Amounts due to related parties	5	224,004	279,671	1,228,311	37,330,754	32,819,230
Current portion of long-term loans	16	69,063,419	639,536,315	4,375,628,418	7,992,543	577,777,039
Short-term loan from related party	5	-	-	-	1,126,768,104	-
Advance receipts from customers		733,956,359	783,381,453	1,127,704,071	676,917,443	689,883,475
Accrued operating agreement fee		333,401,729	285,698,928	265,274,094	333,401,729	285,698,929
Income tax payable		161,902,384	53,616,473	46,220,398	55,972,634	-
Other current liabilities	18	112,541,535	118,382,572	63,943,976	72,919,034	70,952,531
Total current liabilities		4,379,931,105	3,985,952,528	6,981,229,771	4,410,922,109	2,954,005,194
Non-current liabilities						
Long-term accounts payable - property and equipment		250,151,220	307,952,760	434,932,080	250,151,220	307,952,760
Long - term loans	16	10,030,358,222	9,590,329,196	4,031,419,495	9,905,129,460	9,426,066,748
Employee benefits obligations	19	404,259,941	337,040,959	308,180,720	208,848,138	199,066,920
Other non - current liabilities	20	416,277,287	381,808,569	382,145,481	392,876,579	354,835,789
Total non - current liabilities		11,101,046,670	10,617,131,484	5,156,677,776	10,757,005,397	10,287,922,217
Total liabilities		15,480,977,775	14,603,084,012	12,137,907,547	15,167,927,506	13,241,927,411

The accompany notes are an integral part of these financial statements.

Statements of financial position

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements			Separate financial statements	
	Note	31 December 2015	31 December 2014 (Restated)	1 January 2014 (Restated) <i>(in Baht)</i>	31 December 2015	31 December 2014
<i>Liabilities and equity</i>						
<i>Equity</i>						
Share capital	21					
Authorised share capital		5,494,512,700	5,489,086,200	5,483,097,700	5,494,512,700	5,489,086,200
Issued and paid-up share capital		5,479,687,700	5,479,687,700	5,479,687,700	5,479,687,700	5,479,687,700
Premium on ordinary shares	21	4,301,989,672	4,301,989,672	4,301,989,672	4,301,989,672	4,301,989,672
Retained earnings						
Appropriated						
Legal reserve	22	549,451,270	544,154,995	493,237,236	549,451,270	544,154,995
Unappropriated		6,715,451,453	5,469,863,284	4,413,069,092	3,767,092,570	3,676,732,850
Other components of equity		637,244,902	1,091,666,228	855,087,943	17,237,023	9,298,469
Equity attributable to owners of the Company		17,683,824,997	16,887,361,879	15,543,071,643	14,115,458,235	14,011,863,686
Non - controlling interests		426,955,757	397,267,351	745,708,244	-	-
Total equity		18,110,780,754	17,284,629,230	16,288,779,887	14,115,458,235	14,011,863,686
Total liabilities and equity		33,591,758,529	31,887,713,242	28,426,687,434	29,283,385,741	27,253,791,097

The accompany notes are an integral part of these financial statements.

Statements of income

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements		Separate financial statements	
	Note	For the year ended 31 December 2015	2014 (Restated)	For the year ended 31 December 2015	2014
		(in Baht)			
Income	5				
Revenues from sale of goods and rendering of services	25	12,453,089,955	11,893,030,438	7,653,798,891	6,989,624,431
Construction revenue under operating agreement		543,915	172,270,278	543,915	172,270,278
Net foreign exchange gain		-	71,871,278	-	-
Other income	26	489,105,936	172,648,576	689,901,811	438,956,134
Total income		12,942,739,806	12,309,820,570	8,344,244,617	7,600,850,843
Expenses	5				
Cost of sale of goods and rendering of services		6,287,173,476	6,055,782,897	3,815,117,464	3,727,668,083
Construction cost under operating agreement		543,915	172,270,278	543,915	172,270,278
Operating agreements fee		1,066,618,826	985,260,005	1,066,618,826	985,260,005
Selling expenses		338,451,733	376,275,952	167,041,702	211,823,594
Administrative expenses		1,676,992,895	1,825,063,317	798,084,481	799,304,797
Impairment loss on investment in subsidiary	10	-	-	453,508,587	-
Impairment loss on goodwill	13	-	550,013,793	-	-
Directors and management benefit expenses		102,593,824	102,631,718	72,871,517	74,936,839
Net foreign exchange loss		595,024,208	-	631,945,714	9,085,775
Finance costs		306,037,479	384,475,690	283,757,455	362,308,345
Total expenses		10,373,436,356	10,451,773,650	7,289,489,661	6,342,657,716
Share of profits of investment in joint venture	10	193,659,781	154,057,274	-	-
Profit before income tax expense		2,762,963,231	2,012,104,194	1,054,754,956	1,258,193,127
Income tax expense	29	(458,280,748)	(498,078,112)	(260,699,622)	(239,837,947)
Profit for the year		2,304,682,483	1,514,026,082	794,055,334	1,018,355,180
Profit attributable to:					
Owner of the Company		2,122,147,081	1,600,883,844	794,055,334	1,018,355,180
Non-controlling interest		182,535,402	(86,857,762)	-	-
Profit for the year		2,304,682,483	1,514,026,082	794,055,334	1,018,355,180
Earnings per share	31				
Basic earning per share (in Baht)		1.94	1.46	0.72	0.93
Diluted earning per share (in Baht)		1.94	1.46	0.72	0.93

The accompany notes are an integral part of these financial statements.

Statements of comprehensive income

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements		Separate financial statements	
	Note	For the year ended 31 December 2015	2014 (Restated)	For the year ended 31 December 2015	2014
		(in Baht)			
Profit for the year		2,304,682,483	1,514,026,082	794,055,334	1,018,355,180
Other comprehensive income	23				
<i>Items that will never be reclassified to profit or loss</i>					
Defined benefit plan actuarial gains (losses)		(19,743,251)	-	13,960,062	-
Share of other comprehensive loss of investments in joint ventures	10	(157,897,336)	-	-	-
		<u>(177,640,587)</u>	<u>-</u>	<u>13,960,062</u>	<u>-</u>
<i>Items that are or may be reclassified to profit or loss</i>					
Foreign currency translation differences for foreign operations		334,925,885	(3,238,369)	-	-
Unrealised loss from increase in shareholding in a subsidiary		(216)	(2,612,055)	-	-
Changes in fair value of available-for-sale investments transfers to profit and loss		(335,334,101)	-	-	-
Changes in fair value of available-for-sale investments		(458,294,533)	235,736,603	-	-
		<u>(458,702,965)</u>	<u>229,886,179</u>	<u>-</u>	<u>-</u>
Other comprehensive income for the year, net of income tax		<u>(636,343,552)</u>	<u>229,886,179</u>	<u>13,960,062</u>	<u>-</u>
Total comprehensive income for the year		<u>1,668,338,931</u>	<u>1,743,912,261</u>	<u>808,015,396</u>	<u>1,018,355,180</u>
Total comprehensive income attributable to:					
Owners of the Company		1,500,883,965	1,830,595,227	808,015,396	1,018,355,180
Non-controlling interests		167,454,966	(86,682,966)	-	-
Total comprehensive income for the year		<u>1,668,338,931</u>	<u>1,743,912,261</u>	<u>808,015,396</u>	<u>1,018,355,180</u>

The accompany notes are an integral part of these financial statements.

Statements of changes in equity

Thaicom Public Company Limited and its Subsidiaries

Consolidated financial statements

	Note	Retained earnings				Other components of equity							
		Issued and paid-up share capital	Share premium	Legal reserve	Unappropriated	Other reserve for share-based payment	Cumulative gain on dilution of investment in a subsidiary	Currency translation differences	Changes in fair value of available-for-sale investments	Total other components of equity	Equity attributable to owners of the Company	Non-controlling interests	Total equity
							<i>(in Baht)</i>						
Year ended 31 December 2014													
Balance at 1 January 2014 - as reported		5,479,687,700	4,301,989,672	493,237,236	4,413,069,092	2,431,567	331,456,927	(42,463,680)	563,663,129	855,087,943	15,543,071,643	38,391,462	15,581,463,105
Impact of changes in accounting policies	3	-	-	-	-	-	-	-	-	-	-	707,316,782	707,316,782
Balance at 1 January 2014 - restated		5,479,687,700	4,301,989,672	493,237,236	4,413,069,092	2,431,567	331,456,927	(42,463,680)	563,663,129	855,087,943	15,543,071,643	745,708,244	16,288,779,887
Transactions with owners, recorded directly in equity													
Share-based payment transactions	21	-	-	-	-	6,866,902	-	-	-	6,866,902	6,866,902	-	6,866,902
Dividends to owners of the Company	32	-	-	-	(493,171,893)	-	-	-	-	-	(493,171,893)	(261,757,927)	(754,929,820)
Total contributions by and distributions to owners of the Company		-	-	-	(493,171,893)	6,866,902	-	-	-	6,866,902	(486,304,991)	(261,757,927)	(748,062,918)
Comprehensive income for the year													
Profit	31	-	-	-	1,600,883,844	-	-	-	-	-	1,600,883,844	(86,857,762)	1,514,026,082
Other comprehensive income	23	-	-	-	-	-	(2,612,055)	(3,413,165)	235,736,603	229,711,383	229,711,383	174,796	229,886,179
Total comprehensive income for the year		-	-	-	1,600,883,844	-	(2,612,055)	(3,413,165)	235,736,603	229,711,383	1,830,595,227	(86,682,966)	1,743,912,261
Transfer to retained earnings	22	-	-	50,917,759	(50,917,759)	-	-	-	-	-	-	-	-
Balance at 31 December 2014		5,479,687,700	4,301,989,672	544,154,995	5,469,863,284	9,298,469	328,844,872	(45,876,845)	799,399,732	1,091,666,228	16,887,361,879	397,267,351	17,284,629,230

The accompany notes are an integral part of these financial statements.

Statements of changes in equity

Thaicom Public Company Limited and its Subsidiaries

Consolidated financial statements

	Note	Retained earnings				Other components of equity								
		Issued and paid-up share capital	Share premium	Legal reserve	Unappropriated	Other reserve for share-based payment transactions	Cumulative gain on dilution of investment in a subsidiary and an associate	Currency translation differences	Changes in fair value of available-for-sale investments	Total other components of equity	Equity attributable to owners of the Company	Non-controlling interests	Total equity	
							<i>(in Baht)</i>							
Year ended 31 December 2015														
Balance at 1 January 2015 - as reported	3	5,479,687,700	4,301,989,672	544,154,995	5,469,863,284	9,298,469	328,844,872	(45,876,845)	799,399,732	1,091,666,228	16,887,361,879	38,566,258	16,925,928,137	
Impact of changes in accounting policies		-	-	-	-	-	-	-	-	-	-	-	358,701,093	358,701,093
Balance at 1 January 2015 - restated		5,479,687,700	4,301,989,672	544,154,995	5,469,863,284	9,298,469	328,844,872	(45,876,845)	799,399,732	1,091,666,228	16,887,361,879	397,267,351	17,284,629,230	
Transactions with owners, recorded directly in equity														
Share-based payment transactions	21	-	-	-	-	7,938,554	-	-	-	7,938,554	7,938,554	-	7,938,554	
Dividends to owners of the Company	32	-	-	-	(712,359,401)	-	-	-	-	-	(712,359,401)	(137,766,560)	(850,125,961)	
Total contributions by and distributions to owners of the Company		-	-	-	(712,359,401)	7,938,554	-	-	-	7,938,554	(704,420,847)	(137,766,560)	(842,187,407)	
Comprehensive income for the year														
Profit	31	-	-	-	2,122,147,081	-	-	-	-	-	2,122,147,081	182,535,402	2,304,682,483	
Other comprehensive income	23	-	-	-	-	-	(216)	331,268,970	(793,628,634)	(462,359,880)	(462,359,880)	3,656,915	(458,702,965)	
Defined benefit plan actuarial losses		-	-	-	(158,903,236)	-	-	-	-	-	(158,903,236)	(18,737,351)	(177,640,587)	
Total comprehensive income for the year		-	-	-	1,963,243,845	-	(216)	331,268,970	(793,628,634)	(462,359,880)	1,500,883,965	167,454,966	1,668,338,931	
Transfer to legal reserve	22	-	-	5,296,275	(5,296,275)	-	-	-	-	-	-	-	-	
Balance at 31 December 2015		5,479,687,700	4,301,989,672	549,451,270	6,715,451,453	17,237,023	328,844,656	285,392,125	5,771,098	637,244,902	17,683,824,997	426,955,757	18,110,780,754	

The accompany notes are an integral part of these financial statements.

Separate financial statements

The accompanying notes are an integral part of these financial statements.

Statements of changes in equity

Thaicom Public Company Limited and its Subsidiaries

Separate financial statements

	Note	Retained earnings					Total equity
		Issued and paid-up share capital	Share premium	Legal reserve	Unappropriated	Other reserve for share-based payment transactions	
					<i>[in Baht]</i>		
Year ended 31 December 2015							
Balance at 1 January 2015		5,479,687,700	4,301,989,672	544,154,995	3,676,732,850	9,298,469	14,011,863,686
Transactions with owners, recorded directly in equity							
Share-based payment transactions	21	-	-	-	-	7,938,554	7,938,554
Dividends to owners of the Company	32	-	-	-	(712,359,401)	-	(712,359,401)
Total contributions by and distributions to owners of the Company		-	-	-	(712,359,401)	7,938,554	(704,420,847)
Comprehensive income for the year							
Profit	31	-	-	-	794,055,334	-	794,055,334
Defined benefit plan actuarial gains		-	-	-	13,960,062	-	13,960,062
Total comprehensive income for the year		-	-	-	808,015,396	-	808,015,396
Transfer to legal reserve	22	-	-	5,296,275	(5,296,275)	-	-
Balance at 31 December 2015		5,479,687,700	4,301,989,672	549,451,270	3,767,092,570	17,237,023	14,115,458,235

The accompany notes are an integral part of these financial statements.

Statements of cash flows

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements		Separate financial statements	
	Note	For the year ended 31 December		For the year ended 31 December	
		2015	2014 (Restated)	2015	2014
		(in Baht)			
Cash flows from operating activities					
Profit for the year		2,304,682,483	1,514,026,082	794,055,334	1,018,355,180
<i>Adjustments for</i>					
Depreciation of property and equipment	12, 27	618,756,522	465,747,576	390,382,861	245,763,190
Amortisation of intangible assets					
under operating agreement	13	2,022,697,586	1,967,011,496	2,022,697,586	1,964,857,184
Amortisation of deferred charges	13	25,038,947	10,506,121	25,023,170	10,385,865
Amortisation of intangible assets	13	135,551,462	129,050,088	96,131,055	96,171,219
(Reversal of) impairment loss on assets		(42,202,254)	59,769,666	(42,984,186)	36,252,820
Impairment loss on investment in subsidiary	10	-	-	453,508,587	-
Impairment loss on goodwill	13	-	550,013,793	-	-
Investments income		(413,554,874)	(72,917,054)	(506,497,013)	(296,074,760)
Share-based payment transactions		7,938,554	6,866,902	7,938,554	6,866,902
Finance cost		306,037,479	384,475,690	283,757,455	362,308,345
(Gain) loss on exchange rate		269,756,156	-28,356,326	158,523,087	(11,453,783)
Amortisation of borrowing costs	16, 27	1,065,891	2,363,082	1,065,891	2,363,082
(Reversal of) allowance for doubtful accounts	8	61,686,173	17,750,840	29,376,863	(13,339,090)
(Reversal of) allowance for obsolete inventory		(49,956,287)	31,049,627	(1,639,603)	(10,472,693)
(Gain) loss on disposal of property and equipment	26	(3,464,432)	1,436,405	(7,462,636)	(3,217,565)
Write-off property and equipment	12	25,864,490	18,795,521	25,163,609	17,460,392
Write-off intangible assets		5,265,187	530,498	5,256,633	-
Share of profits of investment in joint venture	10	(193,659,781)	(154,057,274)	-	-
Income tax expense	29	458,280,748	498,078,112	260,699,622	239,837,947
		5,539,784,050	5,402,140,845	3,994,996,869	3,666,064,235

The accompany notes are an integral part of these financial statements.

Statements of cash flows

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements		Separate financial statements	
	Note	For the year ended 31 December		For the year ended 31 December	
		2015	2014	2015	2014
			(Restated)		
		(in Baht)			
Changes in operating assets and liabilities					
Trade and other accounts receivable		(507,531,468)	(13,600,702)	(241,869,583)	48,801,281
Amounts due from related parties		(11,060,619)	(22,446,209)	(66,414,266)	(20,955,889)
Inventories		73,667,168	54,068,913	13,731,770	2,487,451
Other current assets		(5,380,731)	54,474,064	(15,451,421)	7,119,948
Other non-current assets		(16,304,734)	(51,184,109)	(16,318,830)	336,721
Trade and other accounts payable		(80,372,259)	(65,605,966)	(133,858,822)	(46,085,165)
Amounts due to related parties		(231,187)	(918,640)	4,336,003	(281,536,850)
Advance receipts from customers		(49,458,190)	(348,930,035)	(12,966,031)	(132,797,176)
Accrued operating agreement fee		47,702,801	20,424,834	47,702,801	20,424,834
Other current liabilities		27,554,216	53,046,860	(4,408,662)	8,833,192
Other non-current liabilities		1,668,716	3,087,128	5,240,787	10,612,018
Employee benefit obligations		29,638,859	17,025,639	19,185,559	(236,179)
Income tax paid		(321,032,123)	(270,469,622)	(126,608,914)	(78,449,097)
Net cash from operating activities		4,728,644,499	4,831,113,000	3,467,297,260	3,204,619,324
Cash flows from investing activities					
Interest received		73,346,642	66,145,014	63,274,326	59,676,719
Dividends received	11	-	68,572,943	434,208,879	327,831,870
Current investment		(364,637,489)	505,171,495	(774,220,655)	505,171,495
Purchase of property and equipment		(1,247,044,720)	(6,344,029,910)	(1,095,731,911)	(5,947,966,153)
Proceeds from sale of property and equipment		5,249,401	8,052,413	14,575,359	4,738,801
Proceeds from short-term loan to joint venture	5	137,214,949	-	137,214,949	-
Proceeds from long-term loan to subsidiaries	5	-	-	9,843,840	3,222,836
Long-term loan to joint venture		(1,972,424,724)	-	(2,069,568,372)	-
Payments for deferred charges		-	(20,176,416)	-	(20,176,416)
Purchase of intangible assets		(9,539,366)	(22,087,035)	(741,035)	(6,300,825)
Net cash outflow on acquisition of subsidiaries		-	-	-	(1,590,405)
Net cash outflow on acquisition of indirect subsidiaries		-	(174,240,846)	-	-
Net cash used in investing activities		(3,377,835,307)	(5,912,592,342)	(3,281,144,620)	(5,075,392,078)

The accompany notes are an integral part of these financial statements.

Statements of cash flows

Thaicom Public Company Limited and its Subsidiaries

		Consolidated financial statements		Separate financial statements	
	Note	For the year ended 31 December		For the year ended 31 December	
		2015	2014	2015	2014
			(Restated)		
		(in Baht)			
Cash flows from financing activities					
Dividends paid to owner of the company	32	(850,125,380)	(754,927,084)	(712,353,200)	(493,171,893)
Proceeds from short-term borrowings	16	1,351,393,541	2,074,029,743	1,011,393,541	1,844,029,743
Repayment of short-term borrowings	16	(657,305,743)	(1,202,925,078)	(277,305,743)	(1,202,925,078)
Proceeds from long-term borrowings	16	3,768,146,233	6,289,929,848	3,746,090,159	6,007,641,624
Repayments of long-term borrowings	16	(4,038,021,583)	(4,485,395,384)	(3,976,243,423)	(4,246,160,740)
Proceeds from short-term loan from related party	5	-	-	1,103,643,420	-
Interest paid		(290,293,793)	(353,248,221)	(268,362,176)	(337,941,312)
Net cash from (used in) financing activities		(716,206,725)	1,567,463,824	626,862,578	1,571,472,344
Net increase (decrease) in cash and cash equivalents					
		634,602,467	485,984,482	813,015,218	(299,300,410)
Cash and cash equivalents at 1 January		2,769,147,544	2,278,596,372	443,266,569	740,069,890
Effect of acquisition of indirect subsidiary		-	2,067,829	-	-
Effects of exchange rate changes on balances held in foreign currencies		(2,609,042)	2,498,861	(2,534,950)	2,497,089
Cash and cash equivalents at 31 December	6	3,401,140,969	2,769,147,544	1,253,746,837	443,266,569
Non-cash transactions					
Acquisition of property and equipment by issue of debt		41,156,368	49,512,224	28,488,844	37,006,234
Finance lease liabilities		52,104,847	38,431,530	45,805,209	32,409,806

The accompany notes are an integral part of these financial statements.

Notes to the financial statements



Thaicom Public Company Limited and its Subsidiaries

Note	Contents
1	General information
2	Basis of preparation of the financial statements
3	Changes in accounting policies
4	Significant accounting policies
5	Related parties
6	Cash and cash equivalents
7	Other investments
8	Trade and other accounts receivable
9	Inventories
10	Investments in subsidiaries and a joint venture
11	Non-controlling interests
12	Property, plant and equipment
13	Intangible assets under operating agreement, deferred charges and intangible assets
14	Deferred tax
15	Other non-current assets
16	Interest-bearing liabilities
17	Trade and other accounts payable
18	Other current liabilities
19	Employee benefit obligations
20	Other non-current liabilities
21	Share capital and warrants
22	Reserves
23	Other comprehensive income
24	Segment information
25	Revenues from sale of goods and rendering of services
26	Other income
27	Expenses by nature
28	Provident funds
29	Income tax expense
30	Promotional privileges
31	Earnings per share
32	Dividends
33	Financial instruments
34	Commitments with non-related parties
35	Contingent liabilities
36	Other events
37	Events after the reporting period
38	Thai Financial Reporting Standards (TFRS) not yet adopted

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English translations of the financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorized for issue by the Board of Directors on 10 February 2016.

1 General information

Thaicom Public Company Limited, the “Company”, is incorporated in Thailand and has its registered office at 414 Phaholyotin Road, SamsenNai, Phayathai, Bangkok 10400.

The Company was listed on the Stock Exchange of Thailand in January 1994.

The Company’s parent company during the period was Intouch Holdings Public Company Limited (41.14% shareholding) which is incorporated in Thailand.

The Company, its subsidiaries and a joint venture (collectively referred to as “the Group”) are primarily involved in transponder services for domestic and international communications, sale of user terminal of iPSTAR, broadband content services, sale of direct television equipment, internet data center services, internet services, satellite uplink-downlink services, broadcasting television service, telecommunication, printing and publishing of business telephone directories, banner advertising, telephone network services, mobile contents, and engineering and development services on communication technology and electronics, which are mainly operated under agreements for operation.

The Group has operations in 10 countries; Thailand, Singapore, Cambodia, Lao PDR, Australia, New Zealand, the United States of America, Mauritius, the British Virgin Islands and Japan.

The Company obtained agreements for operation from the Ministry of Transport and Communications for a period of 30 years to operate and administer satellite projects and to render transponder services for domestic and international communications as well as the right to collect, for a 30 - year period, service charges from users of the transponders. These agreements for operation have been transferred to the Ministry of Information Communication and Technology and will expire in 2021.

The Company received a license from the National Broadcasting and Telecommunications Commission (“NBTC”), to provide telecommunication services on its network for domestic and international communications. The license has a term of 20 years and will expire in 2032.

Details of the Company’s subsidiaries and a joint venture as at 31 December 2015 and 2014 were as follows:

Name of the entity	Type of business	Country of incorporation	Ownership interest (%)	
			2015	2014
<i>Direct subsidiaries</i>				
DTV Service Company Limited	Providing meeting center via internet and broadband content services and sale of direct television equipment	Thailand	99.99	99.99
iPSTAR Company Limited	Providing Thaicom 4 transponder services	The British Virgin Islands	100	100
Star Nucleus Company Limited	Providing engineering and development services, technology and electronics	The British Virgin Islands	100	100

Name of the entity	Type of business	Country of incorporation	Ownership interest (%)	
			2015	2014
Spacecode LLC	Providing engineering and development services, technology and electronics	The United States of America	70	70
IPSTAR International Pte Limited	Providing Thaicom 4 transponder services and sale of satellite equipment of Thaicom 4	Singapore	100	100
IPSTAR Global Services Company Limited	Providing Thaicom 4 transponder services	Mauritius	100	100
Cambodian DTV Network Limited	Sale of direct television equipment	Cambodia	100	100
IPSTAR Australia Pty Limited	Providing Thaicom 4 transponder services and sale of user terminal of Thaicom 4 in Australia	Australia	100	100
TC Broadcasting Company Limited	Providing broadcasting, television and telecommunication	Thailand	99.99	99.99
IPSTAR Japan Company Limited	Providing Thaicom 4 transponder services and sale of user terminal of Thaicom 4 in Japan	Japan	100	100
IPSTAR New Zealand Company Limited	Providing Thaicom 4 transponder services and sale of user terminal of Thaicom 4 in New Zealand	New Zealand	100	100
International Satellite Company Limited	Providing Thaicom 7 and Thaicom 8 transponder services	Mauritius	100	100

Name of the entity	Type of business	Country of incorporation	Ownership interest (%)	
			2015	2014
<i>Indirect subsidiaries</i>				
CS Loxinfo Public Company Limited	Providing internet data center service, internet and satellite uplink-downlink services	Thailand	42.07	42.07
Orion Satellite Systems Pty Limited	Providing satellite communication services and business solutions in Australia	Australia	100	100
<i>Joint venture</i>				
Shenington Investments Pte Limited	Holding company for investment in international telecommunications	Singapore	51	51
<i>Joint ventures of Shenington Investments Pte Limited</i>				
Lao Telecommunications Company Limited	Providing fixed line, mobile phone, public phone, public international facilities and Internet services	Lao PDR	24.99	24.99

2 Basis of preparation of the financial statements

(a) Statement of compliance

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Professions (“FAP”); and applicable rules and regulations of the Thai Securities and Exchange Commission.

The FAP has issued new and revised TFRS effective for annual accounting periods beginning on or after 1 January 2015. The initial application of these new and revised TFRS has resulted in changes in certain of the Group’s accounting policies. The effects of these changes, where such effects are considered material to the financial statements, are disclosed in note 3.

In addition to the above new and revised TFRS, the FAP has issued a number of other new and revised TFRS which are effective for annual financial periods beginning on or after 1 January 2016 and have not been adopted in the preparation of these financial statements. Those new and revised TFRS that are relevant to the Group’s operations are disclosed in note 38.

(b) Basis of measurement

The financial statements have been prepared on the historical cost basis unless otherwise stated.

(c) Functional and presentation currency

The financial statements are prepared and presented in Thai Baht, which is the Company's functional currency. All financial information presented in Thai Baht has been rounded to the nearest thousand unless otherwise stated.

(d) Use of estimates and judgements

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

(i) Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

Note 11	Classification of the joint venture
Note 11	Consolidation: whether the Group has de facto control over an investee

(ii) Assumptions and estimation uncertainties

Information about significant areas of estimation uncertainties that have a significant risk of resulting in a material adjustments to the amounts recognised in the financial statements is included in the following notes:

Note 8	Allowance for doubtful accounts
Note 9	Realisable value of inventory
Note 10	Key assumptions used in discounted cash flow projections
Note 12	Estimated useful lives and measurement of the recoverable amounts of property and equipment
Note 13	Estimated useful lives and measurement of the recoverable amounts of intangible asset under operating agreements and other intangible assets.
Note 14	Deferred income tax
Note 19	Measurement of employee benefits
Note 21	Measurement of share-based payment
Note 33	The measurement of fair values of foreign currency forward contracts
Note 34 and 35	Provisions and contingencies

3 Changes in accounting policies

From 1 January 2015, The Group has adopted the issued and revised TFRS, which has resulted in changes in its accounting policies applied in the financial statements for the year ended 31 December 2014. The following new and revised TFRS having a material effect on the Group's financial statements:

- *TFRS 10 Consolidated Financial Statements*

TFRS 10 introduces a control model to determine whether the investees should be consolidated. As a result, the investor has to re-consider and review its investments if it has to consolidate its investees, which could result to the change in its current accounting.

As a result, the Group reassessed and changed the control conclusion for CS Loxinfo Public Company Limited ("CSL"), held by DTV Service Company Limited. The Company shall recognise investment in CSL as investment in subsidiary and include CSL in consolidation.

- *TFRS 11 Joint Arrangements*

TFRS 11 requires a joint venture to recognise its interests in joint arrangements as an investment and shall account for that investment using the equity method. TAS 31 (revised 2012) Interests in Joint Ventures which permit joint venture to be accounted for using proportionate consolidation has been withdrawn.

As a result of TFRS 11, the Group has changed the accounting policy of the investment in Shenington Investment Pte Limited ("SHEN") from proportionate consolidation to the equity method.

- *TFRS 12 Disclosure of Interests in Other Entities*

TFRS 12 brings all the disclosure requirements about the Group's interest in its subsidiaries, joint arrangements, associates and unconsolidated structured companies together into a single standard. TFRS 12 requires the disclosure of information about the nature, risks and financial effects of these interests.

TFRS 12 only impacts the Group's disclosure.

The following table summarizes the material impacts from the above change in accounting policies on the Group's financial position and comprehensive income and cashflows.

Effect of changes in accounting policies				
	As previously reported	Subsidiary	Joint venture	As restated
		(in thousand Baht)		
Consolidated statement of financial position at 1 January 2014				
Cash and cash equivalents	2,152,258	281,991	(155,653)	2,278,596
Trade and other accounts receivable	1,568,488	495,570	(100,679)	1,963,379
Amounts due from related parties	28,647	(33)	86,469	115,083
Short-term loan to a joint venture	142,074	-	147,872	289,946
Inventories	251,541	68,006	(13,584)	305,963
Other current assets	33,158	7,103	(6,292)	33,969
Investment in joint venture	-	-	909,145	909,145
Investment in associate	487,493	(487,493)	-	-
Property and equipment	3,163,136	597,488	(1,434,479)	2,326,145
Deferred charges	34,637	56	-	34,693
Intangible assets	840,934	645,342	(6,078)	1,480,198
Deferred tax assets	503,843	53,764	(59,703)	497,904
Other non-current assets	1,120,904	23,822	-	1,144,726
Others	17,046,940	-	-	17,046,940
Total assets	27,374,053	1,685,616	(632,982)	28,426,687
Trade and other accounts payable	719,628	404,431	(112,119)	1,011,940
Accounts payable - property and equipment	112,777	-	(23,486)	89,291
Amounts due to related parties	2,797	371	(1,940)	1,228
Short-term loan from other related party	142,664	-	(142,664)	-
Current portion of long-term loans	4,343,759	61,530	(29,661)	4,375,628
Advance receipts from customers	931,770	259,621	(63,687)	1,127,704
Income tax payable	35,753	21,612	(11,144)	46,221
Other current liabilities	70,547	1,405	(8,007)	63,945
Long-term loans	4,028,345	64,614	(61,540)	4,031,419
Employee benefit obligations	335,619	123,012	(150,450)	308,181
Other non-current liabilities	368,726	22,873	(9,454)	382,145
Others	700,205	-	-	700,205
Total liabilities	11,792,590	959,469	(614,152)	12,137,907
Non-controlling interests	38,391	707,317	-	745,708
Retained earnings	4,413,069	-	-	4,413,069
Others	11,130,003	-	-	11,130,003
Total equity	15,581,463	707,317	-	16,288,780

Effect of changes in accounting policies				
	As previously reported	Subsidiary	Joint venture	As restated
		(in thousand Baht)		
Consolidated statement of financial position at 31 December 2014				
Cash and cash equivalents	2,564,934	386,198	(181,984)	2,769,148
Trade and other accounts receivable	1,589,960	445,411	(89,197)	1,946,174
Amounts due from related parties	53,185	-	18,042	71,227
Short-term loan to a joint venture	142,661	-	148,483	291,144
Inventories	225,274	42,824	(31,603)	236,495
Other current assets	49,349	(421)	(27,687)	21,241
Investment in joint venture	-	-	1,082,914	1,082,914
Investment in associate	234,339	(234,339)	-	-
Property and equipment	9,093,305	814,586	(1,555,260)	8,352,631
Deferred charges	44,363	1	-	44,364
Intangible assets	889,671	82,510	(5,363)	966,818
Deferred tax assets	254,417	52,981	(59,230)	248,168
Other non-current assets	848,229	23,623	-	871,852
Others	14,985,537	-	-	14,985,537
Total assets	30,975,224	1,613,374	(700,885)	31,887,713
Short-term loans from financial institutions	641,105	230,000	-	871,105
Trade and other accounts payable	791,216	423,349	(153,614)	1,060,951
Accounts payable-property and equipment	293,623	-	(120,622)	173,001
Amounts due to related parties	759	229	(708)	280
Short-term loan from other related party	143,313	-	(143,313)	-
Current portion of long-term loans	579,670	61,759	(1,893)	639,536
Advance receipts from customers	646,368	185,562	(48,549)	783,381
Income tax payable	59,566	12,046	(17,996)	53,616
Other current liabilities	129,619	1,258	(12,494)	118,383
Long-term loans	9,435,530	164,262	(9,463)	9,590,329
Employee benefit obligations	367,310	133,680	(163,949)	337,041
Other non-current liabilities	367,565	23,699	(9,455)	381,809
Others	593,652	-	-	593,652
Total liabilities	14,049,296	1,235,844	(682,056)	14,603,084
Non-controlling interests	38,566	358,701	-	397,267
Retained earnings	5,469,863	-	-	5,469,863
Others	11,417,499	-	-	11,417,499
Total equity	16,925,928	358,701	-	17,284,629

Effect of changes in accounting policies				
Consolidated statement of income For the year ended 31 December 2014	As previously reported	Subsidiary	Joint venture	As restated
		(in thousand Baht)		
Revenues from sale of goods and rendering of services	10,004,056	2,965,398	(1,076,424)	11,893,030
Construction revenue under operating agreement	172,270	-	-	172,270
Others	199,630	28,654	16,237	244,521
Total income	10,375,956	2,994,052	(1,060,187)	12,309,821
Cost of sale of goods and rendering of services	4,866,412	1,741,311	(551,940)	6,055,783
Construction cost under operating agreement	172,270	-	-	172,270
Operating agreement fees	985,260	-	-	985,260
Selling expenses	289,013	139,475	(52,212)	376,276
Administrative expenses	1,492,917	1,118,075	(235,915)	2,375,077
Finance costs	381,206	15,359	(12,089)	384,476
Income tax expense	449,979	102,073	(53,974)	498,078
Others	74,937	27,695	-	102,632
Total expenses	8,711,994	3,143,988	(906,130)	10,949,852
Income from equity method	(63,078)	63,078	154,057	154,057
Profit for the year	1,600,884	(86,858)	-	1,514,026
Profit attributable to:				
Owners of the Company	1,600,884	-	-	1,600,884
Non-controlling interests	-	(86,858)	-	(86,858)
Profit for the year	1,600,884	(86,858)	-	1,514,026

Effect of changes in accounting policies				
Consolidated statement of cash flows For the year ended 31 December 2014	As previously reported	Subsidiary	Joint venture	As restated
		(in thousand Baht)		
Net cash provided from operating activities	4,876,417	573,673	(618,977)	4,831,113
Net cash used in investing activities	(5,908,213)	(517,854)	513,475	(5,912,592)
Net cash provided from financing activities	1,439,907	48,388	79,169	1,567,464
Cash and cash equivalents	2,564,934	386,201	(181,987)	2,769,148

4 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries and joint ventures.

Business combinations

The Group applies the acquisition method for all business combinations when control is transferred to the Group other than those with entities under common control.

Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, the Group takes into consideration potential voting rights that currently are exercisable. The acquisition date is the date on which control is transferred to the acquirer. Judgment is applied in determining the acquisition date and determining whether control is transferred from one party to another.

Goodwill is measured as the fair value of the consideration transferred including the recognized amount of any non-controlling interest in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, and equity interests issued by the Group. Consideration transferred also includes the fair value of any contingent consideration and share-based payment awards of the acquiree that are replaced mandatorily in the business combination. If a business combination results in the termination of pre-existing relationships between the Group and the acquiree, then the lower of the termination amount, as contained in the agreement, and the value of the off-market element is deducted from the consideration transferred and recognised in other expenses.

When share-based payment awards exchanged (replacement awards) for awards held by the acquiree's employees (acquiree's awards) relate to past services, then a part of the market-based measure of the awards replaced is included in the consideration transferred. If they require future services, then the difference between the amount included in consideration transferred and the market-based measure of the replacement awards is treated as post-combination compensation cost.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

The Group measures any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Transaction costs that the Group incurs in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

Acquisitions from entities under common control

Business combinations arising from transfers of interests in entities that are under the control of the shareholder that controls the Group are accounted for as if the acquisition had occurred at the beginning of the earliest comparative period presented or, if later, at the date that common control was established; for this purpose comparatives are revised. The assets and liabilities acquired are recognised at the carrying amounts recognised previously in the Group controlling shareholder's consolidated financial statements. The components of equity of the acquired entities are added to the same components within Group equity except that any share capital of the acquired entities is recognised as part of share premium. Any cash paid for the acquisition is recognised directly in equity.

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Loss of control

When the Group loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Interests in equity-accounted investees

The Group's interests in equity-accounted investees comprise interests in associates and a joint venture.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint ventures are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence or joint control ceases.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with associates and jointly-controlled entities are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Foreign currencies*Foreign currency transactions*

Transactions in foreign currencies are translated to the functional currency (Baht) at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the foreign exchange rates ruling at that date. Foreign exchange differences arising on translation are recognised in profit or loss.

Non-monetary assets and liabilities measured at cost in foreign currencies are translated to the functional currency at the foreign exchange rates ruling at the dates of the transactions.

Foreign entities

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated to Thai Baht at the foreign exchange rates ruling at the reporting date.

Goodwill and fair value adjustments arising on the acquisition of foreign operations are stated at exchange rates ruling on the reporting date.

The revenues and expenses of foreign operations are translated to Thai Baht at the weighted average foreign exchange rates for the year.

Foreign exchange differences are recognised in other comprehensive income and accumulated in the translation reserve, except to extent that the translation difference is allocated to non-controlling interest.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

(c) Derivative financial instruments

Derivative financial instruments are used to manage exposure to foreign exchange arising from operational, financing and investment activities. Derivative financial instruments are not used for trading purposes. However, derivatives that do not qualify for hedge accounting are accounted for as trading instruments.

Derivative financial instruments are recognised initially at fair value; attributable transaction costs are recognised in the profit or loss when incurred. Subsequent to initial recognition, they are remeasured at fair value. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss. However, where derivatives qualify for hedge accounting, recognition of any resultant gain or loss depends on the nature of the item being hedged.

The fair value of forward exchange contracts is based on their listed market price, if available. If a listed market price is not available, then fair value is estimated by discounting the difference between the contractual forward price and the current forward price at the reporting date for the residual maturity of the contract using a risk-free interest rate (based on government bonds).

(d) **Cash and cash equivalents**

Cash and cash equivalents in the statements of cash flows comprise cash balances, call deposits and highly liquid short-term investments with original maturities of three months or less. Bank overdrafts that are repayable on demand are a component of operating activities for the purpose of the statement of cash flows.

(e) **Trade and other accounts receivable**

Trade and other accounts receivable are stated at their invoice value less allowance for doubtful accounts.

The allowance for doubtful accounts is assessed primarily on analysis of payment histories and future expectations of customer payments, net of deposit from customers. Bad debts are written off when incurred.

(f) **Inventories**

Inventories are measured at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost principle, and comprises all costs of purchase and costs directly attributable to the acquisition of the inventory, such as taxes and transportation charges, less all attributable discounts, allowances or rebates. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads based on normal operating capacity, but excludes borrowing costs.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(g) **Investments**

Investments in subsidiaries and joint ventures

Investments in subsidiaries and joint ventures in the separate financial statements of the Company are accounted for using the cost method. Investments in joint ventures in the consolidated financial statements are accounted for using the equity method.

Investments in other debt and equity securities

Debt securities and marketable equity securities held for trading are classified as current assets and are stated at fair value, with any resultant gain or loss recognised in profit or loss.

Debt securities that the Group has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are stated at amortised cost, less any impairment losses. The difference between the acquisition cost and redemption value of such debt securities is amortised using the effective interest rate method over the period to maturity.

Debt securities and marketable equity securities, other than those securities held for trading or intended to be held to maturity, are classified as available-for-sale investments. Available-for-sale investments are, subsequent to initial recognition, stated at fair value, and changes therein, other than impairment losses and foreign currency differences on available-for-sale monetary items, are recognised directly in equity. Impairment losses and foreign exchange differences are recognised in profit or loss. When these investments are derecognised, the cumulative gain or loss previously recognised directly in equity is recognised in profit or loss. Where these investments are interest-bearing, interest calculated using the effective interest method is recognised in profit or loss.

Equity securities which are not marketable are stated at cost less any impairment losses.

The fair value of financial instruments classified as held-for-trading and available-for-sale is determined as the quoted bid price at the reporting date.

Disposal of investments

On disposal of an investment, the difference between net disposal proceeds and the carrying amount together with the associated cumulative gain or loss that was reported in equity is recognised in profit or loss.

If the Group disposes of part of its holding of a particular investment, the deemed cost of the part sold is determined using the weighted average method applied to the carrying value of the total holding of the investment.

(h) Property, plant and equipment

Owned assets

Property, plant and equipment are stated at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property and equipment, and are recognised net in profit or loss.

Leased assets

Leases in terms of which the Group substantially assumes all the risk and rewards of ownership are classified as finance leases. Property, plant and equipment acquired by way of finance leases is capitalised at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to the profit or loss.

Assets for rent

Assets leased out under operating leases are included in property and equipment in the Statements of financial position. They are depreciated over their expected useful lives on a basis consistent with similar fixed assets.

Subsequent costs

The cost of replacing a part of an item of property and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property and equipment are recognised in profit or loss as incurred.

Depreciation

Depreciation is calculated based on the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of each component of an item of property and equipment or, if shorter, the lease term. The estimated useful lives are as follows:

Leasehold land	30 years
Buildings and improvements	5 - 10 years
Equipment	5 - 18 years
Furniture fixtures and office equipment	5 - 18 years
Computer equipment	3 - 5 years
Motor vehicles	5 years

No depreciation is provided on freehold land or assets under construction.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(i) Intangible assets under operating agreement

Intangible assets under operating agreement comprise rights of the charges for satellite services under the operating agreement.

Amortisation is amortised on the straight-line basis over the lower of the period of useful lives or operating agreement.

(j) Deferred charges

Deferred charges principally represent bond issuing and long-term borrowing costs and are amortised on the straight-line basis over the period of time to maturity of the bond or long-term loan agreement.

(k) Intangible assets*Goodwill*

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described in note 4(a). Subsequent to initial recognition, goodwill is measured at cost less accumulated impairment losses. In respect of equity-accounted investees, the carrying amount of goodwill is included in the carrying amount of the investment, and an impairment loss on such an investment is not allocated to any asset, including goodwill, that forms part of the carrying amount of the equity-accounted investee.

Research and development

Expenditure on research activities, undertaken with the prospect of gaining new scientific or technical knowledge and understanding, is recognised in profit or loss as incurred.

Costs incurred on development projects (relating to the design and testing of new or improved products) are recognised as intangible assets when it is probable that the project will be a success considering its commercial and technological feasibility, and only if the cost can be measured reliably. Other development expenditure is recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period. Development costs that have been capitalised are amortised from the commencement of the commercial production of the product.

Capitalised development expenditure is measured at cost less accumulated amortisation and accumulated impairment losses.

Other intangible assets

Other intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses.

The cost of other intangible assets comprises the development of IPSTAR technology, expenditure on acquired software, patents, trademarks and licenses and is amortised using the straight-line method over their period of their benefits of related assets for a period of 5 to 15.75 years.

Specific software is recognised as assets when acquired and operated to intend purposes and is amortised using the straight-line method over their expected benefits for a period of 3 - 5 years.

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(I) Impairment

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year, at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss.

Calculation of recoverable amount

The recoverable amount of available-for-sale financial assets is calculated by reference to the fair value.

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment

An impairment loss in respect of a financial asset is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised in profit or loss. For available-for-sale financial assets that are equity securities, the reversal is recognised in other comprehensive income.

An impairment loss in respect of goodwill is not reversed. Impairment losses recognised in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(m) Interest-bearing liabilities

Interest-bearing liabilities are recognised initially at fair value less attributable transaction charges. Subsequent to initial recognition, interest-bearing liabilities are stated at amortised cost with any difference between cost and redemption value being recognised in profit or loss over the period of the borrowings on an effective interest basis.

(n) Trade and other accounts payable

Trade and other accounts payable are stated at cost.

(o) Employee Benefit

Defined contribution plans

The Group operates a provident fund, which is a defined contribution plan. The assets of which are held in a separate trust fund which is managed by external fund manager. The provident fund is funded by payments from employees and by the relevant Group companies. Contributions to the provident fund are charged to the statements of income in the year to which they relate.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount.

The calculation of defined benefit obligations is performed at least one in three years by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any application minimum funding requirements.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognized immediately in other comprehensive income. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognized in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognized in profit or loss in the period in which they arise.

Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognizes costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Share-based payments

The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

The fair value of the amount payable to employees in respect of share appreciation rights, which are settled in cash, is recognised as an expense with a corresponding increase in liabilities, over the period that the employees become unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date. Any changes in the fair value of the liability are recognised as personnel expenses in profit or loss.

(p) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as finance cost.

Warranties

A provision for warranties is recognised when the underlying products or services are sold. The provision is based on historical expense related to warranty data and a weighting of all possible outcomes against their associated probabilities.

(q) Revenue

Revenue excludes value added taxes and is arrived at after deduction of trade discounts.

Sale of goods and services rendered

Revenue is recognised in profit or loss when the significant risks and rewards of ownership have been transferred to the buyer. No revenue is recognised if there is continuing management involvement with the goods or there are significant uncertainties regarding recovery of the consideration due, associated costs or the probable return of goods.

Revenue and cost of sales of gateway equipment with installation are recognised using the percentage of completion method. The stage of completion is measured by reference to the related contract costs incurred for work performed to date compared with the estimated total costs for the contract. When it is probable that

total contract costs will exceed total contract revenue, the expected loss is recognised as an expense immediately.

Revenue from rendering transponder services and services related to the satellite business, internet services, and other business related to the internet business, and telephone services is recognised when the said services are provided to customers and there are certainties regarding recovery of the consideration due.

Revenue from leases on equipment is recognised over the period and at the rate of the leasing contract.

Revenue arising from royalties is recognised on an accrual basis in accordance with the substance of the relevant agreements.

Dividend income

Dividend income is recognised in profit or loss on the date the Group's right to receive payments is established.

Interest income

Interest income is recognised in profit or loss as it accrues.

(r) Finance costs

Finance costs comprise interest expense on borrowings, unwinding of the discount on provisions and contingent consideration, losses on disposal of available-for-sale financial assets, dividends on preference shares classified as liabilities, fair value losses on financial assets at fair value through profit or loss, impairment losses recognised on financial assets (other than trade receivables), and losses on hedging instruments that are recognised in profit or loss.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

(s) Lease payment

Payments made under operating leases are recognised in profit or loss on a straight line basis over the term of the lease. Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

Determining whether an arrangement contains a lease

At inception of an arrangement, the Group determines whether such an arrangement is or contains a lease. A specific asset is the subject of a lease if fulfilment of the arrangement is dependent on the use of that specified asset. An arrangement conveys the right to use the asset if the arrangement conveys to the Group the right to control the use of the underlying asset.

At inception or upon reassessment of the arrangement, the Group separates payments and other consideration required by such an arrangement into those for the lease and those for other elements on the basis of their relative fair values. If the Group concludes for a finance lease that it is impracticable to separate the payments reliably, an asset and a liability are recognised at an amount equal to the fair value of the underlying asset. Subsequently the liability is reduced as payments are made and an imputed finance charge on the liability is recognised using the Group's incremental borrowing rate.

(t) Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that they relate to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint venture to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Group takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Group believes that its accruals for tax liabilities are adequate for all open tax years based on its assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Group to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

5 Related parties

Enterprises and/or individuals that directly, or indirectly through one or more intermediaries, control, or are controlled by, or are under common control with, the Company, including holding companies, subsidiaries and fellow subsidiaries are related parties of the Company. Associates and individuals owning, directly or indirectly, an interest in the voting power of the Company that gives them significant influence over the enterprise, key management personnel, including directors and officers of the Company and close members of the family of these individuals, and companies associated with these individuals also constitute related parties. In considering each possible related party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

The Company is controlled by Intouch Holdings Public Company Limited (formerly named Shin Corporation Public Company Limited) (“Intouch”) (incorporated in Thailand), which owns 41.14% (2014: 41.14%) of the Company’s shares. Transactions with Intouch Group and shareholders of the Intouch Group are recognised as related party transactions of the Group.

Sales and service transactions with related parties were conducted under normal commercial terms and conditions, which were the same as for other customers. Consulting and management services were charged at an agreed percentage of assets. Transactions between the Company and Codespace, Inc.; an other related company, were conducted based on hourly rates plus reimbursement of actual expenses.

Significant transactions for the years ended 31 December 2015 and 2014 with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	(in thousand Baht)			
Revenue				
<i>Revenue from sale of goods and rendering of services</i>				
Parent	1,000	1,292	-	-
Subsidiaries	-	-	1,922,014	1,776,955
Related parties under common control	430,864	454,385	117,316	66,090
Other related party	2,460	2,460	-	-
<i>Other income</i>				
Subsidiaries	-	-	597,869	353,688
Joint venture	45,583	17,294	45,583	17,294
Related parties under common control	2,126	1,456	815	13
Total revenue	482,033	476,887	2,683,597	2,214,040
Expenses				
<i>Purchases of goods and services</i>				
Parent	125	436	-	-
Subsidiaries	-	-	89,361	105,396
Joint venture	5,859	993	-	-
Related parties under common control	18,450	10,314	28	26
Other related party	49,993	24,496	15,220	14,886
<i>Selling and administrative expenses</i>				
Parent	958	1,294	692	-
Subsidiaries	-	-	12,774	10,389
Related parties under common control	27,984	42,898	8,925	11,240
Director and management benefit expenses	103,586	103,492	73,564	75,528
<i>Finance cost</i>				
Subsidiary	-	-	6,637	-
Total expenses	206,955	183,923	207,201	217,465

Balance as at 31 December 2015 and 2014 with related parties were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Trade accounts receivable and accrued income				
<i>Trade accounts receivable</i>				
Parent	41	686	-	-
Subsidiaries	-	-	87,468	63,751
Related parties under common control	129,152	61,780	67,952	-
Other related party	61,110	55,970	2,926	2,672
Total	190,303	118,436	158,346	66,423
<i>Accrued income</i>				
Subsidiaries	-	-	215,702	81,857
Related parties under common control	5,208	14,409	5,125	14,409
Total	5,208	14,409	220,827	96,266
Total trade accounts receivable and accrued income	195,511	132,845	379,172	162,689
<i>Less allowance for doubtful accounts</i>	<i>(59,955)</i>	<i>(54,762)</i>	<i>(2,926)</i>	<i>(2,672)</i>
Net	135,556	78,083	376,247	160,017

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Other receivables				
Parent	-	138	-	138
Subsidiaries	-	-	171,708	106,179
Joint venture	40,179	35,390	40,179	35,390
Other related party	42,224	35,699	-	-
Total	82,403	71,227	211,887	141,707
Short-term loan to a joint venture	168,521	291,144	168,521	291,144

The short-term loan to a joint venture bears interest rate at the rate of LIBOR + 2.50 and LIBOR + 2.75 per annum and is repayable upon request.

Movements for the year ended 31 December 2015 and 2014 of short-term loan to a joint venture were as follows:

	Consolidated and separate financial statements	
	2015	2014
	<i>(in thousand Baht)</i>	
At 1 January	291,144	289,946
Decrease	(137,215)	-
Unrealised gain on foreign exchange	14,592	1,198
At 31 December	168,521	291,144

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Other current assets				
Subsidiaries	-	-	560	560
Related party under common control	-	30	-	-
Other related party	17	17	-	-
Total	17	47	560	560

	Interest rate per annum		Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014	2015	2014
	[%]		[in thousand Baht]			
Long-term loan to						
Subsidiary	-	4.35	-	-	-	9,844
Joint venture	LIBOR + 3	-	2,161,864	-	2,161,864	-
			<u>2,161,864</u>	<u>-</u>	<u>2,161,864</u>	<u>9,844</u>

The term of the long-term loan to a joint venture is 10 years.

Movements of long-term loan to a subsidiary and joint venture for the years ended 31 December 2015 and 2014 were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
<i>Long-term loan to related parties</i>				
<i>For year ended 31 December</i>				
	[in thousand Baht]			
Subsidiary				
At 1 January	-	-	9,844	13,026
Decrease	-	-	(9,844)	(3,223)
Gain on foreign exchange	-	-	-	41
At 31 December	<u>-</u>	<u>-</u>	<u>-</u>	<u>9,844</u>
Joint venture				
At 1 January	-	-	-	-
Increase	2,069,568	-	2,069,568	-
Unrealised gain on foreign exchange	92,296	-	92,296	-
At 31 December	<u>2,161,864</u>	<u>-</u>	<u>2,161,864</u>	<u>-</u>

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	(in thousand Baht)			
Trade accounts payable				
Parent	28	206	-	206
Subsidiary	-	-	26,276	32,736
Joint venture	832	332	332	333
Related parties under common control	6,046	12,363	196	3,607
Other related party	5,000	3,611	2,458	1,125
Total	11,906	16,512	29,262	38,007
Other payables				
Subsidiaries	-	-	37,175	32,819
Related parties under common control	224	280	156	-
Total	224	280	37,331	32,819
Advances receipts from customers				
Parent	35	95	-	-
Subsidiaries	-	-	366,762	385,612
Related party under common control	8,899	1,885	3,941	-
Total	8,934	1,980	370,703	385,612
Accrued expenses				
Subsidiary	-	-	3,504	5,717
Joint venture	-	997	-	-
Related parties under common control	442	794	379	465
Other related parties	13,545	-	-	-
Total	13,987	1,791	3,883	6,182
Other current liabilities				
Subsidiary	-	-	5,334	12,695
Related parties under common control	6,854	530	4,832	160
Total	6,854	530	10,166	12,855
Short-term loan from subsidiary	-	-	1,126,768	-

As at 31 December 2015, the short-term loan from subsidiary bears interest at the rate of 1.43% per annum.

Movements for the year ended 31 December 2015 and 2014 of short-term loan from subsidiary were as follows:

	Separate financial statements	
	2015	2014
	<i>[in thousand Baht]</i>	
At 1 January	-	-
Increase	1,103,643	-
Unrealised loss on foreign exchange	23,125	-
At 31 December	1,126,768	-

Key management personnel compensation

Key management personnel compensation comprised:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>[in thousand Baht]</i>			
<i>For the year ended 31 December</i>				
Short-term benefits	96,583	95,678	67,359	68,463
Other long-term benefits				
- Current service costs, included in administrative expenses	2,591	2,493	2,092	2,013
- Interest on obligation, included in finance costs	992	860	693	591
- Share-based payment	3,420	4,461	3,420	4,461
Total	103,586	103,492	73,564	75,528

From time to time directors of the Group, or their related entities, may purchase goods from the Group. These purchases are on the same terms and conditions as those entered into by the Group with employees or customers.

Directors' remuneration

The directors' remuneration represents monthly compensation, annual remuneration, and meeting fees. The directors' remuneration was approved by the shareholders of the Company at their annual general meetings. The directors' remuneration was presented as part of directors and management benefit expenses presented in the statement of income.

Significant agreements with related parties

- a) The Company entered into an agreement with a subsidiary, under which the subsidiary was committed to provide uplink data service for a period of approximately five years. The Company was committed to pay for the service in respect of the agreements until the end of contract at approximately Baht 10.33 million *(2014: approximately Baht 17.80 million)*.
- b) The Company and subsidiary entered into agreements with a subsidiary, under which the Company and subsidiaries were committed to pay royalty fee at 1% of revenue from sale or lease of IPSTAR gateway, 1% of revenue from sale or lease of IPSTAR user terminal and 3% of revenue from sale or service of Thaicom 4 bandwidth (IPSTAR).
- c) The Company entered into agreements with subsidiaries, under which the Company was committed to provide transponder service, IPSTAR bandwidth service and advisory service. Subsidiaries were committed to pay the Company for the service of the agreements at approximately USD 45.16 million and Baht 49.58 million *(2014: approximately USD 65.01 million and Baht 23.75 million)*. The service fees of contracts vary to the actual used or number of installed user terminal at the rate stated in the contract.
- d) The Company had entered into agreements with a certain related party, under which the related party was committed to maintain accounting program service. The company was committed to pay for the service in respect of the agreements at approximately Baht 5.63 million *(2014: approximately Baht 7.15 million)*.
- e) The Company entered into an agreement with a subsidiary, under which the Company was committed to provide satellite uplink equipment. The subsidiary was committed to pay for rental fee in respect of the agreements until the end of contract at approximately Baht 7.55 million. *(2014: approximately Baht 22.66 million)*.
- f) The Company had entered into agreements with a subsidiary, under which a subsidiary was committed to provide broadcasting, television and telecommunication service. The Company was committed to pay for the service in respect of the agreements at USD 6,480 per channel/ per year.

6 Cash and Cash equivalents

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Cash on hand	7,044	2,022	867	627
Current accounts and saving deposits	2,424,685	1,429,817	982,880	442,640
Highly liquid short-term investments	969,412	1,337,309	270,000	-
Total	3,401,141	2,769,148	1,253,747	443,267
The weighted average interest rate of saving deposits and fixed deposits	0.75%	0.76%	0.70%	0.44%

7 Other investments

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Current investments				
Short-term deposits at financial institutions	1,609,221	800,000	1,574,221	800,000
Equity securities available for sale	35,932	936,196	-	-
Total	1,645,153	1,736,196	1,574,221	800,000

As of 31 December 2015, current investments have interest rates of 1.45% - 1.80% (2014: 2.85% to 3.00%) and mature within 1 year.

Movements during the years ended 31 December 2015 and 2014 of marketable equity securities available for sale was as follow:

Consolidated financial statements		
	2015	2014
	<i>(in thousand Baht)</i>	
Available-for-sale securities		
At 1 January	936,196	699,840
Decrease	(447,562)	-
Valuation adjustment	(455,315)	235,736
Unrealised gain on exchange rate	2,613	620
At 31 December	35,9329	36,196

8 Trade and other accounts receivable

		Consolidated financial statements		Separate financial statements	
	Note	2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Trade accounts receivable					
Related parties	5	190,303	118,436	158,346	66,423
Other parties		1,572,810	1,258,139	520,976	542,734
Total		1,763,113	1,376,575	679,322	609,157
Accrued income					
Related parties	5	5,208	14,409	220,827	96,266
Other parties		549,032	480,284	381,282	414,213
Total		554,240	494,693	602,109	510,479
Other accounts receivable					
Prepaid expenses		114,248	135,045	30,178	45,216
Advance payments		152,887	53,796	105,247	25,463
Others		64,389	106,974	9,196	5,179
Total		331,524	295,815	144,621	75,858
Total trade accounts receivable accrued income and other accounts receivable		2,648,877	2,167,083	1,426,052	1,195,494
<i>Less allowance for doubtful accounts</i>		<i>(231,379)</i>	<i>(220,909)</i>	<i>(64,736)</i>	<i>(71,262)</i>
Net		2,417,498	1,946,174	1,361,316	1,124,232
(Reversal) bad and doubtful debts expenses for the year		61,686	17,751	29,377	(13,339)

Aging analyses for trade accounts receivable were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Related parties				
Within credit terms	117,660	50,559	141,443	24,106
Overdue:				
Less than 3 months	11,285	11,145	5,755	1,897
3 - 6 months	505	800	17	-
6 - 12 months	153	570	-	3,611
Over 12 months	60,700	55,362	11,131	36,809
	190,303	118,436	158,346	66,423
Less allowance for doubtful accounts	(59,955)	(54,762)	(2,926)	(2,672)
	130,348	63,674	155,420	63,751
Other parties				
Within credit terms	391,675	454,664	121,344	148,854
Overdue:				
Less than 3 months	622,465	464,132	245,310	243,473
3 - 6 months	349,609	162,934	61,313	62,971
6 - 12 months	77,051	53,077	47,705	23,425
Over 12 months	132,010	123,332	45,304	64,011
	1,572,810	1,258,139	520,976	542,734
Less allowance for doubtful accounts	(171,424)	(166,147)	(61,810)	(68,590)
	1,401,386	1,091,992	459,166	474,144
Net	1,531,734	1,155,666	614,586	537,895

The normal credit term for general customers were granted by the Group ranging 15 - 120 days.

9 Inventories

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Raw material and supplies	53,225	72,201	50,701	51,039
Work in process	3,764	11,365	-	-
Finished goods	216,225	260,808	127,827	137,707
Goods in transit	23,590	9,984	23,491	9,983
	296,804	354,358	202,019	198,729
Less allowance for decline in value	(67,005)	(117,863)	(41,595)	(43,235)
Net	229,799	236,495	160,424	155,494

10 Investments in subsidiaries and a joint venture

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
At 1 January	1,082,914	909,145	2,051,179	2,046,930
Acquisition	-	-	-	4,249
Share of profit of investment in a joint venture - equity method	193,660	154,057	-	-
Allowance for impairment	-	-	(453,509)	-
Defined benefit plan actuarial losses	(157,897)	-	-	-
Foreign currency translation adjustments	91,674	19,712	-	-
At 31 December	1,210,351	1,082,914	1,597,670	2,051,179

Investments in subsidiaries and joint venture as at 31 December 2015 and 2014 and dividend income from those investments for the years then ended were as follows:

Consolidated financial statements										
	Ownership interest		Paid-up capital		Cost		Equity		Dividend income	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
	[%]						(in million Baht)			
Joint venture										
Shenington Investments Pte Limited										

None of the Company’s joint venture is publicly listed and consequently do not have published price quotations.

Separate financial statements												
	Ownership interest		Paid-up capital		Cost		Impairment		Cost - net of impairment		Dividend income	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
	[%]		(in million Baht/)									
<i>Subsidiaries</i>												
DTV Service Company Limited	99.99	99.99	Baht 399 million	Baht 399 million	399	399	-	-	399	399	120	-
Spacecode LLC	70.00	70.00	USD 4 million	USD 4 million	118	118	-	-	118	118	-	-
iPSTAR Company Limited	100.00	100.00	USD 2 million	USD 2 million	157	157	-	-	157	157	-	-
Star Nucleus Company Limited	100.00	100.00	-	-	-	-	-	-	-	-	-	-
iPSTAR International Pte Limited	100.00	100.00	SGD 20,000	SGD 20,000	1	1	-	-	1	1	175	-
iPSTAR Global Services Company Limited	100.00	100.00	USD 20,000	USD 20,000	1	1	-	-	1	1	36	91
Cambodian DTV Network Limited	100.00	100.00	USD 600,000	USD 600,000	21	21	-	-	21	21	-	-
iPSTAR Australia Pty Limited	100.00	100.00	AUD 6.95 million	AUD 6.95 million	971	971	(454)	-	517	971	75	114
TC Broadcasting Company Limited	99.99	99.99	Baht 0.25 million	Baht 0.25 million	-	-	-	-	-	-	4	-
iPSTAR Japan Company Limited	100.00	100.00	JPY 100 million	JPY 100 million	33	33	-	-	33	33	-	-
iPSTAR New Zealand Company Limited	100.00	100.00	NZD 8.51 million	NZD 8.51 million	211	211	-	-	211	211	28	25
International Satellite Company Limited	100.00	100.00	USD 50,000	USD 50,000	2	2	-	-	2	2	-	-
Total					1,914	1,914	(454)	-	1,460	1,914	438	230
<i>Indirect subsidiary</i>												
CS Loxinfo Public Company Limited	42.07	42.07	Baht 148 million	Baht 148 million	754	754	-	-	754	754	100	190
Orion Satellite Systems Pty Limited	100.00	100.00	AUD 5.96 million	AUD 5.96 million	174	174	-	-	174	174	-	-
Total					928	928	-	-	928	928	100	190
<i>Joint venture</i>												
Shenington Investments Pte Limited	51.00	51.00	SGD 15 million	SGD 15 million	138	138	-	-	138	138	-	-

Joint Venture

The following table summarises the financial information of the joint ventures as included in their own financial statements, adjusted for fair value adjustments at acquisition and differences in accounting policies. The table also reconciles the summarized financial information to the carrying amount of the Group's interest in these companies.

	Reporting date	Ownership	Current assets	Non-current assets	Current liabilities	Non-current liabilities	Net assets	Total revenues	Net profit	Other comprehensive income (loss)	Total other comprehensive income
		(%)						(in thousand Baht)			
2015											
Shenington Investments Pte Limited	31 December	51.00	33,150	7,007,203	(76,803)	(4,590,415)	2,373,135	74	379,725	(130,971)	248,754
Total			33,150	7,007,203	(76,803)	(4,590,415)	2,373,135	74	379,725	(130,971)	248,754
2014											
Shenington Investments Pte Limited	31 December	51.00	157,445	2,607,334	(68,038)	(573,482)	2,123,259	-	302,073	38,312	340,385
Total			157,445	2,607,334	(68,038)	(573,482)	2,123,259	-	302,073	38,312	340,385

Significant movements in investments in subsidiaries and joint ventures for the year ended 31 December 2015 were as follows:

Subsidiaries

a) Dividend payment of CS Loxinfo Public Company Limited (“CSL”)

At the annual general meeting of the shareholders of CSL held on 25 March 2015, the shareholders approved the appropriation of dividend of Baht 0.16 per share, amounting to Baht 95 million. The dividend was paid to shareholders on 22 April 2015.

At the Board of directors’ meeting of CSL held on 7 August 2015, the directors approved the appropriation of interim dividend of Baht 0.24 per share, amounting to Baht 143 million. The dividend was paid to shareholders on 4 September 2015.

b) Dividend payment of IPSTAR International Pte Limited (“IPIN”)

At the Board of directors’ meeting of IPIN, on 31 July 2015, the directors approved the appropriation of interim dividend of USD 250 per share, amounting to USD 5 million. The dividend was paid to shareholder in August 2015.

c) Dividend payment of IPSTAR New Zealand Company Limited (“IPN”)

At the Board of Directors’ meeting of IPN, on 24 August 2015, the directors approved the appropriation of dividends from 2014 operation of NZD 1 million. The dividend was paid to shareholder in September 2015.

At the Board of Directors’ meeting of IPN, on 3 November 2015, the directors approved the appropriation of dividends of IPN 0.2 million. The dividend was paid to shareholder in November 2015.

d) Dividend payment of IPSTAR Australia Pty Limited (“IPA”)

At the Board of Directors’ meeting of IPA, on 1 September 2015, the directors approved the appropriation of dividends of AUD 3 million. The dividend was paid to shareholder in October 2015.

e) Dividend payment of IPSTAR Global Services Company Limited (“IPGS”)

At the Board of Directors’ meeting of IPGS, on 9 September 2015, the directors approved the appropriation of dividend of USD 1 million. The dividend was paid to shareholder in October 2015.

f) Dividend payment of DTV Service Company Limited (“DTV”)

At the Board of directors’ meeting of DTV held on 22 September 2015, the directors approved the appropriation of interim dividend of Baht 3.00909 per share, amounting to Baht 120 million. The dividend was paid to shareholder in October 2015.

g) Dividend payment of TC Broadcasting Company Limited (“TCB”)

At the Board of directors’ meeting of TCB held on 22 September 2015, the directors approved the appropriation of interim dividend of Baht 36.50 per share, amounting to Baht 3.65 million.

Joint venture

h) Dividend payment of Lao Telecommunications Company Limited (“LTC”)

At the Annual General Meeting of the shareholders of LTC held on 9 February 2015, the shareholders approved the appropriation of dividend from 2014 operation of USD 18 million.

Significant movements in investments in subsidiaries and joint ventures for the year ended 31 December 2014 were as follows:

Subsidiaries

a) Acquisition of ordinary shares in Orion Satellite Systems Pty Limited (“OSS”) by IPSTAR Australia Pty Limited (“IPA”), a subsidiary of the Company

On 7 February 2014, IPA had acquired 5.96 million ordinary shares of OSS from Orion Satellite Investment Limited, equivalent to 100% of registered share capital of OSS, totaling AUD 5.96 million.

b) Dividend payment of IPSTAR Australia Pty Limited (“IPA”)

At the Board of Directors’ meeting of IPA, on 31 March 2014, the Directors approved the appropriation of dividends from retained earnings as at 31 December 2013 of AUD 2 million. The dividend was paid to shareholder in April 2014.

At the Board of Directors’ meeting of IPA, on 5 December 2014, the directors approved the appropriation of interim dividend of AUD 2 million. The dividend was paid to shareholder in December 2014.

c) Acquisition of additional ordinary shares in IPSTAR Company Limited (“IPST”)

In June 2014, the Company acquired an additional 31,220 ordinary shares in IPST at USD 1 per share, equivalent to 0.02% of the paid-up share capital of IPST, at a total price of USD 31,220. As a result of this acquisition, the Company owns interest in IPST of 99.98%.

In August 2014, the Company acquired an additional 50,000 ordinary shares in IPST at USD 1 per share, equivalent to 0.02% of the paid-up share capital of IPST, at a total price of USD 50,000. As a result of this acquisition, the Company owns interest in IPST of 100%.

d) Dividend payment of IPSTAR New Zealand Company Limited (“IPN”)

At the Board of Directors’ meeting of IPN, on 10 November 2014, the Directors approved the appropriation of dividends from retained earnings as at 31 December 2013 of NZD 1 million. The dividend was paid to shareholder in December 2014.

e) Dividend payment of IPSTAR Global Services Company Limited (“IPGS”)

At the Board of Directors’ meeting of IPGS, on 5 November 2014, the Directors approved the appropriation of dividend of USD 2.8 million. The dividend was paid to shareholder in December 2014.

f) The incorporation of International Satellite Company Limited (“ISC”)

At the Board of Director’s meeting of the Company, on 18 September 2014, the Directors approved the incorporation of International Satellite Company Limited. The authorised share capital of ISC is USD 50,000, divided into 50,000 ordinary shares of USD 1 par value. The capital is fully paid up. The Company holds 50,000 shares, equivalent to 100% shareholding.

g) Proposed dividend payment of CS Loxinfo Public Company Limited (“CSL”)

At the annual general meeting of the shareholders of CSL held on 27 March 2014, the shareholders approved the appropriation of dividend of Baht 0.35 per share, amounting to Baht 208 million. The dividend was paid to shareholders on 22 April 2014.

At the meeting of the Board of Directors of CSL held on 7 August 2014, the directors approved the appropriation of interim dividend of Baht 0.41 per share, amounting to Baht 244 million. The dividend was paid to shareholders on 4 September 2014.

h) Recognition impairment loss on goodwill of investment of Teleinfo Media Public Company Limited (“TMC”)

The significantly declining trend of the print advertising industry has affected the operating results of Teleinfo Media Public Company Limited (“TMC”). As a consequence, CSL has assessed and recorded the impairment of goodwill in TMC in the expense of Baht 550 million for the year ended 31 December 2014.

Joint Venture

i) Dividend payment of Lao Telecommunications Company Limited (“LTC”)

At the annual general meeting of the shareholders of LTC, on 29 January 2014, the shareholders approved the appropriation of dividend from 2013 operation of USD 15 million.

Commitments

According to the joint venture agreement between the Group and the Government of the Lao People’s Democratic Republic, the Group must transfer all of LTC’s shares to the Government of the Lao People’s Democratic Republic, without any charges or compensation, on the expiration date of the joint venture agreement in 2046 (Note 34 b).

11 Non-controlling interests

The following table summarises the information relating to each of the Group's subsidiaries (CS Loxinfo Public Company Limited ("CSL")) that has a material non-controlling interest, before any intra-group eliminations:

	CSL	
As at 31 December	2015	2014
	<i>[in thousand Baht]</i>	
Non-controlling interest percentage	57.93%	57.93%
Current assets	946,465	921,060
Non-current assets	961,768	973,703
Current liabilities	(917,422)	(953,920)
Non-current liabilities	(333,995)	(328,973)
Net assets	656,816	611,871
Carrying amount of non-controlling interest	380,494	354,457
Revenue	2,963,844	3,044,906
Profit (loss)	315,097	(149,936)
Other comprehensive income	(32,345)	-
Total comprehensive income	282,752	(149,936)
Profit (loss) allocated to non-controlling interest	182,535	(86,858)
Other comprehensive income allocated to non-controlling interest	163,798	-

12 Property, plant and equipment

Consolidated financial statements					
	Land Leasehold land & building	Equipment	Vehicles & equipment	Asset under construction	Total
	<i>(in thousand Baht)</i>				
Cost					
At 1 January 2014	529,078	3,866,264	1,176,829	829,137	6,401,308
Additions	56,543	3,117,626	102,180	3,117,059	6,393,408
Acquisitions through business combinations	21,958	15,287	3,541	-	40,786
Transfers	94,768	(165,533)	79,501	138,453	147,189
Disposals	(5,651)	(161,997)	(40,861)	-	(208,509)
Write-offs	(3,154)	(207,018)	(12,962)	-	(223,134)
Foreign currency translation adjustments	(26,499)	(25,511)	(4,964)	661	(56,313)
At 31 December 2014 and 1 January 2015	667,043	6,439,118	1,303,264	4,085,310	12,494,735
Additions	22,999	242,075	90,267	932,860	1,288,201
Transfers	9,593	8,082	17,222	(54,854)	(19,957)
Disposals	(367)	(80,009)	(60,896)	-	(141,272)
Write-offs	(6,197)	(132,536)	(2,466)	(193)	(141,392)
Foreign currency translation adjustments	(5,247)	20,671	1,867	51	17,342
At 31 December 2015	687,824	6,497,401	1,349,258	4,963,174	13,497,657
Depreciation and impairment loss					
At 1 January 2014	273,338	3,010,332	791,493	-	4,075,163
Depreciation for the year	50,769	298,354	116,625	-	465,748
Acquisitions through business combinations	10,652	14,882	2,876	-	28,410
Impairment loss	-	36,253	-	-	36,253
Transfers	-	(14,822)	-	-	(14,822)
Disposals	(5,652)	(161,283)	(37,069)	-	(204,004)
Write-offs	(2,598)	(189,793)	(11,948)	-	(204,339)
Foreign currency translation adjustments	(20,164)	(15,941)	(4,200)	-	(40,305)
At 31 December 2014 and 1 January 2015	306,345	2,977,982	857,777	-	4,142,104

Consolidated financial statements					
	Land Leasehold land & building	Equipment	Vehicles & equipment	Asset under construction	Total
	<i>[in thousand Baht]</i>				
Depreciation for the year	52,005	446,806	119,946	-	618,757
Transfers	842	(3,166)	(74)	-	(2,398)
Disposals	(324)	(79,521)	(60,642)	-	(140,487)
Write-offs	(5,367)	(150,898)	(2,246)	-	(158,511)
Foreign currency translation adjustments	(3,518)	9,423	453	-	6,358
At 31 December 2015	349,983	3,200,626	915,214	-	4,465,823
<i>Net book value</i>					
At 1 January 2014					
Owned assets	255,740	855,932	356,169	829,137	2,296,978
Assets under finance leases	-	-	29,167	-	29,167
	255,740	855,932	385,336	829,137	2,326,145
At 31 December 2014 and 1 January 2015					
Owned assets	360,698	3,461,136	416,016	4,085,310	8,323,160
Assets under finance leases	-	-	29,471	-	29,471
	360,698	3,461,136	445,487	4,085,310	8,352,631
At 31 December 2015					
Owned assets	337,841	3,296,775	388,911	4,963,174	8,986,701
Assets under finance leases	-	-	45,133	-	45,133
	337,841	3,296,775	434,044	4,963,174	9,031,834

The gross amount of the Group's fully depreciated property and equipment that was still in use as at 31 December 2015 amounted to Baht 3,063.85 million (2014: Baht 2,265.12 million).

Impairment loss for the year ended 31 December 2014 amounted to Baht 36.25 million was from IPSTAR ground system of the Company.

Separate financial statements					
	Leasehold land & building	Equipment	Vehicles & equipment	Asset under construction	Total
	<i>(in thousand Baht)</i>				
Cost					
At 1 January 2014	97,011	2,530,753	218,114	784,520	3,630,398
Additions	25,609	2,976,553	26,819	2,918,985	5,947,966
Transfers	-	(203,408)	-	346,550	143,142
Disposals	(5,652)	(123,639)	(21,579)	-	(150,870)
Write-offs	(524)	(201,025)	(3,255)	-	(204,804)
At 31 December 2014 and 1 January 2015	116,444	4,979,234	220,099	4,050,055	9,365,832
Additions	20,719	176,364	51,382	875,756	1,124,221
Transfers	-	(19,977)	(9)	-	(19,986)
Disposals	(367)	(70,138)	(20,835)	-	(91,340)
Write-offs	(5,657)	(82,005)	(693)	-	(88,355)
At 31 December 2015	131,139	4,983,478	249,944	4,925,811	10,290,372
Depreciation and impairment loss					
At 1 January 2014	63,793	1,867,138	162,664	-	2,093,595
Depreciation for the year	7,850	212,738	25,175	-	245,763
Impairment loss	-	36,253	-	-	36,253
Transfers	-	(19,311)	-	-	(19,311)
Disposals	(5,652)	(123,420)	(20,277)	-	(149,349)
Write-offs	(330)	(183,801)	(3,213)	-	(187,344)
At 31 December 2014 and 1 January 2015	65,661	1,789,597	164,349	-	2,019,607
Depreciation for the year	13,711	349,519	27,153	-	390,383
Transfers	-	(2,413)	(7)	-	(2,420)
Disposals	(324)	(63,203)	(20,701)	-	(84,228)
Write-offs	(5,134)	(100,367)	(674)	-	(106,175)
At 31 December 2015	73,914	1,973,133	170,120	-	2,217,167
Net book value					
At 1 January 2014					
Owned assets	33,218	663,615	31,316	784,520	1,512,669
Assets under finance leases	-	-	24,134	-	24,134
	33,218	663,615	55,450	784,520	1,536,803

Separate financial statements					
	Leasehold land & building	Equipment	Vehicles & equipment	Asset under construction	Total
	<i>(in thousand Baht)</i>				
At 31 December 2014 and 1 January 2015					
Owned assets	50,783	3,189,637	30,939	4,050,055	7,321,414
Assets under finance leases	-	-	24,811	-	24,811
	50,783	3,189,637	55,750	4,050,055	7,346,225
At 31 December 2015					
Owned assets	57,225	3,010,345	39,999	4,925,811	8,033,380
Assets under finance leases	-	-	39,825	-	39,825
	57,225	3,010,345	79,824	4,925,811	8,073,205

The gross amount of the Company's fully depreciated property and equipment that was still in use as at 31 December 2015 amounted to Baht 1,491.49 million (2014: Baht 1,274.39 million).

Borrowing costs for the year ended 31 December 2015 in the amount of Baht 134.09 million (2014: 35.63 million), arise on financing specifically entered into for assets under construction.

As at 31 December 2015, property and equipment included a project in progress of Baht 4,925.81 million (31 December 2014: Baht 4,050.05 million), relating to the Thaicom 8 project. The Company provides telecommunication services under licenses granted by the National Broadcasting and Telecommunications Commission ("NBTC"). The Thaicom 8 project will be expected to finish within 2016.

Capital expenditure commitments

Capital expenditure contracted but not provided for at the reporting date were as follows:

Consolidated financial statements Separate financial statements					
	Currency	2015	2014	2015	2014
		<i>(in thousand)</i>			
THAICOM 8 Project	USD	9,336	30,777	9,336	30,777
Internet network	Baht	1,778	2,464	-	-
Total equivalent to Thai Baht		340,243	1,021,589	338,465	1,019,125

13 Intangible assets under operating agreement, deferred charges and intangible assets

Consolidated financial statements					
	Intangible asset under operating agreement	Deferred charges	Goodwill	Intangible assets Other intangible assets	Total intangible assets
	(in thousand Baht)				
Cost					
1 January 2014	26,250,570	653,656	880,675	1,780,086	2,660,761
Additions	-	20,176	99,534	22,211	121,745
Acquisitions through business combinations	-	-	-	53,003	53,003
Transfer	174,429	-	-	(1,231)	(1,231)
Disposals	-	-	-	(67)	(67)
Write-offs	(2,159)	-	-	(26,505)	(26,505)
Foreign currency translation adjustment	-	-	-	513	513
At 31 December 2014 and 1 January 2015	26,422,840	673,832	980,209	1,828,010	2,808,219
Additions	-	-	-	10,860	10,860
Transfer	544	540	-	(29)	(29)
Disposals	-	-	-	(958)	(958)
Write-offs	-	-	-	(5,299)	(5,299)
Foreign currency translation adjustment	-	-	(10,043)	11,456	1,413
As at 31 December 2015	26,423,384	674,372	970,166	1,844,040	2,814,206
Amortisation and impairment loss					
1 January 2014	11,208,642	618,962	275,916	904,647	1,180,563
Amortisation for the year	1,967,011	10,506	-	129,050	129,050
Acquisitions through business combinations	-	-	-	658	658
Impairment loss	-	-	550,014	6,810	556,824
Disposals	-	-	-	(58)	(58)
Write-offs	(2,154)	-	-	(25,975)	(25,975)
Foreign currency translation adjustment	-	-	-	399	339
At 31 December 2014 and 1 January 2015	13,173,499	629,468	825,930	1,015,471	1,841,401

Consolidated financial statements					
	Intangible asset under operating agreement	Deferred charges		Intangible assets	
			Goodwill	Other intangible assets	Total intangible assets
		(in thousand Baht)			
Amortisation for the year	2,022,698	25,039	-	135,551	135,551
Impairment loss	-	-	-	1,781	1,781
Transfers	-	212	-	(22)	(22)
Disposals	-	-	-	(965)	(965)
Write-offs	-	-	-	(33)	(33)
Foreign currency translation adjustment	-	-	-	7,358	7,358
At 31 December 2015	15,196,197	654,719	825,930	1,159,141	1,985,071
Net book value					
At 1 January 2014	15,041,928	34,694	604,759	875,439	1,480,198
At 31 December 2014 and 1 January 2015	13,249,341	44,364	154,279	812,539	966,818
At 31 December 2015	11,227,187	19,653	144,236	684,899	829,135

Separate financial statements			
	Intangible asset under operating agreement	Deferred charges	Other intangible assets
	(in thousand Baht)		
Cost			
1 January 2014	26,059,991	654,139	1,429,775
Additions	-	20,177	6,509
Transfers	174,429	-	-
Disposals	-	-	(20)
Write-offs	(2,159)	-	(14,734)
At 31 December 2014 and 1 January 2015	26,232,261	674,316	1,421,530
Additions	-	-	2,062
Transfers	544	-	-
Write-offs	-	-	(5,286)
As at 31 December 2015	26,232,805	674,316	1,418,306

Separate financial statements			
	Intangible asset under operating agreement	Deferred charges	Other intangible assets
	<i>(in thousand Baht)</i>		
<i>Amortisation and impairment loss</i>			
1 January 2014	11,018,063	619,239	724,644
Amortisation for the year	1,967,011	10,386	96,171
Disposals	-	-	(10)
Write-offs	(2,154)	-	(14,536)
At 31 December 2014 and 1 January 2015	12,982,920	629,625	806,269
Amortisation for the year	2,022,698	25,023	96,131
Write-offs	-	-	(29)
At 31 December 2015	15,005,618	654,648	902,371
<i>Net book value</i>			
At 1 January 2014	15,041,928	34,900	705,131
At 31 December 2014 and 1 January 2015	13,249,341	44,691	615,261
At 31 December 2015	11,227,187	19,668	515,935

14 Deferred tax

Deferred tax assets and liabilities determined after appropriate off-setting are included in the statement of financial position as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Deferred tax assets	240,036	248,168	86,460	121,229
Net	240,036	248,168	86,460	121,229

Deferred tax assets for tax loss carried forward are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

The subsidiaries have tax losses carried forward to offset future taxable income, which are not recognised in the consolidated financial statements as follows:

	2015	2014
	<i>(in thousand Baht)</i>	
Year expired		
2015	-	9,128
2016	24,369	24,369
2017	82,924	82,924
2018	34,652	34,652
2019	68,589	68,589
2020	45,717	-
Total	256,251	219,662

Movements in total deferred tax assets and liabilities during the year were as follows:

Consolidated financial statements				
	At 1 January 2015	[Charged]/credited to:		At 31 December 2015
		Profit or loss <i>(Note 29)</i>	Other comprehensive income	
	<i>(in thousand Baht)</i>			
Deferred tax assets				
Loss carry forward	28,474	4,975	(1,768)	31,681
Allowance for doubtful accounts	10,175	189	(5)	10,359
Allowance for obsolete inventory	9,184	(150)	(6)	9,028
Deposits	42,966	119	-	43,085
Advance receipts from customers	51,634	(45,065)	(2,115)	4,454
Employee benefit	66,674	8,451	4,595	79,720
Others	39,061	21,770	878	61,709
Total	248,168	(9,711)	1,579	240,036

Consolidated financial statements				
	At 1 January 2014	[(Charged)]/credited to:		At 31 December 2014
		Profit or loss <i>[Note 29]</i>	Other comprehensive income	
		<i>(in thousand Baht)</i>		
<i>Deferred tax assets</i>				
Loss carry forward	270,766	(242,292)	-	28,474
Allowance for doubtful accounts	9,541	637	(3)	10,175
Allowance for obsolete inventory	11,880	(2,629)	(67)	9,184
Deposits	41,964	1,002	-	42,966
Advance receipts from customers	116,082	(56,408)	(8,040)	51,634
Employee benefit	61,019	5,655	-	66,674
Others	(13,348)	51,039	1,370	39,061
Total	497,904	(242,996)	(6,740)	248,168

Separate financial statements				
	At 1 January 2015	[Charged]/credited to:		At 31 December 2015
		Profit or loss <i>(Note 29)</i>	Other comprehensive income	
	<i>(in thousand Baht)</i>			
<i>Deferred tax assets</i>				
Loss carry forward	23,900	(23,900)	-	-
Allowance for obsolete inventory	8,647	(328)	-	8,319
Deposits	42,966	119	-	43,085
Employee benefit	39,814	5,446	(3,490)	41,770
Others	5,902	(12,616)	-	(6,714)
Total	121,229	(31,279)	(3,490)	86,460

Separate financial statements				
	At 1 January 2014	[Charged]/credited to:		At 31 December 2014
		Profit or loss <i>(Note 29)</i>	Other comprehensive income	
		<i>(in thousand Baht)</i>		
Deferred tax assets				
Loss carry forward	262,451	(238,551)	-	23,900
Allowance for obsolete inventory	10,770	(2,123)	-	8,647
Deposits	41,964	1,002	-	42,966
Employee benefit	36,293	3,521	-	39,814
Others	9,589	(3,687)	-	5,902
Total	361,067	(239,838)	-	121,229

15 Other non-current assets

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Withholding taxes receivable	623,564	655,202	619,009	651,056
Tax assessment's deposits	235,358	213,943	235,358	213,943
Others deposit	39,446	39,202	15,838	15,579
Advance payment for equipment	7,141	2,434	7,141	2,434
	905,509	910,781	877,346	883,012
Less accumulated impairment loss	(38,929)	(38,929)	(38,929)	(38,929)
Total	866,580	871,852	838,417	844,083

16 Interest-bearing liabilities

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Current				
<i>Short-term loans</i>				
Short-term loans from financial institution	1,650,521	871,105	1,460,521	641,105
Total short-term loans	1,650,521	871,105	1,460,521	641,105
<i>Current portion of long-term borrowings</i>				
Loans from financial institutions	60,000	626,236	-	566,236
Loans from others	9,063	13,300	7,992	11,541
Total current portion of long-term borrowings	69,063	639,536	7,992	577,777
Total current interest - bearing liabilities	1,719,584	1,510,641	1,468,513	1,218,882
Non-current				
<i>Long-term borrowings</i>				
Loans from financial institutions	5,442,203	5,021,150	5,322,203	4,861,150
Loans from others	43,041	25,131	37,813	20,869
Total long-term borrowings	5,485,244	5,046,281	5,360,016	4,882,019
Long-term debentures	4,545,114	4,544,048	4,545,114	4,544,048
Total non-current interest - bearing liabilities	10,030,358	9,590,329	9,905,130	9,426,067
Total	11,749,942	11,100,970	11,373,643	10,644,949

Long-term debentures

As at 31 December 2015, the Company has two tranches totaling Baht 4,550 million, with a par value of Baht 1,000 each, unsubordinated and unsecured with having registered and bond holders' representative debentures as follow:

Issue date	No. of units (<i>Million</i>)	Amount (<i>Million Baht</i>)	Interest rate (<i>per annum</i>)	Term of interest payment	Principal payment term	Outstanding balance as at 31 December 2015 (in million Baht)
29 September 2014	2,275	2,275	4.28%	Semiannually	Entirely redeemed on 2 October 2019	2,275
29 September 2014	2,275	2,275	4.68%	Semiannually	Entirely redeemed on 2 October 2021	2,275
Total debentures						4,550
Less bond issuing cost						(5)
Net						4,545

Under the terms and conditions of the debentures, the Company has to comply with certain restrictions and maintain certain financial ratios

The movements in the borrowing can be analysed as follows:

		Consolidated financial statements		Separate financial statements	
	Note	2015	2014	2015	2014
		(in thousand Baht)			
For the year ended 31 December					
Opening net book value		11,100,970	8,407,048	10,644,949	8,235,904
Proceeds from short-term borrowings		1,351,394	2,074,030	1,011,393	1,844,030
Proceeds from long-term borrowings, net of financial costs		3,794,135	6,301,754	3,772,079	6,007,642
Repayment of short-term borrowings		(657,306)	(1,202,925)	(277,306)	(1,202,925)
Repayment of long-term borrowings		(4,038,022)	(4,485,395)	(3,976,243)	(4,246,161)
Amortisation of finance costs	27	1,066	2,363	1,066	2,363
Loss on exchange rate		197,705	4,095	197,705	4,096
Closing net book value		11,749,942	11,100,970	11,373,643	10,644,949

The group has to maintain the financial ratios restricted in the long-term loan agreements.

The interest rate exposure of the borrowings of the Group is as follows:

		Consolidated financial statements		Separate financial statements	
		2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Total borrowings:					
- at fixed rates		4,597,219	4,582,480	4,590,919	4,576,458
- at floating rates		7,152,723	6,518,490	6,782,724	6,068,491
Total		11,749,942	11,100,970	11,373,643	10,644,949
Weighted average interest rates:					
- Loans		2.47%	2.73%	2.42%	2.66%
- Debentures		4.48%	4.48%	4.48%	4.48%

The periods to maturity of long-term borrowings and long-term debentures net of financial costs were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Later than 1 year but not later than 2 years	797,325	632,350	673,666	571,073
Later than 2 years but not later than 5 years	4,299,375	4,638,671	4,297,805	4,535,687
Later than 5 years	4,933,658	4,319,308	4,933,659	4,319,307
Total	10,030,358	9,590,329	9,905,130	9,426,067

Credit facilities

As at 31 December 2015 available credit facilities for loans from local and overseas banks are Baht 5,106,94 million and USD 90.80 million (2014: Baht 3,089.96 million and USD 192.19 million).

Facility agreement in relation to the financing of the Thaicom 6 and Thaicom 8 satellite project

On 20 October 2014, the Company entered into a Loan Agreement with local banks for USD 207.6 million, for the purpose of the Thaicom 8 satellite project and refinancing of loan for Thaicom 6 project amounting to USD 105 million and USD 102.6 million respectively. The term of the loan is 10 years with the interest rate based on margins over the London Inter-Bank Offer Rate ("LIBOR"). The Company must comply with the conditions in the Loan Agreement in respect of maintaining certain financial ratios; debt to equity ratio may not exceed 2:1. On 1 October 2015, the loan for Thaicom 6 project refinancing has been executed.

17 Trade and other accounts payable

		Consolidated financial statements		Separate financial statements	
	Note	2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Trade accounts payable					
- Related parties	5	11,906	16,512	29,262	38,007
- Other parties		571,095	422,041	197,219	115,028
Total		583,001	438,553	226,481	153,035
Other accounts payable					
- Accrued expenses		559,668	479,592	269,942	253,019
- Others		83,189	142,806	50,222	91,864
Total		642,857	622,398	320,164	344,883
Total trade and other accounts payable		1,225,858	1,060,951	546,645	497,918

18 Other current liabilities

		Consolidated financial statements		Separate financial statements	
		2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Short-term deposits from customers		20,822	24,914	22,474	25,082
Other taxes		89,596	92,698	50,428	45,840
Others		2,124	770	17	31
Total		112,542	118,382	72,919	70,953

19 Employee benefit obligations

The statement of financial position obligation was determined as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Present value of unfunded obligations	404,260	337,041	208,848	199,067
Statement of financial position	404,260	337,041	208,848	199,067

Movements in the present value of the employee benefit obligations:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Employee benefit obligations at 1 January	337,041	308,181	199,067	181,461
Benefits paid by the plan	(2,962)	(18,271)	(2,153)	(9,966)
Include in profit or loss:				
Current service costs and interest	45,842	43,272	29,384	27,572
Curtailment loss	-	3,859	-	-
	45,842	47,131	29,384	27,572
Included in other comprehensive income:				
Actuarial (gain) losses in other comprehensive income	24,339	-	(17,450)	-
	24,339	-	(17,450)	-
Employee benefit obligations at 31 December	404,260	337,041	208,848	199,067

Actuarial gains (losses) recognised in other comprehensive income arising from:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
		<i>(in thousand Baht)</i>		
Demographic assumptions	28,942	-	44,524	-
Financial assumptions	(19,852)	-	(10,410)	-
Experience adjustment	(33,429)	-	(16,664)	-
Total	(24,339)	-	17,450	-

Principal actuarial assumptions at the reporting date (expressed as weighted averages):

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
		<i>(%)</i>		
Discount rate	3.50	3.90	3.50	3.90
Future salary increases	7.00 - 8.00	7.00 - 8.00	8.00	8.00

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Consolidated financial statements		Separate financial statements	
		<i>(in thousand Baht)</i>		
Defined benefit obligation				
31 December 2015	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(49,557)	59,084	(25,736)	30,521
Future salary growth (1% movement)	55,752	(47,934)	28,725	(24,846)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

20 Other non-current liabilities

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	(in thousand Baht)			
Long-term deposits from customers	263,388	232,466	256,225	225,009
Others	152,889	149,343	136,652	129,827
Total	416,277	381,809	392,877	354,836

21 Share capital and warrants

	Par value per share (Baht)	2015		2014	
		Number	Amount	Number	Amount
		(thousand shares / thousand Baht)			
Authorised					
At 1 January					
- ordinary shares	5	1,097,817	5,489,086	1,096,619	5,483,098
Increase of new shares	5	1,085	5,427	1,198	5,988
At 31 December					
- ordinary shares	5	<u>1,098,902</u>	<u>5,494,513</u>	<u>1,097,817</u>	<u>5,489,086</u>
Issued and paid-up					
At 1 January					
- ordinary shares	5	<u>1,095,938</u>	<u>5,479,688</u>	<u>1,095,938</u>	<u>5,479,688</u>
At 31 December					
- ordinary shares	5	<u>1,095,938</u>	<u>5,479,688</u>	<u>1,095,938</u>	<u>5,479,688</u>

The holders of ordinary shares are entitled to receive dividends as declared from time to time, and are entitled to one vote per share at meetings of the Company.

Issue of ordinary shares

At the annual general meeting of the shareholders of the Company held on 26 March 2015, a resolution was passed to approve the issuance of 1,085,300 ordinary shares at the par value of Baht 5 per share, in total of Baht 5,426,500 to reserve for the exercise of the warrant. The Company registered the increased share capital with the Ministry of Commerce on 8 May 2015.

At the annual general meeting of the shareholders of the Company held on 27 March 2014, a resolution was passed to approve the issuance of 1,197,700 ordinary shares at the par value of Baht 5 per share, in total of Baht 5,988,500 to reserve for the exercise of the warrant. The Company registered the increased share capital with the Ministry of Commerce on 21 April 2014.

*Share-based payment***a) Information of project**

The issuance and offering of warrants to purchase ordinary shares to directors and employees of the Company and its subsidiaries. The warrants are offered directly to full-time employees who have qualifications according to the plan.

	Project I	Project II	Project III
Issued date	28 March 2013	27 March 2014	26 March 2015
Issued	682,000 units	1,197,700 units	1,085,300 units
Exercise price	23.266 Baht/Share	38.265 Baht/Share	37.626 Baht/Share
Number of reserved shares	682,000 shares	1,197,700 shares	1,085,300 shares
Offer period	5 years after first time to offered the warrant		
Offer price per unit	Baht 0 (zero Baht)		
Exercise ratio	One unit of warrant per one ordinary share		

Movements in the number of warrants outstanding are as follows:

	Opening balance 1 January 2015	Issue during the periodthe	Return during the periodthe	Transfer during the periodthe	Closing balance 31 December 2015
		<i>(in thousand Baht)</i>			
ESOP - Grant I					
Directors	112	-	(112)	77	77
Employees	514	-	-	(77)	437
Total	626	-	(112)	-	514
ESOP - Grant II					
Directors	167	-	(168)	116	115
Employees	976	-	-	(116)	860
Total	1,143	-	(168)	-	975
ESOP - Grant III					
Directors	-	165	(165)	89	89
Employees	-	780	-	(89)	691
Total	-	945	(165)	-	780
Grand Total	1,769	945	(445)	-	2,269

b) Fair value measurement

The measurement is in reference to the fair value of the offered ordinary shares issued at the grant date using Monte Carlo Simulation techniques. The assumptions are as below:

	Project I	Project II	Project III
Fair value at grant date	Baht 35.037	Baht 27.864	Baht 20.424
Share price at grant date	Baht 35.750	Baht 40.500	Baht 36.500
Exercise price	Baht 23.266	Baht 38.265	Baht 37.626
Expected volatility	55.392%	41.562%	39.894%
Expected dividend	1.119%	1.111%	1.781%
Risk-free interest rate	3.074%	3.082%	2.340%

Reconciliation of other reserve-shared-base payment:

Consolidated and separate financial statements		
	2015	2014
For the year ended 31 December	<i>(in thousand Baht)</i>	
At 1 January	9,298	2,432
Total expense recognised during period	11,323	7,037
Decrease during the year	(3,384)	(171)
At 31 December	17,237	9,298

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

22 Reserves

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 Section 116 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

Other components of equity

Currency translation differences

The currency translation differences account within equity comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Fair value changes in available-for-sale investments

The fair value changes in available-for-sale investments account within equity comprise the cumulative net change in the fair value of available-for-sale investments until the investments are derecognised or impaired.

23 Other comprehensive income

The components of other comprehensive income are as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	(in thousand Baht)			
For the year ended 31 December				
Foreign currency translation differences for foreign operations	334,926	(3,238)	-	-
Unrealised loss from increase in shareholding in a subsidiary	-	(2,612)	-	-
Changes in fair value of available-for-sale investments transfers to profit and loss	(335,334)	-	-	-
Changes in fair value of available-for-sale investments	(458,295)	235,736	-	-
Defined benefit plan actuarial losses	(19,744)	-	13,960	-
Share of other comprehensive loss of investments in joint venture	(157,897)	-	-	-
Total other comprehensive income, net of tax	(636,344)	229,886	13,960	-

The tax impact to the component of other comprehensive income is as follows:

	Consolidated financial statements					
	Amount before tax	2015 Tax income	Net of tax	Amount before tax	2014 Tax income (expense)	Net of tax
	(in thousand Baht)					
For the year ended 31 December						
Foreign currency translation differences for foreign operations	334,926	-	334,926	(3,238)	-	(3,238)
Unrealised loss from increase in shareholding in a subsidiary	-	-	-	(2,612)	-	(2,612)
Changes in fair value of available-for-sale investments transfers to profit and loss	(335,334)	-	(335,334)	-	-	-
Changes in fair value of available-for-sale investments	(458,295)	-	(458,295)	235,736	-	235,736
Defined benefit plan actuarial losses	(24,339)	4,595	(19,744)	-	-	-
Share of other comprehensive loss of investments in joint venture	(197,372)	39,475	(157,897)	-	-	-
Total other comprehensive income	(680,414)	44,070	(636,344)	229,886	-	229,886

Separate financial statements						
	Amount before tax	2015 Tax income	Net of tax	Amount before tax	2014 Tax income (expense)	Net of tax
		<i>(in thousand Baht)</i>				
<i>For the year ended 31 December</i>						
Defined benefit plan actuarial gains	17,450	(3,490)	13,960	-	-	-
Total other comprehensive income	17,450	(3,490)	13,960	-	-	-

24 Segment information

Segment information is presented in respect of the Group's business and geographic segments. The primary format, business segments/geographic segments is based on the Group's management and internal reporting structure.

Business segments

The Group comprises the following main business segments:

- Segment 1 Services relating to the satellite business and the transponder services segment
- Segment 2 Sales and services relating to the internet and media business
- Segment 3 Sales and services relating to the telephone network business

Geographic segments

In presenting information on the basis of geographical segments, segment revenue is based on the geographic location of customers.

The areas of operation in Thailand are principally satellite business services, internet and media services and printing and publishing of business telephone directories services. Australia, China, India, Japan and Myanmar main activities are sales and services relating to satellite business.

The Group comprises the following main geographic segments:

- Segment 1 Thailand
- Segment 2 Australia
- Segment 3 China
- Segment 4 India
- Segment 5 Japan
- Segment 6 Myanmar
- Segment 7 Others

Revenue and results, based on business segments, in the consolidated financial statements for the years ended 31 December 2015 and 2014 were as follows:

For the year ended 31 December	Satellite business services		Internet services and media		Telephone network		Consolidation eliminations		Consolidated financial statements	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
					<i>(in million Baht)</i>					
Revenues	9,258	8,783	3,272	3,230	-	-	(77)	(120)	12,453	11,893
Construction revenue under operating agreement	1	172	-	-	-	-	-	-	1	172
Shares of profit of investment in joint venture	-	-	-	-	194	154	-	-	194	154
Cost of sales and services	(5,302)	(5,140)	(2,115)	(2,005)	-	-	63	104	(7,354)	(7,041)
Construction cost under operating agreement	(1)	(172)	-	-	-	-	-	-	(1)	(172)
Selling and administrative expenses	(1,413)	(1,465)	(720)	(1,401)	-	-	15	12	(2,118)	(2,854)
Segment results	2,543	2,178	437	(176)	194	154	1	(4)	3,175	2,152
Other income									489	173
Net gain (loss) on foreign exchange									(595)	72
Profit before finance cost and income tax									3,069	2,397
Finance costs									(306)	(385)
Operating profit									2,763	2,012
Income tax expense									(458)	(498)
Non-controlling interests									(183)	87
Net profit									2,122	1,601
Segment assets	28,533	29,114	2,157	2,102	-	-	(639)	(702)	30,051	30,514
Loan to related parties	2,331	301	-	-	-	-	-	(10)	2,331	291
Investment in joint venture	-	-	-	-	1,210	1,083	-	-	1,210	1,083
Total assets									33,592	31,888
Segment liabilities	2,803	2,707	1,009	921	-	-	(81)	(126)	3,731	3,502
Borrowings	11,374	10,645	384	477	-	-	(8)	(21)	11,750	11,101
Total liabilities									15,481	14,603

Revenue and results, based on geographical segments, in the consolidated financial statements for the years ended 31 December 2015 and 2014 were as follows:

	2015	2014
	<i>(in thousand Baht)</i>	
<i>Segment revenue</i>		
Thailand	7,875,557	7,623,260
Australia	1,269,932	1,393,602
China	316,591	292,987
India	548,255	413,484
Japan	640,596	718,948
Myanmar	626,621	489,449
Others	1,175,538	961,300
Total	12,453,090	11,893,030

Major customer

For the year ended 31 December 2015 and 2014, the Group has no revenue transactions with a single external customer amount to 10 percent or more of the Group's revenues.

Other non-current assets based on geographical segments in the consolidated financial statements as at 31 December 2015 and 2014 were as follows:

	2015	2014
	<i>(in thousand Baht)</i>	
<i>Other non-current assets</i>		
Thailand	21,558,796	22,943,263
Australia	183,583	245,254
China	18,243	19,247
India	19,076	56,622
Japan	48,486	44,008
Myanmar	178	660
Others	3,518,242	1,258,866
Total	25,346,604	24,567,920

25 Revenues from sale of goods and rendering of services

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Revenues from sale of goods	1,227,772	771,060	377,287	239,884
Revenues from rendering of services	11,225,318	11,121,970	7,276,512	6,749,740
Total	12,453,090	11,893,030	7,653,799	6,989,624

26 Other income

		Consolidated financial statements		Separate financial statements	
	Note	2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Gain on sale available for sale securities	23	335,334	-	-	-
Dividend income	10	-	-	437,859	230,351
Consulting and management fees		-	-	158,677	128,010
Interest income		78,221	75,048	68,638	65,724
Gain (loss) on sale of equipment		3,464	(1,436)	7,463	3,218
Compensation from customers		-	31,419	-	-
Others		72,087	67,618	17,265	11,653
Total		489,106	172,649	689,902	438,956

27 Expenses by nature

The statements of income include an analysis of expenses by function. Expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
	<i>(in thousand Baht)</i>			
Depreciation of property and equipment	618,757	465,748	390,383	245,763
Amortisation of intangible assets under the agreements for operations, deferred charges and intangible assets	2,183,288	2,106,568	2,143,852	2,071,414
Amortisation of finance costs	1,066	2,363	1,066	2,363
Staff costs	1,730,894	1,697,908	930,032	903,046

28 Provident funds

The defined contribution plans comprise provident funds established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates ranging from 3% to 7% of their basic salaries and by the Group at rates ranging from 3% to 7% of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by a licensed Fund Manager.

29 Income tax expense

		Consolidated financial statements		Separate financial statements	
	Note	2015	2014	2015	2014
		<i>(in thousand Baht)</i>			
Current tax expense		(448,570)	(255,082)	(229,421)	-
Deferred tax expense					
Movement in temporary differences	14	(9,711)	(242,996)	(31,279)	(239,838)
Total		(458,281)	(498,078)	(260,700)	(239,838)

Reconciliation of effective tax rate

Consolidated financial statements				
		2015		2014
	Rate (%)	<i>(in thousand Baht)</i>	Rate (%)	<i>(in thousand Baht)</i>
Profit for the year		2,122,147		1,600,884
Total income tax expense		458,281		498,078
Profit before total income tax expense		2,580,428		2,098,962
Income tax using the Thai corporation tax rate	20	(516,086)	20	(419,792)
Income tax reduction - deferred		-		(3,612)
Effect of different tax rates in foreign jurisdictions		77,188		(32,982)
Income not subject to tax		88,284		84,099
Effect of the income recognised in different periods for account and tax purposes		20,029		(1,002)
Expenses not deductible for tax purposes and expense recognised in different periods for accounting and tax purposes		(124,846)		(104,890)
Recognition of previously unrecognised tax losses		-		(4,978)
Current year losses for which no deferred tax asset was recognised		(1,754)		(13,718)
Under provided in prior years		(1,096)		(1,203)
Total	18	(458,281)	24	(498,078)

Separate financial statements				
		2015		2014
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit for the year		794,055		1,018,355
Total income tax expense		<u>260,700</u>		<u>239,838</u>
Profit before total income tax expense		<u>1,054,755</u>		<u>1,258,193</u>
Income tax using the Thai corporation tax rate	20	(210,951)	20	(251,638)
Income tax reduction - deferred		-		2,515
Income not subject to tax		87,572		46,083
Effect of the income recognised in different periods for account and tax purposes		(119)		(1,002)
Expenses not deductible for tax purposes and expense recognised in different periods for accounting and tax purposes		<u>(137,202)</u>		<u>(35,796)</u>
Total	25	<u>(260,700)</u>	19	<u>(239,838)</u>

Income tax reduction

Royal Decree No. 577 B.E. 2557 dated 10 November 2014 grants the reduction to 20% of net taxable profit for the accounting period 2015 which begins on or after 1 January 2015.

On 22 January 2016, The National Legislative Assembly has approved a reduction of the corporate income tax rate from 30% to 20% of net taxable profit for the accounting period begins on or after 1 January 2016.

The Group has applied the tax rate of 20% in measuring deferred tax asset and liabilities as at 31 December 2015 and 2014 in accordance with the clarification issued by the FAP in 2012.

30 Promotional privileges

The Company was granted promotional privileges under the Investment Promotion Act (B.E. 2520) by the Board of Investment (BOI) in respect of earnings derived from rendering telecommunication services of Thaicom 3 satellite project to customers outside Thailand. Promotional privileges include exemption from corporate income tax for a period of 8 years commencing from December 1997, when its revenue was first earned from the promoted business. The Company must comply with certain terms and conditions required for the promoted industries.

On 19 November 2003, the Company was granted promotional privileges under the Investment Promotion Act (B.E. 2520) as amended by the Investment Promotion Act (No. 3) B.E. 2544 by the BOI in respect of earnings derived from rendering telecommunication services of THAICOM 4 satellite project to customers outside Thailand. Promotion privileges include exemption from corporate income tax for a period of 8 years, when its revenue was first earned from the promoted business. The Company must comply with certain terms and conditions required for the promoted industries. The promotional privileges have expired on October 2014.

In 2014 the Company has revenue from promoted business of Baht 1,517 million.

31 Earnings per share

Basic earnings per share

The calculations of basic earnings per share for the years ended 31 December 2015 and 2014 were based on the profit for the years attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding during the years as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
<i>For the year ended 31 December</i>	<i>(in thousand Baht/thousand share)</i>			
Profit attributable to ordinary shareholders of the Company (basic)	2,122,147	1,600,884	794,055	1,018,355
Number of ordinary shares outstanding	1,095,938	1,095,938	1,095,938	1,095,938
Earnings per share (basic) (in Baht)	1.94	1.46	0.72	0.93

Diluted earnings per share

The calculations of diluted earnings per share for the years ended 31 December 2015 and 2014 were based on the profit for the years attributable to ordinary shareholders of the Company and the number of ordinary shares outstanding during the years after adjusting for the effects of all dilutive potential ordinary shares as follows:

	Consolidated financial statements		Separate financial statements	
	2015	2014	2015	2014
<i>For the year ended 31 December</i>	<i>(in thousand Baht/thousand share)</i>			
Profit attributable to ordinary shareholders of the Company (diluted)	2,122,147	1,600,884	794,055	1,018,355
Weighted average number of ordinary shares outstanding (basic)	1,095,938	1,095,938	1,095,938	1,095,938
Effect of exercise of shares options	160	285	160	285
Weighted average number of ordinary shares outstanding (diluted)	1,096,098	1,096,223	1,096,098	1,096,223
Earnings per share (diluted) (in Baht)	1.94	1.46	0.72	0.93

32 Dividends

At the annual general meeting of the shareholders of the Company held on 26 March 2015, the shareholders approved the appropriation of dividend of Baht 0.65 per share, amounting to Baht 712 million. The dividend was paid to shareholders on 23 April 2015.

At the annual general meeting of the shareholders of the Company held on 27 March 2014, the shareholders approved the appropriation of dividend of Baht 0.45 per share, amounting to Baht 493 million. The dividend was paid to shareholders on 23 April 2014.

33 Financial instruments

Financial risk management policies

The principal financial risks faced by the Group are interest rate risk and exchange rate risk. The Group borrows at fixed and floating rates of interest to finance its operations. Certain sales, purchases and a portion of borrowings are denominated in foreign currencies. In order to manage the risks arising from fluctuations in exchange rates and interest rates, the Group makes use of derivative financial instruments.

The objectives of using derivative financial instruments are to reduce uncertainty over future cash flows arising from movements in interest and exchange rates, and to manage the liquidity of cash resources. The following strategies are employed to achieve these objectives. Interest rate exposures are managed through interest rate swaps taken out with commercial banks and foreign exchange forward contracts and foreign currency options are taken out to manage the currency risks in future sales, purchases and loan repayments. Decisions on the level of risk undertaken are governed by corporate policy, which has established limits by transaction type and by counterparty.

Trading for speculative purposes is prohibited. All derivative transactions are subject to approval of the management before execution.

Management of currency and interest rate exposures is the responsibility of the Treasury Department. Management reports contain detail of cost and market value for all derivative financial instruments including outstanding forward contracts and cross currency and interest rate swap. An analysis of exposures against the limits established by the management is also provided. These limits principally cover the maximum permitted exposure in respect of short-term investment regarding to guideline to short-term investment policy.

Capital management

The primary objective of the Company's capital management is to provide good returns to shareholders and benefits to other stakeholders and to maintain an optimal capital structure in order to support asset management plan and new investment opportunities which will create value and strengthen financial position for the whole group.

Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies.

At 31 December 2015 and 2014, the Group and the Company were exposed to foreign currency risk in respect of financial assets and liabilities denominated in the following currencies:

Consolidated financial statements				
	2015		2014	
	Foreign currency	Baht	Foreign currency	Baht
	<i>(in million)</i>			
Assets				
US Dollars	85.79	3,082.04	23.86	782.62
India Rupee	448.39	227.87	429.47	207.48
New Zealand Dollars	1.76	43.45	1.96	50.67
Total		<u>3,353.36</u>		<u>1,040.77</u>
Liabilities				
US Dollars	207.72	7,530.70	201.78	6,681.10
Singapore Dollars	0.05	1.32	0.06	1.60
India Rupee	239.65	138.40	239.36	131.31
New Zealand Dollars	1.91	47.29	0.59	15.28
Total		<u>7,717.71</u>		<u>6,829.29</u>

Foreign currency assets mainly represent cash in bank and accounts receivable. Foreign currency liabilities mainly represent trade accounts payable, accounts payable - property and equipment and borrowings.

Credit risk

The Group has no significant concentrations of credit risks. The Group has policies in place to ensure that sales of products and services are made to customers with an appropriate credit history. Derivative counterparties and cash transactions are limited to high quality financial institutions.

Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations, including finding short term credit facility from various banks for reserve in case of necessary and to mitigate the effects of fluctuations in cash flows.

Determination of Fair values

The fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

The carrying amount of cash and cash equivalents, short-term investments, trade receivables, amounts due from related parties, short-term loans and advances to related parties, trade creditors, accounts payable-property and equipment, amounts due to related parties, and borrowings are assumed to approximate their fair value due to the short maturities of these instruments. The fair values of long-term borrowings and debentures are provided in Note 16.

Fair values of interest-bearing liabilities, together with the carrying amount values shown in the balance sheets as follows:

Consolidated financial statements					
	Carrying amount	Fair Value			Total
		Level 1	Level 2	Level 3	
		(in thousand Baht)			
As at 31 December 2015					
Current					
Equity securities available for sale	35,932	35,932	-	-	35,932
Short-term loan to a joint venture	168,521	-	-	168,521	168,521
Short-term loans from financial institution	1,650,521	-	-	1,650,521	1,650,521
Non - current					
Long-term loan to related parties	2,161,864	-	-	1,832,930	1,832,930
Debentures	4,545,114	-	4,693,457	-	4,693,457
Long term loans	5,554,307	-	-	5,527,487	5,527,487
As at 31 December 2014					
Current					
Equity securities available for sale	936,196	936,196	-	-	936,196
Short-term loan to a joint venture	291,143	-	-	291,143	291,143
Short-term loans from financial institution	871,105	-	-	871,105	871,105
Non - current					
Long term loans	5,685,817	-	-	5,713,066	5,713,066
Debentures	4,544,048	-	4,693,457	-	4,693,457

Separate financial statements					
	Carrying amount	Fair Value			Total
		Level 1	Level 2	Level 3	
			(in thousand Baht)		
As at 31 December 2015					
Current					
Short-term loan to a joint venture	168,521	-	-	168,521	168,521
Short-term loans from financial institution	1,460,521	-	-	1,460,521	1,460,521
Long-term loan from related parties	1,126,768	-	-	1,126,768	1,126,768
Non - current					
Long-term loan to related parties	2,161,864	-	-	1,832,930	1,832,930
Long term loans	5,368,008	-	-	5,339,962	5,339,962
Debentures	4,545,114	-	4,693,457	-	4,693,457
As at 31 December 2014					
Current					
Short-term loan to a joint venture	291,143	-	-	291,143	291,143
Short-term loans from financial institution	641,104	-	-	641,104	641,104
Non - current					
Long-term loan to related parties	9,844	-	-	9,844	9,844
Debentures	4,544,048	-	4,693,457	-	4,693,457
Long term loans	5,459,796	-	-	5,485,574	5,485,574

Fair value hierarchy

The table above analyses recurring fair value measurements for financial assets. These fair value measurements are categorised into different levels in the fair value hierarchy based on the inputs to valuation techniques used. The different levels are defined as follows.

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group/Company can access at the measurement date.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: unobservable inputs for the asset or liability.

The Group determines Level 2 fair values for debentures have been determined based on quoted selling prices from The Thai Bond Market Association at the close of the business on the reporting date.

The Group determines Level 3 fair values for borrowing have been estimated using discounted cash flows based on the Group's incremental borrowing rates for similar types of borrowings.

34 Commitments with non-related parties

a) Agreement for operation of domestic communication satellite

The Company was permitted by the Ministry of Transport and Communications, under an agreement dated 11 September 1991 and an amendment thereto dated 22 March 1992, to operate and administer certain satellite projects and to render transponder services for domestic and international communications as well as the right to collect, for a thirty-year period, service charges from users of the transponders. The agreements for operation have been transferred to the Ministry of Information and Communication Technology ("MICT").

Under the aforementioned agreement, the Company must pay an annual fee to MICT based on a percentage of certain service incomes or at the minimum level specified in the agreement, whichever is higher. As at 31 December 2015, the remaining minimum fee is Baht 479 million (2014: Baht 550 million). In addition, the Company, according to the aforementioned agreement, must transfer its ownership of all satellites, and monitoring stations and other operating equipments to MICT on the date of completion of construction and installation.

b) Shareholder agreement

Lao Telecommunications Company Limited ("LTC") is a joint venture, which was established under the terms of a Joint Venture Contract dated 8 October 1996, signed by the Government of the Lao People's Democratic Republic and Intouch Holdings Public Company Limited (formerly named Shinawatra Computer and Communications Public Company Limited). According to the aforementioned Joint Venture Contract, LTC has the right to provide telecommunication services - fixed line phone, mobile phone, international facilities, internet and paging - within the Lao PDR for 25 years. Currently, Shenington Investments Pte Company Limited ("SHEN"), which is a joint venture of the Company, owns 49% of

LTC's registered shares. After the end of the 20th year, in 2016, the Government of the Lao People's Democratic Republic (LAOGOV) shall have the right to consider purchasing all LTC's shares at a market price. And after the end of 23rd year, in 2019, the Group has a right to submit a proposal to LAOGOV to consider the extension of the term of agreement. Otherwise at the end of the 25th year, in 2021, the Group has to transfer all of LTC's shares to LAOGOV without any charges (Note 10). According to the shareholder agreement, LTC is required to invest at least USD 400 million in the projects specified in the agreement within 25 years.

On 23 October 2015, SHEN and LAOGOV have officially reached the agreement to extend the Joint Venture Agreement and the Master Agreement for the Development of Telecommunications Services in the Lao PDR, as a result LTC obtain right to operate communication service in Lao PDR for a further period of 25 years until 2046. According to the amended agreements, LTC is required to invest at least USD 400 million in the projects specified in the agreements within 25 years.

c) Agreements for operation of a company and subsidiary company for the satellite uplink-downlink and Satellite Internet services and Internet services in Thailand

CS Loxinfo Public Company Limited ("CSL"), a subsidiary of the Company, entered into agreements for operation with CAT Telecom Public Company Limited ("CAT") for a period of 22 years from 9 August 1994 to 8 August 2016 to provide satellite uplink-downlink and internet services.

Currently, the National Broadcasting and Telecommunications Commission ("NBTC") (previously termed "the National Telecommunications Commission ("NTC")) is responsible for granting licenses to provide telecommunication services and internet access services in Thailand. The Company and its subsidiaries operate the business to provide internet, broadcasting and telecommunication services under licenses granted by NBTC as follow:

Type of license	Issued Date	Period
Licenses of the Company		
Telecom Operation License Type I	16 August 2011	5 years
Telecom Operation License Type III	26 June 2012	20 years
Licenses of DTV Service Company Limited		
Broadcasting Operation License	21 January 2013	15 years
Broadcasting Operation License (Lao Star)	28 January 2014	2 years
Broadcasting Operation License (D-Channel)	28 January 2014	2 years
Broadcasting Operation License (Bayon TV)	9 March 2015	1 year
Broadcasting Operation License (Lao PSTV)	13 July 2015	1 year
Broadcasting Operation License (LNTV 3)	13 July 2015	1 year
Broadcasting Operation License (TVK)	13 July 2015	1 year
Broadcasting Operation License (TV Lao)	24 November 2015	2 years

Type of license	Issued Date	Period
License of TC Broadcasting Company Limited		
Broadcasting Operation License	4 March 2013	15 years
Telecom Operation License Type III	10 November 2015	15 years
Licenses of CS Loxinfo Public Company Limited		
Internet Operation License Type I	8 September 2014	5 years
Telecom Operation License Type I	11 October 2014	5 years
Internet Operation License Type II	26 April 2012	5 years
Telecom Operation License Type III	20 December 2007	15 years

Revenue of the Company under the NBTC's regulation

Revenue from rendering of services and equipment rentals of the Company for the year ended 31 December 2015 and 2014 was classified as follows:

	Separate financial statements	
	2015	2014
	<i>[in thousand Baht]</i>	
Telecom Operation License Type III	303,146	6,398
Other service income	7,350,653	6,983,226
Total	7,653,799	6,989,624

d) Obligation under “Financing and Project Agreement”

Lao Telecommunications Company Limited (“LTC”) entered into a “Financing and Project Agreement” with the government of the Lao People’s Democratic Republic (“government”) and an organisation in Germany (KfW, Frankfurt am Main) on 25 October 2004 of an amount not exceeding Euro 6.5 million for the procurement, installation and consulting service of Phase IV, V and VI of a rural telecommunication network. Under the agreement, the ownership of network assets will be transferred to LTC through loan at 30% of the network assets’ value excluding consulting services project and interest rate of loan 1% to 4% per annum.

e) Operating lease commitments

As at 31 December 2015 and 2014, the Group has future aggregate minimum lease payments under non-cancellable operating leases are as follows:

		Consolidated financial statements		Separate financial statements	
	Currency	2015	2014	2015	2014
		<i>(in thousands Baht)</i>			
Within one year	THB	71,472	56,995	14,917	18,690
	YEN	5,131	5,443	-	-
	USD	3,959	5,008	3,913	4,999
	Rupee	4,170	4,170	4,170	4,170
	Rupiah	-	39,461	-	39,461
	Ringgit	56	70	56	70
	PHP	246	306	246	306
	CNY	745	183	745	183
	AUD	163	149	-	-
	NZD	230	307	-	-
Total equivalent Baht		<u>233,807</u>	<u>240,622</u>	<u>164,052</u>	<u>188,491</u>
After one year but within five years	THB	100,097	36,456	28,935	28,090
	YEN	-	4,564	-	-
	USD	7,260	7,820	7,250	7,820
	Rupee	695	4,865	695	4,865
	AUD	4	123	-	-
	NZD	-	204	-	-
Total equivalent Baht		<u>363,815</u>	<u>308,031</u>	<u>292,187</u>	<u>289,689</u>
After five years	THB	2,373	5,933	2,373	5,933
	USD	<u>1,930</u>	<u>914</u>	<u>1,930</u>	<u>914</u>
Total equivalent Baht		<u>72,334</u>	<u>36,196</u>	<u>72,334</u>	<u>36,196</u>
Grand total equivalent Baht		<u>669,95</u>	<u>584,849</u>	<u>528,572</u>	<u>514,376</u>

f) Other commitments

The Group had commitments with banks, whereby the banks issued letters of guarantee, letters of credit and other guarantees in respect of business contracts, for the following amounts:

		Consolidated financial statements		Separate financial statements	
	Currency	2015	2014	2015	2014
		<i>(in thousands)</i>			
Minimum operating agreement fee payable to Ministry of Information Communication and Technology	THB	48,667	47,333	48,667	47,333
Satellite space leasing by customers	USD	3,707	3,617	3,707	3,617
	THB	433,750	448,861	433,750	48,861
	AUD	5,000	5,000	-	-
Others	THB	46,283	34,581	12,696	9,371

35 Contingent liabilities

Assessment for income tax in India

The Tax Authority in India ('the Tax Authority'), has held that the payments received by the Company for providing Transponder Services ('TPS') to its Indian Customers and non-resident customers targeting Indian audience ('the Customer') was Royalty under both the Indian Income Tax Act ('the Act'), and the Double Taxation Avoidance Agreement between Thailand and India ('the DTAA') and subject to withholding tax at the rate of 15% on gross basis. But the Company considered income from Transponder Services to be business income, and as the Company does not have permanent establishment in India, such income is not taxable in India.

The Tax Authority still insisted on its consideration and raised the tax demand including surcharge, education tax and interest aggregating to Rs. 859.4 million (approximately Baht 467 million) against the said payment received by it from the customers and also levied penalty of Rs. 566.1 million (approximately Baht 307 million) for the Assessment Year ('AY') 1998 - 1999 to 2012 - 2013 (1 April 1997 to 30 March 2012).

So far, the Company had received Withholding Tax Certificates ('WTC') from its customers until Assessment Year ('AY') 2012 - 2013 net amounting to Rs. 593.8 million (approximately Baht 322 million), in which part of the amount is substituted and paid by the customer on behalf of the Company. The Company had also deposited Rs. 480.4 million (approximately Baht 261 million). The deposit is presented as non-current assets in the statements of financial position.

On 4 March 2011 Income Tax Appellate Tribunal (ITAT) gave its decision that the Company's income from transponder services in India was not a royalty and, as the Company has no permanent establishment in India, such income was not taxable in India.

As the consequence, the Company does not have to pay interest and penalty imposed by the Revenue Department of India, and ITAT also decided that the demand for penalty for the assessment year 1998 - 1999, 1999 - 2000, 2000 - 2001, 2001 - 2002 and 2002 - 2003 made by the Revenue Department of India against the Company be cancelled. The Revenue Department of India did not appeal against the ITAT's decision on penalty for the said assessment years to the High Court of Delhi and the ITAT's decision on penalty was final. On 30 December 2011, the Tax authority notified the partial return of deposit placed by the Company against the penalty for the Assessment Year ('AY') 1998 - 1999 to 2001 - 2002 and interest, aggregating to Rs. 162.4 million (approximately Baht 88 million.)

Further to ITAT decision as stated in the preceding paragraphs, the Company is in the process of requesting the refund of the remaining deposit and withholding tax from the Tax Authority. Upon the final decision of the Supreme Court and the receipt of refund, the Company will forward the Customer the amount they substituted on behalf of the Company.

On September 28, 2011, the Tax Authority has filed an appeal against the decision of High Court on 17 February 2011 which decided that the Company's income from transponder services in India was not a royalty, to the Supreme Court. At the moment, this issue is still under the consideration of the Supreme Court.

The Supreme Court of India issued a letter dated 9 November 2011, to inform the agent of the Company's tax consultant of the appeal. Currently, the matter is in process, awaiting the Supreme Court of India's consideration.

36 Other events

- a) According to the judgment of the Supreme Court, Criminal Division for Persons Holding Political Positions rendered on 26 February 2010, concerns the Company and its affiliated companies in many aspects. The Company is of the opinion that the consequence of the judgment is limited to the holding that some property of the person holding political position was improperly acquired by an abuse of power while being in a political position. The judgment does not contain any order indicating that the Company or its affiliated companies shall take any actions as the Company is not involved to the case. The Company and its affiliated companies have been operating to the best of its ability in accordance with the law and the agreements and in good faith. The Company and its affiliated companies have every right available under the law and agreements to provide the facts to prove its innocence and good faith in any proceeding which may be initiated by the relevant government agencies in accordance with the law and justice.

- b) On 19 April 2007, Mr. Supong Limthanakul brought legal actions against the National Telecommunications Commission (“NTC”), the office of the NTC and the Ministry of Information and Communication Technology (“MICT”) in the Central Administrative Court (“CAC”) on the ground that the three state agencies neglected to perform their duties in overseeing whether the Company has been carrying on its telecommunications business lawfully after the sale of Shin Corporation Public Company Limited’s shares to the new shareholder.

CAC issued an order dated 8 April 2009 making the Company the fourth respondent in order to allow the Company to file the Reply to the petitioner’s claim including evidence, documentary or otherwise to CAC and the Company filed the Reply and supporting evidence in July 2009. On 10 June 2011, CAC has dismissed the verdict.

On 8 July 2011, Mr. Supong Limthanakul has filed an appeal with the Supreme Administrative Court (“SAC”). The case is under consideration by SAC. On 23 September 2011, the Company has filed an argument against appeal with the Supreme Administrative Court (“SAC”).

The Company is of the opinion that it will not be adversely affected in any way as the actions were brought against NTC, office of the NTC and MICT for neglecting to perform their duties and will not constitute a cause for terminating the operating agreement as the Company has fully complied with the terms and conditions of the operating agreement.

- c) On 26 December 2015, Golden Town Film Company Limited (“Plaintiff”) has filed the Intellectual Property Court a lawsuit against Thaicom Public Company Limited (“THAICOM” or “the Company”), Directors of the Company, and a customer of the Company (“Defendant”), and claimed that Defendant has broadcasted a movie through satellite TV channel leased from THAICOM infringing the movie copyrights owned by Plaintiff. The Intellectual Property Court has defined the first appointment for hearing on 21 March 2016. The Management is of the opinion that the Company is only the satellite services provider and does not involve the infringements of any movie copyrights.

37 Events after the reporting period

- a) *The incorporation of IPSTAR (India) Private Limited (“IPI”)*

On 19 January 2016, the company has incorporated IPSTAR (India) Private Limited. The authorised share capital of IPI is Rs. 3 million, divided into 3 million ordinary shares of Rs. 1 par value. The company holds 3 million shares, equivalent to 100% shareholding.

- b) *Proposed dividend payment of the Company*

At the Board of directors’ meeting of the Company held on 10 February 2016, the directors passed a resolution to approve the appropriation of dividend of Baht 0.65 per share, amounting to Baht 712 million. The proposed dividends must be approved by the shareholders at their meeting.

- c) *Dividend declaration of Lao Telecommunications Company Limited (“LTC”)*

At the annual general meeting of the shareholders of LTC held on 3 February 2015, the shareholders approved the appropriation of dividend from 2015 operation of USD 22 million.

- d) *Proposed dividend payment of CS Loxinfo Public Company Limited (“CSL”)*

At the meeting of the Board of Directors of CSL held on 10 February 2016, the directors approved the appropriation of dividend of Baht 0.20 per share, amounting to Baht 119 million. The proposed dividend must be approved by the shareholders at their meeting.

38 Thai Financial Reporting Standards (TFRS) not yet adopted

The Group has not adopted the new and revised TFRS that have been issued but are not yet effective. Those new and revised TFRS that are applicable to the Group, which become effective for annual financial periods beginning on or after 1 January in the year indicated in the following table, are as follows:

TFRS	Topic	Year effective
TAS 1 (revised 2015)	Presentation of Financial Statements	2016
TAS 2 (revised 2015)	Inventories	2016
TAS 7 (revised 2015)	Statement of Cash Flows	2016
TAS 8 (revised 2015)	Accounting Policies, Changes in Accounting Estimates and Errors	2016
TAS 10 (revised 2015)	Events After the Reporting Period	2016
TAS 11 (revised 2015)	Construction Contracts	2016
TAS 12 (revised 2015)	Income Taxes	2016
TAS 16 (revised 2015)	Property, Plant and Equipment	2016
TAS 17 (revised 2015)	Leases	2016
TAS 18 (revised 2015)	Revenue	2016
TAS 19 (revised 2015)	Employee Benefits	2016
TAS 21 (revised 2015)	The Effects of Changes in Foreign Exchange Rates	2016
TAS 23 (revised 2015)	Borrowing Costs	2016
TAS 24 (revised 2015)	Related Party Disclosures	2016
TAS 27 (revised 2015)	Separate Financial Statements	2016
TAS 28 (revised 2015)	Investments in Associates and Joint Ventures	2016
TAS 33 (revised 2015)	Earnings Per Share	2016
TAS 34 (revised 2015)	Interim Financial Reporting	2016
TAS 36 (revised 2015)	Impairment of Assets	2016
TAS 37 (revised 2015)	Provisions, Contingent Liabilities and Contingent Assets	2016
TAS 38 (revised 2015)	Intangible Assets	2016
TAS 40 (revised 2015)	Investment Property	2016
TFRS 2 (revised 2015)	Share-based Payment	2016
TFRS 3 (revised 2015)	Business Combinations	2016
TFRS 5 (revised 2015)	Non-current Assets Held for Sale and Discontinued Operations	2016
TFRS 6 (revised 2015)	Exploration for and Evaluation of Mineral Assets	2016

TFRS	Topic	Year effective
TFRS 8 (revised 2015)	Operating Segments	2016
TFRS 10 (revised 2015)	Consolidated Financial Statements	2016
TFRS 11 (revised 2015)	Joint Arrangements	2016
TFRS 12 (revised 2015)	Disclosure of Interests in Other Entities	2016
TFRS 13 (revised 2015)	Fair Value Measurement	2016
TSIC 15 (revised 2015)	Operating Leases - Incentives	2016
TSIC 25 (revised 2015)	Income Taxes - Changes in the Tax Status of an Enterprise or its Shareholders	2016
TSIC 27 (revised 2015)	Evaluating the Substance of Transactions in the Legal Form of a Lease	2016
TSIC 29 (revised 2015)	Disclosure - Service Concession Arrangements	2016
TSIC 31 (revised 2015)	Revenue - Barter Transactions Involving Advertising Services	2016
TFRIC 1 (revised 2015)	Changes in Existing Decommissioning, Restoration and Similar Liabilities	2016
TFRIC 4 (revised 2015)	Determining Whether an Arrangement Contains a Lease	2016
TFRIC 10 (revised 2015)	Interim Financial Reporting and Impairment	2016
TFRIC 12 (revised 2015)	Service Concession Arrangements	2016
TFRIC 15 (revised 2015)	Agreements for the Construction of Real Estate	2016
TFRIC 21 (revised 2015)	Levies	2016

The Group has made a preliminary assessment of the potential initial impact on the consolidated and separate Company's financial statements of these new and revised TFRS and expects that there will be no material impact on the financial statements in the period of initial application.

Dividend Policy



a. Dividend policy of the Company

The Board of Director of the Company may recommend annual dividends, subject to the approval of the Company's shareholders, at an annual general meeting. From time to time, the Company's Board of Directors may declare interim dividends. The current policy of the Board of Directors of the Company is to recommend to our shareholders a dividend of not less than 40% of stand-alone net profits, and shall not exceed the retained earnings as shown in the Company's Financial Statement. However, the dividend payment shall not materially affect our investment plans and operations, and depends on cash flows as well as any other future obligations of the Company and subsidiaries and any obligations with the financial institutions.

b. Dividend policy of the subsidiaries and associated companies

The Company's subsidiaries and associated companies have dividend policies in line with that of the Company. The Board of Directors of the Company and those of its subsidiaries and associated companies will consider and propose dividend payments to shareholders for approval, subject to their investment plans and financial needs or unless the payment of dividends would materially affect their operations.

Glossary

3G

Third-generation, up-and-coming digital wireless technology delivers high-speed data, voice, audio, and video through cellular networks.

4G

Fourth-generation, up-and-coming digital wireless technology delivers higher-speed (4 - 10 times of 3G) data, voice, audio, and video through cellular networks.

Analog

A variable signal continuous in both time and amplitude.

Backhaul

Transporting traffic between distributed sites (typically access points) and more centralized points of presence.

Bandwidth

A range of frequencies occupied by an electronic signal. Bandwidth also refers to data (information) transmission rates when communicating over certain media or devices.

Broadband

A type of high-speed data transmission through Internet Protocol (IP).

Broadcast Beam

A group of transponders aimed at the Earth's surface as a result of combining of a number of SPOT Beams.

C-band

The frequency range from 4 - 8 GHz, covers large footprint. C-band needs a large dish to receive signals. It is suitable for general telecommunications services such as audio, video or data transmission.

CCTV

Closed-circuit television

Code Division Multiple Access (CDMA)

A digital cellular technology that uses spread-spectrum techniques. Individual conversations are encoded with a pseudo-random digital sequence. CDMA allows more subscribers to connect at any given time.

Compression

A way of squeezing more data through a transponder.

Compressed Video

A digital transmission process used to transmit a video signal. When the vast amount of information in a video transmission is compressed into a fraction of its former bandwidth by a codec, the resulting compressed video can be transmitted more economically and through existing phone lines.

Digital Broadcasting

Converting TV pictures to numbers when transmitting and re-converting them to pictures when they are received.

Digital Direct-to-Home (DTH)

Digital signals transmitted directly to the customer's home.

Digital Subscriber Line (DSL)

A technology that provides digital data transmission over the wires of a local telephone network. Typically, the download speed of consumer DSL services ranges from 256 kilobits per second (Kbps) to 24,000 Kbps, depending on DSL technology, line conditions and service level implemented.

Downlink

After a ground station send the signal to the satellite, the antenna on the spacecraft will transmit data and voice signals and repeat to the desired location on Earth within the footprint coverage, called "Downlink".

Downloading

A procedure for transferring or retrieving a file from a distant computer.

Femto cell

A device used to improve mobile network coverage in small areas. Femto cells connect locally to mobile phones and similar devices through their normal GSM, CDMA, or UMTS connections, and then route the connections over a broadband internet connection back to the carrier, bypassing the normal cell towers that are arrayed across the countryside.

Fiber Optics

A technology that uses glass (or plastic) threads (fibers) to transmit data.

Free-to-Air

A term used to describe television (TV) and radio services broadcast in unencrypted form, allowing person with the appropriate receiving equipment to receive the signal without ongoing cost.

Gateway

Two meanings: 1) In Networking: a gateway is a medium of data transmission from one network to other networks. 2) In a satellite system (including IPSTAR): a gateway is a main earth station that links the satellite system to the ground system (i.e. the Internet).

High Definition Television (HDTV)

An improved television system which provides approximately twice the vertical and horizontal resolution of existing television standards. It also provides audio quality approaching that of compact discs.

High Throughput Satellite (HTS)

Broadband satellite

Integrated Services Digital Network (ISDN)

A circuit-switched telephone network system, designed to allow digital transmission of voice and data over ordinary telephone copper wires.

Internet Protocol Television (IPTV)

A system where a digital television service is delivered using packets over a network infrastructure. For residential users, IPTV is often provided in conjunction with Video on Demand and may be bundled with Internet services such as Internet access and VoIP. Despite its name, IPTV typically does not come to consumers over the Internet, but over carrier owned fiber optic, or coaxial cables.

Ka-band

The frequency range from 18 - 31 GHz covers a very small footprint. Small dishes are enough to receive signals from the satellite for home users. It is normally used in communicating to and from the satellite, such as transmissions from the IPSTAR gateway to the THAICOM 4 (IPSTAR) satellite.

Ku-band

The frequency range from 12 - 18 GHz, suitable for DTH video broadcasting or internet services.

Leased Line

A symmetric telecommunication line connecting two locations together.

Local Multipoint Distribution Service (LMDS)

A broadband wireless access technology that uses microwave signals operating between 26 - 29 GHz. LMDS is a point-to-multipoint, fixed wireless technology for the last mile.

Multi-Channel Per Carrier (MCPC)

A type of data transmission by blending multiple channels into a common carrier, as in blending television signals into a common carrier to be transmitted to a satellite.

Point-to-Multipoint

A specific type of multipoint link which consists of a central connection endpoint (CE) that is connected to multiple peripheral CEs. Any transmission of data that originates from the central CE is received by all of the peripheral CEs while any transmission of data that originates from any of the peripheral CEs is only received by the central CE.

Point-to-Point

A dedicated link that connects exactly two communications facilities.

Shaped Beam

A satellite signal that is modified to have a suitable shape for different geographical area coverage. Mostly used in two-way communication service in an open and less populated area.

Spot Beam

A satellite signal that is specially concentrated in power so that it will cover only a limited geographic area. When seen from the satellite, the Spot Beam covers the service areas in multiple, narrowed, circular-shaped footprints connected in the shape of a cellular network. It is a suitable beam type for two-way communications services over a densely populated area.

Streaming

Playing video or sound in real time as it is downloaded over the Internet.

Teleport

A teleport (telecommunications port) is an earth station providing a comprehensive range of television and radio broadcasting and telecommunications services, including networking service and high quality internet service to user in remote area.

Terminal

The end point of a network. In the IPSTAR system, it refers to the satellite modem (internal unit) and the satellite dish, including cables (external unit).

Transponder

An electronic device inside a satellite that uses the satellite dish to receive signals from the teleport, lowers the signals' frequency, amplifies them, then retransmits them to a ground teleport. Two or three transponders aimed at a target area are called a beam, i.e. "Indian Beam", a group of transponders that cover India.

Turnaround Service

The act of receiving signals from other satellites and re-sending them to Thaicom satellite.

Turnkey Service

An integrated service that is readily usable by buyer.

TTC & M

The abbreviation of Telemetry, Tracking, Command and Monitoring, which is an operation system for satellite control.

Universal Service Obligation (USO)

The practice of providing a baseline level of telecommunication services to every resident of a country.

Uplink

The act of transmitting a signal up to a satellite. The communications satellite is act as a repeater to a ground station.

Uploading

A transfer of copies of files from one computer to a remote database or another computer. It is a reverse of "Downloading".

Very Small Aperture Terminal (VSAT)

A system that provides sound, data and pictures by sending and receiving computer data and other telecommunication data via satellite.

WiFi

A broadband transmission system that transmits over the air at frequencies between 2.4 - 5 GHz. The higher frequency allows the signal to carry more data. WiFi transmits and receives in short distances of about 100 feet.

WiMAX

WiMAX is a wireless broadband transmission system known as "IEEE 802.16e". WiMAX may reach three miles or more. With new chips WiMAX may be accessed by cell phones and notebook computers.

Other Reference Persons



Ordinary Share Registrar : **Thailand Securities Depository Company Limited (TSD)**

The Stock Exchange of Thailand Building
93 Ratchadapisek Road, Dindaeng, Dindaeng
Bangkok 10400
Tel : (66) 2009 9999
Fax : (66) 2009 9991
www.set.or.th/tsd

Debenture Registrar : **TMB Bank Public Company Limited**

3000 Phahonyothin Road, Chatuchak,
Bangkok 10900
Tel : (66) 2299 1111
Fax : (66) 2617 9111
www.tmbbank.com

Auditor : **Mr. Supot Singhasaneh**
Certified Public Accountant Registration Number 2826

KPMG Phoomchai Audit Limited

1 Empire Tower 50th - 51st Floor,
South Sathorn Road, Yannawa,
Sathorn, Bangkok 10120
Tel : (66) 2677 2000
Fax : (66) 2677 2222
www.kpmg.co.th

Investor Information



Investors should contact the Investor Relations Department to request information about THAICOM or its subsidiaries and associated companies:

Investor Relations,

THAICOM Public Company Limited

63/21 Rattana Thibet Road, Nonthaburi 11000

Tel : (66) 2596 5073

Fax : (66) 2591 0705

E-mail : ir@thaicom.net

Website : www.thaicom.net

Social Network : Facebook : Thaicom PLC.

THAICOM is listed on the Stock Exchange of Thailand (SET)

SET ticker	THCOM
Reuters	THCOM.BK
Bloomberg	THCOM TB

Foreign limit : 40%

Fiscal year ends : December 31

External Auditor : KPMG Phoomchai Audit Ltd.

For additional information, please visit the Company's Form 56-1 at www.sec.or.th or the Company's website.

THE NEXT PHASE 2016



Thaicom Public Company Limited

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