



ANOTHER PACE OF GROWTH



Contents

12

Message
from the Chairman

15

Message
from the President

18

2015 Highlights

32

Shareholder
Structure

35

Vision, Mission

36

Sustainable
Business Operations

56

EGCO's
Organization Chart

58

Management
Structure

76

Board of Directors
and Management

101

The Positions of
EGCO's Management

104

EGCO's Group
Structure
and Shareholders

106

Business
Characteristics

115

Risk Factors

120

Industry Situations
and Competition

124

Revenue Structure

126

Management
Discussion
and Analysis

143

Related Transactions

151

Statement of
Directors'
Responsibilities

152

Financial Overview

154

Auditor's Report

155

Report and
Consolidated
Financial Statements

245

Audit Fee 2015

246

Corporate
Governance

272

Audit Committee's
Report

275

Investment
Committee's Report

276

Nomination
and Remuneration
Committee's Report

278

Corporate
Governance & Social
Responsibility
Committee's Report

280

Internal Control
and Risk Management

284

Employees

294

Responsibility
towards the
Community and
Society

310

Responsibility
towards the
Environment

328

General Information

336

Reference Persons

337

Index of Articles
Required for the
56-2 form

338

Performance Data

346

GRI Content Index

361

Glossary

ANOTHER PACE OF GROWTH



Along the journey of doing electricity business, EGCO Group keeps moving forward to develop its business to become a leading power company with sustainable operations in Thailand and the Asia Pacific. In gearing our performance, we continuous seek new investment opportunities complete the construction of new power plants and optimize the efficiency of commercially operating power plants. We commit to preserving the environment and supporting healthy community and social development. All these are based on our good corporate governance practice and participation from stakeholders.

In 2015, we have seen significant growth that not only strengthens our position but also marks a significant step in leading us and the society towards sustainability.





Continuous Growth

EGCO Group operates strong and healthy business with concentrating on growth management to assure short and long-term smooth operations and to become the leading power company with stability.



Significant successes in 2015

Acquired additional 33.33% shares in Natural Energy Development Co., Ltd. enabling us to become the major shareholder of NED with

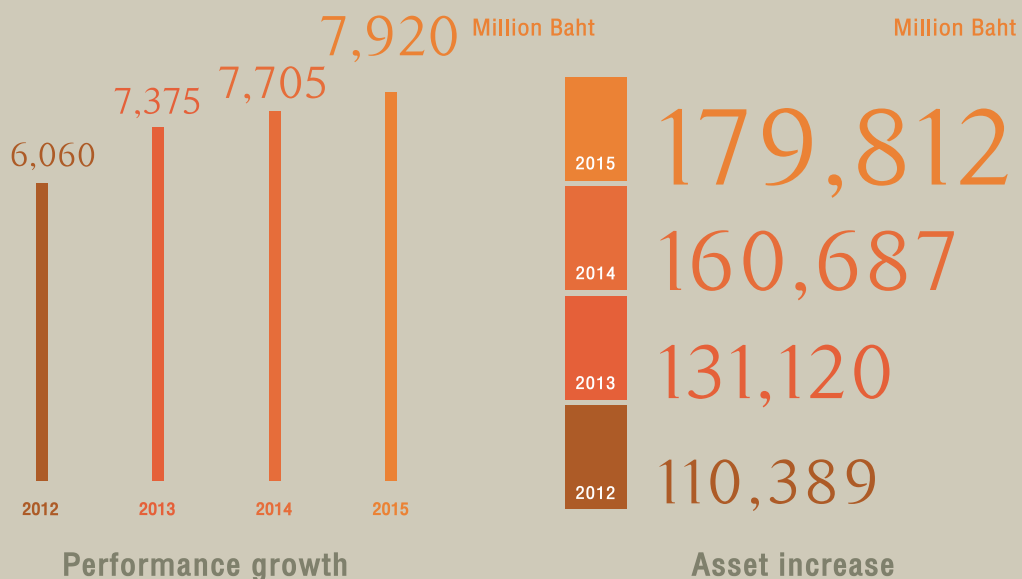
66.67%

San Buenaventura got approval on Power Supply Agreement of new 455 MW gross power project in the Philippines

Acquired more shares in Quezon power plant in the Philippines from 98% to

100%

Entered into an omnibus expansion financing agreement and commenced the construction of Masinloc Unit 3 in the Philippines





Relentless Development





EGCO Group keeps moving forward to construct and develop new power projects in Thailand and overseas to be completed as scheduled to support constant business progress and make sound contribution to electricity system stability everywhere we operate our business.

Projects under construction

% of completion as of December 31, 2015



Khanom Unit 4

96.60%

Commercial operation is scheduled in June 2016



Chaiyaphum Wind Farm

49.85%

Commercial operation is scheduled in December 2016



TJ Cogen

31.10%

Commercial operation is scheduled in June 2017



Xayaburi

56.09%

Commercial operation is scheduled in October 2019

Projects under development

TP Cogen

SK Cogen

Commercial operation is scheduled in October 2017



Environmental Care





EGCO Group is well aware of the sustainable environmental conservation by using fuel in the most efficient manner, seeking new investment opportunities especially renewable energy projects, and protecting and rehabilitating the ecosystem for sustainability of the environment and natural resources now and in the future.

Electricity generation from renewable energy

Renewable energy power plant being commercially operating in 2015

14 plants | Total equity contracted capacity 674.18 MWe



Biomass
2 plants
16.29 MWe



Hydropower
1 plant
374.50 MWe



Solar power
7 plants
115.53 MWe



Wind power
2 plants
119.21 MWe



Waste
1 plant
3.25 MWe



Geothermal
1 plant
45.40 MWe

Reducing Greenhouse gas emission about 3,766,000 tons of carbon dioxide equivalents per year, comparing to power generation from fossil fuels.

Protect and rehabilitate the ecosystem and biodiversity







Strengthening Healthy Community and Society



EGCO Group has lived in harmony with community and the society through cooperation with nearby communities around our power plants, worked together for better quality of life and the betterment of the society. We promote learning and instill the energy and environmental conservation in the youth. We help create strong and healthy community and society that are self-dependent and appreciate the value of harmony living.

Communities' quality of life promotion projects around power plants



58
projects

Skill and career
development

13

projects

Safety and health

16

projects

Utilities and others

8

projects

Youth learning

12

projects

Natural resources
and environmental
conservation

9

projects

Promote learning and instill the energy and environmental conservation in the youth







Towards the Sustainable Future



EGCO Group values the corporate governance principle and transparent operations. We encourage stakeholders' participation in relentlessly lifting our standards to the international level for long-term and sustainable operations entrusted by the public.

Certification for membership of the Private Sector Collective Action Coalition Against Corruption (CAC)



Awards |

**A S E A N
CORPORATE
GOVERNANCE
A W A R D S**

As 1 of 50 listed companies in ASEAN in the TOP 50 ASEAN PLCs corporate governance assessment

Sustainability Development Assessment

Anti-Corruption Level 4

A testimony of concrete implementation. Thaipat Institute's Audit Committee has reviewed the completeness and sufficiency of the entire process



Message from the Chairman



EGCO's goals are to provide constant returns to our shareholders each year and to continuously increase revenue as a leading company by monitors power sector situation as well as social and environment factors to ensure that the Company would not be affected and grow in the sustainable way.



Despite the slowdown of the world's economic growth, demand for electric power in Asia-Pacific in 2015 tends to increase steadily. Many countries in the region focused in fuel diversification by increasing power generation from renewable energy, thus created investment opportunities for power producers while awaiting for large scale projects.

Thailand's electricity demand was predicted to increase in a regressive growth rate comparing to previous years due to economic recession and natural disasters. In addition, the country's power development plan 2015 - 2036 (PDP2015) already identified large-scale power plant construction plan under IPP scheme while promoting the investment in renewable energy sector resulted in business strategy of power producers, all large and small, to increase their investments in renewable power projects, which in turn increased the fierce competition in power industry of the country. Considering the stated situation, EGCO has foreseen that power business in Thailand was of little opportunity, so the company diverted its business expansion to focus on countries in the Asia-Pacific region, particularly in those countries where EGCO already has its business investment.

EGCO's 3 core business, Efficient management of commercially operated power plants, Efficient project management that projects under construction and development reach their targeted completion, and Seeking continuous investment opportunities by co-investment with strategic partners, has been implemented since 2011 and yielded satisfactory result. Our goals are to provide constant returns to our shareholders each year and to continuously increase revenue as a leading company. Meanwhile, EGCO constantly monitors power sector situation as well as social and environment factors to ensure that the Company would not be affected and grow in the sustainable way.

For 2015, EGCO has succeeded in domestic and international investment with 3 projects. The Company purchased 33.33 percent share of Natural Energy Development Co., Ltd. (NED) and became the major shareholder of NED with

its shareholding of 66.67 percent. For international investment, the Company indirectly purchased 2 percent share of Quezon Power, Ltd., Co. (QPL) in the Philippines which led to EGCO holding 100 percent share. Another successful international coal fired project investment was that San Buenaventura Power Ltd. Co. (SBPL), joint ventured company of EGCO and Meralco PowerGen Corporation with the share proportion of 49 and 51 percent, has been awarded a 455 MW power purchase agreement by the Energy Regulatory Commission of the Philippines.

Not less important to maintaining strong and steady business growth, EGCO focuses on its sustainable development by keeping balance among the three pillars: economy, environment and society. To state commitment and make directions clear for holding and group companies, EGCO launched “EGCO Group’s Sustainability Policy” in 2015. The essence of this policy is to minimize negative impact and enhance positive outcome for stakeholders throughout the business process, especially the significance of combating against corruption by leveraging operations and applying protection system and auditing, which adheres to international standards. EGCO has been certified as a member of Private Sector Collective Action Coalition against Corruption Council and has its plan to expand the implementation activities to its subsidiaries, business partners, suppliers and contractors.

As a result of our strong commitment, EGCO has been recognized and awarded on many occasions. In 2015 EGCO received multiple awards domestically and internationally. For example, the company received TOP 50 ASEAN PLCs award granted by ASEAN Capital Markets Forum. This award is presented to top 50 ASEAN companies assessed by ASEAN CG Scorecard. Moreover, EGCO was announced by the Stock Exchange of Thailand as a Sustainable Stock and included in “Thailand Sustainability Investment 2015” list as the Company passed the sustainability assessment by using ESG (Environment, Social and Governance) factors, which adheres to international standards. Our invested coal-fired power project “San Buenaventura” received “Project Finance International 2015 (PFI 2015)” award in the category of “Asia-Pacific Power Deal of the Year” granted by Project Finance International journal.

EGCO’s success has always been derived from trust and support from shareholders, business partners, suppliers, clients, communities and all stakeholders. I, on behalf of EGCO’s Board of Directors, senior management and all employees, would like to extend our most sincere appreciation to all of you. We promise to operate our business thoughtfully, with strong grounds on good governance and accountability towards our stakeholders to ensure that each and every step of EGCO’s growth is stable, strong and sustainable.



Mr. Sombat Sarntijaree
Chairman of the Board of Directors

Message from the President



“Strengthen the reliability of power system, taking active participation in environment protection and empowering community and society are our belief to lead to the company’s sustainable growth and acceptance from the public and all stakeholders”



EGCO’s turnover for 2015 satisfactorily exceeded our target and the total current assets were 179,812 million Baht, an increase of 19,125 million baht comparing to 2014. The operating profit before the effect of Foreign Exchange (FX) gains (losses), Deferred Tax, Lease Income, Income from Service Concession and Impairment amounted 7,920 million Baht, an increase of 215 million Baht from 2014 or equivalent to 15.04 Baht profit before FX per share.

Due to the successful expansion of domestic and international business in 2015, EGCO’s portfolio presently comprised 23 power plants which are now in operation, accounting to 3,808.94 equity contracted MW, and 7 projects currently under construction or equivalent of 1,721 MW equity contracted MW. EGCO Group’s power plants vary in terms of size, type and fuels, contributed to our experiences and expertise in the management of different types of power plants and thus enhance EGCO’s potential and competitiveness in business expansion.

Being Thailand’s first Independent Power Producer, EGCO gives its highest priority to business sustainability. Our commitment to minimize negative impact from business operations in parallel with the best efforts to help strengthen the reliability of power system and taking active participation in environment protection and empowering community and society are our belief to lead to the company’s sustainable growth and acceptance from the public and all stakeholders. In 2015 EGCO’s work on sustainability are as follows:

Support Reliability of the Power System

In countries where EGCO has its power plants, the Company aims to maintain the plant availability as required by the power system which results in not only the robust revenue for the Company but also to help strengthening the power system reliability of the country.

In 2015, most of the EGCO Group’s domestic and international power plants have satisfactorily maintained their availability at the higher rate than as required under the power purchase agreements.

Conserve for Sustainable Environment

EGCO pays attention to fuel consumption efficiency in power generation, which in turn minimizes production cost and natural resource consumption. EGCO aims to utilize least fuel as possible or lesser than as specified in power purchase agreements. The Company also has the policy to increase its investment in renewable power projects in response to



government's policy on the reduction of fossil fuel consumption for power generation. EGCO also provides its continual support to Thai Forest Conservation Foundation's projects in order to preserve watershed forests that contains natural carbon dioxide.

According to fuel consumption efficiency in 2015, **the majority of the EGCO group's power plants successfully maintained the Heat Rate better than our expected target.**

For investment in renewable power plants, EGCO successfully acquired additional shares of two solar power plants, "Lopburi Solar" and "Wang Ploeng Solar" located in Lopburi province. At the end of 2015, EGCO's renewable plant portfolio amounted to 14 power plants, domestically and internationally combined, supplying electricity to power systems in total equity contracted capacity of 674.18 MW or 17.70% of EGCO's total power generating portfolio, **was approximately 3,766,211 tons of carbon dioxide equivalents reduction.** The company is yet actively pursuing opportunities to further invest in domestic renewable power projects.

Besides, EGCO supported Thai Forest Conservation Foundation's projects to preserve watershed forests covering 70,000 Rai in Chiangmai province by ways of creating awareness and building partnerships with communities under the concept "Forest Survives, People Survives". The Foundation's project areas has been expanded to cover major watershed forests in Nakhon Si Thammarat and Chaiyaphum provinces.

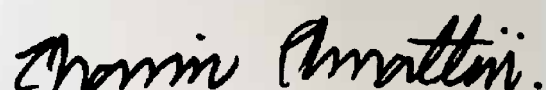
Building Strong Community and Society

EGCO recognizes that human resources are crucial in driving organization forward and our employees are members of the organization. Therefore, nurturing employees and building the strong organization community would be the societal basis towards the robust foundation of the strong community and society at large. In 2015 EGCO continued to work on human resource development projects i.e. succession plan for key positions in the organization, job rotation and individual development plan. The Company also supported knowledge sharing activities among employees, encourages employees to be aware of safety and maintains good working environment. Employees were also supported to volunteer EGCO's CSR activities.

In 2015 the EGCO Group contributed 386 million Baht to Power Plant Development Fund and implemented 58 community projects under the theme **Development of Community's Quality of Life.** EGCO Group placed the importance on hiring local workforce, resulted in more than 90 percent of EGCO Group's contractors and suppliers were local hired. A wide range of community projects were implemented including the development of local people's working skills, provision of health care services, improvement of infrastructures, youth development program and joint activities with communities for natural resource conservation. The implementation of community projects were on the principle of cooperation and participation among parties being power plants, public sectors and local communities to ensure efficiency, sustainable benefits and coherent to the needs of community.

EGCO implemented a social contribution project to promote **learning and conserving energy and environment programs for youth,** as children are the future of the country and the Company considers it is best to implant the understanding on conservation when they are young. In implementing the project, employees were encouraged to volunteer and participate in sharing their knowledge and experiences while EGCO power plants were designated as learning sites for children. Meanwhile, many other CSR activities were promoted in collaboration with relevant agencies throughout the year.

Over the past 24 years, EGCO runs our business with dedication and has always received great support from all stakeholders. I, on behalf of all EGCO's executives and employees, would like to thank you for your trust and confidence in EGCO. With all supports, our commitment is to tirelessly develop our organization to be robust organization and the sustainable corporate citizen.



Mr. Chanin Chaonirattisai
President

2015 Highlights

Award and Recognition

EGCO was rated **full score of 100 in AGM arrangement assessment 2015** for the 7th consecutive year. The score evaluated by Thai Investors Association.

EGCO was rated **“Excellent”** in Corporate Governance Rating (CGR) by the Thai Institute of Directors Association (IOD).



EGCO received **“ASEAN Corporate Governance Awards”** as 1 of the top 50 listed companies in the ASEAN region (TOP 50 ASEAN PLCs) that achieved the highest ASEAN CG scorecard ranking.



EGCO received **“Thailand Sustainability Investment award (THSI)”** from the Stock Exchange of Thailand (SET) with outstanding performance in environment, social responsibility and good governance.



EGCO received the **ESG100 Company certificate** from Thaipat Institute as a listed company with outstanding performance in sustainable business operations.



EGCO received “**Best Sustainability Report Award of the year 2015**” to help elevate the listed companies’ information disclosure, hosted by CSR Club, Thai Listed Companies Association in cooperation with the Securities and Exchange Commission as well as Thaipat Institute.



Roi-Et Green received “**National Safety Awards**” for the 6th consecutive year by the Ministry of Labour.

Business Activities



EGCO has acquired 33.33% additional shares in Natural Energy Development Co., Ltd. (NED) which owns and operates Lopburi Solar and Wang Ploeng Solar power plants. This acquisition enables EGCO to be the major shareholder of NED with 66.67% shares.



The Energy Regulatory Commission of the Philippines released a decision approving the Power Supply Agreement (PSA) to San Buenaventura Power Ltd. Co. (SBPL). The PSA is for the sale of SBPL's 500 MW gross output capacity and electrical output to the Manila Electric Company (MERALCO). The term of the PSA is 20 years from Commercial Operation Date.



EGCO has purchased 2% indirect ownership in Quezon Power (Philippines), Limited Co., (QPL). This acquisition enables EGCO completely owns 100% indirect share in QPL. QPL owns and operates Quezon power plant which is a 503 MW (Gross) coal-fired power plant.



EGCO celebrated the start of construction of its San Buenaventura coal-fired power project in the Philippines following the completion of the financial closing. The groundbreaking ceremony was held in the Philippines, on December 10, 2015. The project will have a gross output capacity of 500 MW.

Activities for Community and Society



EGCO in collaboration with Energy Policy and Planning Office, Ministry of Energy and Office of the Basic Education Commission, Ministry of Education, continued the 3rd year of “Energy for Life...How to Fight Global Warming with Sustainable Living” Project which covered the following main activities.

- The 2014 Outstanding School Award Presentation Ceremony
- The Teacher Role Model Award Presentation and Exhibition
- The 2015 Student Project Competition Award Presentation Ceremony



EGCO collaborated with Doi Inthanon National Park, and the Thai Forest Conservation Foundation organized the “45th - 46th EGCO Forest Youth Camp” at Doi Inthanon National Park, Chiang Mai and Khao Luang National Park, Nakhon Si Thammarat respectively with total 150 youths participating.



NED developed the “NED-CSR Center” to foster community engagement. It is a learning center for community people’s self-reliance regarding renewable energy toward farming which is practical for households use. The center will subsequently be extended to being a learning center regarding renewable energy toward sufficiency economy with knowledge dissemination to local schools.



BLCP continued the “Hanging Mussel Farming Project” to promote occupational for fishery community by giving supports in the forms of training and budget for development of hanging mussel farming to small fishery groups nearby the power plant since 2005. There are 176 households joined the project. The project generates constantly income for the community.



BLCP in association with the Industrial Estate Authority of Thailand (IEAT), industrial entrepreneurs, community, and local agencies promoted creation of jobs and income generation for the community on a sustainable basis by arranged **“Eco for Life Project”** or turning fly ash into bricks since 2003. The project reduced consumption of natural resources and initiated environmentally friendly products.



Moreover, many power plants of EGCO Group continued arrange the **“Electrical System Repair and Maintenance”** including **“Health Checkup Service”** for communities nearby the power plants.

2015 Highlights

Award and Recognition

EGCO

- 2015 AGM, full score of 100 for the 7th consecutive year, evaluated by Thai Investors Association.
- Receiving membership certification from Collective Action Coalition Against Corruption (CAC).
- With support from Securities and Exchange Commission (SEC), Thaipat Institute assessed Sustainability Development on Anti-Corruption Progress Indicators of listed companies in 2015, to promote the improvement and disclosure on Anti-Corruption. In this regard, EGCO's assessment score was declared to Level 4, representing that EGCO's practices on Anti-Corruption were reviewed and verified by Audit Committee.
- Being rated "Excellent" in Corporate Governance Rating (CGR) with the score of 93 out of 100 by the Thai Institute of Directors (IOD).
- ASEAN Corporate Governance Awards as one of the top 50 listed companies in the ASEAN region (TOP50 ASEAN PLCs) based on ASEAN CG Scorecard, an international standard for corporate governance assessment of listed companies in ASEAN. EGCO was one of 23 Thai listed companies in this group.
- Thailand Sustainability Investment (THIS) Award from the Stock Exchange of Thailand (SET) with outstanding performance in environment, social responsibility and good governance.
- Receiving the ESG100 Company certification from Thaipat Institute as a listed company with outstanding performance in sustainable business operations.
- Best Sustainability Report Award of the year 2015 to help elevate the listed companies' information disclosure, hosted by CSR Club, Thai Listed Companies Association in cooperation with the The Securities and Exchange Commission as well as Thaipat Institute.

EGCO Cogeneration Company Limited (EGCO Cogen)

- Passing the Green Industry Level 2 regarding activities on reducing environmental impact certified by Ministry of Industry.

Roi-Et Green Company Limited (Roi-Et Green)

- National Safety Awards for the 6th consecutive year, at the 29th National Work Safety Week by Ministry of Labour.

Business Activities

A. Incorporation/Acquisition/Business Transfer/New Investment

February 4	EGCO acquired additional shares of 33.33% of the total common shares in the Natural Energy Development Co., Ltd. (NED) from Diamond Generating Asia, Limited (DGA), a former shareholder. NED owned and operated solar power plants located in Lopburi province, with the total installed capacity of 63 MW.
May 20	The Energy Regulatory Commission of the Philippines released a decision approving the Power Supply Agreement between San Buanaventura Power Ltd. Co. (SBPL) and the Manila Electric Company (MERALCO) to sale of SBPL's 455 MW. capacity and electric output to MERALCO from a new coal-fired power plant with 20 years from commercial operation date.
October 1	EGCO purchased of a 2% indirect ownership interest in Quezon Power (Philippines), Limited Co. (QPL) from PMR Holding Corp., therefore, EGCO holds a 100% indirect ownership interest in QPL. QPL owns, operates, and maintains a 503 MW (gross) coal-fired electric generation, transmission line and certain related facilities in Quezon province in the Republic of the Philippines.
December 1	San Buanaventura Power Ltd. Co. (SBPL) achieved the financial closing and the first drawdown to enable the construction commencement of the new 500 MW (gross) coal-fired power plant project in the Republic of Philippines.

Business Activities

B. Accreditation of Standard Systems

KEGCO

March 30 - 31	Passing surveillance audit for ISO 9001:2008, TIS 18001:2011 & OHSAS 18001:2007,
April 1	and ISO 14001:2004 by TUV NORD (Thailand) Ltd.
August 31	Passing surveillance audit for ISO 9001:2008 by TUV NORD (Thailand) Ltd.

Roi-Et Green

November 23	Passing surveillance audit for ISO 9001:2008 by SGS
-------------	---

Activities for Shareholders and Investors

A. Shareholders' Meeting

April 21	2015 Annual General Shareholders' Meeting
April 30	2014 Final Dividend Payment at 3.25 baht per share
September 18	2015 Interim Dividend Payment at 3.00 baht per share

B. Opportunity Day/Analyst Meeting

March 10	Opportunity Day/Analyst Meeting No.1/2015 to announce 2014 annual performance
May 21	Opportunity Day/Analyst Meeting No.2/2015 to announce 2015's first quarter performance
August 25	Opportunity Day/Analyst Meeting No.3/2015 to announce 2015's second quarter performance
November 25	Opportunity Day/Analyst Meeting No.4/2015 to announce 2015's third quarter performance

C. Investor Meeting

February 9 - 10	Thailand Infrastructure and REIT Conference by Macquarie
March 26	dbTISCO corporate day
September 16 - 18	Asia Yield 1x1 Forum in Japan by J.P. Morgan
November 19 - 22	SET in the City 2015 in Bangkok by SET
December 2 - 4	Thailand Focus 2015 in Bangkok by SET & Phatra Securities

D. Knowledge Sharing and Site Visit

March 16	Newsletter to Shareholders & Investors
June 8	Newsletter to Shareholders & Investors
June 18 - 19	Shareholders Site Visit to BLCP Power Plant at Rayong Province
September 21	Newsletter to Shareholders & Investors
October 21	Analysts Site Visit to BLCP Power Plant at Rayong Province
December 25	Newsletter to Shareholders & Investors

Activities for Employees

January 30	Communication Day [#] 1 between President and employees
March 19	Annual Physical Checkup for Employees
September 4	EGCO Group Sports Day
September 16	Annual fire drill
October 13	Communication Day [#] 2 between President and employees
December 25	EGCO New Year Party

Community and Social Activity

EGCO

January - December	<p>Under the collaborative agreements to promote energy and environmental learning under the concept of “Energy for Life ... How to Fight Global Warming with Sustainable Living”: EGCO Group, Energy Policy and Planning Office (EPPO), Ministry of Energy, Office of the Basic Education Commission (OBEC), Ministry of Education, together organized 6 activities, as follows:</p> <ul style="list-style-type: none"> • March : “Energy for Life” field trip, for the winners of the 2014 Outstanding Student Project Award. • May : 2014 Outstanding School Award Presentation Ceremony, and Sharing Workshop Activity for teachers from 60 schools under the project. • July - August : “Energy for Life On Tour” roadshow edutainment activity in 17 schools nearby EGCO’s Power Plants in four regions, to promote energy and environmental conservation. Activities included the mobile exhibitions, energy conservation tips, and knowledge on electricity generating process and the quiz show “Energy for Life Quiz”. • June - December : 2015 Energy for Life School Award 7 schools were awarded for their outstanding energy and environmental conservation activities. • September - November : “Teacher Role Model Award Presentation and Exhibition” The activity aimed to evaluate teachers’ abilities after 2 years working with the project. • September - December : 2015 Student Project Competition Award Presentation Ceremony.
March 22 - 29	<p>EGCO Forest Conservation Youth Camp: Batch 45 organized at Doi Inthanon National Park, Chiang Mai, in collaboration with Doi Inthanon National Park and the Thai Forest Conservation Foundation.</p>

Rayong Power Plant

February - October	Community Relations Project : Monk robe offering ceremonies were organized at 12 temples in the surrounding area of the power plant , Rayong Province.
December 3	“Namcha” Community Canal Cleaning Project #7 : To improve the ecological system, environment and life quality of the community.

KEGCO

January - December	<p>Biological Agriculture for Sustainable Living Project : Organizing trainings and demonstration of “ Organic Fertilizer for Agricultural Use” for 11 schools in Amphoe Khanom, Nakhon Si Thammarat.</p> <p>Breeding of Blue Swimming Crab Project : In collaboration with Nakhon Si Thammarat Coastal Fisheries Research and Development Center in breeding blue swimming crabs, and releasing baby crabs and breeders into the sea at Khanom Bay, Amphoe Khanom.</p> <p>Community Relations Project : Electrical system repair and maintenance for schools, temples, child development center and Islamic communities.</p>
January 10	Children’s Day 2015 : Offered children, youths and communities in the surrounding areas of power plant the opportunity to participate in the activities and visit Khanom Power Plant.
February 16	2015 Scholarship Program : In collaboration with Ban Tha Muang School, organized 15 th primary school knowledge contest and awarded certificates and scholarships to winners.
June 4 - 27	Youth Training Project : Arranged, in collaboration with the Learning Center’s history and culture and the Office of Educational Service Area of Maha Chulalongkorn University, 4 batches of “Tonkla Kunnatham” youth training to build morale and ethics.
June 24	Annual Scholarship Ceremony : scholarships and sport equipment were given to 23 schools in Amphoe Khanom.
August 17 - 21	Youth Field Trip : arranged a field trip for students from 23 schools in Amphoe Khanom to broaden their learnings, visited museums and cultural sites in Prachuap Khiri Khan, Ratchburi, and Bangkok Province.
October 13 - 16	EGCO Forest Conservation Youth Camp Batch 46 : organized youth camp for students from 7 schools in Amphoe Khanom, and 1 school in Amphoe Noppitam, at Khao Luang National Park, Nakhon Si Thammarat.

Roi-Et Green

January - December	Mobile Medical Unit Project offered medical check-ups to people living in surrounding areas of the power plant.
--------------------	--

EGCO Cogen

February - December	Mobile Medical Unit Project : offered mobile medical and dental unit to give guidance, checkup and dental service at Map Kha, Nikompattana district, Rayong Province for the 8 th consecutive year.
---------------------	---

September 7 - 11 **Electrical System Repair and Maintenance** for Mab Kha Moo 8 community in collaboration with Baan Kai Technical College, Rayong Province.

November 23 - 27 **Rubber Tapping Skill Training Program** for Mab Kha community in collaboration with Mab Kha Pattana Municipality, and Organizational Rubber Replanting Aid Fund Rayong Province.

SPP 2

March 3, 20 **Eye Checkup Service** for elderly and vulnerable people nearby the power plant.

SPP 3, SPP 4

April 30 **Eye Checkup Service** for elderly and vulnerable people nearby the power plant.

SPP 5

May 28 **Eye Checkup Service** for elderly and vulnerable people nearby the power plant.

Theppana

February 26 **Eye Checkup Service** for elderly and vulnerable people nearby the power plant.

GPS

October - December **Electrical system repair and maintenance, and public utility** for schools and community nearby the power plant.

Solarco

May - December **Electrical system repair and maintenance, and public utility** for schools and community nearby the power plant.

NED

January - December **NED-CSR Center to Foster Engagement with Community**

It is a model space for trial and demonstration with the objective of developing as a learning center for community people's self-reliance regarding renewable energy toward farming which is practical for households use. The center will subsequently be extended to being a learning center regarding renewable energy toward sufficiency economy with knowledge dissemination to local schools.

BLCP

January - December

Kiang Saket Energy Center of BLCP Power Plant

This project has been implemented since 2004 until present through holding activities to offer accurate knowledge and understanding about energy and information on manufacturing process of BLCP Power Plant.

Hydroponics Vegetables Project to create jobs and generate income to communities and schools in a remote area from the sea in Rayong by collaborating with local government agencies to carry out the project continuously.

Hanging Mussel Farming Project to promote occupation for fishery community by giving supports in the forms of training and budget for development of hanging mussel farming to three small fishery groups.

ECO for Life Project (manufacturing of coal ash bricks) Since 2003 to present, BLCP Power Plant, in association with the Industrial Estate Authority of Thailand (IEAT), industrial entrepreneurs, community, and local agencies has promoted creation of jobs and income generation for the community on a sustainable basis, reduction of consumption of natural resources, and initiation of environmentally friendly products.

“Talented Youths and BLCP” Scholarship Project to promote and develop educational potential of the youths in remote areas to enable them to access knowledge, motivate them learn, and relieve expense burden of their families.

Quezon

January - December

Teachers Development Program for Enhancement of Quality of Education for Mauban Community Quezon Power Plant has collaborated with University of the Philippines Open University (UPOU), Mauban municipality, and government agencies on education to develop teaching capabilities of public elementary school teachers in a bid to upgrade quality of education in Mauban municipality.

College Scholarship Program for Talented but Needy Students in Mauban by offering scholarships to financially support college students throughout college study.

“Food For Thought” Project to Support Food for Learning Potential Enhancement among Primary School Students in the community nearby the power plant.

Skill and Occupation Development for Community Organizations in association with the Philippine Business for Social Progress (PBSP) to implement a project on training and development of skills for Mauban community.

Project on Disseminating Knowledge and Building Consciousness regarding Conservation of Natural Resources and Environment for the Youth

NTPC

- January - December **MOU Signing Ceremony on Human Resources Development for Hydropower Industry Project** with the collaboration of NTPC and Lao - German Technical School.
- Installation of Water Wells and Water Quality Monitoring for Community Project** under cooperation with local government agency developed and monitoring the quality of water wells installed by NTPC to ensure a safe quality of community water used for consumption.

EGCOM TARA

- January 9 **Friendly Sport match 2015 Activities** : Provincial Waterworks Authority Regional Office 3 organization, Egcom Tara staff and TTW Public Company Limited staff at Ban Pong Youth Center Stadium.
- January 10 **National Children's Day 2015 Activities** : With the objective of providing children, youths and communities in the surrounding areas of the water treatment plant with the opportunity to participate in the activities and giving gift for the children at Wat Sri Da Ram School.
- March 8 **Walk rally for Ratchaburi travel 2015 Activities** : With the objective of youths and communities in the surrounding areas of Ratchaburi Province.
- June 6 **Scholarship 2015 Activity** : for Employees' children at water treatment plant.
- June 25 - 30 **Inspection and maintenance of drinking water supply 2015 Activities** : to assess water quality,maintenance,repair and replace defective equipment to schools based on the Donation Drinking Water System.
- July 15 - 21 **Public Consciousness Activity** : Construction and Improvement of Brain Base Learning theory of Education giver to Wat Sri Da Ram school , Amphoe Damnernsaduak, Ratchaburi Province.
- July 29 **The Buddhist Lent Day Activity** : Together with Wat Sri Da Ram community, Amphoe Damnernsaduak, Ratchaburi Province.

Shareholder Structure

EGCO is a listed company on the Stock Exchange of Thailand (SET). Details of the registered capital as of December 31, 2015 were shown below.

- 1) Registered Capital : 5,300 million baht comprising 530,000,000 ordinary shares with the par value at 10 baht per share.
- 2) Paid Up Capital : 5,264.65 million baht comprising 526,465,000 ordinary shares with the par value at 10 baht per share.

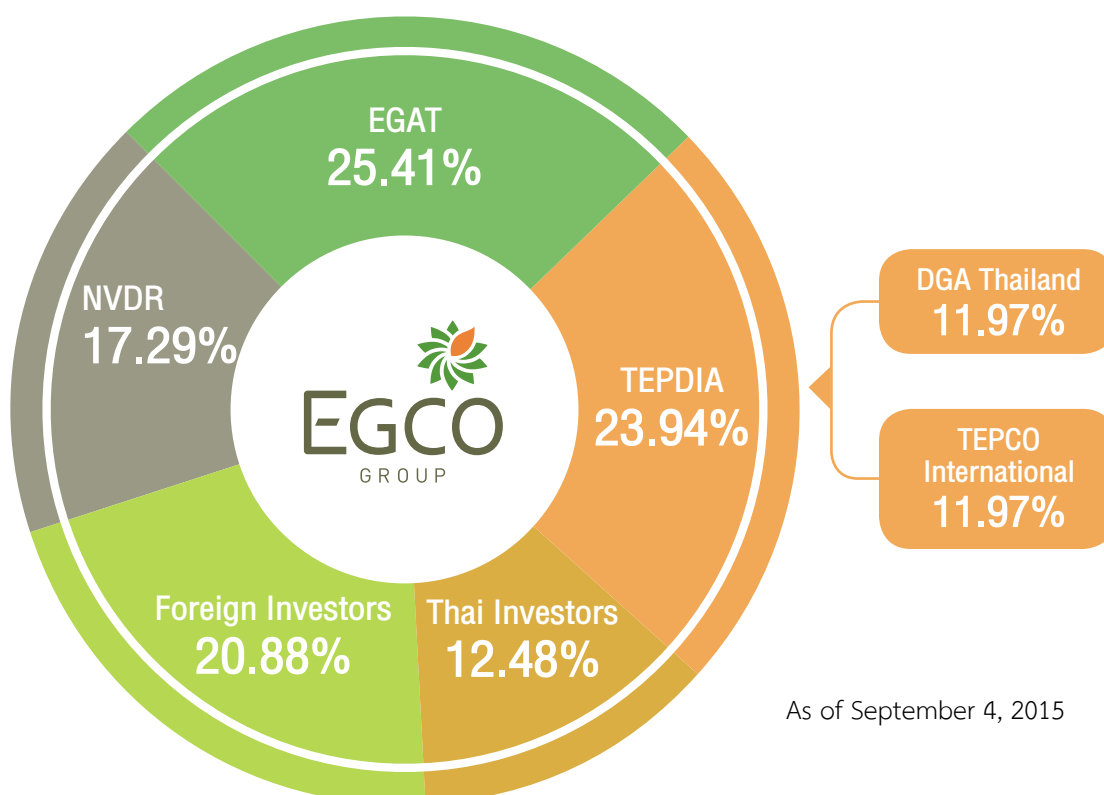
The top 10 shareholders as of September 4, 2015, the closing date of shareholders' roster for the right to receive the interim dividend payment, were as follows.

No.	Shareholders	Shares	% of Total
1	Electricity Generating Authority of Thailand	133,773,662	25.41
2	TEPDIA Generating B.V.	126,054,178	23.94
3	Thai NVDR Company Limited	91,034,131	17.29
4	Bangkok Life Assurance Public Company Limited	9,542,700	1.81
5	Bualuang LTF	8,810,000	1.67
6	Social Security Office	7,380,700	1.40
7	STATE STREET BANK EUROPE LIMITED	6,886,841	1.31
8	Bualuang LTF 75/25	6,478,500	1.23
9	Mr. Suwan Aisuriyakornthep	4,430,000	0.84
10	CHASE NOMINEES LIMITED	4,345,678	0.83

The ultimate shareholders of EGCO's major controlling shareholders are as follows:

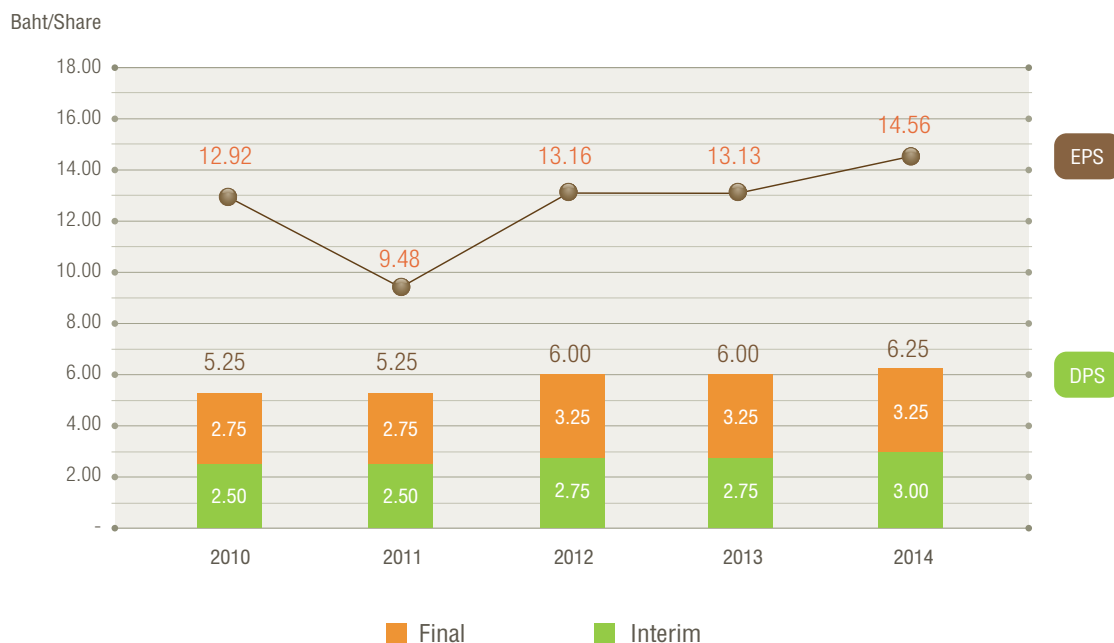
1. **Electricity Generating Authority of Thailand ("EGAT"):** EGAT is a state utility which has the mission in generating, acquiring and sales of bulk electric energy through its transmission network. EGAT also provides the operation and maintenance services and invests in electricity related business. EGAT holds 25.41% of EGCO's outstanding shares and has 4 representative directors out of 15 directors in EGCO.
2. **TEPDIA Generating B.V. ("TEPDIA"):** TEPDIA is established in order to invest in EGCO comprising 2 shareholders as follows:

- 2.1 DGA Thailand B.V. (“DGA Thailand”), a wholly owned subsidiary of Mitsubishi Corporation (MC), a global integrated business enterprise that develops and operates businesses areas virtually every industry, indirectly holds 11.97% of voting right of EGCO’s outstanding shares via TEPDIA Generating B.V.. DGA Thailand has 2 representative directors out of EGCO’s 15 directors.
- 2.2 Tokyo Electric Power Company International B.V. (“TEPCO International”), a wholly owned subsidiary of Tokyo Electric Power Company (“TEPCO”) which is the largest electric power company in Japan and one of the largest privately owned electric utilities in the world. TEPCO’s generating capacity of more than 60 GW since its inception in 1951, supplied electricity to its service areas including the Tokyo Metropolitan which consumes around one-third of Japan’s domestic power demand. TEPCO indirectly holds 11.97% of voting right of EGCO’s outstanding via TEPDIA Generating B.V. TEPCO has 2 representative directors out of EGCO’s 15 directors.



Dividend Payment

The dividend payment policy of EGCO Group specifies that shareholders receive dividend twice a year at the rate of 40% of the net profits of the total financial statements after income tax is deducted or at the amount that gradually and consequently increase without necessary caused such as the future business expansion of the Company in other projects, or dividend payment substantially affecting the normal operations of the Company whereby dividend paid shall not exceed the accrued profits of separate financial statements.



The comparison of the dividend payment between 2010 and 2014 is as follows:

Year	2010	2011	2012	2013	2014
Earnings per share (baht)	12.92	9.48	13.16	13.13	14.56
Dividend per share (baht)	5.25	5.25	6.00	6.00	6.25
Dividend payout Ratio (%)	41	55	47	46	43

Dividend Payment of the Subsidiaries

Since year 2007, the Board of Directors set the dividend payment policy for EGCO subsidiaries to dividend out 4 times a year at the rate of 100% of their net profits after income tax and legal reserve. The dividend payment should take into account their year-ended performance, normal operation and provision stated in the loan agreement.

ANOTHER PACE OF GROWTH



Vision

To be a major sustainable Thai power company doing business in Thailand and the Asia Pacific region, with full commitment to environment protection and social development support

Mission

- 1 -

To secure continuous growth in order to maximize shareholder's value

- 2 -

To offer reliable power supply

- 3 -

To be a good corporate citizen and be considerate to society and environment



Sustainable Business Operations

EGCO Group's vision is to be a leading sustainable Thai power company with full commitment to environment protection and social development, or in other words, operation with a strong and steady growth and acceptance and trust from stakeholders and the public based on good corporate governance and accountability to stakeholders. Policies have clearly been established in writing and publicized on the Company's website as follows:

1. Human Rights Policy

The Company requires that its directors, management and employees fully observe the following human rights.

- The Company encourages all employees to exercise their rights of citizenship in accordance with the constitution and relevant laws.
- Employees' personal information shall be kept with utmost discretion and confidentiality. Disclosure of personal information such as employees' biodata, health record, working experience or any other personal information to non-related party without the permission of such employee is considered a violation of the Code of Conduct and may result in a range of disciplinary action except when it is done in accordance with the Company's regulations or legal requirements.
- The Company does not support the violation of human rights and any frauds.
- Employees must refrain from any deliberate discrimination or harassment in word or action against others based on the basis of race, gender, religion, age, and physical or mental disability.

2. Intellectual Property Policy

The Company will comply with the legal requirements on intellectual property and copyrights.

- Any work that is performed under EGCO Group is considered EGCO Group's intellectual property.
- All the intellectual properties which include the work in progress, innovation in all formats shall be returned to EGCO once an employee vacates the office.
- Employees who use the Company's computers shall only use the licensed and authorized software program of the Company to avoid violating intellectual property of others.
- Employees must check beforehand that the work or information that belongs to third parties can be used within EGCO Group without violating the intellectual property of such others.



3. Whistleblowing Policy

The Company has made available channels for whistleblower to report on any suspected violation of law or code of conduct or behavior or conduct that is fraudulent of a person in organization. The procedure to protect the whistleblower is also put in place. To ensure trust, information regarding the whistleblower messages will be kept confidential and known only among responsible parties.

In 2015, EGCO Group revised two policies regarding sustainable business operation. One was **anti-corruption policy**, and the other was **occupational health, safety, and environment policy**, with communication made to employees at all levels for clear understanding and practice, as well as to the public via its website as below:

4. Anti-Corruption Policy

The Company is strongly committed to prevent and resist all forms of corruption, both directly and indirectly, adhering to the corporate culture that “Corruption is an unacceptable act in business conduct whether with the government sector and the private sector.” (Details of anti-corruption policy and guidelines are under the topic: Corporate Governance).

5. Occupational Health, Safety, and Environment Policy

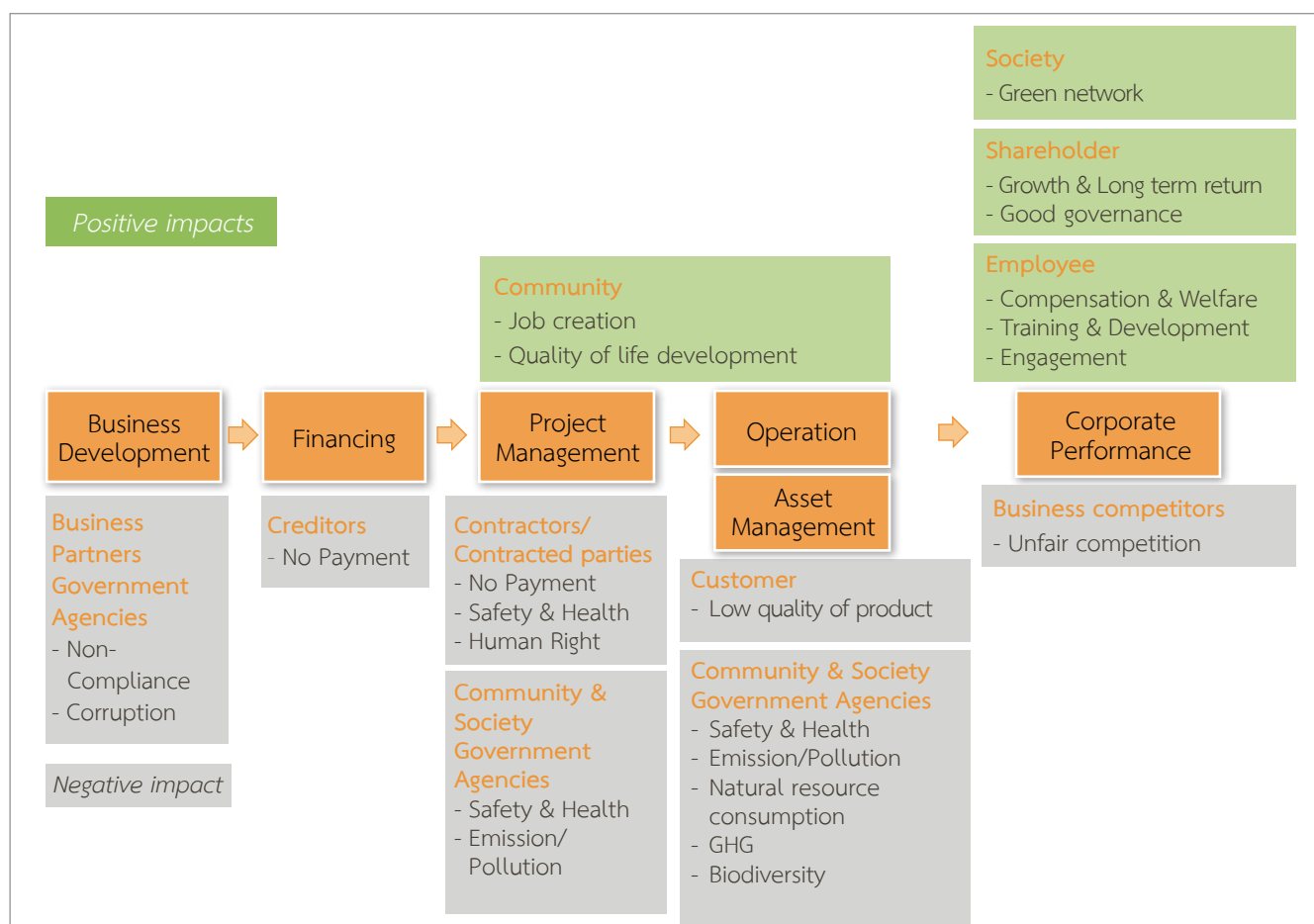
The Company is committed to setting up safety, occupational health, and environment management system with ongoing development. An operation framework is in place, covering operations of the Company’s employees at all levels and those of its contractors as follows:

1. Execute and develop appropriate safety, occupational health, and environment management system in compliance with applicable laws and regulations.
2. Map out operation framework to determine and review objective and target as well as follow, monitor, and assess result of safety, occupational health, and environment operation.
3. Be aware of prevention and remedy of activities which may affect safety, occupational health, and environment operation.
4. Support appropriate use of resources for drawing up safety, occupational health, and environment management system.

Moreover, EGCO Group has improved **its sustainable business operation policy** to be clearer and used as its main policy in administering and managing business operation on a sustainable basis as tabulated below:

Policy	Practical Use
1) Be committed to operational excellence, covering economic, environmental, community, and social dimensions.	<ul style="list-style-type: none"> Reflect vision and mission of the organization.
2) Reduce negative impact and increase positive impact on stakeholders, environment, community, and society, as well as business process of the organization.	<ul style="list-style-type: none"> Analyze negative and positive impacts on stakeholders, environment, community, and society, as well as business process of the organization. Identify material issues of the organization. Define framework and target of sustainable operation.
3) Promote development of business and social innovations to enhance efficiency and effectiveness, together with value added to the organization and stakeholders.	<ul style="list-style-type: none"> Define material issues in roadmap of the organization. Designate person to take charge of and develop action plan.
4) Promote sustainable development of business counterparts involving ethical business operation with transparency and without fraud or corruption, respect for human rights, caring for safety and occupational health, and environmental management.	<ul style="list-style-type: none"> Define material issues in roadmap of the organization. Designate person to take charge of and develop action plan on: <ul style="list-style-type: none"> - Anti-corruption - Respect for human rights - Caring for safety, occupational health, and environment.

Analysis of Negative and Positive Impacts of Organization on Stakeholders and Business Process of Organization

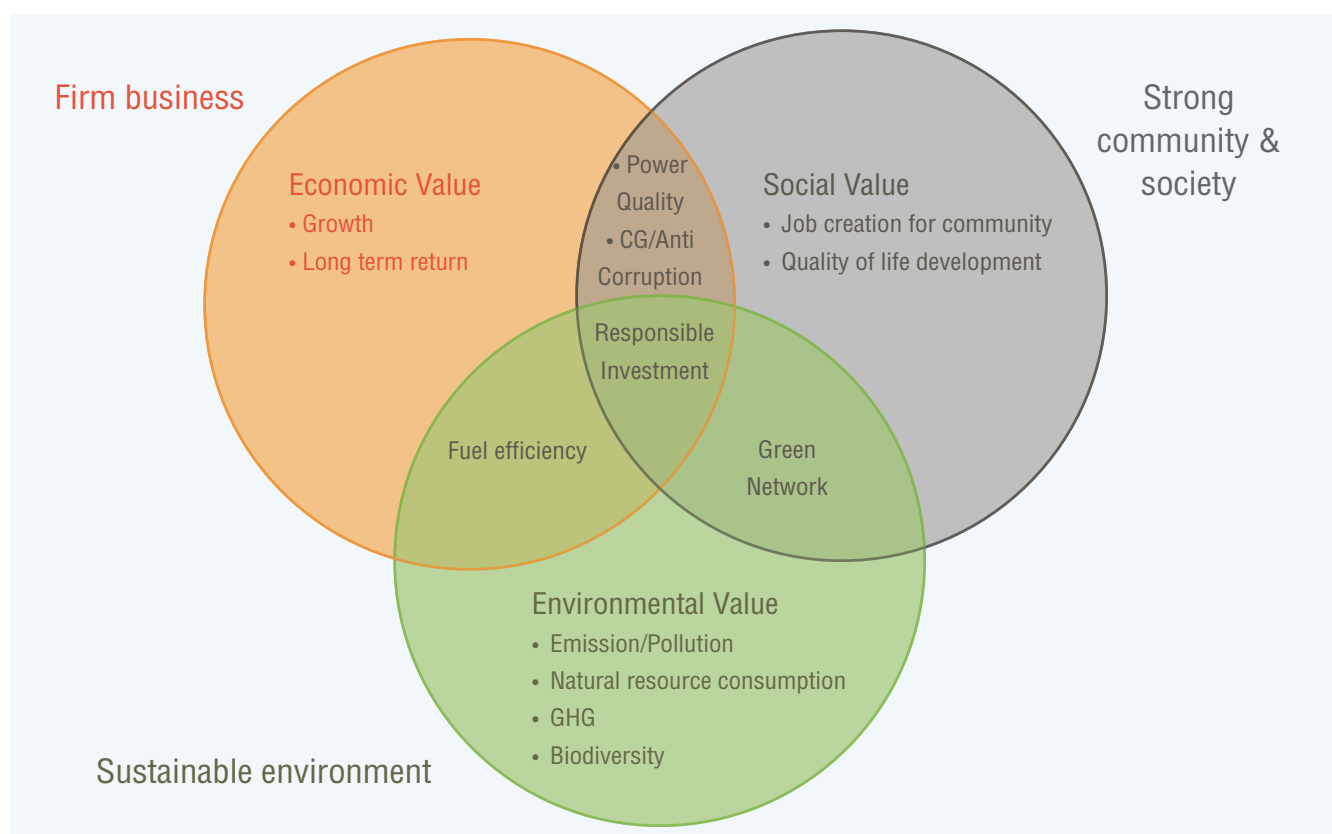


Determination of Material Issues of Corporate Sustainability

- Step 1 Review identification of stakeholders and expectation of each group of stakeholders
- Step 2 Identify negative and positive impacts on stakeholders from business process of the organization
- Step 3 Present issues to top executive committee and Corporate Governance and Social Responsibility Committee
- Step 4 Define material issues of the corporate sustainability as follows:
1. Business growth
 2. Corporate governance and business ethics
 3. Anti-corruption
 4. Respect for human rights
 5. Control of quality of products and services
 6. Local employment
 7. Prevention of impact and participation in development of community and society
 8. Environmental management such as sustainable use of resources, greenhouse effect management, and protection and restoration of biodiversity

Sustainability Operation Framework and Target

EGCO Group applies sustainable development principle in drawing up its target of sustainable business operation according to the defined materiality of the organization in economic, social, and environmental dimensions to enhance security of the electricity system, build strong community and society, and take care of environment for sustainability as follows:



Economy

- ROE is not lower than 10%.
- Plant availability is better than specified in power purchase agreement (PPA) and target set forth.
- Fuel use efficiency is better than that in PPA.
- The Company's corporate governance is developed to be on a par with global standard.

Society

- Local workforce employment rate, including also that by local contractors/contracted parties, is not lower than 80%.
- Projects are carried on continuously to better quality of life of communities nearby power plants.
- Stability of electricity system and users is enhanced with plant availability better than PPA and annual target.
- Anti-corruption efforts are extended to business counterparts and also made through participation in anti-corruption network.
- Operation of Thai Rak Pa Foundation is supported continuously to create operation network with all sectors.

Environment

- Environmental quality of power plants is better than standards set by law,
- Investment is made in renewable energy power plants.
- Abundance of ecosystem and biodiversity in all EGCO power plant areas is maintained and restored.
- The Company continuously joins conservation of major watershed forests through operation of Thai Rak Pa Foundation.

EGCO Group Sustainability Operation Roadmap for 5 Years (2014 - 2018)

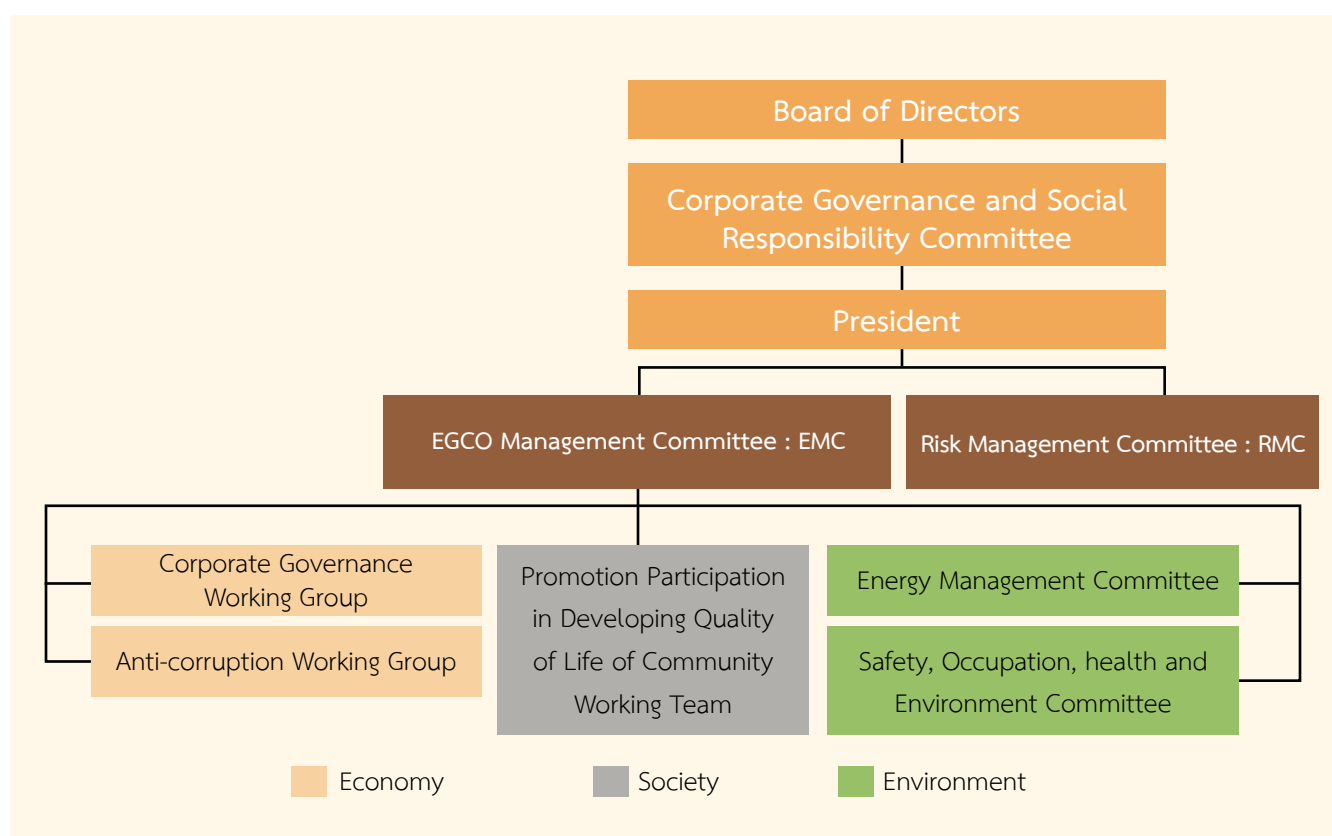
Roadmap					
Work	2014	2015	2016	2017	2018
<ul style="list-style-type: none"> • Review of business process and impacts on stakeholder • Review of EGCO Group sustainability operation • Validation by expert • Determining material issue of sustainability 					
<ul style="list-style-type: none"> • Setting sustainable business operation policy • Designation of person in charge and review of target and plan • Improvement of method to report to top executives 					
• Preparation of operation manual					
• Extension to business counterpart					
• Promotion of innovation development					

Management for Business Sustainability Operation

EGCO Group has developed the management structure for business sustainability operation to monitor business operation according to guidelines and policy set forth, at both Board of Directors level and management level to ensure the Group's efficient operation with ongoing development and improvement.

At the Board level, EGCO Group has established Corporate Governance and Social Responsibility Committee as a supporting committee to monitor sustainability operation.

At the management level, operating bodies have been set up for sustainability operation emphasizing on sustainable development principles in economic, social, and environmental areas, and reporting to EGCO Management Committee (EMC) chaired by President and having top executives at the level of Executive Vice President from all function groups as members as shown in the management structure below:



Monitoring and Inspection of Sustainable Business Operation

Under sustainability management policy and guidelines, top executives in EGCO Management Committee (EMC) are primarily duty bound to set sustainability procedures with due regard to accountability to all stakeholders in decision-making process and business operation process of the organization, pass on such practice to each committee or working committee, as well as define responsibilities and track operation results to ensure efficiency. Performance evaluation is conducted regularly and appropriately for operation in each area.

For companies or power plants in which EGCO has less than 50% shareholding, EGCO oversees their business sustainability operations through their boards of directors. EGCO top executives assigned to sit on those boards of directors have the duty to monitor and ensure their operations are in line with EGCO Group sustainability management guidelines.

Materiality Assessment and Determination of Scope of Reporting

EGCO Group has conducted materiality assessment with application of GRI (Global Reporting Initiative) reporting principles for defining report content. Materiality assessment steps are as below:

1. **Identification of sustainability issues** by considering negative and positive impacts from business operation on stakeholders, nature of business of EGCO Group, sustainability of electricity generation industry, expectations of stakeholders based on results of enquiries with them, feedback from stakeholders through various communication channels, and annual report of the previous year.
2. **Prioritization of materiality aspects** by considering importance to the stakeholders from score of importance in the perspective of the stakeholders, covering such factors as level of materiality, degree of impact, diversity of impacted stakeholders, expectation of correction by the organization, and expectation of information disclosure.
3. **Prioritization of materiality aspects** by considering importance to the organization from score of importance based on possible level of severity from incurrence of risk to business, impact on the organization in the long run, and opportunity for the organization to get benefit in future.
4. **Presentation of sustainability issues with high score of importance in the annual report** under the item of operation for sustainability, and issues with lower score of importance on the website of the Company as well as disseminated in media or through channel accessible directly to each group of stakeholders.
5. **Review of content to be reported with relevant criteria** to ensure compliance with report quality principle.

Materiality Matrix in Sustainability Report

Importance to Stakeholders	High	<ul style="list-style-type: none"> • Participation in development of community and society • Protection and restoration of biodiversity • Climate change 	<ul style="list-style-type: none"> • Operational excellence • Good corporate governance • Accountability to products • Safety and occupational health • Environmental management
	Low		<ul style="list-style-type: none"> • Human resource development • Value chain management
		Low	High
		Importance to Organization	

Responsibility for and Participation with Stakeholders

Management Direction

EGCO realizes the importance of business operation with due regards to stakeholders, including also individuals or organizations that might be affected positively or negatively by the Company's business operations. We adhere as a policy to responsibility for and treat all stakeholders fairly with importance attached to appropriate review of identification of stakeholders in line with the changing business landscape or substantial business expansion, and commitment to continuing development of participation and communication with stakeholders to ensure fairness to stakeholders in business operation. Practice guidelines on stakeholders are laid down in writing and posted and disseminated on the Company's website.

Stakeholders of EGCO Group



Policy and Practice Guidelines toward Stakeholders

1. Treatment of Shareholders Policy

The Company has respect for and strictly safeguards the basic rights of shareholders.

- Support shareholders in accessing information on an adequate and appropriate basis
- Encourage shareholders to attend and vote at the shareholders' meeting
- Do no act that infringes or derogates the rights of shareholders
- Strive to foster growth based on true potential and capabilities of the Company so that shareholders can receive sustainable returns from efficient performance and good operating results of the Company

2. Treatment of Employees Policy

The Company recognizes the value of human resources and strives to ensure that employees are proud of the organization working in a participatory atmosphere and with progress in career path on an equitable basis. Employees are developed and promoted to have knowledge and capabilities on a comprehensive and continual basis to create value and maintain business excellence.

- The Company will treat all employees with respect and honor.
- The Company will recruit personnel to various positions with fairness taking into account required qualifications for each position, educational background, experience, and other requirements necessary for the job and without discrimination as regards gender, age, race or religion.
- The Company will determine remuneration and welfare of employees which are fair and commensurate with job descriptions and conditions, work performance, and capability of the Company in remuneration payment.
- The Company will encourage employees to undergo training and development to enhance work efficiency and allow for progress in career path.
- The Company realizes that good communication will bring about efficiency and good relationship in working with others. Thus, the Company will facilitate employees' access to relevant news regularly as allowed by situation and as best as possible.
- The Company will make available to employees communication channel through which they may give suggestions and voice grievances about work-related matters. All suggestions and grievances will be seriously considered and remedial actions worked out for the benefits of all parties and with creation of good relationship in work cooperation.

3. Provision of Service to Customers Policy

The Company will abide by obligations to all customers.

- Strictly comply with conditions agreed upon with customers and deliver quality and reliable services
- Deliver services according to the specified standards with care and efficiency
- Give suggestions to customers regarding efficient use of electricity

4. Procurement of Products and Services Policy

The Company intends to ensure standard procurement of products and services and is committed to maintaining and developing sustainable relationship with trade partners and contract counterparts to deliver products and services of money worth, technical quality, and mutual trust. The Company will treat all trade partners and contract partners by

- Competing on the basis of equitable access to data
- Having criteria in place for evaluation and selection of trade partners and contract counterparts
- Executing contracts of appropriate forms
- Having monitoring and management system in place to ensure complete fulfilment of contract conditions and to prevent frauds or other malpractice in all stages of the procurement process
- Punctual payment to trade partners and contract counterparts according to mutually agreed terms

5. Treatment of Creditors Policy

The Company will honor the commitments with all creditors by

- Ensuring strict compliance with loan agreements and no concealment of actual financial status.
- Take prompt action to solve problems if there is any situation that may affect the creditors, such as the Company's insecure financial position or possible business dissolution.

6. Treatment of Competitors Policy

The Company conducts business on a fair play basis, not seeking confidential information of competitors in a dishonest or inappropriate way, such as offering bribes to employees of competitors, etc., and not damaging reputation of competitors by way of false allegation.

7. Community and Social Development Engagement Policy

7.1 Participation in development of communities surrounding power plants

- Promote and develop quality of community life near power plants for their well-being taking into account communities' participation and needs
- Instill and promote employees and relevant persons' awareness of responsibility for community
- Consistently disseminate information on operating results to community and the public
- Seek to regularly exchange knowledge and share experiences from working with other agencies for further improvement of operation

7.2 Participation in social development

- Taking part in social development by conducting projects or activities for society that are consistent with core competencies of the organization
- Encourage employees and relevant persons to be aware of, understand, and take part in operation to stimulate their participation in social development
- Execute projects or activities continuously to bring about true and sustainable benefits to society
- Seek to regularly exchange knowledge and share experiences from working with other agencies for further improvement of operation

Besides instituting the above policy and practice guidelines toward stakeholders, in 2015, EGCO Group revised and determined four more groups of stakeholders based on consideration of impact of the organization on stakeholders and impact of stakeholders on the organization in economic, social and environment dimensions, comprising business partners, contractors/contract partners, government agencies, and private development organizations.

In 2015, EGCO Group mapped out additional policy and practice guidelines toward stakeholders, details of which are as follows:

1. Treatment of Business Partners Policy

- Operate business and deal with business partners on a responsible, transparent, fair and honest basis
- Do not disclose confidential information of business partners without their consents
- Respect for intellectual property and copyright and do not act that infringes the intellectual property

2. Treatment of Contractors or Contract Partners

- Conduct business on an equitable, transparent, fair and honest basis
- Ensure strict compliance with the conditions in the trade agreements in accordance with business ethics
- Do not take and offer benefits in a dishonest or inappropriate way to contractors or contracted counterparts in accordance with anti-corruption policy

- Contractors or contracted counterparts shall abide by and be aware of safety, occupational health and environment schemes and comply with labor and human rights standards

3. Treatment of Government Agencies Policy

- Strongly comply with laws and related regulations
- Disclose complete information in accordance with legal regulations
- Cooperate and build good relations with government agencies

4. Treatment of Private Development Organizations Policy

- Disclose information accurately, adequately and punctually

Stakeholders' Expectations and Building of Participation with Stakeholders

EGCO has figured out expectations of stakeholders officially through conduct of satisfaction survey and setup of channels for voicing complaints, as well as unofficially through specific meetings, visits, or information from various media. Information derived from these sources used for consideration in drawing up roadmap and operation plan aiming to properly and comprehensively satisfy the expectations of each group of stakeholders.

Stakeholders	Expectations	Participation Building
1. Shareholders and Investors	<ul style="list-style-type: none"> • Sustainable return on investment • Business management under good governance policy • Risk management • Respect for and safeguarding of rights with equitable treatment • Disclosure of genuine, completed, and sufficient information • Compliance with relevant laws 	<ul style="list-style-type: none"> • Shareholders' meeting • Annual report preparation • Power plant visits • Quarterly analyst meeting • One-on-One meeting • Conference calls • Company's Roadshow • LIFE quarterly magazine • Acceptance of complaints through designated channels
2. Employees	<ul style="list-style-type: none"> • Compensation and benefits on a par with peers in the industry • Support of progress along the career path • Development of potential and capabilities • Job security • Good and safe working environment 	<ul style="list-style-type: none"> • Communication day activities • Business update meetings • Training for enhancement of knowledge and development of skills required for work performance • Activities for public benefits • Employee relations and team building activities • Internal communication through various channels such as intranet, bulletin boards and posters, wire broadcasting, etc. • Employees satisfaction survey to communication within organization

Stakeholders	Expectations	Participation Building
3. Customers	<ul style="list-style-type: none"> • Production and sales of electricity as specified in Power Purchase Agreements (PPAs) • Stable plant availability • Reasonable price • Operation posing no impact on community, society, and environment 	<ul style="list-style-type: none"> • Meeting for exchange of information and opinions with Transmission Control Unit of Electricity Generating Authority of Thailand (EGAT) • EGAT Group relations building activities
4. Creditors	<ul style="list-style-type: none"> • Fulfilment of conditions in loan agreements • Having debt servicing capability • No concealment of true financial status 	<ul style="list-style-type: none"> • Meeting for exchange of viewpoints • Power plant visit
5. Competitors	<ul style="list-style-type: none"> • Conduct of business on a fair play basis • Free and fair competition 	<ul style="list-style-type: none"> • Access to information from public forum/sources
6. Community and Society	<ul style="list-style-type: none"> • Conduct of business with responsibility, safety, and good environment • Disclosure of factual information • Participation in betterment of quality of life of community 	<ul style="list-style-type: none"> • Power Development Fund meeting • Power plant visit • Joint development of community life quality project • Sukjai quarterly magazine • Acceptance of complaints through designated channels

For the additionally defined four groups of stakeholders, EGCO has compiled their expectations and practice guidelines for building participation as follows:

Stakeholders	Expectations	Participation Building
7. Business partners	<ul style="list-style-type: none"> • Financial strength • Expertise and competence of personnel • Fair and transparent business operation • Synergy of strengths of both parties 	<ul style="list-style-type: none"> • Meeting • Company visits • Channels for raising complaints, and giving opinions and suggestions
8. Contractors/ Contract partners	<ul style="list-style-type: none"> • Operating business as good business alliance and maintaining good relationship • Fair and equitable treatment with mutual benefits taken into account • Acceptable payment period 	<ul style="list-style-type: none"> • Meeting • Company visits • Channels for raising complaints, and giving opinions and suggestions

Stakeholders	Expectations	Participation Building
9. Government agencies	<ul style="list-style-type: none"> • Compliance with relevant laws, rules and regulations • Management of environment and care for community • Prevention of and resistance to corruption, and conduct of business with fairness • Disclosure of correct, complete, and sufficient information 	<ul style="list-style-type: none"> • Meeting • Company visits • Channels for raising complaints, and giving opinions and suggestions
10. Private development organizations	<ul style="list-style-type: none"> • Conduct of business with least impact on environment and community • Participation in caring for environment and development of community • Disclosure of correct, complete, and sufficient information in a timely manner 	<ul style="list-style-type: none"> • Company visits • Channels for raising complaints, and giving opinions and suggestions

Business Operations in 2015

1. Shareholders and Investors

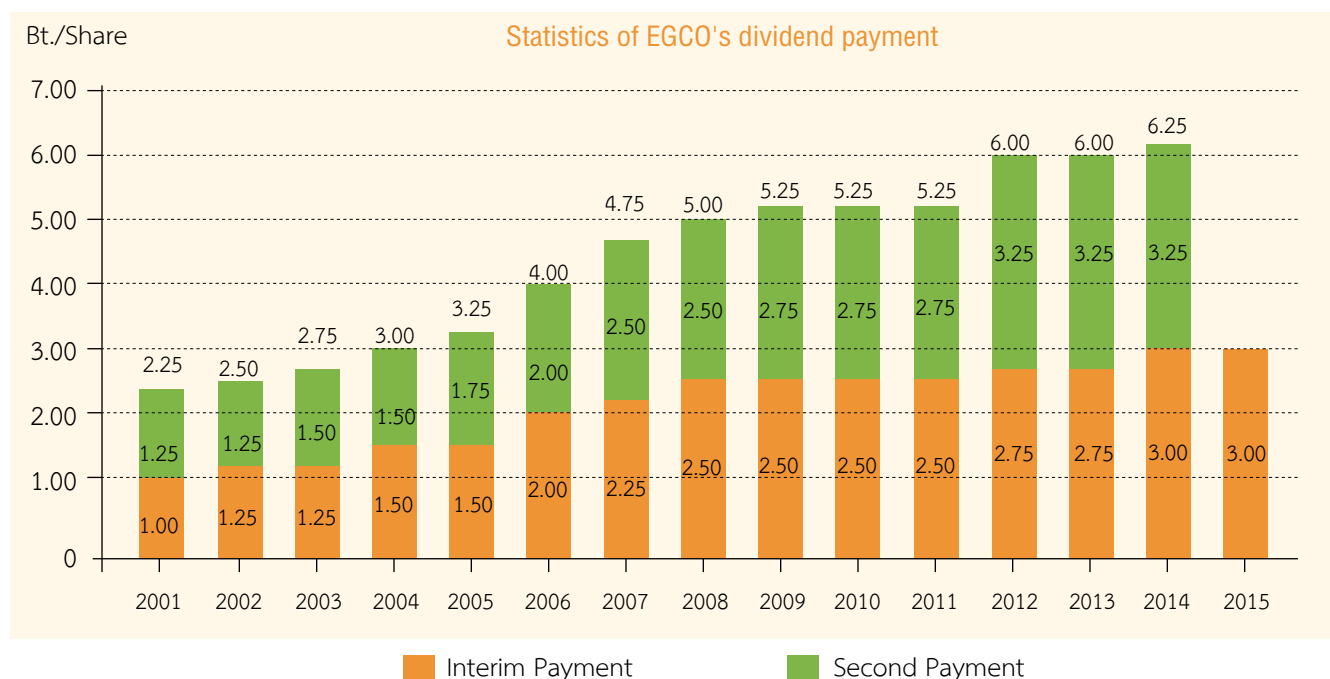
EGCO states in its code of conduct to foster growth based on genuine competencies or capabilities so that shareholders will gain sustainable returns from the effective and solid operational performance of the Company. EGCO respects the rights of shareholders and investors to equally access necessary information for their assessment of the Company, and will disclose its operating results and financial status as well as accurate supporting information as required by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

Share price

EGCO's average share price in 2015 was 154.54 baht per share, up from 2014 by 7.01%, and closing highest at 168.50 baht on January 8, 2015, and lowest at 147 baht on March 19, 2015. The price-earning (P/E ratio) as of December 30, 2015 was 24.34.

Dividend payment

EGCO has a policy of dividend payment to shareholders twice a year at the rate of approximately 40% of the net profits after deduction of income tax in consolidated financial statements, or in an amount that gradually increases, provided that there is no other fund utilization necessity like future business expansion through various projects or the dividend payment would not materially affect normal operation of the Company. Also, dividend payment shall not exceed retained earnings in separate financial statements.



Management of Relationship with Shareholders

EGCO has in place investor relations unit to take charge of providing shareholders with accurate, complete, and sufficient information in a timely manner, so that investors and analysts can equally access information, and compiling opinions and comments from shareholders and investors on a regular basis. Shareholders and investors may directly contact Investor Relations Unit for additional information or to voice opinions at tel. 0 2998 5147-9 or email: ir@egco.com. Moreover, EGCO has made available communication channels and activities among shareholders, investors, and top executives of the Company, as follows:

- **Investors and Executives Meeting**

EGCO has arranged a quarterly meeting for presentation of EGCO operating results to investors and analysts. The top executives, comprising President, Senior Executive Vice Presidents, and other top executives, have always been available for the meeting to provide information and answer all questions raised.

- **Power Plant Visits**

EGCO has organized EGCO Group's power plant visits for shareholders and investors to enable them to understand the business operation and meet the executives of EGCO Group. For the shareholders, registration is open for them on the day of the Annual General Meeting of shareholders (AGM) and on EGCO website within one month after the AGM. In 2015, shareholders and investors were invited to visit BLCF coal-fired power plant in Rayong, where presentation was also provided about the power plant. Visit of the same power plant was organized for analysts and institutional investors.

- **One-on-One Meeting**

EGCO has held One-on-One meeting for investors and analysts, in which top executives and investor relations unit regularly participate as requested by investors and analysts. In case they cannot attend in person, a conference call can be arranged with the schedule set to be convenient for all parties concerned.

- **Company's Roadshow**

In 2015, EGCO met individual investors and institutional investors both domestic and overseas in collaboration with the SET, TISCO Securities Co., Ltd., Phatra Securities Co., Ltd., and J.P. Morgan, as well as participated in SET in the City 2015 event organized by the SET.

- **Magazine for Shareholders**

EGCO has published "LIFE", magazine for shareholders every quarter as a channel for providing information on operating results, activities carried out by EGCO together with activity calendar, and other essential information to shareholders. Shareholder can obtain the company's news and information through E-mail Alerts on EGCO website.

- **EGCO's Website**

EGCO has compiled and disseminated information available during roadshow, operating results presented quarterly to analysts, and video/audio clips from analyst meeting in both Thai and English versions on EGCO website (webcast) right after such meeting/event.

In addition, EGCO has regularly updated its website so that shareholders and investors have access to most recent information with convenience and maximum benefits. Some of the information is as below:

- 1) Updated and historical share price
- 2) List of analysts with analysis articles on EGCO share price
- 3) Analyst' meeting schedule and other activities calendar

2. Employees

EGCO is well aware that employees are the key success factor of the organization. The Company has thus laid great emphasis on employees' well-being and potential development on a regular basis. In 2015, EGCO Group continued its human resource development roadmap with focus on enhancement of business knowledge and understanding for all employees so that they are equipped with capabilities to accommodate business expansion and have pride in being a member of the organization. The Company's responsibility for employees can be classified into five major areas as below:

- **Compensation and benefits**

EGCO Group has in place the compensation system according to duties, responsibilities, and capabilities of employees. It provides benefits and welfare for employees and family members mainly based on employees' necessity and demand and under proper rationale and principles. Annual pay increase for all levels takes into account the following two main components:

- o The organization's success, average pay increase of peers in the same industry, and economic condition in that particular year
- o Work performance and dedication of individual employees

The above aims to ensure that employees receive fair remuneration and to retain good and talented personnel for the organization.

In addition, EGCO Group has regularly explored, analyzed, and compared remuneration and benefits of the Group with those in the same industry to ensure that employees receive remuneration, benefits, and welfare which are appropriate and competitive in the market. Every year the Company joins hands with HR Power Network consisting of 14 human resource work units of companies in the electricity business to consistently exchange ideas and information on management of human resources, especially payment of compensation and benefits to employees, and use such information for development and improvement of compensation criteria of the Group.

For the benefits of employees, the Company has set up **Welfare Committee** composed of members elected by employees with an office term of not over two years to be representatives of employees for welfare management and offer opportunity for the employees to have a communication channel to give suggestions and raise grievances relating to their work, living, and welfare. Their suggestions will be seriously considered and corrective measures will be worked out for the benefits of all parties and building of good relationship. So far, there has been no reporting of violation of human rights and unfair treatment of labor.

- **Competency development for career opportunity**

Due to continued business growth of EGCO Group, employees have opportunities to grow in their career path. In addition to management of compensation and benefits for employees, the Company gives importance to employees' progress in their career path. Promotion to higher positions and levels is undertaken based on clear criteria and in accordance with the human resource management policy which is employee-based. Consideration process is in the form of committee comprising relevant executives to jointly and reasonably consider, select and express opinions to support consideration. In addition, the Company is committed to developing employees to have knowledge and expertise in pace with the business expansion and growth.

In 2015, the Company held training courses for employees at all levels to enhance their knowledge suitable to the business and develop their skills to boost work efficiency and effectiveness such as sharing of knowledge regarding Power Purchase Agreements (PPAs) of EGCO Group power plants and basic financial and accounting knowledge, as well as managerial skills for executives such as analytical thinking, systematic thinking, integrative problem solving and decision making, etc. Moreover, the Company revised and prepared individual development plan for executive employees to prepare them for business growth and career progress.

- **Employee relations**

EGCO Group realizes *importance of individual uniqueness and teamwork*, the Group thus promotes corporate values and culture for employees to accept and respect each other's differences in order to lead to good collaboration and teamwork.

EGCO Group believes that good relationship takes part in bringing happiness to employees at work. Employees who are happy at work and have capabilities as trained and developed for the assigned works will be able to produce efficient and effective output to enable the organization to eventually reach the targets set forth.

In 2015, EGCO Group organized employee relations activities as follows:

- **Communication Day:** A semi-formal event held quarterly for President and all employees for updates of news, information, and movements inside and outside the organization, and as an opportunity for employees to share ideas and opinions as well as enquire about various issues with the executives.
- **Internal sports activities:** Sports activities held every two years to build relationship among Group employees through EGCO Group Sports Day, and once a year in every December through a bowling competition.

Other activities were also arranged to strengthen internal relationship such as New Year's party, and religious and cultural activities like offering of robes to Buddhist monks off-season and after Buddhist Lent. In 2015, the Company joined merit-making ceremonies at nine temples around Koh Rattanakosin, and supported club activities of employees, namely Photo Club, Dhamma Practice Club, Golf Club, and Sports and Recreation Club.

Moreover, in 2015, EGCO Group communicated news, information, and movements of the organization in respect of business operation, social responsibility, and internal activities to employees via diverse forms of communication channels, i.e. e-newsletter, intranet, bulletin board, posters, and wire broadcasting. This aims to foster a learning society and encourage employee engagement in business and activities alike.

- **Safety, occupational health, and environment operation**

EGCO Group is well aware of the significance of safety, occupational health, and environment operation. “EGCO Group Safety, Health and Environment Standards Manual” has been produced for EGCO and its Group power plants to follow to ensure safety, occupational health, and good working environment for employees and persons concerned. This is based on the management principles of prevention of work-related accidents, injuries, and sickness, alongside building of consciousness and understanding of safety, occupational health, and good environment at workplace among employees and persons concerned on a regular basis.

In 2015, EGCO Group organized annual health check-up for employees and rehearsal of fire drill and evacuation, safety exhibition, dissemination of data, and holding of activities to enhance safety knowledge and consciousness. The Safety, Occupational Health and Environment Committee met once a month to consistently track operation.

- **Participation in community and social development activities**

EGCO Group believes in employee involvement in community and social development activities as one way to develop employee capabilities and create awareness of self-value. Therefore, the Group encourages employees to join hands with communities nearby power plants to initiate and execute activities which are beneficial to the betterment of quality of life and the good environment of the community. This is done by employees being “volunteering staff” to foster the society through activities to improve the quality of life of communities near power plants and those to promote energy and environment learning among youths, together with conservation of watershed forests. This aims at reinforcing collaboration between EGCO Group employees and private and government agencies, as well as the communities.

In 2015, EGCO Group employees carried on 58 social and community development activities organized continuously by the organization, namely volunteering in EGCO’s Thai Rak Pa Youth Camp, volunteering in management and construction of hydropower plants, and being speakers as well as providing technical data on maintenance of hydropower plants in “One Watershed Forest, One Source of Energy” project, joining as lecturer for youths on electricity generating process from various fuels in “Energy for Life on Tour” under “Energy for Life...How to Fight Global Warming with Sustainable Living” project, and Project on Repair and Maintenance of Public Electricity System, and so on.

3. Customers

EGCO Group is proud its roles, duties, and responsibilities as a power producer and distributor to the Electricity Authority of Thailand (EGAT) and industrial estate users, and as an energy service provider in terms of plant operation, maintenance, engineering, and construction, as well as provision of training for power plants and industrial plants both domestically and internationally. In addition, the Group takes responsibility as water producer and distributor to the Provincial Waterworks Authority (PWA) to jointly deliver quality and reliable products and services at fair prices and with promotion of good relationship. In 2015, its operations in relation to customers included:

Power business: EGCO Group continued to produce and distribute quality electricity according to electricity system standards in the volume and period specified by EGAT and industrial estate customers to ensure plant availability to sufficiently serve the public and use in activities. EGCO Group power plants in overall have maintained supply availability higher than target set in the PPAs.

Energy service business: Satisfaction with EGCO’s service provision has been maintained at an excellent level. According to a survey of customers’ satisfaction with its maintenance business, customers have been satisfied with EGCO employees’ service provision and operations at 93.61%.

Water business: EGCO still gives importance to quantity and quality of tap water supply to PWA water stations in Ratchaburi and Samut Songkhram. From January to August 2015, EGCO Group supplied tap water to fulfill customers' demand with an average quantity of 35,619.82 cubic meters per day, which was higher than the minimum offtake quantity of 35,400 cubic meters per day, and higher than the criteria of Thai Industrial Standard (TIS). According to surveys by the Department of Health of Public Health Ministry during 2002 - 2015, tap water produced by EGCOTARA has been certified as drinkable.

4. Creditors

EGCO Group fulfills its obligations to all creditors by strictly complying with the provisions in loan agreements and not concealing its true financial status. In 2015, EGCO Group traveled to meet and exchange viewpoints as well as answering questions of creditor executives and teams. It observed relevant conditions and made loan repayments as scheduled. No dispute or event of default was reported. The creditors also visited Khanom Power Plant Unit 4 of EGCO Group in Nakhon Si Thammarat province.

5. Competitors

EGCO Group operates its business on a fair play basis, without taking advantage of its competitors in a wrongful way. It provides beneficial opinions concerning regulations and standard operation procedures for common standard in operation. No access to information of trade partners and competitors is made in a dishonest way, nor is trade partners' and competitors' reputation tarnished with false accusation. In 2015, EGCO Group had no dispute with any competitors.

6. Community and society

EGCO Group gives priority to living in harmony with the community, thus emphasizing on participation in promotion and development of quality of life of communities surrounding the power plants and with due regard to corporate participation in and demand from communities, covering the following areas:

- Local employment
- Development of skills beneficial to occupation
- Support of development of public utilities
- Promotion of learning among the youth
- Conservation of natural resources and environment

In 2015, EGCO Group carried out operations on responsibility for community through local employment. Over 90% of contractors and contract partners are labor in the locality. The Group also developed and implemented 58 projects for the betterment of the quality of life of communities nearby power plants in Thailand and the Philippines. They comprised 13 projects on development of skills beneficial to occupation, 16 sanitation promotion projects, 8 projects on development of public utilities and others, 12 projects on promotion of learning among youths, and 9 projects on natural resources and environment preservation.

For social responsibility, EGCO promoted learning about energy and environment among the youth, as they are in the early ages suitable for learning and growing a sense of goodness, which will contribute to sustainable growth. Particularly, they should be taught to be aware of value of natural resources which are primary factor of energy. EGCO thus launched Energy for Life...How to Fight Global Warming with Sustainable Living Project in collaboration with Energy Policy and Planning Office (EPPO) of Ministry of Energy, and Office of the Basic Education Commission of Thailand (OBEC), Ministry of Education, to encourage Thai youths to learn about energy in a comprehensive way, with a project operating period during 2012 - 2015.

In 2015, there was a continuation of such projects as facilitation of learning classes on integrated management of energy and environment, training of key teachers for preparation of integrated learning plan, most outstanding school competition award, learning management contest, model teacher, and model knowledge contest for development of potentials and promotion of model teachers for management of energy for life to fight global warming with sufficiency living under local context together with sustainable utilization of energy, holding of Energy for Life On Tour activity to provide energy knowledge to youths in participating schools, and holding most outstanding youth contest 2015 to enable children and youths from over 60 participating schools to have space for demonstrating their talents and competence by applying knowledge about conservation of energy and environment to preparation of scientific projects based on analytical thinking and integrating knowledge to problem-solving and practical use in daily life.

Moreover, EGCO considers the media instrumental to communication with or passing on information to stakeholders and general public. EGCO thus attaches importance to and gives cooperation by disseminating to the media news and information of the Company on a fact-based, equitable and timely basis and responding to the needs of the media. It also cooperates with the media in enhancing knowledge and understanding about electricity industry and business among the public on a consistent basis. EGCO's responsibility for and participation with the media are in four perspectives as below:

- **Dissemination of the organization's news and movements**

In 2015, EGCO held 4 sessions of press conference on its operating results and business direction, 8 sessions of press interviews and meetings with executives, and 28 pieces of published public relations news and articles. Issues and target groups of communication are, for instance, dissemination of information on operations to shareholders, investors, and the public; dissemination of corporate social responsibility information, especially sharing of electric power knowledge with youths in regions; and instilling consciousness among youths of energy and environment value and participation in conservation efforts thereof. In 2015, 399 pieces of news were released, of which 265 pieces were business-related, and 134 pieces were related to corporate social responsibility.

- **Participation in building knowledge and understanding about electric power industry and business**

In 2015, EGCO continued to collaborate with the media to disseminate information about energy situations in Thailand, power generation from fossil fuels and renewable energy sources, e.g. coal, water power, solar power, wind power, and geothermal power, as well as potential for development of renewable energy sources in Thailand for continual knowledge and understanding of electric power industry, business, and situations at present.

- **Media relations**

EGCO believes that good relationship will help gain trust, acceptance, and good cooperation. In 2015, EGCO promoted relationship between the organization and the media through various activities, such as organizing activities for development of potential and enhancement of knowledge about electric power and energy business to the media, participation in New Year's party with the media, and congratulating the media on their anniversary celebration occasions, and joining hands with the media in public contribution activities like charity golf tournament, etc.

- **Engagement in developing community and society**

Under the concept that each individual plays a role in creating good community and society, EGCO supports social contribution activities initiated and undertaken by the media. In 2015, the Company supported 2 educational and public utility contribution activities for communities in remote areas and acknowledge and potential development for youth activity.

Report Preparation

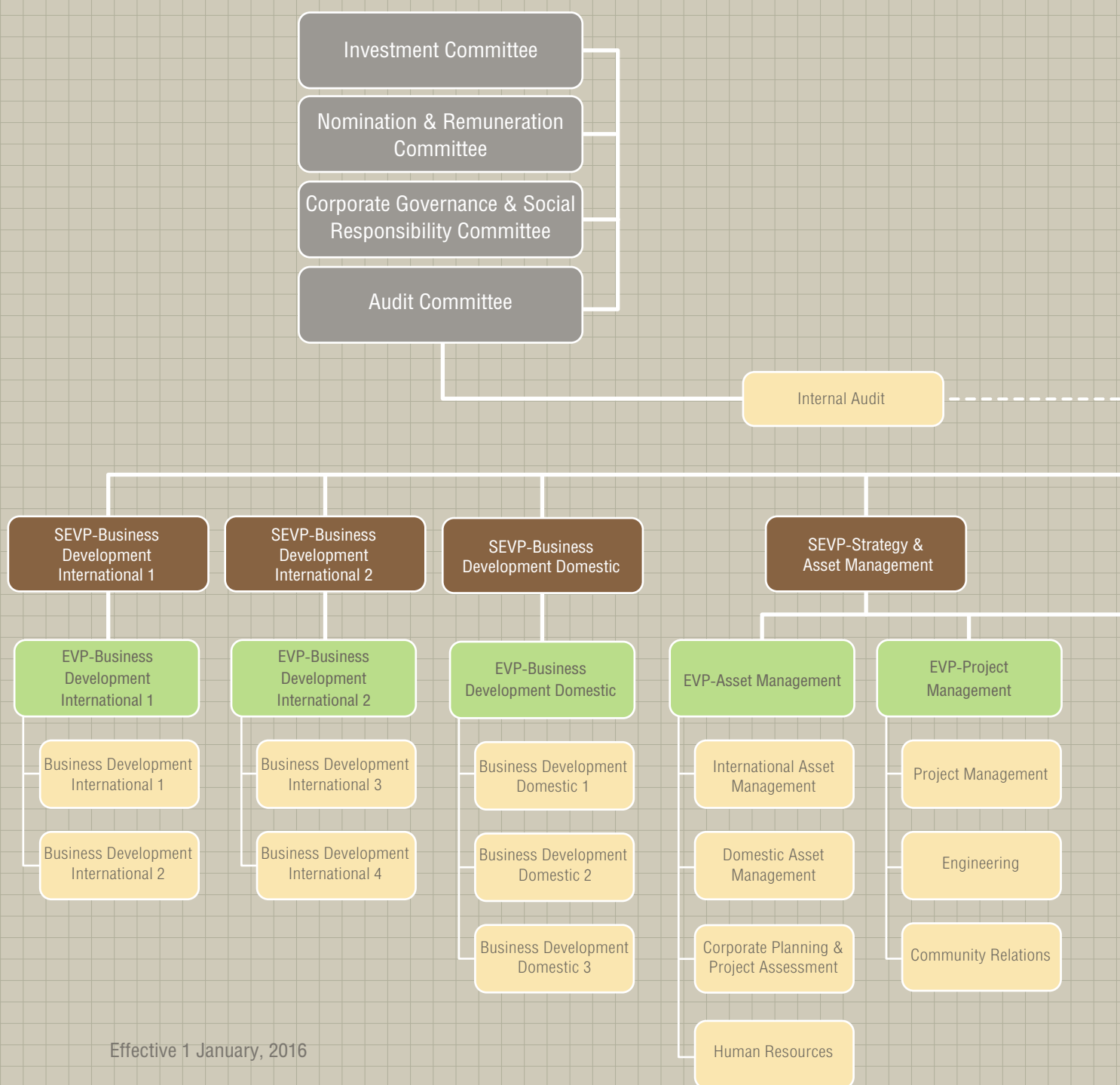
Guidelines and Scope of Report (G4-13, G4-17, G4-18)

This report, drawing on data from 1 January to 31 December 2015, presents EGCO's operation results and impacts of changes connecting economic, environmental, community, and social aspects, both positively and negatively. The report format follows the guidelines of the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and the Global Reporting Initiative Generation 4 (GRI G4). We report 'In Accordance' with the 'Core' application level, where at least one indicator is reported per Material Aspect, and additional indicators are provided on companies in the electric utilities industry involving all subsidiaries or power plants with EGCO shareholding. Data has been collated and processed by a central unit on a consistent and comprehensive basis, and reviewed by data owner units, with endorsement given by Investment Committee, Audit Committee, and Corporate Governance & Social Responsibility Committee respectively.

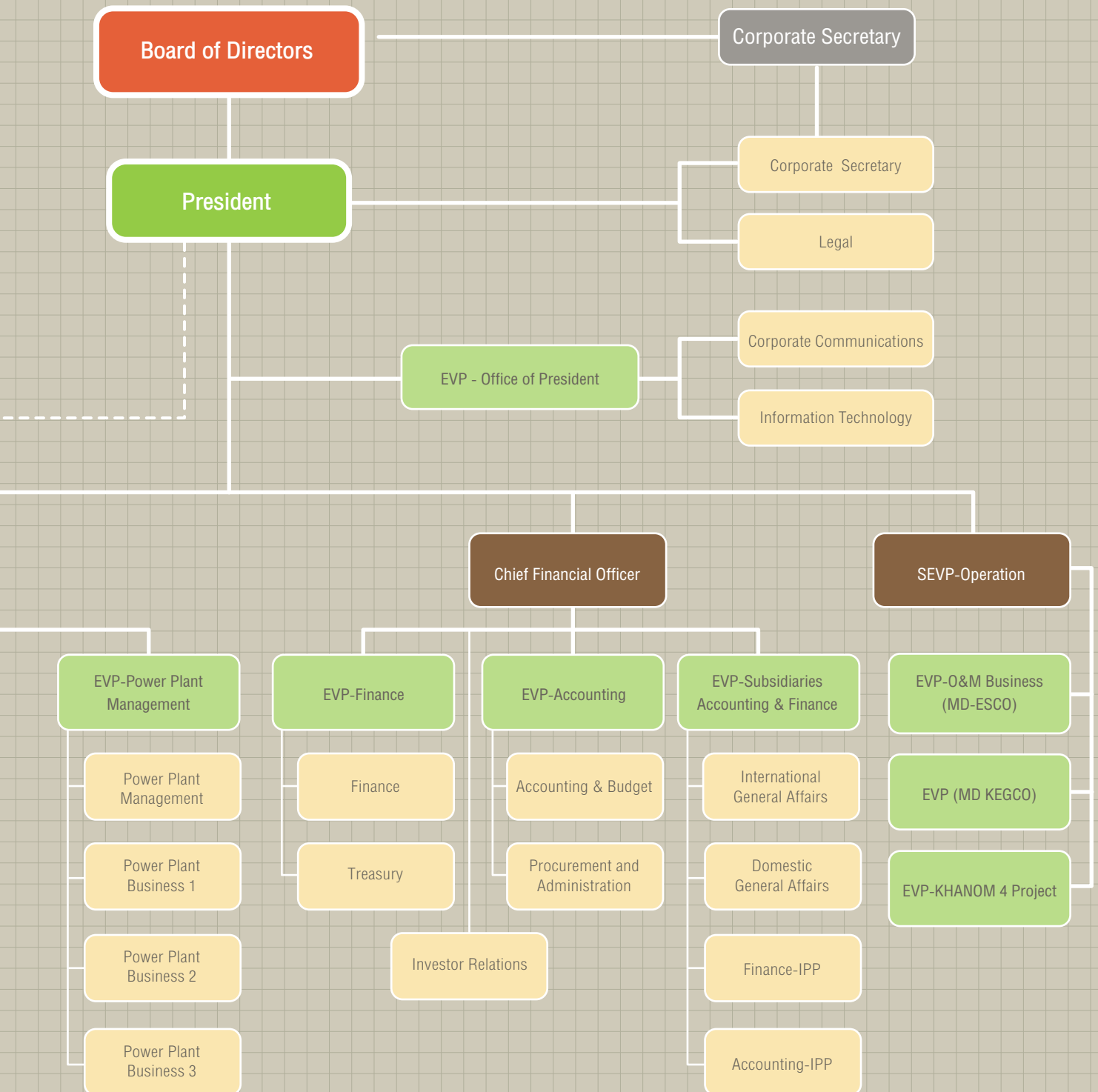
In 2015, EGCO remained committed to enhancing its reporting quality to be up to international standards. We embarked on the integrated reporting with economic, social, and environmental performances, and reflecting the pivotal role of our vision, mission, and business strategy on corporate value creation at present and in future. This report is inaugural to our development of the integrated reporting, and we still adopt the reporting and disclosure criteria, conditions, and procedures prescribed by the SEC. Therefore, not all the integrated reporting concepts are applied, and the report may not be presented in a fully integrated way. However, with EGCO's commitment to develop our corporate reporting quality to meet international standard and realization of integrated reporting benefits to all groups of stakeholders who are interested in EGCO's long-term value creation prospects, we are fully determined to continue our efforts to improve the reporting quality.

In this connection, EGCO has a policy in place to prepare our annual report in CD ROM to save costs and reduce cutting down trees for paper manufacture. We donate the cost saving portion to "Thai Rak Pa Foundation" in the name of "Shareholders of Electricity Generating Public Co., Ltd. (EGCO)." In 2015, EGCO donated 2,363,724 baht in total to support environmental conservation activities of Thai Rak Pa Foundation.

EGCO 's Organization Chart



Effective 1 January, 2016



Management Structure

Structure of the Board of Directors

EGCO's organization structure comprises the Board of Directors, standing committees, President and the top management as follows:

1. Structure of the Board of Directors

(1) Board of Directors

The Board of Directors ("Board") has main responsibility to conduct business in a way that will benefit EGCO, shareholders and stakeholders including employees and communities where EGCO operates its business. Additionally, the Board works with the Management in formulating EGCO's vision and policy and approving corporate budget. The Board also monitors the Management's performance and suggests sound resolutions to problems.

EGCO's Board comprises not less than 5 and not exceeding 15 members as stipulated in the Company's Articles of Association. The appropriate number of the directors will be periodically reviewed to align with their responsibilities. The change in the number of directors needs the approval of the shareholders with the votes of not less than four-fifth of the shareholders present and entitled to vote.

As of December 31, 2015, EGCO's Board comprises 15 directors as follows:

- ☉ 14 non-executive directors, 93% of total directors, comprising:
 - 6 independent directors, 43% of total directors,
 - 8 representative directors, 50% of total directors, and
- ☉ President, the only executive member, 7% of total directors.

The Board and their share ownership in EGCO as of December 31, 2015 are as listed below:

	Name	Appointment Date	No. of shares		
			Director	Spouse/ Minor Child	Increase/ Decrease (Dec 31, 2014 - Dec 31, 2015)
1	Mr. Sombat Sarntijaree Chairman	Apr 21, 2015	-	-	-
2	Mr. Thanapich Mulapruk Independent Director	Apr 21, 2015	-	-	-
3	Mr. Pongstorn Kunanusorn Independent Director	Apr 21, 2015	-	-	-



	Name	Appointment Date	No. of shares		
			Director	Spouse/ Minor Child	Increase/ Decrease (Dec 31, 2014 - Dec 31, 2015)
4	Police Lieutenant General Pansiri Prapawat Independent Director	Apr 24, 2013	-	-	-
5	Mr. Chotchai Charoenngam Independent Director	Apr 21, 2015	-	-	-
6	Mr. Somphot Kanchanaporn Independent Director	Apr 23, 2014	-	-	-
7	Mr. Bandhit Sothipalalit Independent Director	Apr 23, 2014	-	-	-
8	Mr. Prapas Vichakul Director	Jan 1, 2015	-	-	-
9	Mr. Sahust Pratuknukul Director	Apr 24, 2013	1,890	-	-
10	Ms. Puangthip Silpasart Director	Apr 21, 2015	-	-	-
11	Mr. Tomitake Maruyama Director	Aug 1, 2015	-	-	-
12	Mr. Ken Matsuda Director	Jul 1, 2015	-	-	-
13	Mr. Shunichi Tanaka Director	May 1, 2014	-	-	-
14	Mr. Yasuo Ohashi Director	Apr 23, 2014	-	-	-
15	Mr. Chanin Chaonirattisai President	Aug 1, 2015	-	-	-

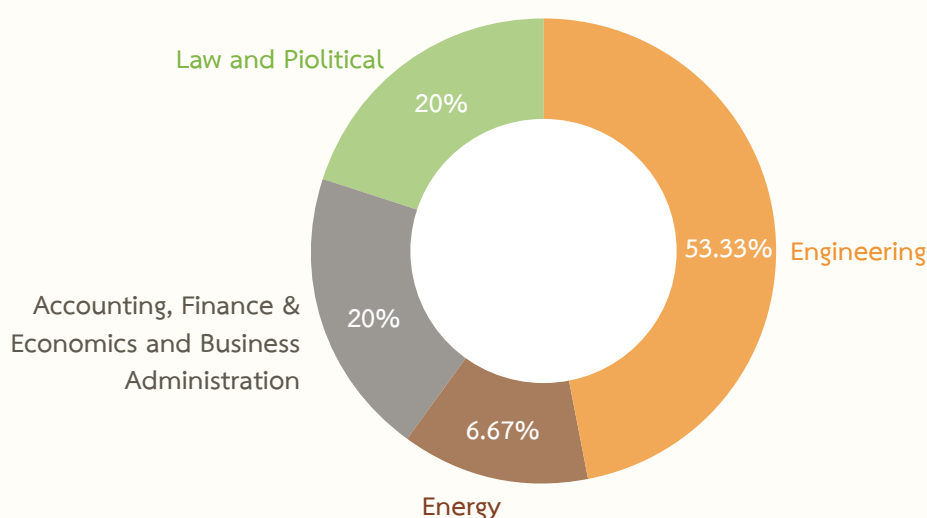
The Board appointed 2 new directors to replace the directors who resigned in 2015 with effect on January 1, 2016. The list of 2 new directors and their share ownership in 2016 is shown below:

	Name	Position	Appointment Date	No. of Shares	Remarks
1	Mr. Saharath Boonpotipukdee	Director	Jan 1, 2016	-	-
2	Mr. Kornrasit Pakchotanon	Director	Jan 1, 2016	-	-

As at January 1, 2016, the Board of Directors comprises 15 directors, 14 of whom were non-executive directors accounted to 93% of total directors including 1 executive director, the President, accounted to 7% of total directors. From these outside directors, 6 were qualified as independent directors equivalent to 40% of total directors. The composition is based on the diversity of gender, individual's skills and experiences that would contribute to the balance of board composition, benefits to Company's business as follows:

	Number	Percentage
Gender		
- Male	14	93.33
- Female	1	6.66
Total	15	100
Expertise and experiences		
- Engineering	8	53.33
- Energy	1	6.67
- Accounting, Finance & Economics and Business Administration	3	20.00
- Law and Political	3	20.00
Total	15	100

EGCO's Board of Directors Structure



The list of directors who retired and resigned in 2015 - March 31, 2016 and their share ownership in EGCO are as shown below:

	Name	Resigning/ Retiring Date	No. of shares		
			Director	Spouse/ Minor Child	Increase/ Decrease (Dec 31, 2014 - Dec 31, 2015)
1	Mr. Satoshi Yajima Director	Jun 30, 2015	-	-	-
2	Mr. Toshiro Kudama Director	Jul 31, 2015	-	-	-
3	Mr. Kornrasit Pakchotanon Director	Jul 31, 2015	-	-	-
4	Mr. Prapas Vichakul Director	Jan 1, 2016	-	-	-
5	Mr. Sahust Pratuknukul Director	Jan 1, 2016	1,890	-	-

(2) Independent Director

Definition of EGCO's Independent Director's was set by the Board of Directors, in compliance with the notification of the Capital Market Supervisory Board. In 2015, EGCO has 6 independent directors, more than one-third of the whole directors. The term of independent director is set at not more than 3 terms or 9 years. Also, they can schedule their own meeting as necessary.

Under such definition, EGCO independent director shall have the following qualifications:

1. Holding shares not more than 0.5% of the paid-up capital with the voting right of EGCO, parent company, subsidiary company, associated company or any legal entity that may have the conflict of interest (including the connected persons as stipulated in section 258 of securities laws).
2. Not being or been a director who takes part in the management (executive director, director who has the same responsibility as management and authorized director, except the case of joint signing with other directors for transactions approved by the Board), an employee, or an advisor who receives regular salary, or a controlling person of EGCO, parent company, subsidiary, associate or fellow subsidiary (two or more subsidiaries of the same holding company) or any entity that may have a conflict of interest during the period of two years before his/her appointment.
3. No relationship by family or by law with the management, major shareholders, controlling persons of EGCO or its subsidiaries, or those being nominated.
4. No business relationship with EGCO, parent company, subsidiary, associate company and not being a major shareholder, non-independent director or management of any entity that may have a conflict of interest in a way that would affect the giving of independent opinions for at least two years before the filing date.
5. Not being an auditor or a major shareholder, director, management or partner of the audit firm that provides auditing services to EGCO, parent company, subsidiary company, associate company or any entity that may have the conflict of interest for at least two years before the filing date.

6. Not being a professional service provider, including legal and financial consultant to EGCO, parent company, subsidiary company, associate company or any entity that may have the conflict of interest, with the fee higher than THB 2 million per year, or being a major shareholder, non-independent director, management or partner of such company for at least two years before the filling date.
7. Not being EGCO's representative director of its director, majority shareholders or shareholders who are related to EGCO's majority shareholders, and
8. Not having any constraint that would affect the performance of giving independent judgment on EGCO.

Meanwhile, independent director can hold EGCO shares not more than 0.5%, which is stricter than the regulation of the Capital Market Supervisory Board which allows 1% shareholding.

Chairman

Mr. Sombat Sarntijaree, a representative director of the Electricity Generating Authority of Thailand ("EGAT") is appointed to be the Chairman with his proven knowledge and experiences in energy sector for a long time as EGAT Governor and his leadership to lead EGCO towards the corporative vision, mission and strategic plan to benefit all shareholders. Although the Chairman is not an independent director, the Board performs its duties with fairness and transparency and opines independent decisions on due care and responsible to all shareholders equally through the following mechanisms:

1. The Chairman is a non-executive director, not the same person as the President and has no relations with the management. There is a clear distinction between oversight and day-to-day business administrative roles. The Chairman takes the lead role in conducting board meetings to be effective and efficient by encouraging involvement by all directors and providing recommendations and supports to the Management via the President. The Board does not intervene in any routine activities under the President's responsibilities.
2. Most of the Board members are non-executive directors and the Board's seats are allocated to major shareholders who have expertise in Company's business comprising 4 EGAT representative directors, 4 TEPDIA representative directors, and 6 independent directors. This indicates a proper balance of power.
3. The Board has assigned the sub-committees to oversee tasks where there may be a potential for transactions with conflict of interest and to balance the need of each stakeholder. With respect to this, the Audit Committee is entrusted for the oversight and review of the accuracy of financial and non-financial reports as well as related matters. The Nomination and Remuneration Committee is assigned to take care of selection of the Board members and key executives and their remuneration on a transparent basis.

The result of the Board's performance appraisal in 2015 indicated that the Chairman was excellent in leading the meeting and encouraging directors to participate in the discussion around the Board table.

Authorized Directors

EGCO determines that the authorized directors comprise the Chairman or the President to sign and affix the company's seal independently, or any two directors to sign jointly and affix the company's seal. Such authorized directors shall exclude (1) independent directors to maintain their independence under the good corporate governance principle, (2) directors who are senior government officers, and (3) directors who are also directors of the financial institutions to avoid the limitation that such financial institutions cannot provide future financial service to EGCO.

Board of Directors' Duties and Responsibilities

The duties and responsibilities of the Board of Directors are prescribed below:

1. Duties to EGCO

- Devote time to EGCO and conduct the business in compliance with the good corporate governance principles and EGCO's Code of Conduct.
- Demonstrate independent judgment in overseeing EGCO business.
- Perform duties for shareholders' ultimate benefits while taking into account the interests of other stakeholders.
- Recruit a competent key management who are ready to fully devote for the benefit of EGCO.
- Monitor EGCO's performance including the compliance with laws, regulations and contract provisions and manage that all significant matters are reported to ensure effective corporate performance.

2. Duties to Shareholders

- Ensure that EGCO is financially viable, properly managed and constantly improved so as to protect and enhance the interests of the shareholders.
- Ensure that the information disclosure is materially correct, complete, transparent and timely.
- Ensure the equitable treatment of all shareholders.
- Not report of fault information or avoid disclosure of the mandatory required information on the Company's operating results and financial position.

3. Duties to Creditors

- Ensure EGCO's full compliance with loan provisions and disclosure of EGCO's financial status.
- Promptly seek professional advice when in uncertain circumstance which might impact lenders such as unstable financial position or pending insolvency.

4. Duties to other Stakeholders

Ensure EGCO's compliance with the governing laws and regulations while taking into account the impact on employees, other stakeholders, community, society and environment.

5. Due Diligence

- Attend all Board meetings, or give apology in advance when meeting attendance is not possible.
- Acquire knowledge about EGCO business including statutory laws and regulations affecting the discharge of duties as director, and well aware of the business environment.
- Be provided substantial information in advance to allow adequate time to analyze; then make thorough judgment.
- Consider and make independent judgment; In case of dissent from Board's resolution, directors can request the record of objection in the Minutes of Meeting.

- Ensure that the communication system is established for directors to be provided regular and timely information to enable the thorough and careful judgment.
- Encourage the open communication between the Board of Directors and auditors and that the auditors can work independently and efficiently with the full co-operation from the management and internal auditors.
- Ensure that EGCO complies with the governing laws, rules, regulations and business standard and ethics.
- Directors and sub-committee member can seek advice from EGCO's advisors or engage independent advisors for the governance benefits such as legal advisors, financial advisors, HR advisors, and other professional advisors on EGCO's expenses.

2. Standing Committee

In order to well perform its responsibilities to the shareholders, the Board considers and put in place essential business policy and schedule its meeting monthly except in some circumstances the Board shall call a meeting as a special case or assign the following 4 standing committees: (1) Audit Committee (2) Investment Committee (3) Nomination and Remuneration Committee, and (4) Corporate Governance and Social Responsibility Committee.

Each Board committee has its own charter which prescribes functions, composition, term of office, responsibilities and meeting conduct. The committee's charter, which is approved by the Board, would be reviewed as deemed appropriate. Each committee can retain outside counsels, experts and professional advisors, as deemed appropriate at EGCO's expense. All committees shall report their activities (if any) to the Board. In 2015, the Board has revised the Audit Committee Charter and the Charter of Corporate Governance and Social Responsibility Committee to be in line with EGCO's Anti-Corruption Policy and Measures.

Audit Committee: comprises 3 independent directors. Its mission covers the review of the financial statements, legal compliance, risk management policy, internal control and internal audit systems and appointment of external auditors. The Audit Committee also reviews the connected transactions or transactions with conflicts of interest to ensure that such transaction is in compliance with the SET's requirement, well-grounded and for the best interest of EGCO. The responsibilities of the Audit Committee are detailed below:

1. Review the accuracy and adequacy of EGCO's financial reporting,
2. Review the appropriateness and effectiveness of internal control systems, and internal audit functions and determine the Internal Audit Division's independence,
3. Approve the appointment, rotation and removal of the Chief Internal Audit,
4. Monitor EGCO's compliance with Securities and Exchange Acts and Regulations of the SET and any other laws relevant to EGCO's business,
5. Recommend to the Board of Directors the appointment and removal of an independent person to be EGCO's auditor, removal of the auditor and audit fees,
6. Consider non-audit services performed by the auditors which may lead to the auditors' non independence,
7. Consider and endorse the significant change in accounting policy of EGCO and subsidiaries prior to proposing to the Board of Directors for approval,
8. Meet with the auditor exclusively at least once a year.

9. Consider the connected transactions or any transactions that may cause conflict of interest complying with rules and regulations of SET to ensure that such transactions are reasonable and create highest benefit to EGCO,
10. Review EGCO's Regulation on Internal Audit prior to proposing to the Board of Directors for approval,
11. Approve the internal audit plan as well as budget and personnel,
12. Review the internal audit report of internal audit division,
13. Review with the Management the preparation of the Management's Discussion and Analysis or MD&A and the disclosure in Annual Report,
14. Review with the Management the risk management policy, the practice compliance with such policy, EGCO's risk management guidelines, as well as consider potential risks and preventive measures of relevant risks,
15. Prepare a report that describes the Audit Committee's activities and responsibilities. This report shall be signed by the Chairman of the Audit Committee and published in the annual report to the shareholders. The Audit Committee's Report shall consist of at least the following information:
 - (a) an opinion on the accuracy, completeness and creditability of the Company's financial report,
 - (b) an opinion on the adequacy of the Company's internal control system,
 - (c) an opinion on the compliance with the law on securities and exchange, the Exchange's regulations, or the laws relating to the Company's business,
 - (d) an opinion on the suitability of an auditor,
 - (e) an opinion on the transactions that may lead to conflicts of interests,
 - (f) the number of the Audit Committee meetings, and the attendance of such meetings by each committee member,
 - (g) an opinion or overview comment received by the Audit Committee from its performance of duties in accordance with the charter, and
 - (h) other transactions which, according to the Audit Committee's opinion, should be known to the shareholders and general investors, subject to the scope of duties and responsibilities assigned by the Board of Directors.
16. Inspect any suspiciousness reported by the company's auditor, that the President, the Management or any person responsible for the company's operation commits an offence under the Securities and Exchange Act (No. 4) B.E. 2551 and report the result of preliminary inspection to the Office of the Securities and Exchange Commission and the auditor within thirty days after being informed by the auditor.
17. Review the Audit Committee Charter at least once a year.
18. Review reported concerns about fraud or corruption.
19. Conduct the self-assessment at least once a year.
20. Perform any other act as assigned by the Board of Directors with approval of the Audit Committee.

Reference to the above responsibilities, the Committee is directly accountable to EGCO Board of Directors whereas the Board of Directors remains responsible to third persons for the operation of the Company.

Nomination and Remuneration Committee: comprises 5 non-executive directors, 3 of whom are independent directors. NRC appointed Mr. Shunichi Tanaka, representative from TEPDIA, the major shareholder, as the Chairman of the Committee for his knowledge and experiences in strategy and human resources management as well as international corporate governance. Although the NRC Chairman is not an independent director, the Board ensures that NRC has its due process of directors and senior management's selection which is in line with the best practices, taking recommendations from all shareholders. Directors and senior management's remuneration is considered under transparent and clear guidelines, comparable to those of peer companies and aligned with the long term benefit of EGCO and the shareholders. The responsibilities of the Nomination and Remuneration Committee are detailed below:

1. Propose for the Board's consideration the structure and composition of the Board of Directors and Committees together with the qualifications of their members,
2. Recommend the director nominees for the approval of the Shareholders' Meeting and the Board in case of vacancies by rotation and casual vacancies respectively,
3. Appoint EGCO representative directors in subsidiaries and joint venture companies based on the equity proportion or shareholders' agreements,
4. Propose the prospective nominees for the President position in case of vacancy for the Board's consideration,
5. Appoint, promote, rotate and remove the Senior Executive Vice Presidents ("SEVP") and Executive Vice Presidents ("EVP") of EGCO,
6. Propose the prospective nominees to be the Corporate Secretary for the Board's approval,
7. Appraise EGCO President's performance and propose for the Board's approval,
8. Approve the President's proposal on the performance appraisal of SEVPs and EVPs,
9. Endorse the remuneration structure of the directors of EGCO and its subsidiaries including meeting allowances, bonus, welfare and other benefits for the Board's consideration,
10. Endorse the remuneration structure and other benefits of EGCO employees for presentation the Board's approval,
11. Recommend the remuneration structure and other benefits of the employees of EGCO's subsidiaries to the representative directors,
12. Consider the corporate performance indicators, evaluate and approve the corporate achievements to determine the bonus and annual salary increase,
13. Endorse the management succession plan of EGCO's EVP upward for the Board's approval,
14. Approve in principle of the early retirement program for the employees of EGCO and subsidiaries,
15. Review risks associated with human resource management and the preventive measures.
16. Consider other issues assigned by the Board.

Investment Committee: comprises 5 directors and has the responsibility to screen and consider the Management's proposals, especially on the investments, funding and relating activities for the Board's approval. However, medium and small sized transactions can be approved by Investment Committee itself after the Board's acknowledgement since this Committee is empowered to approve business decisions within its delegated authority. The Chairman of the Board is also appointed the Chairman of the Investment Committee. He has been proven to be an efficient chairman and conducted the meetings efficiently and has been attentive to other members' recommendations both at the Board's and the committee's meeting. The Investment Committee's responsibilities are described below:

1. Endorse EGCO's and wholly owned subsidiaries' reorganization (SVP upwards) for presentation to the Board of Directors for approval.
2. Endorse the increase or reduction in the registered capital for the Board's consideration prior to proposing for shareholders' approval.
3. Endorse the Company's regulations establishment and amendment for the Board's consideration.
4. Endorse the revision of the Company's Table of Authority for the Board's consideration.
5. Approve or endorse for the Board's consideration the acquisition, investment, divestment and funding of EGCO and its wholly owned subsidiaries as stated in the Company's regulations and Table of Authority.
6. Review risks associated with investment, financial and related issues as well as the preventive measures.
7. Approve or endorse for the Board's approval EGCO's and its wholly owned subsidiaries' financial management, profit allocation, financial risk management and financial transactions as stated in the Company's regulations and Table of Authority.
8. Approve the financial investment outside the Treasury Management Guidelines.
9. Endorse the Company's annual budget and manpower plan for the Board's approval.
10. Approve or endorse for the Board's approval the procurement and material disposal as stated in the Company's regulations and Table of Authority.
11. Consider other issues as delegated by the Board and as stipulated in the Company's regulations.

Corporate Governance and Social Responsibility Committee: comprises 5 members having 3 independent directors, 1 non-executive director and the President. The Chairman of the Committee shall be an independent director. The Corporate Governance and Social Responsibility Committee has the responsibility to endorse the corporate governance principles and the frameworks, policies relating to corporate social responsibility and environmental matters that affect shareholders and other key stakeholders. The CC Committee is entrusted to the following responsibilities.

1. Corporate Governance

Corporate Governance here means the compliance to Corporate Governance Principles regulated by the Stock Exchange of Thailand, Criteria for Corporate Governance by Institute of Thai Directors and ASEAN CG Scorecard.

- 1.1 Endorse corporate governance policy and anti-corruption policy and measures for consideration and adoption by the Board,

- 1.2 Monitor compliance with that policy and to review and adopt such policy on a continual basis as appropriate,
- 1.3 Promote and encourage the compliance of directors, management and employees to the Good Corporate Governance Policy and the Anti-Corruption Policy,
- 1.4 Review and revise the Good Corporate Governance Policy, the Anti-Corruption Policy and the anti-corruption measures as deemed appropriate for the Board's approval.

2. Social Responsibility

- 2.1 Endorse the policy, project framework and activities of the Group companies in relation to corporate social responsibility to be proposed to the Board for approval,
- 2.2 Approve the master plan and annual in relation to corporate social responsibility.

Table: Meeting Attendance of the Board of Directors

Name	Meeting Attendance in 2015 (number of times)				
	Board Meeting 13 times	Audit Committee 15 times	Investment Committee 13 times	Nomination and Remuneration Committee 6 times	Corporate Governance and Social Responsibility Committee 3 times
1. Mr. Sombat Sarntijaree	13/13		13/13		
2. Mr. Thanapich Mulapruk	11/13	15/15			
3. Mr. Pongstorn Kunanusorn	12/13	15/15			
4. Police Lieutenant General Pansiri Prapawat	13/13			6/6	3/3
5. Mr. Chotchai Charoenngam	13/13			5/5	3/3
6. Mr. Somphot Kanchanaporn	13/13	15/15			
7. Mr. Bandhit Sothipalalit	13/13			6/6	3/3
8. Mr. Prapas Vichakul	12/13				
9. Mr. Sahust Pratuknukul	13/13		13/13		3/3
10. Ms. Puangthip Silpasart	13/13				3/3
11. Mr. Tomitake Maruyama ^{/1}	6/6				
12. Mr. Ken Matsuda ^{/2}	7/7		7/7		
13. Mr. Shunichi Tanaka	13/13			2/2	
14. Mr. Yasuo Ohashi	12/13		13/13		
15. Mr. Satoshi Yajima ^{/3}	6/6		5/6	4/4	
16. Mr. Toshiro Kudama ^{/4}	6/7				
17. Mr. Kornrasit Pakchotanon ^{/5}	7/7		7/7		
18. Mr. Chanin Chaonirattisai ^{/6}	6/6		6/6		

Remarks : ^{/1} Appointed on August 1, 2015

^{/3} Resigned on June 30, 2015

^{/6} Appointed on August 1, 2015

^{/2} Appointed on July 1, 2015

^{/4} and ^{/5} resigned on July 31, 2015

3. Management Structure

EGCO's organization structure with the President as the head of management team, approved by the Board in the meeting no. 10/2014 with effect on January 1, 2015, comprises 7 groups as shown below:

1. **Business Development - International 1:** this group is headed by a Senior Executive Vice President - Business Development International 1 (SEVP-BDI1). Under the SEVP-BDI1, there is one Executive Vice President (EVP) supervising the international business development.
2. **Business Development - International 2:** this group is headed by a Senior Executive Vice President - Business Development International 2 (SEVP-BDI2). Under the SEVP-BDI2, there is one Executive Vice President (EVP) supervising the international business development.
3. **Business Development - Domestic:** this group is headed by a Senior Executive Vice President - Business Development Domestic (SEVP-BDD). Under the SEVP-BDD, there is one Executive Vice President (EVP) supervising the domestic business development.
4. **Operation Group:** this group is headed by a Senior Executive Vice President - Operation (SEVP-O) with 3 EVPs, namely an EVP seconded to be MD-Khanom, an EVP-O&M business seconded to be MD-ESCO, and EVP-Director of Khanom Power Plant Project 4.
5. **Accounting and Finance Group:** this group is headed by a Chief Finance Officer (CFO) with 3 EVPs to supervise accounting, finance and subsidiaries accounting and finance.
6. **Strategy and Asset Management Group:** this group is headed by a Senior Executive Vice President - Strategy and Asset Management (SEVP-SAM) with 3 EVPs supervising asset management, project management and power plant management.
7. **President's Direct Report Group:** an EVP-Office of President supervises Corporate Communications Division and Information Technology Division. Additionally, there are 3 divisions under the President's supervision, namely Internal Audit, Corporate Secretary and Legal. The Internal Audit reports directly to the Audit Committee, but functionally to the President. The Corporate Secretary Division reports directly to the Board, but functionally to the President.

Roles and Responsibilities of Management

President as the head of top Management team was appointed among the directors as stated in the Company's Articles of Association. The Management led by the President has the following duties and responsibilities.

1. Manage EGCO's day-to-day business to be in line with the corporate policies, plans, and objectives, Articles of Association and obligatory rules and regulations,
2. Operate the business in according to corporate strategy, business plan and budget as approved by the Board,
3. Monthly Report to the Board the Company's performance and the implemented actions following the Board's resolution to ensure the Board that all actions have been taken as planned or remedied if there are some mismatches between actions and plans.
4. Develop and support the employee's career path advancement.

Management

The list of the Management team and their share ownership in EGCO in accordance with SEC notification as at December 31, 2015 is as follows:

Name	Appointment Date	No. of shares		
		Management	Spouse/ Minor Child	Increase/ Decrease (Dec 31, 2014 - Dec 31, 2015)
1. Mr. Chanin Chaonirattisai	President	-	-	-
2. Mr. John Palumbo	Senior Executive Vice President- Business Development - International 1	-	-	-
3. Mr. Niwat Adirek	Senior Executive Vice President- Business Development - International 2	-	-	-
4. Mr. Voravit Potisuk	Senior Executive Vice President- Business Development - Domestic	-	-	-
5. Mr. Sakul Pochanart	Senior Executive Vice President- Strategy & Asset Management	-	-	-
6. Mr. Piya Jetasanon	Chief Financial Officer	-	-	-
7. Mr. Narong In-eav	Senior Executive Vice President - Operation	-	-	-
8. Mr. Suvapan Chomchalerm	Executive Vice President - Accounting	-	-	-
9. Ms. Somsiri Yoosuk	Executive Vice President - Finance	-	-	-
10. Mr. Thongchai Chotkajornkiat	Executive Vice President - Subsidiaries Accounting & Finance	-	-	-
11. Ms. Sirobon Danudomkit	Senior Vice President - Accounting and Budget	-	-	-
12. Ms. Ploy Suksrisomboon	Senior Vice President - Subsidiaries Accounting & Finance	-	-	-

4. Corporate Secretary

The Board appointed Ms. Kulkanok Leongsoithong the Corporate Secretary with the duties and responsibility as prescribed in the Securities and Exchange Act (No. 4) B.E. 2551. Ms. Kulkanok also serves as the Board's secretary to support Board activities as well as to coordinate subsequent actions under the Board's resolution. The Corporate Secretary directly reports to the Board while the Nomination and Remuneration Committee is delegated to appraise the performance of the Corporate Secretary.

In 2015, the Corporate Secretary has attended training seminars and discussions in various topics, arranged by regulators which oversee listed companies and the Thai Institute of Directors Association (IOD), in order to improve and increase efficiency of the Corporate Secretary's performance and corporate governance.

Director and Management Remuneration

EGCO sets the policy to reward directors and management with appropriate remuneration. In this regards, the Nomination and Remuneration Committee is entrusted to review the appropriate rate that takes into account the responsibility and the company's financial status while being in line with the peer practices.

1. Director remuneration

Director remuneration is appropriately set at a rate comparable to that of peer companies. The remuneration comprises 3 parts: (1) monthly retainer fee to reflect directors' responsibilities, (2) meeting allowance to reflect time devotion and meeting attendance, and (3) bonus which is paid in accordance with the shareholder value creation. The Nomination and Remuneration Committee will endorse the director remuneration for the Board's endorsement before seeking the shareholders' approval on an annual basis. The guidelines are as follows:

- Retainer and meeting allowance will be set in accordance with peer practices, EGCO operating performance, business size, and responsibility, knowledge, competencies of the directors as required by the company.
- Bonus will be considered from the Company's profit or dividend paid to shareholders.

In 2015, the shareholders' Meeting resolved the directors' remuneration as shown below.

1. Monthly retainer fee of 30,000 baht and meeting allowance of 10,000 baht each. Members who do not attend the meeting will not receive the meeting allowance. The Chairman and the Vice Chairman of the Board received 25% and 10% additional remuneration respectively for both the retainer fee and the meeting allowance.
2. 2014 bonus of 20 million baht equal to 2013's approved amount, taking into account the Company's growth, the recognition in terms of good corporate governance, the increasing share price, peer's director bonus, and dividend payout ratio. Such bonus payment accounted for 0.40% of the net profit and 0.72% of 2015 annual dividend payment.
3. Remuneration for Board's Committee being Investment Committee, Audit Committee, Nomination and Remuneration Committee, and Corporate Governance and Corporate Social Responsibility Committee as follows:

Committee	Retainer fee (baht)	Meeting allowance (baht)
Investment Committee	20,000	20,000
Audit Committee	20,000	20,000
Nomination and Remuneration Committee	20,000	20,000
Corporate Governance and Social Responsibility Committee	-	24,000

The chairman of each Board Committee would receive 25% additional remuneration both in retainer fee and meeting allowance.

The overall directors' remuneration for 2015 is summarized below:

(Unit : Baht)

Name	Board of Director	Standing Committee				Bonus ^{/3}	Total Remuneration
		AC	IC	NRC	CC		
1. Mr. Sombat Sarntijaree	612,500		619,545.70			451,814.47	1,683,860.17
2. Mr. Thanapich Mulapruk	470,000	675,000				1,403,508.77	2,548,508.77
3. Mr. Pongstorn Kunanusorn	480,000	540,000				1,403,508.77	2,423,508.77
4. Police Lieutenant General Pansiri Prapawat	490,000			360,000	72,000	1,403,508.77	2,325,508.77
5. Mr. Chotchai Charoenngam	490,000			340,000	102,000	1,403,508.77	2,335,508.77
6. Mr. Somphot Kanchanaporn	490,000	540,000				1,403,508.77	2,433,508.77
7. Mr. Bandhit Sothipalalit	490,000			360,000	72,000	970,920.45	1,892,920.45
8. Mr. Prapas Vichakul	480,000			360,000			840,000.00
9. Mr. Sahust Pratuksukul ^{/1}	120,000		120,000				240,000.00
10. Ms. Puangthip Silpasart	490,000				72,000		562,000.00
11. Mr. Tomitake Maruyama	210,000						210,000.00
12. Mr. Ken Matsuda	250,000		260,000				510,000.00
13. Mr. Shunichi Tanaka	490,000			196,612.90		706,560.92	1,393,173.82
14. Mr. Yasuo Ohashi	480,000		500,000			728,190.33	1,708,190.33
15. Mr. Chanin Chaonirattisai ^{/2}	90,000		100,000				190,000.00

- Remarks**
- ^{/1} Mr. Sahust Pratuksukul's contract as President expired on September 30, 2015. However, he continued his directorship until his resignation on January 1, 2016 and he received retainer fee and meeting allowance during October 1, 2015 - December 31, 2015 as the director.
- ^{/2} Mr. Chanin Chaonirattisai was appointed as a director and the President on August 1, 2015 and October 1, 2015 respectively and he received retainer fee and meeting allowance during August 1, 2015 - September 30, 2015 as the director.
- ^{/3} Bonus for Board of Directors in 2014 was paid in May 2015 as resolved by the Shareholders in the Annual General Meeting for year 2015.

The summary of remuneration of retired and resigned directors during 2014-2015 is as follow:

(Unit : Baht)

Name	Retirement/ Resigning Date	Number of months in service		Meeting Attendance (12 times/ year)	Total Remuneration in 2014			Total Remuneration
					Monthly Retainer and Meeting Allowance		Bonus	
		2014	2015		Director	Standing Committee		
1. Mr. Phaiboon Siripanoosatien	Apr 23, 2014	4	-	-	-	-	432,588.32	432,588.32
2. Mr. Shigeru Inano	Apr 23, 2014	4	-	-	-	-	432,588.32	432,588.32
3. Mr. Hideo Kuramochi	May 1, 2014	4	-	-	-	-	461,427.54	461,427.54
4. Mr. Pornchai Rujiprapa	Aug 28, 2014	8	-	-	-	-	1,148,762.32	1,148,762.32
5. Mr. Kulit Sombatsiri	Sep 25, 2014	9	-	-	-	-	1,026,676.28	1,026,676.28
6. Mr. Piboon Buacham	Jan 1, 2015	12	-	-	-	-	1,403,508.77	1,403,508.77
7. Mr. Mongkol Sakulkao	Jan 1, 2015	12	-	-	-	-	1,403,508.77	1,403,508.77
8. Mr. Satoshi Yajima	Jun 30, 2015	12	6	6	239,000.00	468,500.00	1,403,508.77	2,111,008.77
9. Mr. Toshiro Kudama	Jul 31, 2015	12	7	7	269,032.26	-	1,403,508.77	1,672,541.03
10. Mr. Kornrasit Pakchotanon	Jul 31, 2015	-	7	7	279,032.26	279,354.84	-	558,387.10

2. Management Remuneration

The Management's remuneration which comprises both salary and bonus is designed to reflect the corporate and individual achievement based on the remuneration structure approved by the Board and the Key Performance Indicators (KPIs). which reflects the corporate growth both in short and long terms. EGCO periodically conducts the survey of the executive remuneration to ensure that the rate is comparable to their work and those of the peer companies. The summary of the Management's remuneration for 2015 is shown below:

(Unit : Baht)

Remuneration	2015
	Management (7 persons) ^{/1}
Total Salary	43,599,480.00
Bonus ^{/2}	20,478,720.00
Total	64,078,200.00

^{/1} 7 executives are (1) President (2) SEVP – BDI1 (3) SEVP – BDI2 (4) SEVP – BDD (5) CFO (6) SEVP – SAM (7) SEVP - OP

^{/2} The 2014 bonus was paid in January 2015.

Total Remuneration of Core Subsidiaries' Management

In 2015, EGCO's core business which the revenue accounted for more than 10% of the consolidated revenue consists of EGCO Cogen and QPL. However, QPL has no permanent employees but has engaged Quezon Management Service Inc. Company Limited ("QMS") for the project management covering staff, general manager, and other significant positions with the Management Service Agreement of 25 years from the commercial operation date (COD) while the operation and maintenance works have been engaged to Pearl Energy Philippines Operating Inc. ("PEPOI") under the Operation and Maintenance Agreement for the same period of 25 years starting from COD. Likewise, in 2015 EGCO Cogen and EGCO entered into a service agreement under which EGCO provided service of general manager, finance, accounting and administration with EGCO's payroll.

Other Remuneration

In 2015, EGCO contributed their parts to the provident fund for their respective Management as follows:

(Unit : Baht)

Company	Year 2015	
	Member	Provident Fund
EGCO	7	3,443,373

Employees

EGCO and Core Subsidiaries' Employees

EGCO

As of December 31, 2015, EGCO has 317 headcounts which include the President, 6 Senior Executive Vice Presidents, and 2 Managements assigned as Subsidiaries' Managements namely Managing Director-KEGCO and Managing Director-ESCO. The number of employees in each reporting line is as shown below:

Business Group	No. of Employees (person)
1. President	43
2. Business Development - International 1	6
3. Business Development - International 2	9
4. Business Development - Domestic	11
5. Strategy and Asset Management	86
6. Accounting and Finance	89
7. Operation	4
8. Rayong Power Plant	69
Total	317

Core Subsidiaries

EGCO Cogen

There is a permanent employee serving as an engineer of EGCO Cogen. Other employees including general manager are assigned from EGCO under the service agreement between EGCO and EGCO Cogen. The Operation and Maintenance staff of 22 headcounts are ESCO employees who work under the O&M service agreement between ESCO and EGCO Cogen.

There has been no significant turnover and no labor dispute during the past three years.

3. Employee Remuneration

EGCO has the policy that the employees in the Group have fair remuneration which is comparable to the peer companies. The remuneration of EGCO and subsidiaries' employees in year 2015 is as shown below.

(Unit : Baht)

Remuneration	Amount
	EGCO ^{/1} and EGCO Cogen
Total Salary	249,261,546.68
Bonus ^{/1}	107,766,903.81
Provident Fund	22,646,846.34
Total	379,675,296.83

^{/1} The 2014 bonus was paid in January 2015.

Human resource development policy is disclosed in Employee Section.

EGCO's Board of Directors



Mr. Sombat Sarntijaree

- Chairman
- Chairman of Investment Committee
(Authorized Director)



Mr. Thanapich Mulapruk

- Independent Director
- Chairman of Audit Committee



Mr. Somphot Kanchanaporn

- Independent Director
- Member of Audit Committee



Mr. Pongstorn Kunanusorn

- Independent Director
- Member of Audit Committee



Pol. Gen. Pansiri Prapawat

- Independent Director
- Member of Nomination and Remuneration Committee
- Member of Corporate Governance and Social Responsibility Committee





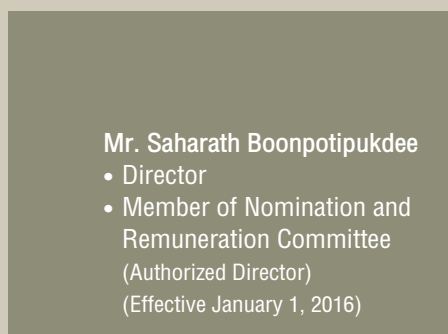
Mr. Chotchai Charoenngam

- Independent Director
- Chairman of Corporate Governance and Social Responsibility Committee
- Member of Nomination and Remuneration Committee



Mr. Bandhit Sotipalalit

- Independent Director
- Member of Nomination and Remuneration Committee
- Member of Corporate Governance and Social Responsibility Committee



Mr. Saharath Boonpotipukdee

- Director
- Member of Nomination and Remuneration Committee (Authorized Director) (Effective January 1, 2016)



Mr. Kornrasit Pakchotanont

- Director
- Member of Investment Committee (Authorized Director) (Effective January 1, 2016)



Ms. Puangthip Silpasart

- Director
- Member of Corporate Governance and Social Responsibility Committee



Mr. Shunichi Tanaka

- Director
- Chairman of Nomination and Remuneration Committee (Authorized Director)



EGCO's Board of Directors



Mr. Yasuo Ohashi

- Director
- Member of Investment Committee (Authorized Director)



Mr. Chanin Chaonirattisai

- President
 - Member of Investment Committee
 - Member of Corporate Governance and Social Responsibility Committee
 - Chairman of Risk Management Committee
 - Chairman of Good Corporate Governance Committee
 - Chairman of EGCO Management Committee (Authorized Director)
- Appointed as Director on August 1, 2015 and
Appointed as President on October 1, 2015



Mr. Tomitake Maruyama

- Director (Authorized Director) (Effective August 1, 2015)



Mr. Ken Matsuda

- Director
- Member of Investment Committee (Authorized Director) (Effective July 1, 2015)



EGCO's Board Directors (who Vacated the Office)



Mr. Prapas Vichakul

- Director
- Member of Nomination and Remuneration Committee (Authorized Director)
(vacating the office by resignation with effect on January 1, 2016)



Mr. Toshio Kudama

- Director (Authorized Director)
(vacating the office by resignation with effect on July 31, 2015)

Mr. Sahast Pratuknukul

- Director
- Member of Investment Committee (Authorized Director)
(resigning as President with effect on October 1, 2015 and resigning as Director with effect on January 1, 2016)



Mr. Satoshi Yajima

- Director
- Chairman of Nomination and Remuneration Committee
- Member of Investment Committee (Authorized Director)
(vacating the office by resignation with effect on June 30, 2015)



EGCO's Board of Directors

as of January 31, 2016

Mr. Sombat Sarntijaree (66)

• Chairman

• Chairman of Investment Committee

(Authorized Director)

Education

- Master of Mechanical Engineering, Lamar University, Texas, USA
- Bachelor of Mechanical Engineering, Kasetsart University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Role of Chairman Program, Thai Institute of Directors Association
- Senior Executive Program, the Capital Market Academy
- Senior Executive Development Program, General Electric Company, USA
- Public Administrative and Public Law Program, King Prajadhipok's Institute
- Senior Executive Program, Sasin Graduate Institute of Business, Chulalongkorn University

Working Experiences during the recent 5 years

Listed Companies in SET

2013 - 2014	Chairman of Good Corporate Governance Committee Gunkul Engineering Public Company Limited
2012 - 2014	Independent Director and Audit Committee Member Gunkul Engineering Public Company Limited
2010 - 2012	Independent Director and Audit Committee Member PTT Chemical Public Company Limited

Other Organizations

2012 - Oct 2015	Honorary Director Board of Thai Industrial Standards Institute
2011 - Oct 2015	Honorary Director Board of Energy Fund Administration Institute (EFAI)
Oct 2014 - Dec 2014	Chairman Electricity Generating Authority of Thailand
2008 - 2012	Honorary Director Kasetsart University Council
2008 - 2012	Member of Subcommittee Office of the National Anti-Corruption Commission



Mr. Thanapich Mulapruk (66)

- Independent Director
- Chairman of Audit Committee

Education

- Master of Laws, Chulalongkorn University
- Bachelor of Laws, Thammasat University
- Certificate of Thai Bar, Thai Barrister at law of Thailand
- Certificate of National Defense Course, National Defense College
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Executive Program, Capital Market Academy
- Certificate of Audit Committee and Continuing Development Program, Thai Institute of Directors Association
- Certificate of Monitoring Fraud Risk Management, Thai Institute of Directors Association
- Certificate of Monitoring the System of Internal Control and Risk Management, Thai Institute of Directors Association
- Certificate of Monitoring the Quality of Financial Reporting, Thai Institute of Directors Association
- Certificate of Monitoring the Internal Audit Function, Thai Institute of Directors Association

Working Experiences during the recent 5 years

Listed Companies in SET

Feb 2009 - Feb 2014 Director
The Airports of Thailand Public Company Limited

Other Organizations

Apr 2015 - Present	Honorary Member of Institute Council King Prajadhipok's Institute
Oct 2011 - Present	Senior Prosecutor Office of Attorney - General
2008 - Present	Member of Law Education Council Royal Police Cadet Academy
2013 - 2015	Honorary Director Town and Country Planning Board
2003 - 2015	Honorary Director Thai Industrial Standards Institute
Oct 2005 - Jan 2014	Director The Transport Company Limited
Oct 2009 - 2011	Director General of Department of Special Litigation Office of Attorney - General
Apr 2008 - Jun 2011	Director The Port Authority of Thailand

Mr. Somphot Kanchanaporn (69)

- Independent Director
- Member of Audit Committee

Education

- Master of Business Administration, National Institute of Development Administration (NIDA)
- Bachelor of Police Science and Administration, California State University at Los Angeles, USA
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Director Accreditation Program, Thai Institute of Directors Association
- Certificate of National Defense Course, National Defense College
- Certificate of Executive Program, Capital Market Academy
- Certificate of Monitoring Fraud Risk Management, Thai Institute of Directors Association
- Certificate of Monitoring the System of Internal Control and Risk Management, Thai Institute of Directors Association
- Certificate of Monitoring the Quality of Financial Reporting, Thai Institute of Directors Association
- Certificate of Finance for Non-Finance Directors, Thai Institute of Directors Association

Working Experiences during the recent 5 years

Listed Companies in SET

Apr 2010 - Feb 2012 Independent Director
Electricity Generating
Public Company Limited

Mr. Pongstorn Kunanusorn (64)

- Independent Director
- Member of Audit Committee

Education

- Master of Business Administration, North Texas State University, Denton, Texas, USA
- Mini MBA (Joint Program between Finance Associate and Thammasat University)
- Bachelor of Business Administration, Chiangmai University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Audit Committee Program, Thai Institute of Directors Association
- Certificate of Public Director Certification Program, Public Director Institute
- Advanced Grid Seminar: Effective Resources Management

Working Experiences during the recent 5 years

Listed Companies in SET

Sep 2011 - Sep 2013 Director The Amanah Leasing
Public Company Limited

Other Organizations

Present	Chairman The Bangkok Christian Hospital
May 2012 - Feb 2015	Director The World Vision Foundation of Thailand
Jan 2011 - Dec 2014	Chairman - Ministering in Treasury and Asset The Church of Christ in Thailand
Jan 2011 - Dec 2014	Chairman - Audit Committee Ministering in Treasury and Asset The Church of Christ in Thailand
Jan 2011 - Dec 2014	Director - The Committee of the Foundation of the Church of Christ in Thailand Development Fund Administration The Church of Christ in Thailand
Dec 2012 - Jul 2014	Director The Mass Rapid Transit Authority of Thailand (MRTA)
Mar 2005 - Sep 2011	Senior Executive Vice President Islamic Bank of Thailand
Jun 2010 - Jan 2011	Chairman CAT Wireless Network Company Limited
Jun 2010 - Jan 2011	Director CAT Mobile Company Limited
Jun 2010 - Jan 2011	Director CAT Contact Center Company Limited

Pol. Gen. Pansiri Prapawat (62)

- Independent Director
- Member of Nomination and Remuneration Committee
- Member of Corporate Governance and Social Responsibility Committee

Education

- Master of Political Science, Thammasat University
- Master of Science Police Administration Criminal Justice, Eastern Kentucky University, Kentucky, USA
- Bachelor of Public Administration (Police Science), Royal Police Cadet Academy
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Capital Market Course, Capital Market Academy
- Diploma of the National Defense Course, the National Defense College
- Certificate of Program for Executive on Criminal Justice Administration, Judicial Training Institute

Working Experiences during the recent 5 years

Listed Companies in SET

Apr 2006 - Present DTC Industrial Public Company Limited
The Amanah Leasing Public Company Limited

Other Organizations

2010 - 2013 Chairman of Settlement Committee under the Securities and Exchange Act, B.E. 2535 (1992) Securities and Exchange Commission, Thailand

2009 - 2013 Deputy Commissioner General Royal Thai Police

Mr. Chotchai Charoenngam (52)

- Independent Director
- Chairman of Corporate Governance and Social Responsibility Committee
- Member of Nomination and Remuneration Committee

Education

- Ph.D. (Construction Engineering and Project Management), University of Texas at Austin, Texas, USA
- Master of Science (Construction Engineering and Project Management), The University of Kansas, Kansas, USA
- Bachelor of Engineering (Construction Engineering) (Honors Class), King Mongkut's University of Technology Thonburi
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Anti-Corruption for Executive Program, Thai Institute of Directors Association

Working Experiences during the recent 5 years

1998 - Present	Associate Professor, Construction Engineering and Infrastructure Management, Faculty of Engineering and Technology AIT
2002 - 2013	Consultant for Budget System Development, Bureau of Budget Office of the Prime Minister

Mr. Bandhit Sotipalalit (67)

- Independent Director
- Member of Nomination and Remuneration Committee
- Member of Corporate Governance and Social Responsibility Committee

Education

- Bachelor of Law, Thammasat University
- Certificate of Role of Chairman, Thai Institute of Directors Association
- Certificate of the Joint Public-Private Sectors Regular Course, Thai National Defence College
- Certificate of Executive Program, Office of The Civil Service Commission (OCSC)
- Certificate of Role of State Enterprise's Director on Good Governance, the Office of the National Counter Corruption Commission

Working Experiences during the recent 5 years

2012 - Present	Chairman of Thai-Myanmar Association for Friendship Ministry of Foreign Affairs
2009 - Present	Advisor Ministry of Foreign Affairs
2011 - 2014	Co-Chairman of Joint Boundary Commission Ministry of Foreign Affairs
2011 - 2013	Director Provincial Electricity Authority
2009 - 2013	Chairman Islamic Bank of Thailand

Mr. Saharath Boonpotipukdee (57)

- Director
- Member of Nomination and Remuneration Committee

(Authorized Director)

(Effective January 1, 2016)

Education

- Bachelor of Electrical Engineering, Chulalongkorn University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Senior Executive Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Advanced Management Program, Harvard Business School, USA
- The Basic Concept Regarding Conflict Management in Public Policies by Peaceful Means, King Prajadhipok's Institute

Working Experiences during the recent 5 years

Oct 2014 - Present	Deputy Governor - Corporate Social Affairs, Serving as EGAT Spokesman Electricity Generating Authority of Thailand
Oct 2013 - Sep 2014	Engineer Level 13, under Deputy Governor-Business Development, Electricity Generating Authority of Thailand, Assigned to EGAT International Company Limited
Sep 2012 - Sep 2013	Engineer Level 12, under Deputy Governor-Business Development, Electricity Generating Authority of Thailand, Assigned to EGAT International Company Limited
Oct 2011 - Aug 2012	Director, Nuclear Engineering Division Electricity Generating Authority of Thailand

Mr. Kornrasit Pakchotanon (57)

- Director
- Member of Investment Committee

(Authorized Director)

(Effective January 1, 2016)

Education

- Bachelor of Mechanical Engineering, Chulalongkorn University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Chartered Director Class, Thai Institute of Directors Association
- Certificate of Risk Corporate Leaders, Thai Institute of Directors Association
- Certificate of Financial Statements for Directors, Thai Institute of Directors Association
- The Executive Program of Energy Literacy for a Sustainable Future, Thailand Energy Academy
- Advanced Management Program, Harvard Business School, USA
- Senior Executive Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Public Economics Management for Executives, King Prajadhipok's Institute
- Promotion of Peaceful Society, King Prajadhipok's Institute

Working Experiences during the recent 5 years

Listed Companies in SET

Jan 2015 - Jul 2015 Director
Electricity Generating
PublicCompany Limited

Other Organizations

Oct 2015 - Present Deputy Governor - Generation
Electricity Generating Authority of
Thailand

Oct 2013 - Sep 2015 Deputy Governor - Business
Development
Electricity Generating Authority of
Thailand

Oct 2011 - Sep 2013 Assistant Governor - Generation 3
Electricity Generating Authority of
Thailand

Oct 2008 - Sep 2011 Director, Bang Pakong Power Plant
Maintenance Division
Electricity Generating Authority of
Thailand

Ms. Puangthip Silpasart (61)

- Director
- Member of Corporate Governance and Social Responsibility Committee

Education

- Bachelor of Arts (English), Silpakorn University
- Certificate of Senior Executive Program, Capital Market Academy
- The Executive Program of Energy Literacy for a Sustainable Future, Thailand Energy Academy
- Bhumipalung Phandin Program, Chula Unisearch, Chulalongkorn University
- e-Government Executive Program, Electronic Government Agency (Public Organization)
- National Security Management for Senior Executives Course, National Intelligence Agency
- The Civil Service Executive Development Program: Visionary and Moral Leadership, OECD
- Development Program for Energy Top Executive, Office of the Permanent Secretary for Ministry of Energy
- Senior Executive Program, Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Organizational Reform, Petroleum's Exploration and Production Institute, Paris, France

Working Experiences during the recent 5 years

Oct 2015 - Present Executive Director
Technical Petroleum Training
Institute

Nov 2014 - Sep 2015 Director General, Department of
Mineral Fuels
Ministry of Energy

Feb 2013 - Nov 2014 Deputy Director General,
Department of Mineral Fuels
Ministry of Energy

Dec 2008 - Feb 2013 Director of Central Administration
Bureau, Department of Mineral Fuels
Ministry of Energy

Mr. Shunichi Tanaka (50)

- Director
- Chairman of Nomination and Remuneration Committee

(Authorized Director)

Education

- Master of Agricultural Civil Engineering, Kyushu University Graduate School, Japan

Working Experiences during the recent 5 years

Apr 2014 - Present	Chief Executive Officer Diamond Generating Asia, Limited
Apr 2014 - Present	Managing Director TEPDIA Generating B.V.
Jun 2012 - Mar 2014	Power Project Development in Domestic Market, New Energy Business Development Japan Team, New Energy & Power Generation Division Mitsubishi Corporation
Feb 2008 - May 2012	Division Manager, Jakarta Representative Office Mitsubishi Corporation

Mr. Yasuo Ohashi (41)

- Director
- Member of Investment Committee

(Authorized Director)

Education

- Bachelor of Mechanical Engineering, Waseda University, Japan

Working Experiences during the recent 5 years

2014 - Present	Director of Asset Management Diamond Generating Asia, Limited
2014 - Present	Director Khanom Electricity Generating Company Limited
2014 - Feb 2015	Director Natural Energy Development Company Limited
2011	Director of Business Development Diamond Generating Asia, Limited

Mr. Tomitake Maruyama (49)

• Director

(Authorized Director)

(Effective August 1, 2015)

Education

- Bachelor of Mechanical Engineering,
Keio University, Japan

Working Experiences during the recent 5 years

Jul 2015 - Present	Director Khanom Electricity Generating Company Limited
2014 - Present	General Manager, International Business Division, Fuel & Power Company Tokyo Electric Power Company, Inc. (TEPCO)
2012 - 2014	President Bio Fuel Company (TEPCO's subsidiary)
2009 - 2012	Executive Managing Director/ General Manager, Tokyo Office Bio Fuel Company (TEPCO's subsidiary)

Mr. Ken Matsuda (43)

• Director

• Member of Investment Committee

(Authorized Director)

(Effective July 1, 2015)

Education

- Bachelor of Commercial Science,
School of Commerce, Waseda University, Japan

Working Experiences during the recent 5 years

Apr 2015 - Present	General Manager, IPP and Energy Infrastructure Department JERA Co., Inc.
2013 - 2015	General Manager, Overseas Business Group 2 International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)
2012 - 2013	Manager, Overseas Business Planning & Coordination Group, International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)
2011 - 2012	Manager, Business Operation Group, Corporate Planning Department Tokyo Electric Power Company, Inc. (TEPCO)
2009 - 2011	Deputy Manager, Business Development Group 3, International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)

Mr. Chanin Chaonirattisai (59)

- President
- Member of Investment Committee
- Member of Corporate Governance and Social Responsibility Committee
- Chairman of Risk Management Committee
- Chairman of Good Corporate Governance Committee
- Chairman of EGCO Management Committee

(Authorized Director)

Appointed as Director on August 1, 2015

Appointed as President on October 1, 2015

Education

- Master of Electrical Engineering, University of Missouri-Rolla, USA
- Bachelor of Electrical Engineering, University of Missouri-Rolla, USA
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Financial Statements for Directors, Thai Institute of Directors Association
- Politics and Governance in Domestic Systems for Executives, King Prajadhipok's Institute
- The Basic Concept Regarding Conflict Management in Public Policies by Peaceful Means, King Prajadhipok's Institute

Working Experiences during the recent 5 years

Listed Companies in SET

Oct 2015 - Present Director
Eastern Water Resources
Development and Management
Public Company Limited

Other Organizations

Oct 2015 - Present Director
Gulf Electric Public Company Limited

Oct 2015 - Present Chairman
Khanom Electricity Generating
Company Limited

Oct 2015 - Present Chairman
EGCO Engineering and Service
Company Limited

Oct 2015 - Present Director
BLCP Power Company Limited

Oct 2014 - Sep 2015 Deputy Governor - Policy and
Planning
Electricity Generating Authority of
Thailand

Oct 2012 - Sep 2014 Assistant Governor-System Control
Electricity Generating Authority of
Thailand

Oct 2011 - Sep 2012 Director, Power System Control
and Operation Division
Electricity Generating Authority of
Thailand

Jan 2010 - Sep 2011 Director, Control and Protection
System Division
Electricity Generating Authority of
Thailand

EGCO's Board of Directors

who Vacated the Office during the Year 2015 until January 31, 2016

Mr. Prapas Vichakul (60)

- Director
- Member of Nomination and Remuneration Committee

(Authorized Director)

(vacating the office by resignation with effect on January 1, 2016)

Education

- Master of Science in Geology, New Mexico Institute of Mining and Technology, New Mexico, USA
- Bachelor of Science in Geology, Chulalongkorn University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of Energy Literacy for a Sustainable Future TEA, Thailand Energy Academy
- Certificate of Advanced Certificate in Local Development Administration for Sustainability, King Prajadhipok's Institute
- Certificate of Naval War College, Institute of Advanced Naval Studies
- Certificate of Masterful Coaching Workshop, Hay Group
- Certificate of Finance for Executive Decision, Continuing Education Center, Chulalongkorn University

- Senior Executive Development Program-2, Foundation for International Human Resource Development
- Executive Program for Growing Companies, Stanford Graduate School of Business, California, USA

Working Experiences during the recent 5 years

- | | |
|---------------------|---|
| Oct 2014 - Sep 2015 | Deputy Governor - Fuel Electricity Generating Authority of Thailand |
| Oct 2013 - Sep 2014 | Deputy Governor - Corporate Social Affairs acting EGAT Spokesman Electricity Generating Authority of Thailand |
| Oct 2011 - Sep 2013 | Assistant Governor - Fuel Management Electricity Generating Authority of Thailand |
| Jan 2010 - Sep 2011 | Assistant Governor - Mae Moh Mine Electricity Generating Authority of Thailand |
| Nov 2008 - Jan 2010 | Director - Energy Resources Engineering Division Electricity Generating Authority of Thailand |

Mr. Sahust Pratuknukul (60)

• Director

• Member of Investment Committee

(Authorized Director)

(resigning as President with effect on October 1, 2015
and resigning as Director with effect on January 1, 2016)

Education

- Bachelor of Electrical Engineering,
Chulalongkorn University
- Certificate of the Joint Public-Private Sectors
Regular Course,
National Defence College
- Certificate of Senior Executive Program,
Capital Market Academy
- Certificate of Senior Executive Program,
Thailand Energy Academy
- Certificate of Senior Executive Development Program,
General Electric Company, USA
- Certificate of Finance for Executive Decision Program,
Continuing Education Center, Chulalongkorn University
- Certificate of Director Certification Program,
Thai Institute of Directors Association
- Seminar 6th National Conference on
Collective Action Against Corruption,
Thai Institute of Directors Association

Working Experiences during the recent 5 years

Listed Companies in SET

Apr 2012 - Sep 2015 Director
Eastern Water Resources
Development and Management
Public Company Limited

Other Organizations

Oct 2013 - Sep 2015 Chairman
Gulf Electric Public Company Limited

Oct 2011 - Sep 2015 Chairman
Khanom Electricity Generating
Company Limited

Oct 2011 - Sep 2015 Chairman
EGCO Engineering and Service
Company Limited

Oct 2011 - Sep 2015 Director
Xayaburi Power Company Limited

Oct 2011 - Sep 2015 Director
BLCP Power Company Limited

Apr 2012 - Apr 2014 Chairman
Yanhee EGCO Holding Company
Limited

Apr 2012 - Apr 2014 Chairman
Solarco Company Limited

Oct 2011 - Jan 2013 Chairman
Natural Energy Development
Company Limited

Oct 2011 - Jan 2013 Chairman
NED Wind Company Limited

Oct 2008 - Sep 2011 Deputy Governor-Policy and
Planning
Electricity Generating Authority of
Thailand

Mr. Toshiro Kudama (57)

• Director

(Authorized Director)

(vacating the office by resignation with effect on July 31, 2015)

Education

- Master of Mechanical Engineering,
Tokyo Institute of Technology, Japan
- Bachelor of Mechanical Engineering,
Tokyo Institute of Technology, Japan

Working Experiences during the recent 5 years

Present	Corporate Executive Officer, Vice President, Fuel & Power Company Tokyo Electric Power Company, Inc. (TEPCO)
2013 - 2014	Corporate Executive Officer, Head of International Operations Tokyo Electric Power Company, Inc. (TEPCO)
2010 - 2013	Executive Officer, Executive General Manager, International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)
2006 - 2010	Executive General Manager, International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)

Mr. Satoshi Yajima (48)

• Director

• Chairman of Nomination and Remuneration Committee

• Member of Investment Committee

(Authorized Director)

(vacating the office by resignation with effect on June 30, 2015)

Education

- Bachelor of Electrical Engineering,
Waseda University, Japan

Working Experiences during the recent 5 years

Present	Deputy General Manager, International Business Division, Fuel & Power Company Tokyo Electric Power Company, Inc. (TEPCO)
2014 - Jul 2015	Director Khanom Electricity Generating Company Limited
2013 - 2015	General Manager Business Planning & Coordination Group International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)
2002 - 2013	General Manager Overseas Business Group 2 International Affairs Department Tokyo Electric Power Company, Inc. (TEPCO)

Company's Management



Mr. John Matthew Palumbo

- Senior Executive Vice President - Business Development International 1
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee



Mr. Voravit Potisuk

- Senior Executive Vice President - Business Development-Domestic
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee



Mr. Niwat Adirek

- Senior Executive Vice President Business Development International 2
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee



Mr. Sakul Pochanart

- Senior Executive Vice President - Strategy and Asset Management
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee



Mr. Narong In-Eav

- Senior Executive Vice President - Operation
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- EGCO Management Committee



Mr. Piya Jetasanon

- Senior Executive Vice President - Chief Financial Officer
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee

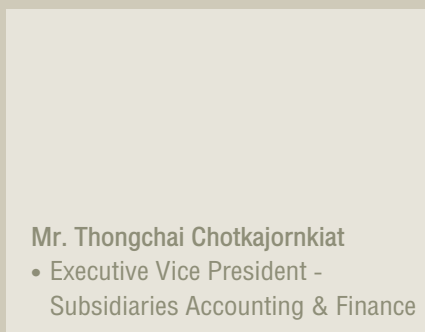




Mr. Suvapan Chomchalem
• Executive Vice President - Accounting



Ms. Somsiri Yoosook
• Executive Vice President - Finance



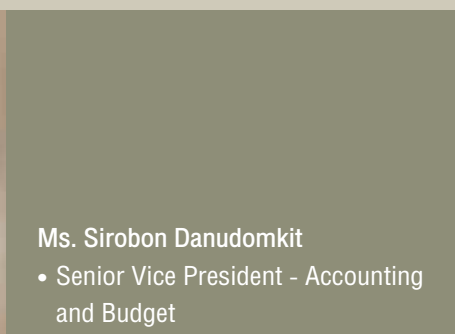
Mr. Thongchai Chotkajornkiat
• Executive Vice President -
Subsidiaries Accounting & Finance



Ms. Sirobon Danudomkit
• Senior Vice President - Accounting
and Budget



Ms. Ploy Suksrisomboon
• Senior Vice President - International
General Affairs Management



Ms. Sudrudee Lertkasem
• Senior Vice President - Domestic
General Affairs Management



The positions of the Management and the Control Persons

as of January 31, 2016

Mr. John Matthew Palumbo (52)

• Senior Executive Vice President - Business Development International 1	2012 - 2014	Director Quezon Management Service Inc.
• Risk Management Committee Member		
• Good Corporate Governance Committee Member	2012 - 2014	Director Ogden Power Development Cayman, Inc.
• Group Business Committee Member		
• EGCO Management Committee	2012 - 2014	Director Quezon Generating Company, Limited
Education		
• Bachelor of Science in Mechanical Engineering (Honors), Columbia University, School of Engineering and Applied Science, New York, USA	2013 - 2014	Director GPI Quezon Limited Company
Working Experiences during the recent 5 years		
2014 - Present	Director Masin-AES Pte Ltd	2011 - 2014 Director Khanom Electricity Generating Company Limited
2012 - Present	Director Kalilayan Power Holdings Inc.	2011 - 2014 Director EGCO Engineering and Service Company Limited
2012 - Present	Director Mauban Holdings Company Inc.	2011 - 2013 Director North Pole Investment Company Limited
2012 - Present	Director Pearl Energy Philippines Operating, Inc.	2009 - 2010 Director Natural Energy Development Company Limited
2012 - Present	Director Quezon Power, Inc.	2004 - 2010 Director Gulf Electric Public Company Limited



Mr. Niwat Adirek (57)

• Senior Executive Vice President - Business Development International 2	2011 - 2014	Director Quezon Power, Inc.
• Risk Management Committee Member	2011 - 2014	Director Quezon Management Service Inc.
• Good Corporate Governance Committee Member	2011 - 2014	Director Quezon Management Company, Limited
• Group Business Committee Member	2011 - 2014	Director Quezon Generating Company, Limited
• EGCO Management Committee	2011 - 2014	Director Ogden Power Development Cayman, Inc.
Education		
• Master of Engineering (Electric Power), Rensselaer Polytechnic Institute , Troy, New York, USA (Scholarship)	2011 - 2014	Director Pearl Energy Philippines Operating, Inc.
• Bachelor of Electrical Engineering, Chulalongkorn University (Honors)	2010 - 2014	Director North Pole Investment Company Limited
• Certificate of Technology Transfer In Electrical Design of Gas Turbine Combined Cycle Power Plant Black & Veatch International	2010 - 2014	Director New Growth Cooperatief U.A.
	2010 - 2014	Director New Growth B.V.
	2010 - 2013	Director Conal Holdings Corporation
	2010 - 2013	Director Alto Power Management Corporation
	2010 - 2013	Director Northern Mindanao Power Corporation
	2010 - 2013	Director Southern Philippines Power Corporation
	2010 - 2013	Director Western Mindanao Power Corporation
	2010 - 2013	Director Alsing Power Holding Inc.
	2009 - 2012	Executive Vice President - Business Development (International) Electricity Generating Public Company Limited
	2004 - 2011	Director Nam Theun 2 Power Company Limited
	2003 - 2009	First Senior Vice President - Business Development Electricity Generating Public Company limited
2015 - Present	Commissioner PT Tenaga Listrik Cilegon	
2014 - Present	Director Star Energy Geothermal Pte. Ltd.	
2014 - Present	Director Phoenix Power B.V.	
2013 - 2015	Director South Pacific Power Pty Limited	
2013 - 2015	Director Boco Rock Wind Farm Pty Limited	
2013 - 2014	Director Khanom Electricity Generating Company Limited	
2013 - 2014	Director EGCO Engineering and Service Company Limited	
2013 - 2014	Director Millennium Energy B.V.	
2013 - 2014	Director Mauban Holdings Company Inc.	
2012 - 2014	Commissioner PT Manambang Muara Enim Company Limited	
2011 - 2014	Director EGCO International (B.V.I.) Limited	

Mr. Voravit Potisuk (58)

- Senior Executive Vice President - Business Development-Domestic
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee

Education

- MBA, The University of the Thai Chamber of Commerce
- B.Eng. (Electrical & Communication) Chulalongkorn University
- Certificate of Directors Certification Program, Thai Institute of Directors Association
- Executive Leadership Program (ELP-NIDA Wharton)

Working Experiences during the recent 5 years

2014 - Present	Director Dawei Electricity Generating Company
2012 - Present	Director Klongluang Utilities Company Limited
2012 - Present	Director Banpong Utilities Company Limited
2011 - Present	Director EGCO Engineering and Service Company Limited
2011 - Present	Director Khanom Electricity Generating Company Limited
2011 - Present	Director BLCP Power Limited
2011 - Present	Director Nam Theun 2 Power Company Limited
2011 - 2015	Director Chaiyaphum Wind Farm Company Limited
2012 - 2014	Director Yanhee EGCO Holding Company Limited
2012 - 2014	Director Solarco Company Limited
2011 - 2014	Director Theppana Wind Farm Company Limited
2011 - 2012	Director Gulf Electric Public Company Limited
2009 - 2011	Director Quezon Generating Company Limited
2009 - 2011	Director Conal Holdings Corporation
2004 - 2011	Executive Vice President - Business Development Electricity Generating Public Company Limited

Mr. Piya Jetasanon (58)

- Senior Executive Vice President - Chief Financial Officer
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee

Education

- MBA, Ramkhamhaeng University
- B.A. (Economics), Thammasat University
- Certificate of Director Certification Program, Thai Institute of Directors Association
- Certificate of TLCP Executive Development Program, Thai Listed Companies Association

Working Experiences during the recent 5 years

2015 - Present	Director Dawei Electricity Generating Company Limited
2012 - Present	Commissioner PT Manambang Muara Enim Company Limited
2012 - Present	Director Klongluang Utilities Company Limited
2012 - Present	Director Banpong Utilities Company Limited
2012 - Present	Director Subyai Wind Farm Company Limited
2011 - Present	Director BLCP Power Limited
2011 - Present	Director EGCO International (B.V.I) Limited
2011 - Present	Director EGCO Engineering and Service Company Limited
2007 - Present	Director Khanom Electricity Generating Company Limited
2011 - 2015	Director Gulf Electric Public Company Limited
2012 - 2014	Director Yanhee Solar Power Company Limited
2012 - 2014	Director Solarco Company Limited
2011 - 2014	Director North Pole Investment Company Limited
2005 - 2010	Director Thai LNG Power Corporation Ltd.

Mr. Sakul Pochanart (58)

- Senior Executive Vice President - Strategy and Asset Management
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- Group Business Committee Member
- EGCO Management Committee

Education

- D.Sc. (Civil Engineering), Sever Institute of Technology, Washington University, USA
- M.Eng. (Civil Engineering) Chulalongkorn University
- B.Eng. (Civil Engineering) Chulalongkorn University

Working Experiences during the recent 5 years

2015 - Present	Director Xayaburi Power Company Limited
2013 - Present	Director Quezon Power, Inc.
2012 - Present	Director EGCO Engineering and Service Company Limited
2012 - Present	Director Khanom Electricity Generating Company Limited
2012 - Present	Director Nam Theun 2 Power Company Limited
2012 - Present	Commissioner PT Manambang Muara Enim Company Limited
2008 - Present	Director BLCP Power Limited
2012 - 2015	Director Gulf Electric Public Company Limited
2012 - 2014	Director Quezon Generating Company, Limited
2012 - 2013	Director Absolute Power P Company Limited
2012 - 2013	Director SPP Two Company Limited
2012 - 2013	Director SPP Three Company Limited
2012 - 2013	Director SPP Four Company Limited
2012 - 2013	Director SPP Five Company Limited
2009 - 2012	Executive Vice President-Strategy and Corporate Management Electricity Generating Public Company Limited
2006 - 2009	Executive Vice President-Project Management Electricity Generating Public Company Limited

Mr. Narong In-Eav (60)

- Senior Executive Vice President - Operation
- Risk Management Committee Member
- Good Corporate Governance Committee Member
- EGCO Management Committee

Education

- Doctor of Public Administration, University of Northern Philippines
- Master of Public Administration (Public Administration), National Institute of Development Administration
- Bachelor of Economics, Sukothai Thammathirat Open University
- Bachelor of Industrial Technology (Material Handling Technology), King Mongkut's University of Technology North Bangkok

Working Experiences during the recent 5 years

2015 - Present	Director Khanom Electricity Generating Company Limited
2015 - Present	Director EGCO Engineering and Service Company Limited
2013 - 2014	Executive Vice President and Project Director - Khanom 4 Project Electricity Generating Public Company Limited
2012	Executive Vice President - Strategy & Corporate Management Electricity Generating Public Company Limited
2012	Director SPP Two Company Limited
2012	Director SPP Three Company Limited
2012	Director SPP Four Company Limited
2012	Director SPP Five Company Limited
2012	Director EGCO Cogeneration Company Limited
2012	Director Roi-Et Green Company Limited
2012	Director EGCOM Tara Company Limited
2012	Director EGCO Green Energy Company Limited
2009 - 2011	Deputy Director - Operation, Rayong Power Plant Electricity Generating Public Company Limited

Mr. Suvapan Chomchalerm (55)

- Executive Vice President - Accounting

Education

- M.Sc. (Accounting), Thammasat University
- B.Sc. (Accounting), Chulalongkorn University

Working Experiences during the recent 5 years

2015 - Present	Director Gulf Electric Public Company Limited
2014 - Present	Director Solarco Company Limited
2014 - Present	Director Yanhee EGCO Holding Company Limited
2014 - Present	Director Natural Energy Development Company Limited
2013 - Present	Director G-Power Source Company Limited
2012 - Present	Director PT Manambang Muara Enim Company Limited
2012 - 2013	Director SPP Two Company Limited
2012 - 2013	Director SPP Three Company Limited
2012 - 2013	Director SPP Four Company Limited
2012 - 2013	Director SPP Five Company Limited
2011 - 2014	Director Nam Theun 2 Power Company Limited
2011 - 2012	Executive Vice President - Finance Electricity Generating Public Company Limited
2010 - 2011	Chief Financial Officer (EGCO's Representative) BLCP Power Limited
2000 - 2010	Senior Vice President - Accounting and Budget Division Electricity Generating Public Company Limited

Mr. Thongchai Chotkajornkiat (55)

- Executive Vice President - Subsidiaries Accounting & Finance

Education

- M.B.A (Finance), Thammasat University
- B.B.A. (Accounting), Thammasat University
- Director Certificate Program (DCP)
Thai Institute of Directors (IOD)
- CFO Certificate Program Federation of Accounting Professions (FAP)

Working Experiences during the recent 5 years

2015 - Present	Director Chaiyaphum Wind Farm Company Limited
2013 - Present	Director EGCO Cogeneration Company Limited
2013 - Present	Director EGCO Green Energy Company Limited
2013 - Present	Director Roi-Et Green Company Limited
2013 - Present	Director SPP Two Company Limited
2013 - Present	Director SPP Three Company Limited
2013 - Present	Director SPP Four Company Limited
2013 - Present	Director SPP Five Company Limited
2013 - Present	Director Theppana Wind Farm Company Limited
2013 - Present	Director Agro Energy Company Limited
2013 - 2015	Director Egcom Tara Company Limited
2011 - 2012	Chief Financial Officer BLCP Power Limited
2006 - 2011	Director and General Manager Egcom Tara Company Limited
1999 - 2011	Deputy Managing Director - Finance & Administration EGCO Engineering and Service Company Limited

Ms. Somsiri Yoosook (51)

- Executive Vice President - Finance

Education

- Master of Business Administration (Finance), Youngstown State University, USA
- Bachelor of Science (Accounting) (2nd Class Honors), Kasetsart University

Working Experiences during the recent 5 years

2014 - Present	Director Quezon Management Service Inc.
2014 - Present	Director Pearl Energy Philippines Operating, Inc.
2014 - Present	Director Ogden Power Development Cayman, Inc.
2014 - Present	Director Quezon Power, Inc.
2014 - Present	Director Quezon Generating Company, Limited
2014 - Present	Director North Pole Investment Company Limited
2013 - Present	Director Nam Theun 2 Power Company Limited
2013 - 2015	Director Chaiyaphum Wind Farm Company Limited
2012 - 2013	Director EGCO Cogeneration Company Limited
2011 - 2012	Senior Vice President - Finance Electricity Generating Public Company Limited
2003 - 2011	Vice President-Subsidiaries Finance Electricity Generating Public Company Limited

Ms. Sirobon Danudomkit (44)

- Senior Vice President - Accounting and Budget

Education

- M.Sc. (Financial Accounting), Chulalongkorn University
- B.Sc. (Accounting), Chiang Mai University

Working Experiences during the recent 5 years

2013 - Present	Senior Vice President - Accounting and Budget Electricity Generating Public Company Limited
2012	Vice President - Accounting Electricity Generating Public Company Limited
2011 - 2012	Vice President - Tax compliance/ Planning Electricity Generating Public Company Limited
2010 - 2011	Vice President - Accounting Electricity Generating Public Company Limited
2004 - 2010	Vice President - Tax compliance/ Planning Electricity Generating Public Company Limited

Ms. Sudrudee Lertkasem (44)

- Senior Vice President - Domestic General Affairs Management

Education

- Master of Business Administration, Thammasat University
- Bachelor of Accounting (Honors), Thammasat University

Working Experiences during the recent 5 years

2014 - 2015	Senior Vice President - Treasury Management Electricity Generating Public Company Limited
2013 - 2014	Senior Vice President - Internal Audit Electricity Generating Public Company Limited
2008 - 2012	Vice President - Internal Audit Electricity Generating Public Company Limited
2001 - 2007	Assistant Vice President - Accounting Electricity Generating Public Company Limited

Ms. Ploy Suksrisomboon (47)

<ul style="list-style-type: none"> • Senior Vice President - International General Affairs Management 	2014 - Present	Director Millennium Energy B.V.
	2014 - Present	Director New Growth B.V.
	2014 - Present	Director New Growth Cooperatief U.A.
	2014 - Present	Director EGCO International (B.V.I.) Limited
Education	2014 - Present	Director North Pole Investment Company Limited
	2014 - 2015	Senior Vice President - Subsidiaries Accounting and Finance Electricity Generating Public Company Limited
<ul style="list-style-type: none"> • Master of Science (Management Information System) Assumption University • Bachelor of Business Administration (Accounting) Assumption University 		
Working Experiences during the recent 5 years		
2015 - Present	Director Evergreen Power Ventures B.V.	
2014 - Present	Commissioner PT Manambang Muara Enim Company Limited	2013 - 2014
2014 - Present	Director Masin-AES Pte Ltd	
2014 - Present	Director Boco Rock Wind Farm Pty Limited	
2014 - Present	Director South Pacific Power Pty Limited	2012
2014 - Present	Director Kalilayan Power Holdings Inc.	
2014 - Present	Director Mauban Holdings Company Inc.	
2014 - Present	Director Quezon Management Service Inc.	2011 - 2012
2014 - Present	Director Quezon Management Company, Limited.	
2014 - Present	Director Pearl Energy Philippines Operating Inc.	2010 - 2011
2014 - Present	Director Ogden Power Development-Cayman, Inc	
2014 - Present	Director Quezon Power, Inc.	
2014 - Present	Director Quezon Generating Company, Limited	2010
2014 - Present	Director GPI-I, LTD.	
2014 - Present	Director GPI-II, LTD.	
2014 - Present	Director GPI Quezon Limited	
2014 - Present	Director Phoenix Power B.V.	
2014 - Present	Director Gen Plus B.V.	2003 - 2010

The Position of EGCO's Management and the Control Persons in the Subsidiaries and Other Related Companies as of January 31, 2016

Name	EGCO	Major Subsidiaries		Subsidiaries (Core Business)			Subsidiaries					Joint Ventures																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
1	Mr. Sombat Samtjaree																											
2	Mr. Thanapich Mulapruk																											
3	Mr. Pongstom Kunanusorn																											
4	Mr. Chotchai Charoenngam																											
5	Mr. Somphot Kanchanaporn																											
6	Pol. Gen. Pansiri Prapawat																											
7	Mr. Bandhit Sotpalalit																											
8	Ms. Puangthip Silpasart																											
9	Mr. Saharath Boonpotipukdee	Deputy Governor																										
10	Mr. Kornasit Pakchanon	Deputy Governor																										
11	Mr. Shunichi Tanaka																											
12	Mr. Yasuo Ohashi			O																								
13	Mr. Ken Matsuda (replacing Mr. Satoshi Yajima, effective July 1, 2015) (resigned on June 30, 2015)																											
14	Mr. Tomitake Maruyama (replacing Mr. Toshio Kudama, effective August 1, 2015) (resigned on July 31, 2015)			O																								
15	Mr. Chanin Chaonitattisai	Engineer Level 14		Δ		Δ					O											O						
16	Mr. John Matthew Palumbo																			O	O							
17	Mr. Nivat Adirek																											
18	Mr. Voravit Potsuk			O		O				O												O						
19	Mr. Sakul Pochanart			O		O				O										O	O							
20	Mr. Piya Jetasanon			O		O		O														O						
21	Mr. Narong In-Eav		Managing Director			O																						
22	Ms. Somsiri Yoosook							O		O									O	O	O							
23	Mr. Supapan Chomchalern										O																	
24	Mr. Thongchai Chotkeajomkiet			O					O																O	O	O	O
25	Ms. Silobon Danudomkit																											
26	Ms. Ploy Suksisomboon																											
27	Ms. Sudrudee Lerksaem					O		O											O	O	O							
28	Ms. Kulkanok Leongsoithong																											

Remark

A. Δ = Chairman O = Director XX = Chairman of Investment Committee X = Chairman of Audit Committee AA = Chairman of Audit Committee A = Audit Committee Member
 NN^A = Chairman of Nomination and Remuneration Committee (appointed as a new Chairman of NRC to succeed Mr. Satoshi Yajima effective July 1, 2015) N = Nomination and Remuneration Committee Member
 CC = Chairman of Corporate Governance and Social Responsibility Committee C = Corporate Governance and Social Responsibility Committee Member GG = Chairman of Good Corporate Governance Committee
 G = Good Corporate Governance Committee Member

[illegible]

1	Electricity Generating Authority of Thailand	11	Gulf Electric Ptd.	21	Pearl Energy Philippines Operating Inc.	31	Sub Yai Wind Farm Co., Ltd.	39	Banpao Utilities Co., Ltd.	49	Mauban Holdings Company Inc.	59	Evergreen Power Ventures BV.
2	TEPDA Generating BV.	12	Gulf Power Generation Co., Ltd.	22	BALCP Power Ltd.	32	G-Power Source Co., Ltd.	40	Agro Energy Co., Ltd.	50	Kallayan Power Holding Inc.	60	PT Tenaga Listrik Cilegon
3	Khanom Electricity Generating Co., Ltd.	13	Gulf Cogeneration Co., Ltd.	23	Natural Energy Development	33	Yanhsee ECO Holding Co., Ltd	41	Gulf Yala Green Co., Ltd.	51	South Pacific Power Pty Ltd	61	(Board of Directors)
4	EGCO Cogeneration Co., Ltd.	14	Nong Khao Cogeneration Co., Ltd.	24	SP Two Co., Ltd.	34	Solarco Co., Ltd.	42	GDEC Co., Ltd.	52	Good Rock Wind Farm Pty Ltd	62	PT Tenaga Listrik Cilegon
5	EGCO Engineering and Service Co., Ltd.	15	Samutprakarn Cogeneration Co., Ltd.	25	SP Three Co., Ltd.	35	PT Manabang Muara Enim Co., Ltd.	43	GDECO Co., Ltd.	53	Ben Plus B.V.		(Board of Commissioners)
6	EGCO International (B.V.) Ltd.	16	Gulf IPP Co., Ltd.	26	SP Four Co., Ltd.	36	(Board of Directors)	44	New Growth Cooperative U.A.	54	Phoenix Power B.V.		(Board of Commissioners)
7	EGCO Green Energy Co., Ltd.	17	Gulf IPP Co., Ltd.	27	SP Five Co., Ltd.	45	Millennium Energy B.V.	45	New Growth B.V.	55	GPHI Ltd.		Dawel Electricity Generation Co., Ltd.
8	North Pole Investment Co., Ltd.	18	GPH Quozon Ltd.	28	Kongsilangn Utilities Co., Ltd.	46	Ogden Power Development	46	Ogden Power Development	56	GPHI Ltd.		
9	Ro-EI Green Co., Ltd.	19	Quzon Generating Co., Ltd.	29	Theppana Wind Farm Co., Ltd.	37	Eastern Water Resources Development and Management Pcl.	47	Quzon Management Co., Ltd.	57	Main-AES Pte. Ltd		
10	Nam Theun 2 Power Co., Ltd.	20	Quzon Power Inc	30	Chakphakorn Wind Farm Co., Ltd.	38	Xayaburi Power Co., Ltd.	48	Quzon Management Service Inc	58	Sar Energy geoThermal Pte.Ltd		

The Positions of EGCO Cogen's Management and the Control Persons in EGCO Group Companies as of January 31, 2016

	Name	EGCO Cogen	Other Companies in EGCO Group															
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Mr. Sathit Tanomkul	△	△	○	○	○	○	○	○	○	○	○						○
2	Mr. Thongchai Chotkajornkiat	○	○	○	○	○	○	○	○	○		○						
3	Mr. Thawat Hiranchaukom (effective April 29, 2015)	○		○	○	○	○	○	○	○			○	○	○		○	
	Mr. Panuwat Gururatana (retired by rotation with effective April 29, 2015)																	
4	Mr. Pasagorn Sasanawin	O, General Manager																
5	Mr. Tsuyoshi Tanaka (effective September 23, 2015)	○																
	Mr. Yasuhiro Koide (resigned on September 1, 2015)																	

Remark

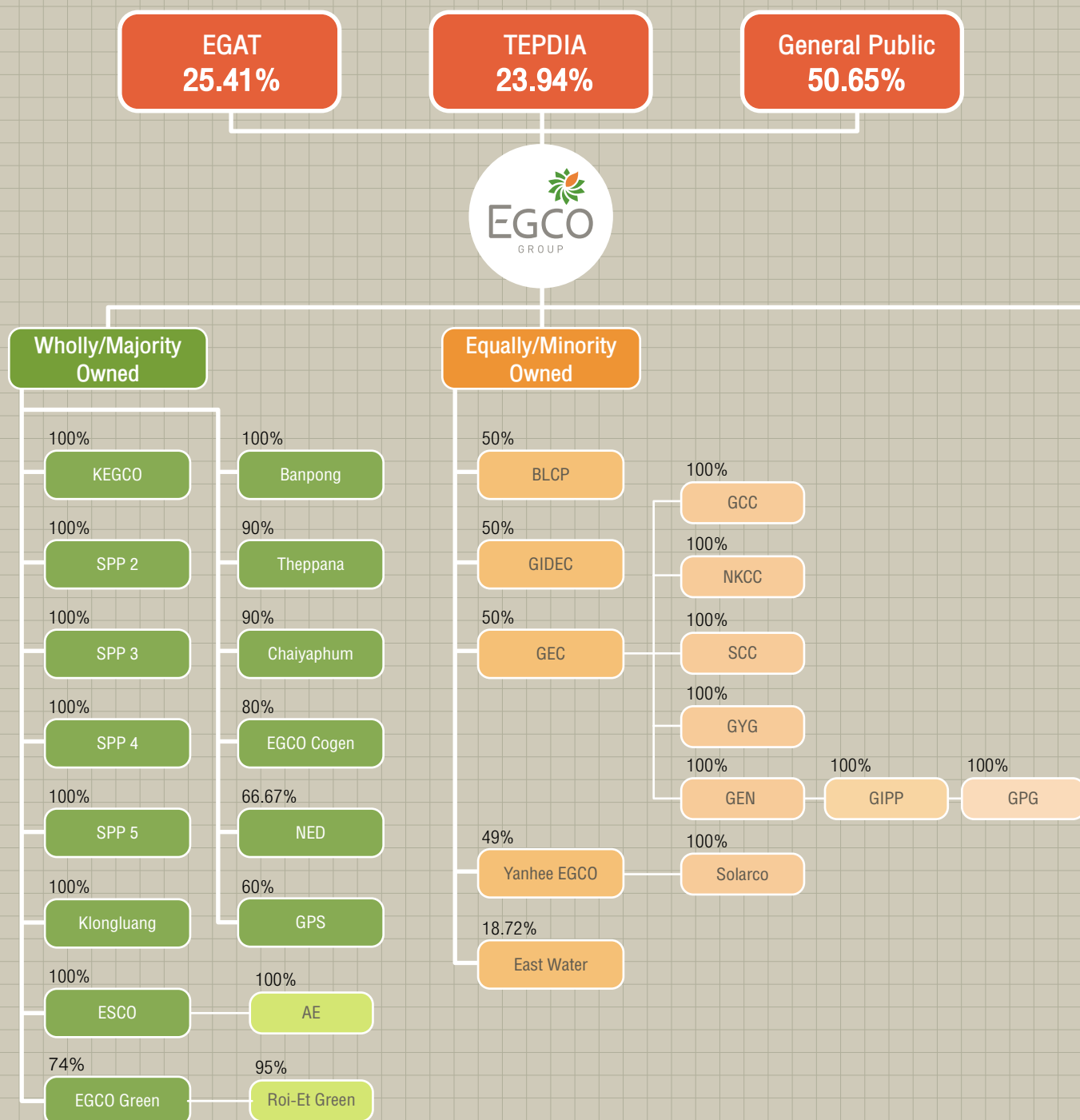
A. Δ = Chairman O = Director

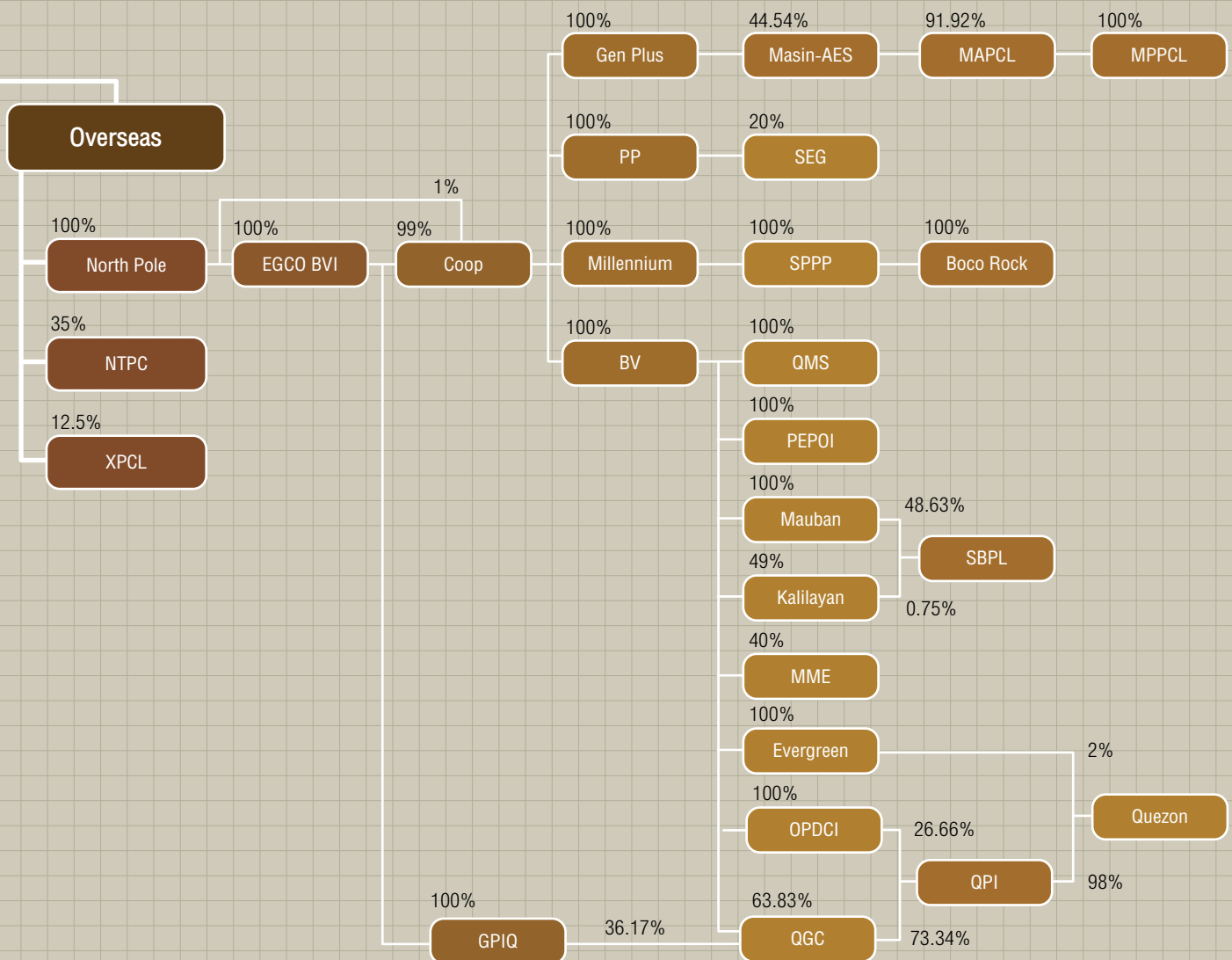
- B.
- 1 = EGCO Green Energy Company Limited
 - 2 = Roi-Et Green Company Limited
 - 3 = G-Power Source Company Limited
 - 4 = SPP Two Company Limited
 - 5 = SPP Three Company Limited
 - 6 = SPP Four Company Limited

- 7 = SPP Five Company Limited
- 8 = Agro Energy Company Limited
- 9 = Theppana Wind Farm Company Limited
- 10 = Yanhee EGCO Holding Company Limited
- 11 = Solarco Company Limited
- 12 = Chalaphum Wind Farm Company Limited

- 13 = Natural Energy Development Company Limited
- 14 = North Pole Investment Company Limited
- 15 = PT Manambang Muara Enim Company Limited
- 16 = Gulf Electric Public Company Limited

EGCO's Group Structure and Shareholders





Business Characteristics



Since EGCO is a holding company, its main source of revenue is from the dividend income from subsidiaries and joint ventures



Business Characteristics

The Electricity Generating Public Company Limited (EGCO) is the first independent power producer in Thailand registered on May 12, 1992 by the Electricity Generating Authority of Thailand (EGAT). Such incorporation marked the commencement of the Thai government's privatization initiatives to allow broader private sector investment in the power sector. On March 23, 1994, EGCO was transformed into a public company and then listed on the Stock Exchange of Thailand (SET) on January 16, 1995.

Since EGCO is a holding company, its main source of revenue is from the dividend income from subsidiaries and joint ventures which are located in both Thailand and the Asia Pacific region. EGCO Group companies either operate in the power sector with Power Purchase Agreement (PPA) or conduct energy and related businesses.



Business Lines

EGCO operating businesses can be categorized into 5 groups as follows:

1. **Independent Power Producer (IPP)** : This Group comprises Khanom Electricity Generating Co., Ltd. (KEGCO), BLCP Power Ltd., (BLCP) and Gulf Power Generation Co., Ltd. (GPG). The combined capacity is 2,155.45 megawatt (MW) equity, representing 56.59% of EGCO's total asset capacity.
2. **Small Power Producer (SPP)** : This Group comprises EGCO Cogeneration Co., Ltd. (EGCO Cogen), Roi-Et Green Co., Ltd. (Roi-Et Green), Gulf Cogeneration Co., Ltd. (GCC), Nong Khae Cogeneration Co., Ltd. (NKCC), Samutprakarn Cogeneration Co., Ltd. (SCC), Gulf Yala Green Co., Ltd. (GYG) and Lopburi Solar Project (LSP) of Natural Energy Development Co., Ltd. (NED). The combined capacity is 316.77 MW equity, representing 8.31% of EGCO's total asset capacity.

3. **Very Small Power Producer (VSPP)** : This Group comprises SPP Two Co., Ltd. (SPP 2), SPP Three Co., Ltd. (SPP 3), SPP Four Co., Ltd. (SPP 4), SPP Five Co., Ltd. (SPP 5), G-Power Source (GPS), Theppana Wind Farm Co., Ltd. (Theppana), Solarco Co. Ltd. (Solarco), Wang Ploeng Solar Project (WSP) of NED and GIDEC Company (GIDEC). The combined capacity is 88.32 MW equity, representing 2.32% of EGCO's total asset capacity.
4. **Overseas Power Producer** : This Group comprises Quezon Power (Philippines) Ltd., Co. (Quezon) and Masinloc Power Partners Co., Ltd. (MPPCL) in the Philippines, Nam Theun 2 Power Co., Ltd. (NTPC) in Lao PDR (mainly sells electricity to Thailand), Star Energy Geothermal Pte. Ltd. (SEG) in Indonesia and Boco Rock Wind Farm Pty Limited (Boco Rock) in Australia. The combined capacity is 1,248.40 MW equity, representing 32.78% of EGCO's total asset capacity.
5. **Other Businesses** : This Group comprises two operation and maintenance companies being EGCO Engineering & Service Co., Ltd. (ESCO) and Pearl Energy Philippines Operating, Inc. (PEPOI). There are two water supply companies being Eastern Water Resources Development and Management Public Co., Ltd. (East Water) and EGCOM Tara Co., Ltd. (EGCOM Tara) (all shares in EGCOM Tara were divested in August 31, 2015). There is a management service company to Quezon power plant being Quezon Management Services Inc. (QMS). Also, there is a coal mining company being PT Manabung Maura Enim Co., Ltd. (MME).

Details of each project are shown in the table at the end of this part.

Significant Events in 2015

In 2015, EGCO Group operated 23 power plants in both Thailand and abroad with contracted capacity was 3,808.94 MW equity. EGCO mainly sold power 2,739.65 MW to EGAT, 88.32 MW to PEA, 80.82 MW to Industrial Users (IUs) and the rest 900.15 MW to overseas customers. Highlights in 2015 were as follows:

1. February 4, 2015, EGCO invested in solar power plant project by acquiring additional shares of 33.33% of the total common shares in the Natural Energy Development Company Limited (NED) from Diamond Generating Asia, Limited, a former shareholder. EGCO has shares in NED up to 66.67%.
2. May 20, 2015, San Buenaventura Power Limited Company (SBPL), which EGCO holds a 49% indirect ownership interest, received Power Supply Agreement (PSA) approval from the Energy Regulatory Commission of the Philippines selling to Manila Electric Company (MERALCO). The term of the PSA is 20 years from Commercial Operation Date which is expected in the first quarter of 2019. SBPL is a coal-fired power plant located in the Philippines with installed capacity 455 MW.
3. August 31, 2015, EGCO Engineering and Service Company Limited, a wholly owned subsidiary of EGCO, sold all of 25,597,096 common shares or 74.19% in EGCOM Tara Company Limited to Universal Utility Company Limited, a wholly owned subsidiary of Eastern Water Resources Development and Management Public Company Limited.
4. October 1, 2015, EGCO purchased a 2% indirect ownership interest in Quezon Power (Philippines) Limited Co., (Quezon) from PMR Holding Corp. Following the completion of the purchase, EGCO increased holding from 98% to 100% indirect ownership interest in Quezon.

Table : EGCO's Business Line:

1. IPP Group

1.1 Khanom Electricity Generating Company Limited (KEGCO)

EGCO holds 100% stake in KEGCO, which owns and operates Khanom power plant which is the largest private power plant in the southern Thailand, located in Nakhon Si Thammarat province. Currently, it is a 749 MW power plant combining of 75 MW barge-mouthed power unit and 674 MW combined cycle power block using natural gas as the primary fuel to generate and sell all electricity output to EGAT under the 20 years PPA.

On July 25, 2013, KEGCO entered into PPA for the Khanom 4 project (KN4) with EGAT for 25 years. KN4 is a combined cycle power plant using natural gas as primary fuel to generate electricity at contracted capacity of 930 MW. The commercial operation date (COD) is scheduled on June 19, 2016, which is the same date as the PPA expiration date of the existing power plant.

In 2015, Khanom power plant generated and sold 4,778.15 gigawatt-hour (GWh) electricity output to EGAT. Its annual average Equivalent Availability Factor (EAF) was 94.33%.

1.2 BLCP Power Limited (BLCP)

EGCO holds 50% stake in BLCP, which owns and operates an IPP coal-fired power plant located in Rayong province. It is a 1,434 MW power plant comprising two identical 717 MW pulverized coal-fired power units using high quality bituminous coal imported from Australia as the primary fuel to generate and sell all electricity output to EGAT under the 25 years PPA.

In 2015, BLCP power plant generated and sold 10,784.31 GWh electricity output to EGAT. Its annual average EAF for unit 1 and unit 2 was 91.57% and 92.82%, respectively.

1.3 Gulf Power Generation Company Limited (GPG)

EGCO indirectly holds 50% stake in GPG, which owns and operates an IPP gas-fired power plant, called Kaeng Khoi 2 (KK2), located in Saraburi province. It is a 1,510 MW power plant composed of two 755 MW combined cycle power blocks using natural gas as the primary fuel to generate and sell all electricity output to EGAT under the 25 years PPA.

In 2015, KK2 power plant generated and sold 5,073.41 GWh electricity output to EGAT. Its annual average EAF for block 1 and block 2 was 95.92% and 93.31%, respectively.

2. SPP Group

2.1 EGCO Cogeneration Company Limited (EGCO Cogen)

EGCO indirectly holds 80% stake in EGCO Cogen, which owns and operates a SPP cogeneration power plant located in Rayong province. It is a 117 MW cogeneration power plant with steam supply of 30 tons per hour using natural gas as the primary fuel. Under the SPP firm cogeneration program, it generates and sells 60 MW electricity output to EGAT under the 21 years PPA, and remaining electricity along with steam output to Industrial Users (IUs) in Rayong Industrial Park under the long-term PPAs.

In 2015, EGCO Cogen power plant generated and sold 682.28 GWh electricity output to EGAT and IUs. Its annual average EAF was 89.18% and the steam output to IUs was 45,824.00 tons.

2.2 Roi-Et Green Company Limited (Roi-Et Green)

EGCO indirectly holds 70.30% stake in Roi-Et Green, which owns and operates a SPP renewable power plant located in Roi-Et province. It is a 9.9 MW biomass-fired power plant using rice husk as the primary fuel. Under the SPP firm renewable program, it generates and sells electricity output to EGAT under the 21 years PPA.

In 2015, Roi-Et Green power plant generated and sold 66.47 GWh electricity output to EGAT. Its annual average EAF was 86.91%.

2.3 Gulf Cogeneration Company Limited (GCC)

EGCO indirectly holds 50% stake in GCC, which owns and operates a SPP cogeneration power plant located in Saraburi province. It is a 110 MW cogeneration power plant with steam supply of 16 tons per hour using natural gas as the primary fuel. Under the SPP firm cogeneration program, it generates and sells 90 MW electricity output to EGAT under the 21 years PPA, and remaining electricity along with steam output to IUs under the long-term PPAs.

In 2015, GCC power plant generated and sold 678.24 GWh electricity output to EGAT and IUs. Its annual average EAF was 92.86% and the steam output to IUs was 129,634.23 tons.

2.4 Nong Khae Cogeneration Company Limited (NKCC)

EGCO indirectly holds 50% stake in NKCC, which owns and operates a SPP cogeneration power plant located in Saraburi province. It is a 126 MW cogeneration power plant with steam of 24 tons per hour using natural gas as the primary fuel. Under the SPP firm cogeneration program, it generates and sells 90 MW electricity output to EGAT under the 21 years PPA, and remaining electricity along with steam output to IUs under the long-term PPAs.

In 2015, NKCC power plant generated and sold 777.44 GWh electricity output to EGAT and IUs. Its annual average EAF was 89.24% and the steam output to IUs was 168,319.90 tons.

2.5 Samutprakarn Cogeneration Company Limited (SCC)

EGCO indirectly holds 50% stake in SCC, which owns and operates a SPP cogeneration power plant located in Samutprakarn province. It is a 126 MW cogeneration power plant with steam of 24 tons per hour using natural gas as the primary fuel. Under the SPP firm cogeneration program, it generates and sells 90 MW electricity output to EGAT under the 21 years PPA, and remaining electricity along with steam output to IUs under the long-term PPAs.

In 2015, SCC power plant generated and sold 780.86 GWh electricity output to EGAT and IUs. Its annual average EAF was 94.07% and the steam output to IUs was 123,951.47 tons.

2.6 Gulf Yala Green Company Limited (GYG)

EGCO indirectly holds 50% stake in GYG, which owns and operates a SPP renewable power plant located in Yala province. It is a 23 MW biomass-fired power plant using para-wood residue as the primary fuel. Under the SPP firm renewable program, it generates and sells electricity output to EGAT under the 25 years PPA.

In 2015, GYG power plant generated and sold 163.57 GWh electricity output to EGAT. Its annual average EAF was 92.86%.

2.7 Natural Energy Development Company Limited (NED) (Lopburi Solar Project)

EGCO holds 66.67% stake in NED, which owns and operates 55 MW thin film solar power plant Lopburi Solar Project (LSP) located in Lopburi province. NED signed a non-firm PPA for LSP with EGAT for the sale of electricity output generated. PPA is automatically renewed every 5 years. In addition to the wholesale tariff referred to EGAT, the projects receive adder 8 baht per kWh, applicable for 10 years from the COD.

In 2015, LSP generated and sold 113.39 GWh electricity output to EGAT. Its annual average availability was 99.97%.

3. VSPP Group

3.1 Natural Energy Development Company Limited (NED) (Wang Ploeng Solar Project)

EGCO holds 66.67% stake in NED, which owns and operates 8 MW thin film solar power plant Wang Ploeng Solar Project (WSP) located in Lopburi province. NED signed a non-firm PPA for WSP with PEA for the sale of electricity output generated. PPA is automatically renewed every 5 years with the same as LSP pricing structure.

In 2015, WSP generated and sold 16.90 GWh electricity output to PEA. Its annual average availability was 99.84%.

3.2 SPP Two Company Limited (SPP 2)

EGCO holds 100% stake in SPP 2, which owns and operates the 8 MW solar power plant located in Saraburi province. SPP 2 has entered into a non-firm PPA with PEA under VSPP program. The PPA is automatically renewed every 5 years with the same as NED's pricing structure. SPP 2 is equipped with solar tracking system.

In 2015, SPP 2 power plant generated and sold 16.58 GWh electricity output to PEA. Its annual average availability was 99.96%.

3.3 SPP Three Company Limited (SPP 3)

EGCO holds 100% stake in SPP 3, which owns and operates the 8 MW solar power plant located in Srisaket province. SPP 3 has entered into a non-firm PPA with PEA under VSPP program. The PPA is automatically renewed every 5 years with the same as NED's pricing structure. SPP 3 is equipped with solar tracking system.

In 2015, SPP 3 power plant generated and sold 16.57 GWh electricity output to PEA. Its annual average availability was 99.77%.

3.4 SPP Four Company Limited (SPP 4)

EGCO holds 100% stake in SPP 4, which owns and operates the 6 MW solar power plant located in Srisaket province. SPP 4 has entered into a non-firm PPA with PEA under VSPP program. The PPA is

automatically renewed every 5 years with the same as NED's pricing structure. SPP 4 is equipped with solar tracking system.

In 2015, SPP 4 power plant generated and sold 12.61 GWh electricity output to PEA. Its annual average availability was 99.53%.

3.5 SPP Five Company Limited (SPP 5)

EGCO holds 100% stake in SPP 5, which owns and operates the 8 MW solar power plant located in Roi-Et province. SPP 5 has entered into a non-firm PPA with PEA under VSPP program. The PPA is automatically renewed every 5 years with the same as NED's pricing structure. SPP 5 is equipped with solar tracking system.

In 2015, SPP 5 power plant generated and sold 17.01 GWh electricity output to PEA. Its annual average availability was 99.85%.

3.6 G-Power Source Company Limited (GPS)

EGCO holds 60% stake in GPS, which owns and operates 4 solar power plants under 4 non-firm PPAs with the PEA under VSPP program with installed capacity of 6.5 MW each, total capacity of 26 MW. The PPAs are automatically renewed every 5 years with the same as NED's pricing structure. GPS comprises 1) Ta Khit Solar Project, Nakhon Sawan province 2) Ta Sang Solar Project, Nakhon Sawan province 3) Dong Khon Solar Project, Chai Nat province, and 4) Bueng Sam Phan Solar Project, Petchaboon province.

In 2015, GPS's solar power plants together generated and sold 46.37 GWh electricity output to PEA. Its annual average availability was 99.54%.

3.7 Solarco Company Limited (Solarco)

EGCO indirectly holds 49% stake in Solarco, which owns and operates 6 solar power plants located in Nakhorn Pathom and Suphanburi provinces. Solarco has entered into 6 non-firm PPAs with PEA under VSPP program with the installed capacity of 9.5 MW each, total capacity 57 MW. The PPAs are automatically renewed every 5 years with the same as NED's pricing structure. Solarco has 6 power plants, namely 1) Sai Kiew Solar Project, 2) Sai Yai 1 Solar Project, 3) Sai Yai 2 Solar Project, 4) Sai Phet 1 Solar Project, 5) Sai Phet 2 Solar Project and 6) Sai Phet 3 Solar Project.

In 2015, Solarco's power plants together generated and sold 118.38 GWh electricity output to PEA. Its annual average EAF was 99.13%.

3.8 Theppana Wind Farm Company Limited (Theppana)

EGCO holds 90% stake in Theppana, which owns and operates the 7.5 MW wind power plant located in Chaiyaphum province. Theppana has entered into a non-firm PPA with PEA under VSPP program. The PPA is automatically renewed every 5 years. In addition to the wholesale tariff referred to EGAT, the project receives adder 3.5 baht per kWh, applicable for 10 years from the COD.

In 2015, Theppana power plant generated and sold 12.87 GWh electricity output to PEA. Its annual average EAF was 99.80%.

3.9 GIDEC Company Limited (GIDEC)

EGCO holds 50% stake in GIDEC, which owns and operates 6.7 MW Municipal power plant located in Hat-Yai, Songkhla province. The power plant uses waste as the primary fuel. GIDEC signed a non-firm PPA with PEA under VSPP program. The PPA is automatically renewed every 5 years. In addition to the wholesale tariff referred to EGAT, the project receives adder 3.5 baht per kWh, applicable for 7 years from the COD.

In 2015, GIDEC power plant generated and sold 14.68 GWh electricity output to PEA. Its annual average EAF was 65.20%.

4. Overseas Group

4.1 Quezon Power (Philippines) Limited Company (Quezon)

EGCO indirectly holds 100% stake in Quezon, which owns and operates a 502.50 MW pulverized coal-fired power plant using the high quality coal imported from Indonesia as the primary fuel. Under the 25 years PPA, it generates and sells electricity output to Manila Electric Company (MERALCO), the country's largest power distribution company.

In 2015, Quezon power plant generated and sold 3,000.73 GWh electricity output to MERALCO. Its annual average EAF was 84.99%.

4.2 Masinloc Power Partners Co., Ltd. (MPPCL)

EGCO indirectly holds 40.95% stake in MPPCL, which owns and operates a 630 MW pulverized coal-fired power plant using high quality coal imported from Indonesia and Australia as the primary fuel. Under the Power Supply Agreement, it generates and sells electricity output to MERALCO, as well as Electric Cooperatives and Industrial customers.

In 2015, MPPCL generated and sold 4,231.19 GWh electricity output to its customers. Its annual average EAF was 88.60%.

4.3 Nam Theun 2 Power Company Limited (NTPC)

EGCO holds 35% stake in NTPC, which owns and operates a 1,086.80 MW hydroelectric power plant located in Lao PDR. It generates and sells electricity output to EGAT, as well as Electricité du Laos (EDL) under the 25 years PPAs starting from its COD.

In 2015, NTPC power plant generated and sold 5,314.11 GWh electricity output to EGAT and 301.82 GWh electricity output to EDL. Its annual average EAF was 97.05% for EGAT and 97.32% for EDL.

4.4 Star Energy Geothermal Pte Ltd. (SEG)

EGCO indirectly holds 20% stake in SEG, which owns and operates a 227 MW geothermal power plant located in Indonesia. It comprises 2 units of 110 MW and 117 MW. Under the long-term PPA, it generates and sells electricity output to PT PLN (Persero), an Indonesian government-owned electricity corporation.

In 2015, SEG power plant generated and sold 1,111.04 GWh electricity output to its customers. Its annual average EAF was 65.19%.

4.5 Boco Rock Wind Farm Pty Limited (Boco Rock)

EGCO indirectly holds 100% stake in Boco Rock, which owns and operates a 113 MW wind power plant located in Australia under long-term PPA with EnergyAustralia Pty Ltd.

In 2015, Boco Rock power plant generated and sold 318.37 GWh electricity output to the Australian Energy Market Operator (AEMO) and EnergyAustralia Pty Ltd. Its annual average EAF was 99.26%.

5. Other Businesses

5.1 EGCO Engineering & Service Company Limited (ESCO)

EGCO holds 100% stake in ESCO, which provides operation, maintenance, engineering and construction services to power plants, petrochemical plants, oil refineries and other industries.

5.2 Pearl Energy Philippines Operating, Inc. (PEPOI)

EGCO indirectly holds 100% stake in PEPOI (formally named Covanta Philippines Operating Inc.), which provides operation and maintenance services to Quezon power plant through a long-term operation and maintenance agreement.

5.3 Quezon Management Services Inc. (QMS)

EGCO indirectly holds 100% stake in QMS, which provides management services to Quezon power plant through a long-term management service agreement.

5.4 EGCOT Tara Company Limited (EGCOT Tara)

EGCO indirectly holds 74.19% stake in EGCOT Tara. Under a 30 years agreement, EGCOT Tara produces tap water according to Thai Industrial Standard (TIS) and supplies to the 3 water stations of the Provincial Waterworks Authority of Thailand (PWA), namely, Lak Muang Water Station, Damnoen Saduak Water Station and Samut Songkhram Water Station. EGCO divested all EGCOT Tara shares on August 31, 2015.

5.5 Eastern Water Resources Development and Management Public Company Limited (East Water)

EGCO holds 18.72% stake in East Water, which is responsible for developing and operating water supply including the main raw water pipe networks in the Thailand Eastern Seaboard area.

5.6 PT Manambang Muara Enim (MME)

EGCO indirectly holds 40% stake in MME, which owns and operates a coal mining project (an open-pit mine), located in Muara Enim, South Sumatra, Indonesia. It has the concession agreement from Indonesian government for 28 years since March 2010 to March 2038. It has mineable coal reserves of 140 million tons. The sales volume of MME in 2015 was at 1.03 million tons.



Risk Factors



EGCO realizes that the prudent risk analysis and risk management are crucial in building stakeholders' confidences. To ensure that the corporate risk management is effective, the Board entrusts the Audit Committee to oversee EGCO Group's risk management policies and guidelines while the Management has the responsibility for the implementation and regularly reports to the Audit Committee and the Board.

At the management level, the Risk Management Committee has been set up and comprises EGCO's top executives with the President as the chairman of the Committee. In addition, most of EGCO's invested assets have their own risk management committee to ensure that their particular risks are managed adequately. As part of corporate risk management, the risk factors have been monitored periodically and revised annually.

EGCO incorporates risk management policies in EGCO Group Risk Management Manual which has been published to acknowledge its staffs and to serve as a guideline for EGCO Group's risk management.

A summary of key risk factors and associated mitigation measures is as follows:

1. Investment Expansion Risk

EGCO invests in power and energy related business in both domestic and international markets and its main sources of income are dividends from subsidiaries and joint ventures. In maintaining and increasing shareholders' value, EGCO's strategic plan includes the continuous investment in new projects. Such acquiring and developing projects may entail risks that may affect EGCO's investment target as follow:

1.1 Risk from Project Selection

EGCO plans to expand its investment to maintain continuous growth. Potential projects of both domestic and overseas are listed in the investment plan including expansion in power generation from fossil and renewable energy. Since project selection is very important in making investment decision, EGCO incorporates prudent project selection process that business development units are assigned to be responsible for the project analysis which includes factors on economic, political and social policies of the target countries economic situation, industry, cost of finance, equipment and construction, as well as governing laws and regulations. Moreover, analysis of the changing environmental factors (Sensitivity Analysis) that affect the projects is also considered so that risk prevention and compensation are accounted in the return of investment analysis.

Moreover, EGCO has due process for investment scrutiny that new investment opportunities are to be reviewed by EGCO Management Committee which comprises EGCO top management as well as the Investment Committee which is the sub-committee of the Board of Directors, to ensure that all material risks are identified and managed before submitting investment opportunities to the Board of Directors for their consideration.

In 2015, EGCO successfully acquired additional shares of 33.33% in Natural Energy Development Company Limited (NED) which increased EGCO's share in NED up to 66.67% of the total shares. EGCO also acquired 2% indirect ownership interest in Quezon Power (Philippines) Limited Company which, upon the completion of the purchase, made EGCO hold 100% indirect ownership interest in QPL. In addition, the power supply agreement of 455 megawatts between San Buenaventura Power Limited Company (SBPL) and the Manila Electric Company (MERALCO) was approved by the Energy Regulatory Commission of the Philippines on May 20, 2015 and that SBPL has successfully achieved the financial closing on December 1, 2015.

1.2 Risk from Overseas Asset Management

Overseas investment creates opportunities for long-term growth of EGCO. Nevertheless, there are various factors that may impact the performance of such assets such as economy circumstance, political factors, changes in business environment and local community. EGCO's forecasted earnings can be affected by the unfamiliar business environment in each country. In mitigating these risks, EGCO engaged competent personnel having the experience in such particular market and seconded the representative management to work at overseas assets to ensure that its assets are efficiently managed and earnings are met as targeted.

EGCO has recruited well experienced personnel for the operation of its overseas assets such as Nam Theun 2 hydropower plant and Quezon power plant. For Boco Rock Wind Farm, EGCO has engaged management team and personnel with highly expertise in Australia's business.

2. Risk from Project Construction

EGCO is well aware of the risk from delays in project construction, which could be caused by contractors or local communities' resistance or natural disaster. The measurements to lower the likelihood and impacts of such risks include the selection of reputable EPC contractors with tight contracts, the proactive community relations activities, securing insurance policies which cover the impact from natural disaster and to have the project management team to closely monitor project progress to ensure project completion as scheduled.

In 2015, EGCO has six projects under construction namely Khanom 4, Chaiyaphum Wind Farm, TJ Cogeneration, TP Cogeneration, SK Cogeneration and Xayaburi. Moreover, Khanom 4 and Chaiyaphum Wind Farm are expected to complete construction and COD in 2016.

3. Operating Risks

3.1 The risk of obtaining lower forecasted earnings than target

EGCO has highly prioritized to the risk related to operating assets to ensure that the invested assets meet the expected performance. Asset management unit is assigned for the follow up and performance monitoring of each invested company including the analysis and comparison between the actual return and the planned target.

Typical measures imposed to mitigate relevant risks are as follows:

- Establish asset management policies and, where possible, delegate management and personnel to be representatives' directors or management of subsidiaries and invested projects.
- Prepare regular reports on joint venture companies' performance to senior management and the Board of Directors to ensure the timely and appropriate actions.
- Coordinate with partners for joint-audit activities in invested companies to ensure the adequacy and effectiveness of internal control system.

In 2015, EGCO has continuously mitigated operating risks as per measures described. As a result, most of EGCO's invested assets generated higher return than target.

3.2 Plant Performance Risks

In meeting the PPAs' commitment, EGCO Group's power plants may encounter plant performance risks, caused by personnel, equipment and management approach. The significant performance risks are as summarized below:

3.2.1 Plant efficiency

PPAs stipulated various plant efficiency indicators such as heat rate and failure to meet these performance requirements would result in higher cost than specified contract. The cause of such risk could be the malpractice in power plant maintenance. Therefore, EGCO set the plant management policies and systems so that preventive maintenance is carried out continuously in the professional manner. Work procedures placed by plants' management also ensure that all relevant risks are under control. These procedures include the followings:

- Scheduled inspection and preventive maintenance by skillful staffs.
- Early warning systems for critical information in plant operation.
- Adequate and well managed of plant spare parts.
- Implementation of the quality management system to ensure operating performance and comply with PPA such as ISO: 9001:2008 system at group power plants : Khanom, Gulf Power Generation (GPG), Lobburi Solar Project, SPP Two, SPP Three, SPP Four and SPP Five.
- Capacity building and continuous improvement of personnel.

The implementation of such mitigation measures in the previous year resulted in the satisfactory performance of EGCO Group's power plant.

3.2.2 Raw Water Shortage

Raw water shortage can result in power plant stoppages. The risk can be caused by climate change, the delay of rainy season which may affect the reserve of raw water. The measures have been set to prevent and mitigate such risks. EGCO Cogeneration power plant, as an example, has its own water reservoir with the volume of 12,000 cubic meters which is sufficient to continuously keep power plant fully operation for 3 days. With those measures, EGCO has no record of water shortage situation.

3.2.3 Fuel Shortage

Fuel shortage can result in plant stoppages, revenue shortfall or penalty payments. The shortage of "coal and biomass" fuel, in particular, could be caused by the increasing demand or price fluctuation.

EGCO Group's measures were implemented to prevent and mitigate such risk as follows:

- EGCO Group's coal fired power plants being BLCP, Quezon and Masinloc Power Plants have the long term coal supply agreement which is adequate for power generation. The suppliers are obliged to supply coal with the quantity and quality as specified in the agreement. In addition, each power plant has reserved coal sufficient for 30-day, 45-day and 25-day continuous operation respectively.

- EGCO Group's biomass power plants using rice husks and para wood chips as fuel for power generation may face the fuel risk of both inadequate supply and volatile pricing due to uncertainty nature of agricultural product. To mitigate such risk, the power plants expand the fuel sourcing area and procure large amount in the high season at lower price. Roi-Et Green power plant using rice husks and Gulf Yala Green Power Plant consuming para wood chips also reserve the fuel sufficient for 15-day and 30-day continuous operations respectively.

3.2.4 Safety, Occupational Health, Environmental and Social Risk

EGCO realizes that the electricity generation process could incur certain risks on the safety, occupational health, environment of staffs and surrounding communities. Consequently, the management has taken the following actions to mitigate any possible negative impacts and reduce the likelihood of such risks:

- Implement corporate social and environmental responsibility schemes under EGCO Group's policies.
- Conform with safety, occupational health and environmental management manual which specifies guidelines for implementation, monitoring and audit.
- Strictly comply with work manuals and emergency plan, implement training and testing of plan, equipment and warning system.

As the result of constant implementation of such measures, such risks are properly managed.

3.2.5 Risk from Accident, Resistance, and Sabotage

In conducting its business, EGCO may face risks from accident causing fire as well as community resistance by the negative impact from plant operation. Such risks could be caused by the power plant aging condition, personnel's operation, or sabotage event.

The Management has set the following measures to mitigate and reduce the likelihood of those risks.

- Regular communication with staffs to avoid carelessness.
- Schedule routine maintenance of all equipment.
- Strengthen relationship with surrounding communities.
- Collaborate with government agencies and local authorities.
- Deploy security plan including regular drills and security equipment such as closed circuit TV.
- Secure the insurance policy that covers all risks, machinery breakdown, business interruption and third party liability to assure that loss from damages in the unexpected case would be properly and adequately protected. EGCO procured the political violence insurance policy which covered the effects of loss from terrorism, sabotage, riot, political conflict, revolution and coup d'état, covering majority owned power plants and EGCO head office building.

4. Financial Risks

EGCO Group's investment is capital-intensive. Since the primary funding sources are loans from domestic and international financial institutions, foreign exchange rate fluctuation and interest rate fluctuation are important risks. Therefore, the mitigation measures are established as follows:

4.1 Foreign Exchange Rate Fluctuation

EGCO Group has a policy to mitigate currency mismatches for each invested project to prudent levels by matching currencies from funding source and revenue structure. During construction phase, EGCO will use an appropriated financial instrument i.e. cross currency swap to manage the loan currency to match with the development and construction costs.

4.2 Interest Rate Fluctuation

EGCO Group has a policy to manage interest rate fluctuation by setting the guideline of interest rate exposure mitigation by swapping floating interest rate to fixed interest rate at an appropriate level when the swap market is favorable.

4.3 Cash Management from Overseas Investments

Most of EGCO's revenues are in US dollars resulting in the excess cash from offshore account which may affect the foreign cash management. Nevertheless, such risk is still low because of EGCO's expansion to overseas projects. In addition, cash flow status is regularly forecasted on monthly basis to monitor the balance of cash inflow and outflow as well as to maintain cash in overseas accounts for new investments.

5. Corporate Tax Legislation Risk

EGCO prioritizes compliance with corporate tax legislation and planning to ensure that its tax management has due regard to relevant regulations. Currently, EGCO invests in both domestic and international businesses, while each country has different tax criteria, legislation, regulation, tax tariffs, etc. Without well prepared risk analysis and intensive study, EGCO may risk extensive damage to its reputation and operations. Therefore, it is vital for the company to prepare well tax planning and accurate payment schedule in compliance with corporate tax legislation. For new investment, EGCO must carry out the equivalent analysis and calculate the potential tax liability for that investment before proceeding. Nevertheless, committees will be designated to particularly response to tax and investment legislation in those countries as well.

6. Compliance Risk

With operation business in both domestic and overseas, EGCO is regulated under various local laws as well as regulations and international laws while failure to comply can affect EGCO Group's operation and its corporate image. Thus, EGCO Group is well aware and strictly complies with all related laws and regulations, as well as environment laws and SHE regulations while new issues of governing laws and regulations are closely monitored.

In 2015, EGCO Group has no record of failures to comply with related laws and regulations that involves in its business. In addition, EGCO Group has followed up the new laws and regulations to acknowledge all concerned units on the issues and impacts through the legal database for their further compliance.

7. Human Resources Risk

EGCO believes that personnel are their most valuable asset and the success factor of the organization. Losing the valuable employees would lead to efficiency impairment and business continuity, not mentioning the increased cost from recruitment, training and development. More importantly, as employees' knowledge and expertise in power business are crucial, thus, losing competent employees is one of EGCO's major concerns. In order to mitigate such risk, EGCO introduced a succession plan program aiming to develop competent employees for succeeding the key positions including the individual development plan and job rotation. Besides, the knowledge sharing and knowledge center through the EGCO Group Net are also provided to ensure that EGCO's personnel have required knowledge and competency which would lead to sustainable growth for the company.

Industry Situations and Competition

1. Electricity industry in Thailand

With the government economic stimulus policy which supports both public and private sector investments, and in the advent of ASEAN Economic Community (AEC), the electricity purchase trends to increase forward. Thailand's Power Development Plan of 2015 - 2036 (PDP 2015) approved by the Cabinet on 30 June 2015 promotes renewable energy investments, prompting power producers for both large and small scale to diversify their investments more into renewable energy. Coupled with increasing limitation in construction of large power plants in the country, higher competition is evident in domestic electricity generation business. In this regard, EGCO attaches importance to PDP 2015 using it as guidelines for mapping out business operation and diversification strategy to ensure continued business growth.

Domestic electricity consumption had been forecast to increase at a decelerating rate compared with the previous years, attributable to such factors as global economic slowdown, political instability, climate change, and natural disasters. In 2015, electricity demand of the country accounted for 183,074 gigawatt-hours, which were 5,876 gigawatt-hours or 3.32% increase from the foregoing year. Peak demand in 2015 was 27,346 megawatt on 11 June 2015 at 2.02 p.m., higher than peak demand of 26,942 megawatt in 2014 by 1.50%. It was mainly due to hot weather which had pushed up power consumption.

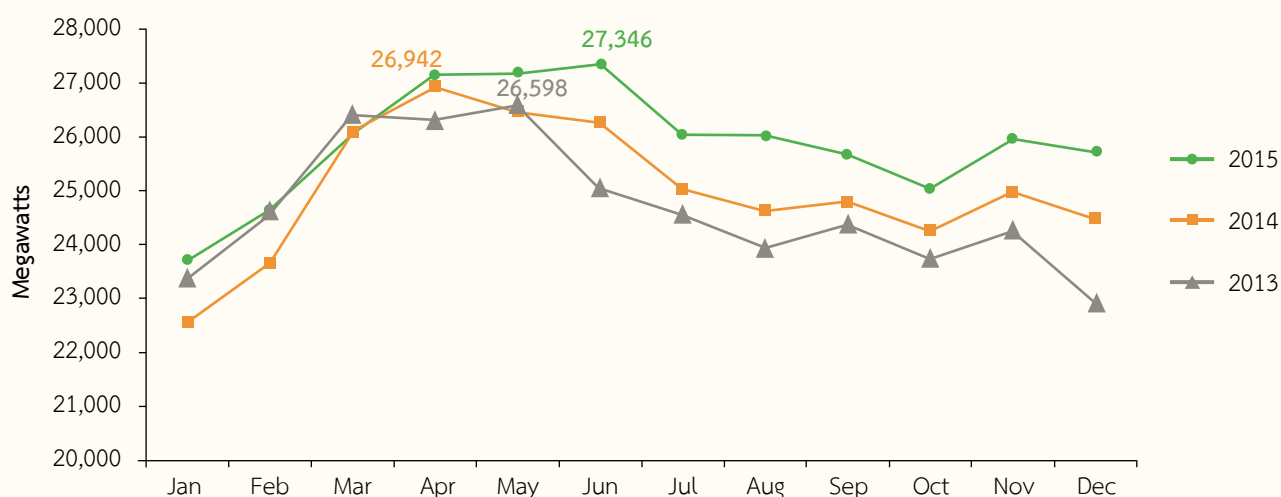


Figure 1 Peak demand for electricity consumption during 2013 - 2015

As of December 31, 2015, Electricity Generating Authority of Thailand (EGAT) had the country's generating capacity of 38,814.95 megawatts, 40% or approximately 15,518.13 megawatts of which were generated by EGAT plants, and the remaining from other producers, i.e. 14,766.70 megawatts from Independent Power Producers (IPPs),



5,143.52 megawatts from Small Power Producers (SPPs), and 3,386.60 megawatts from overseas. EGCO's contracted capacity of electricity sold to EGAT was 2,739.65 megawatts, representing 7.06% of the country's capacity, as presented in Figure 2.

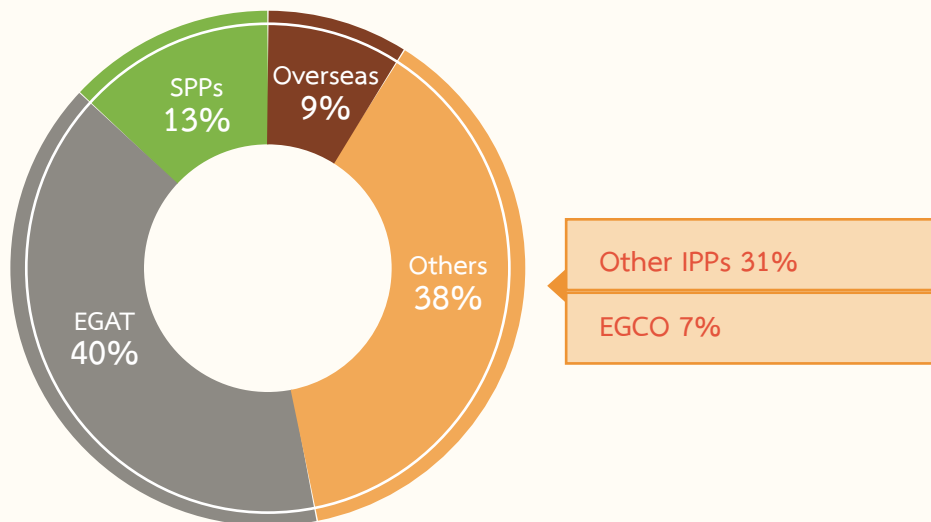


Figure 2 The country's capacity of electricity in 2015 classified by producer

2. Electricity industry in Asia-Pacific countries which are EGCO investment targets

EGCO has envisioned slight growth prospect for domestic electricity industry in line with the slowing economic outlook, and PDP 2015 has duly designated upcoming IPP constructions, opportunity of a new IPP bidding in Thailand is therefore considered limited at least in the next 10 years. EGCO has thus worked out expansion plans in Asia-Pacific countries such as Lao PDR, Australia, Philippines, and Indonesia, where the Company has established business bases, and sought to collaborate with strategic partners in future investments, as well as in other countries with investment opportunities. To be well prepared for such endeavors, EGCO has consistently kept abreast of electricity industry situation in those targeted countries. The overall industry situations of which are as briefed below:

2.1. Lao People's Democratic Republic (Lao PDR)

Hydropower plant is a potential investment in Lao PDR, which has abundant water resource. The country's mountainous geography makes it suitable for construction of hydroelectric dams. Moreover, the government of Laos has a policy of drawing investments in hydropower plants from private sectors, both domestically and overseas, in its efforts toward being Battery of Asia by 2020.

Electricity generated by the Company's power plant in Lao PDR can also be distributed to Thailand, thus helping step up electricity reliability.

2.2. Myanmar

After Myanmar's reform since 2011 and changes in investment policies with increasing incentives to attract foreign investments since 2012, the government has drawn up a 5-year social and economic development framework focusing on concurrent developments in all areas, especially electricity to serve as infrastructure to continuing investments. Moreover, Myanmar has such strong fundamentals as abundant natural resources, energy related resources in particular. Therefore, Myanmar has planned to level up the country's installed capacity of electricity to approximately 15,000 megawatts by 2030 from the existing capacity of approximately 4,600 megawatts.

2.3 Philippines

Electricity consumption of the Philippines is forecast to increase by an average of 5.7% during 2015 - 2020. The investments will be emphasized in coal-fired power plants despite protests from the community. Moreover, the Philippine Department of Energy has continuously pushed for investments in renewable energy with a target to triple the renewable energy capacity by 2030, with focus on hydropower and geothermal energy. Investment in energy storage technology, which is a technology employed to enhance reliability and flexibility of renewable energy, still has promising growth prospects in the Philippines.

2.4 Indonesia

The Indonesian government has laid down a plan to expand its electricity generating capacity by 35,000 megawatts in the next five years (2015 - 2019) to cope with future power shortage. Of the total capacity increase, 25,000 megawatts would be open for investors' bidding for which the government would introduce certain regulations that would facilitate and accelerate the process. The government also has a fuel diversification plan in place to cut down utilization of natural gas viewing that natural gas reserves are on a decline, and to elevate utilization proportion of renewable energy to the target at 19% by 2020. Emphasis is placed mainly on development of hydropower and geothermal power generation as Indonesia has high potential geothermal sources in abundance.

2.5 Australia

Renewable energy generating capacity under Australia's promotion policy has been decreased to be 33,000 gigawatt-hours by 2020 (formerly targeted at 41,000 gigawatt-hours). Despite such decrease, an additional generating capacity of 5,500 megawatts is still required to achieve the adjusted target. Moreover, it is forecast that by 2023, the generating capacity will increase by 20.4%, totaling electricity demand of 267.0 terawatt-hours. Highest growth will be seen in renewable energy, coal, and natural gas.

However, competition in electricity industry in Australia has remained keen as resulted from excess in the installed capacity and entry of new competitors, as well as uncertainty in the government policy to promote Renewable Energy Target (RET), made a direct impact on Australia's investment direction and project development in the future.

2.6 Vietnam

According to Power Master Plan VII, Vietnam's electricity generating capacity is forecast to increase to 75,000 megawatts and 146,800 megawatts in 2020 and 2030 respectively. One half of such generating capacity will come from coal-fired power plants. Furthermore, Vietnam has planned to introduce the first nuclear power plant in Southeast Asia and develop the first offshore wind farm in Asia.

The country's industrial sector is the largest power user, representing 44% of the generating capacity, followed by transportation sector 29.7% and households 16.2%. With its development policy moving toward becoming a new industrialized country, the government believes that the industrial sector will further expand and accordingly raise power demand forward.

2.7 Malaysia

Malaysia's power generation and peak demand are forecast to grow by 2.9% and 2.8% on average respectively, with generating capacity raised to 37,200 megawatts by 2020, coming from coal-fired power plants and other

power plants in Sarawak. Utilization of renewable energy tends to increase in proportion due to its low cost and environmental friendliness. Moreover, Malaysia has launched a nuclear power plant development plan, targeted to generate nuclear power at 10% in 2025.

Malaysia and Thailand have collaborated in power generation with power purchase agreement at around 330 megawatts for Southernmost Thailand and Malaysian border areas.

2.8 India

The government of India gives importance to solar power generation development by allocating a budget of USD 100,000 million to support foreign investment and increase the solar power generation to 100 gigawatts by 2022. This is expected to serve electricity demand in the industrial sector, business sector, and over 30,000 villages in need of electricity across the country.

It is evident that electricity demand in Asia-Pacific region is on a rising trend. Many countries have established fuel diversification plans for power generation by switching more to renewable energy sources. This allows EGCO to explore prospective investment opportunities in the region toward achieving its major investment targets.

3. Competition

In 2015, EGCO was successful in implementation of three development projects as below:

- On February 4, 2015, EGCO acquired additional shares of 33.33% in Natural Energy Development Co., Ltd. (NED) from Diamond Generating Asia, Limited (DGA), resulting in EGCO's current shareholder proportion of 66.67% in NED.
- On May 20, 2015, Energy Regulatory Commission of the Philippines issued a letter to approve a 455 megawatts power supply agreement between San Buenaventura Power Ltd. Co. (SBPL) and Manila Electric Company (MERALCO).
- On October 1, 2015, EGCO indirectly acquired additional shares of 2% in Quezon Power (Philippines) Limited Co. (QPL), thus bringing EGCO's current shareholder proportion in QPL to 100%.

Investment by additional share acquisition has enabled EGCO to not only recognize income immediately but also create value added to the Company in a long run which is in line with its business strategy. EGCO's investments will focus on power plants with long-term power supply agreements in hand in order to mitigate risks related to future possible income and cash flow. Based on the following contributing factors, EGCO hence maintains its competitiveness in the market.

- **Human resources**

Competence and expertise of EGCO personnel, experiences of its Board members, and good relationship with business alliances is the key. EGCO personnel have dependable capabilities and experiences in power industry. Board members are competent persons from diverse business areas, many of whom are knowledgeable and long-time experienced in energy and electricity areas.

- **EGCO Reliability and investment projects**

EGCO has planned to expand its investments to ensure a consistent and sustainable growth. The Company selected to invest in projects that generate good returns at an acceptable risk level, which has resulted in its satisfactory financial status, liquidity, and profit growth. This has helped the Company earn trust and confidence from banks and financial institutions in financially supporting its ongoing investments.

- **Good relationship with communities surrounding power plants**

As power generation can impact on communities in proximity to the power plants, EGCO operates its business with due regard for possible impacts on nearby communities. The Company discloses factual information without concealment, and encourages appropriate participation of communities. Moreover, it supports local employment for income distribution and the well-being of local people. So far, EGCO has faced no complaints from communities surrounding its power plants.

Revenue Structure

EGCO Group business comprise a holding company, electricity generation and sale companies, operating and maintenance, engineering and construction companies. The revenue structure of EGCO Group can be summarized in the below table.

Unit : Million Baht

Product Service	Transaction	% Shareholding	2015		2014 (Restated)	
			Revenue	%	Revenue	%
Electricity	EGCO Cogen	80.00%				
	Capacity Charge		254.08	1.01%	246.15	1.00%
	Energy Charge		2,054.10	8.20%	2,267.43	9.25%
	Solarco	49.00%				
	Energy Charge		411.46	1.64%	436.55	1.78%
	SPP 2	99.99%				
	Energy Charge		56.42	0.23%	60.41	0.25%
	SPP 3	99.99%				
	Energy Charge		56.02	0.22%	59.52	0.24%
	SPP 4	99.99%				
	Energy Charge		42.50	0.17%	45.84	0.19%
	SPP 5	99.99%				
	Energy Charge		57.93	0.23%	60.93	0.25%
Finance lease income under power purchase agreements	Boco Rock ^{/A}	100.00%				
	Energy Charge		814.67	3.25%	42.43	0.17%
	Theppana	90.00%				
Operating lease income under power purchase agreements	Energy Charge		37.25	0.15%	40.81	0.17%
	Rayong power plant ^B		-	-	264.32	1.08%
	KEGCO	99.99%	268.52	1.07%	354.70	1.45%
Lease service income under power purchase agreements	Roi-Et Green	70.30%	28.18	0.11%	31.56	0.13%
	Quezon ^{/C}	100.00%	3,669.38	14.65%	3,556.33	14.51%
	Rayong power plant		-	-	900.58	3.67%
Income from service concession and service arrangement under a water purchase agreement	KEGCO	99.99%	608.64	2.43%	683.07	2.79%
	Roi-Et Green	70.30%	239.58	0.96%	355.82	1.45%
	Quezon	100.00%	6,568.89	26.23%	6,963.30	28.40%
Service	EGCOM Tara ^{/D}	74.19%	211.79	0.85%	303.67	1.24%
	ESCO	99.99%	746.16	2.98%	527.39	2.15%
	ESCO		7.28	0.03%	19.82	0.08%
Interest Income	Solarco		21.92	0.09%	13.09	0.05%
	KEGCO		14.18	0.06%	9.64	0.04%
	Rayong Power Plant, EGCO Cogen, Roi-Et Green, SPP2, SPP3, SPP4, SPP5, Quezon, Theppana, Boco Rock, Banpong, Klongluang, Chaiyaphum, ESCO, EGCOM Tara, PEPOI, QMS and Northpole		29.68	0.12%	27.80	0.11%



Unit : Million Baht

Product Service	Transaction	% Shareholding	2015		2014 (Restated)	
			Revenue	%	Revenue	%
Others	Solarco		941.72	3.76%	940.30	3.84%
	EGCO		190.11	0.76%	214.86	0.88%
	SPP 2		133.09	0.53%	132.43	0.54%
	SPP 3		132.86	0.53%	131.34	0.54%
	SPP 4		101.50	0.41%	102.04	0.42%
	SPP 5		136.85	0.55%	137.38	0.56%
	KEGCO		128.85	0.51%	67.89	0.28%
	Rayong Power Plant, KEGCO, EGCO Cogen, Roi-Et Green, Quezon, Theppana, Boco Rock, Klongluang, Chaiphaphum, ESCO, EGCOT Tara, PEPOI, QMS and Northpole		57.54	0.23%	56.85	0.23%
Share of profit (loss)	BLCP	50.00%	1,929.71	7.70%	1,948.85	7.95%
	GEC	50.00%	1,555.83	6.21%	1,689.08	6.89%
	NTPC	35.00%	1,682.83	6.72%	1,323.02	5.40%
	NED ^{/E}	66.67%	547.73	2.19%	304.48	1.24%
	GPS	60.00%	140.30	0.56%	149.92	0.61%
	Masin-AES ^{/F}	44.54%	324.19	1.29%	121.77	0.50%
	SEG ^{/G}	20.00%	(164.00)	(0.65%)	5.25	0.02%
	MME	40.00%	(23.02)	(0.09%)	(21.74)	(0.09%)
	SBPL ^{/H}	49.00%	(6.18)	(0.02%)	(29.53)	(0.12%)
	GIDEC ^{/I}	50.00%	(34.92)	(0.14%)	(30.46)	(0.12%)
Divestment	TLC ^{/J}	49.00%	(4.39)	(0.02%)	-	-
	Gain from disposal of EGCOT Tara		1,078.92	4.31%	-	-
Total revenues (revenues item in consolidated)			25,048.15	100%	24,514.87	100%

Notes

- ^{/A} EGCO holds an indirect 100% stakes in Boco Rock Wind Farm Pty Limited (Boco Rock). The commercial operation date was on November 28, 2014.
- ^{/B} Rayong Power Plant stopped its operation and electricity sales to EGAT due to the expiration of PPA.
- ^{/C} EGCO acquired 100% stakes in Evergreen Power Ventures B.V. (Evergreen), which is a company holds a 2% stakes in Quezon Power (Philippines), Limited Co. (Quezon) on September 30, 2015. As a result, EGCO's stakes in Quezon up to 100%.
- ^{/D} EGCO Engineering and Service Company Limited (ESCO), a wholly owned subsidiary of EGCO, divested all 74.19% stakes in EGCOT Tara Company Limited (EGCOT Tara) on August 31, 2015.
- ^{/E} EGCO acquired 33.33% additional stakes in Natural Energy Development Co., Ltd. (NED) on February 4, 2015. As a result, EGCO's stakes in NED up to 66.67%.
- ^{/F} EGCO acquired 44.54% stakes in Masin-AES Pte. Ltd (Masin-AES) on July 15, 2014.
- ^{/G} EGCO acquired 20% stakes in Star Energy Geothermal Pte. Ltd. (SEG) on July 30, 2014.
- ^{/H} EGCO acquired 49% stakes in San Buenaventura Power Ltd. Co. (SBPL) on February 6, 2014.
- ^{/I} EGCO Invested in Hat Yai Municipal Waste Power Plant Project through the acquisition of 50% stakes in GIDEC Company Limited (GIDEC) on September 28, 2012. The commercial operation date was on December 11, 2014.
- ^{/J} EGCO registered 49% stakes in PT Tenaga Listrik Cilegon (TLC). TLC was incorporated to develop the coal-fired power plant in the Republic of Indonesia.

Management Discussion and Analysis

For the Annual Operating Results 2015

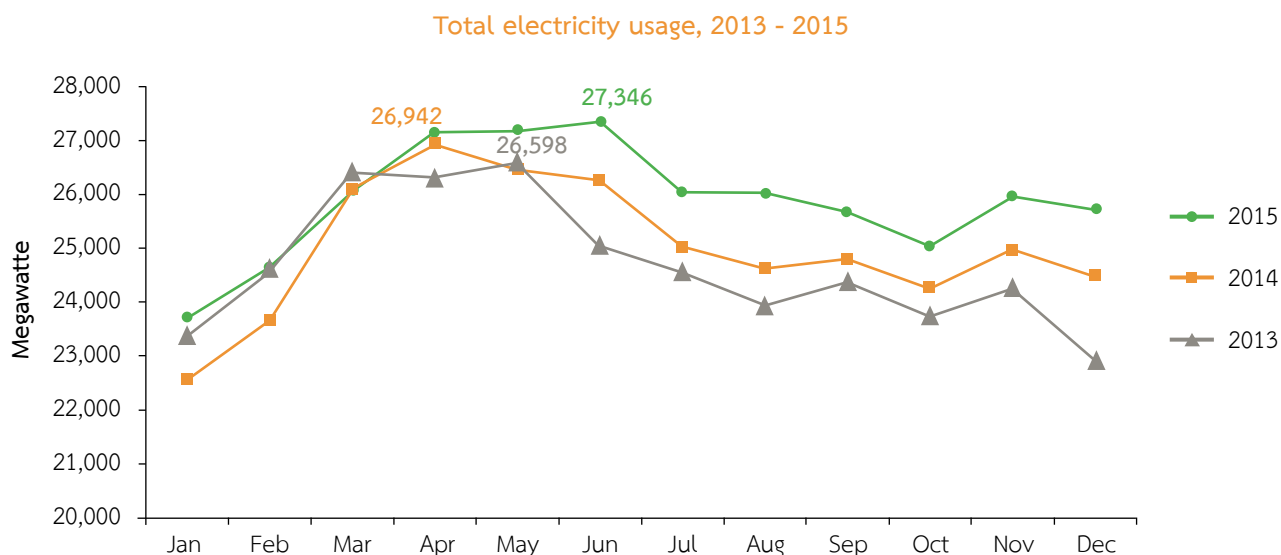
Ended December 31, 2015

Note: This Management Discussion and Analysis (MD&A) was made to disclose information and the vision of the management in order to assist investors to better understand the company's financial status and operation. It also supports the "Good Corporate Governance Project" of the Securities and Exchange Commission (SEC). An English version of the MD&A has been prepared from the Thai version. In the event of a conflict or a difference in interpretation between the two languages, the Thai version shall prevail.

The objective of this MD&A is to present the information and the explanation of financial status and operating results as of the date hereof. However, the information provided in this MD&A may vary if any factors or situation are changed in the future; the investors are, therefore, required to have their own discretion regarding the usage of this information for any purpose. For further detail, please contact Investor Relations Section of the Electricity Generating Public Company Limited at Tel: 662-998-5145-8 or Email: ir@egco.com

Management Discussion and Analysis

1. Economy and Industry affecting to the business operation



Source: Electricity Generating Authority of Thailand



Domestic electricity consumption had been forecast to increase at a decelerating rate compared with the previous years, attributable to such factors as global economic slowdown, political instability, climate change, and natural disasters. In 2015, Electricity demand of the country accounted for 183,074 gigawatt-hours, which were 5,876 gigawatt-hours or 3.32% increase from the foregoing year. Peak demand in 2015 was 27,346 megawatt-hours on 11 June 2015 at 2.02 p.m., higher than peak demand of 26,942 megawatt-hours in 2014 by 1.48%. It was mainly due to hot weather which had pushed up power consumption.

EGCO has envisioned slightly growth prospect for domestic electricity industry in line with the slowing economic outlook, and PDP 2015 has duly designated upcoming IPP constructions, opportunity of a new IPP bidding in Thailand is therefore considered limited at least in the next 10 years. EGCO has thus worked out expansion plans in Asia-Pacific countries such as Lao PDR, Australia, Philippines, and Indonesia, where the Company has established business bases, and sought to collaborate with strategic partners in future investments, as well as in other countries with investment opportunities.

2. Significant events in 2015

2.1 The progress in Construction and Developing projects

2.1.1 Construction projects

- **Khanom Power Plant Project Unit 4**, a gas-fired combined cycle power plant project of **Khanom Electricity Generating Company Limited (KEGCO)**, (EGCO holds a 99.99% ownership interest.), has entered into the PPA with the Electricity Generating Authority of Thailand (EGAT) for 25 years, with the contracted capacity of 930 MW. The project located in Nakhon Si Thammarat province. The progress of the project was 99.60%. (The construction plan was 99.70%). The commercial operation date of the project is scheduled on June 19, 2016.
- **Chaiyaphum Wind Farm Company Limited**, (EGCO holds a 90% ownership interest.), a wind power plant project located in Chaiyaphum province, has entered into the PPA with EGAT with the contracted capacity of 90 MW. The project is subsidized with an adder of 3.50 Baht per KWh for 10 years from the Power Department Fund Management Division, Office of the Energy Regulatory Commission (OERC). The construction of the project has progressed 49.85%. (The construction plan was 49.65%). The commercial operation date of the project is scheduled in December 2016.
- **Klongluang Utilities Company Limited**, (EGCO holds a 99.99% ownership interest.), develops a cogeneration power plant project, TJ Cogen, with the installed capacity of 115 MW. The project is located in Klongnueng sub-district, Klonglaung district, Pathumthani province. TJ Cogen has entered into the PPA with EGAT for 25 years with the contracted capacity of 90 MW. Additionally, the projects have the long-term contracts with industrial users to sell remaining electricity along with steam output. The construction of the project has progressed 31.10%. (The construction plan was 34.15%). The commercial operation date is scheduled in June 2017.
- **Xayaburi Project**, a project of the **Xayaburi Power Company Limited (Xayaburi)**, (EGCO holds a 12.50% ownership interest.), is a hydro power plant project, Run-of-River, in the Laos People's Democratic Republic (Laos PDR). Xayaburi has entered into the PPA with EGAT with the contracted capacity of 1,220 MW. The construction of the project has progressed 56.09%. (The construction plan was 44%). The commercial operation date is scheduled in October 2019.

2.1.2 Developing project

- **Banpong Utilities Company Limited**, (EGCO holds a 99.99% ownership interest.), develops 2 cogeneration power plant projects: SK Cogen and TP Cogen, with the installed capacity of 125 MW each. The projects are located in Thapha sub-district, Banpong district, Ratchaburi province. SK Cogen and TP Cogen have entered into the PPAs with EGAT for 25 years with the contracted capacity of 90 MW each. Additionally, the projects have the long-term contracts with industrial users to sell remaining electricity along with steam output. This project is under the process of financing from banks and financial institutions. The commercial operation date are scheduled in October 2017.

2.2 Additional Investment in Subsidiaries & Joint Ventures

- On February 4, 2015, EGCO Group acquired 33.33% ownership interest in Natural Energy Development Co., Ltd. (NED) which enables EGCO's shares in NED up to 66.67%. NED owns and operates the solar power plants located in Lopburi province with contracted capacity of 63 MW, consisting of Lopburi Solar Power Plant - 55 MW PPA with EGAT and Wang Ploeng Solar Power Plant - 8 MW PPA with Provincial Electricity Authority (PEA). These PPA are the 5 year term which can be renewed every 5 years. NED is granted an adder of 8 Baht per KWh on top of the wholesale tariff for 10 years.
- On September 30, 2015, EGCO Group has entered into a share purchase agreement to acquired 100% of shares of Evergreen Power Ventures B.V. (Evergreen), which is a company organised under the laws of the Netherlands and holds a 2% ownership interest in Quezon Power (Philippines), Limited Co. (QPL). The ownership of shareholding interest in Evergreen was transferred to EGCO Group on October 1, 2015. Consequently the EGCO Group owned 100% of shareholding interest in QPL. QPL owns, operates and maintains a 503 MW (gross) coal-fired electric generation, located in Quezon Province in the Republic of the Philippines.

2.3 Other significant events

- On December 8, 2015, San Buenaventura Power Ltd. Co. ("SBPL"), EGCO's affiliate, made the first drawdown of funds from its long term loan facility for the commencement of construction on the new 500 MW (gross) supercritical coal-fired power plant project in the Philippines. 455 MW of the plant's capacity and energy are contracted to the Manila Electric Company (MERALCO) pursuant to a 20 year power supply agreement which is extendable for up to an additional 5 years. A groundbreaking ceremony to kick off construction was held in Mauban, Quezon Province on December 10, 2015. The scheduled commercial operation date for the project is the second quarter of 2019.
- On August 31, 2015, EGCO Engineering and Service Company Limited (ESCO), a wholly owned subsidiary of EGCO, divested all 74.19% shares in EGCOM Tara Company Limited to Universal Utility Company Limited, a wholly owned subsidiary of Eastern Water Resources Development and Management Public Company Limited (East Water).
- On December 1, 2015, MASINLOC POWER PARTNERS CO., LTD. ("MPPCL"), an EGCO affiliate, entered into an omnibus expansion financing agreement with a group of the Philippine banks for a total loan commitment of USD 525 million for the construction of a new expansion block (unit 3). - The new block is a 335 MW (gross) supercritical coal-fired power plant- which will be co-located at the same campus of the existing 630 MW plant of MPPCL in Zambales, Luzon of the Philippines.

3. Business overview

EGCO Group has invested in the Independent Power Producer (IPP), Small Power Producer (SPP), Very Small Power Producer (VSPP), Coal Mining, Operating and Maintenance (O&M), Management and Administrative Services (Management Services), Tap Water including Rayong power plant as a business unit in EGCO. Details of each plant are as follows:

(1) Subsidiaries which can be categorized into 2 businesses:

1. Power Generation

1.1 Local power generation

Khanom Electricity Generating Co., Ltd. (KEGCO)	IPP
EGCO Cogeneration Co., Ltd. (EGCO Cogen)	SPP
Roi-Et Green Co., Ltd. (Roi-Et Green)	SPP
Banpong Utilities Co., Ltd. (Banpong)	SPP
Klongluang Utilities Co., Ltd. (Klongluang)	SPP
Chaiyaphum Wind Farm Co., Ltd. (Chaiyaphum)	SPP
SPP Two Co., Ltd. (SPP 2)	VSPP
SPP Three Co., Ltd. (SPP 3)	VSPP
SPP Four Co., Ltd. (SPP 4)	VSPP
SPP Five Co., Ltd. (SPP 5)	VSPP
Yanhee EGCO Holding Co., Ltd. (Yanhee EGCO)	Holding Co.
• Solarco Company Limited (Solarco)	VSPP
Theppana Wind Farm Co., Ltd. (Theppana)	VSPP

1.2 Overseas Power Generation

Quezon Power (Philippines) Limited Co. (Quezon)
Boco Rock Wind Farm Pty Ltd. (Boco Rock)

2. Other businesses**2.1 Local Other Businesses**

EGCO Engineering and Service Co., Ltd. (ESCO)	O&M
• EGCOM Tara Co., Ltd. (EGCOM Tara)	Tap Water

2.2 Overseas Other Businesses

Pearl Energy Philippines Operating Inc. (PEPOI)	O&M
Quezon Management Service Inc. (QMS)	Management Services

(2) Associated in overseas power generation business

Star Energy Geothermal Pte. Ltd. (SEG)
--

(3) Joint Ventures which can be categorized into 2 businesses:**1. Power Generation****1.1 Local power generation**

Gulf Electric Public Company Limited (GEC)	Holding Co.
• Gulf Cogeneration Co., Ltd. (GCC)	SPP
• Nong Khae Cogeneration Co., Ltd. (NKCC)	SPP
• Samutprakarn Cogeneration Co., Ltd. (SCC)	SPP
• Gulf Yala Green Co., Ltd. (GYG)	SPP
• Gulf Power Generation Co., Ltd (GPG)	IPP
BLCP Power Limited (BLCP)	IPP
Natural Energy Development Co., Ltd. (NED)	SPP & VSPP
G-Power Source Co., Ltd. (GPS)	VSPP
GIDEC Company Limited (GIDEC)	VSPP

1.2 Overseas power generation

Nam Theun 2 Power Co., Ltd. (NTPC)

San Buenaventura Power Ltd. Co. (SBPL)

Masin-AES Pte. Ltd. (Masin-AES)

- Masinloc Power Partners Co., Ltd. (MPPCL)

2. Others businesses

Overseas Other Business

PT Manambang Muara Enim Co., Ltd. (MME)

Coal Mining

(4) Other investments

Other investments comprise long-term investment in securities :

- EGCO holds 18.72% of the outstanding shares in Eastern Water Resources Development and Management Public Company Limited (East Water).
- EGCO holds 12.50% of the outstanding shares in Xayaburi Power Company Limited (Xayaburi).

As of December 31, 2015, EGCO Group's portfolio consists of 23 operating power plants, with a total contracted capacity of 3,809 MW equity

4. Report and Analysis of the Operating Results

For focusing on the operating performance, EGCO would like to present analysis of the operation result excluding the impact of Lease Income and Income from Service Concession.

The analysis of the financial statements of EGCO is indicated as follows:

Summary of operating results for the year 2015

Unit : Million Baht

	Power Generation		Others		Total		Change Increase (Decrease)	
	2015	2014	2015	2014	2015	2014	Amount	%
Total Revenues	18,764	19,806	1,195	866	19,959	20,672	(713)	(3%)
Total Expenses	(17,667)	(18,265)	(966)	(601)	(18,633)	(18,866)	(233)	(1%)
Share of Profit (Loss)	6,565	6,027	24	15	6,589	6,042	547	9%
NCI* before FX	5	(97)	-	(46)	5	(143)	148	103%
Profit (Loss) before FX deferred income tax and impairment	7,667	7,471	253	234	7,920	7,705	215	3%
Profit (Loss) from impairment	(483)	-	-	-	(483)	-	(483)	(100%)
Profit (Loss) before FX and deferred income tax	7,184	7,471	253	234	7,437	7,705	(268)	(3%)
Deferred income (expense) tax	(272)	225	1	-	(271)	225	(496)	(220%)
Profit (Loss) before FX	6,912	7,696	254	234	7,166	7,930	(764)	(10%)
FX	(3,329)	(661)	(3)	(16)	(3,332)	(677)	(2,655)	(392%)
Net Profit (loss)	3,583	7,035	251	218	3,834	7,253	(3,419)	(47%)

* NCI: Non-Controlling Interests

Profit from operation of EGCO Group before FX, deferred income tax and impairment for the year 2015 was 7,920 million Baht, increasing by 215 million Baht comparing the year 2014, which came from an increase in power generation business of 196 million Baht and an increase in other business of 19 million Baht. See more details in 4.1 and 4.2 as below;

4.1 The Analysis of the Operating Results in Power Generation business

Profit (loss) before FX, deferred income tax and impairment for the year 2015 of power generation business increased by 196 million Baht from the year 2014, mainly due to an increase in the operating results of Masin-AES, NED, KEGCO (Excluding Khanom Power Plant Project Unit 4) and NTPC. On the other hand, those of Rayong Power Plant, GPG, GEC, Quezon, BLCP, Roi-Et Green and EGCO decreased as follows:

Masin-AES:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	6,188	2,773	3,415	123%
Other income	-	-	-	-
Total revenues	6,188	2,773	3,415	123%
Cost of sale	(2,831)	(1,493)	1,338	90%
Other expenses	(2,273)	(844)	1,429	169%
Total expenses	(5,104)	(2,337)	2,767	118%
Profit (Loss) before FX and deferred income tax	1,084	436	648	149%

- **Masin-AES** : The operating result was increased by 648 million Baht. This is a result of previous year forced outage during 1st - 3rd quarter. Moreover, the 2014 operating performance was reconized only fifth and a half months since the acquisition date on July 15, 2014.

NED:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	953	511	442	86%
Other income	16	18	(2)	(11%)
Total revenues	969	529	440	83%
Cost of sale	(240)	(124)	116	94%
Other expenses	(181)	(101)	80	79%
Total expenses	(421)	(225)	196	87%
Profit (Loss) before FX and deferred income tax	548	304	244	80%

- **NED** : The operating result was increased by 244 million Baht from the previous year because of an increase in EGCO's ownership from 33.33% to 66.67% since February 4, 2015.

KEGCO (Excluding Khanom Power Plant Project Unit 4):

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue				
- Availability Payment (AP)	1,338	1,447	(109)	(8%)
- Energy Payment (EP)	62	67	(5)	(7%)
Other income	142	77	65	84%
Total revenues	1,542	1,591	(49)	(3%)
Cost of sale	(1,150)	(1,314)	(164)	(12%)
Other expenses	(239)	(273)	(34)	(12%)
Total expenses	(1,389)	(1,587)	(198)	(12%)
Profit (Loss) before FX and deferred income tax	153	4	149	3,725%

- **KEGCO** : The operating result was increased by 149 million Baht. It was mainly due to the profit of selling diesel oil in order to reserve new lot of oil for Khanom Power Plant Project Unit 4. Cost of maintenance was lower than the year 2014 owing to major maintenance. Meanwhile, Availability Payment (AP) decreased according to the PPA.

NTPC:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	2,961	2,832	129	5%
Other income	4	8	(4)	(50%)
Total revenues	2,965	2,840	125	4%
Cost of sale	(888)	(823)	65	8%
Other expenses	(800)	(830)	(30)	(4%)
Total expenses	(1,688)	(1,653)	35	2%
Profit (Loss) before FX and deferred income tax	1,277	1,187	90	8%

- **NTPC** : The increase in operating result by 90 million Baht was due to higher electricity revenues from Thai Baht depreciated even though the electricity generation was lower than the year 2014 caused by a drought. Additionally, interest expense was decreased.

Rayong Power Plant:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue				
- Availability Payment (AP)	-	1,926	(1,926)	(100%)
- Energy Payment (EP)	-	33	(33)	(100%)
Other income	57	57	-	-
Total revenues	57	2,016	(1,959)	(97%)
Cost of sale	-	(1,337)	(1,337)	(100%)
Other expenses	(152)	(203)	(51)	(25%)
Total expenses	(152)	(1,540)	(1,388)	(90%)
Profit (Loss) before FX and deferred income tax	(95)	476	(571)	(120%)

- **Rayong Power Plant** : A decrease in the operating result by 571 million Baht from the previous year was caused by ceased operation from the expiration of PPA with EGAT since December 7, 2014.

GPG:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue				
- Availability Payment (AP)	2,265	2,476	(211)	(9%)
- Energy Payment (EP)	6,121	7,755	(1,634)	(21%)
Other income	41	58	(17)	(29%)
Total revenues	8,427	10,289	(1,862)	(18%)
Cost of sale	(6,792)	(8,694)	(1,902)	(22%)
Other expenses	(622)	(393)	229	58%
Total expenses	(7,414)	(9,087)	(1,673)	(18%)
Profit (Loss) before FX and deferred income tax	1,013	1,202	(189)	(16%)

- **GPG** : The operating result was down 189 million Baht due to a decrease in Availability Payment (AP) according to the PPA and an increase of corporate income tax expense. Meanwhile, cost of maintenance decreased owing to the high costs of major maintenance in 2014.

GEC (Excluding GPG):

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	4,223	4,758	(535)	(11%)
Other income	21	67	(46)	(69%)
Total revenues	4,244	4,825	(581)	(12%)
Cost of sale	(3,722)	(4,100)	(378)	(9%)
Other expenses	(224)	(256)	(32)	(13%)
Total expenses	(3,946)	(4,356)	(410)	(9%)
Profit (Loss) before FX and deferred income tax	298	469	(171)	(36%)

- **GEC** : The operating result was decreased by 171 million Baht due to a decrease in electricity profit from a lower electricity generation. In addition, other income decreased because of the reversal of land impairment in 2014. Meanwhile, interest and corporate income tax expenses were decreased.

Quezon (Include PEPOI and QMS):

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	10,543	10,472	71	1%
Other income	-	-	-	-
Total revenues	10,543	10,472	71	1%
Cost of sale	(5,945)	(5,685)	260	5%
Other expenses	(1,826)	(1,882)	(56)	(3%)
Total expenses	(7,771)	(7,567)	204	3%
Profit (Loss) before FX and deferred income tax	2,772	2,905	(133)	(5%)

- **Quezon** : The operating result was down 133 million Baht due to a decrease in electricity profit mainly from a longer maintenance period than the previous year. These led to an increase of maintenance costs. Whereas, interest and corporate income tax expenses were decreased.

BLCP:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue				
- Availability Payment (AP)	3,908	3,966	(58)	(1%)
- Energy Payment (EP)	5,347	5,363	(16)	(1%)
Other income	92	81	11	14%
Total revenues	9,347	9,410	(63)	(1%)
Cost of sale	(6,337)	(6,221)	116	2%
Other expenses	(779)	(862)	(83)	(10%)
Total expenses	(7,116)	(7,083)	33	1%
Profit (Loss) before FX and deferred income tax	2,231	2,327	(96)	(4%)

- **BLCP** : The operating result was decreased by 96 million Baht because of a decrease in Availability Payment (AP) according to the PPA. Furthermore, cost of sales was increased by Thai Baht depreciated. Meanwhile, interest and administrative expenses were decreased.

Roi-Et Green:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	198	402	(204)	(51%)
Other income	5	4	1	25%
Total revenues	203	406	(203)	(50%)
Cost of sale	(177)	(225)	(48)	(21%)
Other expenses	(18)	(80)	(62)	(78%)
Total expenses	(195)	(305)	(110)	(36%)
Profit (Loss) before FX and deferred income tax	8	101	(93)	(92%)

- **Roi-Et Green** : The operating result was down 93 million Baht, caused by a lower electricity profit from doing a major maintenance and a decrease of bunker oil price which was a reference price according to the PPA. Whereas, corporate income tax expense was decreased.

EGCO:

Unit : Million Baht

	2015	2014	Change Increase (Decrease)	
			Amount	%
Electricity revenue	-	-	-	-
Other income	1,571	534	1,037	194%
Total revenues	1,571	534	1,037	194%
Cost of sale	-	-	-	-
Other expenses	(3,903)	(2,854)	1,049	37%
Total expenses	(3,903)	(2,854)	1,049	37%
Profit (Loss) before FX deferred income tax and Profit (Loss) from impairment	(2,332)	(2,320)	(12)	(1%)

- **EGCO** : The operating result was decreased by 12 million Baht, owing to an increase in other expenses from the amortization of right in PPA and fair value of asset from acquisition of Masin-AES and SEG. In addition, interest expenses of loans for project investment were increased. Whereas, other income was increase caused by profit from EGCOT Tara divestment.

Other Subsidiaries in Power Generation business:

Unit : Million Baht

	EGCO Cogen		Yanhee EGCO		SPP 2		SPP 3		SPP 4		SPP 5	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Electricity revenue	1,846	2,514	1,353	1,377	188	193	187	191	142	147	193	196
Other income	2	1	22	13	3	2	4	3	3	3	3	4
Total revenues	1,848	2,515	1,375	1,390	191	195	191	194	145	150	196	200
Cost of sale	(1,750)	(2,332)	(326)	(323)	(51)	(51)	(49)	(49)	(38)	(38)	(51)	(48)
Other expenses	(40)	(154)	(421)	(440)	(57)	(61)	(57)	(61)	(46)	(48)	(54)	(57)
Total expenses	(1,790)	(2,486)	(747)	(763)	(108)	(112)	(106)	(110)	(84)	(86)	(105)	(105)
Profit (Loss) before FX and deferred income tax	58	29	628	627	83	83	85	84	61	64	91	95

Other Subsidiaries in Power Generation business (continue):

Unit : Million Baht

	Theppana		Boco Rock*		Northpole **		Others***		Total		Change Increase (Decrease)	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	Amount	%
Electricity revenue	74	81	815	42	-	-	-	-	4,798	4,741	57	1%
Other income	-	5	8	1	-	10	5	4	50	46	4	9%
Total revenues	74	86	823	43	-	10	5	4	4,848	4,787	61	1%
Cost of sale	(27)	(31)	(389)	(34)	-	-	-	-	(2,681)	(2,906)	(225)	(8%)
Other expenses	(37)	(36)	(451)	(49)	(217)	(551)	(191)	(146)	(1,571)	(1,603)	(32)	(2%)
Total expenses	(64)	(67)	(840)	(83)	(217)	(551)	(191)	(146)	(4,252)	(4,509)	(257)	(6%)
Profit (Loss) before FX and deferred income tax	10	19	(17)	(40)	(217)	(541)	(186)	(142)	596	278	318	114%

* The commercial operation date of Boco Rock was on November 28, 2014.

** Withholding Tax on dividend payments from PEPOI, Quezon and Masin-AES were included in other expenses of Northpole.

*** - Banpong is under development phase.

- Klongluang, Chaiyaphum and Khanom Power Plant Unit 4 are under construction phase.

Associate and Other Joint Ventures in Power Generation business:

Unit : Million Baht

	GPS (JV)		SEG (Associate)		GIDEC (JV)		Others* (JV)		Total		Change Increase (Decrease)	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	Amount	%
Electricity revenue	317	333	468	318	64	1	-	-	849	652	197	30%
Other income	-	1	28	2	2	-	-	-	30	3	27	900%
Total revenues	317	334	496	320	66	1	-	-	879	655	224	34%
Cost of sale	(102)	(102)	(273)	(126)	(58)	(2)	-	-	(433)	(230)	203	88%
Other expenses	(68)	(75)	(205)	(189)	(42)	(29)	(17)	(30)	(332)	(323)	9	3%
Total expenses	(170)	(177)	(478)	(315)	(100)	(31)	(17)	(30)	(765)	(553)	212	38%
Profit (Loss) before FX and deferred income tax	147	157	18	5	(34)	(30)	(17)	(30)	114	102	12	12%

* SBPL and TLC are under development phase.

4.2 The Analysis of the Operating Results in Other businesses

Profit (loss) before FX , deferred income tax and impairment for the year 2015 in other businesses increased from the previous year by 19 million Baht as the following details:

Subsidiaries and Joint Ventures in Other business:

Unit : Million Baht

	ESCO (Sub)		EGCOM Tara (Sub)		MME (JV)		Total		Change Increase (Decrease)	
	2015	2014	2015	2014	2015	2014	2015	2014	Amount	%
Revenue	-	-	164	317	286	250	450	567	(117)	(21%)
Service income	994	528	-	-	-	-	994	528	466	88%
Other income	35	17	2	4	1	1	38	22	16	73%
Total revenues	1,029	545	166	321	287	251	1,482	1,117	365	33%
Cost of sale	(734)	(333)	(47)	(89)	(227)	(200)	(1,008)	(622)	386	62%
Other expenses	(157)	(126)	(28)	(99)	(36)	(36)	(221)	(261)	(40)	(15%)
Total expenses	(891)	(459)	(75)	(188)	(263)	(236)	(1,229)	(883)	346	39%
Profit (Loss) before FX and deferred income tax	138	86	91	133	24	15	253	234	19	8%

* Sold ordinary shares in EGCOM Tara on August 31, 2015.

5. Report and Analysis of Financial Position

Comparing the Statements of Financial Position as at December 31, 2015 to the Statements of Financial Position as at December 31, 2014 is shown below:

	Consolidated Financial Statement (Million Baht)			
	Year		Change Increase (Decrease)	
	2015	2014	Amount	%
Assets				
Current Assets	19,403	17,137	2,266	13.22%
Investments in joint ventures and associated, net	59,815	55,771	4,044	7.25%
Property, plant and equipment, net and advance payments for construction	72,885	59,263	13,622	22.99%
Other non-current assets	27,709	28,516	(807)	(2.83%)
Total Assets	179,812	160,687	19,125	11.90%
Liabilities				
Current Liabilities	5,762	13,101	(7,339)	(56.02%)
Long-term loans and debenture (including current portion of long-term loans)	88,470	65,319	23,151	35.44%
Other non-current liabilities	7,830	8,048	(218)	(2.71%)
Total Liabilities	102,062	86,468	15,594	18.03%
Shareholders' Equity				
Parent's shareholders' equity	77,242	73,264	3,978	5.43%
Non-controlling interests	508	955	(447)	(46.81%)
Total Shareholders' Equity	77,750	74,219	3,531	4.76%
Total Liabilities and Shareholders' Equity	179,812	160,687	19,125	11.90%

5.1 Asset Analysis

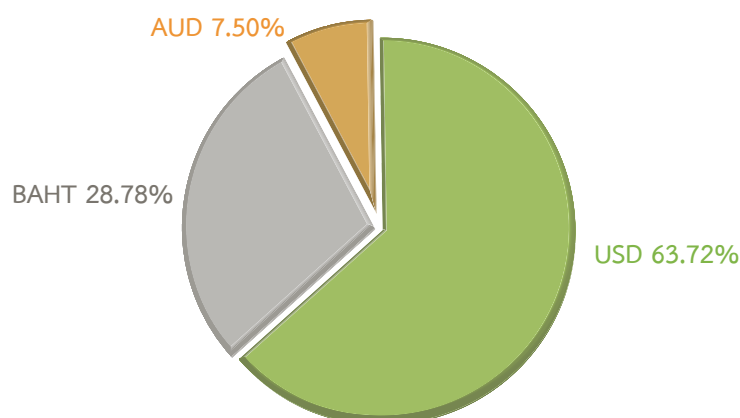
As of December 31, 2015 the total assets were 179,812 million Baht, increasing by 19,125 million Baht or 11.90% from the year 2014. The details are as follows:

- Current assets increased by 2,266 million Baht or 13.22%. This was caused by cash, cash equivalents and short-term investments increased by 2,234 million Baht mainly from EGCO, KEGCO, Klongluang and Boco Rock. In addition, other current assets increased by 167 million Baht. Trade receivable and trade receivable from a related party rose by 111 million Baht. Meanwhile, Spare parts and supplies decreased by 161 million Baht because of provisions of obsolete stock from KEGCO and EGCO Cogen. Rayong Power Plant's financial lease receivable decreased by 102 million Baht.
- Investments in joint ventures and associated (net) increased by 4,044 million Baht or 7.25% due to an additional investment in NED and share of profits from joint ventures and associated.
- Property, plant and equipment (net) and advance payments for construction rose by 13,622 million Baht or 22.99% due to construction of power plants projects; Khanom Power Plant Project Unit 4, Chaiyaphum, Quezon and Klongluang.
- Other non-current assets decreased in the amount of 807 million Baht or 2.83%. It was resulted from a decrease in financial lease receivable of KEGCO and receivable under concession arrangement of EGCOM Tara by 966 million Baht. Furthermore, loss from impairment of goodwill of Quezon and deferred expenses decreased by 483 million Baht and 304 million Baht respectively. Whereas, the investment in Xayaburi increased by 356 million Baht. Dividend receivable from BLCP and long-term investment increased by 334 million Baht and 252 million Baht respectively.

5.2 Liability Analysis

As of December 31, 2015 the total liabilities were 102,062 million Baht, increasing by 15,594 million Baht or 18.03% from the year 2014. The details are as follows:

- Current liabilities decreased in the amount of 7,339 million Baht or 56.02% because of short-term loan repayment of EGCO and EGCO Cogen in the amount of 9,190 million Baht. Furthermore, trade payable and trade payable to a related party from Boco Rock, Quezon and EGCO Cogen decreased by 85 million Baht. Whereas, other current liabilities rose by 1,939 million Baht mainly from retention of Khanom Power Plant Project Unit 4, value added tax payable of Quezon, and construction payables of Klongluang and Khanom Power Plant Project Unit 4.
 - Long-term loans and debenture rose by 23,151 million Baht or 35.44% mainly due to EGCO's debenture, long-term loan for refinance of EGCO and long-term loans of KEGCO, Chaiyaphum, and Klongluang for constructing the power plants.
- * Outstanding long-term loans are as follows:
- USD loans : 1,480 million US dollars, equivalent to 53,578 million Baht
 - Baht loans : 24,195 million Baht
 - AUD loans : 241 million Australian dollars, equivalent to 6,306 million Baht



Loan maturities schedule as at December 31, 2015

Unit : Million Baht

Maturity	EGCO	KEGCO	QUEZON	Boco Rock	Yanhee EGCO	CWF	SPP 2,3,4,5	Klong luang	TWF	Total
Within 1 year	7,657	-	1,577	211	372	-	311	-	29	10,157
2 - 5 years	24,638	5,015	6,535	5,999	1,673	744	1,456	106	130	46,296
Over 5 years	7,620	11,592	1,954	-	2,068	2,201	549	674	176	26,834
Total	39,915	16,607	10,066	6,210	4,113	2,945	2,316	780	335	83,287

* Debenture : Yen 17,120 million with a cross currency swap to US Dollar 143.05 million

- Non-current liabilities decreased by 218 million Baht or 2.71% mainly from a decrease in retention of Khanom Power Plant Project Unit 4 by 841 million Baht. Meanwhile, deferred income tax liabilities from Quezon and Boco Rock increased by 193 million Baht. Advance payment of Quezon, accrued retirement cost, and other current liabilities increased by 162 million Baht, 88 million Baht and 176 million Baht respectively.

5.3 Shareholders' Equity Analysis

As of December 31, 2015, total Shareholders' Equity were 77,750 million Baht increasing by 3,531 million Baht or 4.76% from the year 2014. The main reasons are as follows: Firstly, EGCO's operating profit in Income Statement increased by 4,319 million Baht. Secondly, the additional unrealised gains on investments in marketable securities was 203 million Baht. Thirdly, the effect from the translation adjustment of currencies to Thai Baht for offshore subsidiaries and joint ventures increased by 2,965 million Baht and lastly, a decrease by dividend payment in the amount of 3,290 million Baht.

5.4 Cash Flow Analysis

As of December 31, 2015 cash and cash equivalents were 8,751 million Baht, increasing by 1,892 million Baht comparing to December 31, 2014. The details are as follows:

	Unit: Million Baht
Net cash <u>received from</u> operating activities	6,303
Net cash <u>payment for</u> investing activities	(7,302)
Net cash <u>received from</u> financing activities	2,547
Profit from the effect of foreign exchange rate	344
Net increase in cash	1,892

- **Net cash received from operating activities** was 6,303 million Baht from operating of EGCO and its subsidiaries.
- **Net cash payment for investing activities** was 7,302 million Baht. The amount of 11,212 million Baht was used for power plant construction costs and development costs of Khanom Power Plant Project Unit 4, Chaiphaphum, Banpong, and Klongluang. The investments in joint ventures and the equity injection in Xayaburi cost 2,204 million Baht and 356 million Baht, respectively. The short-term and long-term financial investments was 133 million Baht. The short-term and long-term deposits used as collateral was 340 million Baht. Meanwhile, the dividend received from joint ventures was 5,190 million Baht. Gain from sale of EGCOT Tara was 1,600 million Baht and interest incomes was 70 million Baht.
- **Net cash received from financing activities** was 2,547 million Baht, resulted from the drawn down loans of 27,000 million Baht and issuance of debenture 4,637 million Baht. Meanwhile, the principle repayment of loans were 22,192 million Baht, interest payment of loans and financing fees were 3,529 million Baht and the dividend payment to shareholders was 3,337 million Baht.

6. Financial Ratios

Profitability Ratios

	2015	2014	Change Increase/(Decrease)
Gross Profit Ratio (%)	36.39	34.21	2.18
Operating Profit Ratio before FX (%)	29.23	26.46	2.77
Profit Ratio before FX (%)	13.45	15.18	(1.73)
Profit before FX per share (Baht)	13.61	15.06	(1.45)

Trade receivables aging summary

Aging periods of trade receivables as at December 31, 2015 are shown in the table below:

Unit: Million Baht

	2015	2014	Change Increase/(Decrease)	
			Amount	%
Current	2,013	1,924	89	5%
Overdue less than 3 months	42	12	30	250%
Overdue between 3 - 6 months	2	-	2	100%
Overdue between 6 - 12 months	-	-	-	-
Overdue more than 12 months	30	77	(47)	(61%)
Trade receivables, net	2,087	2,013	74	4%

Leverage Ratio and Liquidity Ratio

	2015	2014	Change Increase/(Decrease)
Debt to equity ratio (Time)			
- Consolidated	1.31	1.17	0.14
- Company	0.83	0.78	0.05
Book value per share (Baht)			
- Consolidated	146.72	139.16	7.56
- Company	107.58	106.93	0.65
Current ratio (Time)			
- Consolidated	1.22	0.91	0.31
- Company	0.65	0.27	0.38
Interest Coverage Ratio (Time)			
- Company	3.73	6.12	(2.39)

7. Future Plans

EGCO continues to develop business in response to the Company's sustainable growth. The Company focuses on power projects due to its knowledge and expertise in power business. Having a strong intention to carry on its power generation business with accountability to the society, environment, and stakeholders, EGCO has set a new vision: "To be a major sustainable Thai power company doing business in Thailand and the Asia Pacific region, with full commitment to environment protection and social development support". To ensure its sustainable growth and accountability to the stakeholders, EGCO aims to maintain the return on equity (ROE) at 10% minimum and drive the business based on three main strategies: Business, Society and Environment, and Corporate Governance, which can be summarized as follows:

- Business Strategy: EGCO will focus on asset management to ensure maximum efficiency of the existing power plant in order to guarantee its highest performance and to benefit all shareholders as planned; managing projects under construction to be completed as scheduled and within the planned budget; and seeking new investment opportunities through acquisition of commercially operating assets to immediately recognize incomes; as well as developing new projects within the existing plant sites and pursuing greenfield project investments for long-term income generation.
- Society and Environment Strategy: EGCO has full commitment for environment protection and has strong intention to decrease negative impacts and increase positive impacts along with EGCO business processes. Our target is to enhance EGCO's environmental management and coexistence in harmony with local community.
- Corporate Governance Strategy: EGCO will conduct its business management with good corporate governance representing well management with efficiency, fairness, transparency under the anti-corruption concept against any forms of corruption activities whether directly or indirectly; and indicating responsibility towards environment, society and every stakeholder.



Related Transactions



In conducting our business activities and services, there are related transactions between EGCO or its subsidiaries and persons or parties who may have potential conflicts of interest. EGCO endeavors to ensure that these transactions are justified and in compliance with the Stock Exchange of Thailand (“SET”) and the Capital Market Supervisory Board’s rules and regulations. Apart from designating the authorized persons to approve the transaction in accordance with the Table of Authority, the Audit Committee is entrusted to review the related transactions that need to be approved by the Board of Directors. The details of the related transactions are disclosed under the items 39 and 42 of the Notes to Financial Statements for the year ended December 31, 2015.

Procedures to Approve the Related Transactions

EGCO has materialized the following policies and guidelines in treating and approving the related transactions.

- In case of entering into any agreements or any related transactions with EGCO, subsidiaries, joint venture companies, associate companies and/or any concerned parties, EGCO will consider the necessity and justification of such transactions for the best interest of the Company. Costs are charged at the market price like transactions with any other outside parties (Arm’s Length Basis). If there is no such price, EGCO will apply the price of similar market transactions. EGCO may also compare the price with the one recommended by an independent appraiser to ensure that such price is reasonable to maximize the Company’s benefits.
- Business transactions that are considered connected transactions according to the SET’s rules and regulations, have to strictly comply with the requirements of the SET’s and the Capital Market Supervisory Board. They are also to be reviewed by the Audit Committee in case that such transactions must be approved by the Board of Directors.
- Financial assistance to Group companies or business partners such as loans, guarantee, etc. will be conducted prudently to ensure the utmost benefits of the Group companies. Fees will be charged at the market rate as at the transaction date.
- For business transactions having terms and agreements that any ordinary person will agree with the counterpart under similar circumstances, EGCO always ensures its bargaining power without any influential privileges resulted from persons holding administrative titles as the director, executive or related authority. Such transactions shall be reported to the Audit Committee and the Board of Directors. This is aimed to ensure that such transactions are properly carried out and provide optimal benefits to the Company and in line with the procedures.
- In case that the shareholders’ approval is needed, the major shareholders who may have conflicts of interest can attend the meeting in order to constitute a quorum but will not have voting rights, thus does not affect the quorum and the vote counting.
- Directors and executives with potential conflicts of interest are not allowed to vote or attend the meeting

Related Transactions in 2015

EGCO's related transactions in 2015 were normal business transactions and there was no profit siphoning between EGCO or its subsidiaries, joint ventures and parties with potential conflicts of interest. Each transaction was duly approved under the transparent process and the persons with potential conflicts of interests were not involved in the decision making. Such transactions were well justified that they were carried out for the best interest of the Company like the transactions with any third parties. The checking and audit systems also ensured that all transactions were carried out in line with the established process.

Details of related transactions in 2015 that may pose conflicts of interest are as follows:

1. Related Transactions with EGAT

In carrying out EGCO Group's businesses and services, there were transactions relating to the power sales and maintenance services between EGCO Group and EGAT, a major shareholder which owns 25.41 per cent of EGCO stakes and has 4 representative directors on EGCO Board. However, all the transactions followed the established process and were in line with the disclosure and other requirements of the SET and SEC. The following are the transactions in 2015 in detail:

1.1 Electricity Sales with EGAT

Three subsidiaries of EGCO namely KEGCO, EGCO Cogen and Roi Et Green were engaged in the Power Purchase Agreement ("PPA") with EGAT. The PPA term for KEGCO is 20-25 years while the terms for EGCO Cogen and Roi-Et Green are 21 years, respectively.

Such transactions were considered justified as power generation was EGCO Group's core business and EGAT was the sole wholesale buyer in Thailand. In addition, the pricing and conditions of those transactions were in accordance with the standardized contracts endorsed by concerned government agencies.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)			
		Sales Revenue	Trade Receivables	Service under PPA	Trade Receivable
EGCO Cogen	Subsidiaries	1,377	-	-	238
KEGCO		-	269	609	1,498
Roi-Et Green		-	28	28	366

In addition, four subsidiaries namely, KEGCO (Khanom Project 4), Klongluang, Banpong, and Chaiyaphum have entered into 25 years PPA with EGAT, however, those subsidiaries have not been commercially operated.

Since EGCO has recorded the share of profits from joint venture companies using equity method, the value of such transactions is not shown in the consolidated financial statements. The values of the related transactions between joint venture companies and EGAT are shown in the following table.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)			
		Sales Revenue	Trade Receivables	Service under PPA	Trade Receivable
GEC Group	Joint Ventures	3,937	1,898	6,578	1,564
BLCP		-	594	5,316	1,216
NTPC		3,135	-	-	445
NED		953	-	-	180

1.2 Operation and Maintenance Services with EGAT

EGCO Group has engaged in the operation and maintenance agreements with EGAT which are defined as the normal transactions to support its business operations of which are defined as the normal transactions of which the general trading items and conditions are applied. The fee can be calculated from the venue of assets or the referred price in accordance with SET's guidelines.

- KEGCO has entered into Major Maintenance Agreement with EGAT to engage EGAT for major maintenance services, repair services, administrative service, and additional service to their power plants. The service fees are charged on a cost plus basis with the normal CPI escalation. The contract of KEGCO has engaged EGAT for major maintenance occasionally.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		O&M Fee	Account Payables
KEGCO	Subsidiaries	2	4

- GEC Group has engaged EGAT as its advisor for maintenance works. The fee was charged in accordance with the EGAT's standard price for contractual fees.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Maintenance Advisory Fee	Account Payables
GEC Group	Joint Ventures	-	2

1.3 Advisor and Other Services for Power Plant Construction

- KEGCO (Khanom Project 4) engaged EGAT for technical services such as civil engineering and other services related to power plant construction from December 26, 2012 to December 2015 with the contractual amount of 95 million baht. Additionally, KEGCO entered into a PPA with EGAT for reserve power with the contractual amount of 52 million baht during the period from August 2015 - January 2016. With respect to this, the contractual amount under all contracts between KEGCO and EGAT totals 147 million baht as at reporting date.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Construction	Trade Receivables
KEGCO	Subsidiaries	105	19

- KEGCO has entered into a civil engineering and other service agreement with EGCO Engineering and Service Co., Ltd. (ESCO) for construction of Khanom Project 4 from October 22, 2013 to December 2015 with the contractual amount of 173 million baht.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Construction	Trade Receivables
KEGCO	Subsidiaries	144	6

2. Related Transactions between EGCO and TEPDIA Generating B.V. (TEPDIA)

In carrying out EGCO Group's businesses and services, there were transactions relating to the technical service agreements between EGCO and TEPDIA, a major shareholder which owns 22.42 per cent of EGCO stakes and has 4 representative directors on EGCO Board. However, all the transactions followed the established process and were in line with the disclosure and other requirements of the SET and SEC. The following are the transactions in 2015 in detail:

Technical Service Agreement

- KEGCO (Khanom Project 4) has entered into a technical service agreement for Khanom Project 4 with Tokyo Electric Power Company (TEPCO) which indirectly holds some stakes in TEPDIA. The agreement has been effective since June 4, 2013 with the contract amount of 4.54 million USD.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Constructions	Account Payables
KEGCO	Subsidiaries	85	3

- KEGCO (Khanom Project 4) has entered into Engineering, Procurement and Construction Contract (EPC Contract) with Mitsubishi Corporation (MC) which indirectly holds some stakes in EGCO via TEPDIA. The agreement has been effective since May 18, 2013, with the contractual amount of 13 million USD and 1,356 million baht.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Constructions	Account Payables
KEGCO	Subsidiaries	1,460	28

- KEGCO (Khanom Project 4) has entered into an Engineering, Procurement and Construction Contract (EPC Contract) with Mitsubishi Corporation Machinery, Inc, a subsidiary of MC which indirectly owns some stakes in EGCO via TEPDIA. The contract has been effective since May 18, 2013, with the contractual amount of 109 million USD, 23,319 million JPY, and 12 million EUR.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Constructions	Account Payables
KEGCO	Subsidiary	11,261	8

- Banpong Utilities Company Limited (“Banpong” or “SK & TP Cogen”) has entered into an EPC Contract with MC which holds some stakes in EGCO via TEPDIA. The agreement has been effective since November 1, 2014 with the contractual amount of 0.27 million USD, 0.47 million EUR, 14.43 million Swedish Krona and 3,785 million baht.
- Klongluang Utilities Company Limited (“Klongluang”) has entered into an EPC Contract with MC which holds some stakes in EGCO via TEPDIA. The contract has been effective since April 1, 2015 with the contractual amount of 10.77 million USD.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Constructions	Account Payables
Banpong	Subsidiaries	440	-
Klongluang	Subsidiaries	80	-

- Banpong Utilities Company Limited (“Banpong” or “SK & TP Cogen”) has entered into an EPC Contract with Mitsubishi Corporation Machinery, Inc., a subsidiary of MC which indirectly holds some stakes in EGCO via TEPDIA. The contract has been effective since November 1, 2014 with the contractual amount of 4,351 million JPY, 18 million USD, 1.34 million EUR and 534 million SEK.

Companies	Relationship	Transaction value as at December 31, 2015 (million baht)	
		Constructions	Account Payables
Klongluang	Subsidiaries	803	23

3. Related Transactions between EGCO and Group Companies

EGCO has entered into the following agreements with Group Companies where EGCO is a major shareholder and in which EGCO’s executives are appointed as directors and executives.

- 3.1 Office Building Rental and Service Agreements with 4 companies namely KEGCO, ESCO, EGCO Cogen, and Roi-Et Green. The provision of space and the scope of services are specified in a yearly contract.

Such transactions were considered justified as EGCO maximized its building space usage and the fee was charged at the market rate which was the same rate charged to any third parties.

- 3.2 Management Service Agreement with KEGCO, ESCO, EGCO Cogen, EGCO Green, Roi-Et Green, Egcom Tara, EGCO BVI, PEPOL, Quezon, Theppana, SPP2, SPP3, SPP4, SPP5, Yanhee EGCO, Solarco, BLCP, GPS, and NED. The scopes of work cover internal audit, legal counseling, Board’s secretarial work, IT, public and community relations and financial work (except ESCO and Egcom Tara), including secondment of employee to NTPC.

- 3.3 Project Development Services Agreement with Chaiyaphum, Banpong, Klongluang Utilities Company Limited (“Klongluang” or “TJ Cogen”), and KEGCO (Khanom Project 4).

- 3.4 Land Rental Agreement for construction with Klongluang Unity Company Limited.

Such transactions were justified as those Group companies did not have internal staff to take care of such work while EGCO had the expertise and capability to provide the services. The service fee was charged in accordance with the actual operating hours based on the cost plus basis.

Companies	Relationship	Transaction values as at December 31, 2015 (million baht)
		Financial Statements
KEGCO	Subsidiaries	5
KEGCO (Khanom Project 4)		21
ESCO		5
EGCO Cogen		8
EGCO Green		1
Roi-Et Green		8
Egcom Tara		1
Chaiyaphum		107
PEPOI		24
Quezon		10
Theppana		6
SPP 2		5
SPP 3		4
SPP 4		4
SPP 5		4
Yanhee EGCO		1
Solarco		14
Banpong		13
Klongluang		31
EGCO BVI		1
Total for subsidiaries		273
NTPC	Joint Ventures	14
BLCP		14
GPS		6
NED		2
Total for joint ventures		36

4. Financial Support to related business partners

EGCO has provided financial support to subsidiaries and joint ventures in proportional to its ownership in such companies. Such supports are normal business practices and are aimed at optimizing shareholders' returns. The transactions were approved by the Board under the Company's Table of Authority and disclosed in the notes to financial statements as of December 31, 2015.

4.1 Loan

Companies	Relationship	Transaction values as at December 31, 2014 (million baht)	Terms and conditions
SPP 2	Subsidiaries	103	On January 7, 2013, EGCO entered into the loan agreement providing the loan of 103 million baht to SPP 2. Such loan has fully drawn down. The principal payment will be made on January 11, 2037 at the interest rate of MLR plus a certain margin, payable on a quarterly basis.
SPP 3	Subsidiaries	80	On January 7, 2013, EGCO entered into the loan agreement to provide the loan of 105 million baht to SPP 3. The full facility had been drawn down. The principal payment will be made on September 20, 2036 at the interest rate of MLR plus a certain margin, payable on quarterly basis.
SPP 4	Subsidiaries	80	On January 7, 2013, EGCO entered into the loan agreement to providing the loan of 80 million baht to SPP4. The full facility had been drawn down. The principal payment will be made on September 20, 2036 at the interest rate of MLR plus a certain margin, payable on a quarterly basis.
SPP 5	Subsidiaries	78	On January 7, 2013, EGCO entered into loan agreement to providing the loan of 78 million baht to SPP 5. The full facility had been drawn down. The principal payment will be made on March 27, 2037 at the interest rate of MLR plus a certain margin, payable on a quarterly basis.
Yanhee EGCO	Subsidiaries	1,548	On October 22, 2012, EGCO entered into the loan agreement to provide the loan of 1,720 million baht to Yanhee EGCO. The full facility had been drawn down. The principal payment will be made at equal installment on a yearly basis at the interest rate of MLR, payable on a yearly basis.
Theppana	Subsidiaries	29	On October 8, 2012, EGCO entered into the loan agreement providing the loan of 31 million baht to Theppana. The principal will be paid at a lump sum on the 10 th anniversary of the COD, at the interest rate of MLR minus a certain margin. The repayment should be made every 6 months starting from the COD.

4.2 Commitments and Liabilities

EGCO has commitments under the Sponsor Support Agreements from loan guarantees provided to the following subsidiaries and joint ventures.

4.2.1 Guarantee of Loan

EGCO's liability under Counter Guarantee, Standby Letter of Credit and Bank Guarantee for its subsidiaries and joint ventures as at December 31, 2015 as follows:

Klongluang

EGCO was liable under the Letter of Guarantee for the electricity sales proposal in the amount of 465 million baht.

Banpong

EGCO was liable under the Letter of Guarantee for the electricity sales proposal in the amount of 945 million baht.

Chaiyaphum

EGCO was liable under the Letter of Guarantee for the electricity sales proposal to EGAT and PEA, Land Lease Guarantee to the Agricultural Land Reform Office, Chaiyaphum province, with the total amount of 46 million baht.

KEGCO

EGCO has the liability under the Standby Letter of Credit issued by BNP Paribas Bank to guarantee the capital payment for Khanom Project 4 in the amount of 3,678 million baht.

NTPC

EGCO has the liability under 2 standby letters of credit issued by Mizuho Corporate Bank to guarantee the debt obligation in reserve accounts for Nam Theun project 2, in the amount of 5 million USD (equivalent to 172 million baht) and 707 million baht, respectively.

GPS

EGCO has the liability under the Standby Letter of Credit amounted to 128 million baht, issued by Kasikorn Bank to guarantee for the required amount in the collateral accounts for GPS.

Policy and Tendency of Future Related Transactions

EGCO's existing related transactions tends to continue and EGCO will seek to ensure that all of the related transactions be conducted transparently, fair and beneficial to the Company. The Audit Committee, external auditors or independent consultants shall be assigned by the Board to review and give their independent opinions on the pricing and justifications of those transactions. Disclosure of related transactions shall strictly follow the notifications of SET and SEC. In addition, EGCO will continue to provide the updated information, rules and regulations on related transactions to concerned staffs for thorough understanding which will certainly lead to full compliance and transparency for the optimal benefits of the shareholders.




Statement of Directors' Responsibilities

According to the Public Limited Companies Act B.E. 2535, the Accounting Act B.E. 2543, the Securities and Exchange Act B.E. 2535, and the Notification of Capital Market Supervisory Board re: "Disclosure of Financial Statements and Performance of Listed Companies", the Board of Directors is responsible to prepare the true and fair financial statements of the company.

To adhere with such responsibilities, the Board of Directors of the Electricity Generating Public Company Limited (EGCO) has issued the Company's regulation on accounting, finance and budgeting B.E. 2550 that the Management must comply with while the Audit Committee is entrusted to ensure that the EGCO's financial statements are prepared in a justified and prudent manner in compliance with laws and regulations and that the appropriate accounting policies are consistently applied. The Audit Committee also reviews EGCO's internal control systems to ensure its adequacy and effectiveness as a means to safeguard the company's assets from unauthorized use and to prevent fraud.

EGCO has prepared both the consolidated and company financial statements for the year ended December 31, 2015 in compliance with the Thai Generally Accepted Accounting Principles under the Accounting Profession Act B.E. 2547. The appropriate accounting policies were consistently applied and the financial statements were prepared in a prudent and justified manner with adequate disclosure of significant information in the notes to the financial statements and that the consolidated and company financial statements were audited by the auditor with unqualified opinions.

The Board of Directors is of the opinion that both the consolidated and company financial statements for the year 2015 presented EGCO's financial position, operating results, changes in shareholders' equity and cash flows fairly, in all material respects and reliable manner and that such statements were in compliance with the Thai Generally Accepted Accounting Principles and all governing laws and regulations.



Mr. Sombat Sarnitjaree
Chairman



Financial Overview

Consolidated Financial Statements

	2015	2014	2013	2012	2011
		Restated	Restated	Restated	
FINANCIAL PERFORMANCE (Million Baht)					
Sales and service income	15,914	16,897	17,458	13,734	7,661
Other income	1,893	1,849	983	737	449
Accounting gains on a business combination achieved in stages, net	-	-	-	4,310	-
Gain from sell subsidiary	1,079	-	-	-	-
Cost of sales and services	9,934	10,227	10,396	9,673	5,589
Administrative expenses and income taxes	3,610	3,694	4,155	2,882	1,933
Finance costs	6,657	2,794	2,824	703	694
Share of profit (loss) from Subsidiaries, an associated and interest in joint ventures	5,948	5,461	6,156	5,541	5,200
Profit (loss) from discontinued operation, net of income tax	115	171	-	-	-
Net Profit (loss) attributable to Non-controlling interests	87	140	164	29	126
Fx gain (loss)	(342)	144	107	205	22
Net Profit (loss) attributable to the Company	4,319	7,667	7,164	11,240	4,990
Net Profit (loss) attributable to the Company before the effects of Foreign Exchange (FX) gain (loss), Deferred Tax, Impairment, Lease Income ⁽¹⁾ and Income from service concession ⁽²⁾	7,920	7,705	7,375	6,060 ⁽³⁾	5,301
FINANCIAL POSITION (Million Baht)					
Total assets	179,812	160,687	131,120	110,389	72,956
Total liabilities	102,062	86,468	60,867	45,388	14,423
Parent's shareholders' equity	77,242	73,264	69,343	64,160	57,978
Non-controlling interests' shareholders' equity	508	955	910	841	555
Issued and paid-up share capital	5,265	5,265	5,265	5,265	5,265
PER SHARE DATA (Baht)					
Earnings per share	8.20	14.56	13.61	21.35	9.48
Book Value	146.72	139.16	131.71	121.87	110.13
Dividend	N/A	6.25	6.00	6.00	5.25
RATIO ANALYSIS					
Liquidity ratio (Time)	1.22	0.91	2.23	1.32	11.72
Cashflows liquidity ratio (Time)	0.36	0.54	0.43	0.51	1.82
Gross profit ratio (%)	37.58	39.48	40.45	29.57	27.05
Earnings ratio (%)	17.24	31.27	29.13	35.27 ⁽³⁾	37.49
Return on equity ratio (%)	5.74	10.75	10.73	11.56 ⁽³⁾	8.85
Return on assets ratio (%)	2.54	5.25	5.93	7.70 ⁽³⁾	7.13
Debt to equity ratio (Time)	1.31	1.17	0.87	0.70	0.25

Remarks:

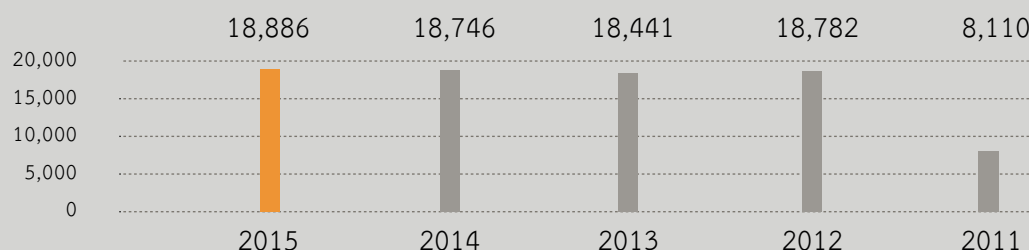
⁽¹⁾ TFRIC 4 Determining whether an arrangement contains a lease.

⁽²⁾ TFRIC 12 Service concession arrangements.

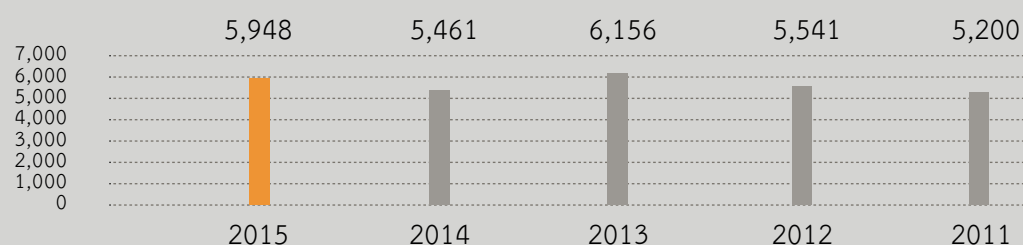
⁽³⁾ Excluding accounting gain on business combination after deducted the amortization amount 4,182 million baht of 52.125% of Quezon, before the company purchased the additional shares in the portion of 45.875%. This method was performed in accordance with the accounting standard.

Total Revenues

Unit : Million Baht

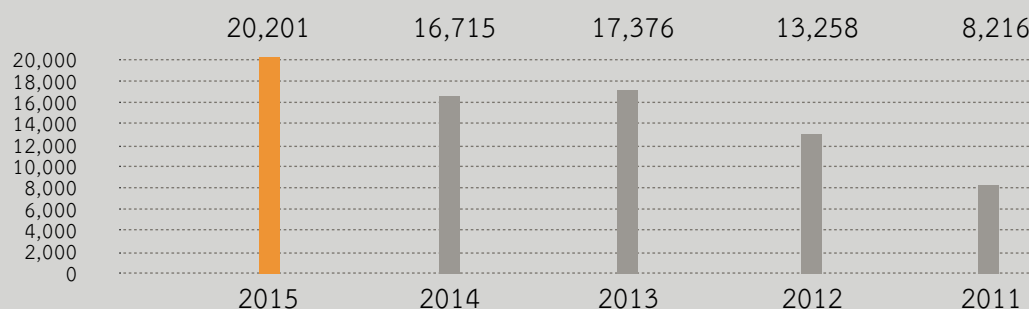
Share of profit (loss) from Subsidiaries,
an associated and interest in joint ventures

Unit : Million Baht



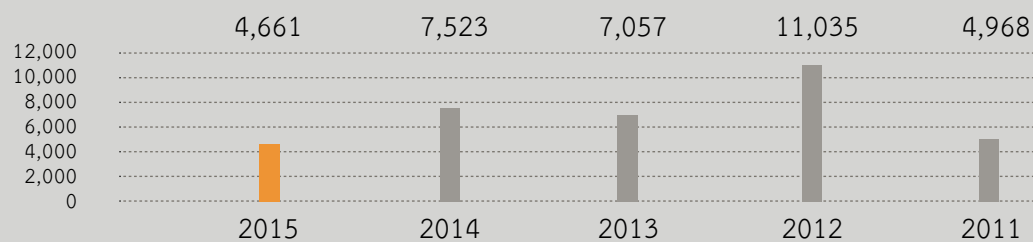
Total Expenses Excluding Currency Exchange Gains or Losses

Unit : Million Baht



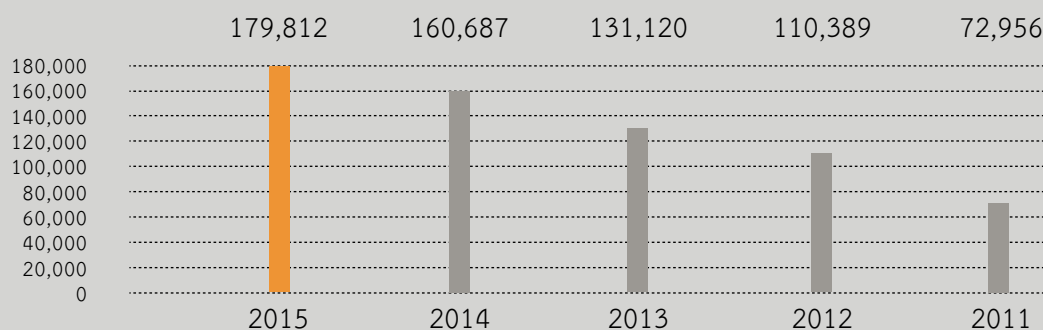
Net Profit Excluding Currency Exchange Gains or Losses

Unit : Million Baht



Total Asset

Unit : Million Baht



Auditor's Report

To the Shareholders of Electricity Generating Public Company Limited

I have audited the accompanying consolidated and company financial statements of Electricity Generating Public Company Limited and its subsidiaries and of Electricity Generating Public Company Limited, which comprise the consolidated and company statements of financial position as at 31 December 2015, and the related consolidated and company statements of income, comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and a summary of significant accounting policies and other notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

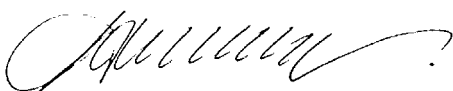
My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Thai Standards on Auditing. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the 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 company financial statements referred to above present fairly, in all material respects, the consolidated and company financial position of Electricity Generating Public Company Limited and its subsidiaries and of Electricity Generating Public Company Limited as at 31 December 2015, and its consolidated and company results of operations and its cash flows for the year then ended in accordance with Thai Financial Reporting Standards.



Amornrat Pearmpoonvatanasuk

Certified Public Accountant (Thailand) No. 4599

PricewaterhouseCoopers ABAS Ltd.

Bangkok

19 February 2016

Electricity Generating Public Company Limited

Statement of Financial Position

As at 31 December 2015

	Notes	Consolidated			Company		
		31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht	31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht
Assets							
Current assets							
Cash and cash equivalents	7	8,750,562,822	6,859,020,383	6,983,790,385	2,675,210,792	892,293,618	1,800,125,759
Short-term investments	8						
- Deposits at financial institutions		371,532,505	363,836,605	127,156,620	-	528,797	972,369
- Marketable securities		2,118,801	5,019,698	3,000,000	-	-	-
Short-term investments used as collateral	9	1,763,520,928	1,425,480,120	807,313,276	-	-	-
Trade receivables, net	10	2,087,371,206	2,013,444,715	2,161,389,806	-	-	-
Trade receivable from a related party	40.4	238,649,870	270,967,584	270,990,782	-	-	-
Trade receivable from a related party for services under finance lease	40.5	141,630,240	250,001,622	331,693,692	-	101,889,858	174,688,316
Current portion of finance lease receivable from a related party	40.6	838,095,412	807,994,978	1,595,688,095	-	124,620,416	1,003,228,115
Current portion of receivable under a concession arrangement		-	15,325,308	14,866,673	-	-	-
Current portion of dividend receivables from subsidiaries and joint ventures	3.2, 14.5	1,606,912,848	1,584,102,904	1,942,600,350	1,811,442,162	1,891,766,082	2,253,439,636
Current portion of long-term loans to related parties	40.8	-	-	-	-	45,882,350	45,882,350
Amounts due from related parties	40.7	230,810,891	176,155,527	148,996,090	257,540,124	126,850,741	252,970,623
Fuel and spare parts and supplies, net	3.1, 11	1,908,260,527	2,069,296,602	2,255,430,303	191,650,377	192,086,314	194,901,777
Other current assets	12	1,463,717,506	1,296,242,569	1,449,339,584	356,679,092	347,423,372	252,110,124
Total current assets		19,403,183,556	17,136,888,615	18,092,255,656	5,292,522,547	3,723,341,548	5,978,319,069
Non-current assets							
Finance lease receivable from a related party, net	40.6	883,795,209	1,570,803,104	3,158,161,523	-	-	1,028,086,166
Receivable under a concession arrangement, net		-	279,479,964	293,659,043	-	-	-
Long-term investments in marketable securities	13	3,618,660,810	3,368,603,473	3,802,303,123	3,612,741,004	3,363,586,452	3,799,606,918
Dividend receivables from joint ventures	3.2, 14.5	5,991,660,733	5,657,186,457	5,184,053,580	5,991,660,733	5,657,186,457	5,184,053,580
Long-term loans to related parties, net	40.8	-	-	85,000,000	1,917,962,357	2,653,785,907	2,704,668,257
Long-term investments used as collateral	9	89,521,027	87,712,981	282,300	-	-	-
Investments in subsidiaries	14.2	-	-	-	56,733,785,997	56,485,788,272	35,042,200,872
Investment in an associate	14.3	6,877,717,511	6,850,756,077	-	-	-	-
Interests in joint ventures	14.4	52,937,680,990	48,920,430,120	33,975,477,103	25,571,697,638	24,371,697,638	24,371,697,638
Other long-term investments	13	1,527,252,500	1,168,002,500	726,158,750	1,523,812,500	1,167,562,500	725,718,750
Investment property	15	448,602,691	448,602,691	322,071,012	662,254,434	448,602,691	322,071,012
Property, plant and equipment, net	3.1, 16	72,527,300,916	55,808,651,488	45,282,197,980	2,139,562,865	2,173,352,092	1,567,608,091
Intangible assets, net	17	4,545,970,472	5,181,718,446	5,626,051,035	-	-	-
Goodwill, net	18	9,397,266,911	9,904,480,882	9,850,345,586	-	-	-
Deferred tax assets, net	24	357,705,160	170,193,677	60,200,598	-	-	-
Advance payments for construction of power plants		357,460,359	3,454,084,331	3,969,854,827	-	-	-
Other non-current assets	19	848,431,794	679,489,962	692,079,329	23,750,851	19,792,824	11,551,549
Total non-current assets		160,409,027,083	143,550,196,153	113,027,895,789	98,177,228,379	96,341,354,833	74,757,262,833
Total assets		179,812,210,639	160,687,084,768	131,120,151,445	103,469,750,926	100,064,696,381	80,735,581,902

For Director




The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.

Electricity Generating Public Company Limited

Statement of Financial Position (cont.)

As at 31 December 2015

		Consolidated			Company		
		31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht	31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht
	Notes						
Liabilities and shareholders' equity							
Current liabilities							
Short-term loans from financial institutions	20	858,000,000	10,048,300,000	1,800,000,000	-	9,878,300,000	1,800,000,000
Trade payables		628,218,471	781,887,385	1,230,807,672	4,620,437	9,409,625	16,065,370
Trade payable to a related party	40.4	4,271,024	9,186,384	29,469,240	-	6,022,825	10,440,761
Amounts due to related parties	40.7	86,254,931	15,302,308	13,062,183	347,750	484,530	927,580
Current portion of long-term loans from financial institutions, net	22	10,156,516,781	5,633,109,763	5,191,405,438	7,656,880,992	3,337,743,332	3,331,957,009
Other current liabilities	21	4,185,677,401	2,246,094,747	2,523,124,975	477,758,660	447,773,036	405,444,806
Total current liabilities		15,918,938,608	18,733,880,587	10,787,869,508	8,139,607,839	13,679,733,348	5,564,835,526
Non-current liabilities							
Long-term loans from financial institutions, net	22	73,130,552,596	59,686,171,783	42,237,559,592	32,258,461,332	28,905,145,521	18,023,178,849
Debenture	23	5,183,182,720	-	-	5,183,182,720	-	-
Retirement benefit obligations	25	382,088,765	293,603,657	261,405,778	183,299,196	112,013,111	103,927,455
Provision for decommissioning costs	26	1,444,951,409	1,416,242,770	1,348,601,983	437,176,000	437,176,000	419,554,703
Deferred tax liabilities, net	24	5,147,001,816	4,953,891,737	5,293,820,814	604,765,708	610,469,742	693,785,534
Other non-current liabilities	27	855,739,095	1,384,607,000	938,252,204	24,561,373	24,419,306	25,306,969
Total non-current liabilities		86,143,516,401	67,734,516,947	50,079,640,371	38,691,446,329	30,089,223,680	19,265,753,510
Total liabilities		102,062,455,009	86,468,397,534	60,867,509,879	46,831,054,168	43,768,957,028	24,830,589,036

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.




Electricity Generating Public Company Limited

Statement of Financial Position (cont.)

As at 31 December 2015

	Notes	Consolidated			Company		
		31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht	31 December 2015 Baht	Restated 31 December 2014 Baht	Restated 1 January 2014 Baht
Liabilities and shareholders' equity (continued)							
Shareholders' equity							
Share capital							
Authorised share capital							
- 530,000,000 ordinary shares at par of Baht 10 per share		5,300,000,000	5,300,000,000	5,300,000,000	5,300,000,000	5,300,000,000	5,300,000,000
Issued and paid-up share capital							
- 526,465,000 ordinary shares paid-up at Baht 10 per share		5,264,650,000	5,264,650,000	5,264,650,000	5,264,650,000	5,264,650,000	5,264,650,000
Premium on share capital		8,601,300,000	8,601,300,000	8,601,300,000	8,601,300,000	8,601,300,000	8,601,300,000
Premium on treasury stock		47,373,035	47,373,035	47,373,035	47,373,035	47,373,035	47,373,035
Surplus acquisition non-controlling interests		(218,688,716)	-	-	-	-	-
Retained earnings							
Appropriated							
- Legal reserve	28	530,000,000	530,000,000	530,000,000	530,000,000	530,000,000	530,000,000
Unappropriated		58,512,651,311	57,483,797,926	53,107,201,468	40,072,921,656	39,855,539,815	39,115,976,955
Other components of shareholders' equity		4,504,871,449	1,336,886,607	1,792,146,560	2,122,452,067	1,996,876,503	2,345,692,876
Total equity attributable to the owners of the parent		77,242,157,079	73,264,007,568	69,342,671,063	56,638,696,758	56,295,739,353	55,904,992,866
Non-controlling interests	29	507,598,551	954,679,666	909,970,503	-	-	-
Total shareholders' equity		77,749,755,630	74,218,687,234	70,252,641,566	56,638,696,758	56,295,739,353	55,904,992,866
Total liabilities and shareholders' equity		179,812,210,639	160,687,084,768	131,120,151,445	103,469,750,926	100,064,696,381	80,735,581,902

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.




Electricity Generating Public Company Limited

Income Statement

For the year ended 31 December 2015

	Notes	Consolidated		Company	
		2015 Baht	Restated	2015 Baht	Restated
			2014 Baht		2014 Baht
Sales and service income	30, 40.1, 40.2	15,913,766,147	16,897,131,039	-	-
Cost of sales and services	31	(9,933,564,697)	(10,226,647,887)	-	-
Gross profit		5,980,201,450	6,670,483,152	-	-
Other income	32	1,892,813,228	1,849,362,549	8,799,884,443	5,824,407,986
Net gain from disposal of a subsidiary	41.1	1,078,916,817	-	-	-
Currency exchange gains (losses)		(342,107,469)	144,299,950	96,159,483	192,042,764
Administrative expenses		(2,858,805,171)	(2,944,075,101)	(972,329,206)	(875,702,745)
Finance costs	34	(6,657,458,382)	(2,794,028,418)	(4,379,035,939)	(1,476,554,099)
Share of profit from investments in an associate and joint ventures, net	14.3, 14.4	5,948,076,757	5,460,634,235	-	-
Profit before income tax expense		5,041,637,230	8,386,676,367	3,544,678,781	3,664,193,906
Income tax expense	35	(750,399,799)	(751,218,275)	-	-
Profit for the year from continuing operations		4,291,237,431	7,635,458,092	3,544,678,781	3,664,193,906
Discontinued operation					
Profit (loss) for the year from discontinued operation, net of income tax	41	114,925,329	171,387,636	(36,973,870)	365,749,479
Profit for the year		4,406,162,760	7,806,845,728	3,507,704,911	4,029,943,385
Attributable to:					
Owners of the parent					
Profit for the year from continued operations		4,235,224,337	7,539,973,772	3,544,678,781	3,664,193,906
Profit (loss) for the year from discontinued operation		83,952,118	127,003,211	(36,973,870)	365,749,479
Profit for the year attributable to the owners of parent		4,319,176,455	7,666,976,983	3,507,704,911	4,029,943,385
Non-controlling interests					
Profit for the year from continued operation		56,013,094	95,484,320	-	-
Profit for the year from discontinued operation		30,973,211	44,384,425	-	-
Profit for the year attributable to the non-controlling interests		86,986,305	139,868,745	-	-
Profit for the year		4,406,162,760	7,806,845,728	3,507,704,911	4,029,943,385
Earnings per share for the year	36				
Profit for the year from continued operations		8.04	14.32	6.73	6.96
Profit (loss) for the year from discontinued operation		0.16	0.24	(0.07)	0.69

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.




Electricity Generating Public Company Limited

Statement of Comprehensive Income

For the year ended 31 December 2015

	Notes	Consolidated		Company	
		2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
Profit for the year		4,406,162,760	7,806,845,728	3,507,704,911	4,029,943,385
Other comprehensive income					
Items that will not be reclassified subsequently to profit or loss					
- Remeasurements of post-employment benefit obligations, net of income tax		(83,336,824)	-	(73,748,078)	-
- Share of other comprehensive income of joint ventures, net of income tax	14.1	5,700,736	-	-	-
Items that will be reclassified subsequently to profit or loss					
- Unrealised gains (losses) on investments in marketable securities - available-for-sale, net of income tax		199,323,642	(348,816,373)	199,323,642	(348,816,373)
- Share of other comprehensive income of joint ventures, net of income tax	14.1	3,252,089	883,168	-	-
- Exchange difference on translation		3,071,252,700	(108,846,348)	-	-
Other comprehensive income (expense) for the year, net of tax		3,196,192,343	(456,779,553)	125,575,564	(348,816,373)
Total comprehensive income for the year		7,602,355,103	7,350,066,175	3,633,280,475	3,681,127,012
Total comprehensive income attributable to:					
Owners of the parent		7,487,161,297	7,211,717,030	3,633,280,475	3,681,127,012
Non-controlling interests		115,193,806	138,349,145	-	-
Total comprehensive income for the year		7,602,355,103	7,350,066,175	3,633,280,475	3,681,127,012

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.

Piya Klu



Electricity Generating Public Company Limited

Statement of Changes in Shareholders' Equity

For the year ended 31 December 2015

Consolidated

Attributable to owners of the parent																							
Other components of shareholders' equity																							
Other comprehensive income (expense)																							
Retained earnings																							
Notes	Issued and paid-up share capital	Premium on share capital	Premium on treasury stock	Surplus from acquisition of non-controlling investments		Legal reserve	Unappropriated		Available-for-sale investments		Remeasurements of post-employment benefit obligations		Share of other comprehensive income of a joint venture		Exchange difference on translation		Total other components of shareholders' equity		Total owners of the parent		Non-controlling interests		Total shareholders' equity
				Baht	Baht		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	
Opening balance as at 1 January 2014	5,264,650,000	8,601,300,000	47,373,035	-	-	530,000,000	53,107,201,468	-	2,345,692,876	-	15,621,558	(569,167,874)	1,792,146,560	69,342,671,063	909,970,503	70,252,641,566							
Changes in shareholders' equity for the year																							
Total comprehensive income for the year	-	-	-	-	-	-	7,666,976,983	-	(348,816,373)	-	883,168	(107,326,748)	(455,259,953)	7,211,717,030	138,349,145	7,350,066,175							
Dividends paid	-	-	-	-	-	-	(3,290,380,525)	-	-	-	-	-	-	(3,290,380,525)	(132,769,390)	(3,423,149,919)							
Additional paid-up share capital of a subsidiaries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	39,129,412	39,129,412							
Closing balance as at 31 December 2014	5,264,650,000	8,601,300,000	47,373,035	-	-	530,000,000	57,483,797,926	-	1,996,876,503	-	16,504,726	(676,494,622)	1,336,886,607	73,264,007,568	954,679,666	74,218,687,234							
Opening balance as at 1 January 2015	5,264,650,000	8,601,300,000	47,373,035	-	-	530,000,000	57,483,797,926	-	1,996,876,503	-	16,504,726	(676,494,622)	1,336,886,607	73,264,007,568	954,679,666	74,218,687,234							
Changes in shareholders' equity for the year																							
Total comprehensive income for the year	-	-	-	-	-	-	4,319,176,455	-	199,323,642	(83,392,943)	8,952,825	3,043,101,318	3,167,984,842	7,487,161,297	115,193,806	7,602,355,103							
Dividends paid	-	-	-	-	-	-	(3,290,323,070)	-	-	-	-	-	-	(3,290,323,070)	(79,131,651)	(3,369,454,721)							
Acquisition of non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-	-	(218,688,716)	(326,488,288)	(545,177,004)							
Disposal of a subsidiary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(156,654,982)	(156,654,982)							
Closing balance as at 31 December 2015	5,264,650,000	8,601,300,000	47,373,035	(218,688,716)	530,000,000	58,512,651,311	2,196,200,145	(83,392,943)	25,457,551	2,366,606,696	4,504,871,449	77,242,157,079	507,598,551	77,749,755,630									

EGCO
Electricity Generating Public Company Limited

Piya Klum

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.

Electricity Generating Public Company Limited

Statement of Changes in Shareholders' Equity (cont.)

For the year ended 31 December 2015

Other components of shareholders' equity												Company
	Notes	Retained earnings					Other comprehensive income					
		Issued and paid-up share capital	Premium on share capital	Premium on treasury stock	Legal reserve	Unappropriated	Available-for-sale investments	Remeasurements of post-employment benefit obligations	Total other components of shareholders' equity	Total shareholders' equity		
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht	
Opening balance as at 1 January 2014		5,264,650,000	8,601,300,000	47,373,035	530,000,000	39,115,976,955	2,345,692,876	-	2,345,692,876	55,904,992,866		
Changes in shareholders' equity for the year												
Total comprehensive income for the year		-	-	-	-	4,029,943,385	(348,816,373)	-	(348,816,373)	3,681,127,012		
Dividends paid		-	-	-	-	(3,290,380,525)	-	-	-	(3,290,380,525)		
Closing balance as at 31 December 2014		5,264,650,000	8,601,300,000	47,373,035	530,000,000	39,855,539,815	1,996,876,503	-	1,996,876,503	56,295,739,353		
Opening balance as at 1 January 2015												
Changes in shareholders' equity for the year												
Total comprehensive income for the year		-	-	-	-	3,507,704,911	199,323,642	(73,748,078)	125,575,564	3,633,280,475		
Dividends paid	37	-	-	-	-	(3,290,323,070)	-	-	-	(3,290,323,070)		
Closing balance as at 31 December 2015		5,264,650,000	8,601,300,000	47,373,035	530,000,000	40,072,921,656	2,196,200,145	(73,748,078)	2,122,452,067	56,638,696,758		

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.



Signature

Electricity Generating Public Company Limited

Statement of Cash Flows

For the year ended 31 December 2015

	Notes	Consolidated		Company	
		Restated		Restated	
		2015 Baht	2014 Baht	2015 Baht	2014 Baht
Cash flows from operating activities					
Profit before income tax from continuing operations for the year		5,041,637,230	8,386,676,367	3,544,678,781	3,664,193,906
Adjustments to reconcile profit before income tax to net cash provided by operations:					
- Depreciation and amortisation		2,259,147,759	2,214,413,602	60,906,173	47,038,182
- Allowance for doubtful accounts	10	15,162,264	-	-	-
- Allowance for obsolescence of spare parts	11	71,119,875	79,872,627	-	-
- Retirement benefit expenses		44,880,499	64,413,636	10,055,630	11,593,276
- Interest income		(70,270,721)	(66,278,511)	(174,958,402)	(205,723,902)
- Interest expenses		2,869,180,635	1,986,891,117	1,265,449,385	763,833,556
- Provision for decommissioning costs	26	53,184,346	66,320,891	-	-
- Unrealised losses on exchange rates		3,385,556,095	421,125,190	2,743,039,301	387,890,021
- Loss on impairment of goodwill		482,816,296	-	-	-
- Losses on write-off and disposal of spare part and supplies		-	65,359,256	-	-
- Losses (gains) on write-off and disposal of equipment		11,695,391	34,510,884	11,017,495	(1,096,820)
- Dividends received from other company		(143,263,867)	(133,920,572)	(143,263,867)	(133,920,572)
- Dividends received from subsidiaries and joint ventures	14.2, 14.4	-	-	(8,159,164,500)	(5,262,110,052)
- Gain from disposal of a subsidiary		(1,078,916,817)	-	-	-
- Share of profit from investments in an associate and joint ventures, net	14.1	(5,948,076,757)	(5,460,634,235)	-	-
Cash flows before changes in operating assets and liabilities		6,993,852,228	7,658,750,252	(842,240,004)	(728,302,405)
Changes in operating assets and liabilities: (excluding the effects of acquisition or disposal of subsidiaries)					
- Trade receivables and trade receivable from a related party		(57,403,495)	152,917,232	-	-
- Trade receivable from a related party for services under finance lease		108,371,382	81,692,070	-	-
- Finance lease receivable from a related party		656,907,461	1,324,170,518	-	-
- Amounts due from related parties		(253,156,539)	(29,484,659)	(62,140,514)	16,177,993
- Fuel, spare parts and supplies		26,639,271	44,327,660	-	-
- Other current assets		(160,853,177)	129,407,206	(14,017,433)	(98,680,130)
- Other non-current assets		(150,962,622)	(78,093,655)	-	(8,256,734)
- Trade payables and trade payable to a related party		(157,097,461)	(467,348,025)	-	-
- Amounts due to related parties		212,739,572	(15,385,157)	(186,000)	400,000
- Retirement benefit paid		(42,747,248)	(32,091,104)	(12,426,780)	-
- Other current liabilities and other non-current liabilities		85,887,640	73,749,361	10,919,188	2,505,043
Cash generated from operations		7,262,177,012	8,842,611,699	(920,091,543)	(816,156,233)

Electricity Generating Public Company Limited

Statement of Cash Flows (cont.)

For the year ended 31 December 2015

	Notes	Consolidated		Company	
		Restated		Restated	
		2015 Baht	2014 Baht	2015 Baht	2014 Baht
Cash generated from operations (cont.)		7,262,177,012	8,842,611,699	(920,091,543)	(816,156,233)
- Tax paid		(932,049,796)	(1,076,283,364)	-	-
Net cash receipts from (payments in) operating activities from continuing operations		6,330,127,216	7,766,328,335	(920,091,543)	(816,156,233)
Net cash receipts from (payments in) operating activities of discontinued operation		(26,869,197)	197,126,355	111,520,762	1,604,163,002
Net cash receipts from (payments in) operating activities		6,303,258,019	7,963,454,690	(808,570,781)	788,006,769
Cash flows from investing activities					
Acquisition of investments in subsidiaries, an associate and in joint ventures		(2,204,054,306)	(21,045,020,366)	(1,447,997,725)	(21,433,587,400)
Cash receipt from disposal of a subsidiary		1,600,000,000	-	-	-
Short-term and long-term investments used as collateral, net		(339,848,854)	(705,880,348)	-	-
Interest received		70,360,618	56,808,241	108,340,851	316,052,802
Net cash receipts (payment in) from short-term investments		(131,453,954)	(220,956,905)	528,797	443,572
Net cash payments from long-term investments		(1,314,267)	(3,565,001)	-	-
Acquisition of other long-term investments		(356,250,000)	(441,843,750)	(356,250,000)	(441,843,750)
Net cash payments in purchases of equipment and construction in progress and investment property		(10,687,285,042)	(11,177,931,376)	(233,940,942)	(70,061,414)
Net cash payments in purchases of intangible assets		(20,031,058)	(8,215,880)	(12,994,178)	-
Advance payments for construction of power plants		(524,427,727)	-	-	-
Cash payments in long-term loans to related parties		-	-	(10,000,000)	(80,000,000)
Cash receipts from long-term loans to related parties		-	85,000,000	791,705,900	130,882,350
Dividends received from subsidiaries and joint ventures	14.2, 14.4	5,046,622,746	5,050,752,048	7,905,014,143	5,150,650,729
Dividends received from other company		143,263,867	133,920,572	143,263,867	133,920,572
Net cash receipts from (payments in) investing activities from continuing operations		(7,404,417,977)	(28,276,932,765)	6,887,670,713	(16,293,542,539)
Net cash receipts (payment in) from investing activities of discontinued operation		101,889,865	(25,086,975)	14,377	(1,901,407)
Net cash receipts from (payments in) investing activities		(7,302,528,112)	(28,302,019,740)	6,887,685,090	(16,295,443,946)
Cash flows from financing activities					
Payments on finance leases		(831,871)	(2,335,744)	-	(1,199,421)
Interests paid		(3,359,246,790)	(2,079,325,709)	(1,197,672,226)	(676,309,583)
Proceeds from short-term loans from financial institutions		7,090,647,730	26,569,788,000	5,468,647,730	25,830,788,000
Payments on short-term loans from financial institutions		(16,280,947,730)	(18,602,496,000)	(15,346,947,730)	(18,033,496,000)
Proceeds from long-term loans from financial institutions	22.3	19,909,327,819	27,825,087,295	8,827,055,000	18,181,699,000
Payments on long-term loans from financial institutions	22.3	(5,910,630,250)	(9,500,623,472)	(3,358,732,076)	(7,342,117,544)
Payments on deferred financing fee		(169,967,253)	(78,119,296)	(36,006,750)	(69,970,453)
Proceeds from debenture	23	4,636,986,240	-	4,636,986,240	-
Dividends paid to shareholders		(3,337,142,733)	(3,430,845,751)	(3,289,527,323)	(3,289,788,963)
Net cash receipts from (payments in) financing activities from continuing operations		2,578,195,162	20,701,129,323	(4,296,197,135)	14,599,605,036
Net cash payments from financing activities of discontinued operation		(31,516,280)	(39,787,078)	-	-
Net cash receipts from (payments in) financing activities		2,546,678,882	20,661,342,245	(4,296,197,135)	14,599,605,036

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.

Piye Klu



Electricity Generating Public Company Limited

Statement of Cash Flows (cont.)

For the year ended 31 December 2015

	Notes	Consolidated		Company	
		2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
Net increase (decrease) in cash and cash equivalents		1,547,408,789	322,777,195	1,782,917,174	(907,832,141)
Beginning balance		6,859,020,383	6,983,790,385	892,293,618	1,800,125,759
Effect of exchange rate changes		344,133,650	(447,547,197)	-	-
Ending balance		8,750,562,822	6,859,020,383	2,675,210,792	892,293,618
Cash and cash equivalents are made up as follows:					
- Cash in hand and deposits at financial institutions - maturities within three months		7,252,574,272	4,839,631,385	2,014,656,841	127,401,590
- Short-term investments in promissory notes - maturities within three months		1,497,988,550	2,019,388,998	660,553,951	764,892,028
		8,750,562,822	6,859,020,383	2,675,210,792	892,293,618
Non-cash transactions					
- Reclassification of spare parts to property, plant and equipment		62,813,972	-	-	-
- Advance payment for constructions of power plants		357,460,359	3,454,084,331	-	-
- Payables for purchase of property, plant and equipment (included retention)		2,115,359,304	906,323,053	21,983,434	14,626,271
- Reclassification of other assets to deferred financing fee		162,042,066	100,544,337	8,241,275	-

The notes to the consolidated and company financial statements on pages 165 to 244 are an integral part of these financial statements.

Piya Klu



Electricity Generating Public Company Limited

Notes to the Consolidated and Company Financial Statements

For the year ended 31 December 2015

1 General information

Electricity Generating Public Company Limited (“the Company”) is a public limited company incorporated and resident in Thailand. The address of its registered office is 222 Moo 5, EGCO Tower, 14th and 15th floor, Vibhavadi Rangsit Road, Tungsonghong, Lakxi, Bangkok 10210.

The Company is listed on the Stock Exchange of Thailand. For reporting purposes, the Company and its subsidiaries are referred to as “the Group”.

The principal business operation of the Group is the generation of electricity for sale to the government sector and industrial users.

These consolidated and company financial statements were authorised for issue by the president on 19 February 2016.

2 Accounting policies

The principal accounting policies applied in the preparation of these consolidated and company financial statements are set out below.

2.1 Basis of preparation

The consolidated and company financial statements have been prepared in accordance with Thai generally accepted accounting principles under the Accounting Act B.E. 2543, being those Thai Accounting Standards issued under the Accounting Profession Act B.E. 2547, and the financial reporting requirements of the Securities and Exchange Commission under the Securities and Exchange Act.

The consolidated and company financial statements have been prepared under the historical cost convention except as disclosed in the accounting policies below.

The preparation of financial statements in conformity with Thai generally accepted accounting principles requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group’s accounting policies and to disclose the areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements as disclosed in Note 4.

An English version of the consolidated and company financial statements has been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

The accounting policies used in the preparation of the financial statements are consistent with those used in the annual financial statements for the year ended 31 December 2014, except new accounting policies which have been applied since 1 January 2015 as described in Note 2.2.1

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”)**2.2.1 Accounting standards are effective for the accounting periods beginning on or after 1 January 2015 and adopted by the Group**

2 Accounting policies (continued)

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”) (continued)

2.2.1 Accounting standards are effective for the accounting periods beginning on or after 1 January 2015 and adopted by the Group (continued)

a) Accounting standards with significant changes and have impact to the Group are as follows:

TAS 1 (revised 2012)	Presentation of Financial Statements
TAS 16 (revised 2014)	Property, plant and equipment
TAS 19 (revised 2014)	Employee benefits
TAS 27 (revised 2014)	Separate financial statements
TAS 28 (revised 2014)	Investments in associates and joint ventures
TAS 34 (revised 2014)	Interim financial reporting
TFRS 10	Consolidated financial statements
TFRS 11	Joint arrangements
TFRS 12	Disclosure of interests in other entities
TFRS 13	Fair value measurement
TFRIC 14 (revised 2014)	TAS 19 - The limit on a defined benefit asset, minimum funding requirements and their interaction
TFRIC 20	Stripping costs in the production phase of a surface mine

Commencing 1 January 2015, the Group has applied the aforementioned accounting standards. The application of those accounting standards does not have significant impact to the financial statements being presented except the adoption of TAS 16 (revised 2014) “Property, plant and equipment” as described in Notes 3.1 and the adoption of TFRS 12 “Disclosure of interests in other entities” and TFRS 13 “Fair value measurement” impact only to the disclosures of notes to the financial statements as presented in Notes 14 and 42, respectively.

b) Accounting standards with minor changes and do not have impact to the Group are as follows:

TAS 2 (revised 2014)	Inventories
TAS 7 (revised 2014)	Statement of cash flows
TAS 8 (revised 2014)	Accounting policies, changes in accounting estimates and errors
TAS 10 (revised 2014)	Events after the reporting period
TAS 11 (revised 2014)	Construction contracts
TAS 12 (revised 2014)	Income taxes
TAS 17 (revised 2014)	Leases
TAS 18 (revised 2014)	Revenue
TAS 20 (revised 2014)	Accounting for government grants and disclosure of government assistance
TAS 21 (revised 2014)	The effects of changes in foreign exchange rates
TAS 23 (revised 2014)	Borrowing costs
TAS 24 (revised 2014)	Related party disclosures
TAS 26 (revised 2014)	Accounting and reporting by retirement benefit plans
TAS 29 (revised 2014)	Financial reporting in hyperinflationary economies
TAS 33 (revised 2014)	Earnings per share
TAS 36 (revised 2014)	Impairment of assets
TAS 37 (revised 2014)	Provisions, contingent liabilities and contingent assets

Piya Kline

2 Accounting policies (continued)

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”) (continued)

2.2.1 Accounting standards are effective for the accounting periods beginning on or after 1 January 2015 and adopted by the Group (continued)

b) Accounting standards with minor changes and do not have impact to the Group are as follows: (continued)

TAS 38 (revised 2014)	Intangible assets
TAS 40 (revised 2014)	Investment property
TFRS 2 (revised 2014)	Share-based payment
TFRS 3 (revised 2014)	Business combinations
TFRS 5 (revised 2014)	Non-current assets held for sale and discontinued operations
TFRS 6 (revised 2014)	Exploration for and evaluation of mineral resources
TFRS 8 (revised 2014)	Operating segments
TSIC 10 (revised 2014)	Government assistance - No specific relation to operating activities
TSIC 15 (revised 2014)	Operating leases - Incentives
TSIC 25 (revised 2014)	Income taxes - changes in the tax status of an entity or its shareholders
TSIC 27 (revised 2014)	Evaluating the substance of transactions involving the legal form of a lease
TSIC 29 (revised 2014)	Service concession arrangements: Disclosures
TSIC 31 (revised 2014)	Revenue - barter transactions involving advertising services
TSIC 32 (revised 2014)	Intangible assets - Web site costs
TFRIC 1 (revised 2014)	Changes in existing decommissioning, restoration and similar liabilities
TFRIC 4 (revised 2014)	Determining whether an arrangement contains a lease
TFRIC 5 (revised 2014)	Rights to interests arising from decommissioning, restoration and environmental rehabilitation funds
TFRIC 7 (revised 2014)	Applying the restatement approach under TAS29 Financial reporting in hyperinflationary economies
TFRIC 10 (revised 2014)	Interim financial reporting and impairment
TFRIC 12 (revised 2014)	Service concession arrangements
TFRIC 13 (revised 2014)	Customer loyalty programmes
TFRIC 15 (revised 2014)	Agreements for the construction of real estate
TFRIC 17 (revised 2014)	Distributions of non-cash assets to owners
TFRIC 18 (revised 2014)	Transfers of assets from customers

2.2.2 Accounting standards are effective for accounting periods beginning on or after 1 January 2016 and are not early adopted by the Group

a) Accounting standards with significant changes:

TAS 16 (revised 2015)	Property, plant and equipment
TAS 19 (revised 2015)	Employee benefits
TAS 24 (revised 2015)	Related party disclosures
TAS 27 (revised 2015)	Separate financial statements
TAS 36 (revised 2015)	Impairment of assets
TAS 38 (revised 2015)	Intangible assets

Piya Klu

2 Accounting policies (continued)

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”)(continued)

2.2.2 Accounting standards are effective for accounting periods beginning on or after 1 January 2016 and are not early adopted by the Group (continued)

a) Accounting standards with significant changes: (continued)

TAS 40 (revised 2015)	Investment property
TAS 41 (revised 2015)	Agriculture
TFRS 2 (revised 2015)	Share-based payment
TFRS 3 (revised 2015)	Business combinations
TFRS 4 (revised 2015)	Insurance contracts
TFRS 8 (revised 2015)	Operating segments
TFRS 10 (revised 2015)	Consolidated financial statements
TFRS 12 (revised 2015)	Disclosure of interests in other entities
TFRS 13 (revised 2015)	Fair value measurement
TFRIC 21 (revised 2015)	Levies

The Group’s management has assessed and considered that the aforementioned standards will not have a material impact to the group. Significant changes in those accounting standards are summarised as below.

TAS 16 (revised 2015) “Property, plant and equipment” clarifies how the gross carrying amount and the accumulated depreciation are treated where an entity uses the revaluation model.

TAS 19 (revised 2015) “Employee benefits” is amended to apply to contributions from employees or third parties to defined benefit plans and to clarify the accounting treatment of such contributions. The amendment distinguishes between contributions that are linked to service only in the period in which they arise and those linked to service in more than one period.

TAS 24 (revised 2015) “Related party disclosures” includes as a related party an entity that provides key management personnel services to the reporting entity or to the parent of the reporting entity (the ‘management entity’). Disclosure of the amounts charged to the reporting entity is required.

TAS 27 (revised 2015) “Separate financial statements” allows an investment entity that is exempted from consolidating its subsidiaries presenting separate financial statements as its only financial statements. It requires the investment entity to measure its investment in subsidiaries at fair value through profit or loss.

TAS 36 (revised 2015) “Impairment of assets” is amended to provide additional disclosure requirement when the recoverable amount of the assets is measured at fair value less costs of disposal. The disclosures include 1) the level of fair value hierarchy, 2) when fair value measurement categorised within level 2 and level 3, disclosures is required for valuation technique and key assumption.

TAS 38 (revised 2015) “Intangible assets” is amended to clarify how the gross carrying amount and the accumulated amortisation are treated where an entity uses the revaluation model.

TAS 40 (revised 2015) “Investment property” clarifies that TFRS 3 should be applied when determining whether an acquisition of an investment property is a business combination.

TAS 41 “Agriculture” requires biological assets including agricultural produce, harvested product of the entity’s biological assets, to be measured at fair value less cost to sell. The practical guide on TAS 41 issued by the FAP excludes bearer plant from the scope of TAS 41. The guide required bearer plant to be measured at cost less accumulated depreciation and impairment losses, if any, according to TAS 16.

TFRS 2 (revised 2015) “Share based payments” clarifies the definition of a ‘vesting condition’ and separately defines ‘performance condition’ and ‘service condition’.

2 Accounting policies (continued)

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”) (continued)

2.2.2 Accounting standards are effective for accounting periods beginning on or after 1 January 2016 and are not early adopted by the Group (continued)

a) Accounting standards with significant changes: (continued)

TFRS 3 (revised 2015) “Business combinations” clarifies i) an obligation to pay contingent consideration which meets the definition of a financial instrument as a financial liability or equity, on the basis of the definitions in TAS 32, ‘Financial instruments: Presentation’ (when announced) or other applicable standards. It also clarifies that all non-equity contingent consideration is measured at fair value at each reporting date, with changes in value recognised in profit and loss, and ii) TFRS 3 does not apply to the accounting for the formation of any joint venture under TFRS 11.

TFRS 4 (revised 2015) “Insurance contracts” applies to all insurance contracts (including reinsurance contracts) that an entity issues and to reinsurance contracts that it holds.

TFRS 8 (revised 2015) “Operating segments” requires disclosure of the judgements made by management in aggregating operating segments. It is also amended to require a reconciliation of segment assets to the entity’s assets when segment assets are reported to chief operating decision maker.

TFRS10 (revised 2015) “Consolidated financial statements” is amended to define an investment entity and introduce an exception from consolidation. These amendments mean that many funds and similar entities will be exempt from consolidating most of their subsidiaries. Instead, they will measure them at fair value through profit or loss.

TFRS 12 (revised 2015) “Disclosure of interests in other entities” introduces disclosures that an investment entity needs to disclose.

TFRS 13 (revised 2015) “Fair value measurement” is amended to clarify that the portfolio exception in TFRS 13 applies to all contracts (including non-financial contracts) within the scope of TAS 39 (when announced) or IFRS 9 (when announced).

TFRIC 21 “Levies”, the Interpretation addresses the accounting for a liability to pay a levy if that liability is within the scope of TAS 37. It also addresses the accounting for a liability to pay a levy whose timing and amount is certain.

b) Accounting standards with minor changes and do not have impact to the Group are as follows:

TAS 1 (revised 2015)	Presentation of financial statements
TAS 2 (revised 2015)	Inventories
TAS 7 (revised 2015)	Statement of cash flows
TAS 8 (revised 2015)	Accounting policies, changes in accounting estimates and errors
TAS 10 (revised 2015)	Events after the reporting period
TAS 11 (revised 2015)	Construction contracts
TAS 12 (revised 2015)	Income taxes
TAS 17 (revised 2015)	Leases
TAS 18 (revised 2015)	Revenue
TAS 20 (revised 2015)	Accounting for government grants and disclosure of government assistance
TAS 21 (revised 2015)	The effects of changes in foreign exchange rates
TAS 23 (revised 2015)	Borrowing costs

2 Accounting policies (continued)

2.2. New financial reporting standards, revised accounting standards and financial reporting standards and interpretations (collectively “the accounting standards”) (continued)

2.2.2 Accounting standards are effective for accounting periods beginning on or after 1 January 2016 and are not early adopted by the Group (continued)

b) Accounting standards with minor changes and do not have impact to the Group are as follows: (continued)

TAS 26 (revised 2015)	Accounting and reporting by retirement benefit plans
TAS 28 (revised 2015)	Investments in associates and joint ventures
TAS 29 (revised 2015)	Financial reporting in hyperinflationary economies
TAS 33 (revised 2015)	Earnings per share
TAS 34 (revised 2015)	Interim financial reporting
TAS 37 (revised 2015)	Provisions, contingent liabilities and contingent assets
TFRS 5 (revised 2015)	Non-current assets held for sale and discontinued operations
TFRS 6 (revised 2015)	Exploration for and evaluation of mineral resources
TFRS 11 (revised 2015)	Joint arrangements
TSIC 10 (revised 2015)	Government assistance - No specific relation to operating activities
TSIC 15 (revised 2015)	Operating leases - Incentives
TSIC 25 (revised 2015)	Income taxes - changes in the tax status of an entity or its shareholders
TSIC 27 (revised 2015)	Evaluating the substance of transactions involving the legal form of a lease
TSIC 29 (revised 2015)	Service concession arrangements: Disclosures
TSIC 31 (revised 2015)	Revenue - barter transactions involving advertising services
TSIC 32 (revised 2015)	Intangible assets - Web site costs
TFRIC 1 (revised 2015)	Changes in existing decommissioning, restoration and similar liabilities
TFRIC 4 (revised 2015)	Determining whether an arrangement contains a lease
TFRIC 5 (revised 2015)	Rights to interests arising from decommissioning, restoration and environmental rehabilitation funds
TFRIC 7 (revised 2015)	Applying the restatement approach under TAS29 Financial reporting in hyperinflationary economies
TFRIC 10 (revised 2015)	Interim financial reporting and impairment
TFRIC 12 (revised 2015)	Service concession arrangements
TFRIC 13 (revised 2015)	Customer loyalty programmes
TFRIC 14 (revised 2015)	TAS 19 - The limit on a defined benefit asset, minimum funding requirements and their interaction
TFRIC 15 (revised 2015)	Agreements for the construction of real estate
TFRIC 17 (revised 2015)	Distributions of non-cash assets to owners
TFRIC 18 (revised 2015)	Transfers of assets from customers
TFRIC 20 (revised 2015)	Stripping costs in the production phase of a surface mine

2 Accounting policies (continued)

2.3 Group accounting - investments in subsidiaries, associates and joint arrangements

2.3.1 Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group 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. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the non-controlling interest's proportionate share of the acquiree's net assets.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is re-measured to fair value at the acquisition date; any gains or losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not re-measured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Intercompany transactions, balances and unrealised gains or loss on transactions between Group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

In the Company's financial statements, investments in subsidiaries are accounted for at cost less impairment. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

A test for impairment for investments in subsidiaries is carried out when there is a factor indicating that investments might be impaired. If the carrying value of the investments is higher than its recoverable amount, impairment loss is charged to the profit or loss.

A list of the Group's subsidiaries is shown in Note 14.

2.3.2 Non-controlling interests

The Group presents non-controlling interests in the consolidated statement of financial position within equity, separately from the equity of the owners of the parent. Any changes in the Group's ownership interest in a subsidiary that do not result in the Group losing control of the subsidiary are equity transactions. The differences between fair value of any consideration paid and relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

2 Accounting policies (continued)

2.3 Group accounting - investments in subsidiaries, associates and joint arrangements (continued)

2.3.3 Disposal of subsidiaries

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities.

2.3.4 Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of the profit or loss of the investee after the date of acquisition. The Group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the gain or loss that previously recognised in other comprehensive income is reclassified to profit or loss if that gain or loss would be required to be reclassified to profit or loss on the disposal of the related assets or liabilities.

The Group's share of its associates' post-acquisition profits or losses is recognised in the profit or loss, and its share of post-acquisition movements in other comprehensive income is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to share of profit/(loss) of associates in the profit or loss.

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Accounting policies of associates have been changed to ensure consistency with the policies adopted by the Group. Dilution gains and losses arising in investments in associates are recognised in the profit or loss. In the Company's financial statements, investments in associates are accounted for at cost less impairment. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

A list of the Group's principal associates is shown in Note 14.

2.3.5 Joint arrangements

A joint arrangement is a contractual arrangement where at least two parties agree to share control over the activities of the arrangement. Unanimous consent toward decisions about relevant activities between the parties sharing control is a requirement in order to meet the definition of joint control. Joint arrangements can be joint operations or joint ventures. The classification is principle based and depends on the parties' exposure in relation to the arrangement. When the parties' exposure to the arrangement only extends to the net assets of the arrangement, the arrangement is a joint venture. Joint operations have rights to assets and obligations for liabilities.

2 Accounting policies (continued)

2.3 Group accounting - investments in subsidiaries, associates and joint arrangements (continued)

2.3.5 Joint arrangements (continued)

An investment in a joint venture is accounted for using the equity method of accounting. Under the equity method of accounting, investment in a joint venture is initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses and movements in other comprehensive income. When the Group's share of losses in a joint venture equals or exceeds its interests in the joint ventures (which includes any long-term interests that, in substance, form part of the Group's net investment in the joint venture), the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint ventures. Unrealised gains on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interest in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

In the Company's financial statements, investments in joint ventures are accounted for using the cost method less impairment. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

A joint operation, the Group recognises and measures the assets and liabilities and recognise the related revenues and expenses in relation to its interest in the arrangement to the particular assets, liabilities, revenues and expenses. Accounting policies of the joint operation have been changed for to the particular assets, liabilities, revenues and expenses to ensure consistency with the policies adopted by the Group. The Group does not recognise its share of profits or losses from the joint operation that result from the purchase of assets by the Group from the joint operation until it resells the assets to an independent party. However, if a loss on the transaction provides evidence of a reduction in the net realisable value of current assets or an impairment loss, the loss is recognised immediately.

A list of the Group's joint ventures is shown in Note 14.

2.4 Foreign currency translation

2.4.1 Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The financial statements are presented in Baht, which is the functional and presentation currency of the Company.

2.4.2 Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transaction. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. Conversely, when a gain or loss on a non-monetary item is recognised in profit and loss, any exchange component of that gain or loss is recognised in profit and loss.

2.4.3 Group companies

The results and financial position of all the group entities (none of which has the currency of a hyper-inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

Piya Klum



2 Accounting policies (continued)

2.4 Foreign currency translation (continued)

2.4.3 Group companies (continued)

- Income and expenses of each income statement and statement of comprehensive income are translated at average exchange rates; and
- All resulting exchange differences are recognised as other comprehensive income in the statement of comprehensive income.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

2.5 Financial instruments

Financial assets carried in the statements of financial position include cash and cash equivalents, deposits at financial institutions, short-term investments, trade receivables, trade receivable from a related party, amounts due from related parties, finance lease receivable from a related party, receivable under a concession arrangement, and loans to related parties. Financial liabilities carried in the statement of financial position include trade payables, trade payables and amounts due to related parties, loans from financial institutions and debenture. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

The Group is party to derivative financial instruments, which mainly comprise foreign currency forward contracts and interest rate swap agreements.

Foreign Currency Forward Contracts

The Group enters into to financial instruments that reduce exposure to fluctuations in exchange rates by using foreign currency forward contracts to protect its exposure from movements in exchange rates. Foreign currency forward contracts establish a predetermined exchange rate ("forward rate") at which the Group will pay foreign currency amounts on a predetermined future date. At the statements of financial position date, the foreign currency amounts receivable under these contracts are translated into Baht at the rates ruling at that date. Unrealised gains or losses that result from the translation are recognised as part of the financial costs. The foreign currency amounts payable under these contracts are translated into Baht at the forward rates. Any premiums or discounts equal to the difference between the exchange rates and the forward rates at the inception of the contracts are amortised over the lives of the contracts. The foreign currency amounts receivable and payable have been presented net in the statements of financial position.

Interest Rate Swap Contracts

Interest rate swap contracts protect the Group from movements in interest rates. Any differential to be paid or received on the interest rate swap contracts is recognised as a component of finance costs as incurred. Disclosures about financial instruments to which the Group is a party are provided in Note 39.

2.6 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. Cash and cash equivalents comprise cash in hand, deposits held at financial institutions and short-term highly liquid investments with maturities of three months or less from the date of acquisition.

2.7 Trade receivables

Trade receivables are recognised initially at original invoice amount and subsequently measured at the remaining amount less allowance for doubtful receivables based on a review of all outstanding amounts at the year end. The amount of the allowance is the difference between the carrying amount and the amount expected to be collectible. Bad debts are recognised to the income statement as part of administrative expenses.

Piya Kline



2 Accounting policies (continued)

2.8 Fuel and spare parts and supplies

2.8.1 Fuel

Fuel includes coal and diesel. Cost is calculated on the moving average basis.

2.8.2 Spare parts and supplies

Spare parts that do not meet definitions of property, plant and equipment are stated at cost less allowance for obsolescence. Cost is calculated on the moving average basis.

The allowance for capital spare parts that are used for specific plant equipment in power plants is made on a specific basis.

The allowance for common spare parts is generally provided based on an aging analysis.

2.9 Other investments

Investments other than investments in subsidiaries and interests in joint ventures are classified into the following three categories: held-to-maturity, available-for-sale and general investments. The classification is dependent on the purpose for which the investments were acquired. Management determines the appropriate classification of its investments at the time of the purchase and re-evaluates such designation on a regular basis.

- Investments with fixed maturity that the management has the intent and ability to hold to maturity are classified as held-to-maturity and are included in non-current assets, except those with maturities within 12 months from the end of the reporting period, which are classified as current assets.
- Investments intended to be held for an indefinite period of time, which may be sold in response to liquidity needs or changes in interest rates, are classified as available-for-sale, and are included in non-current assets unless management has expressed the intention of holding the investment for less than 12 months from the end of the reporting period or unless they will need to be sold to raise operating capital, in which case they are included in current assets.
- Investments in non-marketable equity securities are classified as general investments.

All categories of investments are initially recognised at cost which is equal to the fair value of consideration paid plus transaction costs.

Held-to-maturity investments are carried at amortised cost using the effective yield method less impairment loss.

Available-for-sale investments are subsequently carried at fair value. Unrealised gains and losses arising from changes in the fair value of investments classified as available-for-sale are recognised in the other comprehensive income. The fair value of investments is based on the quoted bid price by reference to the Stock Exchange of Thailand and the Thai Bond Dealing Centre. When investments classified as available-for-sale are sold or impaired, the accumulated fair value adjustments are included in the profit or loss as gains and losses from investment in securities.

General investments are carried at cost less impairment.

A test for impairment is carried out when there is a factor indicating that an investment might be impaired. If the carrying value of the investment is higher than its recoverable amount, impairment loss is charged to the profit or loss.

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to the profit or loss. When disposing of part of the Group's holding of a particular investment in debt or equity securities, the carrying amount of the disposed part is determined by the weighted average carrying amount of the total holding of the investment.

Piya Klu

2 Accounting policies (continued)

2.10 Investment property

Property that is held for long-term rental or for capital appreciation or both, and that is not occupied by the companies in the Group, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as investment property or land held for a currently undetermined future use. Investment property of the Group is land held for a currently undetermined future use. The Group has not determined that it will use the land as owner-occupied property or as capital appreciation.

Investment property is measured initially at its cost including related transaction costs. Subsequently, the investment property is carried at cost less accumulated impairment losses (if any).

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repair and maintenance costs are expensed when incurred.

2.11 Property, plant and equipment

All property, plant and equipment are initially recorded at cost. Subsequently all plant and equipment are stated at historical cost less accumulated depreciation and impairment (if any). The costs of property, plant and equipment comprise both the purchase price and any costs directly attributable to bringing the assets to location and condition necessary for them to be capable of operating in the manner intended by management. Their costs also include the initial estimate of the costs of dismantling and removing the item and restoring the site on which they are located, the obligation for which the Group incurs either when the items are acquired or as a consequence of having used the items during a particular period.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to write off the cost of each asset to its residual value over its estimated useful life, except land which is considered to have an indefinite life, as follows:

	Years
Buildings and structures	10 to 20
Power plants	21 to 50
Substation and transmission system	20 and 25
Capitalisation of capital spare parts	5 and 25
Operating and maintenance equipment	5
Office equipment, furniture and computers	3 to 10
Motor vehicles	5

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at the end of each reporting period.

Where the carrying amount of asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

Gains and losses on disposals of assets are determined by comparing proceeds with the carrying amount and are recognised within "Other gains or losses, net" in the income statement.

Piya Kline



2 Accounting policies (continued)

2.11 Property, plant and equipment (continued)

Borrowing costs that are directly attributable to the acquisition or construction of a qualifying asset are capitalised as part of the cost of that asset, during the period of time required to complete and prepare the asset for its intended use. All other borrowing costs are recognised as expenses in the income statement. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

2.12 Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net assets of the acquired subsidiary undertaking or joint venture or associate at the date of acquisition. Goodwill on acquisitions of subsidiaries is separately reported and of joint ventures or associate is included in investments in joint ventures or associate in the consolidated statement of financial position.

Recognised goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of a subsidiary or a joint venture or an associate include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to cash generating units for the purpose of impairment testing. The allocation is made to those cash generating units or group of cash generating units that are expected to benefit from the business combination in which the goodwill arose.

2.13 Intangible assets

2.13.1 Right in Power Purchase Agreement and Tap Water Purchase Agreement and Operation and Maintenance Agreement

The right in Power Purchase and Tap Water Purchase Agreements and Operation and Maintenance Agreement arising on acquisitions of subsidiary or interest in joint venture is amortised over the periods of the Power Purchase Agreements and of the Water Supply Agreement and Operation and Maintenance Agreement, which are between 15 and 25 years.

2.13.2 Development expenditure

Development expenditure is recognised as an expense as incurred. Costs incurred on development projects 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 expenditure previously recognised as an expense is not recognised as an asset in a subsequent period. Development expenditure that has been capitalised is amortised from the commencement of the commercial operation on a straight-line basis over the estimated useful life of assets.

2.14 Impairment of assets

Assets that have an indefinite useful life, for example goodwill, are not subject to amortisation and are tested annually for impairment. Assets and intangible assets that have definite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount which is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows. Assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

Piya Klu

2 Accounting policies (continued)

2.15 Long-term lease

The determination of whether an arrangement is or contains a lease shall be based on the substance of the arrangement, and not merely the legal form. It requires an assessment of whether (a) the fulfilment of the arrangement is dependent on the use of specific assets and (b) the arrangement conveys a right to use such assets.

If the arrangement is a lease or contains a lease, payments and other consideration required by the arrangement shall be separated into those for the lease and those for other elements (e.g. for services and the cost of inputs) on the basis of their relative fair values. The lease element of the arrangement shall be classified as a finance lease or an operating lease.

Leases - where a Group is the lessee

Leases of property, plant or equipment where the Group has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalized at the inception of the lease at the lower of the fair value of the leased property and the present value of the minimum lease payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in other long-term payables. The interest element of the finance cost is charged to profit or loss over the lease period so as to achieve a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant or equipment acquired under finance leases is depreciated over the shorter period of the useful life of the asset and the lease term.

Long-term leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

Leases - where a Group company is the lessor

Leases in which a significant portion of risks and rewards of ownership are retained by the lessee are classified as finance lease. When assets are leased out under a finance lease, the present value of the lease payments is recognised as a receivable. The difference between the gross receivable and the present value of the receivable is recognised as unearned finance income. Finance lease income (interest income from finance leases) is recognised over the term of the lease using the net investment method, which reflects a constant periodic rate of return. Initial direct costs are included in initial measurement of the finance lease receivable and reduce the amount of income recognised over the lease term. The recognition follows accounting policy in Note 2.22.

Leases in which a significant portion of risks and rewards of ownership are retained by lessor are classified as operating leases. Assets leased out under operating leases are included in property, plant and equipment in the statement of financial position. They are depreciated over their expected useful lives on a basis consistent with other similar property, plant and equipment owned by the Group. Rental income is recognised on a straight-line basis over the lease term. The recognition follows accounting policy in Note 2.22.

2.16 Service concession arrangements between government and private entity in providing public services

A service concession arrangement is an arrangement involves an operator constructing and/or upgrading, operating and maintaining infrastructure used to provide a public service for a specified period of time. The operator is paid for its services over the period of the arrangement. The arrangement is governed by a contract that sets out performance standards, mechanisms for adjusting prices and arrangements for arbitrating disputes. The grantor controls (through ownership, beneficial entitlement or otherwise) any significant residual interest in the infrastructure at the end of the term of the arrangement.

Puja K. K.



2 Accounting policies (continued)

2.16 Service concession arrangements between government and private entity in providing public services (continued)

The Group, as the operator for constructing and operating infrastructure, recognises receivable arising from a service concession arrangement to the extent that it has an unconditional right to receive cash or another financial asset from or at the direction of the grantor, for the construction of concession assets. Receivable recognised as a result of the service concession arrangement are measured at fair value upon initial recognition.

2.17 Borrowings

Borrowings are recognised initially at the fair value of the proceeds received, net of the transaction costs incurred. Borrowings are subsequently stated at amortised cost using the effective yield method; any difference between the proceeds (net of transaction costs) and the redemption value is recognised to the income statement over the period of the borrowings.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of reporting date.

2.18 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case the tax is also recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of reporting period in the countries where the entities within the Group operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is recognised, using the liability method, on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Deferred income tax is provided on temporary differences arising from investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

Piya Khatun



2 Accounting policies (continued)

2.19 Employee benefits

The Group has post-employment benefits consisting of both defined benefit and defined contribution plans. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age of employee, years of service and compensation.

2.19.1 Defined benefit plan - retirement benefits

The Group provides for post employment benefits, payable to employees under the labour laws applicable in Thailand and other countries in which the Group has its operations. The liability in respect of employee benefits is the present value of the defined benefit obligation which is calculated by an independent actuary in accordance with the actuarial technique. The present value of the defined benefit obligation is determined by discounting estimated future cash flows using yields on government bonds which have terms to maturity approximating the terms of the related liability. The estimated future cash flows shall reflect employee salaries, turnover rate, mortality, length of service and other factors. Actuarial gains or losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. Past-service costs are recognised immediately in profit or loss.

2.19.2 Defined contribution plan - provident fund

The Group operates a provident fund that is a defined contribution plan. The assets are held in a separate fund which is managed by an external fund manager in accordance with the Provident Fund Act B.E. 2530. The provident fund is funded by payments from employees and by the Group. Contributions to the provident fund are charged to the profit or loss in the year to which they relate.

2.20 Provisions

2.20.1 General provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and a reliable estimate of the amount can be made. Where the Group expects a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain.

2.20.2 Provision for decommissioning costs

The Group recognises provision for decommissioning costs, which are provided at the onset of completion of the project, for the estimate of the eventual costs that relate to the removal of the power and water plants. The recognised provision for decommissioning costs are based on future removal cost estimates and incorporate many assumptions such as abandonment times and future inflation rate and discounted to present value at the discount rate estimated by the management. Those costs are included as part of the power and water plants.

2.21 Treasury stock

Treasury stock presented in the consolidated and company financial statements is carried at cost and shown as a deduction from total shareholders' equity. Gains on disposal of treasury stock are determined by reference to its carrying amount and are taken to "Premium on treasury stock". Losses on disposal of treasury stock are determined by reference to its carrying amount and are taken to "Premium on treasury stock" and "Retained earnings" consecutively.

Piya Klu



2 Accounting policies (continued)

2.22 Revenue recognition

Sales is shown net of value added tax and discounts. Sales under the Power Purchase Agreements (PPA) comprise Availability Payments and Energy Payments. Availability Payments are recognised according to the terms set out in the Power Purchase Agreement. Energy Payments are calculated based on electricity delivered. Sales under the Electricity and Steam Sales/Purchase Agreements with industrial users are recognised on delivery of electricity and steam and customer acceptance.

Finance lease income under power purchase agreements is recognised on an effective interest method over the period of the agreements. Rental income from operating lease under power purchase agreements is recognised on a straight-line basis over the period of the agreements.

Service income under finance and operating lease agreements related to power purchase agreements, which comprises servicing income and fuel cost received from leases with respect to the leased assets, is recognised when the services have been rendered.

Contingent rents are recognised in the income statement in the period in which they are incurred. Contingent rent is that portion of lease payments that is not fixed in amount but varies based on a future factor, such as the amount of use or production.

Revenue from construction services is recognised using the percentage of completion method. The stage of completion is measured by reference to the relationship that the contract costs incurred for work performed to date bear to the estimated total costs for the contract. Revenue from other services is recognised when the services have been rendered in accordance with the terms of the agreements or invoices have been issued.

Interest income is recognised on an accrual basis unless collectability is in doubt.

Dividend income is recognised when the shareholder's right to receive payment is established.

2.23 Government grants

Government grants are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

Government grants relating to income are deferred and recognised in the income statement, within other income item, over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are included in non-current liabilities as deferred government grants and are credited to the income statement on a straight-line basis over the expected lives of the related assets.

2.24 Dividends

Dividends are recorded in the consolidated and company financial statements in the period in which they are approved by the shareholders and the Board of Directors.

Piya Klu



3 Changes in accounting policies and reclassification

3.1 Changes in accounting policies

The Group has applied retrospectively adjustments for the impact of the adoption of TAS 16 (revised 2014) “Property, plant and equipment” in relation to recognition of spare part, stand-by equipment and servicing equipment as property, plant and equipment. The impact on the consolidated and company statements of financial position as at 1 January 2014 and 31 December 2014 are as follows:

	As previously reported Baht	Increase (Decrease) Baht	After restated Baht
Consolidated statement of financial position as at 1 January 2014			
- Fuel and spare parts and supplies, net	3,016,796,663	(761,366,360)	2,255,430,303
- Property, plant and equipment, net	44,520,831,620	761,366,360	45,282,197,980
Consolidated statement of financial position as at 31 December 2014			
- Fuel and spare parts and supplies, net	2,602,863,164	(533,566,562)	2,069,296,602
- Property, plant and equipment, net	55,275,084,926	533,566,562	55,808,651,488

	As previously reported Baht	Increase (Decrease) Baht	After restated Baht
Company statement of financial position as at 1 January 2014			
- Fuel and spare parts and supplies, net	467,324,952	(272,423,175)	194,901,777
- Property, plant and equipment, net	1,295,184,916	272,423,175	1,567,608,091
Company statement of financial position as at 31 December 2014			
- Fuel and spare parts and supplies, net	357,310,357	(165,224,043)	192,086,314
- Property, plant and equipment, net	2,008,128,049	165,224,043	2,173,352,092



3 Changes in accounting policies and reclassification (continued)

3.2 Reclassification

Comparative figures have been reclassified to conform with changes in presentation in the current period. The changes are in relation to the operating results of the produce and supply of tap water business and the operating results of Rayong power plant (Note 41.1) and reclassification of dividends receivable from subsidiaries and joint ventures in relation to expected period time for cash received.

Impact to the consolidated income statement for the year ended 31 December 2014 as follows:

	As previously reported Baht	Increase (Decrease) Baht	After reclassification Baht
(Note 41.1)			
Consolidated income statement			
Sales and services income	17,200,799,036	(303,667,997)	16,897,131,039
Cost of sales and services	(10,309,986,548)	83,338,661	(10,226,647,887)
Gross profit	6,890,812,488	(220,329,336)	6,670,483,152
Other income	1,853,438,679	(4,076,130)	1,849,362,549
Currency exchange gains	144,299,950	-	144,299,950
Administrative expenses	(2,955,822,637)	11,747,536	(2,944,075,101)
Finance costs	(2,794,028,418)	-	(2,794,028,418)
Share of profit from investments in an associate and joint ventures, net	5,460,634,235	-	5,460,634,235
Profit before income tax expense	8,599,334,297	(212,657,930)	8,386,676,367
Income tax expense	(792,488,569)	41,270,294	(751,218,275)
Profit for the year from continued operations	7,806,845,728	(171,387,636)	7,635,458,092
Discontinued operation			
- Profit for the year from discontinued operation, net of income tax	-	171,387,636	171,387,636
Profit for the year	7,806,845,728	-	7,806,845,728
Attributable to:			
Owners of the parent			
Profit for the year from continued operations	7,666,976,983	(127,003,211)	7,539,973,772
Profit for the year from discontinued operation	-	127,003,211	127,003,211
Profit for the year for owners of the parent	7,666,976,983	-	7,666,976,983
Non-controlling interests			
Profit for the year from continued operations	139,868,745	(44,384,425)	95,484,320
Profit for the year from discontinued operation	-	44,384,425	44,384,425
Profit for the year for non-controlling interests	139,868,745	-	139,868,745
Profit for the year	7,806,845,728	-	7,806,845,728

Piya Klu

3 Changes in accounting policies and reclassification (continued)

3.2 Reclassification (continued)

Impact to the consolidated and company statements of financial position as follow:

	As previously reported Baht	Increase (Decrease) Baht	After reclassification Baht
Consolidated statement of financial position			
as at 1 January 2014			
- Current portion of dividend receivables from subsidiaries and joint ventures	7,126,653,930	(5,184,053,580)	1,942,600,350
- Dividend receivables from subsidiaries and joint ventures	-	5,184,053,580	5,184,053,580
as at 31 December 2014			
- Current portion of dividend receivables from subsidiaries and joint ventures	7,241,289,361	(5,657,186,457)	1,584,102,904
- Dividend receivables from subsidiaries and joint ventures	-	5,657,186,457	5,657,186,457

	As previously reported Baht	Increase (Decrease) Baht	After reclassification Baht
Company statement of financial position			
as at 1 January 2014			
- Current portion of dividend receivables from subsidiaries and joint ventures	7,437,493,216	(5,184,053,580)	2,253,439,636
- Dividend receivables from subsidiaries and joint ventures	-	5,184,053,580	5,184,053,580
as at 31 December 2014			
- Current portion of dividend receivables from subsidiaries and joint ventures	7,548,952,539	(5,657,186,457)	1,891,766,082
- Dividend receivables from subsidiaries and joint ventures	-	5,657,186,457	5,657,186,457

Piya Klu

4 Critical accounting estimates and judgements

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

4.1 Power purchase agreements

The Group has applied TFRIC 4 “Determining whether an arrangement contains a lease”. The determination of whether an arrangement is or contains a lease shall be based on the substance of the arrangement. It requires an assessment of whether (a) the fulfilment of the arrangement is dependent on the use of specific assets and (b) the arrangement conveys a right to use such assets. Lease in which a significant portion of the risk and reward of ownership are retained by the lessee are classified as finance lease.

The adoption of TFRIC 4 has resulted in accounting records for certain contractual arrangements on power purchase agreements with Electricity Generating Authority of Thailand. The Group recognised such arrangements as finance leases using the significant assumptions such as total minimum payment, interest rate, residual value of power plant at the end of lease agreement and discount rate. Therefore the changes in these significant assumptions will create and impact on financial lease receivable and revenue from financial lease that is recognised in the Group’s financial statement.

4.2 Estimated impairment of goodwill

Goodwill arising from the acquisition of investment in electricity generation businesses in each country is tested annually for impairment by comparing the carrying amount to the recoverable amount for each cash-generating unit which is determined based on value-in-use calculations. These calculations use a cash flow projection covering the remaining periods of Power Purchase Agreements of the Group in each country and the tariffs and capacity stated in the agreements. Discount rates used are based on pre-tax WACC of each country (please see Note 18).

5 Capital risk management

The Group’s objectives when managing capital are to safeguard the Group’s ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, alternative practices include returning capital to shareholders, issuing new shares or selling assets to reduce debt.

6 Segment information - consolidated financial statements

The Group has two segments report which are comprised of electricity generation and other businesses. Electricity generation is to operate electricity for sales to the government and industrial users. Other businesses are maintenance and operating services for power plants and coal mining business. The segment information is presented on the same basis that used for internal reporting purpose as provided to the chief operating decision maker (“the President”).



6 Segment information - consolidated financial statements (continued)

For the year ended 31 December 2015

	Electricity generation Baht	Other businesses Baht	Consolidated Baht	Adjustments Baht	Management Discussion and Analysis report Baht
Revenue from sales and service income	15,168,528,480	745,237,667	15,913,766,147	2,223,784,508 ^{(4),(5),(8),(9),(10)}	18,137,550,655
Cost of sales and services	(9,220,738,217)	(712,826,480)	(9,933,564,697)	(1,189,184,489) ^{(5),(8),(9),(10)}	(11,122,749,186)
Segment results	5,947,790,263	32,411,187	5,980,201,450	1,034,600,019	7,014,801,469
Other income	1,862,350,992	30,462,236	1,892,813,228	(1,149,829,817) ^{(4),(8),(9),(10)}	742,983,411
Gain from sell a subsidiary, net	-	1,078,916,817	1,078,916,817	-	1,078,916,817
Currency exchange gains (losses)	(339,196,632)	(2,910,837)	(342,107,469)	(2,990,136,744) ^{(1),(2),(3),(5),(9)}	(3,332,244,213)
Administrative expenses	(2,800,081,501)	(58,723,670)	(2,858,805,171)	(959,017,340) ^{(6),(7),(8),(9),(10)}	(3,817,822,511)
Finance costs	(6,657,458,382)	-	(6,657,458,382)	3,616,854,837 ^{(2),(9)}	(3,040,603,545)
Share of profit (loss) investments in an associate and joint ventures, net	5,971,100,225	(23,023,468)	5,948,076,757	640,365,179 ^{(1),(5),(6),(7)}	6,588,441,936
Profit before income tax expense	3,984,504,965	1,057,132,265	5,041,637,230	192,836,134	5,234,473,364
Deferred tax income (expense)	376,770,927	1,228,750	377,999,677	(649,247,653) ^{(5),(6),(9),(10)}	(271,247,976)
Income tax expense	(951,271,894)	(177,127,582)	(1,128,399,476)	(6,420,553) ^{(9),(10)}	(1,134,820,029)
Profit (loss) for the year from continued operation	3,410,003,998	881,233,433	4,291,237,431	(462,832,072)	3,828,405,359
Profit for the year from discontinued operation	-	114,925,329	114,925,329	(114,925,329) ^{(5),(6),(9),(10)}	-
Profit for the year	3,410,003,998	996,158,762	4,406,162,760	(577,757,401)	3,828,405,359
Owners of the parent	3,353,990,904	965,185,551	4,319,176,455	(485,510,934) ⁽⁵⁾	3,833,665,521
Non-controlling interests	56,013,094	30,973,211	86,986,305	(92,246,467) ^{(3),(5),(9)}	(5,260,162)
Segment non-current assets	72,405,052,929	122,247,987	72,527,300,916		
Unallocated assets	106,666,807,189	618,102,534	107,284,909,723		
Consolidated total assets	179,071,860,118	740,350,521	179,812,210,639		

- (1) Net currency exchange gains (losses) and finance costs of joint ventures
- (2) Net currency exchange gains (losses) and finance costs of subsidiaries
- (3) Net currency exchange gains (losses) of non-controlling interests
- (4) Adder income
- (5) Impact of the adoption of TFRIC 4 “Determining whether an arrangement contains a lease” and TFRIC 12 “Service concession arrangements”
- (6) Deferred tax of joint ventures and subsidiaries
- (7) Amortisation of rights in long-term power purchase agreements and fair value uplift of assets from business combination
- (8) Related party transaction of subsidiaries and joint ventures
- (9) Non-controlling interests
- (10) Profit (loss) from discontinued operation




6 Segment information - consolidated financial statements (continued)

For the year ended 31 December 2014

	Electricity generation Baht	Other businesses Baht	Consolidated Baht	Adjustments Baht	Management Discussion and Analysis report Baht
Revenue from sales and service income	16,369,738,701	527,392,338	16,897,131,039	1,601,608,260 ^{(4),(5),(8),(9)}	18,498,739,299
Cost of sales and services	(9,708,993,696)	(517,654,191)	(10,226,647,887)	(1,661,529,600) ^{(5),(8),(9)}	(11,888,177,487)
Segment results	6,660,745,005	9,738,147	6,670,483,152	(59,921,340)	6,610,561,812
Other income	1,837,039,950	12,322,599	1,849,362,549	323,817,891 ^{(4),(8),(9)}	2,173,180,440
Currency exchange gains (losses)	160,093,827	(15,793,877)	144,299,950	(820,725,157) ^{(1),(2),(3),(5)}	(676,425,207)
Administrative expenses	(2,894,271,138)	(49,803,963)	(2,944,075,101)	(682,403,155) ^{(6),(7),(8),(9)}	(3,626,478,256)
Finance costs	(2,794,028,418)	-	(2,794,028,418)	515,239,971 ⁽²⁾	(2,278,788,447)
Share of profit (loss) from investment in an associate and interests in joint ventures, net	5,482,375,117	(21,740,882)	5,460,634,235	581,530,616 ^{(1),(5),(6),(7)}	6,042,164,851
Profit before income tax expense	8,451,954,343	(65,277,976)	8,386,676,367	(142,461,174)	8,244,215,193
Deferred tax income (expense)	278,734,408	(1,043,021)	277,691,387	(53,041,129) ^{(5),(6),(9)}	224,650,258
Income tax expense	(1,008,965,280)	(19,944,382)	(1,028,909,662)	(43,955,694) ⁽⁹⁾	(1,072,865,356)
Profit (loss) for the year from continued operation	7,721,723,471	(86,265,379)	7,635,458,092	(239,457,997)	7,396,000,095
Profit for the year from discontinued operation	-	171,387,636	171,387,636	(171,387,636) ^{(5),(6),(9)}	-
Profit for the year	7,721,723,471	85,122,257	7,806,845,728	(410,845,633)	7,396,000,095
Owners of the parent	7,626,239,172	40,737,811	7,666,976,983	(414,346,697) ⁽⁵⁾	7,252,630,286
Non-controlling interests	95,484,299	44,384,446	139,868,745	3,501,064 ^{(3),(5)}	143,369,809
Segment non-current assets	55,697,212,300	111,439,188	55,808,651,488		
Unallocated assets	103,984,199,195	894,234,085	104,878,433,280		
Consolidated total assets	159,681,411,495	1,005,673,273	160,687,084,768		

(1) Net currency exchange gains (losses) and finance costs of joint ventures

(2) Net currency exchange gains (losses) and finance costs of subsidiaries

(3) Net currency exchange gains (losses) of non-controlling interests

(4) Adder income

(5) Impact of the adoption of TFRIC 4 “Determining whether an arrangement contains a lease” and TFRIC 12 “Service concession arrangements”

(6) Deferred tax of joint ventures and subsidiaries

(7) Amortisation of rights in long-term power purchase agreements and fair value uplift of assets from business combination

(8) Related party transaction of subsidiaries and joint ventures

(9) Profit (loss) from discontinued operation




6 Segment information - consolidated financial statements (continued)

Geographical information

In presenting geographical information, revenue is based on the geographical location of customers and non-current assets are based on the geographical location of the assets.

	Sales and service income		Non-current assets	
	2015	2014	2015	2014
	Baht	Baht	Baht	Baht
Thailand	4,859,899,937	6,335,072,740	39,340,025,877	23,573,357,752
Philippines	10,239,193,709	10,519,627,664	25,188,761,984	23,684,993,801
Australia	814,672,501	42,430,635	7,998,513,055	8,550,299,935
Total	15,913,766,147	16,897,131,039	72,527,300,916	55,808,651,488

7 Cash and cash equivalents

As at 31 December 2015, cash and cash equivalents mainly comprised short-term investments in promissory notes with maturities of three months or less. The interest rates were 0.05% to 2.55% per annum (2014: 0.13% to 3.00% per annum).

8 Short-term investments

Short-term investments comprised deposits at financial institutions with maturities over three months but not later than one year and marketable securities.

Deposits at financial institutions

The deposits at financial institutions of the Group mainly comprise deposits at financial institutions and promissory notes issued by local financial institutions. As at 31 December 2015, deposits at financial institutions, and promissory notes bore interest at rates from 0.10% to 2.75% per annum (2014: interest at rates from 2.00% to 2.75% per annum).

Marketable securities

	Consolidated		Company	
	2015	2014	2015	2014
	Baht	Baht	Baht	Baht
<i>Held-to-maturity</i>				
Debt securities	2,118,801	5,019,698	-	-
Short-term investments in marketable securities	2,118,801	5,019,698	-	-

9 Investments used as collateral

Short-term investments used as collateral

The majority of the deposits at financial institutions used as collateral are those of nine subsidiaries (As at 31 December 2014: eight subsidiaries). They comprise cash reserves required to be maintained under their loan agreements for the purpose of repayment of principal and payment of interest due within one year and as a reserve to minimise exchange rate risk. These cash reserves are provided from the proceeds of sales of electricity.

As at 31 December 2015, the Group had Thai Baht deposits at financial institutions used as collateral of Baht 1,764 million bearing interest at the rates of 0.38% to 2.75% per annum (2014: Baht 1,425 million bearing interest at the rates of 0.75% to 3.90% per annum). These included the cash reserve for the purpose of repayment of principal and payment of interest due within one year amounted to Baht 1,277 million (2014: Baht 1,212 million) and the remaining balance of Baht 487 million (2014: Baht 213 million) represented collateralised deposits maintained in accordance with the loan agreements but which could be used subject to certain lender approvals.

Long-term investments used as collateral

The majority of long-term investments used as collateral represented in accordance with the loan agreements. As at 31 December 2015, the Group had Thai Baht deposits at financial institutions used as collateral of Baht 90 million (31 December 2014: Baht 88 million) represented collateralised deposits maintained in accordance with the loan agreements but which could be used subject to certain lender approvals.

10 Trade receivables, net

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Trade receivables	640,580,458	668,479,588	-	-
Trade receivable from operating lease	294,356,687	268,857,145	-	-
Trade receivable from services under operating lease	1,167,596,325	1,076,107,982	-	-
	2,102,533,470	2,013,444,715	-	-
Less Allowance for doubtful account	(15,162,264)	-	-	-
Trade receivables, net	2,087,371,206	2,013,444,715	-	-

Piya Klum

10 Trade receivables, net (continued)

Outstanding trade receivables as at 31 December can be analysed as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Not overdue	2,012,954,606	1,923,648,930	-	-
Overdue below 3 months	41,845,072	12,363,534	-	-
Overdue 3 - 6 months	2,247,000	-	-	-
Overdue 6 - 12 months	-	-	-	-
Overdue over 12 months	45,486,792	77,432,251	-	-
	2,102,533,470	2,013,444,715	-	-
<u>Less</u> Allowance for doubtful account	(15,162,264)	-	-	-
Trade receivables, net	2,087,371,206	2,013,444,715	-	-

11 Fuel and spare parts and supplies, net

	Consolidated		Company	
	2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
Fuel	805,056,402	990,434,952	185,620,202	185,620,202
Other specific spare parts	912,242,185	893,076,137	-	-
Common spare parts	939,387,589	863,091,287	10,764,677	11,200,614
	2,656,686,176	2,746,602,376	196,384,879	196,820,816
<u>Less</u> Allowance for obsolescence	(748,425,649)	(677,305,774)	(4,734,502)	(4,734,502)
Fuel and spare parts and supplies, net	1,908,260,527	2,069,296,602	191,650,377	192,086,314

12 Other current assets

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Prepaid withholding tax	705,856,575	551,403,234	308,869,051	297,797,429
VAT receivable	160,162,241	279,724,126	-	-
Prepaid insurance premium	80,310,672	27,070,635	7,913	14,400
Accrued income	90,568,944	115,825,090	-	5,108,814
Interest receivable	5,244,340	7,196,599	341,444	467,017
Others	421,574,734	315,022,885	47,460,684	44,035,712
Total other current assets	1,463,717,506	1,296,242,569	356,679,092	347,423,372

Signature

13 Long-term investments in marketable securities and other long-term investments

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
<i>Available-for-sale</i>				
Debt securities	5,919,806	5,017,020	-	-
Equity securities	867,490,823	867,490,823	867,490,823	867,490,823
Changes in fair value of investments	2,745,250,181	2,496,095,630	2,745,250,181	2,496,095,629
Total long-term investments in marketable securities	3,618,660,810	3,368,603,473	3,612,741,004	3,363,586,452
<i>Other long-term investments</i>				
Other equity securities	1,527,252,500	1,168,002,500	1,523,812,500	1,167,562,500
Total other investments	1,527,252,500	1,168,002,500	1,523,812,500	1,167,562,500
Total long-term investments in marketable securities and other long-term investments	5,145,913,310	4,536,605,973	5,136,553,504	4,531,148,952

Other long-term investments

Other long-term investment mainly represented an investment in Xayaburi Power Company Limited (“XPCL”) in the proportion 12.5% shareholding interest in XPCL. In order to become a joint developer of the Xayaburi hydropower project. XPCL was awarded a concession agreement by the government of the Laos People’s Democratic Republic (“Laos PDR”) to design, develop, construct and implement a run-of-the-river dam power project with an installed capacity of 1,285 MW for 29 years after the commercial operation date. During the year 2015, XPCL issued additional ordinary shares and the Company paid for additional paid-up shares in the same proportion as its original investment, totalling Baht 356 million (2014: Baht 442 million). At 31 December 2015, investment in XPCL was Baht 1,522 million (2014: Baht 1,166 million).

14 Investments in subsidiaries, an associate and joint ventures

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
As at 31 December				
Investments in subsidiaries (Note 14.2)	-	-	56,733,785,997	56,485,788,272
Investment in an associate (Note 14.3)	6,877,717,511	6,850,756,077	-	-
Investments in joint ventures (Note 14.4)	52,937,680,990	48,920,430,120	25,571,697,638	24,371,697,638
Total investments in subsidiaries, an associate and joint ventures	59,815,398,501	55,771,186,197	82,305,483,635	80,857,485,910

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.1 The movements of the investments in subsidiaries, an associate and joint ventures can be analysed as follows:

	Consolidated	
	2015 Baht	2014 Baht
Opening net book value	55,771,186,197	33,975,477,103
Acquisitions of investment in an associate and joint ventures	1,658,379,505	21,045,020,366
Additional paid-up share capital of joint ventures	-	211,402,547
Share of net profit from investments in an associate and joint ventures	5,948,076,757	5,460,634,235
Share of other comprehensive income of an associate and joint ventures		
- Unrealised gain on investments in marketable securities-available-for-sale of a joint venture, net of income tax	3,252,089	883,168
- Remeasurements of post-employment benefit obligations, net of income tax	5,700,736	-
Dividends received from joint ventures	(5,403,906,966)	(5,165,387,479)
Exchange difference on translation	1,832,710,183	243,156,257
Closing net book value	59,815,398,501	55,771,186,197

	Company	
	2015 Baht	2014 Baht
Opening net book value	80,857,485,910	59,413,898,510
Increase in share capital of subsidiaries (Note 14.1.1)	247,997,725	21,443,587,400
Acquisition of investment in joint ventures (Note 14.1.3)	1,200,000,000	-
Closing net book value	82,305,483,635	80,857,485,910

14.1.1 The movement of the investments in subsidiaries during the year ended 31 December 2015:

Direct holding by the Company

Klongluang Utilities Co., Ltd. ("Klongluang")

During the year ended 31 December 2015, Klongluang called for additional paid-up share capital and the Company paid for additional paid-up share capital in the same portion as its original investment, totalling Baht 248 million.

Indirect holding by the Company

Dawei Electricity Generating Company Management Pte. Ltd. ("DEGCOM")

DEGCOM was incorporated to develop the power project in Myanmar by the Group. The Group holds 100% of its total registered shares and fully paid for the share capital amounting to US Dollar 20,000 equivalent to Baht 0.66 million on 14 January 2015.

Boco Rock Wind Farm Pty Ltd. ("BRWF")

During the year ended 31 December 2015, BRWF called for additional paid-up share capital and the Group paid for additional paid-up share capital, totalling Australian Dollar 4.50 million, equivalent to Baht 115 million.

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.1 The movements of the investments in subsidiaries, an associate and joint ventures can be analysed as follows: (continued)

14.1.1 The movement of the investments in subsidiaries during the year ended 31 December 2015: (continued)

Mauban Holdings Company Inc. (“Mauban”)

On 3 August 2015 and 29 October 2015, Mauban issued redeemable shares totalling 4,235,000 shares and the Group fully paid of its shares in same portion as its original investment, totalling US Dollar 8.95 million, equivalent to Baht 316 million.

Quezon Power (Philippines) Limited Co. (“QPL”)

The group has entered into the Sale and Purchase Agreement on 30 September 2015 to acquire 100% of shares of Evergreen Power Ventures B.V. (“Evergreen”), which is a company organised under the laws of the Netherlands and holds a 2% ownership interest in QPL. The ownership of shareholding interest in Evergreen was transferred to the Group on 1 October 2015. Consequently, the Group owned 100% of shareholding in QPL.

14.1.2 The movement of the investments in an associate during the year ended 31 December 2015

Indirect holding by the Company

Star Energy Geothermal Pte. Ltd. and its subsidiaries (“SEG”)

On 30 July 2014, the Group paid for 20% of shareholding in SEG which invests in the power business in the Republic of Indonesia, totalling US Dollar 215 million, equivalent to Baht 6,831 million.

During the second quarter of 2015, the Group had completely measured the fair value of the identifiable assets acquired and liabilities assumed of SEG to comply with the measurement period for a business combination referred in TFRS 3 (Revised 2014) “Business combinations”. The determination of fair value does not material impact to the consolidated financial statements for the year ended 31 December 2014.

Detail of the consideration paid and fair value of net assets acquired as at the acquisition date are as follow:

	Consolidated Baht'000
Fair value of net assets acquired	1,285,638
Right in long term power purchase agreements (presented in investment in an associate)	707,482
License (presented in investment in an associate)	98,010
Goodwill (presented in investment in an associate)	4,739,570
Purchase consideration	6,830,700

Right in long-term power purchase agreement and license are amortised by straight-line method over the periods of the SEG’s Power Purchase Agreement.

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.1 The movements of the investments in subsidiaries, an associate and joint ventures can be analysed as follows: (continued)

14.1.3 The movement of the investments in joint ventures during the year ended 31 December 2015

Direct holding by the Company

Natural Energy Development Company Limited (“NED”)

On 4 February 2015, the Company acquired additional shares of 33.33% of total share capital in NED from its former shareholder at Baht 1,200 million. The acquisition increased the Company’s shareholding in NED from 33.33% to 66.67%. However, under the terms and conditions of Shareholder Agreement, it is required unanimous consent from all shareholders or their representatives on the strategic, operating and financing decision of NED; therefore, NED is a joint venture of the Company.

Detail of the consideration paid and fair value of net assets acquired as at the acquisition date are as follow:

	Consolidated Baht'000
Fair value of net assets acquired	664,349
Right in long-term power purchase agreement (presented in investment in a joint venture)	297,211
Goodwill (presented in investment in a joint venture)	238,440
Purchase consideration	1,200,000

Right in long-term power purchase agreement are amortised by straight-line method over the periods of the Power Purchase Agreement of NED.

Indirect holding by the Company

PT Tenaga Listrik Cilegon (“TLC”)

On 23 February 2015, TLC was incorporated to develop the coal-fired power plant in the Republic of Indonesia. The Group holds 49% of its total registered shares and fully paid for the share capital amounting to US Dollar 1.23 million, equivalent to Baht 41 million on 4 June 2015.

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.2 Investments in subsidiaries

The details of the investments in subsidiaries are as follows:

Business	Portion of investment in common share by parent company				Portion of investment in common share by Group				Cost Method				Dividend for the year			
	2015		2014		2015		2014		2015		2014		2015		2014	
	%		%		%		%		Baht'000		Baht'000		Baht'000		Baht'000	
Subsidiaries incorporated in Thailand																
Khanom Electricity Generating Co., Ltd.	99.99		99.99		-		-		6,000,000		6,000,000		-		-	
EGCO Engineering and Service Co., Ltd.	99.99		99.99		-		-		400,000		400,000		1,076,933		191,954	
- Agro Energy Co., Ltd.	-		-		99.99		99.99		-		-		-		-	
- Egcom Tara Co., Ltd.	-		-		-		74.19		-		-		-		-	
EGCO Green Energy Co., Ltd.	74.00		74.00		-		-		129,500		129,500		57,833		84,157	
Investment in biomass fuelled electricity generation plant																
Husk fuelled electricity generation plant	-		-		95.00		95.00		-		-		-		-	
Electricity generation	80.00		80.00		-		-		891,894		891,894		16,000		-	
Wind electricity generation plant	90.00		90.00		-		-		144,909		144,411		-		-	
Solar electricity generation plant	99.99		99.99		-		-		265,805		265,805		79,415		76,642	
Solar electricity generation plant	99.99		99.99		-		-		300,529		300,529		77,481		72,657	
Solar electricity generation plant	99.99		99.99		-		-		223,641		223,641		65,693		57,209	
Solar electricity generation plant	99.99		99.99		-		-		370,923		370,923		86,246		89,177	
Investment in solar electricity generation plant	100.00		100.00		-		-		4,905		4,905		621,683		78,477	
Solar electricity generation plant	-		-		99.98		99.98		-		-		-		-	
Electricity cogeneration power plant (the Company has not yet started its business operations)	99.99		99.99		-		-		257,500		10,000		-		-	
Electricity cogeneration power plant (the Company has not yet started its business operations)	99.99		99.99		-		-		507,500		507,500		-		-	
Wind electricity generation plant (the Company has not yet started its business operations)	90.00		90.00		-		-		406,300		406,300		-		-	
Total investments in subsidiaries incorporated in Thailand									9,903,406		9,655,408		2,081,284		650,273	

During the year of 2015, the Group disposed all ordinary shares of Egcom Tara Co., Ltd. which is indirect holding by the Company to third party (Note 41.1).

Piya Klum

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.2 Investments in subsidiaries (continued)

The details of the investments in subsidiaries are as follows: (continued)

	Business	Portion of investment in common share by parent company		Portion of investment in common share by Group		Cost Method		Dividend for the period	
		2015	2014	2015	2014	2015	2014	2015	2014
		%	%	%	%	Baht'000	Baht'000	Baht'000	Baht'000
Subsidiaries incorporated overseas North Pole Investment Company Limited (North Pole) (incorporated in the Republic of Mauritius) - EGCO International (B.V.I.) Limited (incorporated in the British Virgin Islands) - New Growth Cooperatief U.A. (incorporated in the Netherlands) - Gen Plus B.V. (incorporated in the Netherlands) - Phoenix Power B.V. (incorporated in the Netherlands) - Millennium Energy B.V. (incorporated in the Netherlands) - South Pacific Power Pty Limited (incorporated in the Australia) - Boco Rock Wind Farm Pty Ltd. (incorporated in the Australia) - New Growth B.V. (incorporated in the Netherlands) - Evergreen Power Ventures B.V. (incorporated in the Netherlands) - Pearl Energy Philippines Operating, Inc. (PEPOI) registered under the laws of Cayman Islands,operated in the Philippines) - Quezon Power (Philippines) Limited Co. (QPL) (incorporated in the Philippines) - Quezon Management Service Inc. (OMS) (registered under the laws of Cayman Islands, operated in the Philippines) - Mauban Holding Company Inc. (MHCI) (incorporated in the Philippines) - Dewei Electricity Generating Company Management Pte. Ltd. (DEGCOM)	Investment in energy related business	100.00	100.00	-	-	46,830,380	46,830,380	1,440,619	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Electricity generation from wind power	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Power plant operation and maintenance services	-	-	100.00	100.00	-	-	-	-
	Electricity generation	-	-	100.00	98.00	-	-	-	-
	Management services	-	-	100.00	100.00	-	-	-	-
	Investment in energy related business	-	-	100.00	100.00	-	-	-	-
	Development in power plant	-	-	100.00	-	-	-	-	-
Total investments in subsidiaries incorporated in overseas						46,830,380	46,830,380	1,440,619	-
Total investments in subsidiaries						56,733,786	56,485,788	3,521,903	650,273

Signature

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.2 Investments in subsidiaries (continued)

All subsidiaries undertakings are included in the consolidation. The proportion of the voting rights in the subsidiary undertakings held directly by the parent company do not differ from the proportion of ordinary shares held. The parent company further does not have any shareholdings in the preference shares of subsidiary undertaking included in the Group.

The total non-controlling interest for the period is Baht 507 million, of which Baht 330 million is for EGCO Cogeneration Co., Ltd. and Baht 177 million is not material.

As at 31 December 2015, dividends receivable from subsidiaries amounting to Baht 205 million were recognised in the company financial statements (31 December 2014: Baht 308 million).

As at 31 December 2015 and 2014, under the terms and conditions of Khanom Electricity Generating Co., Ltd. loan agreement, its common share was pledged as collateral for its long-term loan.

As at 31 December 2015 and 2014, under the terms and conditions of Solarco Co., Ltd. loan agreement, the common share of Yanhee EGCO Holding Co., Ltd. and Solarco Co., Ltd. were pledged as collateral for its long-term loan.

As at 31 December 2015, under the terms and conditions of loan agreements of Chaiyaphum Wind Farm Co., Ltd., its common shares were pledged as collateral for its long-term loan.

14.3 Investment in an associate

The details of investment in an associate are as follows:

		Portion of investment in common share		Cost		Equity Method		Dividend for the period	
	Business	2015 %	2014 %	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000
Associate incorporated in the Republic of Indonesia									
Star Energy Geothermal Pte. Ltd. (SEG) and its subsidiaries	Investment in geothermal energy power plant business	20.00	20.00	6,830,700	6,830,700	6,877,718	6,850,756	-	-
Total investment in an associate				6,830,700	6,830,700	6,877,718	6,850,756	-	-

Investment in Star Energy Geothermal Pte. Ltd. ("SEG")

SEG is an associate between Phoenix Power B.V., which is a subsidiary of the Company and Star Energy Group Holdings Pte Ltd. SEG's business is investor in geothermal energy power plant business in the Republic of Indonesia. The Group has a 20% interest in SEG.

Summarised financial information for associate

The Group also has interest in immaterial associate that is accounted for using the equity method as follow;

	2015 Baht	2014 Baht
Aggregate carrying amount of individually immaterial associates	6,877,717,511	6,850,756,077
Aggregate amounts of the reporting entity's share of:		
Profit/(loss) from continuing activities	(163,996,861)	5,249,048
Other comprehensive income	190,958,295	14,806,529
Total comprehensive income	26,961,434	20,055,577

Piya K.

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investments in joint ventures

The details of investments in joint ventures are as follows:

		Portion of investment in common share by Group		Cost		Equity Method		Dividend for the period	
Business		2015	2014	2015	2014	2015	2014	2015	2014
		%	%	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000	Baht'000
Joint ventures incorporated in Thailand									
Gulf Electric Public Co., Ltd. (GEC) and its subsidiaries BLCP Power Ltd. (BLCP) Natural Energy Development Co., Ltd. (NED) G- Power Source Co., Ltd. (GPS) GIDEC Co., Ltd (GIDEC)	Investment in power projects	50.00	50.00	6,672,769	6,672,769	14,106,811	13,953,733	1,406,004	1,364,651
	Electricity generation	50.00	50.00	10,433,597	10,433,597	8,017,182	7,419,905	1,834,474	1,973,133
	Solar electricity generation plant	66.67*	33.33*	1,961,000	761,000	2,061,182	873,453	560,000	310,000
	Solar electricity generation plant	60.00*	60.00*	734,388	734,388	799,099	803,324	144,522	139,903
	Electricity generation from waste power	50.00	50.00	200,000	200,000	103,166	138,048	-	-
Joint ventures incorporated in the Philippines									
Kalilayan Power Inc. (KPI) San Buenaventura Power Ltd., Co. (SBPL)	Investment in energy related business	49.00	49.00	1,683	1,683	1,571	1,511	-	-
	Electricity generation (the Company has not yet started its business operations)	49.00	49.00	628,608	211,403	604,036	184,386	-	-
Joint venture incorporated in Singapore									
Masin-AES Pte. Ltd. (Masin-AES) and its subsidiaries	Investment in coal-fired power plant business	44.54*	44.54*	14,214,320	14,214,320	14,162,628	13,954,042	766,646	553,550
Joint venture incorporated in the Lao People's Democratic Republic									
Nam Theun 2 Power Company Limited (NTPC)	Electricity generation	35.00*	35.00*	5,569,943	5,569,943	7,102,620	5,623,986	692,261	824,150
Joint venture incorporated in the Republic of Indonesia									
PT Manambang Muara Enim (MME)	Coal mining	40.00*	40.00*	6,029,579	6,029,579	5,943,089	5,968,042	-	-
PT Tenaga Listrik Cilegon (TLC)	Development of Coal Power Plant (not yet commenced operation)	49.00	-	41,174	-	36,297	-	-	-
Total interests in joint ventures				46,487,061	44,828,682	52,937,681	48,920,430	5,403,907	5,165,387

* Shareholder Agreements assigned the structure of the business operation and the strategic, operating and financing decisions which required unanimous consent from all parties.

As at 31 December 2015 and 2014, under the terms and conditions of BLCP and GPS loan agreements, their common shares were pledged as collateral for their long-term loans.

As at 31 December 2015, dividends receivable from joint ventures amounting to Baht 7,599 million were recognised in the consolidated financial statements (31 December 2014 : Baht 7,241 million) and amounting to Baht 7,599 million were recognised in the company financial statements (31 December 2014 : Baht 7,241 million)

Pirya Klu

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investment in joint ventures (continued)

Investment in Gulf Electric Public Company Limited (“GEC”)

GEC is a joint venture between the Company and J-Power Holdings (Thailand) Company Limited and Mitr Power (Thailand) Company Limited. GEC’s business is the generation of electricity for sale to Electricity Generating Authority of Thailand (EGAT) and industrial users under long-term purchasing agreements. The Group has a 50% interest in GEC.

Investment in BLCP Power Ltd. (“BLCP”)

BLCP is a joint venture between the Company and Banpu Coal Power Limited. BLCP’s business is to generate electricity from the coal fire electricity generating plant for sale to EGAT under long-term purchasing agreement, in which the Group has a 50% interest.

Investment in Nam Theun 2 Power Company Limited (“NTPC”)

NTPC is a joint venture between the company, the government of Lao PDR (through Lao Holding State Enterprise) and EDF International. NTPC’s business is the generation of electricity for sale to EGAT and Electricite Du Laos (“EDL”), in which the Group has a 35% interest.

Investment in Natural Energy Development Co., Ltd. (“NED”)

NED is a joint venture between the Company, CLP Thailand Renewables Limited and Diamond Generating Asia Limited. The joint venture is governed by a joint venture agreement and the Group has a 66.67% interest. NED’s business is to generate electricity from its solar power plant for sale to EGAT and Provincial Electricity Authority (“PEA”).

Investment in G- Power Source Co., Ltd. (“GPS”)

GPS is a joint venture between the Company and Gunkul Engineering Public Company Limited. GPS’s business is the solar electricity generation plant for sale to PEA in which the Group has a 60% interest.

Investment in GIDEC Company Limited (“GIDEC”)

GIDEC is a joint venture between the Company and IEC Green Energy Co.,Ltd. GIDEC’s business is the electricity generation from waste power for sale to PEA in which the Group has a 50% interest.

Investment in PT Manambang Muara Enim (“MME”)

MME is a joint venture between New Growth B.V., which is a subsidiary of the Company, PT Alarm Karya Nusantara and PT Manunggal Power. MME’s business is the operator in a coal mine located in South Sumatra, Indonesia in which the Group has a 40% interest.

Investment in Kalilayan Power Inc. (“KPI”)

KPI is a joint venture between New Growth B.V., which is a subsidiary of the Company, Meralco PowerGen Corporation. KPI’s business is investor in a power project in the Philippines which the Group has a 49% interest.

Investment in San Bvenarenturd Power Ltd., Co. (“SBPL”)

SBPL is a joint venture between Mauban Holding Company, Inc, which is a subsidiary of the Group and MPG Mauban LP Corp. SBPL’s business is to develop the power plant project the Philippines in which the Group has a 49% ownership interest.

Investment in Masinloc-AES Pte. Ltd. (“Masin-AES”)

Masin-AES is a joint venture between Gen Plus B.V., which is a subsidiary of the Company and AES PHIL Investment Pte Ltd. Its business is to invest in the power business in the Philippines in which the Group has a 44.54% ownership interest.

Investment in PT Tenaga Listrik Cilegon (“TLC”)

TLC is a joint venture between Phoenix Power B.V., which is a subsidiary of the Company and PT Barito Wahana Lestari. Its business is to develop the coal fired power plant project in Indonesia in which the Group has a 49% ownership interest.

Piya Klum

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investments in joint ventures (continued)

Summarised financial information for joint ventures

14.4.1 Individually material joint ventures

Set out below are the summarised financial information which is accounted for using the equity method are as follows;

Summarised statement of financial position

	GEC and its subsidiaries			BLCP			NED			NTPC			Masin - AES			Total		
	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000
Current																		
Cash and cash equivalents	878,526	651,002	40,653	26,586	90,001	259,745	316,283	400,441	1,517,391	1,247,436	2,842,854	2,585,210						
Other current assets	11,420,572	13,684,352	16,106,447	15,303,080	540,306	544,907	3,225,339	2,638,384	5,353,550	4,036,249	36,646,214	36,206,972						
Total current assets	12,299,098	14,335,354	16,147,100	15,329,666	630,307	804,652	3,541,622	3,038,825	6,870,941	5,283,685	39,489,068	38,792,182						
Current financial liabilities	(2,100,045)	(2,614,378)	(3,295,542)	(2,706,286)	(518,553)	(508,154)	(3,002,518)	(2,576,582)	(1,609,590)	(2,024,448)	(10,526,248)	(10,429,848)						
Other current liabilities	(1,859,913)	(2,367,761)	(15,708,651)	(15,661,131)	(48,402)	(47,357)	(394,579)	(272,875)	(3,419,035)	(2,790,549)	(21,430,580)	(21,139,673)						
Total current liabilities	(3,959,958)	(4,982,139)	(19,004,193)	(18,367,417)	(566,955)	(555,511)	(3,397,097)	(2,849,457)	(5,028,625)	(4,814,997)	(31,956,828)	(31,569,521)						
Non-current																		
Non-current asset	26,225,008	26,270,942	27,944,900	29,732,182	6,346,027	6,277,045	39,814,301	37,657,874	37,886,350	34,698,504	138,216,586	134,636,547						
Non-current financial liabilities	(5,415,241)	(7,237,905)	(8,226,335)	(11,008,674)	(3,547,401)	(3,872,163)	(19,005,563)	(21,066,486)	(14,378,509)	(13,524,326)	(50,573,049)	(56,709,554)						
Other non-current liabilities	(935,284)	(478,787)	(827,107)	(845,947)	(37,860)	(33,663)	(660,062)	(712,223)	(3,376,632)	(137,653)	(5,836,945)	(2,208,273)						
Total non-current liabilities	(6,350,525)	(7,716,692)	(9,053,442)	(11,854,621)	(3,585,261)	(3,905,826)	(19,665,625)	(21,778,709)	(17,755,141)	(13,661,979)	(56,409,994)	(58,917,827)						
Net assets	28,213,623	27,907,465	16,034,365	14,839,810	2,824,118	2,620,360	20,293,201	16,068,533	21,973,525	21,505,213	89,338,832	82,941,381						

Prasanna Kumar

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investments in joint ventures (continued)

Summarised financial information for joint ventures (continued)

14.4.1 Individually material joint ventures (continued)

Set out below are the summarised financial information which is accounted for using the equity method are as follows; (continued)

Summarised statement of comprehensive income

	GEC and its subsidiaries				BLOP		NED		NTPC		Masin - AES		Total	
	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000
Revenue	24,826,648	29,166,814	11,819,636	12,188,005	449,997	1,533,392	8,959,082	8,652,937	13,894,038	6,245,566	59,949,401	57,786,714		
Depreciation and amortisation	(1,139,753)	(1,059,426)	(2,228,113)	(2,019,212)	(355,199)	(297,716)	(1,549,237)	(1,455,985)	(3,154,119)	(872,923)	(8,426,421)	(5,705,262)		
Interest income	123,333	159,997	78,519	100,857	7,165	6,285	10,331	21,558	-	73,553	219,348	362,250		
Interest expense	(471,752)	(591,965)	(567,314)	(702,784)	(230,626)	(267,059)	(1,807,796)	(1,987,291)	(704,778)	(334,697)	(3,782,266)	(3,883,796)		
Profit (loss) from continuing operations	4,246,357	2,871,411	5,264,381	3,224,627	862,651	913,452	4,918,784	5,986,175	2,202,061	506,370	17,494,234	13,502,035		
Income tax expense	(1,134,696)	(337,288)	(1,404,952)	(432,012)	(13,125)	-	(110,705)	11,672	(1,474,190)	(232,982)	(4,137,668)	(990,610)		
Post-tax profit from continuing operations	3,111,661	2,534,123	3,859,429	2,792,615	849,526	913,452	4,808,079	5,997,847	727,871	273,388	13,356,566	12,511,425		
Other comprehensive income	6,504	1,766	1,004,075	(37,612)	-	-	1,394,479	249,695	1,461,694	385,059	3,866,752	598,908		
Total comprehensive income	3,118,165	2,535,889	4,863,504	2,755,003	849,526	913,452	6,202,558	6,247,542	2,189,565	658,447	17,223,318	13,110,333		

The information above reflects the amounts presented in the financial statements of the joint venture adjusted for differences in accounting policies between the group and the joint venture.

Piya K.

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investments in joint ventures (continued)

Summarised financial information for joint ventures (continued)

14.4.1 Individually material joint ventures (continued)

Reconciliation of the summarised financial information presented to the carrying amount of its interest in joint ventures

Summarised financial Information	GEC and its subsidiaries		BLCP		NED		NTPC		Masin - AES		Total	
	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000	2015 Baht'000	2014 Baht'000
Opening net assets 1 January	27,907,465	28,100,877	14,839,810	16,031,074	2,620,360	2,636,908	16,068,532	12,175,706	21,505,213	22,089,582	82,941,380	81,034,147
Increased in fair value of net assets from additional investment	-	-	-	-	194,191	-	-	-	-	-	194,191	-
Profit (loss) for the year	3,111,661	2,534,123	3,859,429	2,792,615	849,526	913,452	4,808,079	5,997,847	727,871	273,388	13,356,566	12,511,425
Other comprehensive income (expense)	6,504	1,766	1,004,075	(37,612)	-	-	1,394,479	249,695	1,461,694	385,059	3,866,752	598,908
Dividends	(2,812,007)	(2,729,301)	(3,668,949)	(3,946,267)	(839,959)	(930,000)	(1,977,889)	(2,354,716)	(1,721,253)	(1,242,816)	(11,020,057)	(11,203,100)
Closing net assets	28,213,623	27,907,465	16,034,365	14,839,810	2,824,118	2,620,360	20,293,201	16,068,532	21,973,525	21,505,213	89,338,832	82,941,380
Portion of investment in common share by Group	50.00	50.00	50.00	50.00	66.67*	33.33	35.00	35.00	44.54	44.54	-	-
Interest in joint ventures, net	14,106,811	13,953,733	8,017,182	7,419,905	1,822,742*	873,453	7,102,620	5,623,986	9,787,008	9,578,422	40,836,363	37,449,499
Goodwill, net of exchange difference on translation	-	-	-	-	238,440	-	-	-	4,375,620	4,375,620	4,614,060	4,375,620
Carrying value	14,106,811	13,953,733	8,017,182	7,419,905	2,061,182	873,453	7,102,620	5,623,986	14,162,628	13,954,042	45,450,423	41,825,119

* The Group has recognised the interest in NED at 33.33%. After that date, the Group has recognised the interest in NED in the portion of 66.67% (Note 14.1.3).

Signature

14 Investments in subsidiaries, an associate and joint ventures (continued)

14.4 Investments in joint ventures (continued)

14.4.2 Individually immaterial joint ventures

In addition to the interests in joint ventures disclosed above, the Group also has interests in a number of individually immaterial joint ventures that are accounted for using the equity method are as follows:

	2015 Baht	2014 Baht
Aggregate carrying amount of individually immaterial joint ventures	7,487,256,825	7,095,311,389
Aggregate amounts of the reporting entity's share of:		
Loss from continuing activities	(72,743,369)	(71,720,717)
Other comprehensive income	6,309,654	434,815
Total comprehensive expense	(66,433,715)	(71,285,902)

14.5 Dividends receivable from subsidiaries and joint ventures

The principal movements of the dividends receivable are as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening balance	7,241,289,361	7,126,653,930	7,548,952,539	7,437,493,216
Dividends declared by subsidiaries	-	-	3,521,903,496	650,273,219
Dividends declared by joint ventures	5,403,906,966	5,165,387,479	4,637,261,003	4,611,836,833
Dividends received from subsidiaries and joint ventures	(5,046,622,746)	(5,050,752,048)	(7,905,014,143)	(5,150,650,729)
Closing balance	7,598,573,581	7,241,289,361	7,803,102,895	7,548,952,539
Current portion	(1,606,912,848)	(1,584,102,904)	(1,811,442,162)	(1,891,766,082)
Non-current portion	5,991,660,733	5,657,186,457	5,991,660,733	5,657,186,457

15 Investment property

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
As at 31 December				
Book value as at 1 January	448,602,691	322,071,012	448,602,691	322,071,012
Additions	-	-	213,651,743	-
Transfer from property, plant and equipment (Note 16)	-	126,531,679	-	126,531,679
Book value as at 31 December	448,602,691	448,602,691	662,254,434	448,602,691
Fair value	957,721,385	1,027,871,617	1,085,694,235	1,027,871,617

Investment property of the Group is land held for a currently undetermined future use amounting to Baht 448.60 million. Investment property of the Company amounting to Baht 213.65 million is land for rent of a subsidiary (Note 40.12).

Piya Kiat



16 Property, plant and equipment, net

	Consolidated					
	Land Baht	Buildings and land improvements Baht	Power plants, substation, transmission system, spare parts and water plants Baht	Office equipment, furniture, computers and motor vehicles Baht	Construction in progress Baht	Total Baht
At 1 January 2014						
Cost	1,666,445,354	4,861,574,156	46,064,767,013	593,271,224	6,086,955,063	59,273,012,810
Less Accumulated depreciation	-	(1,844,064,410)	(12,402,156,180)	(505,960,600)	-	(14,752,181,190)
Net book value - as previous reported	1,666,445,354	3,017,509,746	33,662,610,833	87,310,624	6,086,955,063	44,520,831,620
Effect from change in accounting policies (Note 3.1)	-	-	761,366,360	-	-	761,366,360
Net book value - as restated	1,666,445,354	3,017,509,746	34,423,977,193	87,310,624	6,086,955,063	45,282,197,980
Year ended 31 December 2014						
Opening net book value - as restated	1,666,445,354	3,017,509,746	34,423,977,193	87,310,624	6,086,955,063	45,282,197,980
Additions	900,000	4,557,315	339,772,459	44,778,602	12,149,931,763	12,539,940,139
Disposals, net	-	(1,337)	(335,042,955)	(1,758,774)	-	(336,803,066)
Write-off, net	-	(252,554)	(30,142,156)	(86,602)	-	(30,481,312)
Transfer	(48,392,326)	118,989,241	9,380,485,862	12,451,523	(9,463,534,300)	-
Transfer to investment property (Note 15)	(126,531,679)	-	-	-	-	(126,531,679)
Residual value of assets from finance lease receivable	-	-	1,028,086,166	-	-	1,028,086,166
Depreciation charge	-	(93,420,712)	(1,654,736,530)	(50,052,027)	-	(1,798,209,269)
Exchange difference on translation	154,084	4,802,660	(754,509,533)	5,318	-	(749,547,471)
Closing net book value	1,492,575,433	3,052,184,359	42,397,890,506	92,648,664	8,773,352,526	55,808,651,488
At 31 December 2014						
Cost	1,492,575,433	4,987,831,117	57,937,110,794	625,752,046	8,773,352,526	73,816,621,916
Less Accumulated depreciation	-	(1,935,646,758)	(15,539,220,288)	(533,103,382)	-	(18,007,970,428)
Net book value	1,492,575,433	3,052,184,359	42,397,890,506	92,648,664	8,773,352,526	55,808,651,488

Prinya Kiat

16 Property, plant and equipment, net (continued)

	Consolidated					
	Land Baht	Buildings and land improvements Baht	Power plants, substation, transmission system, spare parts and water plants Baht	Office equipment, furniture, computers and motor vehicles Baht	Construction in progress Baht	Total Baht
At 1 January 2015						
Cost	1,492,575,433	4,987,831,117	57,937,110,794	625,752,046	8,773,352,526	73,816,621,916
Less Accumulated depreciation	-	(1,935,646,758)	(15,539,220,288)	(533,103,382)	-	(18,007,970,428)
Net book value - as restated	1,492,575,433	3,052,184,359	42,397,890,506	92,648,664	8,773,352,526	55,808,651,488
Year ended 31 December 2015						
Opening net book value - as restated	1,492,575,433	3,052,184,359	42,397,890,506	92,648,664	8,773,352,526	55,808,651,488
Additions	213,651,743	8,244,991	76,558,897	36,536,697	16,234,222,377	16,569,214,705
Disposals, net	-	-	(70,635)	(474,514)	-	(545,149)
Write-off, net	-	-	(49,230,597)	(55,445)	(12,402,760)	(61,688,802)
Transfer	-	13,378,977	22,881,791	24,693,633	(59,737,988)	1,216,413
Disposal of a subsidiary	(18,730,600)	-	-	(280,134)	-	(19,010,734)
Depreciation charge	-	(72,868,036)	(1,678,787,682)	(33,061,264)	-	(1,784,716,982)
Exchange difference on translation	-	198,822,431	1,800,728,466	13,065,208	1,563,872	2,014,179,977
Closing net book value	1,687,496,576	3,199,762,722	42,569,970,746	133,072,845	24,936,998,027	72,527,300,916
At 31 December 2015						
Cost	1,687,496,576	5,208,277,517	59,735,357,054	671,854,525	24,936,998,027	92,239,983,699
Less Accumulated depreciation	-	(2,008,514,795)	(17,165,386,308)	(538,781,680)	-	(19,712,682,783)
Net book value	1,687,496,576	3,199,762,722	42,569,970,746	133,072,845	24,936,998,027	72,527,300,916



16 Property, plant and equipment, net (continued)

	Company					
	Land Baht	Buildings and land improvements Baht	Power plants, substation, spare parts and transmission system Baht	Office equipment, furniture, computers and motor vehicles Baht	Construction in progress Baht	Total Baht
At 1 January 2014						
Cost	315,573,445	878,361,465	2,615,737,888	317,468,018	19,585,611	4,146,726,427
Less Accumulated depreciation	-	(600,134,774)	(1,965,990,702)	(285,416,035)	-	(2,851,541,511)
Net book value - as previous reported	315,573,445	278,226,691	649,747,186	32,051,983	19,585,611	1,295,184,916
Effect from change in accounting policies (Note 3.1)	-	-	272,423,175	-	-	272,423,175
Net book value - as restated	315,573,445	278,226,691	922,170,361	32,051,983	19,585,611	1,567,608,091
Year ended 31 December 2014						
Opening net book value - as restated	315,573,445	278,226,691	922,170,361	32,051,983	19,585,611	1,567,608,091
Additions	-	417,514	271,894,597	18,828,064	57,078,514	348,218,689
Disposals, net	-	-	(271,687,519)	(37,205)	-	(271,724,724)
Transfer	-	542,056	-	12,451,033	(12,993,089)	-
Transfer to investment property (Note 15)	(126,531,679)	-	-	-	-	(126,531,679)
Residual value of assets from finance lease receivable	-	-	1,028,086,166	-	-	1,028,086,166
Depreciation charge	-	(51,184,573)	(303,635,840)	(17,484,038)	-	(372,304,451)
Closing net book value	189,041,766	228,001,688	1,646,827,765	45,809,837	63,671,036	2,173,352,092
At 31 December 2014						
Cost	189,041,766	879,321,034	4,927,586,813	344,768,291	63,671,036	6,404,388,940
Less Accumulated depreciation	-	(651,319,346)	(3,280,759,048)	(298,958,454)	-	(4,231,036,848)
Net book value	189,041,766	228,001,688	1,646,827,765	45,809,837	63,671,036	2,173,352,092

Prinya Klu

16 Property, plant and equipment, net (continued)

	Company					
	Land Baht	Buildings and land improvements Baht	Power plants, substation, spare parts and transmission system Baht	Office equipment, furniture, computers and motor vehicles Baht	Construction in progress Baht	Total Baht
At 1 January 2015						
Cost	189,041,766	879,321,034	4,927,586,813	344,768,291	63,671,036	6,404,388,940
Less Accumulated depreciation	-	(651,319,346)	(3,280,759,048)	(298,958,454)	-	(4,231,036,848)
Net book value - as restated	189,041,766	228,001,688	1,646,827,765	45,809,837	63,671,036	2,173,352,092
Year ended 31 December 2015						
Opening net book value - as restated	189,041,766	228,001,688	1,646,827,765	45,809,837	63,671,036	2,173,352,092
Additions	-	305,803	-	7,057,623	20,344,675	27,708,101
Disposals, net	-	-	-	(98,235)	-	(98,235)
Write-offs, net	-	-	-	(49,439)	(10,931,560)	(10,980,999)
Transfer	-	9,783,472	-	17,689,710	(27,473,182)	-
Depreciation charge	-	(33,207,048)	(529,525)	(16,681,521)	-	(50,418,094)
Closing net book value	189,041,766	204,883,915	1,646,298,240	53,727,975	45,610,969	2,139,562,865
At 31 December 2015						
Cost	189,041,766	889,410,306	4,927,586,812	358,044,400	45,610,969	6,409,694,253
Less Accumulated depreciation	-	(684,526,391)	(3,281,288,572)	(304,316,425)	-	(4,270,131,388)
Net book value	189,041,766	204,883,915	1,646,298,240	53,727,975	45,610,969	2,139,562,865

Piya Klum

16 Property, plant and equipment, net (continued)

Borrowing costs of Baht 969 million (2014: Baht 458 million) arising from financing specifically entered into for the construction of new power plants, were capitalised during the year and are included in addition. Such costs are presented in the financing activities on the statement of cash flows.

As at 31 December 2015, property, plant and equipment with net book value of Baht 43,779 million in the consolidated financial statements in the consolidated financial statements were mortgaged and pledged as collateral for long-term loans, as described in Notes 22.1 (2014: Baht 44,997 million).

As at 31 December 2015, the Group had significant capital commitments in respect of construction of power plants and purchases of equipment but not yet recognised in the consolidated financial statements amounting to US Dollar 114 million, Japanese Yen 3,528 million, Euro 2 million, Swedish krona 448 million and Baht 6,313 million (2014: US Dollar 95 million, Australian Dollar 1 million, Japanese Yen 19,486 million, Euro 13 million, Swedish krona 538 million and Baht 5,346 million).

17 Intangible assets, net

			Consolidated
	Right in long-term power and tap water purchase agreements and operation and maintenance agreements Baht	Licenses for operating power plants Baht	Total Baht
As at 1 January 2014			
Cost	6,221,885,925	315,598,341	6,537,484,266
<u>Less</u> Accumulated amortisation	(911,433,231)	-	(911,433,231)
Net book value	5,310,452,694	315,598,341	5,626,051,035
For the year ended 31 December 2014			
Opening net book value	5,310,452,694	315,598,341	5,626,051,035
Additions	17,388,031	5,785,880	23,173,911
Amortisation	(424,796,232)	(10,578,248)	(435,374,480)
Exchange difference on translation	(12,173,861)	(19,958,159)	(32,132,020)
Closing net book value	4,890,870,632	290,847,814	5,181,718,446
As at 31 December 2014			
Cost	6,227,100,095	301,426,062	6,528,526,157
<u>Less</u> Accumulated amortisation	(1,336,229,463)	(10,578,248)	(1,346,807,711)
Net book value	4,890,870,632	290,847,814	5,181,718,446

Prinya Kiataram

17 Intangible assets, net (continued)

	Right in long-term power and tap water purchase agreements and operation and maintenance agreements Baht	Licenses for operating power plants Baht	Consolidated Total Baht
For the year ended 31 December 2015			
Opening net book value	4,890,870,632	290,847,814	5,181,718,446
Additions	15,971,178	5,705,880	21,677,058
Transfer	(1,216,413)	-	(1,216,413)
Disposal of a subsidiary (Note 41.1)	(192,430,063)	-	(192,430,063)
Amortisation	(474,603,997)	(12,963,969)	(487,567,966)
Exchange difference on translation	29,077,347	(5,287,937)	23,789,410
Closing net book value	4,267,668,684	278,301,788	4,545,970,472
As at 31 December 2015			
Cost	5,925,178,003	301,844,006	6,227,022,009
Less Accumulated amortisation	(1,657,509,319)	(23,542,218)	(1,681,051,537)
Net book value	4,267,668,684	278,301,788	4,545,970,472

18 Goodwill, net

	Consolidated Baht
As at 1 January 2015	
Cost	9,904,480,882
Less Provision for impairment	-
Net book value	9,904,480,882
For the year ended 31 December 2015	
Opening net book value	9,904,480,882
Disposal of a subsidiary	(24,397,675)
Loss on impairment of goodwill	(482,816,296)
Closing net book value	9,397,266,911
As at 31 December 2015	
Cost	9,880,083,207
Less Provision for impairment	(482,816,296)
Net book value	9,397,266,911

Piya Kiat



18 Goodwill, net (continued)

Goodwill arising from the acquisitions of electricity generation businesses in Thailand and foreign countries. The Group's management considered the electricity generation business located in each country as a cash generation unit ("CGU"). Goodwill of Baht 9,725 million arising from the acquisition of investment in electricity generation business in the Philippines and remaining of Baht 155 million arising from the acquisition of investment in electricity generating business in Thailand.

Goodwill arising from the acquisition of investment in electricity generation business in each country is tested annually for impairment by comparing the carrying amount to the recoverable amount for each cash-generating unit which is determined based on value-in-use calculations. These calculations use cash flow projections approved by the management covering the remaining periods of Power Purchase Agreements of the Group in each country and the tariffs and capacity stated in the agreements.

During the year of 2015, the Group recognised the impairment loss on goodwill amounting to Baht 482 million which is included in the administrative expenses in the consolidated statement of income. This impairment loss of goodwill related to the acquisition of the electricity generation business in Philippines (Quezon Power (Philippines), Limited Co.). The recoverable amount calculated based on the cash flow projection covering the remaining period of Power Purchase Agreement (as described in Note 43.2.1 (d)) for 10 years and the tariff stated in the agreement. The estimated cash flows beyond 10-year period are based on the volume of the electricity generated extrapolated with the capacity of the power plant and the market price of electricity tariff which are approved by the management. The pre-tax discount rate of 8.268% per annum is used in the calculation.

19 Other non-current assets

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Deposits	16,693,683	16,342,153	11,551,549	11,551,549
Project development cost	195,320,903	79,005,534	-	-
Deferred finance cost for undrawn down long-term loans from financial institutions	209,730,548	287,798,312	-	8,241,275
Others	426,686,660	296,343,963	12,199,302	-
Other non-current assets	848,431,794	679,489,962	23,750,851	19,792,824

20 Short-term loans from financial institutions

The short-term loans from financial institutions are as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Thai Baht	858,000,000	1,770,000,000	-	1,600,000,000
US Dollar	-	8,278,300,000	-	8,278,300,000
Total short-term loans from financial institutions	858,000,000	10,048,300,000	-	9,878,300,000

Signature

20 Short-term loans from financial institutions (continued)

Short-term loans from financial institutions of the Company

As at 31 December 2015, the Company entered into short-term loan agreements with financial institutions. These loans are unsecured. The details of loans are described below:

Thai Baht loan

Number	Facility (Million Baht)	Undrawdown amount (Million Baht)	Interest rate	Principal repayment term	Interest payment period
1	4,000	4,000	BIBOR plus a certain margin per annum	Repayment within six months from draw down date	Payment every month
Total	4,000	4,000			

US Dollar loans

Number	Facility (Million US Dollars)	Undrawdown amount (Million US Dollars)	Interest rate	Principal repayment term	Interest payment period
1	75	75	LIBOR plus a certain margin per annum	Repayment within June 2016	Payment every month
2	75	75	LIBOR plus a certain margin per annum	Repayment within June 2016	Payment every month
Total	150	150			

Short-term loan from financial institution of subsidiary

As at 31 December 2015, a subsidiary entered into a short-term loan agreement with financial institution. The loan is unsecured. The detail of loan is described below:

Thai Baht loans

Number	Facility (Million Baht)	Undrawdown amount (Million Baht)	Interest rate	Principal repayment term	Interest payment period
1	200	200	BIBOR plus a certain margin per annum	Repayment on maturity date of each promissory note	Payment every month
2	2,000	1,142	THBFIX 6 months plus a certain margin per annum	Repayment within February 2016	Payment in February 2016
Total	2,200	1,342			

Piya Kiat

21 Other current liabilities

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Interest payable	585,262,498	477,579,464	117,287,980	88,847,269
Value added tax payable	469,225,902	65,535,947	1,006,923	25,642,294
Corporate income tax payable	338,907,887	210,256,823	-	-
Construction payables	248,617,168	28,454,984	-	-
Retention Payable	1,765,697,882	1,071,875	-	-
Others	777,966,064	1,463,195,654	359,463,757	333,283,473
Other current liabilities	4,185,677,401	2,246,094,747	477,758,660	447,773,036

22 Long-term loans from financial institutions, net

22.1 The long-term loans from financial institutions are as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Current portion of long-term loans from financial institution, net				
Thai Baht	4,622,494,170	599,648,402	4,000,000,000	-
US Dollar	5,419,693,410	4,946,079,369	3,677,288,843	3,358,732,076
Japanese Yen	-	28,987,201	-	-
Australian Dollar	250,586,361	201,972,768	-	-
<u>Less</u> Deferred financing fee	(136,257,160)	(143,577,977)	(20,407,851)	(20,988,744)
	10,156,516,781	5,633,109,763	7,656,880,992	3,337,743,332
Long-term loans from financial institution, net				
Thai Baht	19,572,526,892	18,157,544,826	4,000,000,000	8,000,000,000
US Dollar	48,158,381,638	36,018,915,759	28,343,468,055	20,968,557,635
Japanese Yen	-	14,493,601	-	-
Australian Dollar	6,055,847,684	6,088,590,988	-	-
<u>Less</u> Deferred financing fee, net	(656,203,618)	(593,373,391)	(85,006,723)	(63,412,114)
	73,130,552,596	59,686,171,783	32,258,461,332	28,905,145,521
Total long-term loans from financial institution, net	83,287,069,377	65,319,281,546	39,915,342,324	32,242,888,853

Prinya Kiataram

22 Long-term loans from financial institutions, net (continued)

22.1 The long-term loans from financial institutions are as follows: (continued)

Long-term loans from financial institutions of the Company

The Company entered into long-term loan facility agreements with banks amounting to Baht 8,000 million and US Dollar 883 million as follows:

Thai Baht loans

Number	Outstanding balance as at 31 December 2015 (Baht)	Interest rate	Principal repayment term	Interest payment period
1	4,000,000,000	THBFIX six-month plus a certain margin per annum	Repayment in December 2020	Payment every six months
2	4,000,000,000	Fixed rate per annum	Repayment in June 2016	Payment every month
Total	8,000,000,000			

US Dollar loans

Number	Outstanding balance as at 31 December 2015 (US Dollars)	Interest rate	Principal repayment term	Interest payment period
1	36,363,637	LIBOR plus a certain margin per annum	Repayment every six months from November 2012	Payment every six months
2	166,875,000	BBA LIBOR six month plus a certain margin per annum	Repayment every six months from December 2013	Payment every six months
3	480,000,000	BBA LIBOR plus a certain margin per annum	Repayment within December 2018	Payment every six months
4	100,000,000	US LIBOR plus a certain margin per annum	Repayment within December 2020	Payment every six months
5	100,000,000	US LIBOR plus a certain margin per annum	Repayment within December 2022	Payment every six months
Total	883,238,637			

Piya Klu

22 Long-term loans from financial institutions, net (continued)

22.1 The long-term loans from financial institutions are as follows: (continued)

Long-term loans from financial institutions of the subsidiaries

The subsidiaries entered into long-term loan facility agreements with banks amounting to Baht 16,195 million, US Dollar 597 million and Australian Dollar 241 million as follows:

Thai Baht Loans

Number	Outstanding balance as at 31 December 2015 (Baht)	Interest rate	Principal repayment term	Interest payment period
1	633,293,137	THBFIX three-month plus a certain margin per annum	Repayment every three months from September 2012	Payment every three months
2	634,262,648	THBFIX three-month plus a certain margin per annum	Repayment every three months from June 2012	Payment every three months
3	467,849,708	THBFIX three-month plus a certain margin per annum	Repayment every three months from June 2012	Payment every three months
4	595,773,000	MLR less a certain margin per annum	Repayment every three months from June 2012	Payment every three months
5	1,448,700,000	THBFIX six-month plus a certain margin per annum	Repayment every six months from June 2014	Payment every six months
6	1,580,040,000	THBFIX three-month plus a certain margin per annum	Repayment every three months from June 2014	Payment every three months
7	123,930,997	Fixed rate per annum	Repayment every six months from June 2014	Payment every six months
8	111,061,336	THBFIX six-month plus a certain margin per annum	Repayment every six months from March 2014	Payment every six months
9	7,927,403,000	THBFIX six-month plus a certain margin per annum	Repayment every six months from February 2017	Payment every three months
10	1,164,357,236	Fixed rate per annum	Repayment every six months from June 2017	Payment every six months
11	718,350,000	THBFIX six-month plus a certain margin per annum	Repayment every six months from June 2017	Payment every six months
12	790,000,000	THBFIX three-month plus a certain margin per annum	Repayment every six months from December 2015	Payment every three months
Total	16,195,021,062			

Prinya Kiataram



22 Long-term loans from financial institutions, net (continued)

22.1 The long-term loans from financial institutions are as follows: (continued)

Long-term loans from financial institutions of the subsidiaries (continued)

US Dollar loans

Number	Outstanding balance as at 31 December 2015 (US Dollar)	Interest rate	Principal repayment term	Interest payment period
1	285,500,000	Fixed rate per annum	Repayment every six months from July 2012	Payment every six months
2	34,143,665	Fixed rate per annum	Repayment every six month from June 2014	Payment every six months
3	246,960,000	LIBOR six month plus a certain margin per annum	Repayment every six months from February 2017	Payment every six months
4	30,000,000	Fixed rate per annum	Repayment every six months from June 2017	Payment every six months
Total	596,603,665			

Australian Dollar loan

Number	Outstanding balance as at 31 December 2015 (Australian Dollar)	Interest rate	Principal repayment term	Interest payment period
1	241,374,586	Float rate plus margin per annum	Repayment every three months	Payment every month during construction period and every three month after construction period
Total	241,374,586			

Long-term loans of the subsidiaries are secured liabilities. The long-term loans are secured over land, buildings, power plants and equipment of the subsidiaries. The subsidiaries are required to maintain cash reserves which are provided from the proceeds of sales of electricity for the purpose of repayment of principal and payment of interest due within one year and as a reserve for minimising the exchange risk (refer to Note 9). In addition, the Power Purchase Agreements, the Asset Purchase Agreements, the Major Maintenance Agreements and insurance policies have been assigned as collateral in accordance with the conditions under the Loan Agreement.

Piya Khatun

22 Long-term loans from financial institutions, net (continued)

22.2 Interest rate risk management

The detail of interest rate swap contracts are shown in Note 39.1.

The interest rate exposure on the long-term loans from financial institutions of the Group after taking account of interest rate swap contracts is as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Long-term loans from financial institutions, net				
- at fixed rates	19,084,478,142	14,671,761,110	4,000,000,000	4,000,000,000
- at floating rates	64,202,591,235	50,647,520,436	35,915,342,324	28,242,888,853
Total long-term loans from financial institutions, net	83,287,069,377	65,319,281,546	39,915,342,324	32,242,888,853

After taking account of interest rate swaps, the weighted average effective interest rates of the long-term loans from financial institutions of the Group were 3.67% per annum for US Dollar loans, 5.44% per annum for Japanese Yen loans, 6.29% per annum for Australian Dollar loans and 4.87% per annum for Thai Baht loans. (2014: 3.47% per annum for US Dollars loans, 2.97% per annum for Japanese Yen loans and 6.61% per annum for Australian Dollar loans 5.23% per annum for Thai Baht loans).

After taking account of interest rate swaps, the weighted average effective interest rate of the long-term loans from financial institutions of the Company were 2.64% per annum for US Dollar loans and 3.16% per annum for Thai Baht loans. (2014: 2.01% per annum for US Dollar loans and 3.97% per annum for Thai Baht loans).

22.3 The movement of the long-term loans from financial institutions

The movement of the long-term loans from financial institutions can be analysed as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening net book value	65,319,281,546	47,428,965,030	32,242,888,853	21,355,135,858
Cash received from long-term loans	19,909,327,819	27,825,087,295	8,827,055,000	18,181,699,000
Repayments of long-term loans	(5,910,630,250)	(9,500,623,472)	(3,358,732,076)	(7,342,117,544)
Unrealised exchange losses	3,219,190,993	136,022,273	2,225,144,264	106,882,022
Additions of deferred financing fee	(234,518,559)	(170,514,789)	(44,248,025)	(69,970,453)
Amortisation of deferred financing fee	195,889,234	177,467,706	23,234,308	11,259,970
Exchange difference on translation	788,528,594	(577,122,497)	-	-
Closing net book value	83,287,069,377	65,319,281,546	39,915,342,324	32,242,888,853

Signature

22 Long-term loans from financial institutions, net (continued)

22.4 Maturity of long-term loans is as follows:

	Consolidated		Company	
	2015	2014	2015	2014
	Baht	Baht	Baht	Baht
Within 1 year	10,156,516,781	5,633,109,763	7,656,880,992	3,337,743,332
Later than 1 year and not later than 5 years	46,296,383,666	43,348,356,349	24,637,961,084	24,905,145,521
Later than 5 years	26,834,168,930	16,337,815,434	7,620,500,248	4,000,000,000
Total long-term loans, net	83,287,069,377	65,319,281,546	39,915,342,324	32,242,888,853

22.5 Credit facilities

As at 31 December 2015, the Group had the available credit facilities from financial institutions amounted to Baht 11,591 million and US Dollar 144 million of which a non-available credit facilities for the Company (2014: Baht 7,952 million, US Dollar 234 million and Australia Dollar 29 million of which US Dollar 50 million for the Company).

23 Debenture

Details of debenture are as follows:

	Consolidated		Company	
	2015	2014	2015	2014
	Baht	Baht	Baht	Baht
Debenture	5,183,182,720	-	5,183,182,720	-
<u>Less</u> Current portion of debenture	-	-	-	-
Debenture, net	5,183,182,720	-	5,183,182,720	-

The movements of the debenture can be analysed as follows:

	Consolidated Baht	Company Baht
Opening net book value	-	-
Cash received from debenture	4,636,986,240	4,636,986,240
Exchange losses	546,196,480	546,196,480
Closing net book value	5,183,182,720	5,183,182,720

On 10 March 2015, the Company issued the specific Japanese Yen and unsecured debenture amounting to Yen 17,120 million. The principal will be redeemed within seven years from the issuance date. The debenture bears interest at a fixed rate per annum and the payment schedule is every six-month. The Company is required to comply with certain procedure and conditions; for example, maintaining debt to equity ratio at the level as specified in the contract.

In addition, the Company entered into a cross currency swap contract with a financial institution to manage exposure arising from fluctuations in currency exchange rate and interest rate of such debenture from Yen 17,120 million to US Dollar 143.05 million at a fixed interest rate.

24 Deferred income taxes

The analysis of deferred tax assets and deferred tax liability is as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Deferred tax assets:				
Deferred tax assets to be recovered within 12 months	15,736,316	37,111	-	-
Deferred tax assets to be recovered after more than 12 months	341,968,844	170,156,566	-	-
	357,705,160	170,193,677	-	-
Deferred tax liabilities:				
Deferred tax liabilities to be settled within 12 months	(55,715,670)	(177,543,078)	(55,715,670)	-
Deferred tax liability to be settled after more than 12 months	(5,091,286,146)	(4,776,348,659)	(549,050,038)	(610,469,742)
	(5,147,001,816)	(4,953,891,737)	(604,765,708)	(610,469,742)
Deferred income taxes, net	(4,789,296,656)	(4,783,698,060)	(604,765,708)	(610,469,742)

The movement of the deferred income tax account is as follows:

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
At 1 January	(4,783,698,060)	(5,233,620,216)	(610,469,742)	(693,785,534)
Charged/(credited) to profit or loss	408,759,740	280,376,787	58,612,197	(3,888,301)
Tax charged/(credited) directly to other comprehensive income	(52,334,154)	87,204,093	(52,908,163)	87,204,093
Exchange difference on translation	(362,024,182)	82,341,276	-	-
At 31 December	(4,789,296,656)	(4,783,698,060)	(604,765,708)	(610,469,742)

Prinya Kiataram

24 Deferred income taxes (continued)

The movement in deferred tax assets and liabilities during the year is as follows:

	Consolidated						
	Provision Baht	Tax loss carry forward Baht	Allowance for obsolescence Baht	Finance costs Baht	Currency exchange gains (losses) Baht	Others Baht	Total Baht
Deferred tax assets							
At 1 January 2015	424,342,416	140,743,657	296,191,431	215,317,347	118,526,700	35,916,099	1,231,037,650
Charged/(credited) to profit or loss	(8,986,097)	230,922,746	10,381,050	(49,939,499)	130,573,357	42,413,458	355,365,015
Tax charged/(credited) directly to other comprehensive income	(2,503,244)	-	-	-	-	-	(2,503,244)
Exchange difference on translation	(94,850)	(1,423,218)	(162,106)	17,738,027	18,254,765	66,701,469	101,014,087
At 31 December 2015	412,758,225	370,243,185	306,410,375	183,115,875	267,354,822	145,031,026	1,684,913,508
At 1 January 2014	622,135,761	35,139,645	256,253,316	257,506,905	101,209,145	63,001,740	1,335,246,512
Charged/(credited) to profit or loss	(197,507,233)	118,234,211	40,308,537	(42,717,006)	16,613,811	(36,597,314)	(101,664,994)
Exchange difference on translation	(286,112)	(12,630,199)	(370,422)	527,448	703,744	9,511,673	(2,543,868)
At 31 December 2014	424,342,416	140,743,657	296,191,431	215,317,347	118,526,700	35,916,099	1,231,037,650

Piya Klu

24 Deferred income taxes (continued)

The movement in deferred tax assets and liabilities during the year is as follows: (continued)

	Consolidated				
	Depreciation and amortisation	Unrealised gains on investments in marketable securities - available-for-sale	The assigned fair values of assets acquired in business acquisitions	Others	Total
	Baht	Baht	Baht	Baht	Baht
Deferred tax liabilities					
At 1 January 2015	1,044,892,140	499,219,125	3,323,454,387	1,147,170,058	6,014,735,710
Charged/(credited) to profit or loss	103,135,753	10,203	(207,505,720)	50,965,039	(53,394,725)
Tax charged/(credited) directly to other comprehensive income	-	49,830,910	-	-	49,830,910
Exchange difference on translation	(82,177,229)	288	441,420,522	103,794,688	463,038,269
At 31 December 2015	1,065,850,664	549,060,526	3,557,369,189	1,301,929,785	6,474,210,164
At 1 January 2014	1,373,098,839	587,101,045	3,582,068,464	1,026,598,380	6,568,866,728
Charged/(credited) to profit or loss	(321,380,680)	(693,727)	(187,482,104)	127,514,730	(382,041,781)
Tax charged/(credited) directly to other comprehensive income	-	(87,204,093)	-	-	(87,204,093)
Exchange difference on translation	(6,826,019)	15,900	(71,131,973)	(6,943,052)	(84,885,144)
At 31 December 2014	1,044,892,140	499,219,125	3,323,454,387	1,147,170,058	6,014,735,710

Signature

24 Deferred income taxes (continued)

The movement in deferred tax assets and liabilities during the year is as follows: (continued)

	Company		
	Provision Baht	Allowance for obsolescence Baht	Total Baht
Deferred tax assets			
At 1 January 2015	52,761,644	168,928,004	221,689,648
Charged/(credited) to profit or loss	46,108,157	-	46,108,157
Tax charged/(credited) directly to other comprehensive income	(3,077,253)	-	(3,077,253)
At 31 December 2015	95,792,548	168,928,004	264,720,552
At 1 January 2014	93,689,784	148,712,219	242,402,003
Charged/(credited) to profit or loss	(40,928,140)	20,215,785	(20,712,355)
At 31 December 2014	52,761,644	168,928,004	221,689,648

	Company		
	Depreciation and amortisation Baht	Unrealised gains on investments in marketable securities - avail- able-for-sale Baht	Total Baht
Deferred tax liabilities			
At 1 January 2015	332,940,265	499,219,125	832,159,390
Charged/(credited) to profit or loss	(12,504,040)	-	(12,504,040)
Tax charged/(credited) directly to other comprehensive income	-	49,830,910	49,830,910
At 31 December 2015	320,436,225	549,050,035	869,486,260
At 1 January 2014	349,764,319	586,423,218	936,187,537
Charged/(credited) to profit or loss	(16,824,054)	-	(16,824,054)
Tax charged/(credited) directly to other comprehensive income	-	(87,204,093)	(87,204,093)
At 31 December 2014	332,940,265	499,219,125	832,159,390

Piya Klu

25 Retirement benefit obligations

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening balance	293,603,657	261,405,778	112,013,111	103,927,455
Retirement benefit expenses	36,004,527	59,951,698	8,897,555	13,401,244
Interest cost	10,934,990	4,461,938	4,144,485	1,332,412
Retirement benefit paid	(42,747,248)	(32,091,104)	(12,426,780)	(6,648,000)
Exchange difference on translation	3,459,259	(124,653)	-	-
Remeasurements:				
- Loss from change in demographic assumptions	9,252,648	-	15,434,664	-
- Experience loss	71,580,932	-	55,236,161	-
Closing balance	382,088,765	293,603,657	183,299,196	112,013,111

The following table is a summary of the assumptions relating to the actuarial technique as at the date of financial statements:

	Consolidated		Company	
	2015 %	2014 %	2015 %	2014 %
Discount rate	2.27 - 3.73	3.70	2.49	3.70
Salary increase rate	6.00	5.00 - 10.00	6.00	5.00 - 10.00
Turnover rate	0.00 - 11.00	0.00 - 6.00	0.00 - 11.00	0.00 - 6.00
Pre-retirement mortality rate	0.08 - 1.66	0.08 - 1.66	0.08 - 1.66	0.08 - 1.66

Consolidated

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 6.72 - 19.03%	Increase by 7.59 - 23.75%
Salary growth rate	1%	Increase by 7.23 - 22.95%	Decrease by 6.55 - 18.82%

Company

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	1%	Decrease by 8.43%	Increase by 9.72%
Salary growth rate	1%	Increase by 9.28%	Decrease by 8.24%

Prinya Kiataram

25 Retirement benefit obligations (continued)

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The weighted average durations of the Group's defined benefit obligation are between 9.85 years and 22.25 years.

26 Provision for decommissioning costs

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening net book balance	1,416,242,770	1,348,601,983	437,176,000	419,554,703
Provision decreased	(49,007,999)	-	-	-
Additional provision				
- Finance costs	53,184,346	66,320,891	-	17,621,297
Exchange difference on translation	24,532,292	1,319,896	-	-
Closing net book balance	1,444,951,409	1,416,242,770	437,176,000	437,176,000

27 Other non-current liabilities

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Advances from customers	602,863,758	436,596,059	-	-
Long-term finance lease obligation	-	1,588,127	-	-
Deposits	2,438,943	2,296,876	638,943	496,876
Retention for construction	-	841,155,066	-	-
Other non-current liabilities*	250,436,394	102,970,872	23,922,430	23,922,430
Total other non-current liabilities	855,739,095	1,384,607,000	24,561,373	24,419,306

* Other liabilities have been included fair value of preferred shares of the Company's subsidiary which were issued to the third party amounting to Baht 5 million. The preferred shares are financial liabilities according to Thai Accounting Standard 107 "Financial Instrument: Presentation and Disclosures" because they are cumulative preferred shares and the preferred shareholder is entitled to cumulative preferential dividends at amount specified in the shareholder agreement of the subsidiary which is in preference to the holder of the ordinary shares. According to the shareholder agreement, the Company, as the common shareholder, has responsibilities to get the subsidiary to pay dividends to the preferred shareholder with the amount as specified in the shareholders agreement over the 25 years.

28 Legal reserve

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening balance	530,000,000	530,000,000	530,000,000	530,000,000
Appropriation during the year	-	-	-	-
Closing balance	530,000,000	530,000,000	530,000,000	530,000,000

Under the Public Companies Act B.E. 2535, the Company is required to set aside as a legal reserve at least 5% of its net profit after accumulated deficit brought forward (if any) until the reserve is not less than 10% of the registered capital. The legal reserve is non-distributable.

29 Non-controlling interests

	Consolidated		Company	
	2015 Baht	2014 Baht	2015 Baht	2014 Baht
Opening balance	954,679,666	909,970,503	-	-
Additional paid-up shares of subsidiaries	-	39,129,412	-	-
Share of profit from subsidiaries	86,986,305	139,868,745	-	-
Dividend payment of subsidiaries	(79,131,651)	(132,769,394)	-	-
Disposal of a subsidiary	(156,654,982)	-	-	-
Acquisition of non-controlling interests	(326,488,288)	-	-	-
Remeasurements of post-employment benefit obligations	56,119	-	-	-
Exchange difference on translation	28,151,382	(1,519,600)	-	-
Closing balance	507,598,551	954,679,666	-	-

30 Sales and service income

	Consolidated		Company	
	2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
For the years ended 31 December				
Sales of electricity	3,784,424,449	3,260,061,036	-	-
Finance lease income under power purchase agreements	296,690,712	650,581,364	-	-
Operating lease income under power purchase agreements	3,669,380,000	3,556,331,421	-	-
Service income under power purchase agreements	7,417,111,600	8,902,764,880	-	-
Other service income	746,159,386	527,392,338	-	-
Total sales and service income	15,913,766,147	16,897,131,039	-	-

Prinya Kiataram

31 Cost of the sales and services

	Consolidated		Company	
	2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
For the years ended 31 December				
Cost of sales of electricity	2,861,402,808	2,901,764,388	-	-
Cost of operating lease under power purchase agreements	480,890,374	1,035,853,139	-	-
Cost of services under power purchase agreements	5,587,693,541	5,717,307,739	-	-
Cost of other services	1,003,577,974	571,722,621	-	-
Total cost of the sales and services	9,933,564,697	10,226,647,887	-	-

32 Other income

	Consolidated		Company	
	2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
For the years ended 31 December				
Dividend income from subsidiaries and joint ventures (Note 14.2 and 14.4)	-	-	8,159,164,499	5,262,110,052
Dividend income from other company	143,263,867	133,920,572	143,263,867	133,920,572
Interest income	70,270,721	66,278,511	174,958,402	205,723,902
Rental and service income	45,396,855	34,470,478	320,894,408	189,642,965
Adder*	1,484,542,705	1,484,859,036	-	-
Others	149,339,080	129,833,952	1,603,267	33,010,495
Total other income	1,892,813,228	1,849,362,549	8,799,884,443	5,824,407,986

* The adder represented income received from Provincial Electricity Authority ("PEA").

33 Expense by nature

The following expenditure items have been charged in arriving at net profit:

	Consolidated		Company	
	2015 Baht	Restated 2014 Baht	2015 Baht	Restated 2014 Baht
For the years ended 31 December				
Depreciation on plant and equipment	1,783,644,487	1,796,531,732	50,418,093	372,304,451
Amortisation of right in long-term power agreements	475,116,541	417,301,752	-	-
Impairment of goodwill	482,816,297	-	-	-
Major repair and maintenance expenses of power plants	287,728,586	345,246,572	-	38,134,153
Staff costs	1,176,577,679	1,405,261,220	633,273,710	614,489,674

Piya Klu

34 Finance costs

	Consolidated		Company	
	2015	2014	2015	2014
For the years ended 31 December	Baht	Baht	Baht	Baht
Interest expenses	2,559,348,648	1,870,325,875	1,162,686,959	696,320,491
Net losses on exchange rate from financing activities	3,759,857,114	701,139,914	3,113,586,553	712,720,543
Other finance costs	338,252,620	222,562,629	102,762,427	67,513,065
Total finance costs	6,657,458,382	2,794,028,418	4,379,035,939	1,476,554,099

35 Income taxes

	Consolidated		Company	
	2015	Restated	2015	Restated
	Baht	2014 Baht	Baht	2014 Baht
Current tax	1,128,399,476	1,028,909,662	-	-
Deferred tax	(377,999,677)	(277,691,387)	-	-
Total income taxes	750,399,799	751,218,275	-	-

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the basic tax rate of the home country of the parent company as follows:

	Consolidated		Company	
	2015	Restated	2015	Restated
	Baht	2014 Baht	Baht	2014 Baht
Profit before tax from continuing operations	5,041,637,230	8,386,676,367	3,544,678,779	3,664,193,906
Tax calculated at a tax rate of	20%	20%	20%	20%
The result of the accounting profit multiplied by the income tax rate	1,008,327,446	1,677,335,273	708,935,756	732,838,781
Tax effect of :				
Income not subject to tax	(150,578,954)	(258,313,986)	(1,662,525,801)	(1,081,554,283)
Expenses not deductible for tax purpose	67,179,757	52,235,666	43,334,364	47,151,549
Revenues that are granted income tax exemption or expenses that are deductible at a greater amount	(51,193,865)	(445,019,160)	-	-
Net losses deductible	(23,777,532)	(11,001,405)	-	-
Tax losses for the year for which no deferred income tax assets was recognised	1,013,214,337	508,739,755	910,255,681	301,563,953
Share of profit from investments - equity method	(1,189,263,784)	(1,092,126,847)	-	-
Difference on tax rate in which countries the Group operated	76,492,394	319,368,979	-	-
Income taxes	750,399,799	751,218,275	-	-

The weighted average applicable tax rate for the Group and the Company were 14.88% and 0.00%, respectively (2014 : 9.21% and 0.00%, respectively).

Prinya Kiataram



35 Income taxes (continued)

The tax charged/(credited) relating to component of other comprehensive income is as follows:

	Consolidated	
	2015 Baht	2014 Baht
Unrealised gains on investments in marketable securities - available-for-sale		
At 1 January	499,219,125	586,423,218
Charged/(credited) to other comprehensive income	49,830,910	(87,204,093)
At 31 December	549,050,035	499,219,125

	Company	
	2015 Baht	2014 Baht
Unrealised gains on investments in marketable securities - available-for-sale		
At 1 January	499,219,125	586,423,218
Charged/(credited) to other comprehensive income	49,830,910	(87,204,093)
At 31 December	549,050,035	499,219,125

36 Earnings per share

Basic earnings per share is calculated by dividing the net profit for the year attributable to shareholders by the weighted average number of ordinary shares issued and paid-up during the year, net of treasury stock.

	Consolidated		Company	
	2015	Restated 2014	2015	Restated 2014
Net profit attributable to owners of the parent (Baht)				
Profit for the year from continued operations	4,235,224,337	7,539,973,772	3,544,678,781	3,664,193,906
Profit (loss) for the year from discontinued operations	83,952,118	127,003,211	(36,973,870)	365,749,479
Weighted average number of ordinary share in issue (Shares)	526,465,000	526,465,000	526,465,000	526,465,000
Basic earnings per share (Baht)				
Profit for the year from continued operations	8.04	14.32	6.73	6.96
Profit (loss) for the year from discontinued operations	0.16	0.24	(0.07)	0.69

There are no dilutive potential ordinary shares in issue during the periods presented, so no diluted earnings per share are presented.

37 Dividends

At the Annual General Shareholders' Meeting dated 21 April 2015, the shareholders approved the payment of dividends in respect of the operating results for the six-month period ended 31 December 2014 for 526,465,000 shares at Baht 3.25 per share, totalling Baht 1,711 million. These dividends were paid to shareholders on 30 April 2015.

At the Board of Directors' meeting on 20 August 2015, the directors approved the payment of interim dividends in respect of the operating results for the six-month period ended 30 June 2015 for 526,465,000 shares at Baht 3.00 per share, totalling Baht 1,579 million. These dividends were paid to shareholders on 18 September 2015.

Piya Kiat



38 Promotional privileges

The Group has been granted promotional privileges by the Office of the Board of Investment under promotion certificates in respect of electricity. These nine subsidiaries have been granted exemption from certain taxes and duties as detailed in the certificates including exemption from corporate income tax for a period of eight years from the date of first revenue. As promoted entities, these subsidiaries are required to comply with the terms and conditions specified in the promotion certificates.

39 Financial instruments

The principal financial risks faced by the Group are interest rate and exchange rate risks. The Group borrows to finance its operations, which involve payments in foreign currencies, at both fixed and floating rates of interest.

The objectives of using derivative financial instruments are to reduce the uncertainty over future cash flows arising from movements in interest rates and exchange rate and to manage the liquidity of cash resources. Interest rate exposure is managed through interest rate swap contracts. In respect of currency exchange risk of the domestic operation, the formula for the calculation of the Availability Payments and Energy Payments charged to EGAT allows for the minimisation of the impact of currency exchange. For the exchange rate risks of the overseas operations, the Group receives cash inflow from trade receivables as same currency as the major liabilities of the Group.

Trading for speculative purposes is not allowed. All derivative transactions are subject to prior approval by the respective board of each company in the Group.

39.1 Financial assets and liabilities

As at 31 December 2015 and 2014, the Group had outstanding foreign currency assets and liabilities as details below.

				Consolidated	
		2015		2014	
	Currency Million	Million Baht	Currency Million	Million Baht	
Assets					
US Dollar	216.91	7,800	170.45	5,605	
Australian Dollar	19.82	528	13.94	372	
Philippine Peso	465.02	354	4.84	4	
		8,682		5,981	
Liabilities					
US Dollar	1,479.84	53,578	1,286.90	42,526	
Japanese Yen	23.62	7	157.25	43	
Australian Dollar	242.21	6,328	241.22	6,438	
Philippine Peso	16.25	12	-	-	
Swedish krona	5.22	23	-	-	
		59,948		49,007	

Prinya Kiataram



39 Financial instruments (continued)

39.1 Financial assets and liabilities (continued)

As at 31 December 2015 and 2014, the Group had outstanding foreign currency assets and liabilities as details below. (continued)

				Company	
		2015		2014	
	Currency Million	Million Baht	Currency Million	Million Baht	
Assets					
US Dollar	54.52	1,959	2.82	92	
Liabilities					
US Dollar	883.24	32,021	734.67	24,327	

Foreign currency assets represent cash and cash equivalents, trade receivables and deposits with financial institutions. Foreign currency liabilities represent trade payables, other payables, interest payables and loans.

As at 31 December 2015, the Group did not enter into any foreign currency forward contracts to cover their exchange risk relating to long-term loan repayments of US Dollar 1,341 million and Australian Dollar 236 million (2014: US Dollar 1,106 million, Japanese Yen 157 million and Australian Dollar 236 million). However, exchange risk relating to US Dollar, the Group receives compensation from EGAT for exchange rate effects related to its US Dollar and Japanese Yen debt services and the majorities of overseas subsidiaries have cash inflow from trade receivables in US Dollar. In addition in Australian subsidiary has cash inflow from trade receivables in Australian Dollar.

Objectives and significant terms and conditions

In order to manage risks arising from fluctuations in interest rates and currency exchange rates, the Group uses the following derivative financial instruments.

Interest rate swap contracts

Interest rate swap contracts are entered into to manage exposure to fluctuations in interest rates. The Company entered into interest rate swap contracts by converting floating rates to fixed rates for the total amount of long-term loans of Baht 4,000 million and of US Dollar 500 million (which equivalent to Baht 18,001 million). The nine subsidiaries of the Company entered into interest rate swap contracts by converting floating rates to fixed rate for the total amount of long-term loans of US Dollar 721 million (which equivalent to Baht 25,952 million) and of Baht 13,752 million and for the total amount of long-term loans of Australian Dollar 183 million (which equivalent to Baht 4,778 million).

Currency swap contracts

Currency swap are entered into to manage exposure to fluctuations in currency exchange rates. The two subsidiaries of the Company entered into currency swap for long term loans of US Dollar 64 million which equivalent to Baht 2,007 million.

Piya Klu

39 Financial instruments (continued)

39.1 Financial assets and liabilities (continued)

Forward contracts

Forward contracts are entered into to manage exposure to fluctuations in currency exchange rates. The two subsidiaries of the Company entered into forward contracts for Construction Agreement of Japanese Yen 10,640 million which equivalent to Baht 958 million and US Dollar 93 million and Construction Agreement of US Dollar 202 million which equivalent to Baht 1,270 million.

The fixed interest rates under the swaps for long-term loans at 31 December were:

Currency	Contract amount (million)		Fixed Exchange Rates	
	2015	2014	2015	2014
US Dollar	1,221	181	1.50 - 3.40	1.60 - 1.60
Thai Baht	17,752	12,226	2.42 - 6.10	1.60 - 6.10
Australian Dollar	183	234	4.40 - 4.40	4.40 - 4.40

The remaining notional principal amounts of the outstanding interest rate swap contracts at 31 December were:

	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Within 1 year	741	1,876	-	993
Later than 1 year	46,846	22,586	21,402	4,000
	47,587	24,462	21,402	4,993

39.2 Credit risk

The Group has no significant concentrations of credit risk relating to its cash and investments. The Group places its cash and investments with high quality financial institutions. The Group's policy is designed to limit exposure with any one institution and to invest its excess cash in low risk investment accounts. The Group has not experienced any losses on such accounts. For trade receivables, the Group's sales are made to state-owned enterprises and industrial users under the terms and conditions of the long-term Power Purchase Agreements and the long-term Electricity and Steam Sales and Purchase Agreements.

40 Related party transactions

Enterprises and 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 Company, 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.

40 Related party transactions (continued)

The major shareholders of the Company are the Electricity Generating Authority of Thailand (“EGAT”) and TEPCO Generating B.V. which is associates between Tokyo Electric Power Company (“TEPCO”) and Diamond Generating Asia, Limited. holding 25.41% and 22.42% of the Company’s shares, respectively. The remaining shares in the Company are widely held.

The information on the Company’s subsidiaries and joint ventures is provided in Note 14.

The following material transactions were carried out with related parties:

40.1 Sales of electricity

For the years ended 31 December	Consolidated		Company	
		Restated		Restated
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Sales of electricity				
- Major shareholder	1,337	1,465	-	-
Finance lease income under PPAs				
- Major shareholder	297	651	-	-
Lease service income under PPAs				
- Major shareholder	848	1,939	-	-
Finance lease income and lease service income under PPA (from discontinued operation)				
- Major shareholder	-	-	-	1,165

The Company and three subsidiaries have entered into Power Purchase Agreements (“PPAs”) with EGAT. The agreements are effective for periods of 20 to 21 years. According to the resolutions of the Cabinet meetings dated 15 February 1994, 23 January 1996, 28 January 2003, and 29 May 2003, respectively, the electricity revenues from such agreements must be calculated on a cost plus basis. There is a limitation on sales of electricity to third parties as specified in the agreements. However, the PPA entered into between the Company and EGAT was expired on 7 December 2014 (Note 41).

The three subsidiaries of the Company entered into PPAs with EGAT under the Small Power Producer project. The PPAs are effective for periods of 25 years commencing from commercial operation date. As at 31 December 2015, the three subsidiaries has not commenced their commercial operation.

A subsidiary of the Company entered into a PPA in relation to a new power plant project with EGAT. The PPA is effective for a period of 25 years starting from scheduled commercial operation date. The new power plant project is a combined cycle power plant, located in Nakhon Si Thammarat. The power plant will be operated with natural gas as a primary fuel to generate electricity at a contract capacity of 930 MW. As at 31 December 2015, the subsidiary has not commenced the commercial operation yet.

Piya Klu



40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.2 Service income

	Consolidated		Company	
	2015	2014	2015	2014
For the years ended 31 December	Million Baht	Million Baht	Million Baht	Million Baht
Service income				
- Major shareholder	-	14	-	-

A subsidiary of the Company has entered into the Subcontract for Major Maintenance Agreement with EGAT to provide major maintenance services, repair services, administrative services and additional services related to power plants. The compensation for such services is calculated on a cost plus basis. The agreement is effective for a period of 8 years commencing from 24 September 2007.

40.3 Major maintenance expenses

	Consolidated		Company	
	2015	2014	2015	2014
For the years ended 31 December	Million Baht	Million Baht	Million Baht	Million Baht
Major maintenance expenses				
- Major shareholder	2	45	-	32

The Company has entered into Major Maintenance Agreements with EGAT in order for the latter to provide major maintenance services, repair services, administrative services and additional services related to the Company power plant. The price for such services is calculated under the agreements on a cost plus basis and will be adjusted annually according to the Consumer Price Index. The agreements have been extended for a period of 8 years, commencing from 7 December 2006.

40.4 Trade receivable from and trade payable to a related party

	Consolidated		Company	
	2015	2014	2015	2014
As at 31 December	Million Baht	Million Baht	Million Baht	Million Baht
Trade receivable				
- Major shareholder	239	271	-	-

Outstanding trade receivable as at 31 December can be analysed as follows:

Not overdue	239	271	-	-
Overdue below 3 months	-	-	-	-
Overdue 3 - 6 months	-	-	-	-
Overdue 6 - 12 months	-	-	-	-
Overdue over 12 months	-	-	-	-
	239	271	-	-
Trade payable				
- Major shareholder	4	9	-	6

Prinya Kiataram

40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.5 Trade receivable from a related party for services under finance lease

As at 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Trade receivable from a related party for services under finance lease				
- Major shareholder	142	250	-	102

Outstanding trade receivable as at 31 December can be analysed as follows:

Not overdue	142	250	-	102
Overdue below 3 months	-	-	-	-
Overdue 3 - 6 months	-	-	-	-
Overdue 6 - 12 months	-	-	-	-
Overdue over 12 months	-	-	-	-
	142	250	-	102

40.6 Finance lease receivable from a related party, net

As at 31 December	Consolidated			
	Minimum Payment		Present Value of Minimum Payment	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Finance lease receivable from a related party				
- Less than 1 year	937	1,104	838	808
- Over 1 - 5 years	759	1,503	665	1,336
- Over 5 years	269	302	219	235
			1,722	2,379
Less deferred financial revenue	(243)	(530)		
Present value of minimum payment	1,722	2,379		
Finance lease receivable from a related party can be analysed as follows:				
- Current portion of finance lease receivable			838	808
- Non-current portion of finance lease receivable			884	1,571
			1,722	2,379

Piya Klu

40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.6 Finance lease receivable from a related party, net (continued)

As at 31 December	Minimum Payment		Present Value of Minimum Payment	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Finance lease receivable from a related party				
- Less than 1 year	-	125	-	125
- Over 1 - 5 years	-	-	-	-
- Over 5 years	-	-	-	-
			-	125
Less deferred financial revenue	-	-		
Present value of minimum payment	-	125		
Finance lease receivable from a related party can be analysed as follows:				
- Current portion of finance lease receivable			-	125
- Non-current portion of finance lease receivable			-	-
			-	125

40.7 Amounts due from and amounts due to related parties

As at 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Amounts due from related parties				
- Subsidiaries	-	-	253	123
- Joint ventures	231	176	4	4
	231	176	257	127
Amounts due to related parties				
- Other related party	86	15	-	-
	86	15	-	-
Advance received for purchase of spare parts (other non-current liabilities)	-	-	24	24

Prinya Kiataram

40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.8 Long-term loans to related parties and related interests

	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
As at 31 December				
Long-term loans to related parties				
- Subsidiaries				
- Due within 1 year	-	-	-	46
- Due over 1 year	-	-	1,918	2,654
	-	-	1,918	2,700

	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
As at 31 December				
Interest receivable				
- Subsidiaries	-	-	86	20
- Joint ventures	-	-	-	-
	-	-	86	20

	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
For the year ended 31 December 2015				
Interest income				
- Subsidiaries	-	-	168	185
- Joint ventures	-	7	-	7
	-	7	168	192

The movements of long-term loans to related parties can be analysed as follows:

	Consolidated	Company
For the year ended 31 December 2015	Million Baht	Million Baht
Beginning balance	-	2,700
Loan repayment during the year	-	(782)
Ending balance	-	1,918

Piya Kiataram

40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.9 Construction in progress

As at 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Construction in progress				
- Major shareholder	105	34	-	-
- Subsidiaries	144	-	-	-
- Other related parties	14,129	1,201	-	-
	14,378	1,235	-	-

A subsidiary of the Company entered into Technical Services Agreement for the new power plan with Tokyo Electric Power Company (“TEPCO”). The agreement has been effective since 4 June 2013 with the contract amount of US Dollar 3.54 million. In addition, such subsidiary entered into Engineering, Procurement and Construction for the new power plant construction with Mitsubishi Corporation Limited. The agreement has been effective since 18 May 2013 with contract amount of US Dollar 13 million and Baht 1,356 million, respectively. Moreover, such subsidiary entered into Civil Engineering Services Contract for the new power plant with Electricity Generating Authority of Thailand. The contract has been effective since 18 July 2013 with the contract amount of Baht 44.95 million.

A subsidiary of the Company entered into Engineering, Procurement and Construction for the new power plant construction with Mitsubishi Corporation Limited. The agreement has been effective since 1 November 2014 with contract amount of US Dollar 0.27 million, Euro 0.47 million, Swedish Krona 14.43 million and Baht 3,761 million, respectively.

40.10 Office building rental and service income

The Company has entered into Office Building Rental, Service Charges and Management Agreements with subsidiaries and joint ventures. The agreements are renewed yearly. The price for management services is calculated under the agreements on a cost plus basis.

For the years ended 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Office building rental and service income				
- Subsidiaries	-	-	6	6
	-	-	6	6
Management fee				
- Subsidiaries	-	-	95	94
- Joint ventures	36	35	36	35
- Other related party	4	4	4	4
	40	39	135	133

Prinya Kiataram

40 Related party transactions (continued)

The following material transactions were carried out with related parties: (continued)

40.11 Project development income

The Company has entered into Project Development Service Agreements with subsidiaries. The price for services is calculated under the agreements on a cost plus basis.

For the years ended 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Project development income				
- Subsidiaries	-	-	168	42
	-	-	168	42

40.12 Land Rental

The Company has entered into Land Rental with a subsidiary for a period of 28 years since 25 May 2015. The price for rental is calculated under the agreements on a cost plus basis.

For the years ended 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Land rental income				
- Subsidiary	-	-	4	-
	-	-	4	-

40.13 Dividend income

For the years ended 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Dividend income				
- Subsidiaries	-	-	3,522	650
- Joint ventures	-	-	4,637	4,612
	-	-	8,159	5,262

40.14 Directors and managements remuneration

For the years ended 31 December	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Short-term employee benefits	124	118	95	86
Post employment benefits	4	3	3	2
Total director and managements remuneration	128	121	98	88

Piya Klu

41 Discontinued operations

41.1 The produce and supply of tap water business

On 17 June 2015, the Group publicly announced its intention to sell an investment in a subsidiary that operates the tap water business. According to the Group's Investment Committee's meeting no. 4/2015 dated 20 April 2015, the committee approved EGCO Engineering and Service Company Limited, a wholly owned subsidiary of the Company, to sell all of 25,597,096 common shares or 74.19% in EGCOM Tara Company Limited to Universal Utility Company Limited, a wholly owned subsidiary of Eastern Water Resources Development and Management Public Company Limited ("East Water").

On 10 August 2015, the Extraordinary General Shareholders' Meeting no. 1/2015 of East Water, the shareholders approved the acquisition of EGCOM Tara Company Limited's shares amounting to Baht 1,600 million. The Group disposed the investment in a subsidiary on 31 August 2015. Therefore, the group realized gain from disposal of a subsidiary amounting to Baht 1,079 million in the related consolidated income statement for the year ended 31 December 2015. Moreover, the Group is presented its results as a discontinued operation in consolidated financial information for the year ended 31 December 2015 and 2014.

Details of revenues and expenses of the produce and supply of tap water business for the year ended 31 December 2015 and 2014 are as follows:

For the year ended 31 December	Consolidated	
	2015 Baht	2014 Baht
Sales and services income	211,792,482	303,667,997
Cost of sales and services	(56,920,783)	(83,338,661)
Gross profit	154,871,699	220,329,336
Other income	2,782,160	4,076,130
Administrative expenses	(12,722,932)	(11,747,536)
Profit before income tax expense	144,930,927	212,657,930
Income tax expense	(30,005,598)	(41,270,294)
Profit for the year from discontinued operation, net of income tax	114,925,329	171,387,636
Attributable to:		
Profit for the year from discontinued operation for owners of the parent	83,952,118	127,003,211
Profit for the year from discontinued operation for non-controlling interests	30,973,211	44,384,425

41.2 Operation and power purchase agreement of the Company (Rayong power plant)

The Company entered into Power Purchase Agreement with EGAT for a period of 20 years and according to the agreement, the Rayong power plant of the Company generated electricity to sell to EGAT. However, the Rayong power plant, which is one of the Company's major lines of businesses, ceased its operations and electricity sale to EGAT on 7 December 2014 resulting from the expiration of the power purchase agreement. Therefore, operating results and cash flows from the Rayong power plant are disclosed under the discontinued operation segment in the Company financial statement for the year ended 31 December 2015 and 2014.

41 Discontinued operations (continued)

41.2 Operation and power purchase agreement of the Company (Rayong power plant) (continued)

Details of revenues and expenses of the Rayong power plant for the years ended 31 December 2015 and 2014 are as follows:

	Company	
	2015 Baht	2014 Baht
Sales and services income	-	1,164,902,825
Cost of sales and services	-	(649,374,281)
Gross profit	-	515,528,544
Other income	56,767,566	57,335,971
Administrative expenses	(152,353,634)	(185,605,437)
Finance costs	-	(17,621,298)
Profit (loss) before income tax expense	(95,586,068)	369,637,780
Income tax expense	58,612,198	(3,888,301)
Profit (loss) for the year from discontinued operation, net of income tax	(36,973,870)	365,749,479

42 Fair value

42.1 Fair value estimation

The table below analyses financial assets and liabilities carried at fair value, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

42.2 Financial assets and liabilities that are measured at fair value

The following table presents the financial assets and liabilities that are measured at fair value as at 31 December 2015 and 2014.

	Consolidated			
	Level 1 Baht'000	Level 2 Baht'000	Level 3 Baht'000	Total Baht'000
Asset as at 31 December 2015				
Long-term investments in marketable securities	3,618,661	-	-	3,618,661
Asset as at 31 December 2014				
Long-term investments in marketable securities	3,368,603	-	-	3,368,603

Piya Kiat



42 Fair value (continued)

42.2 Financial assets and liabilities that are measured at fair value (continued)

The following table presents the financial assets and liabilities that are measured at fair value as at 31 December 2015 and 2014. (continued)

	Company			
	Level 1 Baht'000	Level 2 Baht'000	Level 3 Baht'000	Total Baht'000
Asset as at 31 December 2015				
Long-term investments in marketable securities	3,612,741	-	-	3,612,741
Asset as at 31 December 2014				
Long-term investments in marketable securities	3,363,586	-	-	3,363,586

There were no transfers between Levels 1, 2 and 3 of fair value level during the period.

42.3 Financial assets and liabilities that are not measured at fair value

The carrying amounts of the following financial assets and financial liabilities approximate their fair values: cash and cash equivalents, short-term investments, trade receivables and payables, amounts due from and due to related parties, other receivables and payables, and short-term loans due to the short maturities of these instruments.

(a) Long-term loans to related parties, long-term loans from financial institutions and debenture

The fair values of long-term loans to related parties, long-term loans from financial institutions and debenture with fixed interest rates have been calculated by level 2.

The contract amounts and fair values are as follows:

	2015			
	Consolidated		Company	
	Contract amount Million Baht	Fair value Million Baht	Contract amount Million Baht	Fair value Million Baht
Asset				
Long-term loans to related parties	-	-	1,749	1,830
Liability				
Long-term loans from financial institutions	19,085	19,826	4,000	4,115
Debenture	5,183	5,033	5,183	5,033

	2014			
	Consolidated		Company	
	Contract amount Million Baht	Fair value Million Baht	Contract amount Million Baht	Fair value Million Baht
Asset				
Long-term loans to related parties	-	-	1,749	1,806
Liability				
Long-term loans from financial institutions	14,672	15,852	4,000	4,296

Prinya Kiataram

42 Fair value (continued)

42.3 Financial assets and liabilities that are not measured at fair value (continued)

(a) Long-term loans to related parties, long-term loans from financial institutions and debenture (continued)

The fair values have been calculated from the net present value of future cash flows discounted by market interest rates using rates at the date of financial statements. The fair values of long-term loans from financial institutions and long-term loans to related parties with floating interest rates approximate their carrying amounts.

The fair values have been calculated using rate quoted by the Group's counterparties at the date of financial statements.

(b) Derivatives financial instruments

The fair values of the derivatives financial instruments have been calculated by level 2.

The fair values of the derivatives financial instruments at the date of financial statements are as follows:

	Consolidated		Company	
	2015 Million Baht	2014 Million Baht	2015 Million Baht	2014 Million Baht
Asset				
Interest rate swap contracts	76	62	76	33
Currency swap contracts	599	3	48	-
Liability				
Interest rate swap contracts	(2,381)	(2,114)	(42)	(11)
Currency swap contracts	(368)	(1,037)	-	-

The fair values of interest rate swap contracts, currency and interest rate swap contracts have been calculated using rates quoted by the Group's counterparties to terminate the contracts at the date of financial statements.

43 Commitments and significant agreements

43.1 Commitments

- As at 31 December 2015, the Company had commitments under Sponsor Support Agreements, which were made in respect of loans to subsidiaries, totalling Baht 858 million (31 December 2014: Baht 43 million).
- As at 31 December 2015, the Company had commitments under the Counter Guarantee and Standby Letters of Credit issued on behalf of the Company to subsidiaries and joint ventures of Baht 7,090 million (2014: Baht 5,775 million).
- According to the Power Purchase Agreements ("PPAs") between the Company's subsidiaries and the Electricity Generating Authority of Thailand ("EGAT") whose period between 15 years and 21 years, the subsidiaries have to provide bank guarantees, totalling Baht 140 million. The collateral is to be returned to such subsidiaries upon the expiry of the agreements.

Piya Klu



43 Commitments and significant agreements (continued)

43.2 Significant agreements

In addition to the PPAs with EGAT which is one of the Company's major shareholders as discussed in Note 40, the Group had the following significant agreements:

43.2.1 Power Purchase Agreements ("PPAs")

- a) The six subsidiaries of the Company entered into eleven PPAs with the Provincial Electricity Authority ("PEA") under the Very Small Power Producer ("VSPP") scheme. The sales quantity and its price must be complied with the agreement. The PPAs are effective for periods of 5 years and are automatically renewable every 5 years.
- b) On 9 October 2014, a subsidiary entered into PPA with a company. The PPA is effective for a period of seven years starting from scheduled commercial operation date. The sales quantity and its price must be complied with the agreement. The agreement can be extended for another 2 years, commencing from the maturity date upon the conditions specified in the agreement.
- c) On 16 October 2014, a subsidiary entered into PPA with a company. The agreement is effective for a period of 20 years starting from scheduled commercial operation date. The sales quantity and its price must be complied with the agreement. The agreement can be extended, commencing from the maturity date upon the conditions specified in the agreement.
- d) An overseas subsidiary of the Company entered into a PPA with a purchaser in the Philippines. The PPA is effective for a period of 25 years commencing from 30 May 2000. The purchaser is obligated to pay the subsidiary a Monthly Capacity Payment, at least US Dollar 109 million per year. As at 31 December 2015, the remaining period of the PPA is 10 years.
- e) An overseas subsidiary of the Company entered into a PPA with a purchaser in Australia. The PPA is effective for a period of 10 years and can be extended for another 5 years commencing from February 2015.

43.2.2 Steam Purchase Agreement

On 16 October 2014, a subsidiary of the Company entered into Steam Purchase Agreement with a company. The agreement is effective for a period of 20 years commencing from scheduled commercial operation date. The sales quantity and its price must be complied with the agreement. The agreement can be extended, commencing the maturity date upon the conditions specified in the agreement.

43.2.3 Transmission Line Agreement ("TLA")

An overseas subsidiary of the Company entered into a TLA with a contractor in the Philippines. The TLA is effective for a period of 25 years commencing from 30 May 2000.

43.2.4 Fuel Purchase Agreements

- a) A subsidiary of the Company have entered into Gas Purchase Agreements with PTT Public Company Limited ("PTT"). These agreements are effective for a period of 21 years and can be extended for another 4 years.

43 Commitments and significant agreements (continued)

43.2 Significant agreements (continued)

43.2.4 Fuel Purchase Agreements (continued)

- b) A subsidiary of the Company has entered into a Heavy Fuel Oil Purchase Agreement with PTT. The agreement shall be effective for a period of 3 years from 1 January 2005 to 31 December 2008. The agreement has been extended by one year and can be extended automatically for further one year periods (in the event that there is no cancellation of the automatic extension).
- c) An overseas subsidiary of the Company entered into two Coal Supply Agreements (“CSAs”) with two contractors. Under the CSAs, subsidiary has to purchase coal as specified in the agreements. The CSAs are effective for periods of 15 years and 25 years, respectively, commencing from 30 May 2000.
- d) A subsidiary of the Company has entered into Gas Purchase Agreements with PTT Public Company Limited (“PTT”). The agreement is effective for a period of 25 years, commencing 19 June 2016. The sales quantity and its price must be complied with the agreement.
- e) On 4 April 2014, a subsidiary entered into the Diesel Fuel Supply Agreement for purchasing secondary fuel for a new power plant. The agreement is effective for a period of three years starting from 4 April 2014. The sales quantity and its price must be complied with the agreement.

43.2.5 Operation and Maintenance Agreements

- a) A subsidiary of the Company has entered into power plant operation and maintenance, and power plant equipment maintenance agreements with three customers. The agreements, totalling Baht 694 million. In addition, the subsidiary has also entered into a subcontract for Supply of Spare Parts with a third party. This agreement is effective for a period of 2 to 3 years. The total contract price is US Dollar 14.48 million.
- b) A subsidiary of the Company has entered into power plant operation and maintenance, and power plant equipment maintenance agreement with PTT Utility Company Limited. The agreements, totalling Baht 140 million, are effective for a period of 10 years.
- c) A subsidiary of the Company has entered into long-term technical service agreement with constructors. The agreement is for the purpose of maintenance new power plant after commercial operation date, which is effective for a period of 10 years and 3 months commencing from 19 June 2016. The total contract price is Japanese Yen 18,560 million.

43.2.6 Project Site Lease Agreement Construction Contract

A subsidiary of the Company entered into a Project Site Lease Agreement with a contractor in the Philippines. The agreement is effective for a period of 25 years commencing from 30 May 2000 and the subsidiary has the right to extend the term for consecutive periods of 5 years each, provided that the extended term does not exceed 50 years in the aggregate.

43.2.7 Construction Contracts

- (a) A subsidiary entered into the Engineering Procurement and Construction Contract with a sub-contractor. The contract amount is US Dollar 103 million and Baht 1,853 million.
- (b) The three subsidiaries entered into Services Agreements for three owner engineer services for construction of new power plants. The contract amount is Baht 132 million.
- (c) On 1 April 2015, a subsidiary entered into the Engineering Procurement and Construction Contract with a third party. The contract amount is US Dollar 67 million and Baht 1,671 million.

Piya Klu

44 Post statement of financial position event

- (a) On 8 January 2016, Company entered into an interest rate swap contract to manage exposure to fluctuations in interest rates by converting floating rates to fix rates for US Dollar long-term loans amounting 50 million (which equivalent to Baht 1,800 million). The agreement is effective from 28 April 2016 to 29 October 2022.
- (b) On 11 January 2016, Company entered into an interest rate swap contract to manage exposure to fluctuations in interest rates by converting floating rates to fix rates for US Dollar long-term loans amounting 50 million (which equivalent to Baht 1,800 million). The agreement is effective from 28 April 2016 to 29 October 2022.
- (c) On 15 January 2016, Company entered into an interest rate swap contract to manage exposure to fluctuations in interest rates by converting floating rates to fix rates for US Dollar long-term loans amounting 100 million (which equivalent to Baht 3,600 million). The agreement is effective from 15 June 2016 to 15 December 2020.
- (d) On 15 January 2016, Company entered into a long-term loan agreement with a financial institution for a credit facility of US Dollar 40 million. The long-term bear interest at USD LIBOR plus certain margin and the payment schedule of interest is every six-month. The principal will be repaid within January 2021.

Audit Fee 2015



Audit Fee

In 2015, EGCO and its subsidiaries paid the audit fee of 5,104,000 Baht to the Office of the Auditors, comprising EGCO's and subsidiaries' audit fees of 2,928,000 Baht and 2,176,000 Baht, respectively. No other audit fee had been paid to the auditors or related parties to the auditors and the Auditors' office.

Non-Audit Fee

EGCO's and subsidiaries' total non-audit fee was 1,466,507 Baht which was fully recorded as fee expenses in 2015. No other non-audit fee will be recorded for undelivered works. The details of the non-audit fee were as follows:

1. Payment to the Office of the Auditors:

In 2015, the non-audit fee for BOI auditing at EGCO's subsidiaries was 517,000 Baht which was already recorded as fee expenses for the Office of the Auditors. No other non-audit fee will be recorded by EGCO's and its subsidiaries.

2. Payment to Other Related Parties of the Auditors' Office:

In 2015, the non-audit fee for the advisory services on offshore investment structure at EGCO was 949,507 Baht which was already recorded as fee expenses for to other related parties of the Auditors' office. No other non-audit fee will be recorded by EGCO's and its subsidiaries.

Management agreed that the engagements of the office of the Auditors and its related parties to provide the non-audit work did not involve any conflict of interest or any review of their own work which would contaminate the independence judgment of the auditors, and. This has been approved by the Audit Committee.



Corporate Governance

EGCO is committed to operate sustainable business with good governance to achieve fair, efficient and transparent operations that is free from direct and indirect act of corruption. Responsibility towards community, society, environment and all stakeholders is part of this commitment. This, in turn, should promote trust and confidence among shareholders and investors towards the company. Moreover, good corporate governance would lead to EGCO's sustainable growth in its financial investment and competitiveness.

Good Governance Framework

With commitment to operate fair, transparent and efficient operations in accordance with good corporate governance principles, the Board of Directors oversees and enforces the Company to follow the good corporate governance framework of the Stock Exchange of Thailand ("SET") and the rules and regulations of Listed Company issued by the Securities and Exchange Commission ("SEC") as well as the Capital Market Supervisory Board (CMSB). In addition, to raise the Company's corporate governance to the international standard, the corporate governance principle has been improved in accordance with the Corporate Governance Report of Thai Listed Companies (CGR) set by the Institute of Directors (IOD) and ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard).

Eventually, this is to strengthen the Company's performance to achieve its vision of becoming Thai leading company in complete power generation and energy related business both in Thailand and the Asia Pacific region.

Implementation of Good Corporate Governance Policies

The Board of Directors gives high importance to good corporate governance practice and thus annually reviews the Company's corporate governance policies to ensure its novelty, appropriateness and adherence with the changing situations as well as rules and regulations. The corporate governance policies are prescribed to abide by SET's good corporate governance and ASEAN CG Scorecard's standard; and are set as a guidance for the Directors, Management and employees.

Considering that corruption would adversely affect the entire company in terms of management, trust and recognition by stakeholders, which will also damage the company's long-term sustainability, the Board of Directors in 2015 reviewed and improved its anti-corruption policy and measures as appeared in the Anti-Corruption Policy's 8th principle under the Good Corporate Governance Policy. It also requested for its membership confirmation of the Private Sector Collective Action Coalition Against Corruption (CAC) Project to ensure trust and confidence among stakeholders that EGCO is completely free from corruption in all forms.

The Board in its meeting no. 1/2016 on January 28, 2016 approved the revision of the Company's Corporate Governance Principle under the section of Board Responsibility in terms of directorship in other publicly listed companies and independence director's term of office, aiming to strengthen efficiency of Board performance. The number of publicly listed companies where non-executive directors can hold directorship is adjusted down from 5 to 3 companies. The term of independence directors is reduced from not exceeding 3 terms of 9 years to not exceeding 2 terms of 6 years, starting the Company's annual general meeting in 2016.

Communication of the Corporate Governance Policies

The Board of Directors has disclosed the corporate governance policies as the practice guidelines for Management, employees and shareholders on the Company's website: www.egco.com. Related Company's information is also distributed to the employees in the group Company through Intranet.



- EGCO improved its Business Ethics to be used as the principle and practice guidelines for the Directors, Executives and employees. Major area of this year improvement was anti-corruption. This has been communicated through internal and external trainings, Communication Days and other activities to ensure that its employees have good understanding and inspiration to embrace Business Ethics to their own. The Business Ethics are based on the good corporate governance practice that is in line with corporate value of “operating business with integrity, moral and ethics.”
- Strict compliance to related laws
- Respect for local tradition and culture
- Efficiently optimize natural resources with responsibility towards the environment
- Encourage all employees to perform their duty with commitment to best practice and teamwork

Compliance Monitoring

EGCO’s Board of Directors, Management and employees have strictly complied with corporate governance policies and the progress has been monitored on a regular basis. As a result, there was no report on any breach to the corporate governance policies in 2015. Based on EGCO’s determination towards good corporate governance in 2015, the Company was awarded by various well-known institutions as follows:

- Receiving 100 full score for the 2015 annual general meeting of shareholders for the seventh consecutive year, evaluated by Thai Investors Association.
- Receiving membership certification from the Private Sector Collective Action Coalition Against Corruption (CAC).
- Being granted Level 4 in the sustainability assessment in anti-corruption category from Thaipat Institute; reflecting the Company’s effective implementation of its anti-corruption activity and evaluation of the entire business process by the Audit Committee.
- Being rated “Excellent” in Corporate Governance Rating by the Thai Institute of Directors (IOD) with the score of 93 out of 100.
- Receiving ASEAN Corporate Governance Awards as one of the top 50 listed companies in the ASEAN region (TOP50 ASEAN PLCs) based on ASEAN CG Scorecard, an international standard for corporate governance assessment of listed companies in ASEAN. EGCO was one of the 23 Thai listed companies in the top 50 companies with the highest score.
- Receiving Thailand Sustainability Investment (THSI) Award or the “sustainable stock” from the Stock Exchange of Thailand with outstanding performance in environment, social responsibility and good governance.
- Receiving the ESG100 Company certification from Thaipat Institute as a listed company with outstanding performance in sustainable business operations.

The Board of Directors has monitored and prepared this report to update EGCO’s 2015 good corporate governance which can be summarized as follows:

1. Rights of Shareholders

EGCO values and respects the shareholders, including institutional investors, as the investor and the owner of the Company. Therefore, EGCO encourages all shareholders to exercise their rights which include basic rights such as the right to share profits, the right to buy, sell and transfer the share, the right to receive adequate Company's information and the right to attend and vote at the shareholders' meetings for significant matters including the appointment or removal of Directors, Directors' remuneration, appointment of auditors and their remuneration as well as considering other important issues which affect EGCO; and inquiring and commenting in the Annual General Meeting

Beyond such basic rights, EGCO endeavors to provide fair treatment and assistance to shareholders such as providing timely information and updates via the Company's website both in Thai and English as well as newsletters and shareholders' site visit. It can be assured that EGCO must not, at any period of time, violate or deprive the shareholders' rights.

1.1 Shareholders' Meeting

The Board considers the Annual General Meeting ("AGM") a very important event. AGM is held within 4 months from the Company's closing date of accounting period to accommodate shareholders' participation in monitoring the Company's performance. An extra meeting of the shareholders can be held by the Board on a case by case basis to consider a special agenda that affects the shareholders' interests or involves the conditions that require the shareholders' approval. In 2015, EGCO's AGM was held on April 21, 2015 at Vibhavadee Ballroom, Centara Grand Hotel at Central Plaza Ladprao, Bangkok. There was no extra meeting of the shareholders during the year. EGCO's AGM was arranged in accordance with AGM Checklist issued by the Thai Investors Association, Listed Companies Association and SEC as follows:

Before the Day of the Shareholders' Meeting

EGCO provided shareholders with complete and adequate meeting documents in advance to support their decision making. Shareholders were encouraged to attend the meeting and EGCO strived to facilitate shareholders voting right, in case they could not attend the meeting as follows:

- Meeting schedule and agenda were distributed via SET portal and EGCO's website on February 23, 2015 before delivering the meeting documents by post, 58 days prior to the AGM date; the deadline for shareholders' attendance confirmation and book closing date were also detailed in the meeting notice.
- Notice and agenda of the meeting, both in Thai and English, were sent to shareholders by clearly separating each agenda. The agendas of 2015 AGM were matters for consideration as prescribed in EGCO's Articles of Association, chapter 4: Shareholders' Meeting. The appointment of directors and directors' remuneration were under separate agendas. Each agenda consisted of background, objectives and rationale, the Board's opinions, vote counting, remuneration policy, profile of nominated directors, and conditions and procedures of attending the meeting. In addition, the annual report and 3 proxy forms (form A, B and C), as determined by the Department of Business Development, Ministry of Commerce, were delivered to shareholders on March 16, 2015, 37 days before the actual AGM date. Notices and supporting documents were published for 3 consecutive days in Thai and English newspaper each to notify shareholders in advance, so that they could have adequate information before attending the meeting. Also, other relevant details were published on EGCO website before sending hard copies to shareholders in order to allow them to have enough time to review such information. Contact number was also provided for further inquiries and for proposing additional information relating to the appointment of the Board, in compliance with the best practice guidelines by SET and SEC.

- In order to encourage the institutional investors' attendance, the Investor Relations Unit coordinated with the institutional investors on their submission of registration documents to EGCO 7 days in advance for document checking in order to facilitate the administrative procedures on the actual meeting day.
- Providing communication channels for shareholders to forward their inquiries on meeting agendas in advance to directors@egco.com or facsimile number 0 2955 0956-7 ext. 5020-5025 to ensure the shareholders' utmost benefits and legal rights.

On the Shareholders' Meeting Day

EGCO strongly encourages shareholders to exercise their rights by attending and voting at the shareholders' meeting. The meeting is conducted in a fair and transparent manner from the registration, vote counting and result announcement, in order not to violate the shareholders' rights. Inspection as well as shareholders' inquiries and opinions are always welcomed and taken into consideration. The following are EGCO's standard practices:

- Directors, executives and the external auditor from Pricewaterhouse Coopers ABAS (PwC) attended the AGM altogether in order to answer shareholders' questions and acknowledge their opinions. For the AGM 2015, 15 directors including the Chairman and all Committees' members attended the meeting which accounted for 100% of the Board members. The Chairman and Committees' members also presented information to the shareholders and answered their questions regarding the meeting agendas.
- Shareholders and institutional investors' facilitation are EGCO's first priority. The direction of the meeting venue was attached to the AGM invitation letter and several registration counters were appropriately provided for shareholders' convenience.
- Exhibition on EGCO's business is arranged and completed details of the Company's business operations are provided to shareholders. Shareholders' inquiries are warmly welcomed by the Management, Investor Relations as well as Accounting and Finance Units.
- One volunteered shareholder was invited to observe the vote counting process. A representative from the Thai Investors Association also observed the meeting.
- Shareholders, who registered after the meeting had already started, were allowed to vote for the ongoing and the remaining agendas.
- Shareholders' meeting was convened according to the order of the agenda. Each agenda presentation included the background, supporting rationale and recommendations. The significant information and details were included in the meeting notice delivered to shareholders; without any ad hoc agenda during the meeting.
- Shareholders were equitably treated and were allowed adequate time to raise questions and present their opinions. All questions were addressed and clarified by the Chairman and subsequently recorded in the minutes of the meeting.
- Baker & McKenzie Co., Ltd. was hired as an inspector to audit shareholders' or their representatives' registration document, meeting quorum, compliance of the voting and vote counting procedures with the Company's rules and regulations, as well as to inspect shareholders' ballots collection and voting results. In this regard, the inspector reported that the meeting and the voting procedure were transparent and complied with the Company's Articles of Association, the governance laws and SET's best practices of good governance. In addition, the inspector reported that EGCO highly regarded the right of its shareholders to actively participate in the meeting and voice out their opinions as well as efficiently facilitate shareholders in all matters.

- AGM quality assessment questionnaire was disseminated to gather feedbacks for future improvement for the best benefits of the Company and its shareholders. The result of the 2015 survey indicated Shareholders' satisfaction for the quality of the meeting notice, the meeting arrangement as well as its conduct.

At the end of the 2015 AGM, there were reportedly 665 and 1,014 shareholders presented in person and by proxy respectively, representing an amount of 378,520,963 shares which accounted for 71.8986% of the total outstanding shares.

After the Shareholders' Meeting Date

- After the AGM, EGCO prepared minutes of the meeting with name list of the Board and Executives with their titles presented at the meeting along with the voting process, ballot collection and vote counting, voting card instructions, the Board's recommendations, inquiries and recommendations from shareholders, including clarifications from the Management. Details on the number of approvals, disapprovals, no votes and the resolution of each agenda were included and sent out for shareholders' review on EGCO website www.egco.com on May 6, 2015 which occurred within 14 days after the meeting date as required by SET. The minutes of the meeting were systematically kept for future inspection and reference.
- After the AGM had approved dividend payment, EGCO informed the shareholders of the meeting result, including details on dividend payment, via SET Portal and worked closely with TSD to ensure that the shareholders received complete and accurate dividend.
- Recommendations from the shareholders and inspectors were taken for further consideration and continuous improvement of the AGM.

1.2 Shareholders' and Investors' Visits

The Company regularly organizes shareholders' and investors' visits for better understanding of EGCO's business. In 2015, several shareholders' and investors' visits were arranged as detailed in Section 4 - Disclosure of Information and Transparency.

2. Equitable Treatment of Shareholders

2.1 Equitable Treatment

The Board regularly monitors and reviews the corporate governance structure to ensure that every shareholder, including minor and foreign shareholders, is treated fairly and well informed of EGCO's any important decisions as governed by laws and the Articles of Association as follows:

- EGCO preserves the rights of all shareholders and no agenda topic will be added at the shareholders' meeting without prior notice to ensure that the shareholders have adequate information ahead of time. Shareholders have the right to vote according to the number of shares on a "one share one vote" basis and no share has any privilege which overruns the rights of other shareholders.
- To allow shareholders to participate in governing the Company, EGCO allows shareholders the right to propose meeting agenda and nominate the qualified director candidate by announcing on EGCO website and SET portal. The procedure is set clearly, transparently and in line with additional guidelines on the minor shareholders' rights regulated by SET. The shareholders have the right to propose the qualified director candidate during September 1 - December 31, 2014 (about 8 months prior to the AGM). The minimum share is fixed at 0.05% of the Company's total share (equivalent to 263,233 shares as of September 1, 2014). This is applicable for either a sole or combined shareholders, which was beyond SET's recommendation of 5% shareholding. However, in the 2015 AGM, there was neither proposal of AGM agenda topic nor qualified director nomination.

- Ballots are employed in vote counting for all agenda topics for transparency and easy audit. The appointment of individual director is done by shareholders. Baker & McKenzie Co., Ltd. is invited as an inspector together with one volunteered shareholder as an observer. Shareholders, who cannot attend the AGM in person, can vote through proxy. The 3 proxy forms as introduced by the Department of Business Development, Ministry of Commerce are provided and 3 Independent Company's Directors who do not have the conflict of interests with the AGM agenda can be alternatively appointed as volunteer proxies. The proxy form can be downloaded from EGCO website to facilitate the shareholders' bid.
- Since most shareholders attending the AGM are Thai, the meeting is, therefore, conducted in Thai. However, in order to facilitate shareholders, EGCO prepares the meeting notice both in Thai and English versions. English interpreting service is also available in the meeting room.
- The Board is aware that some shareholders might not be able to access the minutes of the meeting on SET portal and EGCO's website; therefore, a hard copy of the minutes of the 2015 AGM was mailed to each shareholder for revision.

2.2 Prevention of Improper Use of Internal Information

EGCO has prepared the Code of Conduct in writing for directors and employees in order to prohibit an improper use of internal information to illegally benefit oneself or others or cause any damages to shareholders. Internal control system has been established to prevent information leakage to the public before it is officially announced. Such measure and control system are part of the Company's essential risk control activities. It is the duty and responsibility for a supervisor to control and ensure that confidential information is kept and used well in accordance with related rules and regulations. An employee performing insider trading for oneself or for other family member is considered a breach of the Code of Conduct. The principles regarding this matter are as follows:

- Directors and employees must, at all times, observe the rules and regulations issued by SET, SEC and other; and equally disclose information to shareholders and public.
- Directors and employees shall not make improper use of information acquired by virtue of the directors' and employees' position or cause damage to the Company.
- Matters such as trade secrets or any sensitive business information shall not be disclosed to any outsiders.
- Directors and employees who possess the internal information relating to financial statements must refrain from their own security trading within 45 days before and 24 hours after the information disclosure. As for other significant information, they must refrain from stock trading from the day of acknowledgement and 24 hours after disclosing information to SET. The Corporate Secretary will be responsible for sending e-mails to remind the directors, the Executive and relevant employees of the period prohibiting stock trading before every fiscal budget announcement.
- Directors, Executives and spouses and minor children who wish to trade the company's stock shall inform the Corporate Secretary at least one day prior to the trading.
- Information disclosure to the public that will affect the business as well as EGCO's stock price must be approved by the President. The President or the assigned personnel will be solely authorized to disclose such information.
- The Corporate Communications Division, the Corporate Secretary Division and the Investor Relations Division are the central units responsible for disclosing EGCO's information while the unit owning such information will be responsible for providing necessary fact sheets.

2.3 Prevention of Conflict of Interest

EGCO has set the guidelines on disclosure of directors' and Management's interest to ensure transparency and to prevent conflicts of interest as follows:

- Directors shall promptly notify EGCO when they or their family members are involved with or hold shares in any entity which may incur benefits or conflict of interest with EGCO; acquire a direct or indirect interest in any contract made with EGCO or hold shares of EGCO or any of its affiliates. Directors or Management with potential conflict of interests shall refrain from discussing and voting on such agenda.
- Directors and the Management shall report their security holding on a regular basis at the Board of Directors' meeting with the notification that directors and Management, including their spouses and minor children, as well as person under section 258 of the Securities and Exchange Act B.E. 2535 have the responsibility to prepare and disclose any changes in the Company's shareholding to SEC within 3 days.
- The Directors and Executives shall prepare the report on their interests, including that of any related parties to comply with the notification of the CMSB no. Tor Jor 2/2552, effective from July 1, 2009 which indicates that directors and Management shall submit the quarterly report on interests in EGCO business. In case there are any changes in the interests during the quarter, the Corporate Secretary should be informed promptly. In addition, the Corporate Secretary shall submit such report to the Chairman and the Chairman of the Audit Committee within 7 working days after getting such report. In 2015, every director and Management has completed the report on their interests and has informed the Chairman and the Chairman of the Audit Committee for their acknowledgement.

3. Role of Stakeholders

3.1 Rights of stakeholders

Apart from preserving the rights of shareholders, the Board also takes due regard of and deal fairly with all stakeholders and gives priority to issues that affect both business and corporate social responsibility matters. Therefore, the Board has established guidelines to respond to the requirements of each stakeholder in the corporate governance policy and EGCO Group's Code of Conduct in order that Directors, Management and employees shall be guided by the following principles in performing their duties.

Employees

EGCO realizes the value of its human resources as the key success factor of the Company. The Company, therefore, puts an emphasis on the selection and hiring employees with knowledge, expertise and potentials appropriate with their job description and responsibility as well as EGCO's business to support corporate growth. The Company supports its people to enhance knowledge and capabilities through internal and external training. Knowledge sharing workshops have been held to provide its employees with opportunity to share and learn knowledge related to EGCO's business and at the same time allow employees to learn and understand one another roles, responsibility and nature of jobs. The Company also stresses on the employees' welfare and well-being ranging from health and hygiene matters, safety concerns, working environment, fair remuneration, appropriate benefit schemes and respect for their individual rights. EGCO also supports employees' career development and organizes activities that promote employees' relations. Employees are encouraged to participate in community and social development activities such as taking part in projects for communities surrounding power plants and society at large. As the result, in 2015, there was no dispute or lawsuit between the Company and the employees as well as no lost time accident in all subsidiaries.

Customers

As the power generator, distributor and provider, EGCO is strongly committed to operating its business with fair, transparent and corruption-free operations by providing good quality and reliable services at a fair price to all customers. EGCO also keeps customers' confidential information and shall not use such information for own and related parties' benefits in order to foster and sustain good business relationships with each and every customer.

In 2015, there was no dispute or lawsuit between EGCO or its subsidiaries and the customers. As for the power generating business, EGCO Group could generate the contracted electricity with Equivalent Availability Factors (EAF) as committed in the Power Purchase Agreement (PPA). For the maintenance business, EGCO Group's service was rated "very satisfactory" with the score of 93.61% from the customer's satisfaction survey.

Creditors

EGCO has fairly, responsibly and transparently treated all its creditors by strongly complying with all of the loan provisions and correctly disclosing Company's true financial status. In case that there is any suspected event to affect its creditors, the Company will take immediate action to prevent and correct the matter.

In 2015, EGCO and its subsidiaries fully complied with all the loan provisions and never failed to meet payment terms.

Suppliers and Contractors

EGCO treats suppliers and contractors fairly, transparently and respectfully as well as not seeking undue benefit from them. The Company strongly complies with the conditions in the agreement, starting from transparent procurement process, in order to develop and secure the sustainable relationship with suppliers and contractors on the basis of high quality products and services with high value for money, technical quality and mutual trust.

In 2015, there was no dispute or lawsuit between EGCO or its subsidiaries and the suppliers and contractors.

Competitors

EGCO conducts its business on a fair play basis and corruption-free. The Company does not employ a disgraceful or inappropriate approach to gain competitive advantage such as bribery in order to get competitors' confidential information or attacking competitors' reputation with false allegations.

In 2015, there was neither dispute nor lawsuit between EGCO or its subsidiaries and the competitors.

Community and Society

It is EGCO's policy to operate its business with strong commitment to social contribution and environment preservation. As stated in the Company's mission, the Company is committed to becoming a good and caring citizen, which has become one of the duties and responsibilities of all Executives and employees. It is the employees' duty to disclose up-to-date and truthful information as well as to create a benevolent working environment with respect to local norms, culture and traditions. Employees at all levels are also expected to cooperate and participate in creating good quality of life to make a local community and society a pleasant place to live. This will eventually lead to sustainable development of the society at large. EGCO has executed various social contribution projects and activities which can be categorized in 3 main areas; namely the development of the quality of life for local communities surrounding the power plant, the promotion of energy and environmental study for a better understanding and the watershed conservation.

In 2015, there was neither dispute nor lawsuit between EGCO or its subsidiaries and people in the communities surrounding the power plants and NGOs. EGCO Group has incessantly developed 62 community and social contribution projects and has recently launched our quarterly newsletter "Sook Jai" as one of the communication

channels to strengthen good relationship with the community surrounding its power plants. Moreover, EGCO has continuously supported the operations of Thai Forest Conservation Foundation or Thai Rak Pa, the non-profit foundation initiated by EGCO to jointly promote watershed forest conservation with other business partners and NGOs. In 2015, Thai Rak Pa Foundation helped support a local community in Chiang Mai province in calling for the conservation of 70,000 rais of watershed forest and has recently expanded its operation to watershed forests in the southern in Khao Luang Naional Park in Nakhon Si Thammarat province as well as northeastern parts of the country in Lam Pathao watershed area in Chaiyaphum province.

3.2 Observation of Human Rights

EGCO requires that its directors, Management and employees fully respect international human rights, laws as well as different traditions and culture.

- EGCO treats all employees with respect and honor. The Company provides communication channels for employees to submit work-related inquiries, recommendations and complaints which will be seriously considered. The solution to the problem will then be given in order to benefit and to promote pleasant working relations among all concerned parties.
- EGCO encourages all employees to exercise their rights of citizenship in accordance with the constitution and relevant laws.
- Employees' personal information such as family background, health and employment records will be kept with discretion and confidentiality. Disclosure of such information to public without that employee's permission is considered a violation of the Code of Conduct and may result in some disciplinary actions except when it is done in accordance with the Company's regulations or legal requirements.
- EGCO does not support any business related to the violation of human rights and frauds.
- All employees must refrain from any deliberate discrimination or harassment both in words and actions against other people on the basis of race, gender, religion, age and physical or mental disability.

In addition, EGCO has defined clear guidelines for staff employment both for the Company and its business partners to strictly conform to the Labor Act of Prohibition of Child Labor or Abusive Hiring. Also, the working system is carefully designed to give priority on safety and occupational health issues. In the past, there has never been any report on the violation of human rights by EGCO.

EGCO has provided for the establishment of a Welfare Committee to receive opinions and recommendations that directly address the current situation. Such recommendations are conserved to further improve employees' benefit and welfare.

3.3 Intellectual Property or Copyright

EGCO complies with the legal requirements on intellectual property and copyright. Careful checking is required before using the work or information that belongs to the third party so as to prevent the violation of intellectual property.

3.4 Measures against Corruption and Bribery

EGCO has set and improved anti-corruption policy to become clearer and prepared a manual for anti-corruption measures for Directors, Executives and employees to use as guidelines. The key focus of such policy and measures is to prevent and prohibit corruption in all forms whether directly or indirectly. EGCO will not participate in any bribery or corruption to government officials, public as well as private sectors in order to gain or maintain competitive advantage. The Anti-corruption Committee was established to coordinate with the Executives and other units within the Organization in reviewing and improving criteria, regulations and related practice guidelines to better address the current situation. The anti-corruption policy and manual have been disseminated across all EGCO's subsidiaries and also to outsiders.

In 2015, EGCO applied for membership of the Collective Action Coalition Against Corruption (“CAC”) Project. The Audit Committee was responsible for reviewing and auditing the self-assessment on anti-corruption. The Company’s application to CAC was approved on July 10, 2015 by the CAC Committee.

In addition, EGCO has received Level 4 (certified) in the sustainability development assessment of listed companies in terms of anti-corruption organized by Thaipat Institute. This is a testimony of EGCO’s concrete implementation of anti-corruption measures and the adequacy of the process was reviewed by the Audit Committee. As a result, EGCO was successfully certified as CAC members.

Corruption Risk Assessment

EGCO requires units whose transactions may create corruption risks, such as business development, accounting and finance, project management, community relations, procurement and government affairs units, to conduct corruption risk assessment. Cause and chances of the corruption risks in the entire business process, from project development to project financing, project and power plant management and organizational administration, are identified while practice guidelines, regulations and rules used for control such risks are prepared.

Corruption Risk Assessment showed that EGCO has effective risk prevention, such as prevention, whistleblowing system, control and monitoring. Chances of such risks are very low. Although the assessment also showed that some anti-corruption guidelines are already in writing, such as gifting, entertainment, internal control, human resource management and procurement, some other practices, including sponsorship, training and communications, remain not clear. The Management and employees however have correctly, properly and transparently performed, which is a strong organizational culture. To support effective implementation and provide clear guidelines, EGCO has improved and put in writing those guidelines by preparing the “Anti-corruption Measures Manual”. The manual has been disseminated throughout the entire Organization via internal communication channels and to outsiders via EGCO’s website under good governance.

Implementation of Anti-corruption Policy and Measures

- The Anti-corruption Policy and the Anti-corruption Measures Manual are published on the Company’s website and disseminated through internal communication channel, such as EGCO Groupnet.
- Anti-corruption measures are regularly communicated within the Organization through EGCO Talk and posters in office and lifts where outsiders can also see and become aware of EGCO’s commitment.
- The Company encourages and supports its subsidiaries to concretely implement anti-corruption measures by communicating the anti-corruption policy and manual to its representatives holding directorship in subsidiaries for adaptation and implementation.
- EGCO’s President emphasized on the policy at the “Communication Day” activity to communicate with Executives and employees.
- The Board encourages Directors, Executives and employees to attend trainings and seminars on anti-corruption held by various organizations, including:
 1. Thailand’s 6th National Conference on Collective Action against Corruption on Anti-corruption in Thailand: Sustaining the Momentum organized by CAC.
 Attendants included 10 directors, representatives from Internal Audit Unit, Corporate Secretary Unit, Procurement and Administration Unit with the total training hours of 80 hours.
 2. Workshop on “Anti-corruption for Business Enterprises” held by PACT Network in cooperation with Association of Thai Securities Companies’ Investment Banking Club and Pricewaterhouse Coopers Consulting (Thailand) Co., Ltd.
 Attendants included two persons with the total training hours of 16 hours.

- EGCO has communicated the policy with trade partners. A specific condition is stated as an appendix to the Purchase Order saying, “EGCO is committed to operating business by adhering to ethical and transparent practice without corruption, and by full respect of human rights, health, safety and environment in compliance with related laws, regulations and rules. EGCO selects trade partners through fair and transparent process and supports partners who operate with the same principle stated above”. The statement is clearly published to encourage trade partners to be aware of EGCO’s commitment and act accordingly.

Whistleblowing

EGCO encourages its employees and stakeholders to participate in monitoring the actions in compliance with related laws, regulations rules, corporate governance practice and business ethics and report or complain on breach of laws, ethics or malpractice that may involve corruption. Measures for whistleblower protection are also put in place so as to keep reported information confidential and will be acknowledged only by relevant parties to provide whistleblowers with full confidence and protection. Issues to be reported are as follows:

- Wrongful action against related laws, regulations and business ethics
- Corruption and bribery
- Suspected actions that may involve money laundering, wrongful actions related to accounting, finance, control and auditing

Clue reporting and procedure includes 2 channels:

- Channel 1: by email to one of the following:
 - The Audit Committee at auditcommittee@egco.com
 - The Good Governance Working Committee at GoodGovernance@egco.com
 - The Board of Directors at directors@egco.com
- Channel 2: by post addressing one of the committees at the following address:
Electricity Generating Public Company Limited EGCO Building, 222 Moo 5 Vibhavadi Rangsit Road
Tungsonghong, Laksi, Bangkok 10210

EGCO has set whistleblowing process and protection of whistleblowers and those being complained as well as penalty and clue reporting; and clearly published such details in the Anti-corruption Measure Manual. In 2015, EGCO received neither complaint nor detected corruption within the Organizations by insider and outsider.

Monitoring, Reviewing and Assessment

The Working Committee is responsible for monitoring, reviewing and assessing risks on yearly basis. When new risks are identified, the Working Committee shall prepare prevention and guideline to control such risks and report to the Audit Committee who is responsible for the implementation of anti-corruption measures and review measures and internal control activities.

Anti-corruption Plan

In 2016, EGCO has set anti-corruption plan to maintain continued development. Road shows will be held among subsidiaries to introduce and provide information on good governance and anti-corruption policy and measures to all employees at the headquarters and power plants. The activities will increase confidence among shareholders and stakeholders of EGCO’s transparent operations. Directors and Executives will also act as the role models in anti-corruption practice.

EGCO will continue to communicate on anti-corruption by providing information on EGCO Groupnet, the intranet within the Organization, and opinions and recommendations of the President on Communication Day.

Details of anti-corruption policy is clearly set and stated in the “Anti-corruption Measure Manual, Good Governance Principles and Business Ethics” published on EGCO’s website under the Good Governance topic.

3.5 Social and Environmental Responsibility

As the country’s first large private power producer, EGCO is committed to driving business progress and sustainability. EGCO has not only carefully operated its business to support sustainable corporate growth, but also realized that environmental and social sustainability is the key to success. It has clearly set in its vision and mission the commitment to social responsibility as part of its role and responsibilities as the good corporate citizen. It will select power generating technology that effectively controls possible impact on the environment and society related to climate change and global warming; and strictly complies to laws and standards related to the environment in order to control pollution and waste, fairly treat stakeholders, and be involved in social development activities in communities surrounding the power plants and operate business with good governance to ensure efficient, fair and transparent operations. Such measures will not only enhance confidence among shareholders and other stakeholders but also promote sustainable growth and long-term competitiveness. EGCO has reported the progress of social and environmental responsibility activities in the community, society and environment section.

3.6 Communication Channel

All stakeholders can direct their recommendations and concerns to EGCO via the following channels:

ช่องทาง	Electronic mail	Telephone number
Board of Directors	directors@egco.com	-
Audit Committee	auditcommittee@egco.com	-
Corporate Secretary	cs@egco.com	0 2998 5020-5
Corporate Communications	corp_com@egco.com	0 2998 5130-7
Investor Relations	ir@egco.com	0 2998 5147-9

The mailing address is Electricity Generating Public Company Limited, EGCO Tower, 222 moo 5, Vibhavadi Rangsit Road, Tungsonghong, Laksi, Bangkok 10210.

The Corporate Secretary is responsible for sending documents directly to the Board and then forwarding them to relevant committees or directors. Issues and recommendations will be summarized and submitted to the Board on a quarterly basis, except for documents addressing the Audit Committee which will be directly forwarded to the Audit Committee without screening. Electronic mails send to auditcommittee@egco.com can be accessed solely by the Audit Committee.

4. Information Disclosure and Transparency

4.1 Information Disclosure Channels

Considering that proper information disclosure is one of the good governance pillars, EGCO realizes the importance of disclosing completed, correct and update information on financial and other significant matters in a transparent and timely manner. Significant information is prepared in Thai and English to enable shareholders and stakeholders to have equal access to the information. Channels of information disclosure are as follows:

1. Information disclosure on website

In order for shareholders and investors to be able to promptly retrieve the latest published information, EGCO constantly updates significant information on various websites as follows:

- A. Portal systems of SET (www.set.or.th) and SEC (www.sec.or.th)
- B. EGCO's website at www.egco.com which publishes the following information:
 - Corporate profile, vision, mission and organizational structure
 - Corporate governance, comprising structure of Board of Directors, committees and senior Management, anti-corruption policy and business ethics
 - Investor relations, comprising financial data, such as quarterly financial statements, Management Discussion and Analysis (MD&A), structure of shareholders, annual report, Form 56-1, meeting invitation, annual general meeting of shareholders minute, news and investors' calendar
 - Corporate information, social responsibility and interesting information about energy
2. Disclosure of information to the public and mass media through various channels, such as press releases, newspapers, advertisement, newsletters and televisions
3. Disclosure of information to analysts or investors who visit the Company and discuss with the Management and investors; and arrangement of analysts meeting to announce Company's performance
4. Domestic and international investors' road shows
5. Company visit by shareholders
6. EGCO newsletter and notices via mail

The President or the assigned staff is solely authorized to disclose the Company's and its subsidiaries' information. The central units for disclosure information to public and investors comprise of SVP Corporate Secretary, SVP Corporate Communications and SVP Investor Relations. In 2015, EGCO consistently provided information and details of activities based on the Company's strategy and business direction by considering the quality of disclosed information as its first priority. Correct and efficient information disclosure via the Company divisions is designated as follows:

Investors Relations

The Investors Relations Division is responsible for equally and fairly communicating to all investors, shareholders as well as analysts and sets the annual investor relations plan. Considering that equitable treatment of shareholders is very important, EGCO has provided information with duly care to ensure that all stakeholders equally receive the information. The quiet period when no information or answers to questions related to performance forecast is given to analysts and investors 14 days before releasing the financial statements. Earnings preview is also completed before the quiet period.

EGCO also emphasizes on information disclosure via investor relations activities. The Management has participated in the activities by presenting information and meeting with investors in order to create a good understanding towards the Company's operations and business, foster good relationship with investors as well as encourage continuous discussions and information exchange. The main activities in 2015 are as follows:

Activities	No. of Activities in 2015
Quarterly analyst meeting	4
Shareholders and investors' visit to BLCP coal-fired power plant	2
Analysts and investors' visit to BLCP coal-fired power plant	1
Meeting, seminar and discussion with local and international investors and analysts	13
Communications via email and phones	10 - 12 times/day
Distributing "Life" quarterly newsletter as a channel to communicate with shareholders on the company's significant activity and performance	4

In this regard, investors' and shareholders' activities were stated in the 2015 highlight performance: activities for shareholders and investors.

Corporate Communications

The Corporate Communications Division is responsible for communicating with the public the Company's movements, activities and cooperation with other organizations through the media. Major events in 2015 included 4 press conferences on business performance and directions, 8 special executive interviews, 26 press releases, photo captions and public relations articles.

Corporate Secretary

The Corporate Secretary Division is responsible for disclosing information as required by SET and SEC in a correct and transparent manner. The information is reviewed according to the preset procedure before release. In 2015, 15 notifications were submitted to SET.

Compliance Unit

EGCO's organizational structure does not include a specific compliance unit. A department under Corporate Secretary Division is however responsible for governing EGCO's operation and the Board of Directors to ensure compliance with Securities and Stock Exchange Act, SEC's and SET's rules, regulations and announcement. The Legal Division has been assigned to be responsible for both legal compliance and supervision activities. This structure is similar to a power plant operation where each power plant has its own efficiency unit responsible for monitoring the machinery efficiency. Such unit has to ensure that the machines operate correctly and efficiently without any problem, weakness or interruption as well as to monitor for possible problems that may occur any time. The unit is also responsible for preparing prevention plan to ensure that the power plant has optimized its capacity and efficiency.

EGCO has constantly updated the information on its website. Information disclosure efficiency has been regularly assessed through distribution of a questionnaire at the meetings with shareholders, investors and analysts. Information collected from the survey is used for improving efficiency of information disclosure and investor relations activities. Along with the annual report and the AGM notice, EGCO also attaches the feedback form for shareholders so that they can provide feedback on the quality of the annual report, additional documents requested and any inquiries or matters that need the directors and Management to answer at the next AGM. All of these procedures have been well received by the shareholders.

4.2 Financial Statement Preparation

EGCO is responsible for preparing the financial reports that are accurate, complete, transparent, and in line with acceptable accounting standards, compliant to related laws and announcement; and protecting its assets against fraudulent action of unauthorized persons or abusive actions. To assure that stakeholders can have trust in the financial statements, the Board has entrusted the Audit Committee to assume important duties and responsibilities in regularly reviewing the financial statements to ensure its correctness, completeness and compliance with the accounting standards and relevant laws and regulations. The Audit Committee organizes, at least once a year, the meeting with external auditors with the absence of the Management in order to ask questions and discuss significant issues with them. The Board of Directors has also prepared the Report of the Board of Directors' Responsibility towards Financial Statements, covering all significant matters required by the practice guidelines of directors of listed companies set by SET. The report is published together with the Auditor's Report in the annual report. In 2015, EGCO appointed auditors from Pricewaterhouse Coopers ABAS Co., Ltd. as the Company's auditor given that they have professional knowledge and have no conflict of interest that may affect their judgment. This is aimed at fostering the Board's and the shareholders' confidence that EGCO's financial status and business performance are completely genuine.

EGCO also prepares the Management Discussion and Analysis to provide analytic information on the Company's financial status, business performance and major changes to investors and securities analyst on a quarterly basis. This report is submitted via SET portal along with the Company's financial statements.

It should be noted that EGCO has never been demanded by SEC to restate the financial statements. In addition, the Company has disclosed quarterly and annual financial statements to shareholders and investors before the due date.

5. Responsibilities of the Board

5.1 Roles and responsibilities of the Board of Directors

Duties and responsibilities

All Board members completely understand their duties and responsibilities as well as EGCO's nature of business. They must serve the Company with honesty, prudence, care and for the utmost benefits of the Company and fairness to all shareholders. Directors shall exercise their independent judgment and devote considerable time in performing their duties in accordance with the corporate governance principles. Directors have significant roles in formulating corporate policy, vision and mission by working closely with the Management in setting short and long term strategies and monitoring the implementation of corporate strategies as follows:

- Formulate risk management policy, business plan and budget, and monitor the Company's performance as well as approve major investments, acquisition and disposal of assets
- Recruit, set the remuneration rate, monitor, and (if necessary), change the key management personnel as well as set the management succession plan
- Review the remuneration rate of directors and senior Executives and ensure that the director appointment process is transparent
- Monitor and resolve conflict of interest which may incur among the Management, Directors and shareholders as well as to ensure the independent audit and appropriate internal control system with focus on risk monitoring, financial control and legal compliance
- Monitor the effectiveness of the existing corporate governance measures and implement changes if necessary

- Monitor the information disclosure and communication process
- Evaluate the Board of Director's performance on annual basis and announce its duties and responsibilities in the annual report

EGCO has 4 committees with different areas of responsibilities according to their knowledge and expertise to help screen policy and activities. The 4 committees are:

1. Audit Committee
2. Investment Committee
3. Nomination and Remuneration Committee
4. Good Governance and Social Responsibility Committee

The Selection, Nomination and Termination of Directors

The Nomination and Remuneration Committee is entrusted to select and nominate prospective nominees, both for shareholders' representatives and independent directors for the Board's consideration, in case of a casual vacancy. Factors for consideration are as follows:

1. Variety and good mix of gender, age, knowledge, expertise, experience and skills necessary to support strategic plans and good corporate governance principle that will support the Company's business development. The candidates shall have the qualifications required by laws, SET and SEC announcement and Company's regulations.
2. Clean work experience; possession of virtue and responsibility; and being professional

The Board of Directors is responsible for reviewing the Board's structure and composition on yearly basis.

The Board of Directors, appointed by AGM, comprises no less than 5 directors and no more than 15 directors. No less than half of the directors must have residence in the Kingdom of Thailand. In case of a vacancy from any other reason than the end of term, the Board of Directors shall select a qualified candidate in the next meeting with three-fourth majority votes of directors remaining in office. At each AGM, one-third of the directors shall retire by rotation. If the total number of directors cannot be evenly divided into 3 parts, the number should be closest to the ratio of one-third. In case any director intends to resign from the Company, he or she must submit the resignation letter which will be effective on the date that the Board receives the letter.

In order to vote for the early retirement of any director before the end of term, no less than four-fifth of the shareholders' votes has to be taken into account.

Term and Age Limit

One-third of the directors shall retire by rotation at the AGM as prescribed in the Public Limited Company Act B.E. 2535. From 2011 - 2015, EGCO upheld with the existing policy which specified the office term of an independent director at not exceeding 3 terms or 9 years, effective from 2011 annual general meeting. In 2015, none of EGCO's independent directors served the Company more than 3 terms or 9 years. In order to improve the Company's Corporate Governance Principles to be more efficient and to maintain the independence of independent directors from Management and shareholders, the Board in its meeting no. 1/2016 revised the term of independent directors to be not more than 2 terms or 6 years, starting from 2016 annual general meeting. The revised term of independence directors conforms to the best practice. A director shall be no older than 72 years on the date of appointment. In case the director is already 72 years old while in office, he or she can remain in office until the expiry of term.

Segregation of Authority and Responsibility

The Board of Directors has clearly separated the good governance policy formulation, which is the Board's duty, from routine management, which is evidently the responsibility of the Management. The Board, therefore, has set up the Table of Authority (TOA) as the guidelines for practice. The Board will not intervene in any routine activities of the Management under the President's responsibility.

Policy and Practice in Holding Other Positions of Directors and Executives

The Board of Directors has set a policy to limit the number of other listed companies that a director is allowed to hold positions in order to ensure that the director can perform at best efficiency and contribute sufficient time to govern the Company's operations. A non-executive director can serve as a director in no more than 3 other listed companies while an executive director can serve not more than 2 listed companies. Currently, all of the directors have complied with such policy.

Leadership toward Strategic Plan

The Board of Directors is involved in setting corporate vision, mission, strategies as well as goals and short and long term business plans which will be revised on annual basis. The Board of Directors and the Management participated in the corporate strategy seminar on August 4, 2015. The Management gathered the Board's opinions and recommendations to formulate short and long-term strategic plan that best addresses the current situation, current and future business challenges and the Company's vision and mission. The corporate strategic plan has integrated the sustainable management concept, including business strategy and action plans related to social and environment as well as good governance in order to ensure sustainable growth and responsibility towards stakeholders. Meanwhile, the Company has set its goal to be a regional energy company in Asia-Pacific and maintain the return on equity (ROE) at 10% minimum by implementing the following 3 strategies:

1. Manage the existing power plants to operate at maximum efficiency
2. Manage the projects under development to be completed as scheduled and budgeted
3. Seek new investment opportunities by acquiring operating assets in order to immediately generate revenue to EGCO; develop projects in area of existing power plants; and invest in Greenfield projects to support Company's growth in long term

For long term goal, the Company emphasizes on expanding more business overseas, especially in the countries where EGCO currently owns business such as Philippines, Laos PDR, Indonesia, and Australia. Investment opportunities in other ASEAN countries such as Myanmar, Vietnam and Malaysia are also focused with the target to increase the revenue portion from overseas investment to 50%. It is significant to the Company as well to strengthen corporate management particularly in developing employees' potential and ability to be skillful and have proficiency required for business growth in order to preparing for becoming an energy company in Asia Pacific region.

Additionally, the Board of Directors has set the Corporate KPI on an annual basis which should be monitored and reported to the Board of Directors every 6 months. The Company's performance is overseen regularly by the Board of Directors. The Management is assigned to report monthly in the Board of Directors' meeting for acknowledgement.

The President also communicated the corporate strategy and goals with all employees on "Communication Day", allowing all employees to understand the Company's plan and each division's responsibility leading to effective implementation and goal achievement.

Code of Conduct

The Board of Directors has laid out the Code of Conduct as the guideline for Directors, Executives and employees to perform their duties with ethics. Directors' Code of Conduct covers business operation principle, the Board of Directors' ethics, commitment, duties and responsibilities, conflict of interest and the use of

Company's information. Employees' Code of Conduct, revised annually, covers business operation principles and commitment to ethics, namely 1) Treatment of stakeholders, 2) Code of conduct towards the Company, 3) Procurement and transaction, 4) Prevention of conflict of interest, 5) Employees, 6) Safety, health and environment, 7) Anti-corruption, and 8) Whistleblowing.

In 2015, the Board of Directors reviewed and improved the Code of Conduct to be in line with Anti-corruption policy. The revised Code of Conduct provides a guideline for the Directors, Executives and employees to perform their duties with high ethical standard and fairness to all stakeholders. The Company also communicated the Code of Conduct with all employees and included this matter in the orientation for new directors and employees. With the commitment to the Code of Conduct, the Board of Directors has constantly monitored and assessed the implementation of the Code of Conduct in order to ensure the sufficiency and appropriateness of internal control in compliance with SEC's guidelines and good corporate governance principle. The President required employees at all levels to review and verify the Code of Conduct in 2015; all employees should sign a compliance form and hand it to their respective supervisors.

In 2015, employees at all levels signed the compliance form and submitted it to the respective supervisors. The form was finally submitted to the Chairman. The Code of Conduct has been published on the Company's website under Good Corporate Governance topic for easy reference and access by shareholders, investors and any persons having interest in the information.

In the next move, the company will organize CG Road Show, covering Code of Conduct, to raise awareness and enhance understanding among employees at all levels and encourage strict implementation of the Code of Conduct.

Internal Control and Internal Audit

The Board of Directors has clearly determined responsibilities and authority of Executives and employees in writing. The segregation of duties ensures check and balance and the safeguarding of Company's assets to be taken into account. EGCO also sets a correct and timely financial report system. Moreover, EGCO's Internal Audit Division is responsible for auditing EGCO and its subsidiaries in Thailand and overseas and providing advice to related organization to mitigate operational weakness while strengthening preventive auditing practice. The Internal Audit Division reports directly to the Audit Committee which approves the internal audit plan, appoints or terminates, and appraises the performance of Internal Audit Manager in order to ensure operational independence and Internal Audit Division report.

EGCO emphasizes on enhancing the capabilities of internal auditors regularly through in-house and outside seminars, so that the employees can share their expertise and experiences among employees within EGAT's group. All internal auditors have attended the training courses for the professional certificate organized by the Certified Professional Internal Audit of Thailand (CPIAT). EGCO has encouraged the internal auditors to obtain Certified Internal Auditor (CIA) certification. The internal auditors also attended seminars on anti-corruption to promote their knowledge and ability to apply to the Company's internal audit process as well as to monitor the implementation of Anti-corruption policy and manual.

The Nomination and Remuneration of Auditors

The Audit Committee is responsible for selecting, nominating and terminating the Company's independent auditor, as well as setting the remuneration rates which afterwards have to be finalized and approved by the Board in the AGM. In 2015, both the Board of Directors and the Audit Committee considered that the auditors from Pricewaterhouse Coopers ABAS Co., Ltd. ("PwC") performed their duties with professionalism, independence, fairness, expertise and efficiency as well as provided satisfactory advice and prompt service. Moreover, PwC has been known as one of the most famous and acceptable providers of the audit service; therefore, PwC is deemed the most appropriate candidate eligible for the Company's auditor. EGCO Group has set the auditor remuneration at THB 2,928,000 and other expenses relevant to the audit executed in

Thailand of no more than THB 169,600. As for the expenses for the audit performed in the countries in which EGCO has invested in the business, the Company is responsible for the actual expenses as considered appropriate by the Board of Directors. In 2015 AGM, the meeting mutually approved the appointment and remuneration of auditors as proposed by the Board of Directors.

Risk Management

The Board of Directors entrusts the Audit Committee to work with Executives in reviewing the risk management policy, implementation and guidelines of EGCO Group under corporate goals of satisfactory return, growth and corporate excellence. The Audit Committee reports the risk management report to the Board at least twice a year. The Board then considers the adequacy and effectiveness of risk management system so that strategies, plans and measures can be adjusted to correspond to the changing situations.

EGCO has established the risk management framework as follows:

- EGCO Risk Management Committee comprises of EGCO's Management with the President as the Committee Chairman. The objectives are to formulate policy and monitor risk management of EGCO Group; to closely monitor and assess the risk management implementation; and to report to the Audit Committee and the Board. Each power plant also has its own Risk Management Committee to monitor and manage its own risks; and to better address overall policy and business condition of each power plant.
- Risk management is under the Corporate Planning and Project Assessment Division to enhance the alignment of business plan and risk factors.
- Risk management is embedded into the work process. The Company has assessed risks from internal and external factors that may affect goals, risks impact and possibility assessment, risk mitigation measures and operation plan to reduce such risks, which have become part of the corporate culture. All employees are aware of risk management in their operations.

EGCO Group has adopted the Risk management policy and manuals as the Company's guidelines since 2001. Risk management implementation is also included as one of the elements for internal control assessment. The result of the 2015 assessment indicated that EGCO Group appropriately implemented risk management system. More details can be found under the topic of risk management.

Conflicts of Interest

It is the Board of Directors' policy to avoid conflicts between personal interest and the corporate interest; therefore, it is prescribed in the corporate governance principle to be used as practice guideline as follows:

- Directors and employees intended to serve as a director or advisor of other companies or organizations shall not have any conflict of interest with the person's direct responsibility. Acknowledgement by the Board must be sought before engaging in any organization.
- Directors must promptly notify the Board of any conflict of interest (if any) and must refrain from participating in the discussion or voting on such matter; or must be absent from the meeting on such agenda; or must not request documents relating to the meeting; or in an extreme case, must resign from the Board of Directors.
- Directors and Executives shall report any changes in their securities holding to the regulatory agency. The Corporate Secretary is assigned to report the security holdings of Directors and Executives at the Board meeting. Directors and Executives shall also report their own and related persons' interests to the Company. The Corporate Secretary will use the information as reference and to monitor and ensure that Directors and Executives perform their duties with integrity. The Corporate Secretary has to submit a copy of the report to the Chairman of the Board and Chairman of the Audit Committee for acknowledgement.
- Employees must not borrow money from the Company's business partners or individuals that have business with EGCO Group, except from the financial institutions, as it may have an impact on the employees' performance as Company's representatives.

- The steps for implementing connected transactions and disclosing such transaction shall be strictly executed as required by SET and SEC. The Corporate Secretary shall identify the type of transaction and the approval authority; and then submit the reports to the Audit Committee for acknowledgement.

EGCO also assigns the Audit Committee to consider and provide opinions on connected transactions by considering and comparing each item with transactions made with other outsiders. The Audit Committee is required to present the information and opinions to the Board of Directors and/or shareholders for consideration based on the criteria set by SET and the Capital Market Supervisory Board. The Committee shall ensure that information disclosure is complete to confirm all related parties that the connected transactions are made based on the best benefits of the Company and its shareholders.

Monitoring Business Operations of Subsidiaries and Joint Ventures

In order to ensure that EGCO Group's holding business operations meet with the policy and goals and create appropriate returns for shareholders, the Board of Directors has set measures in writing as guidelines to monitor and govern subsidiaries and joint ventures with the following main details:

1. Monitor EGCO Group companies' operations through appointed representatives who serve as directors or shareholders of its subsidiaries and joint ventures. The appointment of the representatives shall be approved by the Nomination and Remuneration Committee.
2. Specify the roles and duties of EGCO representatives as follows:
 - 2.1 Set up operational guidelines and regulations for the subsidiaries or joint ventures for scrupulous and efficient operations
 - 2.2 In case of any major events, the Board of Directors has the right to approve such matter before implementation with the exception of extremely urgent cases.
 - 2.3 Propose the following matters to the Board for approval prior to execution
 - The nomination and removal of the President and Senior Executive Vice President
 - The President's remuneration
 - The establishment, revision or adjustment of important rules and regulations
 - The capital increase or decrease
 - Business operations for the Company's new investment project
 - Business operations of activities affecting or competing with the business of EGCO Group or its subsidiaries
 - The expansion of business operations beyond the Company's main business
 - 2.4 Require the Management to include business performance and major events of the Company's subsidiaries as an agenda for acknowledgement in the Board meeting.

5.2 Board Meeting

To ensure that the Board of Directors takes full responsibility to meet the expectations of the shareholders, the Board has reviewed significant business policies and corporate calendar. The Board has come to a mutual agreement to hold a monthly meeting. An extra meeting can be organized if there is any major unplanned event. The Board can authorize related committees to screen or approve the management's activities within the delegated authority. The Board has included business performance report as one of the meeting agendas for the Board meeting in order that the Board can follow up with the business progress and give their recommendations in case of any deviation from the approved plan or budget.

The Board of Directors sets its meeting date and agendas for the entire year in advance to enable directors to plan their schedules accordingly. The Chairman and the President jointly consider and select meeting agenda while each director can propose an agenda to the chairman and discuss independently at the meeting. The Board meeting notice is delivered to directors at least 7 days in advance except in an urgent case to preserve

the rights and benefits of the Company. All meeting documents will be sent to the directors in advance to allow adequate time to contemplate the information. The agenda is set according to the priority; namely, follow-up matters, matters for consideration and matters for acknowledgement, to optimize the meeting time for the Board. The quorum requires no less than two-thirds of the directors for the Board to make decision. The Chairman shall allocate the adequate time for the Management to present information and for directors to extensively discuss significant matters. The meeting minutes are prepared in writing and submitted for the Board's review within 14 days after the meeting and prior to the approval in the next Board meeting. It is the directors' responsibility to attend every meeting, unless they have valid reason for their absence. In 2015, the Board called a total of 12 meetings. Each meeting lasted approximately 2.5 hours and the attendance rate was around 97.22%.

Since some of EGCO's directors do not reside in Thailand; therefore, the Group has established the policy to allow these directors to attend meetings through teleconference, so that EGCO and the Board will benefit from their opinions and recommendations. However, this type of attendance is not considered the meeting quorum and those who attend the meeting via teleconference do not have the right to vote.

The Board encourages the President to invite Senior Executive Vice Presidents to attend all meetings. Other Executives are also welcomed to join the meetings to provide insights and additional information. This, in turn, enables the Board to know each Executive better and subsequently can use this useful information for the succession plan. The Board can also request for additional important information from the President, the Corporate Secretary or other directors or Executives within the extent of the established policy. The Board and the subcommittee can hire independent advisors for the benefits of the business at the Company's expenses. To provide an opportunity for directors to freely discuss and share opinions on various issues which will bring greater benefits to the Company, the Company holds a Board meeting without Executive presence at least once a year to mainly discuss administrative issues and problems as well as Management development. In 2015 and 2016, the non-executive directors' meetings were held in April and January respectively.

5.3 Board Self-Assessment

The Board regularly conducts self-assessment on yearly basis, allowing all directors to jointly consider their performance and review problems for further improvement. The Board has agreed to use self-appraisal form reviewed by the Nomination and Remuneration Committee. However, in 2015, the Board agreed to improve entire board assessment form by giving more weight to the good governance responsibility of the Board as recommended by SET. The revised assessment form covers the performance of each area of the Board's responsibility and fits to the Company's business characteristics and conditions, including Code of Conduct and business ethics of the Company. The assessment forms comprise 3 sets; namely, the collective self-appraisal form, the committee appraisal form and the individual self-appraisal form. The following evaluation criteria are calculated in percentage of the total score for each item. The Board self-assessment will be sent to the Corporate Secretary to evaluate and summary a total score. The criteria are as follows:

1. "Excellent" for the score between 90 - 100
2. "Very good" for the score between 80 - 89
3. "Good" for the score between 70 - 79
4. "Moderate" for the score below 69

The score results and the Board's recommendations for each evaluation criterion will be employed for further improvement.

Collective Self-Appraisal

The collective self-appraisal form comprises 6 sections; namely, (1) Structure and composition of the Board of Directors, such as the number of directors, the sufficiency of knowledge and experience, the appropriateness of independent director, the appropriateness of executive directors, qualifications of each subcommittee;

(2) The Board's roles, duties and responsibilities, including consideration of strategic plan, connected transactions, conflict of interest, corporate governance policy revision and implementation, code of conduct, and performance appraisal and remuneration; (3) The Board meetings, such as agenda setting and document completeness; (4) Director's performance, including regular meeting attendance and participation; (5) The relationship with Management (6) Self-development of directors and Executive, including Executives succession plan. The assessment result showed that the Board has performed its duty in compliance with the Company's corporate governance and Code of Conduct, participation in policy, vision and business plan setting, and annual budget preparation. The result also confirmed the appropriateness of the structure and composition of the Board of Directors. The Board meetings were held with high efficiency, with average score of 95% or "Excellent". However, the Board viewed that there should be a director with a direct background in accounting in the composition of the Board of Directors and the Audit Committee. Additionally, the Board would like to have more time to consider strategic plan and business plan of the Company.

Committee Appraisal

The Committee appraisal comprised of 4 committees namely, the Audit Committee, the Investment Committee, the Nomination and Remuneration Committee, and the Corporate Governance and Social Responsibility Committee. Their performance evaluation is a self-evaluation survey conducted in line with the good corporate governance principles and their specific duties and responsibilities of each committee. The appraisal covers 3 areas as follows: (1) structure and composition of the committee; (2) the committee's performance and efficiency; (3) the role, duties and responsibility of the committee. From the survey result, it can be concluded that the Nomination and Remuneration Committee, the Investment Committee and the Corporate Governance and Social Responsibility Committee have an appropriate structure and composition and have deliberately performed their duties as required by the Company's Charter. The details of their scoring are as follows:

- Investment Committee 95%
- Nomination and Remuneration Committee 95%
- Corporate Governance and Social Responsibility Committee 99%

As for the Audit Committee appraisal which is conducted annually, the collective self-appraisal approach has been employed; using the appraisal form for the Audit Committee issued by SEC. The form comprises 2 parts, including (1) the overall performance and (2) the specific tasks. The result of the Audit Committee self-appraisal in 2015 indicated that "NO" and "Have not done" were not found in the answers to any questions. The survey result was also reported at the Board's meeting no. 12/2015 on December 14, 2015 for acknowledgement. It could be concluded that the composition, qualifications and performance of the Audit Committee are in line with the requirements stated in SET guidelines, international best practices and duties as prescribed in the Audit Committee's Charter.

Individual Self-Appraisal

The individual self-appraisal form comprises of 3 topics as follows: (1) structure and qualifications of the committee, knowledge and experience that matches the nature of business; (2) role, duties and responsibility of the committee as required by laws and the Company's charter as well as self-development; and (3) Committee meeting, including information preparedness and during the meeting. The average score of the individual self-appraisal in all areas is 95% which is in excellent level. This can be concluded that the directors have appropriate qualifications, deliberately performed their duties and responsibilities in accordance with the directors' best practices.

5.4 Performance Appraisal of the President and Executives

President's performance is collectively appraised by non-executive directors against the corporate goals, implementation of policy assigned by the Board and the individual's competencies. Indicators for consideration include:

- Qualitative indicators such as leadership, relationship with the Board, risk management and internal control, human resources management, good corporate governance and business's Code of Conduct
- Corporate achievement based on the Company's key performance indicators
- Capabilities to enhance business development

The Nomination and Remuneration Committee is responsible for endorsing the performance appraisal of the Senior Executive Vice Presidents and Executive Vice Presidents based on their individual achievement against the specified performance indicators.

5.5 Remuneration for Directors and Executives

EGCO has set directors' remuneration at an appropriate rate by considering remuneration criteria that is based on the Company's performance, assigned responsibility and comparison with other organizations in the same business sector and size. The remuneration comprises of 3 parts: the regular retainer fee, meeting allowances and bonus which will be given once a year and tied to shareholder's value to the Company. The Nomination and Remuneration Committee is responsible for giving their recommendations on the remuneration scheme to be endorsed by the Board before proposing to the shareholders' annual meeting for approval. It is EGCO's policy to disclose each director's remuneration for transparency. Directors who serve as Committee members are also entitled to earn extra remuneration to match their increased responsibilities. Executives who sit in the Board of Directors and Committees are not entitled to any director remuneration.

The non-executive directors are responsible for deciding the remuneration scheme for the President by taking into account the President's performance and the remuneration of executives in the same industry. The directors also approved the Company's remuneration structure. EGCO periodically conducts the survey concerning executive remuneration to ensure that its payment rate is competitive and adequate enough to attract and maintain qualified executives.

The remuneration of directors and Executives has been disclosed in details under "the Remuneration of Directors and Executives" in "Management Structure" section.

5.6 The Development of Directors and Executives

The Board pays close attention to continuous development of directors and Executives to foster directors' efficiency and effectiveness. Details are as follows:

New directors: Directors' orientation is arranged with focus on good corporate governance, anti-corruption policy and the Directors' Code of Conduct. Directors' manual is given to individual director for practice guideline and provide new director with good understanding of the Company's business and related regulations. This provides new directors with an opportunity to meet with Executives in order to get in-depth insights about the Company's business. The Company also encourages new directors to attend anti-corruption training.

Existing directors: The Board encourages continuous development through attendance of related trainings arranged by the Institutes of Thai Directors; and interesting courses such as anti-corruption training.

Directors' Development

The Board of Directors has a policy to continuously improve capability and knowledge of directors. In 2015, the Company's directors attended trainings and seminars as follows:

New directors: 2 orientations were arranged for 4 new directors in January and July 2015. The President presented at the orientation on nature of business, EGCO Group's business, structure and composition of the Board and subcommittees, organizational structure and high level Executives, Code of Conduct and good corporate governance principles etc.

Existing directors:

- 2 directors attended courses useful for enhancing the directors' ability to perform their duties as directors. The courses are Thailand's 6th National Conference on Collective Action against Corruption under the topic

“Anti-corruption in Thailand: Sustaining the Momentum” held by the Collective Action Coalition against Corruption (CAC).

- 1 director attending Role of Chairman Program held by the Thai Institute of Directors
- 1 director and the President attended Financial Statement for Director training held by the Thai Institute of Directors

Executive Development and Succession Plan

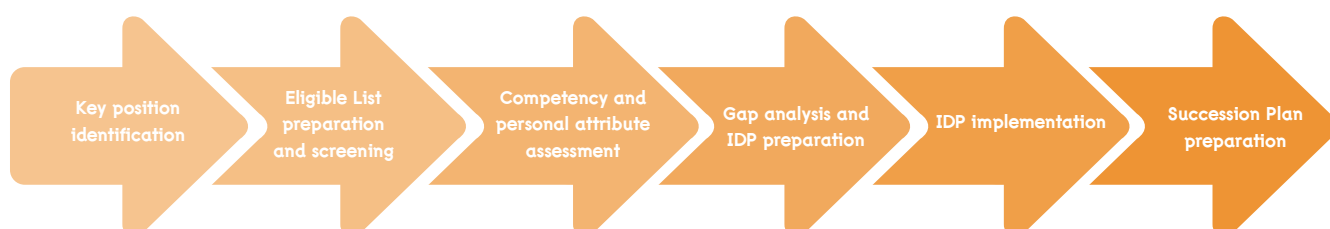
The Board has ensured that EGCO has implemented executive development programs to improve knowledge and skills for Executives to perform their duties more efficiently and to assign appropriate and challenging jobs. The Board determines policies and criteria in selecting the President and his/her successor in the event of any emergency or the retirement of the President. The selection process is fair and transparent and the candidates will be assessed from their education, experience, competency, ethical values and leadership. The Nomination and Remuneration Committee is accountable for the President’s nomination.

The President is assigned to select the well-rounded, competent and experienced executives in accordance with the qualifications identified by the Nomination and Remuneration Committee. The appointment of the Executives complied with the Company’s regulations on Work Rules 2010 and the resolutions of the Board as follows:

- The Nomination and Remuneration Committee shall approve the appointment of Senior Executive Vice President, Executive Vice President and other Executive positions equivalent to EGCO’s Executive Vice President level or higher in the Company’s subsidiaries and/or joint ventures that EGCO has the authority to do so.
- The President shall approve the appointment of the division and section managers.
- The Board shall appoint the Corporate Secretary according to the recommendation of the Nomination and Remuneration Committee. In addition, the nomination of the Internal Audit Manager must be approved by the Audit Committee.

The Nomination and Remuneration Committee has assigned the Management to prepare the succession plan for high level executives, including Senior Executive Vice President and Executive Vice President who will retire in 2018. The committee has specified qualifications and capability appropriate to perform the duty and to support future business expansion, especially in overseas market which will increase in the next 2-3 years. The succession plan can also reduce the risk related to human resource management. After acquiring such employees, EGCO will proceed with the individual development plan to prepare them for further career development in the high executive level in the future.

Succession Plan Preparation Process



Directors' trainings

Name	Training Programs						
	Role of Chairman Program	Directors' Certification Program	The Civil Service Executive Development Program	Audit Committee Program	Financial Instrument for Directors	Director Accreditation Program	Audit Committee and Continuing Development Program
Mr. Sombat Sarntijaree Chairman	✓	✓					
Mr. Thanapich Mulapruk Independent Director		✓				✓	✓
Mr. Bandhit Sotipalarit Independent Director	✓						
Pol. Gen. Pansiri Prapawat Independent Director		✓					
Mr. Somphot Kanchanaporn Independent Director		✓	✓				
Mr. Pongstorn Kunanusorn Independent Director		✓		✓			
Mr. Chotchai Charoenngam Independent Director		✓					
Mr. Kornrasit Pakchotanon Director	✓*	✓					
Mr. Prapas Vichakul Director		✓					
Ms. Puangthip Silpasart Director							
Mr. Tomitake Maruyama Director (replacing Mr. Toshiro Kudama, effective Aug 1, 2015)							
Mr. Ken Matsuda Director (replacing Mr. Satoshi Yajima, effective Jul 1, 2015)							
Mr. Shunichi Tanaka Director							
Mr. Yasuo Ohashi Director							
Mr. Sahust Pratuknukul Director		✓			✓		
Mr. Chanin Chaonirattisai President (appointed on Sep 1, 2015)		✓					

* trainings held in 2015

[illegible]



Audit Committee's Report

The Audit Committee of EGCO consists of independent directors who are knowledgeable and experienced in law, accounting and finance, management and energy business as follows.

1. Mr. Thanapich Mulapruk, Chairman
2. Mr. Pongstorn Kunanusorn, Member
3. Mr. Somphot Kanchanaporn, Member

The Audit Committee has performed its duties assigned by the Board, as prescribed in the Audit Committee Charter which aligned with the regulations of the Stock Exchange of Thailand (SET) regarding Audit Committee's Qualification and Scope of Duties and Responsibilities B.E. 2558 and regularly reported the committee's meeting resolutions to the Board of Directors.

In 2015, the Audit Committee held 15 meetings with all Committee members attended.

In carrying out its duties, the Audit Committee had expressed the opinions that;

1. EGCO's financial reports were accurate, complete, and reliable.
2. EGCO's internal control systems were appropriate and adequate.
3. EGCO had fully complied with the Securities and Exchange Acts, SET regulations as well as other governing laws.
4. EGCO's auditors were qualified, knowledgeable and independent.
5. Information disclosure of the connected transactions or any conflict of interest was accurate and adequate.
6. In performing its assigned duties, the Audit Committee viewed that its composition, qualifications, and responsibilities aligned with the Audit Committee's Charter.
7. Enhanced the good corporate governance by providing the channel for shareholders and employees to directly access the Audit Committee in reporting complaints or suspect in financial reports or internal control systems. The Whistleblower system has been set up as well.

Summary of the Audit Committee's Activities:

Review of financial statements

- Reviewed the quarterly and annual financial statements for 2015 with the external auditors and the Management. The Audit Committee also asked the auditors on the accuracy and completeness of the financial statements and significant adjustments which effected the financial statements to ensure that the financial statements complied with the generally accepted accounting principles and that the information disclosed in the financial statements were adequate, accurate, reliable, and complied with governing laws and regulations.
- Considered the adoption of the new accounting standards which was effective since January 1, 2015 such as the revised accounting standards, the revised financial reporting standards, and interpretations of Thai Financial Reporting Interpretations Committee relating to EGCO Group.

- Reviewed the Management Discussion and Analysis (MD&A) with the Management to ensure its accuracy, completeness, adequacy and that the disclosed information benefitted the investment decision of the shareholders and investors.
- Held exclusive meetings with the external auditors in the absence of the Management to ensure their independence.
- Considered other services performed by the audit firm's group companies for EGCO Group and determined that the scope of work and service fees were not significant to potentially influence the independence of the auditor.

Review of the internal control systems

In the Board's meeting no. 1/2016 on January 28, 2016 attended by 3 members of the Audit Committee, the Board assessed the internal control by considering the internal control assessment result reviewed by the Audit Committee. After considering EGCO's 5 components of internal control according to COSO which are Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring including the result of the answers to SEC's internal control assessment form, the Board agreed with the Audit Committee that

1. The internal control system of EGCO was considered appropriate and adequate. Sufficient staffs were assigned to uphold the internal control system and that the internal control system was properly set to monitor the subsidiaries' operations in order to safeguard EGCO's and subsidiaries' assets from misuse or unauthorized use by the Directors or the Management.
2. In the recent year, the Audit Committee and the Board had not received any significant finding of internal control system reported by the external auditors and internal audit division.

Oversight of Internal Audit

- Approved the scope of work and annual audit plan which included management audit.
- Reviewed the internal audit report of the Internal Audit Division, which was directly reported to the Audit Committee.
- Reviewed budget, manpower, the professional development of internal auditors, KPI and performance assessment of Chief Internal Auditor as well as to approve the appointment of Chief Internal Auditor to ensure the Internal Audit Division's independence.

Compliance Review

Reviewed with the Management to ensure that EGCO's activities were conducted in compliance with the Securities and Exchange Acts, SET Regulations as well as other governing laws. It also acknowledged the representation statements of the employees and management up to the President for the year 2015 that their respective tasks and duties well complied with the governing laws.

Review of Connected Transactions

Considered the connected transactions or any transactions that may cause conflict of interest to comply with rules and regulations of SET and that such transactions were reasonable, best beneficial to EGCO and approved by authorized persons having no interest in such transactions.

Review of Risk Management

Reviewed with the Management the risk management policy, execution and risk management guidelines. Also recommended the alignment of the risk management plan with the strategic plan in presenting to the Board of Directors.

Review of Good Corporate Governance

- Further enhanced EGCO's good corporate governance practices and considered whistleblower related to fraud or corruption such as providing the channel for employees and shareholders to direct their complaints, reports on suspected violation of laws and Code of Conduct and questions about the financial statements and internal control systems by email to the Audit Committee via auditcommittee@egco.com. Whistleblower system was also set up to include the whistleblower's protection measures and to treat all complaints with to protect the appellant and confidentiality.
- Considered and acknowledged the compliance statement on Code of Conduct, of which employees represented to his/her managers up to the President, and the President signed to the Chairman of the Board of Directors. The representation process and the content of the statement ensured that EGCO's compliance with Code of conduct and relevant laws were well regarded.

Audit Committee's Self Assessment

Conducted its annual self assessment using the Audit Committee's self assessment form which aligned with SET's guidelines. The 2015 assessment which resulted that composition, qualifications, and performance of the Audit Committee well aligned with the Audit Committee Charter and the SET's guidelines, were reported to the Board.

Review of the Audit Committee Charter and the Internal Audit Regulation

The Audit Committee reviewed and endorsed the Audit Committee Charter and the company's regulation regarding Internal Audit in the Audit Committee's meeting no. 9/2015 on June 29, 2015 which the Board had approved on August 20, 2015, to ensure that its assigned duties were achieved and that its performance aligned with international and SET best practice and appropriated for EGCO's business.

Appointment of the external auditors

Despite the notification of Capital Market Supervisory Board No. Tor Jor 11/2552 : Rules, Conditions and Procedure for Disclosure of Financial Position and Result of Operation of Issued Securities Companies which stated that the rotation of the auditors should be conducted if such auditors performed their audit of financial statements of the company for five consecutive fiscal years, the Audit Committee in its Meeting No. 11/2012 on September 11, 2012 decided and resolved that from 2013 onward, the selection of EGCO's auditor by comparing the qualifications and audit fees among the leading audit firms would be conducted every 3 years which was earlier than the terms specified in such notification.

In 2016, the selection of EGCO Group's auditors was due according to the resolution of the Committee and through the selection of the procurement committee due to its qualifications and competitive fees. Pricewaterhouse Coopers ABAS Ltd. was selected to be EGCO group's auditors in 2016.

The Audit Committee reviewed the result of the auditors' selection and auditors' past performance and opined that auditors from the audit firm, Pricewaterhouse Coopers ABAS Ltd., performed their duties independently and satisfactorily, well qualified with extensive experiences and would therefore propose the appointment of Mr. Somchai Jinnovart Certified Public Accountant (Thailand) No. 3271, Mr. Vichien Khingmontri Certified Public Accountant (Thailand) No. 3977, and Ms. Amornrat Pearmpoonvatanasuk Certified Public Accountant (Thailand) No. 4599 as 2016 EGCO's auditors to the Board of Directors, to further submit for the shareholders' approval.



Mr. Thanapich Mulapruk
Chairman of the Audit Committee




Investment Committee's Report

EGCO's Investment Committee is composed of 5 members appointed by the Board of Directors namely Mr. Sombat Sarntijaree, the Chairman as Chairman of the Investment Committee; Mr. Sahust Pratuknukul, director; Mr. Ken Matsuda, director; Mr. Yasuo Ohashi, director and Mr. Chanin Chaonirattisai, President. All directors are expert and have experience in power business and management both domestically and internationally.

In 2015, the Investment Committee held 13 meetings to consider significant issues assigned by the Board as shown in the Charter of Investment Committee with the following summary.

1. The Committee considered investment proposals for both domestic and international power projects, divestment of EGCO's non-core business and proper financial sources of fund, taking into account the alignment of the Company's vision, investment policy and strategic plan. The Investment Committee also put an emphasis on potential risks and the mitigation measures, feasibility studies, project's target returns, aiming to meet the Corporate's objectives and targets and to create value to shareholders and stakeholders as well as sustaining the Corporate's long term growth.
2. The Committee was entrusted to endorse the corporate's long-term and short-term strategic plans, annual action plans, budget and manpower for the Board of Directors' approval to ensure that they were in line with EGCO's vision, mission and policy. The budget and manpower were set appropriately to facilitate the Executives' efficient operation to achieve the approved strategic and action plans.
3. The Committee reviewed and rendered sound recommendations for the organization restructure of EGCO and its subsidiaries prior to proposal to the Board of Directors for approval. The organization restructure was thoroughly considered with diligence to make sure the change aligned with the strategic plan, EGCO's business characteristics and current economic situation.
4. Besides, the Investment Committee was responsible for monitoring, following up the project progress to achieve the plan. Guidance and suggestion were provided if there were some mismatches between actual performances and plans.

The Investment Committee had fulfilled its assignments as stated in the Charter and delegated by the Board. The Committee had performed its duties with care and diligence for the ultimate benefits of the Company and stakeholders, in accordance to obligatory rules and Company's regulations. Material matters and meeting results were constantly reported to the Board.



Mr. Sombat Sarntijaree
Chairman of the Investment Committee



Nomination and Remuneration Committee's Report

EGCO's Nomination and Remuneration Committee ("NRC") consisted of 5 members, 3 of whom were independent directors and the other two were non-executive directors. The Board of Directors based the selection of NRC members on their knowledge, skills and expertise in human management and domestic and international organization management.

In 2015, directors who held the NRC membership were Pol. Gen. Pansiri Prapawat, independent director; Assoc. Prof. Dr. Chotchai Charoenngam, independent director; Mr. Bandhit Sotipalalit, independent director; Mr. Prapas Vichakul, director; and Mr. Shunichi Tanaka, director. The latter was appointed by the Board in its meeting no. 6/2015 on June 29, 2015 as an NRC member to replace Mr. Satoshi Yajima, who tendered the resignation from EGCO directorship. The NRC in the meeting no. 5/2015 on July 22, 2015 unanimously appointed Mr. Shunichi Tanaka as the Chairman of the NRC.

In 2015, 6 NRC meetings were held to perform the tasks assigned by the Board of Directors as stipulated in the NRC Charter. As such, the main detail of the NRC's 2015 performance could be summarized as follows:

1. New Director Nomination and Director Remuneration

The recommendation of director nominees for the Board of Directors' approval in case of casual vacancy, and for the shareholders' appointment in case of director retirement by rotation. The NRC provided the right to the shareholders to nominate directors according to the procedures and guidelines. The selection of director nominees was undertaken, considering the individual qualifications in compliance to SEC's and SET's regulations, diversity of board members in terms of knowledge, competencies, required skills, experiences, age and gender, professionalism and the time commitment to the Company's activities, including vision, positive attitudes towards the Company which would contribute to the efficient oversight of the Company and support the strategic plan. Additionally, the NRC considered board size, structure and composition appropriately with due care and through the fair and transparent selection process to support the good corporate governance and efficient management.

The NRC was also entrusted to nominate a member of sub-committees to fill in the vacancies prior proposing to the Board of Directors for appointment, taking into account compositions of sub-committees, candidate's knowledge, expertise and experiences which could enhance the performance of each sub-committee.

Furthermore, the NRC recommended directors' remuneration for the Board and the sub-committees based on their duties, responsibilities, performance of the previous year, yet comparable to the companies of the same size and industry in order to ensure the justified remuneration and motivate capable directors to perform their duties in an attempt to achieve the Company's targets and direction, tied to the long term benefits of the Company and shareholders; and to build trust with the shareholders.



2. Nomination of President

The NRC considered qualified candidates and proposed to the Board of Directors to consider a nominee for President. Mr. Chanin Chaonirattisai, Deputy Governor-Policy and Planning of Electricity Generating Authority of Thailand was selected as a nominee who was later appointed by the Board of Directors in the meeting no. 7/2015 on July 27, 2015, as the President to replace Mr. Sahust Pratuknukul, whose contract term was expired and was mandatory retired on October 1, 2015.

3. Self-Appraisal of the Board of Directors and the NRC

The NRC reviewed the Board's self-appraisal forms for both individual and a whole group including the NRC's self-appraisal form. In 2015, the NRC suggested to the Board to revise the group appraisal form in term of Board's responsibility to cover the good governance aspect as recommended by SET. The Board in the meeting no. 11/2015 on November 30, 2015 agreed with the NRC to revise the group's self-appraisal form.

The NRC also conducted its self-appraisal of which the report was disclosed in item Corporate Governance Report.

4. Management Appointment, Succession Plan and Employee Remuneration

The NRC's main responsibilities also covered the appointment and performance appraisal of the Company's executives at Executive Vice President and Senior Executive Vice President levels and the Company's compensation schemes to be comparable to the market and to attract and retain competent employees as well as to boost up the employees' morale. This year, the NRC concentrated especially on EGCO's management succession plan and the employees' individual development plan by assigning the Management to study and review employees' welfare and benefit to be suitable for the change of economics situation and comparable to the top companies in the same industry in order to boost and retain the employees in EGCO group.

The NRC had performed its duties as prescribed in the Charter and delegated by the Board of Directors. Additionally, the duties had been fulfilled with care and diligence as well as fairness and transparency complying with the good corporate governance for the ultimate benefits of the Company and stakeholders.

Mr. Shunichi Tanaka

Chairman of the Nomination and Remuneration Committee

Corporate Governance and Social Responsibility Committee's Report

EGCO's Corporate Governance and Social Responsibility Committee ("CC Committee") was appointed comprises 5 directors being 3 independent directors, 1 non-executive director and the President. The CC is chaired by Mr. Chotchai Charoenngam, with 4 members, namely Pol. Gen. Pansiri Prapawat, Mr. Bandhit Sotipalalit, Ms. Puangthip Silpasart and Mr. Chanin Chaonirattisai, EGCO's President who replaced Mr. Sahust Pratuknukul, effective from October 1, 2015

The CC Committee performed its duties as assigned by the Board of Directors. It oversees the company's operations by adhering to good corporate governance principle and promoting corporate social responsibility policy with the ultimate objectives of the equitable treatment to every stakeholder, leading to the sustainable development.

In 2015, the CC Committee held 3 meetings with the attendance percentage of 100. The meeting attendance of each member is shown in Management Structure.

The CC Committee's activities could be summarized as follows:

1. Good Corporate Governance

- 1.1 The CC Committee reviewed the good corporate governance policy and practices of EGCO Group focusing benefits of every stakeholder and elevating EGCO's corporate governance practice with the reference of the Good Corporate Governance Principles for Listed Companies issued by SET, the Corporate Governance Report of Thai Listed Companies (CGR) by the Institute of Directors and ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard). As a result, the CC endorsed the revision of EGCO Group's CG policy and practices to be clearer.
- 1.2 The CC Committee set systematic anti-corruption measures, improved whistleblowing procedure, monitored anti-corruption policy and measures implementation and prepared anti-corruption manual for used as guideline for EGCO's directors, executives and employees.
- 1.3 The Committee promoted and encouraged anti-corruption policy and measure promotion, education and training to establish good understanding leading to appropriate implementation and corporate culture.
- 1.4 The Committee encouraged EGCO's subsidiaries to appropriately adopt anti-corruption procedure.
- 1.5 The Committee reviewed Code of Conduct of Directors and Code of Conduct of Employees to best address the anti-corruption policy, and improved the Corporate Governance and Social Responsibility Committee Charter to include responsibility related to anti-corruption policy and practice guideline.



EGCO has been certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption since July 10, 2015.

2. Corporate Social Responsibility for Sustainable Business Operations

- 2.1 The CC Committee prepared the "EGCO Group's Sustainable Business Operations Policy" to support the executives and employees to embrace sustainability practice more concretely. This will lead to the preparation of related action plans which will be appropriately communicated with stakeholders for sustainable growth and trust from stakeholders and the general public.
- 2.2 The CC Committee prepared the "Manual on Promotion of Participation in Quality of Life Improvement in Communities surrounding Power Plants" to provide a guideline for good practice and concerted efforts in developing quality of life of people in communities. At the same time, this activity encourages employees to realize their role and responsibility towards communities.

The CC Committee reported to the Board of Directors after every meeting in accordance with good corporate governance principle.

Mr. Chotchai Charoenngam
Chairman of the Corporate Governance
and Social Responsibility Committee



Internal Control and Risk Management

The Board of Directors has entrusted the Audit Committee the responsibility to review the appropriateness and effectiveness of the internal control system provided by the management. This is to ensure that the internal control system of Electricity Generating Public Company Limited (EGCO) and monitoring of the subsidiaries' operation is adequate, appropriate and in line with the guidelines of The Securities and Exchange Commission (SEC), The Stock Exchange of Thailand's (SET), and the internal control framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). EGCO's internal control covers management control, operational control, financial control, and compliance control.

The Internal Audit Division independently discharges its duties and functionally reports to the Audit Committee while administratively reports to the President. The duties and responsibilities of the Internal Audit Division were set in the Internal Audit Charter which is reviewed by the Audit Committee and approved by the Board. The internal audit scopes of EGCO, subsidiaries, and joint ventures are set in the annual internal audit plan by considering major risks of each company, and the audit plan is approved by the Audit Committee.

The Audit Committee reviews the internal control system and risk management continuously, and considers the audit reports of Internal Audit Division as well as comments of the external auditors on the company's internal control system and reports its activities to the Board on a regular basis.

In the Board's meeting no. 1/2016 on January 28, 2016 attended by 3 members of the Audit Committee, the Board assessed the internal control by considering the internal control assessment result reviewed by the Audit Committee. After considering EGCO's 5 components of internal control according to COSO which are Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring including the result of the answers to SEC's internal control assessment form, the Board agreed with the Audit Committee that

1. The internal control system of EGCO was considered appropriate and adequate. Sufficient staffs were assigned to uphold the internal control system and that the internal control system was properly set to monitor the subsidiaries' operations in order to safeguard EGCO's and subsidiaries' assets from misuse or unauthorized use by the Directors or the Management.
2. In the recent year, the Audit Committee and the Board had not received any significant finding of internal control system reported by the external auditors and internal audit division. The 2015 Audit Committee's activities were disclosed under "Audit Committee's Report" in this Annual Report.

The Audit Committee's and the Board's opinions on the appropriateness and adequacy of the internal control system were supported by the followings:

Control Environment

- Clear vision, mission statements, and business objectives are set by the Board as guidelines for the management and employees. Operation was carried out with fair treatment to stakeholders and was constantly reviewed to ensure target achievements for sustainable benefits of EGCO.
- Organization structure was designed by the Board to accommodate business growth, and would be adjusted over time to cope with the business environments.
- The Board set Code of Conduct and the good corporate governance principles in writing to be abide by directors, management and employees and be reviewed periodically. New employees were given the orientation to understand their roles and responsibilities in upholding the practices and to avoid the conflict of interest.
- The Board set regulations, orders and table of authority for accounting, finance, budgeting, procurement, and human resource management in writing and publicly announced to be abided by all employees. Failure to comply with the regulations and orders could be resulted in disciplinary actions.
- The Board set Anti-Corruption Policy and endorsed the Anti-Corruption Manual in 2015 as a practice guideline to be complied by directors and employees.

Risk Assessment

- According to the organization structure, risk management function is under the Corporate Planning and Project Assessment Division so that business plan, corporate objectives, and corporate risks could be linked and effectively managed. The Risk Management Committee (RMC) comprises EGCO's top executives, chaired by the President. RMC reviewed risk management of EGCO and subsidiaries and regularly reports to the Audit Committee and the Board. The Audit Committee was assigned by the Board to review with the management the risk management policy and implementation including future risks and prevention measures.
- The details of risk assessment and risk management of EGCO Group were disclosed under "Risk Factors" in the annual report.

Control Activities

To ensure that corporate directions and policies set by the Board and the management are executed, efficient control of accounting, finance, operation, and governance are implemented as follows:

- Authorities and levels of transaction approval were classified in the Table of Authority and reviewed regularly as appropriate.
- Responsible units for transaction approval, operation or account recording, and asset safeguarding were clearly segregated for check and balance control.
- EGCO's subsidiaries and joint ventures' performance was regularly monitored by the Asset Management Division.
- Connected transactions were executed in compliance with SET's regulations, with consideration of all rationales and ultimate benefits of EGCO and that transactions were approved by the authorized approvers who have no conflicts of interest.

- The Corporate Secretary Division was responsible for the compliance, including information disclosure, of EGCO and the Board, with the Securities and Exchange Acts, SET's and SEC's notifications and regulations, and other related laws and regulations.
- EGCO's IT compliance guideline was to ensure full compliance with computer related crime acts and other governing laws and regulations, with all employees' acknowledgement and signing the IT compliance statement to confirm their non-violation.

Information and Communication

EGCO provided, through its information system, adequate important information for the decision making of the Board, committees, and the management. Effective internal communication channels was also provided

- The Board and committee members received the meeting notice together with the meeting documents which contain necessary and sufficient information well before the meeting which was not less than 7 days except urgent cases. Discussions, recommendations, or remarks from the directors and meeting resolutions were recorded in the minutes of meetings for future reference or audit trail.
- Meetings among the Audit Committee, external auditors, and concerned Management were held to review the compliance of financial accounting with the General Accepted Accounting Principles and International Accounting Standards.
- Business Update Meetings between the President and the management team of each group were held every 2 months for progress monitoring and problem solving (if any) which provided all team members adequate information to perform their tasks and make decisions.
- Company's intranet was utilized as internal communication channel for corporate information on policies, regulations, orders, and good corporate governance including Anti-Corruption Manual. In 2015, Anti-Corruption campaign was launched through the company's intranet to educate employees.
- Accounting records and supporting documents of the financial statements are completely kept in orderly manner. There was no report on the deficiency in those documents from the auditors.
- Governing laws, regulations, and orders were kept as compliance database for reference and tracking. Legal Division was responsible for updating such database and providing consultations to responsible units.
- Beside the information disclosure through SET's portal, EGCO website at www.egco.com was provided as the communication channel for shareholders and investors to reach corporate information. Meetings with investors and analysts were held quarterly as well as press conferences and EGCO newsletters.
- Whistleblower system was stated in EGCO's Code of Conduct and available in EGCO's website to provide shareholders and employees the channel to report suspected violations of the Code of Conduct to the Management, the Audit Committee, and the Board of Directors while message providers would be protected.

Monitoring

To ensure that the established internal control systems were sufficient and appropriate, the following activities are implemented.

- Responsible units were assigned for the follow up, monitoring, and appraisal of EGCO group's performance against the KPIs and periodically reports to the Management and the Board together with the gap analysis.

- External auditors performed their tasks independently and regularly reported to the Audit Committee.
- EGCO's internal control systems were to be evaluated annually by using the internal control assessment form which was aligned with SEC's guidelines for the evaluation.
- Representation statements of EGCO's Management and employees confirmed their compliance with the company's Code of Conduct. Managing Directors of subsidiaries also represented their compliance to the President, in his capacity as companies' chairman while the President represented himself to Chairman of the Board.
- The adequacy and appropriateness of internal control systems was reviewed, and compliance with Anti-Corruption Policy was monitored by the Internal Audit Division regularly.
- In accordance with SET's notification : The Audit Committee's Qualifications and Scope of Works B.E. 2558, the Audit Committee Charter defined its responsible to approve the appointment, rotation, and removal of the Chief Internal Audit.
- The Audit Committee appointed Mr. Nattanont Meesuksabai who was considered having sound academic background, experiences, and understanding of EGCO's business as the Chief Internal Audit.
- External auditors' review of the financial statements included the review of internal control on accounting and finance to define the audit approach, timing and scope of work. For 2015, there was no significant finding for improvement on internal control systems.



Employees

With awareness of the society, EGCO gives priority to such major stakeholders as personnel, customers, and community surrounding its power plants. Focus are given to employees' welfare and competency development; enhancing quality of life, community, and society; and being responsible for products and occupational health and safety operation; in order to demonstrate its engagement in developing a sustainable society, building confidence, and earning acceptance and trust from the community and society.

Responsibility and Competency Development for Employees

Along with its commitment to grow business with satisfactory operating results, EGCO places importance on taking care of and developing employee capabilities on a continual basis. A key factor to EGCO's steady growth up to present is having talented executives and staff with expertise, commitment, good attitude, and passion to learn and strive for the growth of the organization toward the target, as stated in the CEO's message: "Our business sustainability relies on all of us."

Therefore, under EGCO's human resource management and organization development policy, we focus on developing personnel competitiveness to serve business expansion both domestically and overseas. Appropriate organizational structure and manpower have been worked out, and personnel at all levels undergone development to deliver workable performance toward the target set forth with consistent progress in career path. Alongside such efforts, we have promoted employee engagement to the organization and retained talents to continue working for us.

Recruitment and Employment Policy

EGCO focuses on taking care of "Employee" starting from recruitment of employee with competency and expertise under the appropriate recruitment and employment policy and clear guidelines in line with "respect for human rights" and "fair treatment of labor" as below:

Recruitment and Selection

- (1) Recruitment and selection shall be emphasized on achievement, righteousness, fairness, competency and necessity for business operation of EGCO Group.
- (2) Recruitment and selection shall be carried out only when there is vacancy according to the approved manpower.
- (3) Selection shall be made in the form of a committee so that an appropriate person is employed regardless of personal relationship, privileges or any enticement.
- (4) EGCO Group has a policy to careful employment of relatives or spouses of employees whether they have the same surnames or not to ensure transparency in the administration and prevention of favoritism which may affect business management under a code of conduct according to corporate governance principles.



Respect for Human Rights and Fair Treatment of Labor

EGCO has set up **Welfare Committee** composed of members elected by employees and having a maximum 2-year term of office in order to be representative in dealing with welfare matters and recommendations beneficial to welfare arrangement. Also, there are communication channels for employees to voice concerns and file complaints on work and living. Suggestions are seriously considered and corrective actions are determined in the interests of all parties concerned and good work relationship created. So far, there has been no report or complaint on violation of human rights and unfair labor treatment.

Moreover, EGCO has expressed a firm intention to promote and encourage a strong labor relations system between the Company and its **labor union** or other labor organization according to the law through the setup of two labor unions, namely executive labor union and operational labor union. Guidelines and procedures in dealings with the labor unions have been laid down as practice standards to ensure clarity and compliance with labor laws, hence fair labor treatment and mutual understanding.

Fair and Appropriate Remuneration and Welfare Policy

EGCO recognizes the importance of every employee, the essential resources which drive the company to the success. The policy on taking care of the employees to receive the reasonable and fair remuneration for rewarding their dedication and perseverance devoted to the company's success has been, therefore, implemented. The employees receive a salary conforming to the company's salary structure, which is consistent with a market-competitive rate, by considering their knowledges, competencies, and experiences suitable for their work. For the annual salary increase, it is their chiefs who determine it by appraising their employees' individual key performance indicators and behavior.

Moreover, EGCO gives its employees a bonus, following to the evaluation results of the key performance indicators (KPIs), approved by the Board of Directors.

The KPIs are in form of financial and non-financial of the past year, such as the corporate performance and management achievement. With the KPIs, the company will grow to sustainably in the future.

This is for building morale and courage to the employees as well as motivating them to be part of and dedicate themselves to the growth of the company which means their long-term remuneration and stability.

EGCO has in place a policy on appropriate remuneration and welfare that are consistent with the Company's operational performance, and also a provident fund for employees to enhance their stability and security after termination of employment or after retirement. Also, EGCO has made available such programs as membership of Electricity Generating Authority of Thailand and other welfare programs on a par with leading peers in the industry.

In addition, the Company has conducted survey on remuneration of the industry peers to make sure its remuneration and welfare package is appropriate and competitive enough to attract and retain talents to work for the Company.

Fair Performance Assessment Policy

EGCO has a fair performance assessment policy covering both work performance and relevant competencies with emphasis on result-oriented performance, goals or objectives, and mutual goal setting between Line Manager and employees. In this regard, performance assessment result is partly used to support career development planning for employees.

People Development Policy

EGCO is committed to developing employees' capabilities toward higher competence and expertise to accommodate EGCO Group business expansion with employees at all levels and those with potential got prepared to assume key positions in future. People development plan is linked to competencies, including core competency, managerial competency, and functional competency. Corporate values and culture are instilled in all employees to pave a concrete foundation for the Company's coherent growth and development. The plan involves development of personnel in various forms as follows: In-house and public training courses

EGCO has offered development courses for employees at all levels from operational to top managerial levels within the scope as necessary and needed by relevant levels and work units. These courses are divided into three categories as follows:

Program	Employee Level
Business Knowledge Program	All levels
People Development Program	Officer - senior officer
Management Development Program	First line manager - executives

Line manager will assess and follow up training results, output from which is used for further improvement of people development roadmap in the following stages:

- 1) Analyze training needs
- 2) Prepare people development plan in line with functional position
- 3) Execute people development plan
- 4) Assess and follow up training results



Examples of training courses provided for employees are Analytical Thinking: Maximizing Your Thinking Power, Integrative Problem Solving and Decision Making, Finance for Engineers, Systematic Thinking: Applied Mind Map for Business, etc.



Knowledge sharing across the organization

EGCO has developed employees' potentiality with knowledge sharing within and across the organization and subsidiaries. Beneficial courses are provided to employees at all levels who are interested in certain topics to allow for learning opportunities and knowledge sharing across the organization so that employees can get new perspectives from such experience or from real study cases of executives or persons with dependable expertise and experience in such matters. This is open to employees at all levels and of all work units who are interested in and have passion for learning to apply to their work, and at the same time to broaden their views and mindset. Examples of these courses are EGCO's Business, Basic Concept of Power Business, EGCO's Power Purchase Agreements (PPAs), EGCO's Accounting & Finance, etc.

Knowledge sharing has even been initiated in some work units. Executives have selected books which give knowledge beneficial to work performance. Work unit representatives are selected to disseminate and share knowledge and experience at EGCO library. This is considered another development form aiming to create a learning organization with employees motivated to learn more and more.



People development by job rotation

In addition, EGCO has developed personnel potential by way of job rotation to enable employees to learn in a broader scale and a more diverse range. This aims to improve their capabilities to accommodate responsibilities in a higher position in future according to their career path. Job rotation is considered based on whether such job family can be rotated and appropriateness of employees' potential involving educational background, work experience, and work performance.

Awareness of environmental and occupational health and safety

EGCO has encouraged employees to attend the training environmental and occupational health and safety, representing the average of hours per year, equivalent to 11.65 or 30% of hours for all male employees.

For the power plants such as Khanom Electricity Generating Company Limited (KEGCO), EGCO has taken into account the prevention together with taking care of environmental impact and the community, leading to determinedly put into action, which is aligned with the corporate vision: Being the pilot power plants in protecting environment and living sustainably together with the community. That is the reason why EGCO has stipulated the objectives and goals of operating power plants in conformity with ISO 14001 into the annual action plan. This plan has covered not only EGCO's employees but also contractors. In addition, the ISO 14001 training course is annually held for the employees to take into account the environmental protection. Besides, the 8-hour training course of "Raising environmental awareness" was organized with 110 attendees or 75%.

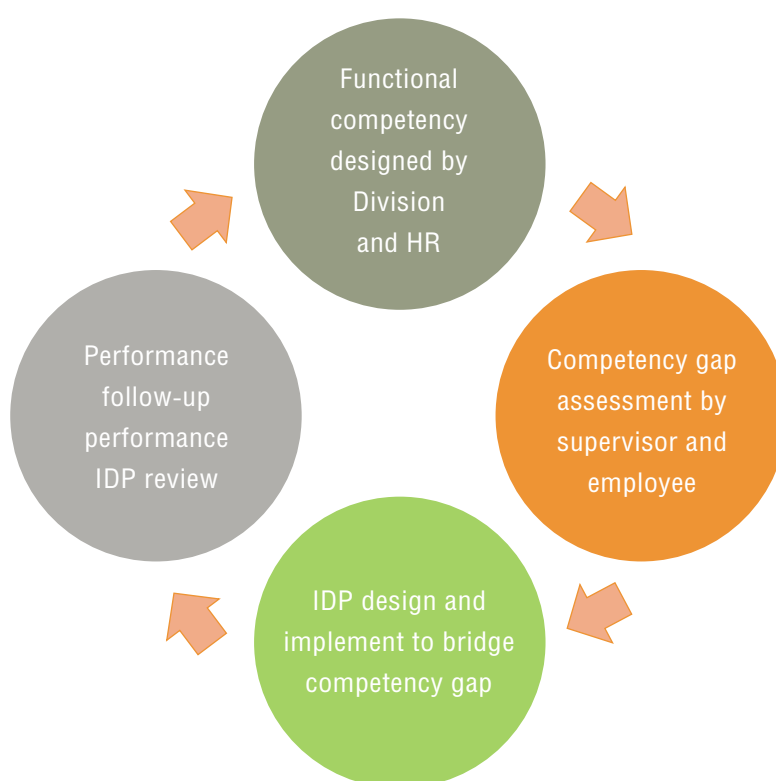
Succession planning and individual development plan

The Company has mapped out a succession plan to get employees prepared for succeeding executives of higher positions instrumental to driving the organization. These positions include Senior Executive Vice President and Executive Vice President. Criteria are defined for screening and putting qualified persons in the eligible list. Test and assessment is conducted on competencies and personal attributes for gap analysis. Then, the Company will draw up individual development plan and carry out development according to the plan.



Individual development plan focuses on managerial competency as well as skills and expertise required for the functional line. Such individual development for executive-level positions is on an ongoing basis, and in various forms, including in-house training, public training, coaching, job shadowing, special project assignment, job rotation, etc.

IDP	Design and Set up IDP	Responsible for IDP follow-up
1. Executive Vice President	Executive Vice President and Senior Executive Vice President	Senior Executive Vice President
2. Senior Vice President	Senior Vice President and Executive Vice President	Executive Vice President



Internal corporate activities

Internal corporate activities or labor relations activities provide opportunity for employees at all levels from operational to managerial levels to meet and take part in activities of the Company, which can help promote team-building and foster good relationship between the Company and the employees. This enables employees to have good attitude toward the Company, hence employee engagement to the organization. Examples of these activities are sports day, retirement ceremony, Company's anniversary ceremony, Kathin merit-making ceremony, etc. In addition, recreational clubs have been set up in the Company. Some of them are golf club, dharma practice club, photo club, sports club, and so on.



Occupational Health and Safety Operation

EGCO realizes the significance of good occupational health and safety operation, and has consistently strived for health quality among employees, workers as well as contractors, including safety in work environment. EGCO Group also highlights environmental conservation and responsibility for nearby community, which is considered a mission of the organization to develop and execute on a systematic basis. Our occupational health and safety management covers such areas as strict compliance with relevant laws, making available a safe work environment, and promotion of sanitary conditions. Employees are encouraged to participate in the ongoing enhancement of occupational health and safety at workplace, and creation of safety awareness among employees and nearby community. With recognition of such importance, power plants in EGCO Group have adopted international standards for management of the organization, namely, Quality Management System (ISO 9001: 2008), Environmental Management System (ISO 14001), and Occupational Health and Safety Management Systems (OHSAS 18001), or other management systems of occupational health and safety for power plants to control and prevent erroneous operation likely to bring loss of lives and properties to the organization, as well as to build confidence in power plants' efficient management that is harmless to the community, society and environment.

At present, EGCO Group power plants are certified by international standards, details of which are as shown in Table below

No.	Power Plants	Fuel Type	ISO Standard		
			ISO 9001: 2008 Quality Management System	ISO 14001: 2004 Environmental Management System	OHSAS 18001: 2007 Occupational Health and Safety Management System
1	KEGCO	Natural Gas	✓	✓	✓
2	GPG	Natural Gas	✓	✓	N/A
3	BLCP	Coal	N/A	✓	✓
4	EGCO Cogen	Natural Gas	N/A	N/A	N/A
5	Roi-Et Green	Biomass	✓	N/A	N/A
6	GCC (KK1)	Natural Gas	✓	✓	N/A
7	NKCC	Natural Gas	✓	✓	N/A
8	SCC	Natural Gas	✓	✓	N/A
9	GYG	Biomass	✓	✓	N/A
10	NED	Solar	✓	N/A	N/A
11	SPP 2	Solar	✓	N/A	N/A
12	SPP 3	Solar	✓	N/A	N/A
13	SPP 4	Solar	✓	N/A	N/A
14	SPP 5	Solar	✓	N/A	N/A
15	GPS	Solar	✓	N/A	N/A
16	Theppana	Wind	N/A	✓	N/A
17	Solarco	Solar	*	N/A	N/A
18	NTPC	Hydropower	N/A	✓	✓
19	Quezon	Coal	Own standards developed from the previous Shareholder's requirements	EMSCOP (Environmental Standards of USA)	The Occupational Safety and Health Standards of the Department of Labor and Employment of the Philippines
20	SEG	Geothermal	✓	✓	✓
21	BRWF	Wind	N/A	The NSW Environment Protection Authority (EPA)	N/A
22	MPPCL	Coal	N/A	✓	✓

Remark: *For Solarco power plant, Management plans to apply for Quality Control.

In 2015, EGCO instituted a safety, occupational health, and environment policy with a framework in place to ensure operation and development of safety, occupational health, and environment system is appropriate and compliant with laws and regulations. There are monitoring, assessment, and review of the operation to enable employees' and contractors' understanding and application for practical use to create preventive and remedial awareness of activities that may affect safety, occupational health, and environment. Moreover, to carry out safety, occupational health, and environment operation across the organization according to EGCO vision, policy and strategic plan, a Safety, Health, and Environment Committee of EGCO Group (SHE Committee) has been established. Chaired by Senior Executive Vice President - Operation, the SHE Committee takes charge of determining guidelines, criteria, and work plans, as well as monitoring and assessing results, improvement and development of safety operation of EGCO Group power plants. In addition, a taskforce has been set up, being composed of representatives from EGCO Group power plants, to carry out operation according to the work plans, objectives, and targets, as well as relevant activities as specified by the Committee.

In 2015, the Injury Frequency Rate (IFR) of EGCO Group employees and contractors per one million man-hours was recorded at 0 and 0.06 respectively. One injury case occurred with BLCP's contractor was so severe that the injured person was unable to work even it was a case occurring to a contractor, BLCP has made investigation to identify causes of deficiency or hindrance, and improve work plan to cope with such risk. Training on work safety and wearing of personal protective equipment together with site preparation and operation control are regularly reviewed. Objectives, target, and annual work plan are clearly defined and power plant operating performance is closely monitored.

In 2015, EGCO Group has an Accumulated Safety Hours of both employees and contractors of 28,736,238 hours.

Moreover, activities to promote occupational health and safety are held continuously, such as annual safety exhibition, and training courses for reviewing on safety knowledge to ensure maximum safety for employees and workplace.

Regarding occupational health and safety operation at EGCO headquarters, the President has had a Safety, Health, and Environment Committee appointed to control, monitor, and supervise safety operation at the headquarters to comply with Labor Ministerial Notification on Prescribing Standard for Administration of Safety, Occupational Health, and Environment, B.E. 2549 (2006), as well as to allow representatives from employees at all levels to voice their opinions for the review of safety operation. The Committee is composed of one representative from the employer, five from employees, and one occupational safety professional, hence seven members in total, and being on a 2-year term.



With EGCO's commitment to build occupational health awareness among employees and ensure work performance or workplace is free from any health threats from or in relation to work performance, the Company has arranged and maintained a safe and sanitary workplace for employees, and promoted employees' good occupational health and safety in work performance. In 2015, EGCO held occupational health activities to help employees review on and raise their awareness of taking care of health, such as annual health promotion activity, work-related disease prevention training, light and noise check to suit working conditions (noise dose level check), first aid training, etc. Also, there are fitness room and recreation area allocated in workplace and sports events held within EGCO Group and with relevant external agencies to promote good health among employees and build good relationship among personnel in the organization and with other parties.



Apart from managing working environment in normal situations, EGCO is well prepared to cope with emergency and crisis cases which might disrupt business operation and business continuity. For the headquarters, we have implemented Business Continuity Plan (BCP) and fire protection training with fire drill held annually.



EGCO Group power plants have devised Emergency Response Plan (ERP). Under the ERP, measures and action plan are set for implementation in case of emergency situations in accordance with the standards stipulated by law, classified by severity level of incidents and covering evacuation of personnel as well as taking into consideration all living things in the nearby ecosystem.



Responsibility towards the Community and Society

Supply Chain Management

EGCO commits to growing business on a sustainable basis with good corporate governance for community, social, and environmental benefits. We embed supply chain management strategy to efficiently prevent and reduce possible environmental and social impacts that may have affected to stakeholders' trust. Supply chain management starts from selection of reputable contractors with good work reference and strict compliance with relevant laws or regulations, such as labor law, environment pollution control law, etc., as well as without lawsuit or tarnished reputation record, to bring about mutual benefits and true business partnership.

Selection and Assessment of Suppliers and Contractors

EGCO recognizes the importance of suppliers and contractors selection by specifying qualification requirement in the Term of Reference (TOR) including EPC contract. EPC contracts also stipulate that suppliers and contractors who intend to join bidding shall have dependable experience and expertise in the products and services concerned, and must not violate labor law, environmental law, and other relevant laws and regulations. Moreover, they must not be found to have "abandoned work" or been sued in cases relating to tenders for government sector contracts, human rights or corruption related issues. Inspection is mainly conducted on their financial position, relationship with other suppliers, and previous operational performances. EGCO shortlists candidates with priority given to supplier registered or having established offices or branches in Thailand or countries where EGCO has business expansion. Local recruitment is also emphasized to reduce operating expenses with enhanced efficiency and contribute to the country's industrial development. At present, EGCO has power plant projects under development and construction, of which contractors are the Company's long-time business alliances and a new fully qualified supplier. A project management unit is in place to closely track and monitor each step of the contractors' working process. There are regular assessment of progress at construction site, and report on progress and implementation of measures to limit social and environmental impacts as well as labor and safety measures. Furthermore, report on social and environmental impacts is made available to financial supporters, i.e. banks and other financial institutions on a regular basis until the project completion and commencement of commercial operation.

In 2015, no social and environmental impacts and no complaints in relation to EGCO project contractors' performances were found.

Procurement of fuels, such as natural gas, coal, and biomass after start of power plant commercial operation is considered a factor instrumental to efficient electricity generation. In this regard, EGCO has entered into long term contracts with fuel suppliers well accepted for experience and expertise in managing deliveries of fuels for electricity generation, which could help relieve fuel procurement risk. EGCO has also executed fuel supply agreements with PTT Public Company Limited and Australia Coal Holdings for Thailand-based power plants fueled by natural gas and coal respectively. However, for the biomass power plant which applies rice husk as

EGCO commits to growing business on a sustainable basis with good corporate governance for community, social, and environmental benefits. We embed supply chain management strategy to efficiently prevent and reduce possible environmental and social impacts



the main energy source, no long-term agreement has been executed as rice husk is agricultural residue with uncertain volume of supply due to seasonal nature of agricultural production. Therefore, fuel reserve has to be procured and maintained with negotiations made through local fuel supply agents in the power plant vicinity areas in an average volume of 5,000 tons per month.

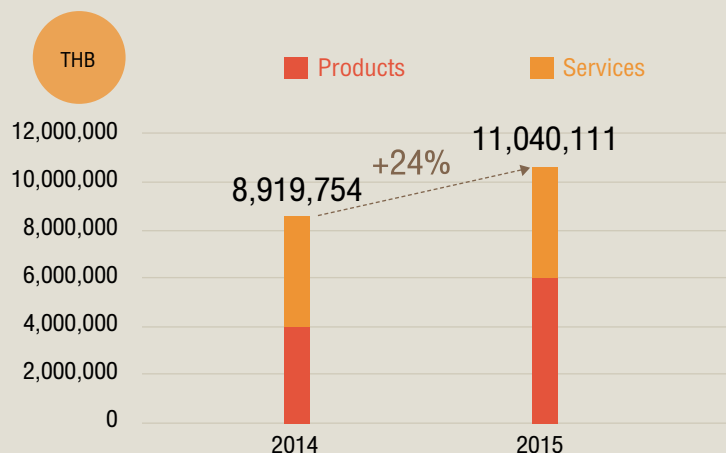
Procurement

EGCO has put in place a goods and service procurement process along the entire business operation, taking into consideration relevant stakeholders both internal and external of the Company and being in line with the procurement policy. This ensures that we will be able to procure quality and reliable products and services according to the specified standards with efficiency, price worthiness and available technical quality, and with competition on the basis of fair access to information for long-term business continuity, as well as strict compliance with contracts and conditions agreed upon in order to develop and maintain trust and relationship with suppliers and contractors on a sustainable basis. We believe that “**suppliers**” play an important role in delivering quality services punctually with fulfilment of conditions set forth. Thus, we treat them fairly and equally based on mutual benefits and creation of opportunities for exchange of knowledge, experience, and expertise between EGCO Group and suppliers. In 2015, no dispute was found between EGCO Group and suppliers.

Furthermore, in an attempt to reduce adverse impacts on the society and environment, EGCO recognizes the importance of environmentally friendly procurement or “**Green Procurement**” throughout the Company’s supply chain with focus on quality, price, and punctual delivery of products or services by keeping abreast of information on products and services that are environmentally friendly, products contributing to energy and water resource conservation and waste reduction, products with least or no use of hazardous substances or chemicals, and biodegradable products according to Ministry of Natural Resources and Environment. Data updating is made in the procurement system accordingly.

In 2015, EGCO procured environmentally friendly products and services worth totally 11,040,111 baht, or increased by 24% from 2014.

Graph illustrating comparison of green procurement value during 2014 - 2015



Participation in Development of Community and Society

EGCO has operated business with due regard to participation in development of community and society starting from community in the vicinity of power plants covering openly disclosure of factual information and promotion of appropriate participation by society before construction of power plants, during construction, and after completion of construction. There is a process in place to assess and rectify possible impact on community. Moreover, EGCO has joined hands with employees and local as well as national agencies in initiating projects and activities for community and society on a continual basis. Operations mainly cover three areas as below:

Promotion and development of “quality of life of communities” surrounding power plants

EGCO attaches importance to communities in the vicinity of headquarters and power plants constantly through supports of launching and development of projects regarding education, occupation, sanitation, and caring for the environment for the enhanced quality of life of community people.

Promotion of learning about energy and environmental conservation among the “Youth”

EGCO realizes that the way to instill and create a sustainable growth of consciousness regarding energy and environmental conservation is through education and understanding. The Company, therefore, has provided support and conducted energy and environment activities for youths through both inside the classroom and hands-on experience outside the classroom, as well as instilling public mindedness. Such learning is the starting point for a development of social, intellectual, and moral quotient, which will essentially lead to the success of the sustainable development of the nation.

Conservation of “watershed forest” natural resources

EGCO gives priority to conservation of such natural resources as forest and water, especially watershed forest, which is land area containing natural water as the source and reserve that originate streams and rivers, hence essential to all living things. It has thus promoted cooperation in sustainable forest preservation for the next generation through the operations of Thai Rak Pa (Thai Forest Conservation) Foundation.

Management

EGCO focuses on collaborating with communities in the vicinity of headquarters and power plants in implementing projects beneficial to the society by setting guidelines for participation in development of communities surrounding power plants and development of society, as follows:

Guidelines for participation in development of communities surrounding power plants

1. **Promotion and improvement of quality of life of the community taking into consideration participation and needs of the community**
 - 1.1 Provide information and knowledge regarding operations of the organization to community before commencement of any operations in any areas. For power plant already in operations, information shall be made available at least three months in advance of any expansion or bidding for contract renewal, and for new power plant, at least one year prior to meeting to voice comments of stakeholders.
 - 1.2 Establish a process for identifying stakeholders in the community to determine any needs or concerns about potential impact on the quality of life which is linked to or associated with the operations of the organization.
 - 1.3 Allow the community to share viewpoints with the organization based on issues or concerns of the community in an appropriate form at least once a year.
 - 1.4 Disseminate knowledge and distribute income to the community through supporting employment and creation of jobs in the locality based on appropriate conditions.
 - 1.5 Support and promote development of capabilities and skills useful for carrying out occupation and extra income generation of the community by giving the community an opportunity to participate in the development of projects.

- 1.6 Support the community to be competitive and self-reliant, and achieve sustainable growth through, for example, education, culture, tradition, promotion of sanitation and environment, and development of technology in alignment with local wisdom, etc.
- 1.7 Provide assistance to the community in times of crisis, emergency, and natural disasters.
- 1.8 Provide necessary utilities, food, medicine, accommodation, as well as financial support and other relevant actions.
2. **Instillation of the sense of responsibility toward the community among employees and concerned parties**
 - 2.1 Disseminate policies, guidelines, targets, and operating results to employees and concerned parties.
 - 2.2 Provide employees and concerned parties with training and seminar opportunities relevant to participation in the development of community.
 - 2.3 Encourage employees and concerned parties to share experiences from participation in the projects for community and society to other employees and external parties.
 - 2.4 Promote and support employees' participation in the projects for community in an appropriate form.
 - 2.5 Support concerned parties' participation in the projects for community in an appropriate form.
3. **Dissemination of operating results of the organization to the communities and the public on a regular basis**
 - 3.1 Arrange an open-house or plant visit activity at least once a year.
 - 3.2 Prepare at least one document disseminating information and knowledge about the business operation process and participation in the development of community, and make available a channel for accepting opinions from the community.
 - 3.3 Disseminate the information about the company's corporate social responsibility performance and the participation in community development to communities and public in form of the annual sustainability report.
4. **Seeking of opportunities to exchange knowledge and share experiences from operations with other agencies to continuously improve operations**
 - 4.1 Participate in activities/projects of networks or agencies relevant to community development at least once a year.
 - 4.2 Compile knowledge and experiences from operations and exchange experiences with agencies for the benefits of the operations in future as appropriate.
5. **Tracking and assessment of satisfaction of communities with the operation of the organization**
 - 5.1 Conduct a survey to assess communities' satisfaction with the development of quality of life for better living at least twice a year.

Moreover, EGCO has jointly initiated and developed projects and supported activities covering education, occupation, sanitation, and environmental conservation under the framework of betterment of the quality of life of the communities surrounding the power plants, which include the following:

- | | |
|--|--|
| 1. Support in terms of employment of people in the community | 4. Support of development of public utilities |
| 2. Development of skills beneficial to occupation | 5. Promotion of learning among the youth |
| 3. Promotion of sanitation of the community | 6. Conservation of natural resources and environment |

Guidelines for participation in social development

1. **Participation in social development by implementing social development projects or activities in alignment with the main capabilities of the organization**
 - 1.1 Support or initiate projects/activities which are aligned with the vision, targets, values, and beliefs of the organization.
 - 1.2 Support or initiate projects/activities beneficial to the general public, focusing on operations which are aligned with or based on the main capabilities of the organization including knowledge, resources, and personnel.
2. **Encouragement of employees and relevant parties to learn, understand and take part in social development operations**
 - 2.1 Disseminate progress on the implementation of social contribution projects to employees and relevant parties at least once a month.
 - 2.2 Allow employees and relevant parties to take part in carrying out social contribution projects or operations as appropriate.
3. **Execution of projects or activities continuously for true and sustainable benefits to the society**
 - 3.1 Support or initiate projects/activities which respond to the needs of the society, and are aimed at enhancing potential and strengths for sustainable social development.
 - 3.2 Regularly evaluate operating performance in relation to outcome, output, and impact to ensure true and sustainable benefits to the society.
4. **Seeking of opportunities to exchange knowledge and share experiences from operations with other agencies to further improve operations on a regular basis**
 - 4.1 Participate in activities or projects of relevant external agencies to exchange and share experiences with regard to social development at least once a year.
 - 4.2 Compile knowledge and experiences from operations and participate in the exchange of experiences with external agencies to benefit future operations at least one issue per year.

Operating Results

Development of operations to support participation in improving quality of life of the community in 2015 through the following significant activities:

- **Appointment of EGCO Group Working Committee on Community Development Operation** chaired by Executive Vice President and having officers of operational levels as members to monitor, supervise, and track operation in community development of EGCO Group power plants to be in line with policy, guidelines, and plan in place.
- **Conduct of “2015 Sharing Workshop”** activity for exchange of knowledge in promotion of participation in improving quality of life of community among EGCO Group power plants EGCO Group Working Committee on Promotion of Participation in Community Development which consists of 25 members in charge of community relations from EGCO Group power plants in commercial operations and those under construction and development, both domestically and overseas, participated in an activity to exchange knowledge in promotion of participation in community development of EGCO Group for 2015 at EGCO Building and BLCP Power Plant.

The objective of this activity is to enable exchange of knowledge among community operational staff of EGCO Group power plants. Contents of operational guidelines for development of communities nearby the power plants were compiled and derived for the benefit of future operation development. Two main activities were held as below:



- **Brainstorming Workshop** to share experiences in operation of community development promotion programs of EGCO Group power plants.



- *Field Trip* to provide opportunities for participants from the power plants to learn onsite at BLCP Power Plant, visiting ECO for Life learning center where they learned about brick manufacturing from coal ashes of Takuan-Ao Pradu community and mussels farming in Maptaphut bay area, which are projects initiated, promoted and supported by BLCP jointly with local communities.

Participating Power Plants:

Khanom Power Plant, EGCO Cogen Power Plant, BLCP Power Plant, Quezon Power Plant, Roi-Et Green Power Plant, Lopburi Solar Power Plant, Solar Power Plant SPP2-5, Theppana Wind Farm, Solar Power Plant G-Power Source, Solarco Power Plant, TP Cogen/SK Cogen, and TJ Cogen Power Plant Project, and Chaiyaphum Wind Farm Project.

Support of Employment of People in the Community

In 2015, EGCO continued to support employment of community people for income distribution and improvement of their well-being. More than 90% of workers (excluded employees) for non-technical works are people in the areas where power plants are located.

Implementation of Projects for Communities Surrounding Power Plants

In 2015, EGCO power plants implemented altogether 58 projects for development of quality of life of the nearby communities, comprising 13 projects on development of skills beneficial to occupation, 16 projects on promotion of sanitation, 8 projects on development of public utilities and other facilities, 12 projects on promotion of learning among the youth, and 9 projects on conservation of natural resources and environment. Examples of projects undertaken by EGCO power plants inside and outside the country are as below:



Rayong Power Plant

- Robe Offering Project implemented in collaboration with GLOW and BLCP to offer robes to 12 temples in Maptaphut area consecutively every year aimed at preserving the religions and local cultures and traditions.

Khanom Power Plant

- **Health Service for Community Project** carried out jointly with Thongnien municipality, Khanom municipality, Ao Khanom municipality, Khuanthong local administration, and Nakhonpat Hospital to provide annual medical check-up to over 2,000 people in the community.
- **Project on Promotion of Quality of Life of Community at Moo 8, Thongnien subdistrict, Khanom district, Nakhon Si Thammarat** The power plant joined hands with village public health volunteers to hold activities to disseminate knowledge and provide training on the following topics: postpartum health care and visit of mothers and newborns, dissemination of knowledge and tips for prevention/control of diseases, visit of the elderly and the disabled, campaign on AIDS prevention, health screening for children aged not over 15 years, and tuberculosis screening for risk groups. These activities were attended by over 500 community people.
- **Community Relations Project on Electricity Repair and Maintenance and Public Utility Improvement for Temples, Schools, and Public Places** Volunteering employees joined activities six times for six communities surrounding the power plant.
- **Project on Improvement of Quality of Life of Ban Tha Muang Islamic Community** In 2015, improvement of toilets and study building was undertaken for Darus Sa-ahdah Mosque, Moo 1, Thongnien subdistrict, Khanom district, Nakhon Si Thammarat. Total participants were around 40.
- **Youth Learning Development Project** Khanom Power Plant collaborated with Office of Nakhon Si Thammarat Primary Educational Service Area 4 and Siang Dek News Bureau, Khanom district, to promote education for good but needy students by giving them annual scholarships. In 2015, 230 scholarships with sports equipment supporting fund worth THB 5,000 each were awarded to 23 schools in Khanom district, Nakhon Si Thammarat.
- **Educational Field Trip for Students Project 2015** Over 200 students and teachers from 23 schools in Khanom district were brought on a field trip visiting scientific and environment learning venues together with historical sites in four provinces, namely Prachuap Khirikhan, Phetchaburi, Bangkok, and Suphanburi provinces.
- **“Seedling of Virtue” Youth Training Project** EGCO joined hands with Muang Khanom History and Culture Learning Center (Wat Klang), Office of Nakhon Si Thammarat Primary Educational Service Area 4, schools in Khanom district, and Mahachulalongkornrajavidyalaya Student Organization, Nakhon Si Thammarat area, to train the youths in 2015 (classes 1 - 4) at Muang Khanom History and Culture Learning Center (Wat Klang), Khanom district, Nakhon Si Thammarat. Over 400 youths and parents attended the training.
- **Biological Agriculture for Sustainable Development Project** EGCO promoted a lunch project for schools in Khanom district, Nakhon Si Thammarat by supporting plantation and vegetation as well as animal farming including raising freshwater fish in the farm to serve preparation of lunch meal for schools. In 2015, vegetable output totaled 6,327 kilograms, 2,727 of which were donated to Boon Thao Kong Spirit House during vegetarian festival.
- **Breeding of Blue Swimming Crab Project** EGCO coordinated with Nakhon Si Thammarat Coastal Fishery Research and Development Center, Thongnien municipality, and Rak Ban Kerd coastal fisheries club, Khanom district, Nakhon Si Thammarat, to carry out a breeding of blue swimming crab project since 2006. In 2015, over 300,000 blue swimming crabs of different ages, namely breeder, megalopa, and first crab, were released into the sea.





EGCO Cogen Power Plant

- **Rubber Tapping Skill Development Project** in association with Office of the Rubber Replanting Aid Fund of Rayong, and Map Kha Pattana municipality to provide training for 30 rubber farmers from Map Kha subdistrict so that they have practical knowledge to carry on their occupation and pass on the knowledge to other farmers.

- **Mobile Medical Unit Project**
EGCO Cogen has joined hands with the local public health bureau to provide mobile medical unit services for people free of charge. In 2015, mobile services were offered six times for communities in Map Kha subdistrict, Nikhom Pattana district, Rayong, covering eight villages and over 300 service users.
- **Project on Improvement of Electricity System for Community** in collaboration with Electricity and Electronics Department, Ban Kai Technical College to promote public mindedness and skills development for students. In 2015, Sala Nong Hin electricity equipment installation and system development volunteering activity was undertaken for the community at Moo 8, Map Kha subdistrict, Rayong.

Roi-Et Green Power Plant

- **Healthy Happy Living with Roi-Et Green Power Plant Project** under cooperation with the local public health bureau to send out a mobile medical unit to offer health checkup to people free of charge. In 2015, mobile services were provided four times for more than 300 people in communities around the power plant.



SPP 2, SPP 3, SPP 4, SPP 5, Theppana Wind Farm Power Plants

- **Eye Checkup Service Project** under cooperation with local government agency and private hospital provided eye checkup for elderly and vulnerable people nearby the power plant.

Power Plants under GPS, and Solarco

- **Electrical system repair and maintenance, and public utility for schools and community in nearby the power plant.**

BLCP Power Plant

BLCP power plant has taken part in community development through various community development and relations activities projects, i.e. those engaged through a three-party operating mechanism, social development in terms of education, conservation of natural resources and environment, and betterment of quality of life (job creation and income generation). Significant ones are as below:

- **Project on Visit of Kiang Saket Energy Center of BLCP Power Plant**
This project has been implemented since 2004 until present through holding activities to offer accurate knowledge and understanding about energy and information on manufacturing process of BLCP Power Plant, and allow communities or concerned parties to visit and exchange views, and raise questions and concerns every year. Since the project launch to date, the project has welcome over 60,000 people from the communities, government agencies, school and college students, private companies, and the general public, both domestically and overseas, who have visited BLCP Power Plant and Kiang Saket Energy Center.
- **Hydroponics Vegetables Project** to create jobs and generate income to communities and schools in a remote area from the sea in Rayong by collaborating with local government agencies to carry out the project continuously. Since the project launch to date, over Bt. 800,000 income has been generated.



- **Hanging Mussel Farming Project** to promote occupation for fishery community by giving supports in the forms of training and budget for development of hanging mussel farming to three small fishery groups including Ta Kuan - Ao Pradu, Pak Khlong Ta Kuan, and Saeng Ngern since 2005. There are 176 households participating as members. Consistent income of over THB 3,200,000 has so far been generated as a main source of income for fishery in the area.



- **ECO for Life Project** (manufacturing of coal ash bricks) Since 2003 to present, BLCP Power Plant, in association with the Industrial Estate Authority of Thailand (IEAT), industrial entrepreneurs, community, and local agencies has promoted creation of jobs and income generation for the community on a sustainable basis, reduction of consumption of natural resources, and initiation of environmentally friendly products, through holding of training on management of manufacturing, distribution, and financial management for Takuan-Ao Pradu community, and promoting use of coal ashes (fly ashes) from power plants as brick manufacturing mix. Moreover, ECO for Life learning center has been set up (manufacturing of bricks from flying ashes) at Takuan-Ao Pradu community which is open as a learning source for interested persons to visit. The project has so far contributed to generating income to the community from sales of bricks in an average amount of THB 20,000 per month, and the plant mitigating wastes (flying ashes) by at least 450 kilograms per month. Since the project launch to date, jobs have been created and income generated amounting to over THB 3,000,000.

- **“Talented Youths and BLCP” Scholarship Project** to promote and develop educational potential of the youths in remote areas to enable them to access knowledge, motivate them learn, and relieve expense burden of their families. Since 2002 to date, a total of about 250 scholarships or approximately THB 1 million have been awarded to students at primary, secondary, vocational, and tertiary levels.

Lopburi Solar Power Plant

- **Project on NED-CSR Center to Foster Engagement with Community**

It is a model space for trial and demonstration with the objective of developing as a learning center for community people’s self-reliance regarding renewable energy toward farming which is practical for households use. The center will subsequently be extended to being a learning center regarding renewable energy toward sufficiency economy with knowledge dissemination to local schools, especially those joining the project on model renewable energy toward sufficiency economy, which has been conducted in association with the power plant. In addition, it will serve as a learning center for visitors of Lopburi Solar Power Plant and GreeNEducation learning center, and is targeted for development as a center with comprehensive knowledge and diverse activities and space utilization.



◦ *Model space where knowledge is passed on by local scholars through various learning bases as regards use of renewable energy for agriculture and development of community products such as renewable energy learning base, mixed agriculture learning base, organic fertilizer manufacture learning base, learning base of rice-mill for use as community products, utensils processing learning base, and utilization of herbs learning base, etc.*



◦ *Community product training space to promote supplementary occupation and self-reliance of community in product development so that part of the products are put for sales at NED museum. These products include natural dye tied fabric, herbal soap, balm, herbal massage oil, compost, mosquito-prevention lemon grass spray, local vegetable seedlings, and rice milled in community, etc.*



◦ *Arrangement of monthly meeting among community, schools, and the company to foster relationship, and used as a forum for discussions and consultations about project activities, community merit-making ceremonies, religious events, educational events, etc.*



◦ *Space for distribution of farm produce and community products such as vegetables, foods, herbs, and goods that are safe for company employees and community.*

Quezon Power Plant

- **Teachers Development Program for Enhancement of Quality of Education for Mauban Community** Quezon Power Plant has collaborated with University of the Philippines Open University (UPOU), Mauban municipality, and government agencies on education to develop teaching capabilities of public elementary school teachers in a bid to upgrade quality of education in Mauban municipality and lay foundation for sustainable development of quality of community life. In 2015, 14 scholarships were awarded, and at present, 166 teachers were awarded potential development scholarships.
- **“Food For Thought” Project to Support Food for Learning Potential Enhancement among Primary School Students** in the community nearby the power plant. At present, 1,491 students were supported through this project.
- **Skill and Occupation Development for Community Organizations** in association with government and private agencies in the area to implement a project on training and development of skills for Mauban community since 2004 to date. In 2015, progress of operations of two ongoing programs under the project was as follows:
 - *Skill development training for housewives in Cagsiay 2 community:* Established in 2003, a complementary program to QPL’s “Food for Thought” feeding program for malnourished school children. Mothers undergo training program under “Food for Thought” project were also taught backyard vegetable farming, livestock raising, basic reproductive health, and skills training through the production of Buri Handicrafted were provided, under cooperation with the Department of Trade and Industry. To date, 18 participants were able to produce 250 of Buri bags, sold at a price of Php 150/bag, each bag earns a profit of Php 100 (material cost Php 40 while the remaining Php 10 goes to the housewives cooperative fund). The bags are sold through the Mauban Municipal Tourism Office.

- *Skill development training on agricultural occupation:* Established in 2004, the program aimed to promote the Integrated Farming Bio-Systems (IFBS) for sustainability of agricultural occupation which is crucial and appropriate for Mauban, as it is considered as the main source of household income. The conducted skills training programs includes basic knowledge of IFBS, soil conservation, bioorganic fertilizer production, project planning, and financial and product distribution management etc. In the recent year, the Quezon power plant assisted and supported the farmers and the housewives member, as possible market for the distribution of their handicraft products, supplier of substrates for vermicomposting, and supported advisory on market expansion.
- **College Scholarship Program for Financially Deprived Students in Mauban** giving a tertiary education to financially deprived but deserved students by offering scholarships to financially support college students throughout college study. In 2015, 10 scholarship students graduated and 11 new students were enrolled.
- **Project on Disseminating Knowledge and Building Consciousness regarding Conservation of Natural Resources and Environment for the Youth** under cooperation with Department of Environment and Natural Resources' Dalaw-Turo Team to hold activities to provide knowledge about conservation of natural resources and environment and bio-diversity for children and the youth. In 2015, 14 activities were organized, and the totaled number of 1,648 primary school students participated in the project.

Num Theun 2 Power Plant

- **Collaboration Project on Human Resources Development for Hydropower Market,** NTPC and the Lao-German Technical School signed a memorandum of understanding on labor market oriented human resources development for hydropower industry. Under the MOU, both parties will develop and implement a dual cooperative training ,including the development of curricula which reflect the particular human resources



needs of NTPC and more generally the hydropower sector. This initiative is an important step to prepare for the ASEAN Economic Community (AEC) as well as to improve the skills of Lao labor required by hydropower industry in Lao. The program will run for three years which NTPC will provide an opportunity for students to have internship and work in the company after graduation. At the same time, the school will also provide relevant training to NTPC staff to improve their skills.

- **Installation of Water Wells and Water Quality Monitoring for community project** under cooperation with local government agency developed and monitoring the quality of water in water wells installed by NTPC to ensure a safe quality of community water used for consumption. The progress of 2015 operation is 91% of water wells as scheduled plan were monitored and 100% of the exceedances have been informed to the involved parties.



Budgets and Donations

In 2015, EGCO Group power plants made contributions of over THB 386 million to Electricity Development Fund and provided support in terms of budgets and donations through various projects of both government and private agencies, and supported arrangement of community relations activities and other public activities which were beneficial to community and society in the total amount of over THB 106 million.

Social Contributions Projects

In 2015, EGCO further promoted learning about energy and environment for the youth as they are in the early ages suitable for learning and growing a sense of goodness, which will contribute to sustainable growth. Particularly, they should be taught to be aware of value of natural resources which are primary factor of energy. They should also be encouraged to jointly conserve natural resources and watershed forests to ensure sustainable availability for the next generations. Important activities included:

Promotion of Learning about Energy and Environmental Conservation among the Youth

- **EGCO Forest Youth Camp Project** In 2015, EGCO carried on the project by joining hands with Doi Inthanon National Park and Thai Rak Pa Foundation to hold EGCO Forest Youth Camp, classes 45 - 46, at Doi Inthanon National Park, Chiang Mai, and Khao Luang National Park, Nakhon Si Thammarat, respectively. A total of 150 youths participated in the project.



- **“Energy for Life...Fighting Global Warming with Sufficiency Living” Project** has been established with collaboration among three parties, namely EGCO Group, Energy Policy and Planning Office (EEPO) of Ministry of Energy, Office of the Basic Education Commission of Thailand (OBEC), Ministry of Education, to encourage schools to join project activities, facilitating learning classes on integrated management of energy and environment and promoting the youth’s efficient use of energy according to the sufficiency economy concept, which will be expanded to the community further on, over an operating period of three years (2013 - 2015).

In 2015, EGCO Group continued the “Energy for Life...Fighting Global Warming with Sufficiency Living” Project which covered the following main activities:

- **Award presentation ceremony for most outstanding schools of 2014**

Most Outstanding School Award for 2014 under the “Energy for Life...Fighting Global Warming with Sufficiency Living” project is based on selection of schools which facilitate learning about conservation of energy and environment on an integrated study basis. Selection takes into consideration the entire administration system of the schools in compliance with the project operation concepts and the local context, as well as the degree of importance given by the schools to engagement with the community in the learning process. The objectives are to give encouragement to schools with creative operation performance to produce youths who have consciousness of energy and environmental conservation, and give praise and honor to schools with clear and consistent performance in this area.



Professor Dr. Praipon Koomsap,
(middle)

Vice Minister, Ministry of Energy,
presides over the award ceremony.

Mr. Sahust Prataknukul,
(5th from right)

President of EGCO Group

Mr. Chavalit Pichalai,
(5th from left)

Director-General of Energy Policy
and Planning Office (EPPO),
Ministry of Energy

Mr. Pitan Puentong,
(4th from right)

Senior Advisor in Networking System
and Participation Development,
Office of the Basic Education
Commission of Thailand (OBEC),
Ministry of Education

Awards

- One set of solar cells of 2.0 X 1.0 square meters, 2 meters high, power generation capacity of 250 watts/panel, together with installation, totaling 3.5 kilowatts, for use as a learning source for schools and community.
- Certificate of Recognition from executive of main operating unit of the project

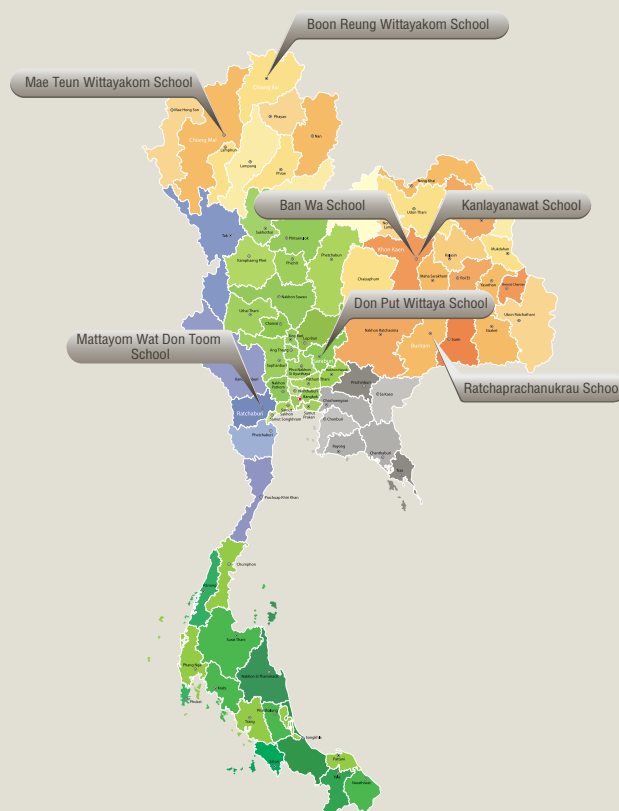
Seven schools which won Most Outstanding School Award for 2014 were as listed here:

Primary School Level

1. Ban Wa School Khon Kaen province

Secondary School Level

2. Kanlayanawat School Khon Kaen province
3. Don Put Wittaya School Saraburi province
4. Boon Reung Wittayakom School Chiang Rai province
5. Mattayom Wat Don Toom School Ratchaburi province
6. Mae Teun Wittayakom School Chiang Mai province
7. Ratchaprachanukrau School Buriram province



- **Selection of outstanding schools** In 2015, there were 60 schools joining the project. Seven schools were selected as outstanding schools. Award ceremony is scheduled for May 2016.
- **Learning and sharing seminar 2015** was a forum for sharing of experiences from operations of the project by teachers from various schools throughout 2015, including review of essential knowledge, tools, and process of the project as well as summary of past performances, so as to improve operations in future. Over 100 key teachers from schools in all regions attended the seminar.



- **“Energy for Life” field trip to EGCO power plants**, to promote energy and environmental conservation, for 67 students, the winners of the 2014 Outstanding Student Project Award, under the “Energy for Life Fighting Against Global Warming with Sufficiency Living” project, visited BLCP and EGCO COGEN power plants, Rayong Province, and Lopburi Solar, Lopburi Province.



- **Energy for Life On Tour Year 3 project** is aimed at passing on knowledge about energy and electricity generation process to youths from 17 schools out of 60 schools joining the project in order to enhance learning and understanding of children and youths which will lead to their change of behaviors toward efficient use of natural resources. A total of 2,674 students participated in the activity.
- **“Energy for Life Teacher Role Model” contest** is aimed at building role model teachers to arrange teaching and learning of energy for life...fighting global warming with sufficiency living, encouraging teachers to develop their capabilities in arranging learning of sufficiency living in the local context with sustainable use of energy, and promotion of knowledge learning and sharing in arrangement of teaching and learning about conservation of energy and environment among teachers joining the activity. Altogether 37 teachers from 16 schools in 14 provinces were selected to present their works. A total 18 of them were selected to win the role model teacher award, receiving a plaque of honor as role model, knowledge upstream teacher, and joining an “Energy for Life” overseas trip. The award winners will be announced in the Most Outstanding School Award presentation ceremony around May 2016.

- **“Most Outstanding Youth Projects” contest 2015** to support and enable children and youths joining the activity to have space for demonstrating their talents and competence by applying knowledge about conservation of energy and environment to preparation of scientific projects based on analytical thinking and integrating knowledge to problem-solving and practical use in daily life. Altogether 22 projects were selected.

Mrs. Vasana Vongpromek,
Executive Vice President,
Office of President,
EGCO Group
(4th from right)

Mrs. Panida Vichaidit,
Group Director-Special Project,
Office of the Basic Education
Commission of Thailand (OBEC),
Ministry of Education
(3th from right)



- **Development of learning media** Presentation of background, highlights, and generating process of electricity, as well as guidelines for sustainable energy conservation: **“Energy for Life”** was conducted in the form of posters and animation videos for schools joining the project and disseminated in “Sukjai” magazine which are distributed to all communities surrounding power plants, as well as dissemination of knowledge derived from “Energy for Life...Fighting Global Warming with Sufficiency Living” project on microsite: www.s-school.egco.com, to serve as space for knowledge exchange among 60 schools joining the project.

Conservation of “Watershed Forest” Natural Resources

Thai Rak Pa (Thai Forest Conservation) Foundation: “Watershed Forest” Conservation Network for Sustainability was established in 2002 by EGCO Group and Department of Forestry with the objective of continuing natural resource conservation. An initial capital of Bt. 10,000,000 was presented to Her Majesty the Queen who graciously returned the amount for the establishment of the foundation which began its operation in 2007. Thai Rak Pa Foundation was acknowledged by Ministry of Finance as a charity organization no. 752 on 9 November 2011. An evaluation report on the foundation’s operating results over the past five years has been prepared and disseminated on www.egco.com and www.thairakpa.org. In 2015, Thai Rak Pa Foundation supported watershed forest conservation of watershed community in the vicinity of Doi Inthanon National Park, Chiang Mai, covering an area of approximately 70,000 rai. Operation has started to be expanded to watershed forest near Khao Luang National Park, Nakhon Si Thammarat in the South, and Lam Pa Tao watershed forest, Chaiyaphum in the Northeast.

Responsibility towards the Environment

EGCO is committed to operating and growing business on a steady and sustainable basis, alongside environmental conservation, by mitigating possible environmental impacts from power plant operation. This includes selection of efficient power generation technology, control of pollutants discharged with the use of quality resources (fuels), minimization of power consumption per generation unit, installation of pollutant treatment systems, and implementation of comprehensive monitoring and examination measures. This aims to build confidence among the relevant community and stakeholders in power plant safety in addition to enhancing reliability of power generation security and competitiveness of electric power industry. Throughout its business operation up to present, EGCO Group has always taken into account possible impacts on the environment and sought measures to lessen such impacts. In 2015, EGCO prepared an environmental operation report covering operation data of 23 power plants which had started commercial operations domestically and overseas from 1 January to 31 December 2015. Major environmental issues addressed included:

1. Energy Efficiency and climate change
2. Air pollution control
3. Noise pollution control
4. Waste management
5. Resource use
6. Business innovations towards environment, society, and stakeholder responsibility.

Energy Efficiency and Climate Change

As power generation is an infrastructure business related to the country's economic growth, EGCO has devised a business strategy in response to the government policy and in line with the Power Development Plan (PDP), currently PDP 2015 (2015-2036), and climate change trend which may affect the Company's future business competitiveness. It is on the top agenda for EGCO to make adjustments so as to efficiently cope with such change and bring returns to the Company as well as enable business to grow steadily and sustainably in the interests of the shareholders.



Climate change trend is on the top agenda for EGCO to make adjustments so as to efficiently cope with such change and bring return to the company as well as enable business to grow steadily and sustainably

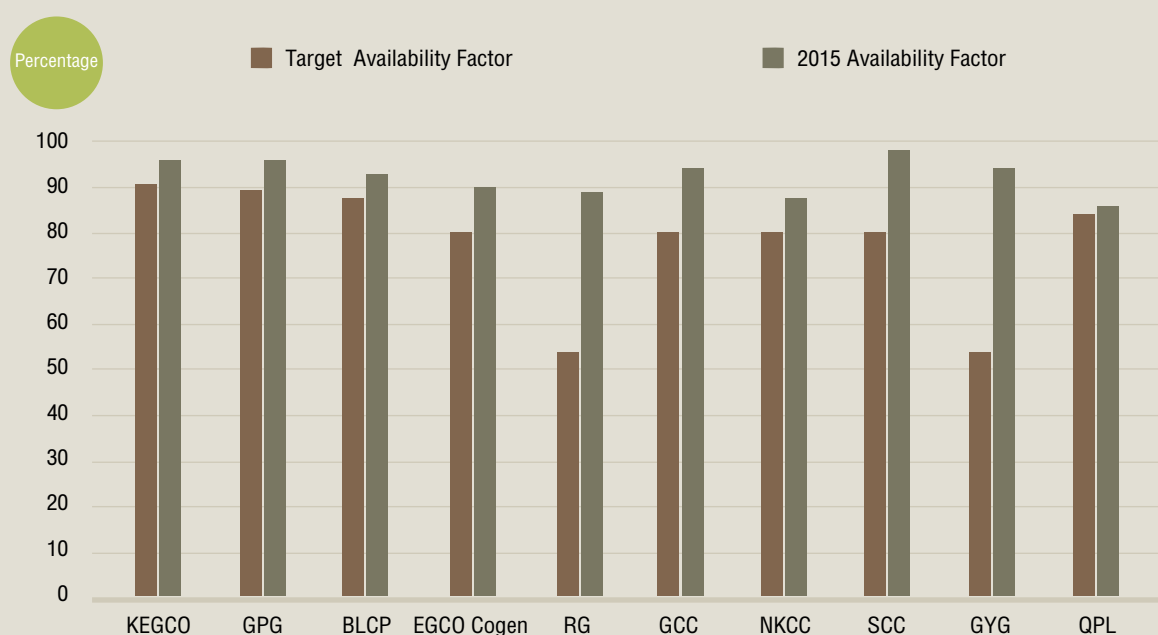


1. Enhancement of energy efficiency

Since the commencement of commercial operations of EGCO Group power plants, EGCO has remained committed to development and management of power plants for optimum efficiency and capability to supply power to the system consistently and in accordance with the Power Purchase Agreements (PPAs). One major factor to the achievement is efficient maintenance of power plants to ensure that electricity generation capacity and Availability Factor are as expected. If Availability Factor does not come out as expected, the Company's Availability Payment revenues would drop accordingly. A good Availability Factor and maintenance can safeguard against any unplanned outage and bring down consumption of resources in power generation, hence less pollution discharged into the atmosphere and relief of impacts on the environment, community, and society.

EGCO Group power plants have Target Availability Factor as specified in the PPA of each power plant. In 2015, these power plants maintained supply availability higher than target set in the PPA, with an average increase rate of 13.58%.

Figure 1 Comparison of Target Availability Factor and 2015 Availability Factor



Apart from maintenance of power plants to have Availability Factor as expected, EGCO set priority to energy efficiency and conservation. The Company's top executives have instituted an energy conservation policy to be used as guidelines for energy operation and promotion of optimum energy use in EGCO headquarters, as well as announcement of energy saving and reduction of resource use measures. A working committee on energy management has been appointed, together with a committee on energy management assessment in the organization to monitor and review policy, target, and energy action plan on an annual basis. Energy saving knowledge has regularly been disseminated through EGCO Group Net website, internal radio, and announcement boards so that employees can always access beneficial news and information. Moreover, the working committee has conducted an energy saving project at EGCO headquarters such as changing the light bulb at 10th Floor office from T8 type to LED type.

In 2015, the working committee, focusing on energy efficiency and effectiveness, continued with the target to reduce average power consumption per area at headquarters by 3% and to reduce average water consumption. Energy management report of headquarters is prepared and submitted to Department of Alternative Energy Development and Efficiency (DEDE) every year. It has been found that electricity and water consumption at headquarters in 2015 are decreased by an average of 3.90% and 0.62% respectively.

Figure 2 Electricity consumption comparisons in 2014 and 2015

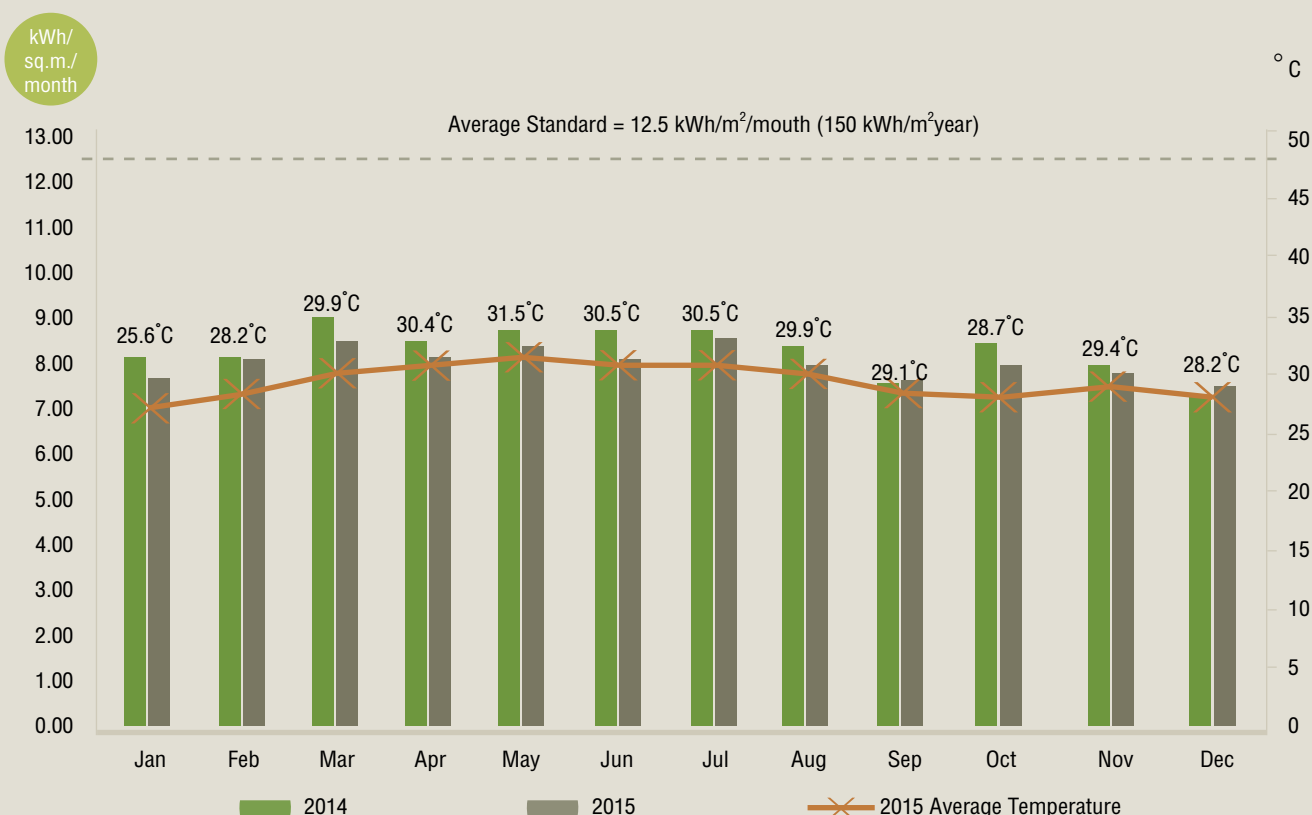
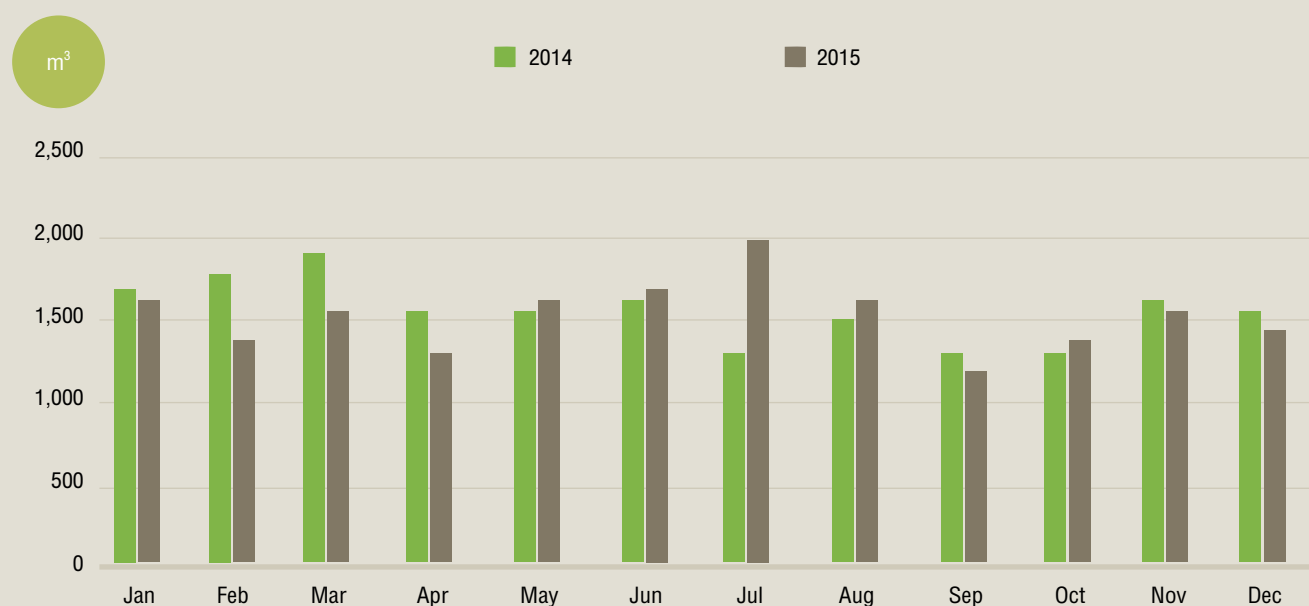


Figure 3 Water consumption comparisons in 2014 and 2015



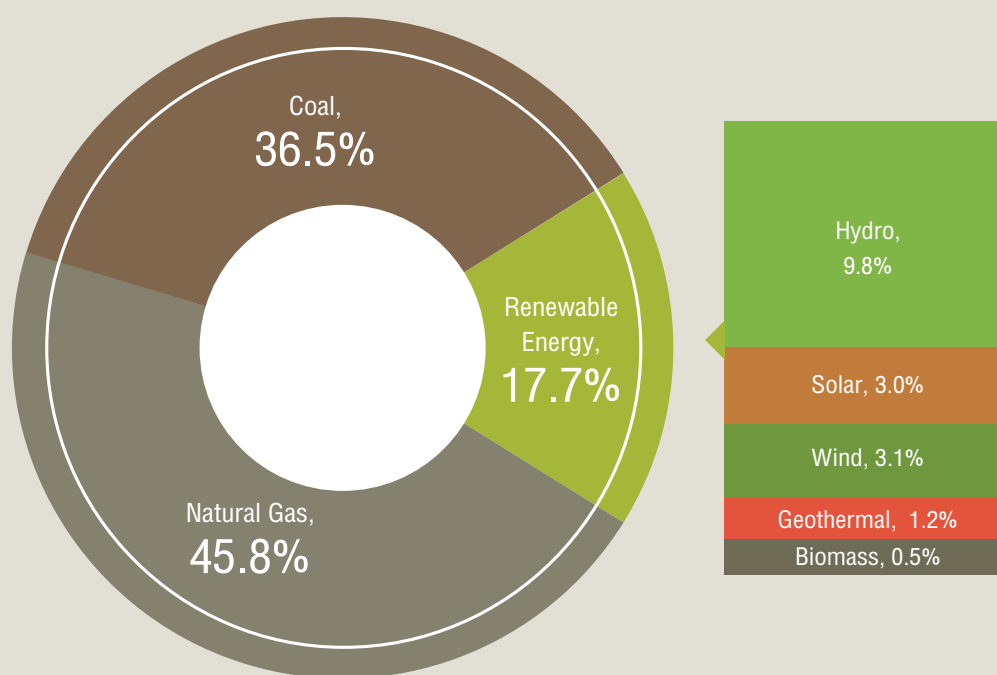
2. Climate change

Climate change today has stemmed partly from global warming caused by greenhouse gas emissions into the atmosphere and hence series of environmental and societal changes, such as rises in sea levels and higher surface temperatures of the earth as well as increasingly severe natural disasters. The 21st Conference of the Parties (COP 21) has decided to adopt the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC) on December 12, 2015 in Paris, France. Under the agreement, the aim of limiting global temperature rise to less than 2 degree Celsius can be a decisive turning point in how all countries acting together against the global warming. EGCO, as an independent power producer, also prioritizes the investment in renewable energy sources. This aims to reduce fossil fuels consumption in power generation which causes greenhouse gases emission, fulfilling shareholders' expectation in clean energy for environmental conservation. This also expands the company business opportunities and complies with the government policy on fuel diversification to enhance the reliability of electricity supply system of the country. However, availability of certain types of renewable energy is still uncertain. For example, solar energy for power generation is available only during 09.00-16.00 hours, or wind energy power plant requires consistent wind speed and steady wind volume. Moreover, investment and development of technology for renewable energy remain costly. Thus, investment in renewable energy power plant requires special supporting mechanism such as Feed-In Tariff (FIT) to ensure acceptable returns on investment.

In 2015, EGCO Group had a total of 14 renewable energy power plants which started commercial operation domestically and overseas, accounting for a generating capacity of 674.18 megawatts based on the contractual proportion under PPAs. The proportion of renewable energy power plant compared with other conventional power plants is 17.70% as shown in Figure 4. Net decrease in greenhouse gases attributable to renewable energy

generation is 3,766,211.41 tons of carbon dioxide equivalent per year from power generation using fossil fuel. In addition, EGCO also has 2 renewable power plants under construction i.e. Xayaburi project (Hydropower plant) located in Xayaburi, Lao People's Democratic Republic, with a contracted capacity by shareholding proportion of 160 megawatts (12.50%) and Chaiphaphum Wind Farm (Wind power plant) located in Sub Yai district, Chaiphaphum province, with a contracted capacity by shareholding proportion of 81 megawatts (90%). EGCO will continue to explore opportunities for further investment in renewable energy as part of the efforts to slow down global warming and fulfil shareholders' expectation of the Company in operating business with caring for environment, community, and society, and with steady and sustainable economic growth in the future.

Figure 4 EGCO Group power plant proportion by fuel type in 2015



Moreover, EGCO Group's Lopburi Solar Power Plant in Lopburi province, is the first solar power plant of Thailand and is among the world top-list by size. It has been certified as a Clean Development Mechanism (CDM) project under United Nations Framework Convention on Climate Change or UNFCCC, registered in carbon compliance market, and entered into Certified Emissions Reductions (CERs) agreement with Asian Development Bank (ADB) on a contractual term of 7 years (2014 - 2020). These represent recognition of our notable achievements in pioneering and initiating greenhouse gas reduction projects, which will be carried on to other renewable energy projects of the EGCO Group.

Air Pollution Control

Power generation business takes part in causing air pollution. EGCO Group power plants have been well aware of air pollution impacts. Thus, we operate power plants with environmental concern, not only meeting pollution control standard but being at a better level than the standard. All power plants have been monitored and reported the emission quality through plant-stacks. Moreover, air pollution control equipment has been inspected every three months by external auditor registered under Department of Industrial Works. The air pollution control report with information on air pollutant parameter and quantity (pollution control report form 1, 2, 3 and 3/1) has been publicly available on Department of Industrial Works website (www.diw.go.th) every six months. Pollution control measures are also taken to reduce emissions of NO_x , SO_2 , and other pollutants to the environment. Additional control equipment have been installed to help control or mitigate air pollution as follows:

- Installation of Continuous Emission Monitoring System (CEMS) to monitor air quality every six months, and check the efficiency of air treatment equipment every three months.
- Installation of Flue Gas Desulfurization (FGD) to separate sulfur dioxide from exhaust of sulphur contaminated fuels combustion. Water injection system for spraying water to reduce flame temperature during the combustion process so that quantity of nitrogen oxides from thermal and combined cycle power plants are lessened.
- Installation of Electrostatic Precipitator (ESP) to control amount of dust from the fuel combustion and spray water to reduce spread of dust and ashes from coal and biomass fuel-based power plants.

In 2015, EGCO Group power plants under commercial operation duly recorded air quality complying with the standard required by environmental law, they were thus not subject to any fines. (Detailed figures are shown in the performance data at the end of this report)

Noise Pollution Control

EGCO Group power plants regularly check noise levels at three main operational areas every three months. These areas consist of the noise source in the power plant, the control room in the power plant, and staff residential areas. Noise level at the noise source in power plant is controlled in compliance with legal requirements. Operators in such areas are required to wear personal protective equipment to reduce noise exposure. Warning signs are put up and regulations put in place for all operators to follow. Noise levels in control room inside power plant and staff residence areas are within the regulatory limits. Noise level along the power plant's fence has been measured to monitor the noise level change. In addition, power generation technology that mitigates noise pollution is well selected, such as in case of Theppana Wind Farm which uses wind turbine power generation technology. By this technology, the noise level is only equal to window-type air conditioner. Moreover, with well engineering design, the turbine set is installed in a closed building with sound-proof, which greatly reduced the noise level. The area of cooling tower installation is also designed to be far from community as much as possible, hence no disturbance to nearby community.

Waste Management

EGCO Group power plants place importance on waste disposal from the generation process along with minimization of waste and waste segregation. Type of waste from power plants can be divided into two main categories:

- **Non-hazardous waste** is similar to general municipal waste such as leftover food, wood, paper, electrical wire, plastic bags, construction materials, etc. EGCO Group power plants will segregate waste before disposal by sanitary landfill, reuse, or recycle as appropriate, as well as reduce waste discharge to the environment as possible.
- **Hazardous waste** is the waste that may cause negative impact on the environment, such as transformer oil, engine oil, chemical containers, etc. Therefore, proper disposal is required. EGCO Group power plants agree to choose and use non-toxic transformer oil with no toxic substance, e.g. polychlorinated biphenyl (PCB), and strictly control the waste disposal in compliance with regulatory criteria. Prior to waste transport out of plant area, an official request will be conducted via Department of Industrial Works website (www.diw.go.th) every year. This information is publicly available and can be examined. These information cover the selection, verification of license, and monitoring the waste disposal operation on a regular basis.

BLCP Power Plant has two types of waste (Ashes) from the generation process, i.e. fly ash accounting for 90% and furnace ash or bottom ash accounting for 10% by weight. Fly ash is sold under contract to construction material companies for their manufacturing. This helps encourage the use of residue to reduce natural resources consumption, to substitute the raw materials that are generally used for manufacturing in the market, and to cut down costs through the use of fly ash in place of those raw materials. As a result, consumers can buy products at approximately more than 30% lower than market prices. Meanwhile, bottom ash from power plants is given to nearby community for use as additive to bricks manufacturing. This has helped create job opportunities and generate income to local community which has been found to earn income from cement bricks sales in an average of around Bt. 20,000 per month. In addition, with the use of bottom ash, BLCP Power Plant can mitigate release of waste at least 450 kilograms per month, hence another way to bring down expenses on bottom ash disposal.

Figure 5 Waste (coal ash) management process

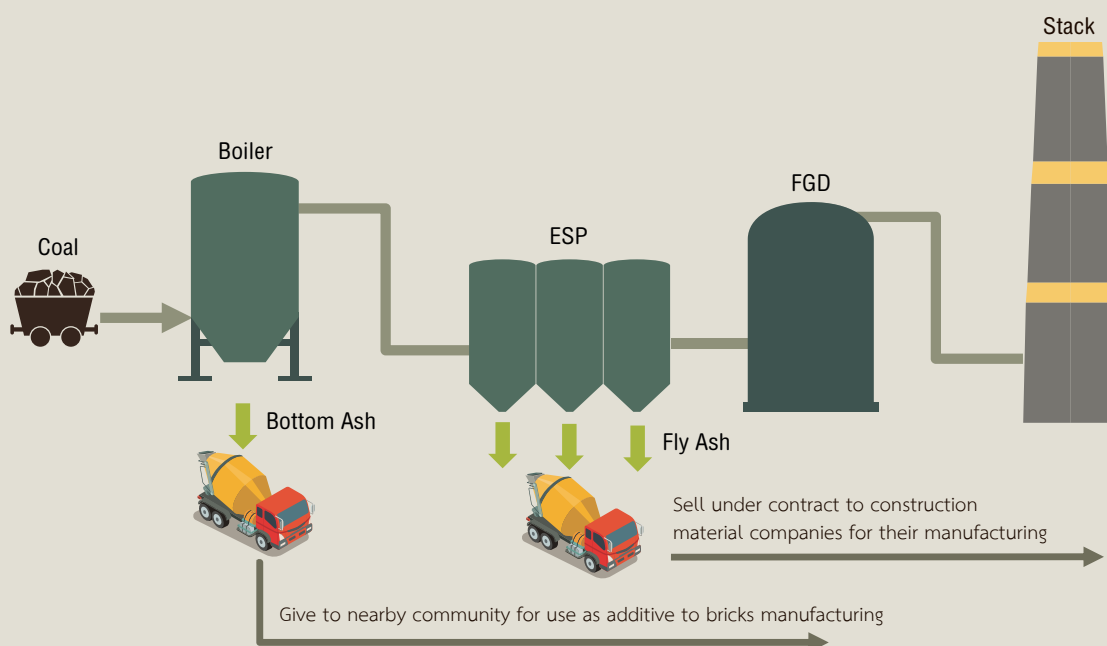
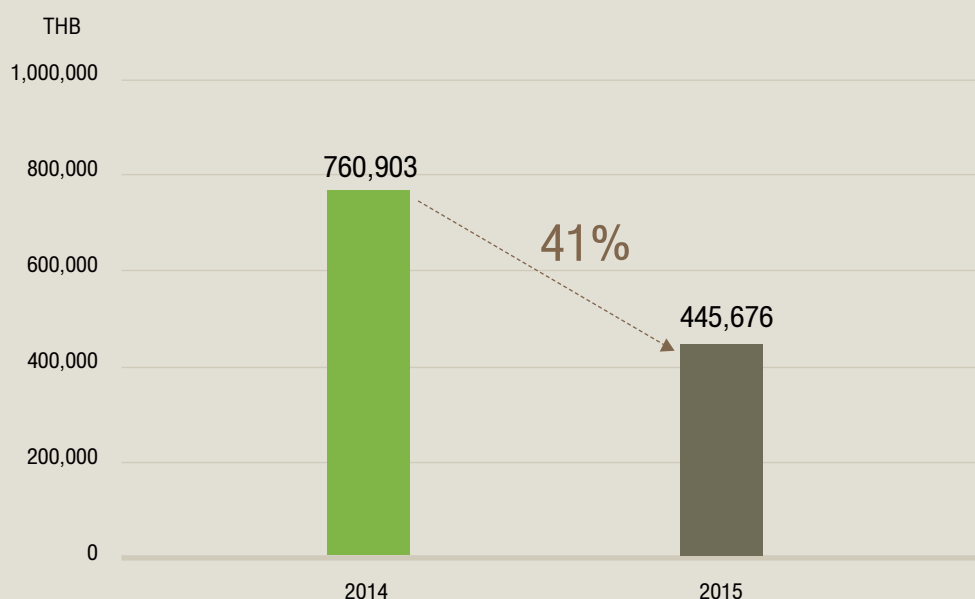


Figure 6 Expenses on coal ash disposal comparison in 2014 and 2015



Roi-Et Green Power Plant which is Thailand's first biomass power plant has provided rice husk ash after the combustion process to nearby community to produce bio-fertilizer for soil treatment. This is also to encourage farmers to switch from chemical fertilizers to environmentally-friendly fertilizers. In 2015, Roi-Et Green Power Plant has no expenses on disposal of husk ash and enhance income generation in the neighborhood.

Resource Use

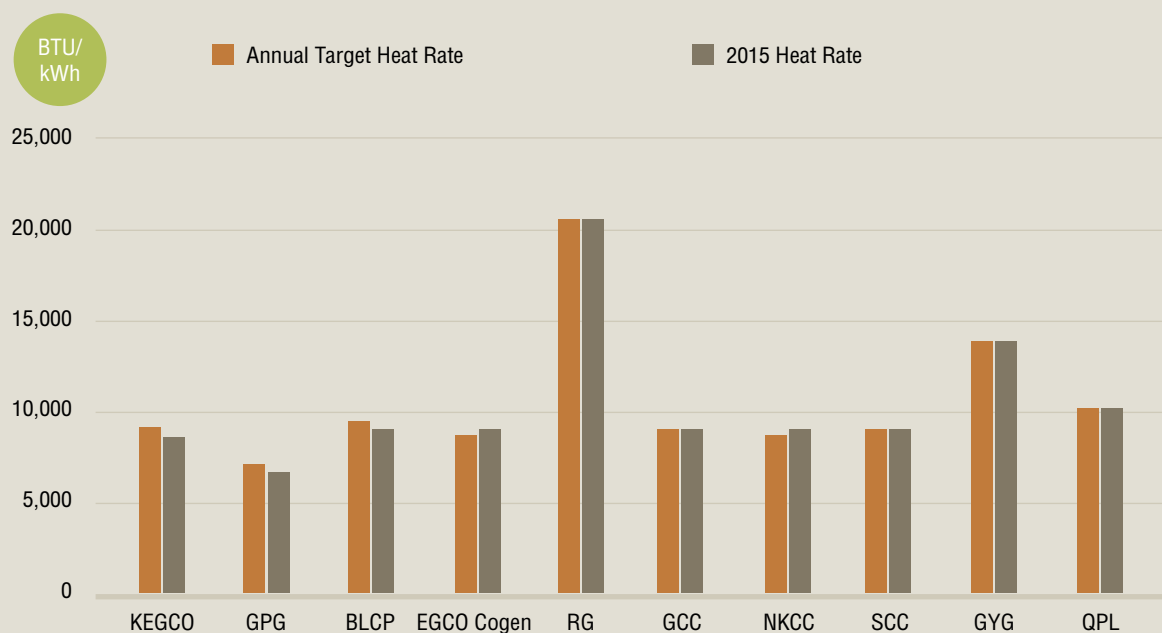
EGCO well recognizes that, the power generation process requires a large quantity of resources used as raw materials. If resource use per power generation unit can be reduced to the least as possible, this will not only reduce the impact on environment, community, and society, but also generate economic benefit to the Company in terms of lowering fuel costs and waste disposal expenses. EGCO has measure to optimize key resources used in power generation process such as fuel, water, and chemicals, as follows:

1. Fuel for power generation

EGCO places importance to power plant maintenance to ensure Availability Factor according to the Power Purchase Agreements (PPAs), and to be able to uninterruptedly supply electricity to the grid. Power plant operational efficiency will lessen fuel use per power generation unit and thus relieve impact on the environment, society, and community. This reflects EGCO's environmentally friendly business process with worthwhile resource use, which would better the Company's operational performance and at the same time boost competitiveness of EGCO Group.

In 2015, EGCO Group natural gas, coal, and biomass power plants mostly recorded heat rates better than the annual targets and not exceeding the rates specified in the PPAs, except for EGCO Cogen, Gulf Cogen and Nong Khae Cogen Power Plants which recorded slightly higher than targeted heat rate.

Figure 7 Comparison of Annual Target Heat Rate and 2015 Heat Rate



2. Water

Water is an essential resource for power generation. Water use of each power plant type varies according to power generation technology. Power plants use natural gas, coal, or biomass as fuel in combustion to increase water temperature to become super heated steam to drive turbine and rotate power generator. Raw water is from natural water sources including surface water (sea, river, and canal) and ground water, depending on location of each power plant. Reservoirs are designed and constructed to reserve water for power plant use in both normal and emergency situations, without affecting community water consumption. Power plants are required to report water utilization amount to the government authorities regularly. Water discharge from the generation process and buildings is treated in primary wastewater treatment system, then through physical and biological treatment processes, and finally to the retention pond before being discharged to the environment. Water quality is strictly inspected every three month as required by law. For power plants that do not require water in power generating process, i.e. solar power plant and wind power plant, water is used for maintenance of equipment, such as cleaning to remove dust from solar cells.

In 2015, EGCO Group power plants recorded amount of water used in power generation higher than 2014, due to the acquisition of 630 Megawatts Masinloc coal fired power plant. However, the amount of water used in power generation is also higher; there is an increase in water reuse for power plant operation by 18%. Wastewater from the generation process was treated before discharged into the environment in accordance with water saving measures (Reduce, Reuse, Recycle or 3R) which power plants strictly abide by and with close monitoring and supervision of power plant operation to ensure resource use optimization.

3. Chemicals

Due to necessity of water use in power generation, chemicals are needed to improve water quality to suit each generation process. For example, hydrazine is used in boiler, and hydrochloric (HCL), sulfuric acid (H_2SO_4) and sodium hydroxide (NaOH) are used in regeneration of resin and neutralization of wastewater, as well as use of lime and ferric chloride in water supply treatment process. These chemicals are procured domestically.

Business Innovations towards Environment, Society, and Stakeholder Responsibility

With experience over two decades in power generation business, EGCO well recognize that power generation has impacts on environment. Therefore, the Company has all along strived to minimize such impacts. Apart from installation of additional equipment to help control or reduce air pollution as mentioned above, EGCO gives priority to selection of good quality fuels with few environmental impacts, and use of power generation technology that enables least fuel use per power generation unit. This results in not only economic benefits to EGCO, but also mitigation of pollution or waste from the generation process. Even though EGCO is not a technology developer, EGCO selects proven power generation technology that is well accepted for efficiency of international standard, which can efficiently generate electricity on a commercial scale, and reduce impact on environment, society, and community to the least possible.

Coal

Power generation technology innovation in coal-fired power plant has been developed continuously up to present. Three EGCO coal-fired power plants already in operations domestically and overseas use subcritical boiler technology (generating capacity of 32% - 38%) as they have been in operations for several years. However, all three power plants have additionally installed highly efficient equipment to capture particles. These equipment items include Electrostatic Precipitator (ESP) with dust collecting capacity of 98.5% - 99.7% and Flue Gas Desulphurization (FGD) equipment which can control air pollution from the originating source. As a result, from inspection of particles and fine dust in areas nearby power plants and within a boundary of at least five kilometers, air quality is found to be good. For future investment in coal-fired power plants, EGCO plans to use supercritical boiler or ultra-supercritical boiler technology in which steam boilers carry generating capacity of around 37% - 42% or 42% - 45% respectively. These technologies help bring down fuel use and carbon dioxide emission by 20%, in combination with various pollutant treatment systems on NO_x , SO_2 , bottom ash and fly ash, etc.

Solar Power

At present, both large and small solar power plants in Thailand employ diverse solar panel installation technologies, depending on location, irradiation, and project scale. Two popular ones are fixed system and tracking system. For EGCO's investment in solar power plants, varied technologies are used as appropriate based on several factors and risk management consideration including assessment of power capacity, use of high quality equipment such as PV modules, inverter, and transformer to ensure maximum power generation efficiency. Details are as summarized below:

Lopburi Solar Power Plant and Wang Ploeng Solar Power Plant

Lopburi Solar Power Plant and Wang Ploeng Solar Power Plant are located in Lopburi province on an area of 1,400 rai. The adopt fixed system technology with solar panel on metal bar called “Super Dima” which has high moisture resistance and stability and installed on a base designed and made from special cement mix. Despite being of fixed system and exposed to sunlight for about 5 - 6 hours a day with full exposure at noon only, before installation, there is a calculation process to figure out appropriate installation degree based on average sunlight intensity level in the area to ensure highest efficiency in solar power absorption. Moreover, thin film solar panel technology is adopted, using film with thickness of only 0.5 micron, light weight and heat tolerance for more efficient power generation, especially in high temperature area. As such thin film solar panel is innovated to save cost and time in the production process, it is therefore suitable for large projects. Installation cost is also not so high, and maintenance process is not complicated. Lopburi Solar Power Plant and Wang Ploeng Solar Power Plant started commercial operations on 22 December 2011 and 2 May 2013 respectively.

SPP 2, SPP 3, SPP 4, and SPP 5 Power Plants

SPP 2, SPP 3, SPP 4, and SPP 5 are located in Saraburi province, Srisaket province, area in the boundary between Srisaket and Ubon Ratchathani provinces, and Roi-Et province respectively. These power plants apply tracking system technology and poly crystalline technology with generating properties and capacity of around 10% - 15%. With the tracking system, generating capacity would increase by about 20% compared with the fixed system, due to the rotating platform of the tracking system which enables the solar panel to move in pace with the sun and hence optimization of sunlight absorption all through the day. Such platform features the “mechanical arm” to move solar panel supported by software which collects data on solar radiation and aligns turning of solar panel to the angle which best absorbs sunlight in each period of day. Solar panel will move correspondingly with the sun from the east to the west every eight minutes. Each turn represents a change by 3 degrees and takes 20 seconds. When sunlight runs out in the evening, solar panel will return to Home position in parallel to the roof surface.

Such solar power generation of the four power plants will supply all electricity derived from sunlight each day into the system (no battery reserve) connected with the electricity distribution grid of PEA under non-firm Power Purchase Agreements for Very Small Power Producer (VSPP) of PEA. The four power plants are certified with Crown Standard as operators of “Clean Development Mechanism” (CDM) or under United Nations Framework Convention on Climate Change (UNFCCC), the same as Lopburi Solar Power Plant and Wang Ploeng Solar Power Plant.

Solarco Power Plant and G-Power Source Power Plant

Solarco Power Plant project consists of six solar power plants, namely Sai Yai 1, 2, and Sai Petch 1, 2, 3 in Nakhon Pathom province, and Sai Kheaw in Suphanburi province, with a total capacity of 57 megawatts. Meanwhile, G-Power Source Power Plant project consists of Dongkorn power plant in Chainat province, Ta-Keed and Ta-Sang power plants in Nakhon Sawan province, and Beung Sam Phun power plant in Phetchabun province, with a total capacity of 26 megawatts. Both Solarco and G-Power Source Power Plants employ fixed system technology which depends on calculation of solar intensity for solar panel installation and poly crystalline technology to enable sunlight absorption with highest efficiency.

Wind Power

At present, EGCO has one operated wind power plant in Thailand, namely Theppana Wind Farm, with an installed capacity of 7.5 megawatts. It is located in Dhep Sathit district of Chaiphum province. The plant adopts gearless technology whereby wind energy passes through blades directly into the generator together with air heat release set, which is different from general power plant technology operating with a gear set where wind energy passes through blades to the gear and the generator respectively, which causes noise during operation. As Theppana Wind Farm uses gearless technology which has no gear and no ventilating fan, there is no noise pollution caused to the community and at the same time maintenance expenses are low. From noise level measurement according to environment impact mitigation measures in place, the highest noise level of 52.8 dB (A) has been recorded, which is equal to the sound from window-type air conditioner. With the distance of wind turbine towers from households and noise traveling distance according to Notification of National Environment Committee No. 15 (B.E. 2540) at 24-hour average noise level, it has been found that noise level of Theppana Wind Farm does not exceed the 70 dB (A) limit, based mainly on the connecting pathway line between the power plant and the community, hence reduction of noise pollution to the surrounding community.

EGCO has another wind power plant project currently under construction and development in Thailand, namely Chaiphum Wind Farm, with an installed capacity of 90 megawatts. It is located in Chaiphum province which has high potential for development of wind power plant (with commercial operation expected by 2016). The plant will use gearless technology, like Theppana Wind Farm, but with different size of blades and higher wind turbine towers to suit the wind flow in the area. Moreover, EGCO has another wind power plant overseas which has started commercial operation, namely Boco Rock Wind Farm in Australia, using wind turbine technology of General Electric International Incorporated (GE) which is a proven and mature technology internationally accepted for high efficiency in power generation. There are also Blade add-ons called Trailing Edge Serration installed to reduce noise during functioning of Wind Turbine Generator (WTG), and in this regard, Vortex generator is used to bolster efficiency in wind power generation. Also, site layout has been well designed in order to control noise pollution to the least possible with noise level in compliance with the regulatory standard. To ensure appropriateness of technology used, a number of factors are taken into consideration including potential of wind power generation on a commercial scale, maintenance expenses, and so forth. Wind power technology currently under development is Low Wind Speed Technology which aims at generating high amount of electricity at low wind sites for optimal commercial investment potential.

Protection and Restoration of Ecosystem and Biodiversity

EGCO and Group power plants have implemented ongoing projects in the operations of large power plants as below:

EGCO

- Collaboration Project under the name of EGAT Group with Electricity Generating Authority of Thailand and Ratchaburi Electricity Generating Holding Public Co., Ltd. to participate in and support “Environment Rehabilitation in Honor of HRH Princess Maha Chakri Sirindhorn” in celebration of the 5th Cycle Birthday Anniversary of HRH Princess Maha Chakri Sirindhorn in 2015 organized by The Sirindhorn International Environmental Park Foundation under the patronage of HRH Princess Maha Chakri Sirindhorn, Cha-am district, Petchaburi province, with a 6-year project term (2015 - 2020), and covering the following operations:
 - *Restoration of mangrove forest and biodiversity of the park* on an area of about 33 rai Mangrove reforestation in honor of HRH Princess Maha Chakri Sirindhorn on the 5th Cycle Birthday Anniversary was conducted at The Sirindhorn International Environmental Park, Rama VI Camp, Cha-am district, Petchaburi province, on 2 April 2015 in collaboration with Electricity Generating Authority of Thailand (EGAT) and Ratchaburi Electricity Generating Holding Public Co., Ltd. (RATCH). Altogether 2,400 mangrove trees were planted in mangrove forest, comprising *Ceriops tagal*, *Ceriops decandra*, *Rhizophora mucronata*, and *Rhizophora apiculata* Blume in EGAT Group preserved area. Moreover, around 400,000 aquatic animals, i.e. blue swimming crabs, shrimps, and artemia were released to increase aquatic population for the rich abundance of the area, and restore the ecosystem of mangrove forest. Looking forward, the area will be developed as a nature learning path for the public.



- *Maintenance of trees in the 2nd - 6th years* by planting trees to replace dead ones and taking care of existing trees.
- *Development of nature trail* including walking path and preparation of sign boards along the route in order to be a living learning site of the ecosystem of coastal mangrove forest for the public.
- *Preservation and increase of aquatic animals in nature* to keep the coastal ecosystem in rich abundance.
- *Dissemination of Royal initiatives and works of HRH Princess Maha Chakri Sirindhorn* in restoration of natural resources and environment.

Khanom Power Plant

- **Mountainous Landscape Improvement Project**

Realizing the importance of community engagement and the value of indigenous flora, Khanom Power Plant has launched a project to improve the landscape of the mountains by planting 14 species of trees that represent the 14 southern provinces in the area at the foot of the Chaison Mountain. Being the recreational area for employees and the general public, this area also provides knowledge about indigenous plants to the community.

In 2015, plant maintenance was continued so that they remain healthy and beautiful, including grass cutting, weeding, decorating, and fertilizing.

- **Biofertilizer to Reduce Chemicals Project**

Khanom Power Plant realizes the importance of protecting ecosystems, environment, and sustainable use of natural resources. Thus, this project has been carried on. In 2015, grass residue from lawn mowing and fallen leaves were used and mixed with chicken manure and rice bran together with EM liquid for making biofertilizer to replace the use of chemical fertilizers. Approximately over 27,000 kilograms of biofertilizer can be produced each year.

- **Species Diversity and Abundance of Plankton and Benthic Animals Assessment Project**

Khanom Power Plant has conducted bi-annual assessment of the species diversity and abundance of plankton and benthic animals in the area of Khanom Gulf and Khanom River. It was found that the diversity and abundance of plankton and benthic animals were not directly affected by the water discharged from the power plant. Rather, the impacts were the results of the environment of Khanom canal, namely the chemical and physical conditions of the water, the quantity of light and nutrients, water discharge from households and development in the community.



BLCP Power Plant

- **Green Area Development Project**

BLCP has implemented a project to improve and develop a green area in the power plant since 2012 up to present in a bid to conserve the environment and ecosystem in the power plant without use of chemicals to prevent contamination and residue of chemicals in the soil, covering production of bio-extract to nourish plants and eradicate weeds, sustainable maintenance and improvement of soil quality by covering soil with grass residues and leaves according to the Royal initiative of His Majesty The King as well as allocating areas for growing and nursing young plants for replacement and increase of green area density.

In 2015, green area was developed in the eastern part of the power plant to provide for more shady and cool area. Water system for plant watering was also improved with the use of recycled water from the generation process.



- Saket Island Ecosystem Restoration Project**

Saket Island is a small island of approximately 10 rai area and is about 300 meters from Maptaphut Industrial Port to the east. Before industrial development, Saket Island had an abundance of coral reefs. However, most of them have been damaged and only 10% - 20% is left today. Therefore, BLCP has initiated a project to restore the ecosystem surrounding the island to maintain its abundance being habitat of aquatic animals, covering an around 5-year period during 2014 - 2018. The company has joined hands with experts in the aquatic ecological system to conduct study on the current conditions of this area, covering quality of seawater, underwater residue, existing coral reefs and causes of diminishing coral reefs, and consult with local fishery groups and nearby community, as well as prepare a master plan on sustainable development of Saket Island. Relevant communities and government agencies including provincial fishery authorities, regional fishery authorities, Maptaphut municipality, Maptaphut Industrial Estate, and local fishery groups have taken part in proposing guidelines on development of Saket Island by establishing Saket Island Development and Rehabilitation Committee, as a provincial working committee, chaired by Rayong Deputy Governor.



In 2015, there was project progress with completion of the master plan and proposal to the committee being underway for consideration of guidelines on rehabilitation, prioritization of rehabilitation activities, and appointing local volunteers to carry on the project to be as outlined in the master plan and suitable for the area accordingly.

- **Release of aquatic animal breeds in honor of HM The Queen on Birthday Anniversary 12th August and HM The King on Birthday Anniversary 5th December**

In honor of and as merit-making for HM The King and HM The Queen, about 5 million aquatic animals are annually released to increase and disseminate aquatic animals in the eastern region sea (Rayong estuary-Baan Chang district), in collaboration with 13 small local fishery groups. Since 2012, collaboration has been expanded to the government and private sector alliances in the area consisting of Maptaphut Industrial Port Office, Glow, SCG and PTT Groups, in releasing aquatic animals eight times a year, and in an increased number to around 10 million aquatic animals a year.



Quezon Power Plant

Realizing the importance of living creatures to the ecosystem, Quezon Power Plant has joined hands with employees and surrounding community to keep record of animals found in the area since 2007 until present as regards size, weight and quantity, and reported to Environment Management Committee of the power plant. The information has also been forwarded to related agencies for verification of species and status in comparison with the IUCN list of animal species at risk (IUCN Red List Species) and the List of CITES Species. After that, the animals have been released to the natural setting where they are taken for research with the objective of preserving the population of local animals and preventing impact on biodiversity.

- Tracking of quantity of living population, rescuing wild animals, and protection of biodiversity of animal species on IUCN and CITES lists

From the tracking and survey of living things in the ecosystem since 2007 up to present, a total of 85 wild animals have been found, recorded, and rescued. During January - October 2015, 15 types of animals have been found and recorded, comprising birds, monitor lizards, snakes, and others. Some important examples are as below:



Eagle Owl rescued Mar 4, 2015



Asian Glossy Starlings rescued May 7 and 8, 2015



Philippine Sailfin Lizard rescued Mar 18, 2015



Painted Bronzeback Snake captured Oct 19, 2015



Monitor Lizard rescued Mar 1, 2015



Green Sea Turtle rescued on Jan 2, 2015



Olive Ridley Turtle rescued Oct 23, 2015

- Sea Turtles Preservation Project** The project was initiated as sea turtles had been found at risk of being detained or consumed by people, hence risk of extinction, which may affect the overall marine ecosystem. Quezon Power Plant thus joined the sea turtle preservation project conducted by government agencies in the local area to alleviate the problem, starting from holding knowledge dissemination activity and training for local community, especially fishermen group to take part in the sea turtle preservation through taking photo, measuring found animals, recording, specification of species, record keeping and submission of records to relevant local authorities for data recording, rescuing, and releasing animals into the sea respectively. Since 2005 up to present, 37 sea turtles have been found and recorded. In 2015, two sea turtles were found and saved. The first one was a large Green Sea Turtle, weighing 154 kilograms, found in an intake area which brought seawater into the power plant in January. The second one, found by local fishermen in October, was Olive Ridley Turtle, weighing 27 kilograms. Bruises were found in necks and legs of the turtles injured by fishermen's equipment. The turtles were found near Cagbalete island. The working committee recorded data in detail before releasing them into the sea.

- Protection and restoration of submarine ecosystem**

Quezon Power Plant has conducted a survey of the environment and population of submarine plants and animals vital to the ecosystem or those under protection, such as coral and scaly giant clam with the objective of compiling information and following up on the results every three years. In addition, during difficult weather and monsoon season, the agencies and communities in the area collaborate in moving plants and animals at risk of experiencing severe conditions to an area suited to their survival. The goal is to help protect and preserve the abundance of marine ecosystem and marine biodiversity.

- Plantation and beach cleaning activity**

In 2015, Quezon Power Plant volunteer employees and communities surrounding the power plant joined hands in an activity to clean up the beach near the power plant and plant trees and mangrove forest, altogether three times in April, June, and September. Throughout the year, over 300 volunteers and local people collected 294 pieces of garbage and planted 1,500 trees/mangrove plants.

General Information

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Electricity Generating Public Company Limited (EGCO)	Holding Company focusing on Power business and others related to power business	5,300	10	5,264.65	-
Registration 0107537000866 (No.BorMorJor.333)					
Head Office 14 th , 15 th Floor EGCO Tower, 222 Moo 5, Vibhavadi Rangsit Road, Tungsonghong, Laksi, Bangkok 10210, Thailand					
Tel. +66 (0) 2998 5000	Independent Power Producer (IPP)				
Fax. +66 (0) 2955 0956-9	Electricity Generating and supply business				
Rayong Power Plant					
Bangkok Office 12 th Floor, EGCO Tower					
Tel. +66 (0) 2998 5000					
Fax. +66 (0) 2955 0931					
Rayong Office 35 Rayong Highway No. 3191 Huay Pong, Amphur Muang, Rayong 21150, Thailand					
Tel. +66 (0) 3868 1012,					
+66 (0) 3868 1016,					
+66 (0) 3868 1020					
Fax. +66 (0) 3868 1784					
Sector Industry Energy & Utilities Resources					
Foreign Limit 44.81%					
Share of Minor Shareholder (% Free Float) 51.90%					
Website www.egco.com					

Subsidiaries

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Khanom Electricity Generating Company Limited (KEGCO)	IPP	6,000	10	6,000	99.99
Office 12 th Floor, EGCO Tower	Electricity Generating and supply business				
Tel. +66 (0) 2998 5000					
Fax. +66 (0) 2955 0932					
Site Office 112 Moo 8, Tongnean, Khanom, Nakhon Si Thammarat 80210, Thailand					
Tel. +66 (0) 7552 9173,					
+66 (0) 7552 9179					
Fax. +66 (0) 7552 8358					
EGCO Engineering & Service Company Limited (ESCO)	Engineering, operation and maintenance services for power plants and manufacturers	400	10	400	99.99
Office 13 th Floor, EGCO Tower					
Tel. +66 (0) 2998 5000					
Fax. +66 (0) 2955 0933					
Site Office 35 Rayong Highway No. 3191 Huay Pong, Amphur Muang, Rayong 21150, Thailand					
Tel. +66 (0) 3868 2611-4					
Fax. +66 (0) 3868 2823					



Subsidiaries (continued)

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
North Pole Investment Company Limited (North Pole) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 6 th Floor, Tower A, 1 CyberCity, Ebene, Republic of Mauritius	Holding company focusing on investment in electricity generating companies in foreign countries	53,130.96 ¹ (1,475,769,857 USD)	36.0022 ¹ (1 USD)	53,130.96 ¹ (1,475,769,857 USD)	100
EGCO International (B.V.I.) Limited (EGCO B.V.I.) (North Pole is the company's 100% shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Akara Bldg., 24 De Castro Street, Wickhams Cay 1, Road Town, Tortola, British Virgin Islands, P.O. Box 3136	Holding company focusing on investment in electricity generating companies in foreign countries	12.60 ¹ (350,000 USD)	36.0022 ¹ (1 USD)	12.60 ¹ (350,000 USD)	100
New Growth Cooperatief U.A. (Coop) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in foreign countries	52,076.02 ¹ (1,446,467,737 USD)		52,076.02 ¹ (1,446,467,737 USD)	100
New Growth B.V. (BV) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in foreign countries	1.08 ¹ (29,939.25 USD)		1.08 ¹ (29,939.25 USD)	100
Quezon Power, Inc. (QPI) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Holding company focusing on investment in electricity generating companies in Philippines	7.20 ¹ (200,000 USD)		7.20 ¹ (200,000 USD)	100
Quezon Power (Philippines), Limited Co. (Quezon) (North Pole is the company's 100% indirect shareholder) Makati office 14 th Floor Zuellig Building Makati Avnue corner Paseo de Roxas 1225 Makati City, Philippines Oversea office Barangay, Cagsiay I, Mauban Quezon Province, Philippines 4330	IPP Electricity Generating and supply business	7,475.54 ¹ (207,641,268 USD)		7,475.54 ¹ (207,641,268 USD)	100
Pearl Energy Philippines Operating, Inc. (PEPOI) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Barangay, Cagsiay I, Mauban, Quezon, Philippines 4330	Operation and Maintenance of QPL	7.20 ¹ (200,000 USD)		7.20 ¹ (200,000 USD)	100

Subsidiaries (continued)

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Quezon Management Service Inc. (QMS) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 14 th Floor Zuellig Building Makati Avnue corner Paseo de Roxas 1225 Makati City, Philippines	Management service for Quezon Power Plant	4.01 ^{/3} (5,260,000 PESO)		4.01 ^{/3} (5,260,000 PESO)	100
Mauban Holdings Company Inc. (Mauban) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 14 th Floor Zuellig Building Makati Avenue corner Paseo de Roxas 1225 Makati City, Philippines	Holding company focusing on investment in electricity generating companies	341.42 ^{/3} (448,000,000 PESO)	76.21 ^{/3}	341.42 ^{/3} (448,000,000 PESO)	100
Evergreen Power Venture B.V. (Evergreen) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in foreign countries	0.00 ^{/1} (1 USD)	36.0022 ^{/1}	0.00 ^{/1} (1 USD)	100
Millennium Energy B.V. (Millennium) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in foreign countries	0.00 ^{/1} (1 USD)	36.0022 ^{/1}	0.00 ^{/1} (1 USD)	100
South Pacific Power Pty Limited (SPPP) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Darling Park Tower 2, 201 Sussex Street, Sydney, New South Wales, 2000	Holding company focusing on investment in electricity generating companies in Australia	2,887.24 ^{/4} (110,506,987 AUD)	26.1272 ^{/4}	2,887.24 ^{/4} (110,506,987 AUD)	100
Boco Rock Wind Farm Pty Limited (Boco Rock) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 81 Flinders Street, Adelaide, South Australia, 5000 Tel. +61 8 8384 7755 Fax. +61 8 8384 7722	Electricity Generating and supply business	2,540.82 ^{/4} (97,247,980 AUD)	26.1272 ^{/4}	2,540.82 ^{/4} (97,247,980 AUD)	100
Gen Plus B.V. (Gen Plus) (North Pole is the company's 100% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in foreign countries	0.00 ^{/1} (1 USD)	36.0022 ^{/1}	0.00 ^{/1} (1 USD)	100

Company		Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Phoenix Power B.V. (PP) (North Pole is the company’s 100% indirect shareholder)		Holding company focusing on investment in electricity generating companies in foreign countries	0.00 ¹	36.0022 ¹	0.00 ¹	100
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9		(100 USD)	(1 USD)	(100 USD)	
Oversea office	Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands					
EGCO Cogeneration Company Limited (EGCO Cogen)		Small Power Producer (SPP)				
Office	13 th Floor, EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9	Electricity and steam generating and supply business				
Site Office	222 Moo 8, Mabkha, Nikhom Phattana, Rayong 21180, Thailand Tel. +66 (0) 3863 7051-57 Fax. +66 (0) 3863 7063					
EGCO Green Energy Company Limited (EGCO Green)		Holding company focusing on power business	175	10	175	74
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
Roi-Et Green Energy Company Limited (Roi-Et Green) (EGCO Green is the company’s 95% shareholder)		SPP utilizing Biomass as primary fuel	180	10	180	70.30
Office	13 th Floor, EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
Site Office	222 Moo 10, Nua-Muang, Amphur Muang, Roiet 45000, Thailand Tel. +66 (0) 4351 9825-6 Fax. +66 (0) 4351 9827					
Agro Energy Company Limited (AE) (ESCO is the company’s 99.99% shareholder)		Trading/delivery service of fuel from natural scrap	2	10	2	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
SPP Two Company Limited (SPP 2)		VSPP Electricity Generating and Supply Business using Solar Power	196.7	10	196.7	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
Site Office	Salangpan, Wang Muang, Saraburi 18220, Thailand					
SPP Three Company Limited (SPP 3)		VSPP Electricity Generating and Supply Business using Solar Power	197.5	10	197.5	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
Site Office	Tha-Klor, Benjaluck, Srisaket 33110, Thailand					
SPP Four Company Limited (SPP 4)		VSPP Electricity Generating and Supply Business using Solar Power	148.7	10	148.7	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9					
Site Office	Tha-Klor, Benjaluck, Srisaket 33110, Thailand					

Subsidiaries (continued)

Company		Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
SPP Five Company Limited (SPP 5)		VSPP	198.4	10	198.4	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9	Electricity Generating and Supply Business using Solar Power				
Site Office	Koomueng, Muengsuang, Roi-Et 45220, Thailand					
Theppana Wind Farm Company Limited (Theppana)		VSPP	157.32	100	145.23	90
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Electricity Generating and Supply Business using Wind Power				
Site Office	Watabaek, Thepsathit, Chaiyaphum 36230, Thailand					
Yanhee EGCO Holding Company Limited (Yanhee EGCO)		Holding Company investing in electricity generating from Solar Power	10.01	100	10.01	49
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9					
Solarco Company Limited (Solarco) (Yanhee EGCO is the company's 100% shareholder)		VSPP	1,650	100	1,650	49
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Electricity Generating and Supply Business using Solar Power				
Chaiyaphum Wind Farm Company Limited (Chaiyaphum)		Small Power Producer (SPP)	1,514	100	402.85	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Electricity Generating and Supply Business using Wind Power				
Klongluang Utilities Company Limited (Klongluang, TJ Cogen)		Small Power Producer (SPP)	1,000	10	257.50	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Electricity and steam generating and supply business				
Banpong Utilities Company Limited (Banpong, SK Cogen & TP Cogen)		Small Power Producer (SPP)	2,000	10	507.5	99.99
Office	EGCO Tower Tel. +66 (0) 2998 5999 Fax. +66 (0) 2955 0956-9	Electricity and steam generating and supply business				

Joint Ventures

Company		Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Gulf Electric Public Company Limited (GEC)		Holding company focusing on IPP and SPP	14,000	10	13,784.35	50
Office	No.87, 11 th Floor, M. Thai Tower 1, All Seasons Place, 87 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Tel. +66 (0) 2654 0155 Fax. +66 (0) 2654 0156-7					
Website	http://www.gulfelectric.co.th					

Joint Ventures (continued)

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Gulf Energy Company Limited (GEN) (GEC is the company's 100% shareholder) Office No.87, 8 th Floor, M. Thai Tower 1, All Seasons Place, 87 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Tel. +66 (0) 2654 0155 Fax. +66 (0) 2654 0156-7	Holding company focusing on IPP and SPP	9,782	10	9,782	50
Gulf IPP Company Limited (GIPP) (GEC is the company's 100% shareholder) Office No.87, 8 th Floor, M. Thai Tower 1, All Seasons Place, 87 Wireless Road, Lumpini, Pathumwan, Bangkok 10330, Thailand Tel. +66 (0) 2654 0155 Fax. +66 (0) 2654 0156-7	Holding company focusing on IPP	9,779	10	9,779	50
Gulf Power Generation Company Limited (GPG) (GEC is the company's 100% shareholder) Site office 64 Moo 2 Ban Pa, Kaeng Khoi, Saraburi 18110, Thailand Tel. +66 (0) 3626 2403-9 Fax. +66 (0) 3626 2402	Independent Power Producer (IPP) Electricity Generating and supply business	9,607	10	9,607	50
Gulf Cogeneration Company Limited (GCC) (GEC is the company's 100% shareholder) Site office 79 Moo 3, Tandeow, Kaeng Khoi, Saraburi 18110, Thailand Tel. +66 (0) 3624 6203-4 Fax. +66 (0) 3624 6531	Small Power Producer (SPP) Electricity and steam generating and supply business	850	10	850	50
Nong Khae Cogeneration Company Limited (NKCC) (GEC is the company's 100% shareholder) Site office 111/11 Moo 7 Nongplamor, Nong Khae, Saraburi 18140, Thailand Tel. +66 (0) 3637 3676 Fax. +66 (0) 3637 3691	Small Power Producer (SPP) Electricity and steam generating and supply business	1,241.72	74	1,241.72	50
Samutprakarn Cogeneration Company Limited (SCC) (GEC is the company's 100% shareholder) Site office 745 Moo 2 Bang Pu Mai, Amphur Muang, Samutprakarn 10280, Thailand Tel. +66 (0) 2709 0751 Fax. +66 (0) 2709 1842	Small Power Producer (SPP) Electricity and steam generating and supply business	981.54	76	981.54	50
Gulf Yala Green Company Limited (GYG) (GEC is the company's 100% shareholder) Site office 80 Moo 1, Pron, Amphur Muang, Yala 95160, Thailand Tel. +66 (0) 7325 2721 Fax. +66 (0) 7325 2722	SPP utilizing Biomass as primary fuel	460	10	460	50
BLCP Power Limited (BLCP) Office No. 9, I-8 Road, Map Ta Phut Industrial Estate, Amphur Map Ta Phut, Rayong 21150, Thailand Tel. +66 (0) 3892 5100 Fax. +66 (0) 3892 5199	IPP Electricity Generating and supply business	12,010	100	12,010	50
Nam Theun 2 Power Company Limited (NTPC) Office Unit 9, Tat Luang Road Nongbone Village, P.O. Box 5862 Vientiane, Lao PDR Tel. (856-21) 263 900 Fax. (856-21) 263 901	IPP Electricity Generating and supply business	16,200.99 ¹ 450,000,000 (USD)	3,600.22 ¹ 100 (USD)	13,446.82 ¹ 373,500,000 (USD)	35

Joint Ventures (continued)

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Natural Energy Development Company Limited (NED) Office 188 Moo 3, Wang Ploeng, Khok Samrong, Lopburi 15120, Thailand Site Office 188 Moo 3, Wang Ploeng, Khok Samrong, Lopburi 15120, Thailand Tel. +66 (0) 3641 8400 Fax. +66 (0) 3641 8401	SPP Electricity Generating and Supply Business using Solar Power	2,304	10	2,283	66.67
G-Power Source Company Limited (GPS) Office 1046 Nakornchaisri Rd., Nakornchaisri, Dusit, Bangkok 10300 Thailand Tel. +66 (0) 2242 5800 Fax. +66 (0) 2242 5830 Site Office - Branch 1 11/1, 111, 111/1 Moo 11 Dong Khon, Sankhaburi, Chai Nat 17140 - Branch 2 11/1, 11/11 Moo 5 Ta Khit, Banphot Phisai, Nakhon Sawan 60180 - Branch 3 11, 11/1 Moo 2 Ta Sang, Banphot Phisai, Nakhon Sawan 60180 - Branch 4 311, 311/1 Moo 2 Sap Samo Thot, Bueng Sam Phan, Phetchabun 67160	VSPP Electricity Generating and Supply Business using Solar Power	930	100	930	60
GIDEC Company Limited (GIDEC) Office 408/70 Paholyothin Place Tower 16 th Floor Paholyothin Road, Samsennai, Phayathai, Bangkok 10400, Thailand Site Office Sanambin Panij Road, Moo 3 Kuanlung, Hat Yai, Song Khla 90110, Thailand	VSPP Electricity Generating and Supply Business using waste	400	100	400	50
PT Manambang Maura Enim (MME) (North Pole is the company's 40% indirect shareholder) Head Office Puri Matari 2, 1 st Floor JL.HR. Rasuna Said Kav. H1-2, South Jakarta 10210, Indonesia Site Office Lawang Kidul and Tanjung Enim, Muara Enim City, Sumatera Selatan (South Sumatra) Province, Indonesia	COAL MINING industry, covering coal mining, coal concession development, coal trading and shipping.	1,925.78 ^{/2} 750,000,000 (Thousand Rupiah)	2,567.70 ^{/2} 1,000 (Thousand Rupiah)	481.44 ^{/2} 187,500,000 (Thousand Rupiah)	40
Kalilayan Power Inc. (Kalilayan) (North Pole is the company's 49% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 62 H. Dela Costa Street, Barangay Daungan Mauban, Quezon Province, Philippines	Holding company investing in San Buenaventura Power Ltd	6.86 ^{/3} (9,000,000 PESO)		6.86 ^{/3} (9,000,000 PESO)	49
San Buenaventura Power Ltd (SBPL) (North Pole is the company's 49% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 62 H. Dela Costa Street, Barangay Daungan Mauban, Quezon Province, Philippines	Electricity Generating and supply business	457.26 ^{/3} (600,000,000 PESO)		457.26 ^{/3} (600,000,000 PESO)	49
Masin-AES Pte Ltd (Masin-AES) (North Pole is the company's 44.54% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office Schiphol Boulevard 231, 1118BH Schiphol, The Netherlands	Holding company focusing on investment in electricity generating companies in Philippines	9,109.42 ^{/1} (253,024,063 USD)	36.0022 ^{/1} (1 USD)	9,109.42 ^{/1} (253,024,063 USD)	44.54

Joint Ventures (continued)

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Masinloc Power Partners Co., Ltd. (Philippines) (MPPCL) (North Pole is the company's 40.95% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 18 th Floor, Bench Tower, 30 th Street, Cor. Rizal Drive, Crescent Park, West 5, Bonifacio Global City, Taguig 1634, Metro Manila, Philippines	IPP Electricity Generating and supply business	9,900.61 ^{/1} (275,000,000 USD)	36.0022 ^{/1} (1 USD)	9,900.61 ^{/1} (275,000,000 USD)	40.95
Alpha Water & Realty Services Corp (Alpha Water) (North Pole is the company's 16.38% indirect shareholder) Office EGCO Tower Tel. +66 (0) 2998 5000 Fax. +66 (0) 2955 0956-9 Oversea office 3 rd Floor, Glass Tower Building, 115 C. Palanca Street, Makati City 1229, Philippines	Water Supply, equipment supply, and coal offloading and delivery service for Masinloc coal-fired thermal power plant	132.61 ^{/3} (174,000,000 PESO)	0.7621 ^{/3} (1 PESO)	132.61 ^{/3} (174,000,000 PESO)	16.38

Associate

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Star Energy Geothermal Pte Ltd (SEG) (North Pole is the company's 20% indirect shareholder) Office 9 Battery Road, #15-01, Straits Trading Building, Singapore 049910	Holding company focusing on investment in geothermal power plants in Indonesia	4,840.02 ^{/1} (134,436,650 USD)		4,840.02 ^{/1} (134,436,650 USD)	20

Other

Company	Business	Registered Share Capital (Million Baht)	Par Value (Baht)	Paid-up Share Capital (Million Baht)	Ownership Interest (Direct+ Indirect) (%)
Eastern Water Resources Development and Management Public Company Limited (East Water) Office 23-26/F Eastwater Building, 1 Vibhavadi Rangsit Road, Jomphol, Chatuchak, Bangkok 10900, Thailand Tel. +66 (0) 2272 1600 Fax. +66 (0) 2272 1601-3 Website www.eastwater.com	Water resources development and management forsupplying raw water to the customers	1,663.73	1	1,663.73	18.72
Xayaburi Power Company Limited (XPCL) Office 215 Lanexang Avenue, Ban Siang Yuen Chantaburi, Vientiane, Lao PDR Tel. (856-21) 223 215, 252 060 Fax. (856-21) 215 500	Feasibility study on Hydroelectric project in Lao PDR	26,861	10	12,174.50	12.5

Note: The Exchange rate as at December 30, 2015

^{/1} 1 USD = Baht 36.0022

^{/2} 1,000 Rupiah = Baht 2.5677

^{/3} 1 PESO = Baht 0.7621

^{/4} 1 AUD = Baht 26.1272



Reference Persons

Regulator	<p>Securities and Exchange Commission, Thailand 333/3 Viphavadi Rangsit Road, Chomphon, Chatuchak, Bangkok 10900, Thailand</p> <p>Tel. +66 (0) 2695 9999 Fax. +66 (0) 2695 9660 E-mail: info@sec.or.th Website: www.sec.or.th</p>
Regulator	<p>The Stock Exchange of Thailand 93 Ratchadaphisek Road, Dindaeng, Bangkok 10400, Thailand</p> <p>Tel. +66 (0) 2009 9000 Fax. +66 (0) 2009 9991 SET Contact Center +66 (0) 2009 9999 E-mail: SETCallCenter@set.or.th Website: www.set.or.th</p>
Share and Debenture registrar	<p>Thailand Securities Depository Company Limited 93 Ratchadaphisek Road, Dindaeng, Bangkok 10400, Thailand</p> <p>Tel. +66 (0) 2009 9000 Fax. +66 (0) 2009 9991 SET Contact Center +66 (0) 2009 9999 E-mail: SETContactCenter@set.or.th Website: http://www.set.or.th/tsd</p>
Auditor	<ol style="list-style-type: none"> 1. Mr. Somchai Jinnovart Certified Public Accountant (Thailand) No. 3271 2. Mr. Vichien Khingmontri Certified Public Accountant (Thailand) No. 3977 3. Ms. Amornrat Pearmpoonvatanasuk Certified Public Accountant (Thailand) No. 4599 <p>PricewaterhouseCoopers ABAS Limited 15th Floor, Bangkok City Tower, 179/74-80 South Sathorn Road, Bangkok 10120, Thailand</p> <p>Tel. +66 (0) 2286 9999, +66 (0) 2344 1000 Fax. +66 (0) 2286 5050</p>

Index of Articles Required for the 56-2 form

(This is prepared in accordance with the Notification of the Capital Market Supervisory Board no. Tor Jor 44/2556 re: Criteria and Conditions of Information Disclosure on financial status and operation performance of Listed Company)

Topics	Page No.
1. Business Overview	
1.1 Business Characteristics	106
1.2 Revenue Structure	124
1.3 Power Industry and Competition	120
2. Risk Factors	115
3. General Information	328
4. Shareholder and Management Structure	
4.1 Shareholder	32
4.2 Management Structure	58
4.3 Dividend Payment Policy	34
4.4 Director and Management Selection	261, 269
4.5 Remuneration	71 - 74
5. Corporate Governance	246
6. Corporate Social Responsibility	
6.1 Employees	284
6.2 Responsibility towards the Community and Society	294
6.3 Responsibility towards the Environment	310
7. Internal Control and Risk Management	280
8. Related Transaction	143
9. Financial Overview	152
10. Management Discussion and Analysis	126
11. Report and Consolidated Financial Statements	155
11.1 Audit Fee	245

The investors can find further information of the Listed Company from the Company's Annual Registration Statement (form 56-1) which is posted on www.sec.or.th or www.egco.com

Performance Data

Generation and Distribution of Economic Value to Stakeholders

In 2015, EGCO and power plants under EGCO Group generated and distributed economic value to stakeholders as described below.

Unit : Million Baht

Staff remuneration comprising salary, wages, bonus, company contribution to provident fund and expense on staff development	742.12
Dividend paid to shareholders	3,290.32
Interest and financial expense for moneylenders	2,065.21
Tax paid to the government and local authorities	265.92
Payment for the Fund for Empowerment of Persons with Disabilities	0.11
Payment for the Power Development Fund	386.43
Expense on community and social contribution	106.51

EGCO and the power plants in EGCO Group have contributed to the economic development, both in the local communities surrounding the power plants and at the national level.

At the local level, EGCO and its power plants have stipulated the practice guidelines regarding procurement and employment of contractors and local communities. At present, over 90% of the contractors and outsourced operators of EGCO Group's power plants are local workers.

At the national level, EGCO's electricity-generating business influences the enhancement of quality of life of people in society and industry development. In other words, the availability of electricity thoroughly and sufficiently is conducive to economic development.

EGCO is the first Independent Power Producer in Thailand, currently producing electricity to serve the country's demand with total contracted capacity supplying to EGAT of 2,739.65 megawatt, or 7.06% of overall national production capacity of 38,814.95 megawatt.



Payment for the Power Development Fund in 2015

Power Plants	Amount of Payment (Million Baht)
Domestic	
KEGCO	47.83
GPG	50.80
BLCP	216.97
EGCO Cogen	8.40
Roi-Et Green	0.66
GCC	6.70
SCC	13.20
NKCC	14.00
GYG	1.60
NED	1.30
SPP 2	0.16
SPP 3	0.16
SPP 4	0.12
SPP 5	0.17
GPS	0.46
Theppana	0.12
Solarco	1.18
Overseas	
NTPC	Not Applicable
Quezon	22.60
MPPCL	Not Applicable
Boco Rock	Not Applicable
SEG	Not Applicable
Total payment for the power development fund from EGCO's power plants in Thailand	363.83
Total payment for the power development fund from EGCO's power plants in overseas	22.60
Total payment for power development fund from EGCO's power plants both domestic and overseas	386.43

Human Resource⁽¹⁾

	Unit	2016		
		Male	Female	Total
Total number of Employee	Person	1,914	560	2,474
- Permanent Employee	Person	1,530	356	1,886
- Staff under O&M Agreement/Service Agreement	Person	384	204	588
Gender Diversity (Permanent employee)	Person	1,530	356	1,886
- Executive ⁽²⁾	person	38	11	49
- Middle Management	person	94	33	127
- First-Level Management	person	138	54	192
- Employee (Non-management level)	person	1,260	258	1,518
Total number of Employee Turnover	Person	76	33	109
Employee Turnover by Age Group				
- Below 30 years old	Person	19	11	30
- 30-50 years old	Person	41	22	63
- Over 50 years old	Person	16	0	16
Turnover rate	% of total employee	4.97%	9.27%	5.78%
Total number of new employees hired	Person	68	40	108
New employees hired by Age Group				
- Below 30 years old	Person	34	23	57
- 30-50 years old	Person	33	16	49
- Over 50 years old	Person	1	1	2
Total new hire rate	% of total employee	4.44%	11.24%	5.73%
Parental Leave				
- Employee taken parental leave	Person	36	12	48
- Employee returned to work after parental leave	Person	36	8	44
Total training hours				
Total training hours by level group	hour/year	58,953	13,283	72,236
- Executive	hour/year	232	23	255
- Middle Management	hour/year	4,089	1,362	5,452
- First-Level Management	hour/year	7,720	1,506	9,225
- Employee (Non-management level)	hour/year	46,912	10,392	57,304
Total training hours by type	hour/year	58,953	13,283	72,236
- Environment, Health and Safety	hour/year	19,499	2,471	21,970
- Others	hour/year	39,454	10,812	50,266
Average training hours				
Average training hours by level group				
- Executive	hour/person/year	6.11	2.09	5.20
- Middle Management	hour/person/year	43.50	41.28	42.93
- First-Level Management	hour/person/year	55.94	27.88	48.05
- Employee (Non-management level)	hour/person/year	37.23	40.28	37.75
Average training hours by type				
- Environment, Health and Safety	hour/person/year	12.74	6.94	11.65
- Others	hour/person/year	25.79	30.37	26.65
Grievances about human resources				
- Number of grievance about human resource	Case	-	-	-
- Number of grievance addressed	Case	-	-	-
- Number of grievance resolved	Case	-	-	-

Remark :

⁽¹⁾ Data is based on EGCO's head office and EGCO's power plant which its operation more than 1 year by 31 December 2015. GIDEC is not included.

⁽²⁾ Executives include President, Senior Executive Vice President and Executive Vice President (In case of power plant, executives include the division manager level upward)

Safety Performance

Occupational Health and Safety	Unit	2016
Accumulated Safety Hours of Year 2015	hour/year	28,736,238
- Employee	hour/year	11,046,910
- Contractor	hour/year	17,689,328
Fatality (Employee & Contractor)	Case	0
Total Number of Lost Time Injuries (excluded first aid)	Case	1
- Employee	Case	0
- Contractor	Case	1
Injury Frequency Rate ; I.F.R.		
- Employee	Case/Million man-hour	0
- Contractor	Case/Million man-hour	0.06
Injury Severity Rate ; I.S.R.		
- Employee	Case/Million man-hour	0
- Contractor	Case/Million man-hour	2.54
Occupational illness frequency rate (Employee & Contractor)	Case/Million man-hour	0

Remark : Reported data is not include GIDEC.

Data has been collected, revised and reviewed before compiling into the report together with the data owners.

Environmental Performance

Environmental Performance	Unit	IPP			SPPs					
		KEGCO	GPG	BLCP	EGCO Cogen	Roi-Et Green	GCC	SCC	NKCC	GYG
Operation										
- Availability Factor	%	94.33	94.60	92.20	89.18	86.91	92.86	94.07	89.24	92.86
- Unplanned Outage	%	2.71	0.83	5.63	3.10	4.61	0.57	2.87	6.74	1.26
- Plant Heat Rate	BTU-kWh	8,550	7,050	9,393	8,845	20,705	8,622	8,719	8,556	13,535
Fuel Type		Natural Gas	Natural Gas	Coal	Natural Gas	Biomass	Natural Gas	Natural Gas	Natural Gas	Biomass
Product - Electricity	MWh	4,908,858	5,212,722	11,298,025	683,519	73,361	688,183	806,917	791,982	177,464
	GJ	17,671,887	18,765,799	40,672,890	2,460,669	264,101	2,477,459	2,904,901	2,851,134	638,869
Product - Steam	GJ	N/A	N/A	N/A	118,448	N/A	363,467	350,149	475,485	N/A
Direct Energy Consumption by Fuel Type										
Fossil										
- Coal	GJ	N/A	N/A	98,407,410	N/A	N/A	N/A	N/A	N/A	N/A
- Natural Gas	GJ	43,074,768	38,014,871	N/A	6,134,993	N/A	6,387,258	7,406,617	7,255,591	N/A
- Bunker Oil	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
- Diesel	GJ	8,793	22,968	34,279	398	N/A	N/A	N/A	N/A	N/A
- Gasoline	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Renewable										
- Biomass	GJ	N/A	N/A	N/A	N/A	1,320,538	N/A	N/A	N/A	2,335,838
- Hydro	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
- Solar	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
- Wind	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
- Geothermal	GJ	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Energy Consumption	GJ									
- Direct	GJ	43,083,560	38,037,839	98,441,689	6,135,391	1,320,538	6,387,258	7,406,617	7,255,591	2,335,838
- Indirect	GJ	-	26,820	227	90,720	4,034	1,662	20,148	777	1,405
Indirect Energy Consumption by Source										
- Electricity purchased	GJ	-	26,820	227	90,720	971	1,662	20,148	777	1,405
Energy Intensity	MJ/MWh	8,777	7,297	8,713	8,976	18,000	9,281	9,179	9,161	13,162
Greenhouse Gas Management										
Total Greenhouse Gas (GHG)	ton CO ₂	2,307,163	2,132,634	9,359,699	310,462	135,006	358,325	415,511	407,039	261,621
- Direct Greenhouse Gas (Scope 1)	ton CO ₂	2,307,163	2,132,634	9,356,998	310,462	134,779	358,325	415,511	407,039	261,621
- Indirect Greenhouse Gas (Scope 2)	ton CO ₂	N/A	N/A	2,702	N/A	227	N/A	N/A	N/A	N/A
GHG Emission Intensity (per unit)	kgCO ₂ /kWh	0.47	0.41	0.83	0.49	1.84	0.52	0.51	0.51	1.47
GHG Emission Reduction	ton CO ₂	N/A	N/A	N/A	N/A	33,984	N/A	N/A	N/A	83,384
GHG Emission Reduction (by Equity)	ton CO ₂	N/A	N/A	N/A	N/A	23,891	N/A	N/A	N/A	41,692
Air										
- Nitrogen Oxide as Nitrogen Dioxide (NO ₂) emission	ppm	123.10	24.23	92.81	62.85	79.00	N/A	55.44	93.75	91.50
- Sulfur Dioxide (SO ₂) emission	ppm	<1	0.48	55.02	N/A	2.01	N/A	2.94	0.40	1.64
- Total Suspended Particles (TSP)	mg/m ³	18.10	1.10	13.65	7.08	28.95	1.61	1.30	3.05	42.60

Renewable								Oversea				
NED	SPP 2	SPP 3	SPP 4	SPP 5	GPS	Theppana	Solarco	NTPC	Quezon	MPPCL	Boco Rock	SEG
99.73	99.96	99.77	99.53	99.85	99.54	99.80	99.13	97.05	84.99	88.60	99.26	65.19
0.15	0.04	0.23	0.47	0.15	0.46	0.29	0.87	0.16	2.37	1.96	0.75	34.37
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	9,976	10,399	N/A	N/A
Solar	Solar	Solar	Solar	Solar	Solar	Wind	Solar	Hydropower	Coal	Coal	Wind	Geothermal
131,042	16,575	16,571	12,607	17,007	46,374	12,870	118,379	5,617,121	3,249,530	4,498,792	319,512	1,153,448
471,751	59,670	59,656	45,385	61,225	166,947	46,332	426,164	20,221,637	11,698,308	16,195,652	1,150,244	4,152,415
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	996,505	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	31,700,916	45,684,478	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	151,929	25,268	112	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1,198	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20,221,637	N/A	N/A	N/A	N/A
4,323,979	528,492	545,807	406,551	543,605	1,495,891	N/A	3,573,513	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	91,288	N/A	N/A	N/A	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	4,022,559
4,323,979	528,492	545,807	406,551	543,605	1,495,891	91,288	3,573,513	20,221,637	31,854,043	45,709,746	2,071,336	4,022,559
2,266	439	509	367	316	1,263	314	2,273	-	15,659	2,233,061	-	5,849
2,266	439	509	367	316	1,263	314	2,273	-	15,659	2,233,061	4,101	5,849
32,997	31,885	32,937	32,248	31,964	32,241	7,093	25,867	-	9,803	10,160	6,483	3,487
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,222,887	4,163,903	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3,219,888	4,163,303	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2,999	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.99	0.93	N/A	N/A
72,346	9,137	9,124	6,941	9,396	25,756	7,099	65,748	2,871,426	N/A	N/A	176,824	395,047
48,233	9,137	9,124	6,941	9,396	15,454	6,389	32,216	1,004,999	N/A	N/A	1,768	79,009
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	212.21	< 797.28	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	219.81	< 573.06	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	< 200.00	N/A	N/A

Environmental Performance (continued)

Environmental Performance	Unit	IPP			SPPs					
		KEGCO	GPG	BLCP	EGCO Cogen	Roi-Et Green	GCC	SCC	NKCC	GYG
Compliance Status - Emissions										
- Nitrogen Oxide as Nitrogen Dioxide (NO ₂) emission	%	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
- Sulfur Dioxide (SO ₂) emission	%	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
- Total Suspended Particles (TSP)	%	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Water										
Total water consumption by Source	m ³ /year	469,452,898	5,925,328	745,891	1,007,447	363,190	1,281,054	1,383,919	927,238	511,000
- Surface water (including water from rivers, lakes and oceans)	m ³ /year	468,833,340	5,925,328	278,563	1,007,447	363,190	1,281,054	1,383,919	927,238	511,000
- Ground water	m ³ /year	-	-	-	-	-	-	-	-	-
- Municipal water supplies or other water utilities	m ³ /year	619,558	-	467,328	-	-	-	-	-	-
Recycled Water	m ³	49,511	16,288	263,419	51,100	18,000	-	82,489	-	18,250
Wastewaters released to environment	m ³	37,749	1,628,782	329,648	105,120	51,728	246,375	493,585	48,259	72,000
Biochemical Oxygen Demand (BOD)	mg/l	2.42	4.94	<2.0	3.32	5.00	N/A	1.92	5.00	3.00
Chemical Oxygen Demand (COD)	mg/l	N/A	49.00	N/A	40.17	65.52	N/A	73.55	11.00	16.00
pH (0-14)	pH	7.65	7.43	7.40	7.93	8.03	7.43	8.08	8.02	7.60
Average Temperature	Degree Celcius	38.20	30.00	38.00	39.00	28.84	34.00	32.00	32.30	30.10
Waste Disposal										
Total Hazardous Waste Disposal										
- Landfill	ton	6,020.00	10.75	56.63	0.04	5.50	8.16	0.93	2.88	2,107.35
- Recycle	ton	20,950.00	N/A	29.10	N/A	N/A	3.60	8.78	5.10	2.60
- Recovery	ton	N/A	1.40	8.38	15.40	N/A	N/A	N/A	N/A	N/A
- Other	ton	N/A	1.00	91.32	8.04	4.50	N/A	N/A	N/A	3.90
Total Non-hazardous Waste Disposal										
- Landfill	ton	24.00	38.33	506.53	18.44	5.27	169.67	8.77	6.00	4.50
- Recycle	ton	N/A	N/A	300.83	N/A	N/A	N/A	N/A	N/A	0.95
- Recovery	ton	N/A	N/A	594,682.39	N/A	N/A	N/A	N/A	N/A	N/A
- Other	ton	N/A	N/A	N/A	56.87	14,912.07	N/A	N/A	N/A	N/A
Oil and Chemical Spill										
- Significant oil and chemical spill	Case	-	-	-	-	1	-	-	-	-
Legal Compliance										
- Fines for non-compliance with environmental laws	million THB	-	-	-	-	-	-	-	-	-
- Number of non-compliance with environmental laws	Case	-	-	-	-	-	-	-	-	-
Biodiversity										
Total Number of IUCN Red List Species and National Conservation List Species	Species	-	-	-	-	-	-	-	-	-

Remark :

1. Reported data is not include GIDEC.
2. Environmental data based on relevant requirement of each country where power plant located.

Renewable								Oversea				
NED	SPP 2	SPP 3	SPP 4	SPP 5	GPS	Theppana	Solarco	NTPC	Quezon	MPPCL	Boco Rock	SEG
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00	100.00	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00	100.00	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00	100.00	N/A	N/A
2,597	185	671	525	N/A	23,912	N/A	3,355	6,429,875,040	556,196,623	711,845,014	N/A	10,424
N/A	185	671	525	N/A	N/A	N/A	N/A	6,429,875,040	556,193,578	711,767,770	N/A	10,424
2,597	-	-	-	-	-	-	3,355	-	3,045	77,244	-	-
-	-	-	-	-	23,912	-	-	-	-	-	-	-
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6,429,875,040	86,243	N/A	N/A	N/A
N/A	185	671	525	N/A	N/A	N/A	N/A	N/A	578,149	188,029	N/A	6,505
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	33.00	11.18	N/A	N/A	10.88
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	69.00	26.38	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7.92	7.60	N/A	N/A	6.89
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	27.40	33.00	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7.19	49.97	N/A	N/A	2.86
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	3.82	17,227.30	N/A	33.82
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.34	N/A	N/A	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	20.00	0.40	8.49	N/A	N/A
N/A	2.87	0.82	2.98	1.81	N/A	N/A	N/A	184.87	12,476.56	95,915.37	N/A	2.72
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	2.64	31,102.35	86,299.09	N/A	0.28
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.16	N/A	N/A	N/A	0.59
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	1.38	28.35	N/A	N/A	N/A
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	20	-	-	12



GRI Content Index

GRI Content Index for 'In accordance' - Core

General Standard Disclosures	Description	Page Number (or Link)	Reason (s) for Omission (s)
Strategy and Analysis			
G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	12-17	
Organizational Profile			
G4-3	Report the name of the organization	Cover page	
G4-4	Report the primary brands, products, and services	106-114	
G4-5	Report the location of the organization's headquarters	328, Back cover	
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report	109-114	
G4-7	Report the nature of ownership and legal form	32-33	
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)	107-114	
G4-9	Report the scale of the organization	104-105, 340	
G4-10	Report the total number of employees/workforce	340	
G4-11	Report the percentage of total employees covered by collective bargaining agreements	340	
EU1	Installed capacity, broken down by primary energy source and by regulatory regime	109-114	



General Standard Disclosures	Description	Page Number (or Link)	Reason (s) for Omission (s)
EU2	Net energy output broken down by primary energy source and by regulatory regime	109-114	
EU3	Number of residential, industrial, institutional and commercial customer accounts	109-114	
EU4	Length of above and underground transmission and distribution lines by regulatory regime	Not Applicable	Transmission of electricity is beyond EGCO's operation
EU5	Allocation of CO ₂ emissions allowances or equivalent, broken down by carbon trading framework	313-314, 342-345	
G4-12	Describe the organization's supply chain	294-295	
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain	108	
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization	246-269, 280-283	
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	18-19, 24-25, 246	
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	24-25, 246	

General Standard Disclosures	Description	Page Number (or Link)	Reason (s) for Omission (s)
Identified Material Aspects and Boundaries			
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report	155-244	
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries b. Explain how the organization has implemented the Reporting Principles for Defining Report Content	38-40, 42, 55	
G4-19	List all the material Aspects identified in the process for defining report content	42, 55	
G4-20	For each material Aspect, report the Aspect Boundary within the organization	42, 55	
G4-21	For each material Aspect, report the Aspect Boundary outside the organization	42, 55	
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements	42, 55	
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries	42, 55	
Stakeholder Engagement			
G4-24	Provide a list of stakeholder groups engaged by the organization	43	
G4-25	Report the basis for identification and selection of stakeholders with whom to engage	43	
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	43-54	
G4-27	Report the key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	46-54	

General Standard Disclosures	Description	Page Number (or Link)	Reason (s) for Omission (s)
Report Profile			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Cover page, 55	
G4-29	Date of most recent previous report (if any)	-	Report 2014
G4-30	Reporting cycle (such as annual, biennial)	Cover page	
G4-31	Provide the contact point for questions regarding the report or its contents	257	
G4-32	a. Report the ‘in accordance’ option the organization has chosen b. Report the GRI Content Index for the chosen option c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be ‘in accordance’ with the Guidelines	55, GRI Content Index: 346-360	
G4-33	a. Report the organization’s policy and current practice with regard to seeking external assurance for the report b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided c. Report the relationship between the organization and the assurance providers d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization’s sustainability report	Not Applicable	This report contains Standard Disclosures from the GRI Sustainability Reporting Guideline
Governance			
G4-34	Report the governance structure of the organization, including committees of the highest governance body	56-57	
Ethics and Integrity			
G4-56	Describe the organization’s values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	246-269	

Specific Standard Disclosures

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Category : Economic Performance				
Economic Performance	G4-DMA	Generic Disclosures on Management Approach	12-17	
	G4-EC1	Direct economic value generated and distributed	124-142, 152-244	
	G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change	124-125, 313-314	
	G4-EC3	Coverage of the organization's defined benefit plan obligations	75, 252, 285-286	
	G4-EC4	Financial assistance received from government	109-114	
Market Presence	G4-DMA	Generic Disclosures on Management Approach	120-123	
	G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Not Applicable	Entry level wage of EGCO is higher than local minimum wage at significant locations of operation with an equal opportunity to employees regardless of gender
	G4-EC6	Proportion of senior management hired from the local community at significant locations of operation	340	
Indirect Economic Impacts	G4-DMA	Generic Disclosures on Management Approach	296-298, 338	
	G4-EC7	Development and impact of infrastructure investments and services supported	296-309, 338-339	
	G4-EC8	Significant indirect economic impacts, including the extent of impacts	296-309, 338-339	
Procurement Practices	G4-DMA	Generic Disclosures on Management Approach	296-298	
	G4-EC9	Proportion of spending on local suppliers at significant locations of operation	296-298, 338	
System Efficiency	EU11	Average generation efficiency of thermal plants by energy source and regulatory regime	311-312, 342-345	

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Category : Environment				
Materials	G4-DMA	Generic Disclosures on Management Approach	15-17, 310-319	
	G4-EN1	Materials used by weight or volume	342-345	
	G4-EN2	Percentage of materials used that are recycled input materials	302, 316-317	
Energy	G4-DMA	Generic Disclosures on Management Approach	310-319	
	G4-EN3	Energy consumption within the organization	312-313	
	G4-EN4	Energy consumption outside of the organization	342-345	
	G4-EN5	Energy intensity	312-313, 342-345	
	G4-EN6	Reduction of energy consumption	312-313	
	G4-EN7	Reductions in energy requirements of products and services	312-313, 342-345	
Water	G4-DMA	Generic Disclosures on Management Approach	318	
	G4-EN8	Total water withdrawal by source	342-345	
	G4-EN9	Water sources significantly affected by withdrawal of water	342-345	
	G4-EN10	Percentage and total volume of water recycled and reused	342-345	
Biodiversity	G4-DMA	Generic Disclosures on Management Approach	322-327	
	G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	325-327	
	G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	322-327	
	G4-EN13	Habitats protected or restored	325-327	
	G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	325-327	

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Biodiversity (continued)	EU13	Biodiversity of offset habitats compared to the biodiversity of the affected areas	325-327	
Emissions	G4-DMA	Generic Disclosures on Management Approach	310-319	
	G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	342-345	
	G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	342-345	
	G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	Not Applicable	Insignificant compared to GHG emissions from power generation process
	G4-EN18	Greenhouse gas (GHG) emissions intensity	342-345	
	G4-EN19	Reduction of greenhouse gas (GHG) emissions	342-345	
	G4-EN20	Emissions of ozone-depleting substances (ODS)	-	No emission of ozone-depleting substances
	G4-EN21	NO _x , SO _x , and other significant air emissions	315, 342-345	
Effluents and Waste	G4-DMA	Generic Disclosures on Management Approach	316-317	
	G4-EN22	Total water discharge by quality and destination	342-345	
	G4-EN23	Total weight of waste by type and disposal method	316-317	
	G4-EN24	Total number and volume of significant spills	342-345	
	G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	342-345	
	G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	318, 324-325, 327, 342-345	
Products and Services	G4-DMA	Generic Disclosures on Management Approach	310-319	

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Products and Services (continued)	G4-EN27	Extent of impact mitigation of environmental impacts of products and services	117-118, 310-319	
	G4-EN28	Percentage of products sold and their packaging materials that are reclaimed by category	Not Applicable	Not Applicable to power generation
Compliance	G4-DMA	Generic Disclosures on Management Approach	253	
	G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	344-345	No incidents of non-compliance with environmental laws and regulations
Transport	G4-DMA	Generic Disclosures on Management Approach	-	None
	G4-EN30	Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Not Applicable	Insignificant compared to the environment impacts from power generation process
Overall	G4-DMA	Generic Disclosures on Management Approach	338	
	G4-EN31	Total environmental protection expenditures and investments by type	338-339	
Supplier Environmental Assessment	G4-DMA	Generic Disclosures on Management Approach	294-295	
	G4-EN32	Percentage of new suppliers that were screened using environmental criteria	295	
	G4-EN33	Significant actual and potential negative environmental impacts in the supply chain and actions taken	294-295	
Environmental Grievance Mechanisms	G4-DMA	Generic Disclosures on Management Approach	342-345	
	G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	342-345	No grievances about environment impact

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Category : Social : Labor Practices and Decent Work				
Employment	G4-DMA	Generic Disclosures on Management Approach	284	
	G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	340	
	EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region	340	
	EU17	Days worked by contractor and subcontractor employees involved in construction, operation & maintenance activities	340	
	EU18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training	-	None
	G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	72, 285	
	G4-LA3	Return to work and retention rates after parental leave, by gender	340	
Labor/Management Relations	G4-DMA	Generic Disclosures on Management Approach	51, 284	
	G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	284-285	
Occupational Health and Safety	G4-DMA	Generic Disclosures on Management Approach	290-293	
	G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	291, 340-341	The ratio of management and employees on the health and safety committee is at 50/50 for EGCO. The ratio differs in each power plant but they are all in accordance with Thailand's laws

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Occupational Health and Safety (continued)	G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	341	
	G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	341	
	G4-LA8	Health and safety topics covered in formal agreements with trade unions	290-293	
Training and Education	G4-DMA	Generic Disclosures on Management Approach	284, 286	
	G4-LA9	Average hours of training per year per employee by gender, and by employee category	340	
	G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	286-288	
	G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	286, 340	
Diversity and Equal Opportunity	G4-DMA	Generic Disclosures on Management Approach	284	
	G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	340	
Equal Remuneration for Women and Men	G4-DMA	Generic Disclosures on Management Approach	50, 284	
	G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	340	
Supplier Assessment for Labor Practices	G4-DMA	Generic Disclosures on Management Approach	294-295	
	G4-LA14	Percentage of new suppliers that were screened using labor practices criteria	294-295	
	G4-LA15	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	294-295	

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Labor Practices Grievance Mechanisms	G4-DMA	Generic Disclosures on Management Approach	285	
	G4-LA16	Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	340	No grievances
Category : Social : Human Rights				
Investment	G4-DMA	Generic Disclosures on Management Approach	36	
	G4-HR1	Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not Applicable	All significant contractors are fully complied with the local labor laws
	G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	Not Applicable	
Non-discrimination	G4-DMA	Generic Disclosures on Management Approach	36, 284	
	G4-HR3	Total number of incidents of discrimination and corrective actions taken	-	No incidents of discrimination
Freedom of Association and Collective Bargaining	G4-DMA	Generic Disclosures on Management Approach	36, 284	
	G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	-	No risk or incidents of violation to human rights to exercise freedom of association for negotiation
Child Labor	G4-DMA	Generic Disclosures on Management Approach	36, 284	
	G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	-	No risk or incidents of Child labor

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Forced or Compulsory Labor	G4-DMA	Generic Disclosures on Management Approach	36, 284-285	
	G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	-	No risk or incidents of forced or compulsory labor
Security Practices	G4-DMA	Generic Disclosures on Management Approach	36	
	G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Not Applicable	
Indigenous Rights	G4-DMA	Generic Disclosures on Management Approach	36, 50-51	
	G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	50-51	No incidents of violations rights of indigenous people
Assessment	G4-DMA	Generic Disclosures on Management Approach	36	
	G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	50-51	
Supplier Human Rights Assessment	G4-DMA	Generic Disclosures on Management Approach	36, 294-295	
	G4-HR10	Percentage of new suppliers that were screened using human rights criteria	294-295	
	G4-HR11	Significant actual and potential negative human rights impacts in the supply chain and actions taken	Not Applicable	
Human Rights Grievance Mechanisms	G4-DMA	Generic Disclosures on Management Approach	285	
	G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	340	No grievances related to human rights filed
Category : Social : Society				
Local Communities	G4-DMA	Generic Disclosures on Management Approach	47, 52-53, 296-298	
	EU22	Number of people physically or economically displaced and compensation, broken down by type of project	-	No impacts that result in displacement of community

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Local Communities	G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	47, 52-53, 296-309, 342-345	
	G4-SO2	Operations with significant actual and potential negative impacts on local communities	342-345	
Anti-corruption	G4-DMA	Generic Disclosures on Management Approach	254-256	
	G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	254-256	
	G4-SO4	Communication and training on anti-corruption policies and procedures	254-256	
	G4-SO5	Confirmed incidents of corruption and actions taken	254-256	
Public policy	G4-DMA	Generic Disclosures on Management Approach	254-256	
	G4-SO6	Total value of political contributions by country and recipient/beneficiary	254-256	
Anti-competitive Behavior	G4-DMA	Generic Disclosures on Management Approach	-	None
	G4-SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	-	The type of business is not related to monopoly practices
Compliance	G4-DMA	Generic Disclosures on Management Approach	246-269	
	G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	344-345	
Supplier Assessment for Impacts on Society	G4-DMA	Generic Disclosures on Management Approach	294-295	
	G4-SO9	Percentage of new suppliers that were screened using criteria for impacts on society	294-295	
	G4-SO10	Significant actual and potential negative impacts on society in the supply chain and actions taken	294-295	
Grievance Mechanisms for Impacts on Society	G4-DMA	Generic Disclosures on Management Approach	285	
	G4-SO11	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	340	

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Disaster/Emergency Planning and Response	G4-DMA	Generic Disclosures on Management Approach	291-293	
Disaster/Emergency Planning and Response (continued)	EU21	Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans	291-293	
Category : Social : Product Responsibility				
Customer Health and Safety	G4-DMA	Generic Disclosures on Management Approach	52-54	
	G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	-	None
	G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	-	No incidents of non-compliance with regulations as regards the safety of power generation
	EU25	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases	-	No incidents leading to injuries among the public and local communities
	EU26	Percentage of population unserved in licensed distribution or service areas	Not Applicable	Distribution of electricity is not beyond EGCO's operation
	EU27	Number of residential disconnections for non-payment, broken down by duration of disconnection and by regulatory regime	Not Applicable	Distribution of electricity is not beyond EGCO's operation
	EU28	Power outage frequency	Not Applicable	Distribution of electricity is not beyond EGCO's operation
	EU29	Average power outage duration	Not Applicable	Distribution of electricity is not beyond EGCO's operation

Material Aspects	DMA and Indicators	Standard Disclosures Title	Page Number (or Link)	Reason (s) for Omission (s)
Customer Health and Safety	EU30	Average plant availability factor by energy source and by regulatory regime	342-345	
Product and Service Labeling	G4-DMA	Generic Disclosures on Management Approach	42-48, 52-53	
	G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	290-291	
	G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	-	None
Product and Service Labeling (continued)	G4-PR5	Results of surveys measuring customer satisfaction	52-53	
Marketing Communications	G4-DMA	Generic Disclosures on Management Approach	54	
	G4-PR6	Sale of banned or disputed products	-	None
	G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	-	No incidents of non-compliance with regulations as regards provision of information on power generation
Customer Privacy	G4-DMA	Generic Disclosures on Management Approach	44-46, 252-253	
	G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	-	None
Compliance	G4-DMA	Generic Disclosures on Management Approach	44-47, 252-253	
	G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	252-253	

Glossary



1. Companies

AE	Agro Energy Company Limited
Alpha Water	Alpha Water and Realty Service Limited
Banpong, SK&TP Cogen	Banpong Utilities Company Limited
BLCP	BLCP Power Limited
Boco Rock	Boco Rock Wind Farm Pty Limited
BV	New Growth B.V.
Chaiyaphum	Chaiyaphum Wind Farm Company Limited
Coop	New Growth Cooperatief U.A.
DGA	Diamond Generating Asia
DGA HK	Diamond Generating Asia, Limited
DGA Thailand	DGA Thailand B.V.
East Water	Eastern Water Resources Development and Management Public Company Limited
EGCO, Company	Electricity Generating Public Company Limited
EGCO BVI	EGCO International (B.V.I.) Limited
EGCO Cogen	EGCO Cogeneration Company Limited
EGCO Green	EGCO Green Energy Company Limited
EGCOM Tara	EGCOM Tara Company Limited
ESCO	EGCO Engineering and Service Company Limited
Evergreen	Evergreen Power Venture B.V.
GCC	Gulf Cogeneration Company Limited
GEC	Gulf Electric Public Company Limited
GEN	Gulf Energy Company Limited
Gen Plus	Gen Plus B.V.
GIDEC	GIDEC Company Limited
GIPP	Gulf IPP Company Limited
GPG	Gulf Power Generation Company Limited
GPIQ	GPI Quezon Limited Company

GPS	G-Power Source Company Limited
Group companies, EGCO Group	Electricity Generating Public Company Limited and its subsidiaries and joint venture companies.
Gunkul	Gunkul Engineering Public Company Limited
GYG	Gulf Yala Green Company Limited
Kalilayan	Kalilayan Power Holdings Inc.
KEGCO	Khanom Electricity Generating Company Limited
Klongluang, TJ Cogen	Klongluang Utilities Company Limited
Mauban	Mauban Holdings Company Inc.
MAPCL	Masinloc AES Power Co., Ltd.
Masin-AES	Masin-AES Pte Ltd
Millennium	Millennium Energy B.V.
MME	PT Manambang Muara Enim Company Limited
MPPCL	Masinloc Power Partners Co., Ltd.
NED	Natural Energy Development Company Limited
NED Wind	NED Wind Company Limited
NKCC	Nong Khae Cogeneration Company Limited
North Pole	North Pole Investment Company Limited
NTPC	Nam Theun 2 Power Company Limited
OPDCI	Ogden Power Development Cayman, Inc.
PEPOI	Pearl Energy Philippines Operating, Inc.
PP	Phoenix Power B.V.
QGC	Quezon Generating Company, Limited.
QMS	Quezon Management Service Inc.
QPI	Quezon Power, Inc.
Quezon, QPL	Quezon Power (Philippines) Limited Company
Roi-Et Green	Roi-Et Green Company Limited
RYPP	Rayong Power Plant
SBPL	San Buenaventura Power Limited Company
SCC	Samutprakarn Cogeneration Company Limited
Solarco	Solarco Company Limited
SPP 2	SPP Two Company Limited
SPP 3	SPP Three Company Limited
SPP 4	SPP Four Company Limited
SPP 5	SPP Five Company Limited

SPPP	South Pacific Power Pty Limited
SEG	Star Energy Geothermal Pte. Ltd.
TEPCO	Tokyo Electric Power Company
TEPCO International	Tokyo Electric Power Company International B.V.
TEPDIA	TEPDIA Generating B.V.
Theppana	Theppana Wind Farm Company Limited
XPCL	Xayaburi Power Company Limited
Yanhee EGCO	Yanhee EGCO Holding Company Limited

2. Government Organizations

EGAT	Electricity Generating Authority of Thailand
EPPO	Energy Policy and Planning Office
ERC	Energy Regulatory Commission
NEPC	National Energy Policy Commission
PEA	Provincial Electricity Authority
PWA	Provincial Waterworks Authority
SEC	Securities and Exchange Commission
SET	Stock Exchange of Thailand

3. Other Institutions

COSO	Committee of Sponsoring Organizations of the Treadway Commission
IOD	Thai Institute of Directors
JBIC	Japan Bank for International Corporation

4. Technical Terms

Associated Company	<p>A company that:</p> <p>A) Listed company or its subsidiaries hold 20.00% (twenty percent) or more, but not more than 50.00% (fifty percent) of its overall voting stock.</p> <p>B) Listed company or its subsidiary has influence, but not controlling power, over its monetary and operational policies. (The company is not deemed to be a subsidiary or joint venture.)</p> <p>Shareholdings referred to above include those held by related persons.</p>
--------------------	---

Controlling Person	<p>A shareholder or person who, through its behavior, can significantly influence the policy, management and operations of a listed company. This is irrespective of the source of its authority: through its rights, contracts, or any others.</p> <p>Specially a “controlling person” includes, but it is not limited to, one who:</p> <p>A) Has direct or indirect voting rights exceeding 25.00% (twenty-five percent) of the total company votes.</p> <p>B) Through its behavior, has control over the appointment or removal of company directors.</p> <p>C) Through its behavior, has de facto control or undue influence over policy, controlling those company members authorized to determine management and operational policies.</p> <p>D) Through its behavior, acts or has the power to act in the same manner as the company management. This includes those who hold other positions in the company, but are able to act in the same manner as the company management.</p>
IPP	Independent Power Producer
Major Shareholder	A shareholder, whose shares in a listed company exceeds 10.00% (ten percent) of the listed company’s overall voting shares.
PDP	Power Development Plan
SPP	Small Power Producer
Subsidiary Company	<p>A) Listed company holds over 50.00% (fifty percent) of its total voting shares.</p> <p>B) A company referred to in (A) holds over 50.00% (fifty percent) of its total voting shares.</p> <p>C) Is held by another company in a chain of ownership, no matter how many number in the chain, ending with the company referred to in (B) and</p> <p>D) A company that the company referred to in (A), (B), or (C) hold over 50.00% (fifty percent) of its overall voting stock, either directly or indirectly.</p> <p>E) A company that the company referred to in (A), (B), (C) or (D) have controlling power over its monetary and operational policies, and are able direct and gain interest on its activities.</p> <p>The holding of (A), (B), (C), or (D) is included those held by related persons.</p>
VSPP	Very Small Power Producer

ANOTHER PACE
OF GROWTH





Electricity Generating Public Company Limited
222 Moo 5, EGCO Tower, 14th, 15th Fl.,
Vibhavadi Rangsit Rd., Tungsonghong,
Laksi, Bangkok 10210, Thailand
Tel 66 (0) 2998 5000, 66 (0) 2998 5999
Fax 66 (0) 2955 0956-9

www.egco.com

**Energy
for
life**

"Printed on paper produced from 100% EcoFiber and used soy ink in the printing process"