



Management Discussion and Analysis

For the Financial Result of Year 2019

Ended December 31, 2019

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 Division of the Electricity Generating Public Company Limited (EGCO) at Tel: 662-998-5150-3 or Email: ir@egco.com

Management Discussion and Analysis

1. Power Industry and Competition

1.1 Electricity industry and Economic situation in Thailand

Thailand's economy expanded by 2.4 percent in 2019, lower than 2018. The downside was mainly stemmed from the impact of export contraction affected by the global economic slowdown, prolonged US-China trade tension and the Baht appreciation. As for economic outlook in 2020, National Economic and Social Development Council (NESDC) forecasted Thailand's economy to expand by 1.5-2.5 percent, softening from 2019 due to impacts from the coronavirus (Covid-19) outbreak, the drought conditions and the delay in FY2020 budget. However, the economy will be supported by a gradual global economic recovery following easing trade tensions and reduced risks of a no-deal Brexit as well as a favorable expansion of private consumption and investment of both private and public.

For electricity industry situation in 2019, Thailand's peak demand in Electricity Generating Authority of Thailand (EGAT)'s system was 30,853 megawatts, occurred on May 2, 2019 at 10.27 pm, higher than the peak demand of 28,338 megawatts in 2018 by 8.9 percent while the peak demand in 3 power authorities system (EGAT, Metropolitan Electricity Authority (MEA) and Provincial Electricity Authority (PEA)) was 32,273 megawatts, occurred on May 3, 2019 at 02.27 pm, increased from the peak demand of 29,968 megawatts in 2018 by 7.7 percent. This is a result of higher temperature from previous year and increasing electricity consumption from private sectors. Peak demand for electricity consumption is shown in Figure 1. At the same time, electricity consumption of the country in EGAT's system as of December 2019, including electricity consumption outside EGAT's system as of November 2019 stood at 210,752 gigawatt-hours which were 6,446 gigawatt-hours or 3.2 percent rising from 204,306 gigawatt-hours in 2018. A surge in electricity consumption was mainly consequence from high temperature.

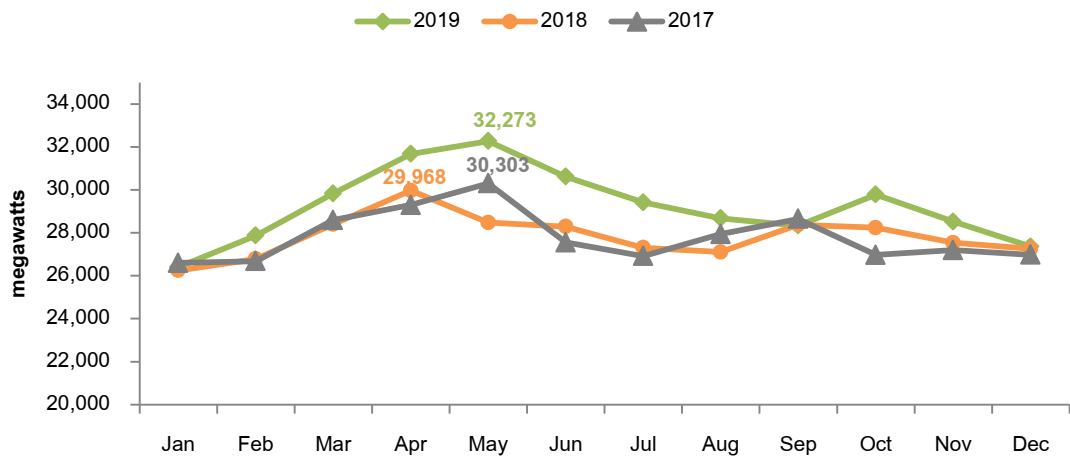


Figure 1 Peak demand for electricity consumption during 2017-2019

(source: Energy Policy and Planning Office (EPPO))

As of December 31, 2019, the country’s contracted capacity in 3 power authorities system was 49,304 megawatts, 15,130 megawatts or 30.7 percent of which were generated by EGAT power plants, and the remaining from other producers as follows;

- Independent Power Producers (IPPs) 14,948 megawatts or 30.3 percent
- Small Power Producers (SPPs) 9,498 megawatts or 19.3 percent
- Import from neighboring countries 5,721 megawatts or 11.6 percent
- Very Small Power Producers (VSPPs) as of April 2019 4,007 megawatts or 8.1 percent

EGCO’s contracted capacity of electricity sold to EGAT and PEA was 3,440 megawatts, representing 7.0 percent of the country’s contracted capacity in three power authority’s system, as presented in Figure 2

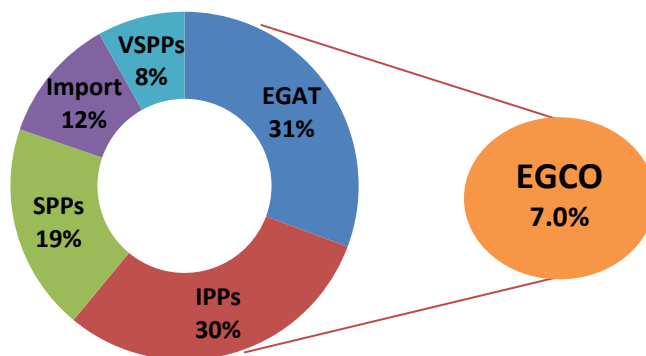


Figure 2 The country’s contracted capacity of electricity in 2019 classified by producers

(source: EGAT, EPPO and Department of Alternative Energy Development and Efficiency (DEDE))

In the recent year, Thailand's power development plan for 2018 to 2037 (PDP 2018) was approved by the National Energy Policy Council (NEPC) on 24 January 2019 and by the cabinet on 30 April 2019. The PDP 2018 focuses on the use of natural gas as primary fuel for power generation as well as the increase proportion in renewable energy, especially household solar rooftops. In addition, Ministry of Energy has launched the Energy for All scheme, which aims to enable private companies to form joint ventures with local communities to operate renewable power projects in remote areas.

Regarding the Alternative Energy Development Plan for 2018 (AEDP 2018), AEDP 2018 are under arrangement to be synchronized with PDP 2018. According to the latest amendment of the AEDP 2018, the electricity generation from renewable energy sources will contribute a total of 29,411 megawatts by 2037. According to the Department of Alternative Energy Development and Efficiency (DEDE), the current status of renewable energy power plants as of October 2019, which achieved COD was 11,844 megawatts, increased from which of 2018 by 475 megawatts or 4.2 percent.

1.2 Electricity industry in target countries

Due to limited growth prospect for domestic electricity industry, EGCO has expanded the investment in Asia-Pacific countries such as Philippines, Lao PDR, Indonesia, Australia and South Korea where the Company has established business bases. Investment of EGCO in each country is shown in Figure 3. In addition, EGCO has also been seeking for further investment opportunities in other target countries such as Vietnam, Myanmar, Cambodia and Taiwan. EGCO has consistently kept monitoring and analyzing electricity industry situation to explore investment opportunities in those targeted countries. The overall industry situations of which are as briefed below;

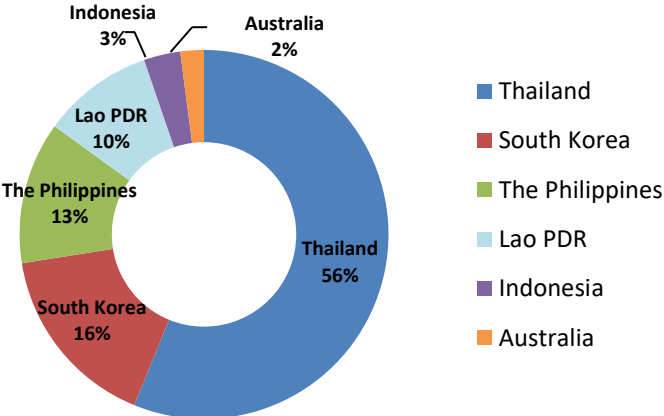


Figure 3 EGCO's equity contracted capacity of electricity in 2019 classified by country

- The Philippines

The Philippines's economy had expanded 6.2 percent from previous year. The Philippines currently has installed capacity of 24,000 megawatts, which are primarily from coal-fired power. Peak demand in the Philippines is expected to increase 5.4 percent annually. The Philippines plan to expand its capacity by 39,000 megawatts by 2026, which focus on power generation from coal-fired power plant. Additionally, the Philippines set target renewable energy generation of 26,000 megawatts by 2026, which supports the power generation from solar and wind power.

- Lao People's Democratic Republic (Lao PDR)

Lao PDR had a GDP growth of 6.5 percent from prior year, supported by investments in large infrastructure projects. Lao PDR's installed capacity is approximately 8,800 megawatts. Because of its abundant water resource and mountainous geography, the electricity generation is mainly from hydropower plants. With an aim to be the Battery of Asia, the electricity generation for export to neighboring countries such as Thailand and Vietnam are approximately 65 percent of total capacity. The demand growth of whole country is forecasted to grow 13.2 percent annually. Furthermore, Lao PDR's promotes the investment in power generation from hydropower and alternative renewable energies, such as solar and wind from private sectors, both domestic and overseas. Presently, Thailand has signed Memorandum of Understanding (MOU) to purchase electricity of 9,000 megawatts from Lao PDR.

- Indonesia

Indonesia's GDP has grown by 5.2 percent from previous year. Indonesia's installed capacity is approximately 63,000 megawatts. Coal-fired and natural gas power plants play a significant role as base load generation. Demand growth is forecasted to increase 6.5 percent annually. According to 2019-2028 Power Supply Business Plan (RUPTL), the government plans to expand its electricity generating capacity by 56,000 megawatts. The new RUPTL prioritizes the use of renewable energy sources, as well as domestic use of gas. In overall, the additional electricity generating capacity is mainly from coal, gas, geothermal and hydropower, which are the major resources.

- Australia

Australia had a GDP growth of 2.8 percent from prior year. Australia's installed capacity is approximately 57,000 megawatts, mainly supplied by aging coal-fired power plants and renewable energy. In recent years, solar, wind and gas generation increased drastically, while coal-fired generation declined because of the reduction in its average availability and displacement by solar during the day. Due to energy efficiency and a continuous increase in rooftop PV capacity, demand growth in Australia is estimated to be flat over the 20-year outlook period. Furthermore, the government of Australia puts an effort to increase renewable energy generation to 33,000 gigawatt-hours by 2020, which focus on

power generation from wind power and rooftop PV. Power generation from wind power and rooftop PV are forecasted to be more than double from present by 2029.

- Vietnam

Vietnam's economy has expanded by 7.1 percent, supported by rapid growth of population and foreign investors. The installed capacity of Vietnam is approximately 48,000 megawatts, which are primarily from coal-fired power and hydropower. Demand growth is estimated to increase 8.4 percent annually. According to revision of power master plan VII, Vietnam's electricity generating capacity is forecasted to increase to 130,000 megawatts by 2030. Additionally, the government of Vietnam aims to develop power generation from renewable energy to achieve target of 48,000 megawatts by 2030, which promotes investment from solar power, hydropower and wind power. Currently, Vietnam is drafting on its power master plan VIII, which expected to replace their coal-focused power plants with schemes favoring cleaner sources, including renewables and LNG. Furthermore, Vietnam wholesale electricity market (VWEM) has officially come into operation since January 2019, as part of its commitment to the power sector's reforms aimed to attract foreign capital inflows.

- Myanmar

Myanmar's GDP growth expanded by 6.2 percent from previous year. Myanmar's installed capacity is approximately 5,700 megawatts, which are mainly generated by hydropower plants. However, the current supply is not sufficient to meet country's demand, which is forecasted to increase 9.6 percent annually. Additionally, as 60 percent of households are not connected to the national grid, relying on local solutions such as diesel generators and solar rooftop, the government puts an effort to achieve 100 percent electrification by 2030 by increasing energy access in rural areas and securing reliable supply in urban areas and Special Economic Zones (SEZs) through joint investment with foreign investors. With this regard, Myanmar plans to expand its electricity generating capacity to 14,000 megawatts in 2030, which focuses on the development of hydropower plants and coal-fired plants. Thailand has signed Memorandum of Understanding (MoU) for the purchase of electricity from Myanmar, expiration in 2020 with no specific capacity.

- Cambodia

Cambodia's economy had a GDP growth of 7.5 percent from prior year. The installed capacity of Cambodia is approximately 2,700 megawatts. Hydro and coal are primary source of fuel supply in Cambodia. Demand growth in Cambodia is forecasted to increase 9.5 percent annually. The government has a policy to connect all villages to the national grid by 2020 and import more energy from neighboring countries to fulfil its growing demand. Cambodia plans to increase 2,600 megawatts of electricity generating capacity, which promote power generation from hydropower and coal-fired power.

Thailand has signed Memorandum of Understanding (MoU) for the purchase of electricity from Cambodia, with no specific capacity.

- South Korea

The economy of South Korea expanded by 2.7 percent, compared with previous year. South Korea's installed capacity is approximately 120,000 megawatts, which are significantly from natural gas and coal-fired power. Demand growth is estimated to increase 1.3 percent annually. South Korea electricity market is cost based pool. The Korea Power Exchange (KPX) functions as the independent electricity market operator in Korea. In this role, KPX acts as the clearing house for power sales and purchases. It controls real time dispatch of all generators which is set daily on a merit cost basis. South Korea's electricity generating capacity is estimated to increase to 174,000 megawatts. The government plans to shift away from coal-fired and nuclear power towards LNG and renewables. Moreover, South Korea promotes the development of renewable energy to achieve 20 percent of total capacity by 2030, with target of 31,000 megawatts and 15,000 megawatts from solar power and wind power respectively.

- Taiwan

Taiwan's economy has grown by 2.6 percent from previous year. Taiwan's installed capacity is approximately 45,000 megawatts, which are mostly generated from natural gas and coal-fired power. Demand growth is forecasted to increase 1.5 percent annually. The government of Taiwan plans to expand 34,000 megawatts of electricity generating capacity with emphasis on development of natural gas power plant while reducing the dependence on coal-fired power plants. Presently, the government has set the goal of achieving a nuclear-free homeland and increasing the ratio of renewable energy generation to 20 percent by 2025. Power generation from renewable energy focusing on solar and wind in Taiwan is expected to be 27,000 megawatts by 2025.

1.3 Competition

In 2019, power industry shows intensified competition. Due to limited growth prospect for domestic electricity industry, peers are actively exploring opportunities and expanding investment in overseas, which led to high competition in this region. Additionally, peers extended the investment to energy related business as well as new business for business diversification and coping with disruptive technologies. Despite the high competition in power industry, EGCO has successfully expanded its investment as follows;

- EGCO expanded its portfolio with new investment in 19.8 MW Gangdong Fuel Cell Project in Gangdong-gu, Seoul, South Korea., which EGCO holds 49% ownership interest.

- EGCO extended to other energy-related business through investment in Thai Pipeline Network Co., Ltd., which involves the operation of oil pipeline extension to the northeast of Thailand, opening new opportunity in the oil pipeline business with good and long-term investment return.
- Two projects under construction, being San Buenaventura power plant, a coal-fired power project in the Philippines and Xayaburi power plant, a hydropower project in Lao PDR had commenced their operations in October 2019. These strengthen EGCO's existing footholds in the Philippines and Lao PDR.
- EGCO successfully signed Share Purchase Agreement to hold 25% stake in 640 MW Yunlin offshore wind farm in Taiwan. Commissioning of the Project will occur in phases, with phase 1 comprising 352 MW scheduled for completion in the 4th quarter of 2020, and phase 2 comprising 288 MW scheduled for completion in the 3rd quarter of 2021.

These investments would not only enhance business growth but also provide economic value added to EGCO. EGCO is satisfactorily competitive in power business which was resulted by several key success factors including, but not limited to :

- **Human resources**

Competence and expertise of EGCO's personnel, experiences of its Board members, and good relationship with business alliances are the keys. 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. Moreover, EGCO is committed to improving competency of its employees at all levels to ensure they have the competence and expertise to support EGCO Group's continuous business expansion.

- **EGCO's trustworthy**

EGCO continuously expands its investments to ultimately support sustainable growth and maximizes shareholders' value. Project selection criteria have been set to ensure quality investment, that generates good returns at an acceptable risk level. This led to satisfactory financial status, liquidity, and profit growth, which helped the company earn creditability and trustworthy from banks and financial institutions in financially supporting its ongoing investments.

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

As power generation may cause impact to nearby communities, EGCO always operates its business with regard to participation in the community and society development starting from the communities in the vicinity of power plants, covering openly disclosure of factual information and promotion of appropriate participation of the society before construction, under construction, and after

completion of construction of power plants. EGCO's group power plants initiated and implemented community development projects under the "framework of improvement of quality of life of the communities surrounding the power plants", which ensures that the relationship between EGCO Group's power plants and communities are mutually beneficial.

- Innovation

Innovation for sustainability at EGCO Group is one of the most important elements that drives forward the company's business operations not only for distinctive competitive advantage but also towards a sustainable future. EGCO aims to promote internal innovation and encourage creativity and innovative mindsets for EGCO's employees, which can be applied to work process, increase work efficiency and obtain the competitive advantages over competitors.

2. Significant events in 2019

2.1 The progress in construction projects

2.1.1 Project completion

- **SBPL Project**, a project of **San Buenaventura Power Ltd., Co.**, (EGCO holds a 49% ownership interest.), is a 500 MW supercritical coal-fired power plant, in Mauban, Quezon province of Republic of the Philippines. 455 MW of the plant's capacity and energy are contracted to the Manila Electric Company (MERALCO) pursuant to a 20 years power supply agreement which is extendable for up to an additional 5 years. Construction works of the project was completed and its operation started on 26 September 2019.

- **Xayaburi Project**, a project of the **Xayaburi Power Company Limited**, (EGCO holds a 12.50% ownership interest.), is a hydro power plant project, Run-of-River, with the capacity of 1,285 MW. The project is located on the Mekong River in Xayaburi Province of the Laos People's Democratic Republic (Laos PDR). The project has entered into the Power Purchase agreement (PPA) with Electricity Generating Authority of Thailand (EGAT) with the contracted capacity of 1,220 MW and Electricite Du Laos (EDL) with the contracted capacity of 60 MW for 29 years. Construction works of the project was completed and its operation started on 29 October 2019.

2.1.2 Process of construction

- **NT1PC Project**, a project of **Nam Theun 1 Power Company Limited** (EGCO holds a 25% ownership interest.), is a hydro power plant project. The project is located on Nam Kading River in Bolikhamxay Province of Lao PDR. The project has entered into the PPA with EGAT with the contracted capacity of 514 MW and EDL with the contracted capacity of 130 MW for 27 years. The construction of the project has progressed 66% (The construction plan was 69.32%). The commercial operation date is scheduled in the second quarter of 2022.

2.2 Additional Investments in Joint Ventures

- On January 15, 2019, Gen Plus B.V., a wholly owned subsidiary of EGCO, entered into the sale and purchase agreement to invest in a 49% ownership interest in **Paju Energy Services Co.,Ltd. (Paju ES)** owned by **SK E&S Co.,Ltd. (SK E&S)**. Paju ES owns and operates Paju Power Plant which is a combined cycle gas-fired power plant, which is located in South Korea with the capacity of 2 x 911.50 MW. Paju ES will sell electricity to Korea Electric Power Corporation (KEPCO), the sole off-taker of wholesale power generation in South Korea, through the Korea Power Exchange (KPX).
- On June 21, 2019, The Board of Directors of EGCO approved the investment in **Gangdong Fuel Cell Project (Gangdong)**, located in Gangdong-gu, Seoul, South Korea with the capacity of 19.80 MW. Gangdong will sell electricity to KEPCO through the KPX, sell thermal energy, and receive renewable credits in the form of Renewable Energy Certificates (REC) with respect to its electricity generation output. Gangdong construct and operate by Paju ES, a company in which EGCO owns a 49% equity interest. The investment objectives for the Gangdong are to fulfil a portion of the Renewable Portfolio Standard (RPS) obligations of Paju ES on a long-term basis and to generate incremental economic earnings to Paju ES. A fuel cell is an electrochemical device that combines hydrogen from natural gas and oxygen to produce electricity and heat. Fuel cells operate without combustion and it is considered as an option for a reliable source of power. The construction of the project has progressed 82.45% (The construction plan was 82.12%). The commercial operation date is scheduled in the fourth quarter of 2020.

- On September 25, 2019, EGCO has entered into the Shareholder's Agreement of **Thai Pipeline Network Company Limited (TPN)** to acquired 44.60% ownership interest. TPN operates oil transportation service business with pipeline transportation system to the northeastern region of Thailand which is the extension of petroleum pipeline system to northeastern region project (The project). The project connects the Thai Petroleum Pipeline Co., Ltd (Thappline) Terminal in Saraburi to TPN's owned terminal with storage capacity of 142 million liters in Khon Kaen, through a newly constructed 342.80 kilometers undergrounded pipeline which has an annual transport capacity of approximately 5,443 million liters. The capacity of the project shall potentially increase to 7,330 million liters in Phase 2. The construction of the project has progressed 22.15% (The construction plan was 25.45%). The commercial operation date is scheduled in the fourth quarter of 2021.

- On December 19, 2019, Greenwing Energy B.V., a wholly owned subsidiary of EGCO, entered into the share purchase agreement to acquire a 25% ownership interest in **Yunlin Holding GmbH (Yunlin)** owned by Taiwan Offshore Holding GmbH. The share purchase is expected to be closed in the first quarter of 2020. Yunlin is a holding company which owns 100% of Yunneng Wind Power Co., Ltd. of Taiwan (Yunneng). Yunneng is constructing a 640 MW offshore wind farm project which will be located in the Taiwan Strait approximately 8 km west of coast of Yunlin Country in Taiwan. Yunneng has entered into power purchase agreement with Taiwan Power Company (Taipower) pursuant to a fixed 20-year feed-in tariff PPA, for the sale of electricity by the project. Commissioning of Yunneng will occur in phase, with phase 1 comprising 352 MW scheduled for the completion in fourth quarter of 2020 and phase 2 comprising 288 MW scheduled for the completion in third quarter of 2021.

2.3 Other event

- On September 3, 2019, the 21-year PPA between **Gulf Cogeneration Co., Ltd. (GCC)** and EGAT expired. GCC is a combined cycle power plant in Saraburi Province of Gulf Electric Public Company Limited (GEC) (EGCO holds a 50% ownership interest), which has entered into the PPA with EGAT with the contracted capacity of 109.60 MW. GCC stopped its operation and electricity sales to EGAT on the same day.

3. Business overview

EGCO Group have invested in the Power Producer (PP), Independent Power Producer (IPP), Small Power Producer (SPP), Very Small Power Producer (VSPP), Coal Mining, Oil Transportation Service with pipeline transportation system (Oil Transportation Service), Operating and Maintenance (O&M), Management and Administrative Services (Management Services). 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. (RG)	SPP
Banpong Utilities Co., Ltd. (BPU)	SPP
Klongluang Utilities Co., Ltd. (KLU)	SPP
Chaiyaphum Wind Farm Co., Ltd. (CWF)	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. (TWF)	VSPP
EGCO Plus Co., Ltd. (EGCO Plus)	Holding Co.

1.2 Overseas Power Generation

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

2. Other businesses

2.1 Local Other Businesses

EGCO Engineering and Service Co., Ltd. (ESCO)	O&M
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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)	PP
Star Energy Geothermal (Salak – Darajat) B.V. (SEGSD)	PP
Xayaburi Power Company Limited (XPCL)	PP

(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

1.2 Overseas power generation

Nam Theun 2 Power Co., Ltd. (NTPC)	PP
San Buenaventura Power Ltd. Co. (SBPL)	PP
Nam Theun 1 Power Co., Ltd. (NT1PC)	PP
Paju Energy Services Co.,Ltd. (Paju ES)	PP

2. Other businesses

2.1 Local Other Businesses

Thai Pipeline Network Company Limited (TPN)	Oil Transportation Service
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2.2 Overseas Other Businesses

PT Manambang Muara Enim Co., Ltd. (MME)	Coal Mining
E&E Engineering and Service Company Limited (E&E)	O&M

As of December 31, 2019, EGCO Group's portfolio consists of 28 operating power plants, with a total contracted capacity of 5,475 MW equity and 2 construction projects, with a total contracted capacity of 171 MW equity.

4. Report and Analysis of the Operating Results

EGCO would like to present analysis of the operation result as follows:

Summary of operating results for the year 2019, Ended of December 31, 2019

Unit : Million Baht

	<i>Power Generation</i>		<i>Others</i>		<i>Total</i>		<i>Change</i>	
	<i>2019</i>	<i>2018</i>	<i>2019</i>	<i>2018</i>	<i>2019</i>	<i>2018</i>	<i>Amount</i>	<i>%</i>
Total Revenues	42,830	38,502	797	1,254	43,627	39,756	3,871	10%
Total Expenses	(39,403)	(35,525)	(753)	(1,092)	(40,156)	(36,617)	3,539	10%
Share of Profit (Loss)	6,899	5,972	(2)	84	6,897	6,056	841	14%
Normal operating profit (loss)*	10,326	8,949	42	246	10,368	9,195	1,173	13%
Gains on disposal of investments	-	14,177	-	-	-	14,177	(14,177)	(100%)
Operating profit (loss)**	10,326	23,126	42	246	10,368	23,372	(13,004)	(56%)
Loss from impairment	(611)	(2,619)	-	-	(611)	(2,619)	2,008	77%
Profit (Loss) before the effects of foreign exchange, deferred income tax and lease income	9,715	20,507	42	246	9,757	20,753	(10,996)	(53%)
Deferred income (expense) tax	228	(23)	7	2	235	(21)	256	1,219%
Profit (Loss) before the effects of foreign exchange and lease income	9,943	20,484	49	248	9,992	20,732	(10,740)	(52%)
Profit (Loss) from foreign exchange	2,806	92	(1)	1	2,805	93	2,712	2,916%
Net Profit (Loss) before the impact of lease income	12,749	20,576	48	249	12,797	20,825	(8,028)	(39%)
Impact of lease income	262	248	-	-	262	248	14	6%
Net Profit (Loss)	13,011	20,824	48	249	13,059	21,073	(8,014)	(38%)

*Normal operating profit (loss) : Operating profit (loss) before the effects of gains on disposal of investments.

**Operating profit (loss) : Profit (Loss) before the effects of foreign exchange, deferred income tax, impairment and lease income.

For focusing on the operating performance, the impact of lease income were excluded from the analysis of the operation result.

The operating profit of EGCO Group for the year 2019 were Baht 10,368 million, decreasing by Baht 13,004 million comparing to 2018. However, if excluding gains on disposal of investments Baht 14,177 million, the normal operating profit of EGCO for the year 2019 were increased by Baht 1,173 million comparing to 2018, which came from an increase in power generation business of Baht 1,377 million and a decrease in other business of Baht 204 million. See more details in 4.1 and 4.2 as follows;

4.1 The Analysis of the Operating Results in Power Generation business

The normal operating profit (loss) for the year 2019 of power generation business increased by Baht 1,377 million, comparing to 2018, mainly due to the recognition of the operating results of Paju ES and SBPL and an increase in the operating results of EGCO, Quezon, KEGCO and GPG. On the other hand, those of EGCO Plus, BLCP and NTPC decreased as follows:

Paju ES:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	Change Increase (Decrease)	
			<u>Amount</u>	%
Electricity revenue	15,919	-	15,919	100%
Other income	451	-	451	100%
Total revenues	16,370	-	16,370	100%
Cost of sale	(13,591)	-	13,591	100%
Other expenses	(1,098)	-	1,098	100%
Total expenses	(14,689)	-	14,689	100%
Normal operating profit (loss)	1,681	-	1,681	100%

- **Paju ES** : The operating result was Baht 1,681 million. This was resulted from the acquisition 49% of Paju ES on January 15, 2019.

SBPL :

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	Change Increase (Decrease)	
			<u>Amount</u>	%
Electricity revenue	1,486	-	1,486	100%
Other income	-	-	-	-
Total revenues	1,486	-	1,486	100%
Cost of sale	(1,021)	-	1,021	100%
Other expenses	(248)	(60)	188	313%
Total expenses	(1,269)	(60)	1,209	2,015%
Normal operating profit (loss)	217	(60)	277	462%

- **SBPL** : The operating result was increased by Baht 277 million. This was resulted from the commencement of SBPL on 26 September 2019.

EGCO:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	<u>Change Increase (Decrease)</u>	
			<u>Amount</u>	<u>%</u>
<i>Electricity revenue</i>	-	-	-	-
<i>Other income</i>	2,565	570	1,995	350%
Total revenues	2,565	570	1,995	350%
<i>Cost of sale</i>	-	-	-	-
<i>Other expenses</i>	(4,156)	(3,682)	474	13%
Total expenses	(4,156)	(3,682)	474	13%
Normal operating profit (loss)	(1,591)	(3,112)	1,521	49%

- **EGCO** : The operating result was increased by Baht 1,521 million mainly due to interest income from loan to EGCO Plus and recognition of gain on disposal in North Pole. Additionally, interest expense was decreased. Meanwhile, administrative expenses were increased due to success fee and amortization of rights to power purchase agreement and rights to fuel purchase agreement of Paju ES.

Quezon (Include PEPOI and QMS):

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	<u>Change Increase (Decrease)</u>	
			<u>Amount</u>	<u>%</u>
<i>Electricity revenue</i>	10,845	10,240	605	6%
<i>Other income</i>	22	5	17	340%
Total revenues	10,867	10,245	622	6%
<i>Cost of sale</i>	(6,106)	(5,715)	391	7%
<i>Other expenses</i>	(1,393)	(1,836)	(443)	(24%)
Total expenses	(7,499)	(7,551)	(52)	(1%)
Normal operating profit (loss)	3,368	2,694	674	25%

- **Quezon** : The operating result was increased by Baht 674 million mainly due to an increase of electricity profit, caused by shorter maintenance period, comparing to the same previous year. Additionally, in 2018, there were costs of replacement and dismantling of transmission line and switchyard as part of the construction of SBPL.

KEGCO:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	<u>Change Increase (Decrease)</u>	
			<u>Amount</u>	<u>%</u>
<i>Electricity revenue</i>				
- Availability Payment (AP)	3,915	3,871	44	1%
- Energy Payment (EP)	11,644	10,317	1,327	13%
Other income	79	33	46	139%
Total revenues	15,638	14,221	1,417	10%
<i>Cost of sale</i>	<i>(13,275)</i>	<i>(12,008)</i>	1,267	11%
<i>Other expenses</i>	<i>(1,108)</i>	<i>(1,195)</i>	(87)	(7%)
Total expenses	(14,383)	(13,203)	1,180	9%
Normal operating profit (loss)	1,255	1,018	237	23%

- **KEGCO** : The operating result was increased by Baht 237 million mainly due to an increase in Availability Payment (AP) and electricity profit, caused by a scheduled maintenance in 2018. Additionally, other income was increased according to compensation for non-compliance of the EPC Contractor's contract and interest expenses was decreased.

GPG:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	<u>Change Increase (Decrease)</u>	
			<u>Amount</u>	<u>%</u>
<i>Electricity revenue</i>				
- Availability Payment (AP)	2,055	2,068	(13)	(1%)
- Energy Payment (EP)	1,582	1,062	520	49%
Other income	24	19	5	26%
Total revenues	3,661	3,149	512	16%
<i>Cost of sale</i>	<i>(2,245)</i>	<i>(1,857)</i>	388	21%
<i>Other expenses</i>	<i>(381)</i>	<i>(401)</i>	(20)	(5%)
Total expenses	(2,626)	(2,258)	368	16%
Normal operating profit (loss)	1,035	891	144	16%

- **GPG** : The operating result was increased by Baht 144 million mainly due to an increase in electricity profit resulting from higher dispatch from EGAT, comparing to the same period of previous year.

EGCO Plus (Include North Pole):

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	Change <u>Increase (Decrease)</u>	
			<u>Amount</u>	%
<i>Electricity revenue</i>	-	-	-	-
<i>Other income</i>	554	928	(374)	(40%)
Total revenues	554	928	(374)	(40%)
<i>Cost of sale</i>	-	-	-	-
<i>Other expenses</i>	(2,354)	(355)	1,999	563%
Total expenses	(2,354)	(355)	1,999	563%
Normal operating profit (loss)	(1,800)	573	(2,373)	(414%)

- **EGCO Plus** : The operating result was decreased by Baht 2,373 million mainly due to interest expenses on loan from EGCO and loans for investment in Paju ES. Other income was decreased, caused by recognition of gain on liquidation of 100% indirect shares in EGCO BVI. Additionally, other expenses were increased due to corporate income tax expenses and withholding tax expenses on dividend payment from Paju ES.

BLCP:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	Change <u>Increase (Decrease)</u>	
			<u>Amount</u>	%
<i>Electricity revenue</i>				
- <i>Availability Payment (AP)</i>	2,478	3,581	(1,103)	(31%)
- <i>Energy Payment (EP)</i>	5,426	5,288	138	3%
<i>Other income</i>	209	90	119	132%
Total revenues	8,113	8,959	(846)	(9%)
<i>Cost of sale</i>	(6,599)	(6,558)	41	1%
<i>Other expenses</i>	(667)	(526)	141	27%
Total expenses	(7,266)	(7,084)	182	3%
Normal operating profit (loss)	847	1,875	(1,028)	(55%)

- **BLCP** : The operating result was decreased by Baht 1,028 million mainly due to a decrease in Availability Payment (AP) according to the PPA. Additionally, interest and administrative expenses were increased. Meanwhile, electricity profit was increased according to shorter scheduled maintenance, comparing to the same period of previous year and other income was increased due to compensation for non-compliance of the EPC Contractor's contract.

NTPC:

Unit : Million Baht

	<u>2019</u>	<u>2018</u>	Change Increase (Decrease)	
			<u>Amount</u>	<u>%</u>
Electricity revenue	2,807	2,987	(180)	(6%)
Other income	15	9	6	67%
Total revenues	2,822	2,996	(174)	(6%)
Cost of sale	(983)	(881)	102	12%
Other expenses	(489)	(590)	(101)	(17%)
Total expenses	(1,472)	(1,471)	1	1%
Normal operating profit (loss)	1,350	1,525	(175)	(11%)

- **NTPC** : The operating result was decreased by Baht 175 million mainly due to a decrease in electricity revenue, caused by the lower amount of water, comparing to the same period of previous year. Additionally, cost of sale was increased due to liquidated damages from unplanned outage. Meanwhile, interest and administrative expenses were decreased.

Other Subsidiaries in Power Generation business:

Unit : Million Baht

	BPU		KLU*		EGCO COGEN		RG	
	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>	<u>2019</u>	<u>2018</u>
Electricity revenue	4,895	4,690	2,527	2,231	1,731	1,711	197	172
Other income	9	5	7	7	5	5	1	1
Total revenues	4,904	4,695	2,534	2,238	1,736	1,716	198	173
Cost of sale	(4,173)	(3,911)	(2,118)	(1,889)	(1,564)	(1,571)	(179)	(165)
Other expenses	(410)	(438)	(251)	(262)	(72)	(62)	(17)	(15)
Total expenses	(4,583)	(4,349)	(2,369)	(2,151)	(1,636)	(1,633)	(196)	(180)
Normal operating profit (loss)	321	346	165	87	100	83	2	(7)

* KLU : The operating result was increased by Baht 78 million mainly due to an increase of electricity profit, resulting from higher generation.

Other Subsidiaries in Power Generation business (continue):

Unit : Million Baht

	SPP 2		SPP 3		SPP 4		SPP 5	
	2019	2018	2019	2018	2019	2018	2019	2018
Electricity revenue	176	170	178	174	128	123	181	178
Other income	-	2	-	2	-	2	1	5
Total revenues	176	172	178	176	128	125	182	183
Cost of sale	(53)	(53)	(50)	(50)	(39)	(39)	(51)	(50)
Other expenses	(35)	(41)	(31)	(38)	(26)	(31)	(33)	(40)
Total expenses	(88)	(94)	(81)	(88)	(65)	(70)	(84)	(90)
Normal operating profit (loss)	88	78	97	88	63	55	98	93

Other Subsidiaries in Power Generation business (continue):

Unit : Million Baht

	YEH EGCO*		BRWF		CWF**		TWF		Total		Change Increase (Decrease)	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	Amount	%
Electricity revenue	1,318	1,241	877	996	865	726	77	68	13,150	12,480	670	5%
Other income	12	9	13	11	7	8	1	1	56	58	(2)	(3%)
Total revenues	1,330	1,250	890	1,007	872	734	78	69	13,206	12,538	668	5%
Cost of sale	(313)	(330)	(418)	(434)	(325)	(327)	(28)	(28)	(9,311)	(8,847)	464	5%
Other expenses	(306)	(332)	(302)	(392)	(200)	(217)	(17)	(19)	(1,700)	(1,887)	(187)	(10%)
Total expenses	(619)	(662)	(720)	(826)	(525)	(544)	(45)	(47)	(11,011)	(10,734)	277	3%
Normal operating profit (loss)	711	588	170	181	347	190	33	22	2,195	1,804	391	22%

* YEH EGCO : The operating result was increased by Baht 123 million mainly due to higher irradiation, leading an increase in electricity profit.

**CWF : The operating result was increased by Baht 157 million mainly due to higher wind speed, leading an increase in electricity profit.

Other Joint Ventures and Associated in Power Generation business

Unit : Million Baht

	SEG (ASSO)		SEGSD (ASSO)		NED (JV)		GEC (JV)	
	2019	2018	2019	2018	2019	2018	2019	2018
Electricity revenue	1,964	2,049	1,219	1,297	952	915	3,566	3,915
Other income	-	-	-	-	7	10	38	46
Total revenues	1,964	2,049	1,219	1,297	959	925	3,604	3,961
Cost of sale	(413)	(432)	(250)	(262)	(233)	(238)	(3,191)	(3,438)
Other expenses	(1,043)	(1,203)	(638)	(691)	(94)	(116)	(195)	(223)
Total expenses	(1,456)	(1,635)	(888)	(953)	(327)	(354)	(3,386)	(3,661)
Normal operating profit (loss)	508	414	331	344	632	571	218	300

Other Joint Ventures and Associated in Power Generation business (continue): Unit : Million Baht

	GPS (JV)		XPCL* (ASSO)		NT1PC (JV)		GIDEC** (JV)		Total		Change Increase (Decrease)	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	Amount	%
	Electricity revenue	274	268	190	-	-	-	-	11	8,165	8,455	(290)
Other income	-	1	-	-	-	-	-	-	45	57	(12)	21%
Total revenues	274	269	190	-	-	-	-	11	8,210	8,512	(302)	(3%)
Cost of sale	(93)	(93)	(109)	-	-	-	-	(12)	(4,289)	(4,475)	(186)	(4%)
Other expenses	(31)	(38)	(133)	-	(18)	(18)	-	(7)	(2,152)	(2,296)	(144)	(6%)
Total expenses	(124)	(131)	(242)	-	(18)	(18)	-	(19)	(6,441)	(6,771)	(330)	(5%)
Normal operating profit (loss)	150	138	(52)	-	(18)	(18)	-	(8)	1,769	1,741	28	2%

* The commercial operation date of XPCL was on October 29, 2019.

** Divested ordinary shares in GIDEC on March 15, 2018.

4.2 The Analysis of the Operating Results in Other businesses

Normal operating profit (loss) for the year 2019 in other businesses decreasing by Baht 204 million comparing to 2018 as follows:

Subsidiaries and Joint Ventures in Other business:

Unit : Million Baht

	ESCO (Sub)		MME (JV)		Total		Change Increase (Decrease)	
	2019	2018	2019	2018	2019	2018	Amount	%
	Revenue	-	-	418	698	418	698	(280)
Service income	786	1,244	-	-	786	1,244	(458)	(37%)
Other income	11	10	11	43	22	53	(31)	(59%)
Total revenues	797	1,254	429	741	1,226	1,995	(769)	(39%)
Cost of sale	(673)	(977)	(386)	(581)	(1,059)	(1,558)	(499)	(32%)
Other expenses	(80)	(115)	(45)	(76)	(125)	(191)	(66)	(35%)
Total expenses	(753)	(1,092)	(431)	(657)	(1,184)	(1,749)	(565)	(32%)
Normal operating profit (loss)	44	162	(2)	84	42	246	(204)	(83%)

Summary of operating results for the year 2019

Unit : Million Baht

	<u>2019</u>				<u>2018</u>			
	<u>Quarter 1</u>	<u>Quarter 2</u>	<u>Quarter 3</u>	<u>Quarter 4</u>	<u>Quarter 1</u>	<u>Quarter 2</u>	<u>Quarter 3</u>	<u>Quarter 4</u>
Total Revenues	10,434	11,175	10,719	11,299	9,216	9,071	10,343	11,126
Total Expenses	(9,678)	(10,224)	(9,804)	(10,450)	(9,042)	(8,402)	(9,262)	(9,911)
Share of Profit (Loss)	2,159	1,643	1,649	1,446	1,802	1,819	1,468	967
Normal operating profit (loss)	2,915	2,594	2,564	2,295	1,976	2,488	2,549	2,182
Gains on disposal of investments	-	-	-	-	14,162	-	-	15
Operating profit (loss)	2,915	2,594	2,564	2,295	16,138	2,488	2,549	2,197
Loss from impairment	-	-	-	(611)	-	-	-	(2,619)
Profit (Loss) before the effects of foreign exchange, deferred income tax and lease income	2,915	2,594	2,564	1,684	16,138	2,488	2,549	(422)
Deferred income (expense) tax	46	169	(86)	106	65	(197)	22	89
Profit (Loss) before the effects of foreign exchange and lease income	2,961	2,763	2,478	1,790	16,203	2,291	2,571	(333)
Profit (Loss) from foreign exchange	712	1,195	224	674	3,886	(5,316)	2,004	(481)
Net profit (Loss) before the impact of lease income	3,673	3,958	2,702	2,464	20,089	(3,025)	4,575	(814)
Impact of lease income	76	(10)	121	75	82	661	(628)	133
Net Profit (Loss)	3,749	3,948	2,823	2,539	20,171	(2,364)	3,947	(681)

5. Report and Analysis of Financial Position

Comparing the Statements of Financial Position as at December 31, 2019 to the Statements of Financial Position as at December 31, 2018 is shown below:

	Consolidated Financial Statement (Million Baht)			
	Year		Change Increase (Decrease)	
	2019	2018	Amount	%
Assets				
Current Assets	35,794	51,353	(15,559)	(30%)
Investments in joint ventures and associated, net and advance payments for investment	87,281	58,364	28,917	50%
Property, plant and equipment, net	52,782	56,361	(3,579)	(6%)
Other non-current assets	32,666	40,350	(7,684)	(19%)
Total Assets	208,523	206,428	2,095	1%
Liabilities				
Current Liabilities	6,724	6,720	4	1%
Long-term loans and debenture (including current portion of long-term loans)	89,528	91,865	(2,337)	(3%)
Other current liabilities	7,164	6,993	171	2%
Total Liabilities	103,416	105,578	(2,162)	(2%)
Shareholders' Equity				
Parent's shareholders' equity	104,491	100,239	4,252	4%
Non-controlling interests	616	611	5	1%
Total Shareholders' Equity	105,107	100,850	4,257	4%
Total Liabilities and Shareholders' Equity	208,523	206,428	2,095	1%

5.1 Asset Analysis

As of December 31, 2019 the total assets were Baht 208,523 million, increasing by Baht 2,095 million or 1% from the year 2018. The details are as follows:

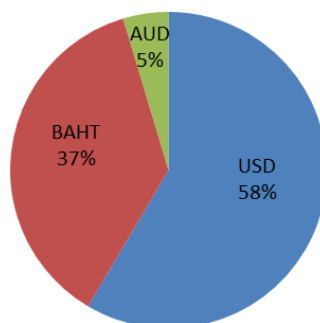
- Current assets decreased by Baht 15,559 million or 30%. This was caused by Cash, cash equivalents and short-term investments decreased by Baht 14,167 million from an investment in Paju ES. Spare parts and supplies of Quezon and KEGCO decreased by Baht 470 million. Dividend receivable from BLCP decreased by Baht 306 million. KEGCO's financial lease receivable decreased by Baht 219 million. Additionally, trade receivable and trade receivable from a related party and other current assets decreased by Baht 103 million and Baht 294 million, respectively.
- Investments in joint ventures and associated (net) and an advance payment for investment increased by Baht 28,917 million or 50% mainly due to an investment in Paju ES, TPN, SBPL, NT1PC, XPCL and E&E. Additionally, recognition of share of profits after dividend deduction from joint ventures and associated. Meanwhile, an advance payment for investment in Paju ES was decreased.
- Property, plant and equipment (net) decreased by Baht 3,579 million or 6% mainly due to depreciation.
- Other non-current assets decreased in the amount of Baht 7,684 million or 19% mainly due to dividend receivable from BLCP decreased by Baht 6,188 million. A decreased of deferred expenses and KEGCO's financial lease receivable by Baht 858 million and Baht 829 million, respectively. Meanwhile, other non-current assets increased by Baht 191 million.

5.2 Liability Analysis

As of December 31, 2019 the total liabilities were Baht 103,416 million, decreasing by Baht 2,162 million or 2% from the year 2018. The details are as follows:

- Current liabilities increased in the amount of Baht 4 million or 1% mainly due to payable for acquisition of investment in TPN Baht 1,240 million and other current liabilities increased by Baht 45 million. Whereas, trade payable and trade payable to a related party of Quezon, BPU, KEGCO and EGCO Cogen decreased by Baht 1,197 million. The principle repayment of short-term loan of Quezon in the amount of Baht 84 million.
- Long-term loans and debenture decreased by Baht 2,337 million or 3% mainly due to the principle repayment of long-term loan of EGCO, KEGCO and Quezon. Whereas, the drawn down of long-term loan of EGCO Plus to invest in Paju ES.

- Outstanding long-term loans are as follows:
 - USD loans : US dollar 1,647 million, equivalent to Baht 49,826 million
 - Baht loans : Baht 31,412 million
 - AUD loans : Australian dollar 189 million, equivalent to Baht 3,956 million



Loan maturities schedule as at December 31, 2019

Unit : Million Baht

Maturity	EGCO	KEGCO	BPU	Quezon	BRWF	CWF	KLU	Yanhee	SPP	TWF	EGCO	Total
								EGCO	2,3,4,5	Plus		
Within 1 year	936	1,309	322	1,543	264	359	175	430	382	34	-	5,754
2 - 5 years	29,613	4,630	1,484	1,658	3,657	1,689	719	1,372	507	106	12,001	57,436
Over 5 years	4,288	6,942	4,843	-	-	1,920	2,859	598	42	59	-	21,551
Total	34,837	12,881	6,649	3,201	3,921	3,968	3,753	2,400	931	199	12,001	84,741

- Debenture : Yen 17,120 million, redeems within 7 years from the issuance date, had a cross currency swap to US Dollar 143 million.
- Other non-current liabilities increased by Baht 171 million or 2% mainly due to provision for decommissioning costs of Quezon and other non-current liabilities increased by Baht 608 million and Baht 252 million, respectively. Meanwhile, deferred income tax liabilities and advance payment to contractor of Quezon decreased by Baht 548 million and Baht 140 million, respectively.

5.3 Shareholders' Equity Analysis

As of December 31, 2019, total Shareholders' Equity were Baht 105,107 million increasing by Baht 4,257 million or 4% from the year 2018. The main reasons are as follows: Firstly, EGCO's operating profit in Income Statement was Baht 13,059 million. Secondly, an increase by non-controlling interests in the amount of Baht 5 million. Thirdly, a decrease by dividend payment in the amount of Baht 3,553 million. Fourthly, share of other comprehensive income of associates and joint ventures was Baht 2,586 million. Fifthly, the effect from the translation adjustment of currencies to Thai Baht for offshore subsidiaries decreased by Baht 2,515 million and the loss on the effect of changes in accounting policy was Baht 94 million. Lastly, the loss on remeasurements of post-employee benefit obligations was Baht 59 million.

5.4 Cash Flow Analysis

As of December 31, 2019 cash and cash equivalents were Baht 20,488 million, decreasing by Baht 14,389 million comparing to December 31, 2018. The details are as follows:

	Unit: Million Baht
Net cash <u>received from</u> operating activities	11,430
Net cash <u>payment for</u> investing activities	(17,816)
Net cash <u>payment for</u> financing activities	(6,490)
Loss from the effect of foreign exchange rate	<u>(1,513)</u>
Net decrease in cash	<u><u>(14,389)</u></u>

- **Net cash received from operating activities** was Baht 11,430 million from operating of EGCO and its subsidiaries.

- **Net cash payment for investing activities** was Baht 17,816 million. Cash payments in investment in Paju ES and TPN were Baht 23,022 million and Bath 1,980 million, respectively. The investment in SBPL, NT1PC, XPCL and E&E were Baht 3,151 million, Baht 1,428 million, Baht 160 million and Baht 12 million, respectively. Cash payments in purchases of equipment and construction in progress were Baht 258 million. Cash payments in short-term and long-term investments used as collateral and cash payments for purchases of land around Rayong Power Plant were Baht 254 million and Baht 50 million, respectively. Meanwhile, the dividend received from joint ventures and other company were Baht 11,943 million, Cash receipts from interest income was Baht 496 million and Cash receipts from redemption of SEG's shares was Baht 60 million.

- **Net cash payment for financing activities** was Baht 6,490 million, resulted from the principal repayment of short-term and long-term loans totalling Baht 22,368 million, interest payment of loans and financing fees totalling Baht 3,961 million and dividend payment to shareholders amounting to Baht 3,615 million. Meanwhile, the short-term and long-term loan draw down was Baht 23,454 million.

6. Financial Ratios

Profitability Ratios

	<u>2019</u>	<u>2018</u>	<u>Change</u> <u>Increase/(Decrease)</u>
Gross Profit Ratio (%)	27.60	32.82	(5.22)
Operating Profit Ratio before FX (%)	26.23	51.23	(25.00)
Profit Ratio before FX (%)	11.79	26.49	(14.70)
Profit before FX per share (Baht)	18.98	39.38	(20.40)

Trade receivables aging summary

Aging periods of trade receivables as at December 31, 2019 are shown in the table below: Unit : Million Baht

	<u>2019</u>	<u>2018</u>	<u>Change</u>	
			<u>Increase/(Decrease)</u> <u>Amount</u>	<u>%</u>
Current	2,052	2,041	11	1%
Overdue less than 3 months	-	8	(8)	(100%)
Overdue between 3 – 6 months	-	68	(68)	(100%)
Overdue between 6 – 12 months	-	-	-	-
Overdue more than 12 months	32	-	32	100%
Trade receivables, net	2,084	2,117	(33)	(2%)

Leverage Ratio and Liquidity Ratio

	<u>2019</u>	<u>2018</u>	<u>Change</u> <u>Increase/(Decrease)</u>
Debt to equity ratio (Time)			
- Consolidated	0.98	1.05	(0.07)
- Company	0.65	0.80	(0.15)
Book value per share (Baht)			
- Consolidated	198.48	190.40	8.08
- Company	122.86	115.80	7.06
Current ratio (Time)			
- Consolidated	2.87	1.51	1.36
- Company	2.51	0.38	2.13
Interest Coverage Ratio (Time)			
- Company	5.44	3.61	1.83

7. Future Plans

In year 2020, EGCO has set a new vision: “To be a major sustainable Thai energy company with full commitment to environment protection and social development support”. To achieve the vision and corporate goals, EGCO drives the business through corporate strategies based on Balanced Scorecard concept in four strategic perspectives: finance, customer, internal business process and learning and growth, that will be major drivers for EGCO’s future sustainable growth.

The strategic plan for the year 2020, EGCO sets investment directions to expand the investment from the existing core business in power generation to fuel supply business and smart energy solution business in order to increase investment opportunities, to generate long-term income and to secure continuous growth to EGCO. We aim to enhance financial competitiveness by securing competitive funding sources with financial exposure optimization, which is the one of our key success factors. Moreover, we place a great emphasis on effective asset management to ensure maximum efficiency of existing power plants in order to achieve its highest performance and manage projects under construction to be completed as scheduled and within the planned budget. In order to secure the future success and enhance corporate competencies, strengthening in human resource foundation has been placed as priority to ensure the effective organization structure and people management. Furthermore, EGCO has a strong intention to enhance corporate sustainability practice and elevate corporate governance to be in line with international standard. In overall, the corporate strategies would be implemented to ultimately deliver sustainable long-term value towards stakeholders.