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ACE Company Core Competitive Advantages



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Company Core Competitive Advantages



1 Thailand's Leading Integrated Power Producer with highest growth potential/1



2 Proven Operational Capabilities

Secured Cash Flow Supported by PPA with EGAT/PEA

Target to Secure 1 GW Installed Capacity within 2024



2019

COD Capacity : 212.18 MW COD + Secure Pipeline : 421.37 MW^{/1}

2021/1,/2

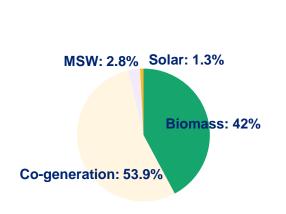
COD Capacity : 257.57 MW

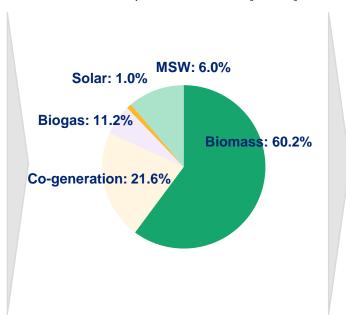
COD + Secure Pipeline : 257.57+[270.8] MW

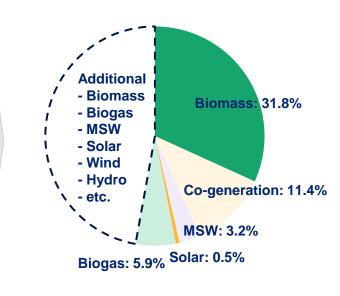
2024

COD Capacity : 528.37+[471.63] MW

Target Capacity/3 : 1,000 MW







+36% MW CAGR From 2019 - 2024

Leading Biomass Power Producer in Thailand



ACE's in-house R&D capabilities results in feedstock and O&M cost reduction with the target to reduce feedstock cost approx. 5%-15% for current plant and 24.7%-27.8% on top for pipeline plant and O&M cost reduction approx. 15%-25% in the next 2-3 years

Professional Run

- Biggest professional-run biomass power player in Thailand
- More than 1 year continuing operation before requiring shutdown maintenance
- Advanced Technology leading to feedstock flexibility
 - √ Biggest professional-run
 - ✓ Ability to burn high moisture content 60%-65%

Advanced Technology

- ACE's ability to burn various types of high moisture content biomass efficiently up to 60-65%
- Various type of biomass mix with controllable cost
- ISO 9001, 14001, OHSAS 18001

Continuing Improvement

- Target to decrease feedstock cost of 5%-15% by 2-3 years
- Additional, potential plant heat rate decrease of 24.70%-27.81%¹ for pipeline plant (VSPP, SPP Hybrid)
- Target to decrease its O&M cost 15% -25% by 2-3 years
- ✓ To decrease Feedstock cost **5%-15%** by 2-3 years
- √ 24.70%-27.81% Plant heat rate decrease on top for VSPP, SPP Hybrid pipeline
- √ To decrease O&M cost
 15%-25% by 2-3 years

Proven Track Record

- 3 years performance track record of continued efficiency and profit margin improvement
- Proven ability to source biomass feedstock (no record of supply shortage)

Upside Potential

- Potential electricity sales of ~24 MW to IUs
- +15 operational years after PPA expire/2

- √ Track record with Improvement
- √ ~24 Potential MW sales to IUs
- √ +15 operational years^{/2} after PPA

Distinguished Efficiency

Potentially Improving Margin

Upside potential in the near future

Most Efficient Municipal Solid Waste (MSW) Power Producer in Thailand



ACE's early engagement in MSW, reputable bidding track record and renowned expertise will secure the upcoming MSW bidding opportunity

Professional Run

- Most efficient MSW power plant operator in Thailand
- Strong in-house O&M Team
- Target to decrease its O&M cost 15% -25% by 2-3 years

Advanced Technology

- ACE's high technological plant could burn high moisture content municipal solid waste up to 80% with efficiency
- Zero discharge
- Odorless
- ISO 9001, 14001, OHSAS 18001

International Recognition

- Received 3Rs Awards in 2016 for being an environment friendly power operator.
- Thailand' Minister of Interior, Minister of Energy and government officials of other countries to visit the plant as MSW prototype

Proven Track Record

- 3 year performance track record with high efficiency and high profit margin
- Abundant supply of waste

Upside Potential

- Potential electricity sales of 0.4 MW (9% increase in excess of current PPA MW)
- Tipping fee will enhance project return (fee increase 10%/3 years)

- ✓ Most efficient MSW
- ✓ Ability to burn high moisture content up to 80%
- ✓ Zero discharge and Odorless

- √ Track record with Improvement
- √ ~0.4 Potential MW sales to IUs
- ✓ Additional Tipping fee enhance return

Distinguished Efficiency and Eco friendly

Upside potential in the near future

MSW Power Plant : visited by internal government agencies and other countries





Gen.Anupong Paojinda (Minister of Interior) visited MSW power plant at 3 May 2018



Mr. Siri Jirapongphan (minister of Energy) visited MSW power plant at 12 Dec 2018



Kraisi Kanasuta (Former member of ERC) visited MSW KK powerplant



Mr. Kurujit Nakornthap Chairman of Energy Affairs Committee and Member of the National Reform Steering Assembly (NRSA)visited MSW KK powerplant



H.E.Mrs.Kshenuka Dhireni Senewiratne (Sri Lanka's Supreme Ambassdor) visited MSW KK powerplant at 11 Dec 2018



Md. Tajul Islam (Minister of Local Government and Rural Development) visited MSW KK powerplant at 16 Feb 2019

Khon Kaen MSW Power Plant visited by numerous Regional Municipal and government agencies





Environmental Inspection Division Team visited MSW KK powerplant



Indonesia Vice President Deligation visited MSW KK powerplant



Director-General of the Department of Local Administration visited MSW KK powerplant



Director-General of the Pollution Control Department visited MSW KK powerplant



Deputy Director-General of the Department of Local Administration visited MSW KK powerplant



Amnat Charoen Governor visited MSW KK powerplant

Khon Kaen MSW Power Plant visited by numerous Regional Municipal and government agencies





Phuket Municipal visited MSW KK powerplant



Udonthani Municipal visited MSW KK powerplant



Executive Committee of local administrative organization from Surat Thani visited MSW KK powerplant



Management team from Choomporn Municipal



Nonsira, Khon Kaen Municipal visited MSW KK powerplant



Management team from Roi Et Municipal

Khon Kaen MSW Power Plant visited by numerous Regional Municipal and government agencies





Management team from Maha Sarakham Municipal



Board of Directors, Ministry of Energy and Ministry of Local Administration from Bangladesh visted MSW KK powerplant



Local government leaders from Songkhla province visited MSW KK powerplant in order to solve the local waste issues



Management team from Krabi Municipal



Municipal team team from Udonthani



Municipal team team from Banpai, Khon Khaen

Krabi MSW Power Plant official opening ceremony











Krabi MSW Power Plant official opening ceremony











Competitive SPP Co-Generation Power Producer



Defensive scheme of Co-Generation Power Plant would help balance risk scheme of company's powerplant portfolio

Professional Run

One of the most efficient SPP Co-Generation powerplant operator in Thailand

Advanced Technology

- ACE's high technological to control and manage plant according to EGAT demand
- ISO 9001, 14001, OHSAS 18001

Continuing Improvement

- Strong in-house O&M Team
- Target to decrease its O&M cost 15% - 25% by 2-3 years

Proven Track Record

- 3 year performance track record with high efficiency and competitive margin
- Cost pass-through scheme could result in stable margin
- Long term gas purchase contract with PTT

Upside Potential

- Potential sales to IUs of ~20 MW
- Potential steam sales from IUs for more than 100,000 tons/year
- +25 operational years after PPA expire

- ✓ One of the most efficient SPP Co-Gen
- ✓ Strong in-house O&M
- √ To decrease O&M cost of 15%-25% by 2-3 years

- √ Track record with stable margin
- √ ~20 Potential MW sales to IUs
- √ +25 operational years after PPA

Balance company risk profile

Upside potential in the near future

Secured Cash Flow Supported by PPA with EGAT/PEA



Reliable revenue source with high efficiency and controlled cost can guarantee cash flow to the company



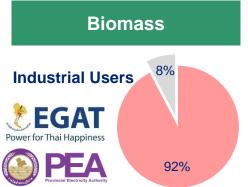
2020 Revenue Contribution

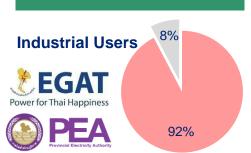
Availability Factor/1 Capacity Factor/1

> **Feedstock** Sufficiency

Feedstock Cost Control

Upside Potential





AF: 96%

CF: 99%





MSW



AF: 94% AF: 97% CF: 97% CF: 76%

- ~10,000 MW available
- Feedstock development plan
- MSW service agreement with government

 Long term purchase agreement with PTT

Controllable No feedstock Cost Cost pass-through

- ✓ Potential Sales to IUs.
- √ ~15 operation years after PPA/2
- √ Tipping fee
- ✓ Potential Sales to IUs

- ✓ Potential Sales to IUs.
- √ ~25 operation years after PPA/3

Result

Secured cashflow with upside potential

Remark: 1/ AF and CF of 2020

2/ Third party technical report stated that general biomass powerplant has an average useful life of 25-30 years or greater in case of proper recurring maintenance 3/ Third party technical report stated that general natural gas powerplant has an average useful life of 30-60 years