



DON MUANG TOLLWAY PUBLIC COMPANY LIMITED



DM.T
SMART DRIVE
TOWARD A
SUSTAINABILITY FUTURE

**SUSTAINABILITY
REPORT 2023**

DMT

SMART DRIVE TOWARD A SUSTAINABILITY FUTURE



Environment Dimension

The Company realizes the importance of limited natural resources and environmental protection for good quality of life for the present and future generations by committing to valuable consumption, taking into consideration the impacts of pollution from business operations and global climate change.



Social Dimension

The company recognizes the importance of conducting business with social responsibility, through activities that are organized efficiently and highest efficiency and leads to living happily together in society, coupled with creating added value (Value Creation).





Corporate Social Responsibility is committed to contributing the improvement of quality of life in various areas for social development and a sustainable society of Thailand toward employees, Tollway users and general public.



Governance and Economic Dimension

Corporate strategies to drive business plans towards sustainability 2023-2027

The Company has set goals in a clear time frame in order to achieve strategies or business plans in developing products or services.

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About This Report

Don Muang Tollway Public Company Limited ("the Company") has prepared this first sustainability report, which is separated from the Annual Report or the Form 56-1 One Report to communicate and disclose important information regarding the Company's sustainability development. This report covers the Company's economic, environmental, and social (GRI 3-2) in the year 2023, from 1 January 2023 to 31 December 2023. (GRI 2-3)

Guidelines for Report Preparation

The Company prepared the 2023 Sustainability Report using the Stock Exchange of Thailand's framework and the Securities and Exchange Commission's Form 56-1 One Report framework, including indicators according to the Global Reporting Initiatives Standards 2021 (GRI Standards 2021) and disclosing the Company's operating results that support the United Nations' Sustainable Development Goals (SDGs). (GRI 2-4)

Scope of the Report

The scope of this report's information disclosure includes data display and performance reports covering the Head Office and buildings in the service area (toll booths) along the Utraphimuk Expressway, excluding subsidiaries. (GRI 2-2)

Report Assurance (GRI 2-5)

The Board of Directors and senior executives (GRI 2-14) of the Company play a vital role in following up, giving advice, as well as approving and reviewing the accuracy of important sustainability information in this report to ensure that the content of the report is complete. Moreover, the Company verifies its carbon footprint data and has been certified by Thailand Greenhouse Gas Management Organization. In addition, the Company aims to certify the accuracy of the information in the report by an external agency (External assurance) within 2025.

Further details of the Company's performance can be found in the 56-1 One Report 2023, which can be downloaded from the Company's website at



<https://www.tollway.co.th/en/investorrelations/document/annual-reports>



<https://www.tollway.co.th/en/document/sustainability-reports>

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Message from the CEO

DMT steps strong into its 35th year by developing and implementing new solutions in operations to drive the
“an alternative that values...your time”

(Mr. Tarnin Phanichewa)
Chief Executive Officer





Due to significant changes in awareness of all organizations on various economic, social, and environmental factors in the past 2-3 years, development and adjustments in business and consumer sectors can be seen. In the previous year, every business sector began to recover and return to business under normal circumstances as a result from lifting of travel restrictions. However, the economy still faces challenges from various risks such as wars, ongoing pandemics, climate change, and domestic and international financial situations, which have the potential to impact Thai economy. Therefore, businesses must always be prepared to adapt in a timely manner.

DMT steps strong into its 35th year by developing and implementing new solutions in operations to drive the "an alternative that values...your time" slogan. We are ready to deliver sustainable value to all stakeholders and adhere to the intention to build a strong and sustainable foundation for the business through its operations according to the Company's strategic plans for sustainability by implementing new technology and

innovations to maximize benefits, as well as conducting business with responsibility to stakeholders in every sector. In parallel, it is also important to prepare the organization for various rapid changes with a customer focus strategy to drive the organization with experienced teamwork and achievement motivation in order to successfully execute operations according to the set plans. The Company has systematically set up Environment, Social, and Governance (ESG) with a mechanism for managing this aspect of work into the work process in order to implement this topic down to the employee level, creating the DNA of the entire organization, such as 3 DNA areas: E-In Process, S-In Process, and G-In Process (ESG In Process) to achieve business sustainability goals and participation with all groups of stakeholders.

As the CEO of Don Muang Tollway Public Company Limited, I would like to thank all groups of stakeholders for continuous support and trust in the Company's operations, as well as every director, executive, and employee for their dedication in steering the Company forward, despite challenges from various obstacles and factors, towards a stable and sustainable growth.





Message from the Managing Director

DMT toward continuous growth “to lead in transportation and related sector **with a sustainable, efficient, and modern management approach.**”

(Dr. Sakda Panwai)
Managing Director





Even though the world has recovered from the coronavirus pandemic (COVID-19) in 2023, there are still challenges from the war which affected the oil price to increase. From various situations and factors, people's lifestyles have adjusted to a new way of life (New Normal) and as a result, consumer behavior has changed.

In the past year, the Company adjusted its strategies to be consistent with the situations, as well as risk management to increase flexibility in responding to domestic and international changes. The Company also maintained a strong financial position by creating additional business value through effective investment and controlling expenses as planned. Various types of activities have increased, causing the Company to recover more revenue with significant higher operating

results at a satisfactory level overall. This is a result of adhering to the established plans for sustainability by focusing on readiness and potential with partners who have expertise in elevated expressway management, together with managing the organization by creating efficiency in operations according to targets to support sustainable growth.

The year 2023 was another year that faced challenges in various aspects such as economic fluctuations, uncertainty of domestic politics, and wars abroad. As DMT's Managing Director, I would like to ask all stakeholders to trust and support the Company's operations. The team's readiness is an important force in steering the Company forward towards continuous growth "to lead in transportation and related sector with a sustainable, efficient, and modern management approach."





Section

1

Get to Know “DMT”

DON MUANG TOLLWAY PUBLIC COMPANY LIMITED
SUSTAINABILITY REPORT 2023



Section 1 : Get to Know "DMT"

Don Muang Tollway Public Company Limited

Securities abbreviation:

DMT listed on the Stock Exchange of Thailand since 2021



Date of registration with the Stock Exchange of Thailand:

7 May 2021



Industry group:

Service



Business category:

Transportation and Logistics

Nature of business: GRI 2-1,2-6

The private company that was granted a concession for funding, investing, designing, constructing, operating, and maintaining "Utraphimuk Expressway" from Din Daeng to the National Memorial under the highway concession contract from the Department of Highways, Ministry of Transport. The total concession distance is approximately 21 kilometers. It is an expressway that provides transportation services for vehicles traveling in and out between Bangkok and the surrounding areas in the north. It is also the main route leading to the upper central, northern and northeastern regions.



Head Office:

40/40 Viphavadi Rangsit Road,
Sanambin, Don Muang,
Bangkok 10210
Tel. 0-2792-6500
Fax. 0-2552-8065
<http://www.tollway.co.th>

Registered capital:

Baht 6,142,410,560.00

Number of employees:

373 (as of 31 December 2023) (GRI 2-7)

Service areas:

Utraphimuk Expressway from
Din Daeng to the National Memorial,
21 km.

Member of: (GRI 2-28)

- Thai Listed Companies Association
- Thai Chamber of Commerce
- The American Chamber of Commerce in Thailand (AMCHAM)
- Work Safety Network Club
- Phranakhon Safety Officer Club
- HR Center
- Sustainability Disclosure Community (SDC) (by Thaipat Institute)
- Thai Private Sector Collective Action Against Corruption (has declared intention to join)
- Thailand Carbon Neutral Network
- Thai Renewable Energy-RE100





Vision

“ To lead in transportation and related sectors with a sustainable, efficient, and modern management approach.”



Mission

- We strive for organizational growth by integrating with the transportation network, addressing the expansion of Bangkok and suburbs, and connecting regions across Thailand. Through our comprehensive transportation business, we aim to be a sustainable leader in providing enduring services.
- We will continuously develop our data analysis, management, and technological systems to enhance and elevate the efficiency of our services.
- We will develop human asset and service level through cutting-edge technology to support the organization’s core mission and empower personnel in creating innovative solutions.
- We are dedicated to serving all stakeholders responsibly, guaranteeing enduring value in environmental, social, and corporate governance.



Core Value

C

Customer Focus

Focus on customer satisfaction

service-oriented is important by understanding the expectations and meeting the needs and satisfaction of service recipients and stakeholders by acting with equality and delivering valuable and satisfying services.

A

Achievement Motivation

Enthusiasm for success

expressing enthusiasm and persistence in the face of obstacles, as well as having a commitment to achieve success according to plan. This also includes the ability to solve problems or obstacles arising from work. All team members are to possess the drive to success together.

T

Teamwork

Teamwork

we believe that teamwork is fundamental in our organization, where everyone respects and supports each other. We embrace learning and sharing new things, while demonstrating adaptability and a willingness to work together. We value compassion, providing assistance, cooperation, job coaching, task distribution, and effective communication. We encourage constructive feedback and actively participate in driving the organization towards sustainable success, working towards, a common goal.

Furthermore, we aim to cultivate trust and confidence among stakeholders. Whether through fulfilling individual responsibilities or working collaboratively in teams, we strive to help and support one another, fostering commitment and maintaining integrity. We are committed to delivering excellent service and pursue social and environmental responsibility. This includes prioritizing occupational health and safety, safeguarding personal information, and securely managing the use of information technology.





Overview of Business Operations

Don Muang Tollway Public Company Limited ("the Company") is the concessionaire in the construction and providing services of Utraphimuk Tollway or Don Muang Tollway, known commonly as "Tollway", which is under the responsibility of the Department of Highways. Tollway is divided into 2 sections: Din Daeng-Don Muang Section as a part of Highway No. 31, which was opened for service on 14 December 1994, and Don Muang-National Memorial Section as a part of Highway No. 1, which was opened for service on 3 December 1998. Utraphimuk Tollway under the Company's management starts from Phaya Thai area in Bangkok and ends at Lam Luk Ka District in Pathum Thani, with a total distance of 21 kilometers.

The objective of constructing the Utraphimuk Tollway was to solve traffic congestion problems on Viphavadi Rangsit and Phahonyothin roads. In the first phase, the Department of Highways had a project to expand traffic lanes on Viphavadi Rangsit road in order to support traffic flows to Don Muang Airport, which had a tendency to increase every day. The obstacle of expanding the road lanes, however, was it was a populated area with many houses along the road making the expansion impossible. As a result, the Department of Highways had an idea to build an elevated road on top of the current one by using the traffic island to support the structure. At the time, however, the budget of the Department of Highways was insufficient and so the private sector was offered to participate in the project bidding. DMT won the bidding and has been managing the tollway up until the present.

Original Tollway Section

from km 5+700 at Din Daeng to km 21+100 at Don Muang with a distance of approximately

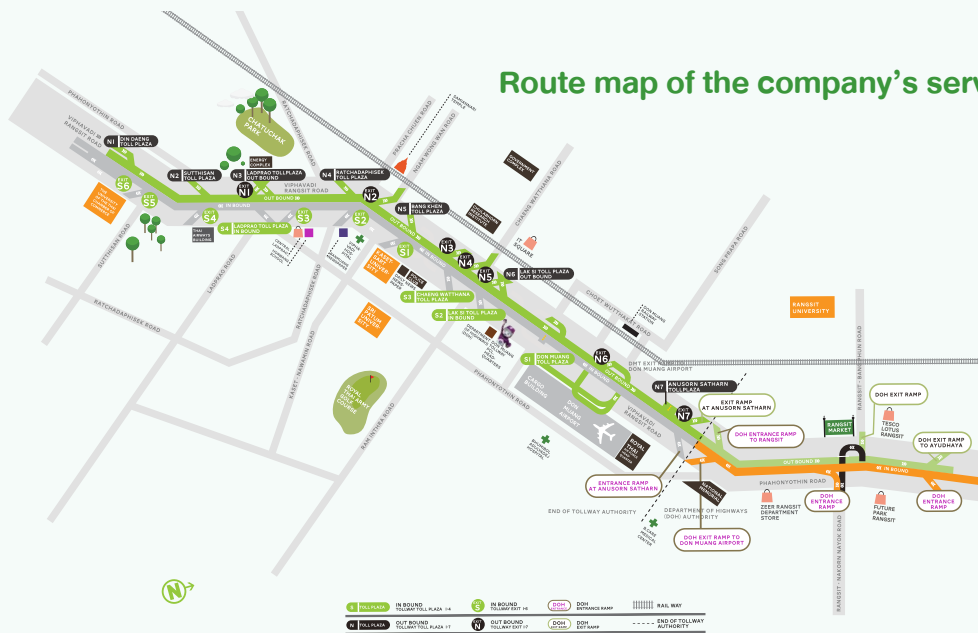
15.4 kilometers

Northern Extension Section

from km 21+100 at Don Muang to km 26+700 at the National Memorial Monument, extending the Original Tollway by

5.6 kilometers

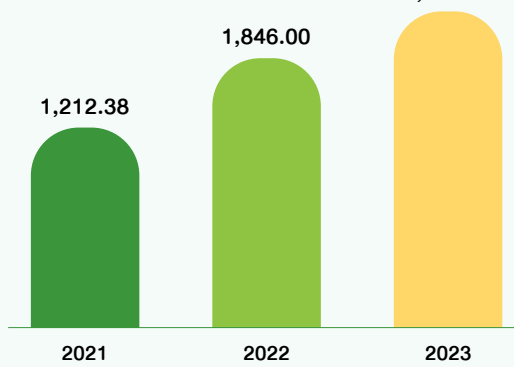
Route map of the company's services



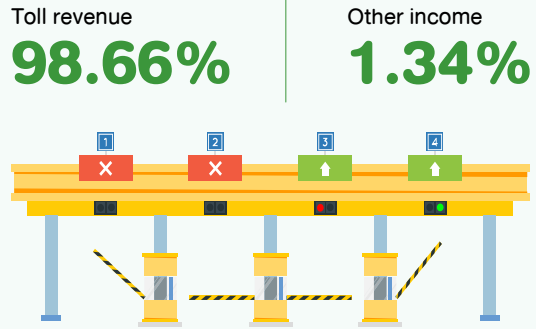


Key Sustainability Performance in 2023

Total Revenue



Income Ratio



Net income
Baht 1,003 million



Earnings per share
0.85



EBITDA
Baht 1,773 million



E-Environment

Use renewable energy
96,814.73 kWh

Reusable of waste
5,478 Kg
representing a 22% recycling rate

Received carbon footprint certification in 2022.

Amount of greenhouse gas carbon intensity
91.04 tCO₂e/million users

S-Social

Average customer satisfaction
80%

Human rights complaints
0 case

Level of employee commitment to the organization
71%

0 case
Work-related deaths

G-Governance

Corporate governance assessment



Quality evaluation of shareholder meetings
100%
for 2 consecutive years

0 case
Violation of business ethics

CAC: declaration of intent to join the Thai Private Sector Anti-Corruption Coalition



Business Value Chain

The Company places importance on business sustainability management throughout the business value chain to ensure that the Company is able to operate efficiently and can deliver value to all stakeholder groups, covering both primary and support activities.



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table



Engagement with the Company's Stakeholders^(GRI 2-12)

Every group of stakeholders is vital to the Company's business operations and plays an important role in the Company's sustainable growth. Therefore, the Company gives great importance on taking into consideration opinions of stakeholders as part of organizational development, in which roles of each stakeholder group (GRI 2-29) are assessed and analyzed through consideration of the impact from the Company's operation. Stakeholders can be classified into 8 groups: government agencies and relevant regulatory bodies, shareholders, employees, tollway users, suppliers and partners, creditors, companies in the same industry, and community, society and environment.

The Company emphasizes on engagement with all groups of stakeholders in order to know their expectations and concerns that each group places most importance on. As a result, two-way communication channels are established to promote knowledge and understanding with stakeholders, including giving stakeholders the opportunity to express their ideas, whistle blowing, and complaints via various channels such as email, telephone, letter, etc. The Company is to collect these feedbacks from stakeholders to develop and improve towards more efficiency and consistency with sustainable operations.^(GRI 2-29)

Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
<p>Government agencies and relevant regulatory bodies</p> 	<ul style="list-style-type: none"> • Strict compliance with relevant laws • Support government projects that are beneficial to society • Fair and transparent business operations • Operations in compliance with the concession contract • Sufficient and timely disclosure of information 	<ul style="list-style-type: none"> • Participate or support activities of government agencies • Implement and comply with government policies such as safety measures to control the spread of COVID-19 • Meet, consult, and coordinate for good relationship with the public sector • Report of performance • Study the M-Flow project • Traffic Management Development • Modernization of maintenance work • Complaint management
<p>Shareholder</p> 	<ul style="list-style-type: none"> • Provide a tangible and continuous growth on return of investment • Develop potential to create business growth • Good performance, stock price and dividend at a high level • Continuous business expansion • Transparency in business operations and good corporate governance of the Company • Risk management, joint investment and development • Innovation to increase efficiency of the Company's operations • New business investments • Stability and availability of service • Opportunity for shareholders to have equal access to information • Public relations for services/projects to build confidence in the business • Effective access to information and public relations 	<ul style="list-style-type: none"> • Annual General Meeting of Shareholders • Company's website (under "Investor Relations") • Annual Report • Opportunity Day • Quarterly financial reports • Answering investor questions by phone and email • Communicate business directions and strategies covering economic, social and environmental dimensions, as well as building confidence in earning income • Open to opinions with transparency and implementing the resolutions of the shareholders' meeting • Communicate and disclose qualifications and charter of the Executive Committee for stakeholders to be informed through various channels



Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
<p>Employee</p> 	<ul style="list-style-type: none"> • Career advancement • Fair remuneration • Potential development • Health care and safety • Work-life balance • Proper welfare 	<ul style="list-style-type: none"> • Internal meetings • Online meetings and communicating • Communication via Line Application • Annual performance assessment • Promotion of potential, skills, knowledge development • Welfare committee meeting • Setting criteria for consideration of remuneration, welfare, and benefits as required by the laws or more • Determining and implementing policies and practices on health care and safety • Personnel engagement assessment
<p>Tollway user</p> 	<ul style="list-style-type: none"> • Value of price • Service efficiency • Convenience, speed and safety on the route • Discounts and promotions, innovation to increase efficiency of the Company's operations 	<ul style="list-style-type: none"> • Company website improvement • Annual report • Complaint channels via Call Center, LineOA, Facebook • Activities to thank users • Tollway user satisfaction survey • Listening through satisfaction surveys via social media, call center, complaint channels, and relationship-building activities, etc. Analyze customer voice data to find ways to build good relationships and create memorable experience for service users. An example of relationship-building activity with customers/users is Engagement rewards program campaign with tollway users. • Study ways to enhance service operations with Service Excellence • Study ways to create service innovations to increase operational efficiency • Communicate and publicize channels for reporting incidents, guidelines and standards for rescue services • Define and review channels for receiving feedback and the process of dealing with such issues comprehensively and effectively



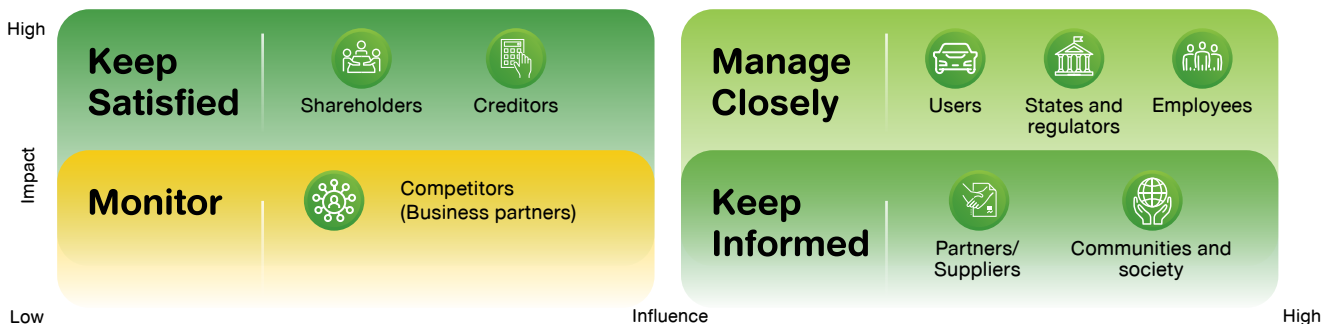
Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
<p>Supplier and Partner</p> 	<ul style="list-style-type: none"> • Anti-corruption and transparency in good corporate governance • Conducting business according to relevant standards and requirements • Disclosure of procurement/hiring • Fair mid-price • Fair treatment • Information accessibility and effective PR communications • Internal process efficiency, organize social and environmental activities 	<ul style="list-style-type: none"> • Meetings • Work audit/evaluation • Company website • Email • Telephone • Complaint channels • Develop a website for business partners to communicate central pricing and procurement standards • Eco-friendly product procurement communication
<p>Creditor</p> 	<ul style="list-style-type: none"> • Continuous business expansion • Stability and availability of service • Legal disputes • Innovation to increase efficiency of the Company's operations • Risk Management • Joint business investment and development • Compliance with ESG regulations • Add trade partners to help facilitate service users and sales promotion • Value of price • Service rates responsive to users' needs with discount package • Expansion of future service routes 	<ul style="list-style-type: none"> • Compliance with loan terms and timely debt repayment • Meeting to exchange information and maintain good relationship • Reports on financial and annual performance • Communicate business directions and strategies covering economic, social and environmental dimensions to build confidence in earning income in the future • Create engagement by studying ways to create business alliances with the bank in order to enhance service and satisfaction for customers/service users such as creating benefits from using credit cards to use the tollway • Define and review channels for receiving feedback and the process of managing such issues comprehensively and effectively.
<p>Companies in the same industry</p> 	<ul style="list-style-type: none"> • Service efficiency • Safety on the routes • Conduct social and environmental activities • Innovation to increase efficiency of the Company's operations • Security of information technology systems • Fair business competition 	<ul style="list-style-type: none"> • Communication via Company website • Annual reports • Ethical treatment of competitors and fair competition • Communicate and disclose business operations, create business alliances • Build confidence by adhering to fair and transparent competition policies and practices • Communicate to ensure the guidelines and operations that the organization has set security measures for the organization's information technology system, and protection of personal information to be recognized and build confidence in the operations of the organization.



Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
<p>Community, Society and Environment</p> 	<ul style="list-style-type: none"> • Social and environmental activities such as <ul style="list-style-type: none"> • Educational support and development • Promotion of health and safety • Promotion of quality of life and the environment in the community, creating jobs and income for the community • Participation in community activities and organizing social activities for socially disadvantaged group • Creating a good and safe environment • Cleanliness and safety of areas under the tollway • Drug prevention • Speed control and traffic discipline on tollway • Value of toll price • Cleanliness and environment • Pollution prevention • Effective access to information and public relations. Monitoring of social responsibility operations 	<ul style="list-style-type: none"> • Identification of key community targets to carry out social responsibility projects with corporate talents in a long and continuous way in line with the organization's 5 aspects of social activities. • Implementation of social responsibility projects, creating a balance between the implementation of social responsibility in the form of CSR in Process and CSR after Process. • Arrange for follow-up to measure performance for reviewing and developing implementation of social responsibility projects. • Strategies for social responsibility operations that create recognition, such as the expansion of the 3 Rs principle into the target community. • Create network alliances for social responsibility operations to create impacts on the wider society, for example, collaboration with private organizations that have CSR operations-the 3Rs project in collaboration with a waste recycle plant. • Build employee engagement by being volunteers in activities to improve the quality of life of the community. • Define and review channels for receiving feedback and the process of dealing with such issues comprehensively and effectively.

Overview of key performance

From conducting a survey of opinions/satisfaction with the Company's operations in 2023 of all stakeholder groups, it was found that the level of impact and influence on the organization of stakeholder groups varied and such results lead to different managing guidelines and processes for each stakeholder group, as shown in the matrix below:



Stakeholder groups that are important to the business consist of 3 groups:

- 1) Users
- 2) Governing agency is the Department of Highways
- 3) Employees



Section

2

Guidelines for Sustainable Development

DON MUANG TOLLWAY PUBLIC COMPANY LIMITED
SUSTAINABILITY REPORT 2023



Guidelines for Sustainable Development

With a commitment to sustainably operate its business, DMT focuses on management of all 3 dimensions: environment, social, and governance by considering and analyzing various issues throughout the value chain, covering needs/expectations of all stakeholder groups, risks and opportunities, new challenges, changing trends in various fields—consumer behavior, needs of employees, climate change, technology and innovation, etc. to be used for setting directions, policies, strategies, and sustainability operation plan of the organization.

The Company sets sustainable development guidelines in line with its vision, mission, and core business strategy, which defines ESG as one of the important strategies covering all 3 dimensions: economy, social, and environment. It aims to highlight materiality topics as a guideline for setting long-term operational goals and integrating sustainability into each aspect of the work process, as well as being in accordance with the United Nations Sustainable Development Goals (SDGs). Sustainable development structure for 2023 is shown below:



**The Company’s full version of organization structure is disclosed in the 56-1 One Report 2023. The current structure can be found on the Company’s website at <https://www.tollway.co.th/en/investor-relations/document/annual-reports>



Sustainability Policies and Goals

The Company has a policy to operate its business according to sustainable development guidelines that are in line with the Company's vision, mission, and strategies. Moreover, ESG is one of DMT's key strategies by considering key sustainability issues covering all 3 dimensions, which are economic (governance), social, and environment. The Company has set guidelines and goals for operations in 3 phases: short-term is the year of operation, medium-term is 3 years, and long-term is 5 years; and has integrated sustainability into processes of each line of work, as well as being in accordance with the United Nations Sustainable Development Goals (SDGs).

In 2023, the Company remains committed to intensive and continuous sustainability development tasks to drive the Company in parallel with the rapid domestic and global changes on the basis of sustainability. This will be an important defense mechanism for the Company such as internal control, risk management, and corporate governance under the operational framework of sustainability business plan 2023-2027, with the goal of delivering values and sustainability in 3 dimensions as follows:

1) Environment

the Company operates businesses that go hand in hand with environmental conservation, which is a concerned global issue in driving global warming reduction and preventing climate change such as energy, water, waste and pollution management, greenhouse gas reduction, and efficient use of resources.

2) Social

the Company conducts business based on the principles of respect for human rights in treating all stakeholder groups by focusing on social engagement as a whole, as well as having the ability to truly respond to customer needs and changes in social and economic contexts and creating equal access to opportunities for the underprivileged group, while providing excellent service quality for users and occupational health for personnel.

3) Governance or Economic

the Company focuses on building business growth by generating stable returns with transparency and a mechanism for checking and balancing strictly operated under rules, regulations, and various regulations under the principles of good corporate governance (CG) while completely considering the Company's stakeholders in order to achieve the objectives of business operations and the sustainable development goals.





The Company's Key Materiality Topics

Assessment of Materiality Topics

The Company has identified and assessed key materiality topics by collecting significant materials throughout the Company's supply chain, while taking into account important factors for business operations in terms of economic, environmental, and social dimensions, by surveying the needs and expectations of all stakeholder groups, including the evaluation and analysis of internal and external factors of the organization by executives in every department of the Company. Key materiality topics have been reviewed and approved by the Executive Committee, as well as an approval from the Board of Directors. The steps are as follows: ^(GRI 3-1)



Step 1 Identification

Collect topics from each dimension (economic, environment and social), including internal and external data, sustainability trend, and other related requirements.



Step 2 Stakeholder Engagement

Collect data from stakeholders through engagement with the Company's relevant teams responsible.



Step 3 Prioritization

Prioritize topics of high importance to the Company and stakeholders that have an impact throughout the organization and on its performance.



Step 4 Validation

Verify completeness of significant topics and identify their correlation, as well as presenting materiality issues that have already been reviewed by the Executive Committee.





















Prioritization of Materiality Topics

Materiality Topics 2023

The management conducted studies to analyze trends of expected changes in **2023–2027**. The Company has a business development approach to deliver value to sustainability in the long-term. In addition, the organization must adapt to the rapid changes in the business world according to Mega Trends. The Company has analyzed the consistency with business operations, including analyzing internal and external factors using SWOT Analysis and PESTEL to analyze risks and opportunities in order to formulate strategies and business plans that are in line with many challenges on both risks and opportunities. The businesses must constantly adjust and develop themselves in order to survive and grow steadily and sustainably, as well as taking into account the nature of the concession contract and the rights and duties of the Company according to the concession agreement, including maintaining the benefits that are due to all groups of stakeholder. Over the past year, mega trends or new patterns of change have occurred, which are likely to affect business operations as follows:

Mega Trends 2023

<h3>Digital Transformation</h3>  Robotics / AI  Big data  Cybersecurity  E-commerce  Block chain  Metaverse  Seattleite internet	<h3>Health</h3>  Aging society  Health hygiene  Cashless society  New disease
<h3>Biz Sustainable Development</h3>  Net-zero emission  ESG  Future Energy	<h3>Resilience</h3>  Multi Partner  Resilience organization  Prepared / adaptable  Collaborative

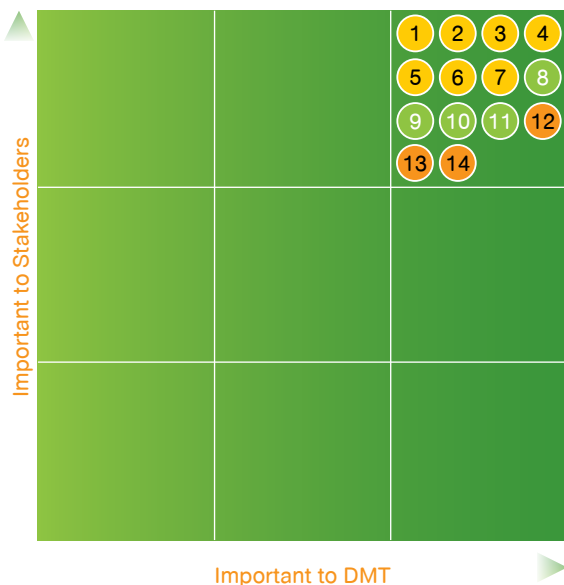


Important issues that will continue in 2023 have been reviewed and analyzed, including setting guidelines for managing important issues in line with the Sustainable Development Goals (SDGs) covering all 3 dimensions by implementing business strategies as follows:

Sustainability dimension	Materiality Topics	Management guidelines and strategy
Economic (Governance) 	1. Risk Management 2. Traffic management efficiency 3. Service efficiency 4. Risk management from serious accidents 5. Investment in new businesses and business expansion 6. Security and stability of service 7. Safety on the roads	<ul style="list-style-type: none"> • Safer Road Traffic Management/ Maintenance Strategy • Inclusive Growth Strategy • Other Non-Toll Businesses Strategy • ESG Sustainability Strategy • HPO Resilience Management Strategy • Efficient cash and cost management strategy • DMT Excellence Recognition Strategy
Social 	8. Access to information and public relations 9. Building relationships with employees 10. Human resources development 11. Activities for society and the environment	<ul style="list-style-type: none"> • Safer Road Traffic Management/ Maintenance Strategy • ESG Sustainability Strategy • HPO Resilience Management Strategy • DMT Excellence Recognition Strategy
Environment 	12. Cleanliness and surroundings 13. Pollution prevention 14. Reducing greenhouse gas emissions	<ul style="list-style-type: none"> • ESG Sustainability Strategy • Efficient cash and cost management strategy • DMT Excellence Recognition Strategy

Summary of assessment results and prioritization of materiality topics (GRI 3-2)

The Company has taken assessment results into consideration in all aspects, which can be summarized and prioritized according to importance to stakeholders and importance to DMT, in order to achieve the vision, mission and business strategies according to the Material Matrix below. These evaluation and prioritization were used for improving working plans, including business strategies and sustainability plans for 2023.



Materiality Topics

- (1) Risk Management
- (2) Traffic management efficiency
- (3) Service efficiency
- (4) Risk management from serious accidents
- (5) Investment in new businesses and business expansion
- (6) Security and stability of service
- (7) Safety on the roads
- (8) Access to information and public relations
- (9) Building relationships with employees
- (10) Human resources development
- (11) Activities for society and the environment
- (12) Cleanliness and surroundings
- (13) Pollution prevention
- (14) Reducing greenhouse gas emissions



Management guidelines for Materiality Topics

According to evaluation and prioritization of key business issues in 2023, the Company has determined guidelines for managing 14 materiality topics to drive business sustainability operations as follows:

1. To develop and design efficient and safe service systems.
2. To select tools, equipment and technology that is modern, safe, and friendly to society and the environment.
3. To care for every group of stakeholders as well as giving importance to sustainable social development.
4. To create a mindset for conservation of resources and environment for personnel and the younger generations.
5. To support every sector in the supply chain by taking into account sustainable development.

Performance according to Materiality Topics in 2023

The Company has established guidelines for managing materiality topics in accordance with Sustainable Development Goals (SDGs) covering all 3 dimensions, with overall performance as shown in the table below:

Sustainability dimension	Materiality Topics	Performance
<p>Economic (Governance)</p>	<ol style="list-style-type: none"> 1. Risk Management 2. Traffic management efficiency 3. Service efficiency 4. Risk management from serious accidents 5. Investment in new businesses and business expansion 6. Security and stability of service 7. Safety on the roads 	<ul style="list-style-type: none"> • In accordance with the risk management plan • Meets the requirements of the DoH/ Concession Agreement • Meets the requirements of the DoH/ Concession Agreement • No serious accidents • 1 Subsidiary, 1 Service Business • No cyber attacks. No information leakage. • No deaths
<p>Social</p>	<ol style="list-style-type: none"> 8. Access to information and public relations 9. Building relationships with employees 10. Human resources development 11. Activities for society and the environment 	<ul style="list-style-type: none"> • 100% (according to plan) • Employment engagement at 71.75% • 80% (according to plan) • 100% according to plan
<p>Environment</p>	<ol style="list-style-type: none"> 12. Cleanliness and surroundings 13. Pollution prevention 14. Reducing greenhouse gas emissions 	<ul style="list-style-type: none"> • 80% (according to plan) • 100% as required by law • 100% (according to plan)



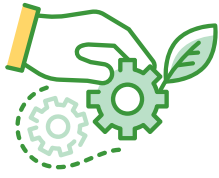
Section

3

Sustainability Performance

DON MUANG TOLLWAY PUBLIC COMPANY LIMITED
SUSTAINABILITY REPORT 2023





Economic Sustainability

Business growth is one reflection of the Company's management efficiency under good corporate governance, effective risk management, as well as innovation development to enhance competitiveness and to create new business opportunities or related businesses. In this regard, the Company's sustainable growth will help strengthen confidence and trust of shareholders and stakeholders. Therefore, the Company places importance on and maintains a balance between business growth and good corporate governance, including being responsible for society and the environment. This will ultimately lead to a sustainable business growth.

Management guidelines

Management of the Company's business operations is efficient, transparent, verifiable, and considerate of all stakeholder groups. These are basis guidelines that the Company adheres to in performing its operations. The Company is aware of the importance of a management structure and good corporate governance system that will build trust and gain confidence from both internal and external stakeholders that the business operations will not affect every sector involved, including overall society, community, and the environment. The Company has business management guidelines and key economic performance as follows:



**The Company's key economic performance is disclosed in the 56-1 One Report under Financial Highlights



Corporate Governance

The Company believes that conducting business under good corporate governance principles is vital to the Company in strengthening its competitiveness and leading it towards sustainable growth. Moreover, it builds confidence among stakeholders in the long-term because good corporate governance reflects a management system that is efficient, transparent, and auditable. All operations rely on the cooperation of employees and executives at all levels in promoting and supporting work processes within the framework of good corporate governance in a concrete manner.

Good Corporate Governance Policy (GRI 3-3)

Don Muang Tollway Public Company Limited ("the Company") adheres to compliance with principles of good corporate governance by annually studying and reviewing its good corporate governance policy. In 2023, the Company's Board of Directors approved the revised corporate governance policy for the year 2023 on 10 August 2023 in order to increase confidence level among shareholders, investors, and all groups of stakeholders. The Company continuously develops and improve its good corporate governance for future sustainability, including environment, social, and governance. The Board of Directors and the management team trust that good corporate

governance will help promote the Company's business operations to grow sustainably. The Board of directors has therefore reviewed and amended this corporate governance policy by announcing and disseminating it to all directors, executives, and employees to acknowledge, understand, and adhere to as a principle in performing their duties with responsibility, transparency, honesty, and ethics. The corporate governance policy is also published on the Company's website at <https://www.tollway.co.th/storage/document/cg/20230810-dmt-corporate-governance-policy.pdf> for shareholders, investors, and every stakeholder group to acknowledge the Company's business practices under the principles of good corporate governance.

In addition, the Company established Code of Conduct as a principle for all executives and employees to perform their duties with a conscience that adheres to honesty, morality, and ethics. In the business ethics, there are guidelines set out to enhance understanding of the Company's principles of conduct that every personnel should treat the organization and all groups of stakeholders. The Legal and Compliance department is responsible for monitoring and ensuring compliance with code of conduct, which is also published on the Company's website at <https://www.tollway.co.th/storage/document/cg/dmt-code-of-conduct.pdf>

Good corporate governance structure





The Board of Directors has assigned the Audit Committee to assist in implementing good corporate governance, managing efficiently, ensuring compliance with various regulations, having a good internal control system, managing risks effectively, and monitoring the Company’s operations according to good corporate governance policies and practices approved by the Board of Directors. The corporate governance working team for sustainability consists of executives from various related departments with senior executives acting as advisors to the working group to join in supporting and providing opinions and suggestions for the development of corporate governance operations.

Performance / Success Indicator

Indicator	Target		Performance	
	2023	2024	2022	2023
Significant number of corporate governance complaints	0	0	0	0
Significant cases of violations of business ethics	0	0	0	0





Corporate Governance Report

From the Corporate Governance Report of Thai Listed Companies 2023 survey by the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand, the Company received “Excellent” scoring (5-star).

Indicator	Target		Performance	
	2023	2027	2022	2023
Annual Corporate Governance Report	5-star 	5-star 	4-star 	5-star 

Annual General Meeting

The Company organizes an annual general meeting of shareholders to present its operating results every year, and also participates in the project to assess the quality of shareholder meetings organized by Thai Investors Association. In 2023, the Company received a 100% rating, or “Excellent” level, for the 2nd consecutive year since being listed on the Stock Exchange of Thailand (and started trading on SET on 7 May 2021)

Indicator	Target		Performance	
	2023	2027	2022	2023
Annual General Meeting Assessment	100% 	100% 	100% 	100% 



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"DMT"



Guidelines for
Sustainable
Development



Sustainability
Performance



Sustainability
Performance Table



Anti-Corruption

The Company places importance on anti-corruption, as well as supporting and encouraging its personnel at all levels to have awareness of anti-corruption in every form while being committed to conduct business with ethics, transparency, and accountability. The Company has prepared a written "Anti-Corruption Policy" (<https://www.tollway.co.th/storage/document/cg/dmt-anti-corruption-th.pdf>) as a clear guideline for business operation and development towards sustainability. In 2023, the Board of Directors has reviewed and amended anti-corruption policy and measures, assessed corruption related risks, and conducted a self-evaluation to develop an anti-corruption system in order to receive certification from the Thai Private Sector Anti-Corruption Coalition to be in compliance with the laws and regulations of the Company. The anti-corruption policy is communicated to all employees to acknowledge and strictly adhere to by organizing in-house training regarding anti-corruption measures and guidelines for executives and employees at all levels. Moreover, the policy is disseminated to suppliers/partners and stakeholder groups for acknowledgement. DMT also announced its "No Gift Policy" on the Company's website.

Whistle Blowing Policy

In order to encourage internal and external stakeholders to participate in the corporate governance process, the Company has established a Whistle Blowing Policy as a channel for every director, executive, employee, and every group of stakeholder to file a complaint or unlawful acts against rules, regulations or various policies of the Company, including behavior that may indicate fraud and corruption or violation of business ethics and code of conduct, through the following channels:



Website

: www.tollway.co.th under "Whistle blowing Form"



E-mail

: Chairman of the Audit Committee : somnuk.cha@tollway.co.th

Company secretary : companysecretary@tollway.co.th



Letter

: Audit Committee or Company Secretary

Don Muang Tollway Public Co., Ltd.



40/40 Viphavadi Rangsit Road, Sanambin, Don Muang, Bangkok 10210

Protection of Whistleblowers or Complainants

Complainants or whistleblowers who witness any actions suspected of violating or not complying with laws, rules, regulations, or various policies of the Company, including behaviors that may indicate fraud, corruption or violate code of conduct will receive appropriate and fair protection from the Company, where their identities are kept confident to irrelevant parties, except when disclosure is required by law.



Performance / Success Indicator

Indicator	Target		Performance	
	2023	2027	2022	2023
Number of corruption complaints	0	0	0	0
Reporting or conducting of corruption related cases	0	0	0	0
Commitment to anti-corruption	<p>Applied for membership certification with CAC. (applied in Q4/2023- under consideration by the committee)</p> 	<p>A member of CAC.</p> 	<p>A declaration of intent to join CAC.</p> 	<p>Applied for membership certification with CAC. (under consideration by the committee)</p> 

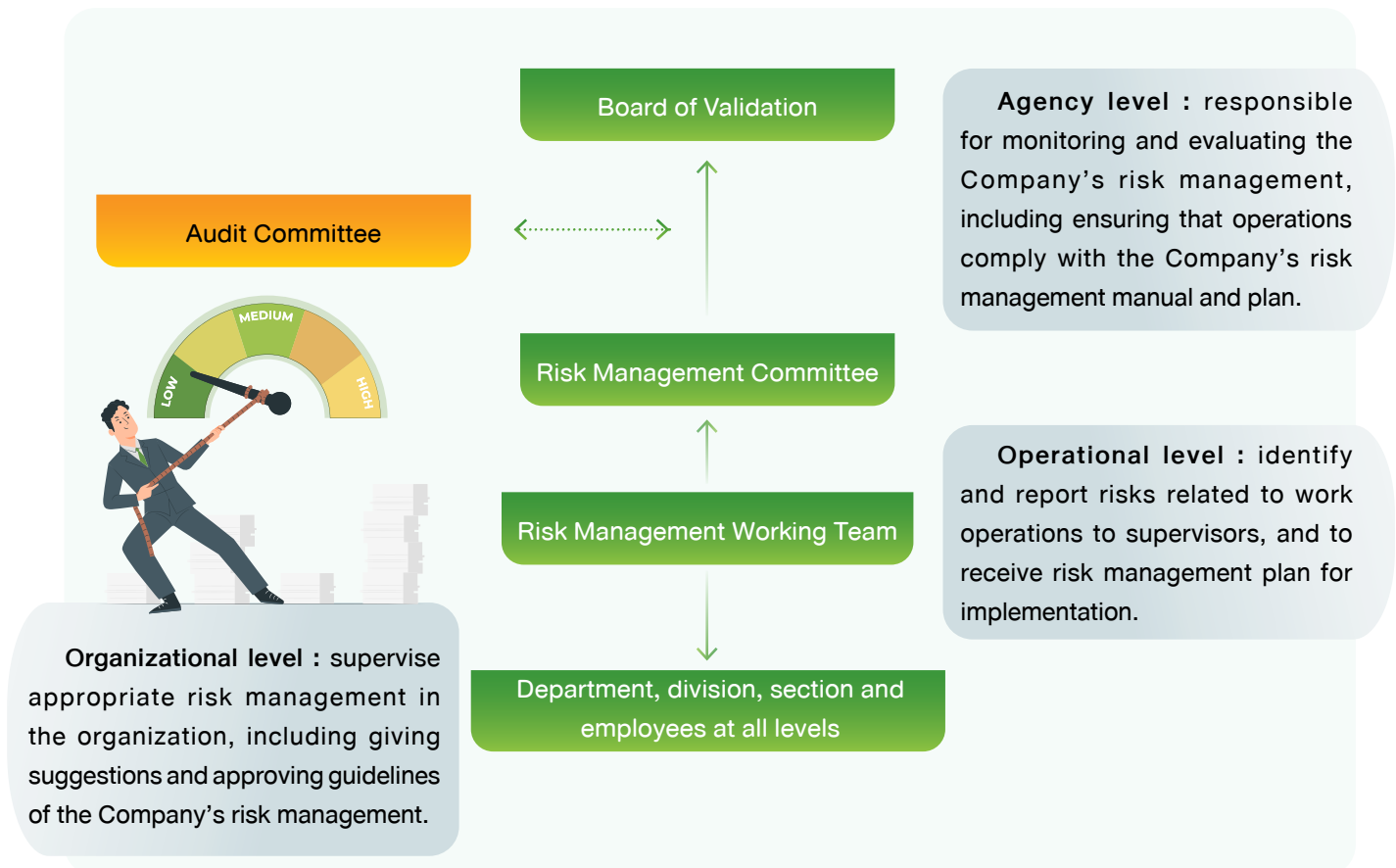




Risk Management (GRI 2-16)

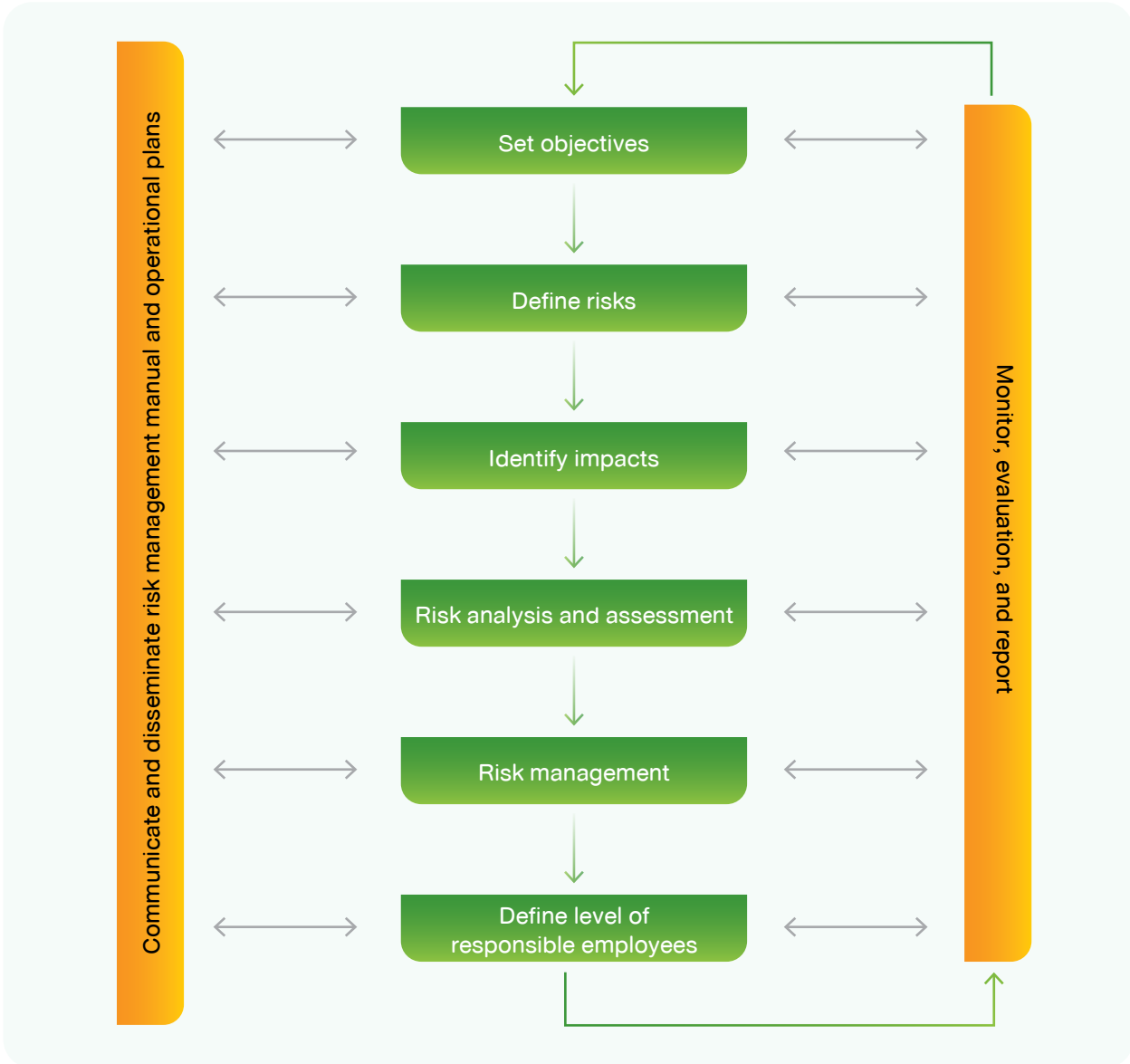
The Company has guidelines for managing organizational risks according to the risk management policy and guidelines of the Stock Exchange of Thailand, as well as The Committee of Sponsoring Organizations of the Treadway Commission (COSO) standards. The Board of Directors has assigned the Risk Management Committee to be responsible for setting risk management policy and framework, including monitoring and assessing risk management results. The Company’s risk management working team is accountable for monitoring risks management operation of each department and providing information and taking actions as assigned by the Risk Management Committee. Moreover, the Risk Management Committee is responsible for overseeing the organization’s overall risk management process, including preparing risk management manual and plans to be presented to the Company’s Board of Directors for approval in order for various departments to use as a guideline. This Risk Management Committee has prepared a risk management manual and plan, which is reviewed/amended to be consistent with the situation and business plans that change on an annual basis, so that the organization can operate and achieve the defined goals by keeping the risks at an acceptable level.

Risk Management Structure



Risk Management Process

Risk management is a systematic and continuous process to help the organization reduce losses that may occur from various risks due to failure in achieving the set objectives to a level that is acceptable or at the minimum; and to also maximizes business opportunities as well as being an important component of good corporate governance. This will assist the organization in achieving its objectives and goals.



In 2023, the Company assessed both internal and external risk factors covering changes in market conditions, economy, regulations, and companies in the same business group, including issues of climate change and the environment throughout the Company's supply chain, which is specified in the Company's risk management manual as follows:



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Risks in organizational management include:

- Strategic Risk
- Financial Risk
- Operational Risk
- Concession Risk
- Sustainability Development Risk
- Environmental Risk
- Social Risk
- Governance Risk
- Safety Health and Environment Risk
- Legal and Compliance Risk
- Information Technology Risk

Emerging risks include:

- Changes in consumer behavior
- Climate change (GRI201-2)
- Changes in innovation and new technology

Performance / Success Indicator

Indicator	Target		Performance	
	2023	2027	2022	2023
Ratio of risk management coverage to preparation of risk indicators for all departments.	100%	100%	100%	100%
Ratio of risky units that have risk management measures in place.	100%	100%	100%	100%

The Company is confident that measures to manage various risks of the Company, such as use of effective technology for monitoring services and work processes e.g. managing financial accounting systems and setting up appropriate procurement systems, human resource management, tracking system of various related laws, rules, and regulations, including an insurance system that covers damages that may occur to help prevent and reduce risks to an acceptable level. In addition, measures to prevent and reduce risks have been prepared to lessen impact from the above risks. This ensures that the Company will be able to achieve the organization's risk management objectives as set forth. Further details on the Company's risk management can be found in the 56-1 One Report 2023, section 1 article 2 "Risk Management"

Business Continuity Management (BCM)

In addition to effective risk management, the Company also recognizes the importance of continuous business operations to not affect the organization and its stakeholders. Therefore, plans for business continuity management and readiness for emergency management have been prepared to provide guidelines for responding to unusual events that occur with the Company, including helping affected agencies by such events to be able to successfully deal with emergencies by reducing damages that may occur to life and property. The Company reviews, improves, and practices said plans on an annual basis in order for relevant personnel to understand their roles and responsibilities in correctly managing unusual events that occur, as well as enabling the business to operate continuously. The Company has appointed an incident and business continuity management team, consisting of executives from every line of work with the following processes:



Situation	Normal	Problematic	Business interruption	Back to normal
Operational characteristics	Operations under normal conditions	Preliminary emergency management	Emergency and business continuity management	Back to normal
Structure	Normal working teams	Emergency Management Committee		
	Incident and business continuity management team	Incident and business continuity management team		
Role/duty	<ul style="list-style-type: none"> Providing support and decision making regarding BCM plans. Create/review/improve and test incident management and related business continuity plans. 	<ul style="list-style-type: none"> Relevant personnel report the incident/ stop the incident themselves as specified in various plans. Report the situation to management to control the situation/ declare crisis. 	<ul style="list-style-type: none"> Announcement of BCP plan. Facilitate business management during emergencies to return to normal. 	<ul style="list-style-type: none"> Return to normal operations. Restore damages.

In addition to the business continuity management plan, the Company's management under the ISO9001 standards, which is a globally recognized standard for quality management, helps the Company uplifts its efficiency and continuous development. Other standards such as ISO14001 environmental management standards and ISO45001 occupational health and safety standards helped the Company lay down standards in managing operations, environment, and occupational health and safety according to international standards.

In 2023, there were no emergency events that caused business interruption, and the Company adhered to various measures strictly.

Cyber and Information Security and Data Privacy

The Company aims to enhance its security management system to be in accordance with the Company's cyber and information security policy and personal data protection policy, which is a guideline for operations and procedures for personnel in order for the Company's information technology system to be secure and continuous. The Company has published the aforementioned policy on its website.

Cyber and Information Security Policy

at : <https://www.tollway.co.th/storage/document/cg/dmt-cyber-and-information-security-policy-th.pdf>

Personal Data Protection Policy

at : <https://www.tollway.co.th/storage/document/privacy-policy/dmt-personal-data-protection-policy-th.pdf>

Maintaining Cyber and Information Security

since the Company uses information technology in every step of its operations, from resource planning, services, quality control, financial system management, customer communication, to hybrid style workplace, which requires connecting the system to more external networks, and therefore increase the Company's vulnerability in terms of information technology security. Moreover, currently there are cyber attacks that cause information leak, lost, or even disrupt the system, which will affect the Company's operations and reputation. As a result, the Company strictly supervises and monitors information technology to maintain the security of information and network systems.



Cyber and Information Security Governance Structure

Hierarchy	Committee/Working Teams/ Related Agencies	Role
Supervision	Information technology governance committee	Supervise compliance with relevant laws, including implementing the policy efficiently.
Management	Working team on the information technology policy and the Cyber Security Act.	Prepare and review the policy and operational plans regarding information and cyber security, as well as assess related risks.
Operation	Information technology and intelligent traffic department	Implement policy, guidelines and plans related to cyber and information technology.

Management

The Company has established policies, guidelines, and installed various protection systems that comply with the ISO27001 standard system to enhance its information technology security systems. The information technology and intelligent traffic department annually conducts Disaster Recovery Plan training, stability testing and evaluating of the cyber and information technology management system. In addition, the Company has an IT Continuity Plan as a guideline for the events of cyber threats or Primary Data Center emergencies in order to reduce damages impacting the Company's business and to ensure continuity of the information system. The IT Disaster Recovery management team and the Disaster Recovery Team have been established to respond to situations damaging to information technology systems that may result in business disruption.

Performance / Success Indicator

Indicator	Target		Performance
	2023	2027	2023
Enhance information technology and cyber protection	Conduct improvements on information security system to apply for ISO27001 standards within 2024.	ISO27001 standards certified	Conduct improvements on information security system. According to plan.
Cases of data leaks and cyber attacks	0	0	0

Data Privacy

the Company has developed and improved its operations to be in accordance with the Acts and laws related to personal data management, which have been intensified from the past year. Data Privacy Officer has been appointed to ensure that the Company complies with the Personal Data Protection Act 2019. In addition, a working team on the Personal Data Protection Act has been assigned to perform the duty of reviewing and ensuring that the Company and its employees comply with policies and practices according to the Personal Data Protection Act by reporting operating results to the Information Technology Governance Committee. Furthermore, the Company organizes training for employees at every level in order for them to have better knowledge and understanding on how to prevent risks or damages from personal data violation.



Management ^(GRI 419-1)

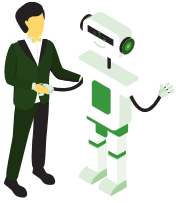
In 2023, the Personal Data Protection Act working team took steps to improve management in accordance with the Personal Data Protection Policy and the Personal Data Protection Act 2019 as follow:

- Review the personal data protection policy and privacy notice of the Company
- Conduct Personal Data Inventory Assessment
- Conduct Data Protection Impact Assessment (DPIA)
- Organize training on personal data protection laws for executives and employees at all levels.
- Review and improve operational guidelines within the organization and documents related to personal data protection covering every process and every department in the organization.

Performance / Success Indicator ^(GRI 419-1)

Indicator	Target		Performance	
	2023	2027	2022	2023
Complaints and requests to exercise various rights of personal data owners.	0	0	0	0
Violation cases of the Company's personal data protection policy.	0	0	0	0





Innovation Development

The Company aims to improve every aspect of its operations to support the organization's sustainability development goals. In 2023, the Company is still committed to developing services and work processes that take into account the environment by utilizing resources most efficiently and effectively in order to deliver good quality of life for everyone. The Company established "Innovation Development Policy and Guidelines" to increase awareness and importance of innovation development in the organization. The guidelines are for developing innovations to support changes in technology, laws, and consumer behavior along with driving the business by encouraging new ideas and creativity in creating something new in the work processes under the principles of efficient cost management, increase work processes efficiency, enhance service levels both internally and externally to be responsive to the needs and expectations of stakeholders according to the defined vision, mission and goals. The innovation development guidelines are as follows:

1. Promote and support innovation development in the organization by appointing an Innovation and Deep Tech Working Team to develop innovations responsive to changes in various fields, to encourage executives and employees to continuously invent new and creative ideas that promote economic, social, and environmental results through various activities or projects that help increase efficiency and reduce costs, such as the ID.M.T Management Award Project and the Developer Employee Team Project.

2. Commit to sustainable development of organizational innovation in the short, medium, and long term that creates environmental, social, economic values which are beneficial to stakeholders through continuous improvement, changes, development, implementation or creation of new inventions.

3. Executives at every level have the roles and responsibilities in fostering innovations and work culture that drives the Company's innovation development towards sustainable growth, as well as managing innovations with stakeholders to encourage cooperation in implementing new technologies and innovations to expand the business.

4. The Company allocates resources and budgets to promote creation of appropriate innovations and encourages the registration of patents and petty patents.

5. Support and promote work atmosphere that aims to be an organization of innovation and learning.

6. Follow up and report the results of innovation development to relevant executives and committees for recommendations and improvements concerning innovation development operations to meet the defined goals.





Innovation Management Structure

Innovation and Deep Tech Working Team

Develop innovation to support changes in various aspects and encourage executives and employees to continuously invent new and creative ideas that promote economic, social, and environmental.

Technology and Business Development Working Team

Provide suggestions to promote the development of the Company's innovation and technology through human resource development to increase business competitiveness amidst economic, social and environmental changes according to the Company's policies and guidelines of innovation development.

Promoting Innovations in the Organization

The Company is committed and gives importance to promoting innovations within the organization, including providing services, work processes in various steps to promote and develop skills and knowledge of employees to have innovative ideas for further development. The management guidelines are as follows:

I ♥ D.M.T Management Award Project

This is a project for the management to apply their knowledge and creativity in improving working systems, working processes or new services to increase efficiency and effectiveness. The objective of this project is to encourage executives to understand the direction of operations according to the Company's business plans, as well as having the opportunity to present ideas for developing organizational efficiency in the same direction as the Company's business plan by planning and working together according to the set schedule, goals, and budget to create unity and working as a team towards the same goal and in line with the Company's vision and mission.

Criteria

1. Conduct SWOT analysis: strengths, weaknesses, opportunities, and threats, as well as setting objectives and strategies of the department/work to create action plan of I.D.M.T that is in line with the vision and mission of the Company.
2. Use all 4 principles in SWOT analysis to set objectives and strategies to present action plan and budget plan of I.D.M.T based on the following 4 principles:
 - 2.1 Innovation: present ideas for creating something new in the work system, or
 - 2.2 Development: present ideas for improving the work system, or
 - 2.3 Improvement: present ideas for improving work processes to be more efficient and/or effective.
 - 2.4 Teamwork: presented ideas are derived from working together as a team.



Project : Developer Employee Project

It is a project about implementing knowledge and creativity to improve work system, new work processes, or new services in order to enhance efficiency and effectiveness of the existing system, as well as increasing the ability to compete. The objective of this project is to support employees with the opportunity to propose ideas for developing the organization towards excellence and working as a team.

The 4 principles are as follows:

1. Innovation: propose ideas to create something new for the work systems, or
2. Development: propose ideas for developing the work systems, or
3. Improvement: propose ideas to improve work processes to be more effective and/or efficient,
4. Teamwork: ideas proposed are derived from working together as a team.

Innovation promotion at the process level

Innovation at the process level is considered by evaluating risks and opportunities from changes in internal and external factors that may affect expectations of customers and stakeholders, which may then impact the Company's business operations. In 2023, projects continuing from the previous year were followed up by the Innovation and Deep Tech Working Team, which are extension to other non-toll road business to strengthen and promote business income, such as technology or start up technology or start up consumer in order to have a clear framework for operations and enable the Company to deliver values to relevant stakeholders according to the set goals. The operating results are as the followings:



Scope 1 Technology Development

Project	Target	Performance	Results
M-Flow toll collection system	Scheduled to be completed and ready for testing within 2023.	On target.	The Company has conducted studies and tests on the "Free flow (M-Flow)" automatic toll collection system at the Din Daeng Toll Plaza, where the automated vehicle detection systems have been installed and ready for testing data connection with the Department of Highways' Single Platform system. The operation testing of M-Flow toll collection system was conducted at Din Daeng 2 Toll Plaza in the Gantry M-Flow area with 2 traffic lanes since July–August 2022 and in January 2023, which was tested with continuous passing, simulated abnormal driving, functionality of the notification system, reliability and durability of the equipment, and testing of the entire system up to sending data to the Virtual Single Platform, in which the tests passed the specified criteria. Therefore, the installed M-Flow system can perform as expected and the project's objectives are effectively achieved.
Traffic control and management system using AI Deep Learning	Develop a deep learning video analysis system to use with 159 cameras on the routes to be accurate and efficient.	On target.	The Video Analytic development project is to enhance accuracy using deep learning to improve efficiency, which has been completed and opened for service since 1 August 2022. There have been continuous fine-tuning and applying technology in learning from real situations to make the system more accurate.
Technology application to increase the use of renewable energy: <ul style="list-style-type: none"> Solar rooftop installation project for the Head Office Building (phase 1) and Don Muang 1 and 2 toll plazas. Solar rooftop installation project for toll plaza buildings and 8 toll gates (phase 2) 	<ul style="list-style-type: none"> Completed in Q2/2023. Installation will be 100% complete by 28 May 2024. 	<ul style="list-style-type: none"> On target. Being implemented according to the plan in order to achieve the set goals. 	The installation is 100% complete and the solar power generation system has been opened at the MOC office on 16 August 2023 and the Don Muang toll plaza building on 8 September 2023. Electricity usage units in December 2023 at Don Muang 1 and 2 toll plazas reduced by 30,333 units or 31.49%, which was the first month after the installation was completed that the number of electricity usage units decreased.
Install an electric charging station/EV Charging Station at the MOC office.	To promote the use of electric cars.	On target.	Promote and support the use of electric vehicles to reduce costs by up to 60% and reduce greenhouse gases. Completed and opened for service in February 2023.





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Guidelines for Sustainable Development



Sustainability Performance

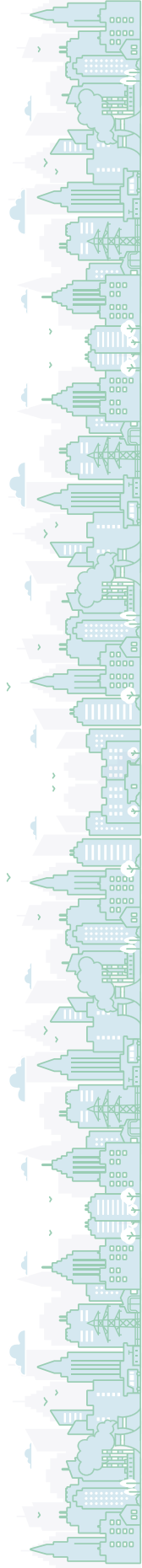


Sustainability Performance Table

Project	Target	Performance	Results
Innovation development in customer service through Line OA.	Tollway Loyalty Platform Via Line OA Channel project is an activity to promote usage given to tollway customers.	On target.	Tollway users are welcomed to join the program for point collection since 15 August 2022. The program started with 19,000 loyalty customers, and the number as of December 2023 in the system was 50,000 loyalty customers.
Integrated cash management innovation project by introducing innovative digital money collection machines from partners for enhancement.	Cost management for storing valuable assets to reduce operating costs and working steps.	On target.	<p>Environment (E): caring of cleanliness and the environment to create opportunities in efficiently managing costs for both tollway's existing and new projects.</p> <p>Social (S) and Economic/Governance (G) : 1) reduce operational steps 2) human resource management and reduce the use of equipment 3) increase work efficiency 4) create opportunities to efficiently manage costs for both tollway's existing and new projects.</p> <p>Using innovative digital money collection machines from partners helped reduce operating costs by 3.28% per year when compared to the current total costs of the Company, as well as using the fixed rate contract throughout the contract period from 2023-2027 (5 years) to prevent risks from economic uncertainties or recession.</p>
Resource Management System Development <ul style="list-style-type: none"> Enterprise Resource Planning (ERP) Robotic Process Automation (RPA) Development 	<ul style="list-style-type: none"> To manage the Company's resources and future projects effectively and be efficient in integrating all related systems together for Go Live ERP (Enterprise Resource Planning) on 1 December 2023. Study and schedule a pilot test of work processes within Q4/2023. 	On target.	<ul style="list-style-type: none"> ERP-RISE with SAP S/4HANA Implementation are managed on the same system for: 1) reducing work processes 2) managing human resource and reducing the use of equipment 3) improving work efficiency and supporting faster work processes 4) controlling budget for both income and expenses, budgeting on the same system, and performing real-time operations 5) developing connections with Non SAP in various document forms, including repair work, to reduce manual work 6) creating opportunities to efficiently manage costs for both tollway's existing and new projects. RPA Pilot test of the toll inspection department and the mock up along with solution design were completed on 14 September 2023. The process that will use AI to help will be tasks that are done manually, regularly, repeatedly to become automatic such as importing data from Mail into the system, calculating accumulated collection fees for cashiers, exporting reports via Mail, etc.

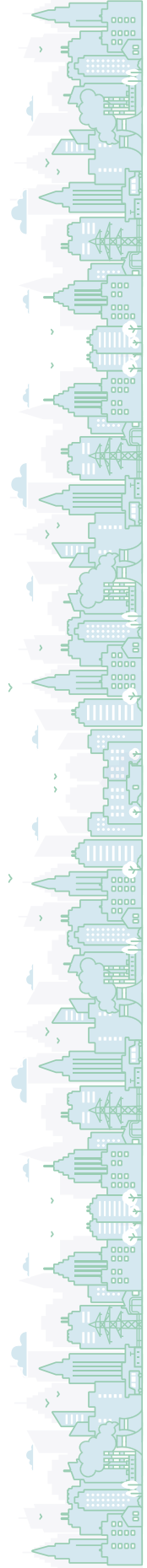


Project	Target	Performance	Results
<p>Innovation development project for the support department</p> <ol style="list-style-type: none"> 1.) Develop toll payments with Fleet Card 2.) Line Robot (for managing various administrative tasks and assets) 3.) e-Learning (Online Learning) 4.) e-Tax Invoice & e-Receipt 5.) e-Withholding Tax 	<p>In order to manage cost management within the organization for maximum efficiency and in line with government policy.</p>	<p>On target.</p>	<p>Environment (E): the Company's resource management helps reduce carbon dioxide emissions, control the amount of greenhouse gases, reduce the use of paper and other energies, and create opportunities for efficient cost management of both tollway's existing and new projects.</p> <p>Social (S) and Economy/Governance (G): 1) reduce work processes 2) managing human resource and reducing the use of equipment 3) improving work efficiency and supporting faster work processes 4) create opportunities to efficiently manage costs for both tollway's existing and new projects.</p>
<p>Smart Payment Machine</p>	<ul style="list-style-type: none"> • To test the machine and the system for accepting toll payments with outdoor automatic toll payment terminals (Outdoor). • To facilitate tollway users by paying tolls through automatic toll payment terminals that can support electronic payments (e-Payment) using credit/debit cards, QR codes or digital wallet that supports digital currencies. • Study and determine the design and install prototype within February 2024. 	<p>On target.</p>	





Project	Target	Performance	Results
Recycling dust collected by vacuum vehicles project	The project's research lasted 6 months (from March to September 2022).	On target.	<ul style="list-style-type: none"> Dust collected from tollway repairs is mixed with 5 types of plastic waste, namely HDPE, PP, PS, PET, and mixed plastic according to sorting standards of recycled plastic waste. The research's experiment is to adjust proportions of dust and quantity of each plastic type to find ways to produce bricks or tiles to be considered for strength testing, environmental resistance, and hardness testing with a durometer. Research results of production and strength and durability testing results. The feature of the dust innovation is the PP thermoforming (50%+50%+glycerol) sample tiles will be obtained, which have the highest hardness and retains relatively good physical characteristics after tests tend to have the longest service life. Shaping dust into pavement blocks invention is being considered and examined by the Committee of the Patent Division, Department of Intellectual Property.
Testing the use of flashing lights from solar cell batteries, replacing the engine mount.	In order to manage cost management within the organization for maximum efficiency and in line with government policy.	On target.	<p>Reduce fuel usage by 1,800 liters per year, which is equivalent to Baht 63,000 per year (payback within 1.3 years).</p> <p>Reduce CO₂ gas by 2,745 Kg. per liter or approximately 5,000 Kg.CO₂/year.</p> <p>Carbon Footprint decreases by 5 tons per year.</p>





Scope 2 New Technology / New Project

Project	Target	Performance	Results
Study of innovative Inspection and Maintenance	Establish a subsidiary within Q2/2023.	On target.	Established a joint venture company with a Japanese partner on 20 April 2023 and recognized revenue in Q4/2023.
Study of Fin Tech Treasury Management	Study completed in Q2/2023.	Conducted modifications to the work plan due to changes in technology which has been further developed with the enterprise resource management system development project in (ERP-RISE with SAP S/4HANA) 2024.	
Study of business development to promote the use and provision of electric vehicle services (EV Service).	Study completed in Q2/2023.	On target.	<p>Electric Vehicles (EV) usage was tested and the results showed cost saving and reduced greenhouse gases. Electrical vehicle trials for executives started on 20 February 2023 (Q2/2023) and ended on 31 December 2023 with results summarized as follows:</p> <ul style="list-style-type: none"> 1. The consumption rate for using electric cars is approximately 70 Satang per kilometer (this varies with local electricity rates and variety according to usage), while consumption rate of internal combustion engine cars is approximately Baht 3-4 per kilometer. Therefore, for the same distance, an electric car will be more economical than an internal combustion engine car. 2. Maintenance cost of electric cars is low because the main equipment is only an electric motor and battery, which has a long lifespan of approximately 8 – 10 years, while internal combustion engine cars break down with maintenance cost according to driving distance throughout the service life. 3. Environmental friendliness: electric cars have the potential to help reduce pollution from CO₂ emissions (because there is no combustion, free from smoke and noise, and therefore friendly to the environment). <p>From 2024 onwards, the Company started switching to electric cars for executive cars and operating vehicles that are due for replacement according to their service life cycle.</p>
Study of Customer Relation Management (CRM)	Study completed in Q2/2023.	On target.	<p>The Company received a business blueprint and roadmap, as well as developing personnel to determine requirements to plan for developing the CRM system to better meet the needs of tollway customers, including preparing information necessary to deliver to tollway users, such as traffic reports, discount campaigns, and various special privileges. In addition, developing ESG participation through the Green Road Project with Green Points for service users.</p>
Study of Traffic Management Service Project	Study completed in Q2/2023.	On target.	<p>The Traffic Management Service Project assists malfunction vehicles on tollway and working with partners to provide delivery services to surround repair centers. Recognized as income as a discount for customers who use the tollway in the Q4/2023.</p>



ESG Benefit

Environment	Social	Governance
<ul style="list-style-type: none">✓ Reduce the cost of electricity usage.	<ul style="list-style-type: none">✓ Reduce the risks of accidents of users and employees.✓ Reduce the workload of employees, and apply their knowledge for further developments.✓ Employees learn and adapt from working with new innovations.	<ul style="list-style-type: none">✓ Increase efficiency and effectiveness in providing services, and ability to compete in the market.





Supply Chain Management (GRI 3-3)

Supply chain management is one of the important operational guidelines for the Company's sustainable business operations as it helps create efficiency in management in providing quality products or services, as well as economically worthwhile in both budget and resources. This is one of the primary activities and support activities in the Company's value chain to deliver values to the organization's stakeholders while taking into account operations with good governance, anti-corruption, labor care, human rights, safety, and social and environmental responsibility.

Policy

The Company has established the "Supply Chain Management Policy" as an operational guideline for its executives and employees to adhere to by focusing on conducting business with suppliers/partners with transparency, honesty, and fairness in parallel with sustainable business operations covering economic, social, and environment by promoting, supporting, and developing with suppliers, partners, and business alliances in order to create a sustainable supply chain management in the long run through joint development approaches as follows:

1. Establish business planning with business partners by collaborating between the Company and partners to test and develop new innovations or projects that can simultaneously enhance the level of sustainability operations of the Company and its partners.
2. Perform supplier sustainability self-assessment to review operating results according to the Company's regulations.
3. Build long-term relationships with partners to promote long-term engagement through the process of exchanging knowledge, such as jointly developing environmentally friendly products and organizing meetings with business partners to exchange opinions, etc.

4. Cooperation of partners with the Company in terms of product samples, quotations, other information such as compliance with the Supplier Code of Conduct, which covers business, social, and/or environmental ethics, deliver time, and payment terms.

In addition, the Company also places importance on adhering to the principles of good governance and the Company's business ethics. Therefore, policy and credit term are disclosed on the Company's website at: <https://www.tollway.co.th/storage/document/cg/dmt-credit-term-th.pdf>. The Company sets the credit term period for all types of partners at 30 days but not exceeding 45 days. In 2023, the average payment period is 31 days and transactions of over 45 days accounted for 1% (26 items) valued at 2.02 million baht due to services with additional amendments during delivery inspection in order to deliver according to the conditions.

Supplier and Partner Management

The Company is committed to creating sustainable business growth with the competitiveness of operating costs and growth with partners through a procurement process that is transparent and fair under the Company's procurement management framework. As a result, the Company has established a procurement policy to set clear principles of practice for procurement to be accurate and appropriate, which can be controlled and inspected by the Administrative & Purchasing Department. The Business & Finance Department is responsible for managing the procurement of every type of goods and services, as well as coordinating with relevant parties to ensure that goods or services received are of quality, accurate, relevant, and timely to maximize benefits of the Company and all related stakeholders.



Guidelines for Supplier Management



Purchasing & hiring policies and regulations
Supplier Code of Conduct



Partners sign to acknowledge and comply with the Supplier Code of Conduct and policies.



Analysis of key partners and assess risks



Identify key suppliers.
(Key Suppliers)



Pre-purchasing & hiring and post-delivery assessments



Check and evaluate compliance with procurement & hiring policies and regulations and the Supplier Code of Conduct.

The Company is committed to efficient supplier management to support the development of the Company's business operations that are responsive to customer needs, in parallel with focusing on sustainable environmental and social impacts. The Company has announced its Supplier Code of Conduct to serve as a framework for every supplier to follow, covering environmental management practices, employment and human rights, and safety management. In addition, the Company promotes Green Procurement by purchasing products and services that are environmental-friendly, such as materials with recycled components, energy-saving electrical equipment, chemical-free materials, etc. for health safety of the employees. The Company's Supplier Code of Conduct can be found on the website at: <https://www.tollway.co.th/storage/document/cg/dmt-supplier-code-of-conduct-th.pdf>

Supplier Management

The Company classifies key suppliers by considering various criteria such as spending analysis. The Company's key direct suppliers are suppliers of products or services that are important to the business operations or are a group of significant and irreplaceable equipment, these criteria are classified as Tier 1 of the Approval Vender List.

The Company divides suppliers into 4 groups below:

1. Critical Tier 1 refers to manufacturing suppliers who sell products and services directly to the Company.
2. Critical Non Tier 1 refers to manufacturing suppliers who sell products or services to Critical Tier 1 suppliers or suppliers who do not directly do business with the Company.
3. Significant Tier 1 refers to significant manufacturing suppliers who sell products or services to the Company.
4. Significant Non Tier 1 refers to significant manufacturing suppliers who sell products or services to Significant Tier 1 suppliers.

The Company has set criteria for considering important business partners that may affect the Company's operating processes as follows:

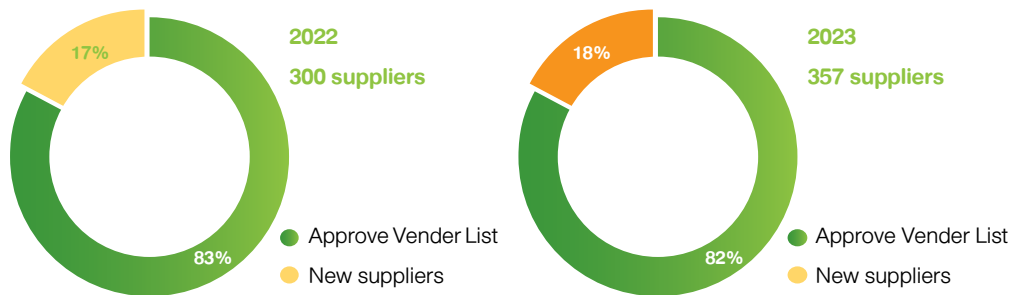
1. Suppliers with high purchasing value of products or services that is important and irreplaceable to business operations with specific expertise in advanced engineering.
2. Suppliers who cooperate in developing and acquiring equipment for various systems to provide services that are important to the Company's business processes.

Supplier Evaluation

The company has established criteria for considering important business partners. This may affect the Company's operating processes. In 2023, the Company analyzed the Company's Value Chain and found that there are direct important suppliers (Critical Tier 1) and important suppliers (Significant Tier 1) which have been determined. The criteria are as follows:

1. Evaluation for selecting suppliers is based on readiness of products and services, price, and delivery, including the sustainability assessment (ESG) of suppliers through a self-assessment.
2. Evaluation of work performance according to work and delivery requirements.
3. Onsite Audit both in terms of operations and sustainability by considering appropriateness for the Company's suppliers to operate in accordance with DMT Supplier Code of Conduct by taking into account the management aspects of environment, social, human rights, labor, and business ethics, including risk assessment on topics related to the Company's Supplier Code of Conduct.
4. Identify and assess risks from suppliers on economic, environment and social aspects in order to upgrade and develop the Company's suppliers. In 2023, the Company has reviewed and assessed risks that arose from its suppliers and the Company has "no risks from the suppliers."

Performance / Success Indicator



- Evaluation of new suppliers: the Company's new suppliers in 2023 have been 100% evaluated under ISO 9001 and ISO 14001 standards.
- Evaluation of performance and efficiency of suppliers: the Company conducts evaluations of suppliers after the delivery of products or services by every supplier under 5 evaluation topics: 1) quality of products and services 2) price 3) complete and on-time delivery 4) environmental management and 5) after-sales service.
- Strengthen relationships with suppliers: the Company is committed to having good relationships with suppliers through numerous programs and activities, such as training, seminar, and various activities to communicate the Company's business practices, as well as a number of policies and guidelines for suppliers, for example, anti-corruption policy, business code of conduct, etc.
- Visit business suppliers to exchange knowledge and to continuously evaluate their operations. For example, Nex Point Public Company Limited—a manufacturer and distributor of electric buses, electric minibuses, electric tour vehicles, EV buses, EV passenger vehicles, EV coaches, EV tractors, EV trucks, which exclusively rely on 100% electric power (the Company's business partner)—to study electric vehicle technology under the Company's policy, Systra MVA (Thailand) Company Limited provides transport planning and traffic engineering specialist consultancy that the Company meets to discuss and exchange knowledge, etc.
- Procurement of environmental-friendly products and services: the Company places an importance on providing products and services that are friendly to the environment by creating a list of environmentally friendly products and services since 2021 in accordance with the organization's environmental system standards in order to increase environmental performance within the organization and for environmental sustainability. The Company procures products and services that are certified with Green Label Thailand, green basket, starred no.5 energy saving label, recycling label, Green Industry labeled products or choosing Green Hotel label, etc.



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Indicator	Target	Performance	
	2023	2022	2023
Percentage of Green Procurement of purchasing value	20-25%	24%	67%

Indicator	Target		Performance	
	2023	2027	2022	2023
Percentage of new suppliers passed for sustainability evaluation	100%	100%	100%	100%
Percentage of key suppliers who signed to abide by the Supplier Code of Conduct	100%	100%	100%	100%





Environment Sustainability

Environmental Management Policy ^(GRI 3-3)

The Company is aware of and gives importance to the impact of sustainability issues in the environmental dimension. Therefore, environment policies, strategies and guidelines have been established to enhance operations to be responsible for resource usage and the environment by driving through quality, environment, occupational health and safety policies and information security, which is announced and disseminated to personnel for acknowledgment and strict adherence. The Company sets a goal to become Carbon Neutrality in 2050 and Net Zero GHG Emissions in 2065 in order to create cooperation responsibility for operations throughout the business value chain and to deliver values consistent with the Company's sustainability development goals.

Guidelines

In order to systematically manage environmental aspects, the environmental management system in accordance with ISO 14001 has been implemented, in which the Company has received certification for environmental management system standards ISO14001:2015 since 2022 and has been continuously developing and improving the system. In 2023, the Company has had its operations reviewed according to ISO14001:2015 standards from SGS (Thailand) Company Limited and has been continuously certified to operate according to standards. The Company gives importance to effective management on resources and energy, which is driven by the 3Rs (Reduce Reuse Recycle) working team, including various sub-working groups. For example, the Energy Team is responsible for energy management, the Green & Waste Management Working Team is responsible for the Company's waste management, and the Green Office and Green Building Working Teams are responsible for monitoring, inspecting, and reviewing the resolution of environmental problems in the office to meet relevant criteria. Such operations are an important mechanism for continuously improving the Company's environmental management.



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance

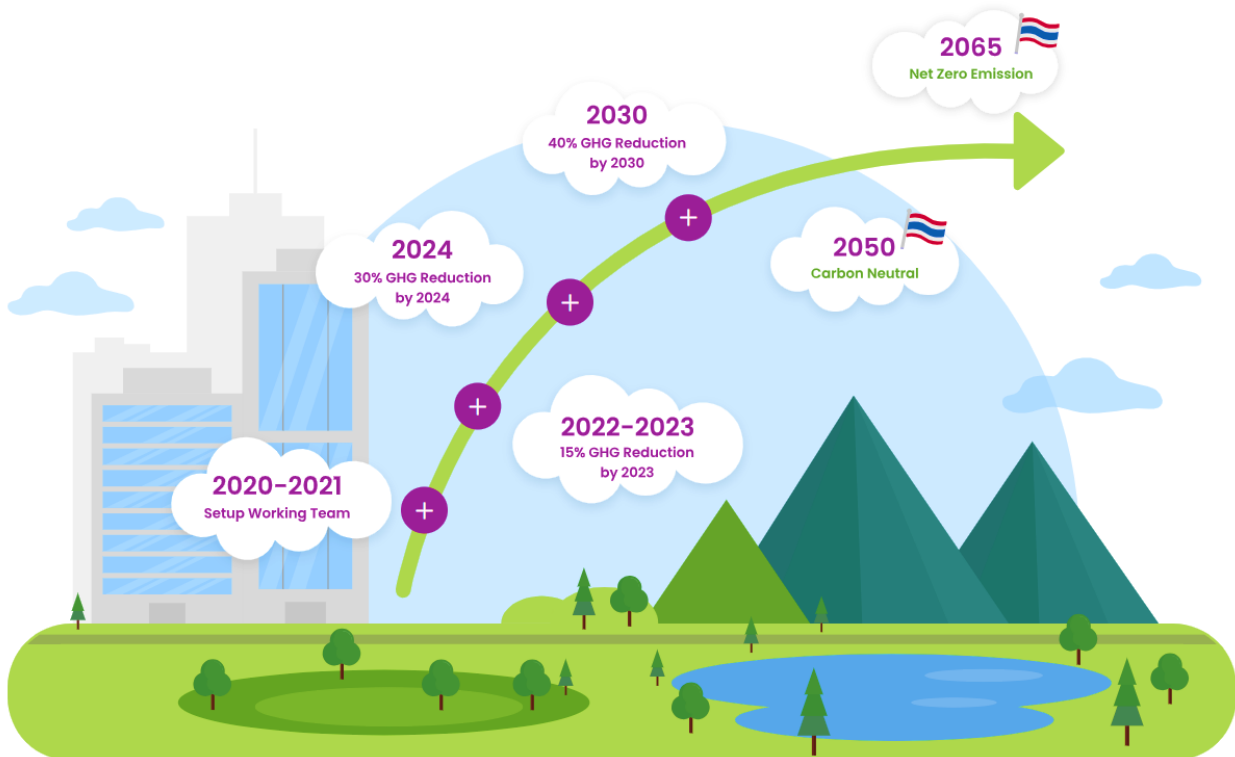


Sustainability Performance Table

Environmental Management Guidelines

Area	Management Standards			Utilities			Awards
	ISO9001	ISO14001	ISO45001	Renewable Energy	Reuse of water	Electric cars	Green Office
Head Office Building	•	•	•	•	•	•	•
Din Daeng Toll Plaza Building	•	•	•				
Sutthisarn Toll Plaza Building	•	•	•				
Ladprao Toll Plaza Building	•	•	•				
Ratchada Phisek Toll Plaza Building	•	•	•				
Bangkhen Toll Plaza Building	•	•	•				
Chaeng Watthana Toll Plaza Building	•	•	•				
Laksi Toll Plaza Building	•	•	•				
Don Muang Toll Plaza Building	•	•	•	•			•
National Memorial Toll Plaza Building	•	•	•				

Reducing Greenhouse Gas Emissions



In order to achieve the targets of Carbon Neutrality in 2050 and Net Zero GHG Emissions in 2065, the Company aims to develop and improve operating processes and promote the reduction of greenhouse gas emissions from the Company's business operations continuously.



Management guidelines

The Company has chosen to use the Carbon Footprint of Organization (CFO) assessment of the Thailand Greenhouse Gas Management Organization as a tool for calculating greenhouse gas emissions, which has verified its greenhouse gas emissions and has been registered by the Greenhouse Gas Management Organization along with setting a plan for managing risks and opportunities related to climate change according to the Company's strategy to reduce greenhouse gas emissions, continuously improve energy efficiency, and increase the use of renewable energy in the Company's operations.



In 2023, the Company began preparing the Baseline for the base year, setting targets on a Science Based Targets initiative (SBTi) in order to apply for certification of the organization's carbon footprint using the data in 2022 as the base year (data collected from 1 January 2022 to 31 December 2022) and has been verified by LRQA (Thailand) Limited, a consultant whose name is registered with the Thailand Greenhouse Gas Management Organization (public organization) (TGO), to assess and verify greenhouse gas emissions as well as preparing a report on the Company's GHG emissions. The Company has received certification for Carbon Footprint Organization (CFO) on 20 June 2023.

Energy consumption in 2023



SUMMARY AMOUNT OF DMT's ENERGY CONSUMPTION				
TYPE (Unit)	YEAR 2020	YEAR 2021	YEAR 2022 BASELINE	YEAR 2023
Consumption of Benzene Gasohol (Liter)	49,597	32,600	41,954	37,172
Consumption of Diesel (Liter)	134,290	105,548	124,907	136,743
Consumption of LPG (Kg)	1,440	1,182	919	2,250
Electrical consumption (KWh)	4,816,043	4,712,994	4,780,391	4,723,248

Remark : energy consumption decreased in 2021 as a direct result of reduced operating activities in line with measures to prevent the spread of COVID-19 virus, and some are caused by energy saving policies and the use of alternative energy.



Greenhouse gas emissions in 2023

Scope of GHG		SUMMARY AMOUNT OF DMT's GHG EMISSIONS BY YEAR (tCO ₂ e)	
		(2022) BASELINE ⁽¹⁾	(2023) ⁽²⁾
Scope1	Direct GHG From Mobile Combustion & Direct GHG From Stationary Combustion	475.72	507.00
Scope2	Indirect GHG from Electricity Consumption	2,389.72	2,362.00 ⁽³⁾
Scope3	Using tap water & Other	827.94	799
Total Scope 1,2,3 (tCO₂e)		3,463	3,504
Carbon intensity (Scope 1+2) TonCO₂ eq/million users		92.62	74.55
Carbon intensity (Scope 1+2+3) TonCO₂ eq/million users		112.61	91.04

Remark

- (1) Greenhouse gas emissions data in 2022 (base year) has been verified as the organization's carbon footprint according to the Organization's Carbon Footprint Verification Guidelines (CFO) by a registered verifier with the Thailand Greenhouse Gas Management Organization (public organization).
- (2) In 2023, the total amount of greenhouse emissions from the Company's operating processes increased from 2022 because there were still impacts from the COVID-19 outbreak in 2022. In 2023, after the COVID-19 outbreak has relaxed, the Company has activities to improve and develop various systems to enhance greenhouse gas reduction operations, such as renovating the MOC office building, installing solar rooftop, organizing more in-house training, etc.
- (3) The Company was able to reduce the amount of greenhouse gas emissions in Scope 2 from installing solar rooftop, which resulted in a 1.19% reduction in the amount of electricity used and the greenhouse gas emissions in Scope 1 decreased by 1.15%.


Carbon Reduction Operations

- 1) Management of electrical energy use by installing online meter and solar rooftop.
- 2) Waste management according to the 3Rs principle.
- 3) Procurement of environmental-friendly products.
- 4) Tracking water consumption and water reuse projects.
- 5) Tracking paper use and plans to reduce paper use.
- 6) Pollution and waste management: the Company has hired a measurement agency that is licensed by law to measure the quality of air pollution in 2023. The quality of air pollution measured by the 3rd party is within the standard value of 100%. There is only 1 area that did not meet the standard criteria due to a smell of waterproofing liquid from the renovation of this area during the measurement period, which has no impact on the Company's nearby areas in any way.
- 7) Project for testing solar cell installation on inspection vehicles.
- 8) Installation of 99 solar-powered emergency telephone sets on the Din Daeng – Don Muang section and the Northern Extension.
- 9) 50KW DC Fast Charge Station Installation Project at the head office and the Din Daeng Toll Plaza building.

In addition, in 2023, the Company has not found any wrongful act or violation of environmental laws, and the Company continues to implement other projects and activities to support the goal of reducing greenhouse gas emissions as follows:


Care the Bear Project

The Company joined the Stock Exchange of Thailand's Care the Bear Project since 2022. It is a project that encourages listed companies and interested organizations to change their behaviors to reduce greenhouse gas emissions from corporate activities, both online and onsite, such as e-AGM online meetings, online meetings, analysts meetings, town halls, press conferences, training, E-Meeting and E-Learning, etc. The Company's past and 2023 performances have contributed and reduced greenhouse gas emissions equivalent to 4,195 KgCO₂e, or planting of 528 trees. Currently, the total greenhouse gas emissions reduction is 8,947 KgCO₂e, or carbon dioxide absorption of 994 trees.

Care the Bear Project	2022	2023
	4,195 KgCO ₂ e, or equivalent to planting 466 trees.	4,752 KgCO ₂ e, or equivalent to planting 528 trees.

Care the Wild "Plant & Protect" Project

The Company joined the Stock Exchange of Thailand (SET) to support forestation in the Care the Wild "Plant & Protect" Project that focuses on planting new trees and promote tree caring through network organizations, both public and private sectors, with the community taking care of the trees in order to expand the forest line of Thailand in the future. DMT has a mission and goal to plant 10,000 trees within 5 years over 50 rai of forest at Ban Nong Pling forest community, Kanchanaburi province, which is equivalent to greenhouse gas reduction of 18,000 KgCO₂e per year.

Care the Wild Project	2023 Target	2023 Performance
	Planted 10 rai of trees at Ban Nong Pling forest community, Kanchanaburi province.	Planted a total of 2,200 perennial trees such as neem, mango, tamarind, etc. over 10 rai according to the target.

Green Office Project

The Company participated in the national Green Office Project with the Department of Climate Change and Environment. There are 6 categories of criteria for consideration: formulating policy, planning and improving operations continuously, creating communication and awareness, resource and energy usage, waste, environment and safety management, and purchasing and hiring.

Action plan for 2023	Target	2023 Performance
Joined the Green Office Project	Assessment participation	Assessment result: Excellent (G-Golden)

Green Building Project

The Company studied and evaluated operations according to the framework of the Green Building Project by using the Main Operation Center (MOC) as the pilot building for the project. After studying and evaluating, the Company plans to renovate the MOC in order to apply for the green building project certification at the Silver level within 2025.



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Action plan for 2023	Target	2023 Performance
Joined the Green Building Project	Silver level certification in 2025.	The Company performs as planned.

A study project on greenhouse gas reduction of cars using the Electronic Toll Collection System (ETC)

The ETC system and the use of EMV cards and QR Code that the Company has already developed and implemented also contribute to the reduction of greenhouse gases, which allow cars to pass through quickly without slowing down, or having to wait to pay, and thus help reduce pollution in front of the toll gates. The Company has implemented the Greed Road Project to encourage users to switch to automatic systems by giving accumulated points for the CRM Program via LineOA, which will receive 2 times the normal points. Currently, approximately 35-40% is ETC users. The Company is in the process of studying with expert consultants to assess the reduction of greenhouse gas emissions from such systems.

Action plan for 2023	Target	2023 Performance
Implement the GREEN Road Project to promote the use of ETC system in reducing pollution in front of the toll gates.	An average of 50% ETC users within 2026, as well as developing processes to reduce greenhouse gas emissions through T-VER METH.	An average of 35-40% users

Additionally in 2023, the Company has collected data to compare travel time savings, fuel usage, and air pollution emissions (CO, CO₂, HC, NOx) between vehicles on Tollway and on the ground during rush hour by using car front view cameras that record world coordinates. Then, the data was compared regarding savings which can be considered from the value of time, fuel consumption, and air pollution. Data collected revealed that tollway can yield benefits of more than Baht 1,000 million and the chance of accidents is significantly lower than ground roads with slow-moving traffic alternating to a standstill. Moreover, traveling on tollway also improves the efficiency of traffic flow from inner Bangkok areas, from the Din Daeng intersection area heading north to Rangsit, as well as facilitating traffic connecting Don Muang Airport. The total distance of the concession section and the Department of Highways section is approximately 28.1 kilometers. As a result, tollway usage helps reduce economic costs by Bath 1,284 million per year, including reducing greenhouse gas emissions. The study also showed that tollway usage during rush hours in the morning and evening resulted in savings of time and fuel consumption, as well as reducing emissions from fuel combustion. The savings per trip are calculated as follows:



The Objectives of Study

Peak Hours Benefits

- Time Saving 38 Min/Trip
- Value of Time Saving 146 THB/Trip
- Fuel Cost Saving 0.26 Liter/Trip (Approx. 10 THB)
- Emission Reduction (NOx,CO,HC,CO₂) 23 Tons

Morning Saving: 120 Baht/Trip
Evening Saving: 189 Baht/Trip



Table of fuel savings and emissions from using tollway during morning and evening rush hours.

Inbound Rushhour		Price		Rushhour Traffic Volume, Veh	Elevated Saving (261 Veh Day)
Fuel /Trip	0.10	35.78	THB/L	14,958	14,598,315
Travel time (Min)/Trip	29.95	3.87	Min/THB		452,13,787
Emission Reduction					
NOx (kg)/Trip	0.0030	498.86	THB/kg		5,798,355
CO (kg) /Trip	0.1088	14.07	THB/kg		5,974,352
HC (kg)/Trip	0.0048	0.04	THB/kg		757
CO ₂ (kg)/Trip	0.2613	0.59	THB/kg		601,803
Outbound Rushhour					
Fuel/Trip	0.41	35.78	THB/L	15,909	61,422,898
Travel time (Min)/Trip	45.48	3.87	Min/THB		730,159,904
Emission Reduction					
NOx (kw)/Trip	0.0027	498.86	THB/kg		5,634,117
CO (kg)/Trip	0.0877	14.07	THB/kg		5,124,100
HC (kg)/Trip	0.0065	0.04	THB/kg		1,080
CO ₂ (kg)/Trip	1.0336	0.59	THB/kg		2532,107
Total (THB)					1,283,986,574

Remark

- 1) Inbound and outbound traffic volumes use data collected during business days from Monday to Friday (28 Nov - 2 Dec 2022).
- 2) Savings data from Table 1 multiply by traffic volumes during morning and evening rush hours, and multiply by 261 working days represents the result of fuel saving and reduce emissions on tollway for 1 year.

During off-peak period, including holidays, it was found that inbound traffic on tollway saves Baht 33 per trip and Baht 56 per trip for outbound, in which the savings are less than rush hour period due to less traffic congestion on the ground roads. The savings results are as shown in the figure.

More details can be found below:

<https://www.eng.psu.ac.th/NCCE28-fullpapers/TRL09.pdf>

A project to promote the use of EV cars

The Company signed an MOU with EVme PLUS Co., Ltd. on 19 October 2022 to jointly study the feasibility and to promote the use of electric vehicles and related services including testing experience, data collection,



business feasibility study, functional test, design, and usage patterns. There are several joint study projects in order to create awareness and electric car services such as a study on installing EV charging stations suitable for both providing assistance on DMT users and internal activities of DMT. In 2023, the Company completed the installation of an electric charging station at the head office to promote the use of electric cars of employees and executives.



Get to know "DMT"



Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Action plan for 2023	Target	2023 Performance
Project to switch executive cars from combustion cars to electric.	Fully 100% electric cars by 2027.	<ul style="list-style-type: none"> Improved regulations regarding company cars for the 2nd time; use of new company cars. Switched 2 executive cars to electric.
Project to install electric charging stations to facilitate and provide services to tollway users at the Din Daeng Toll Plaza building.	To be completed in 2024.	<ul style="list-style-type: none"> Installed the main electrical system and communication system.



Automated lighting testing project – Electricity Authority’s Sodium High Pressure

The Company has studied technology related to reducing the use of various resources, in which tollway lighting systems accounts for the majority of the electricity consumption of the Company’s operations. Following the standards of LED bulbs that are awaiting government certification, the Company has studied other appropriate technologies by conducting a project to test automatic lighting bulbs using the IOT system of the Electricity Authority’s sodium high pressure bulbs and discovered that more than 20% of electricity was saved. However, the standards are being reviewed against other measures. When the technology is ready, the Company will be able to proceed immediately.

Pollution and Waste Management as defined by Law

The Company has monitored and measured pollution values from operations by a legally authorized measurement agency to control in accordance with the law. The measurement results are as follows:

Target	Management strategy
<p>Environmental measurement results include:</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center;"> Noise</div> <div style="text-align: center;"> Dust</div> <div style="text-align: center;"> Lead</div> <div style="text-align: center;"> Carbon monoxide gas</div> <div style="text-align: center;"> Light</div> <div style="text-align: center;"> Wastewater from buildings</div> </div> <ul style="list-style-type: none"> In accordance with the laws Zero environmental complaints from the community 	<p>Operate under the ISO14001 environmental management system.</p> <p>Communicate environmental quality to the public in a transparent, verifiable manner.</p> <ul style="list-style-type: none"> Choose clean fuel/energy. Technology selection; reduce air pollution emissions. Control the amount of pollution from operations to be within the standard values specified by law. <div style="display: flex; justify-content: space-around; align-items: center;"> </div>
<p>Future plans</p>	<p>Implement the environmental management system ISO 14001 in conjunction with the occupational health and safety management system ISO 45001.</p> <p>Implement the Green Building guidelines.</p>



Air quality

The Company measures air quality in general and collects air samples with High Volume Air to analyze the concentration of dust particles up to 100 microns in size for 24 hours at a location in front of the toll booths. The measurement results between 2019 and 2023 are in compliance with the laws as follows:

Measurement results and estimated dust particles concentration in general

(Dust particles smaller than 100 microns in 24 hours)

Year	Standard value* (mg./m3)	Measurement Point				Conclusion
		Din Daeng Toll Plaza		Don Muang Toll Plaza		
		In front of toll booth example no. 1	In front of toll booth example no. 2	In front of toll booth example no. 1	In front of toll booth example no. 2	
2019	0.33	0.061	0.051	0.045	0.035	In compliance with the laws
2020	0.33	0.097	0.109	0.087	0.098	In compliance with the laws
2021	0.33	0.081	0.064	0.092	0.094	In compliance with the laws
2022	0.33	0.092	0.045	0.056	0.048	In compliance with the laws
2023	0.33	0.067	0.101	0.116	0.079	In compliance with the laws

* Announcement of the National Environment Board No. 24 (B.E.2547) regarding the determination of atmospheric air quality standards.

In addition, the Company provides road sweeping trucks to sweep and clean the streets, especially dust, on the tollway in order to reduce dust accumulation in the atmosphere. In 1 week, the Company was able to collect tollway dust by 1-2 tons/week, which is one contribution to reducing the amount of dust that occurs in Bangkok.

Noise

The Company measures and assess noise levels throughout the operation by an outside agency in order to control, prevent, and improve working environment related to noise in accordance with the specified laws, as well as monitoring potential impacts on communities in the vicinity of the service routes. In 2023, the Company has assessed 2 areas for measuring the working environment as follows:

Measured at Din Daeng Toll Plaza on 20 October 2023 Measurement results and evaluations of cumulative average noise level throughout the operation

No.	Measurement point	Period of operation	Measurement results		Standard value	Evaluation results
			Cumulative noise level (%)	Average noise level TWA 8 hrs. (dBA)		
1	Toll booth 01	8	4.301	71.3	85.0	✓
2	Toll booth 12	8	2.586	69.1	85.0	✓
3	Toll booth 13	8	2.441	68.9	85.0	✓
4	Toll booth 14	8	2.492	69.0	85.0	✓



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Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Measurement results and evaluations of cumulative average noise level over 24 hours

No.	Measurement point	Average noise level 24 hrs (dBA)	Standard value	Evaluation results	Maximum noise level (dBA)	Standard value	Evaluation results
1	Toll booth 02	84.6	70.0	✗	110.3	115.0	✓
2	Toll booth 13	77.2	70.0	✗	102.6	115.0	✓

Measured at Don Muang Toll Plaza on 24 October 2023

Measurement results and evaluations of cumulative average noise level throughout the operation

No.	Measurement point	Period of operation	Measurement results	Standard value	Evaluation results	Evaluation results
			Cumulative noise level (%)	Average noise level TWA 8 hrs.(dBA)		
1	Toll booth 21	8	9.324	74.7	85.0	✓
2	Toll booth 22	8	11.631	75.7	85.0	✓
3	Toll booth 31	8	8.762	74.4	85.0	✓
4	Toll booth 32	8	13.791	76.4	85.0	✓
5	Toll booth 33	8	19.752	78.0	85.0	✓

Measurement results and evaluations of cumulative average noise level over 24 hours

No.	Measurement point	Average noise level 24 hrs (dBA)	Standard value	Evaluation results	Maximum noise level (dBA)	Standard value	Evaluation results
1	Toll booth 25	76.1	70.0	✗	111.1	115.0	✓
2	Toll booth 35	80.2	70.0	✗	105.1	115.0	✓

Reference: Announcement of the National Environment Board, No. 15 (B.E. 2540) on the setting of general noise level standards, issued by virtue of Section 32(5) of the Environmental Quality Promotion and Preservation Act B.E. 2535.

Announcement of the Ministry of Industry on the determination of the noise level and noise level from factory operations, B.E. 2548, announced in the Royal Gazette on 25 January 2006.

Effluent quality ^(GRI 303-2)

The Company manages effluent in accordance with the announcement of the Ministry of Natural Resources and Environment regarding the standard for controlling the discharge of wastewater from certain types and sizes of buildings B.E. 2548 and the announcement of the Ministry of Natural Resources and Environment on building types as sources of pollution that must be controlled for wastewater discharge to public water sources or the environment B.E. 2548. As a result, an external agency has been hired to measure and evaluate on an annual basis, at least once a year. In 2023, the Company joined with the Technology Center for Occupational Safety and Environment, Safety and Health at Work Promotion Association (Thailand) under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn to measure the quality of wastewater from water used by operators.

Each measuring location has 8 parameters, which are pH, total dissolved solids (TDS), suspended solids (SS), Settleable Solids, BOD, Oil & Grease, TKN, and Sulfide as shown in table below:



Location 1: Din Daeng Toll Plaza building measured on 20 October 2023 measurement and assessment results from wastewater analysis with 8 parameters are shown below:

Effluent quality at Din Daeng Toll Plaza building

Tested parameters	Test method	Unit	Test result 1/	Standard values 2/3/	Result
1. pH	Electrometric	**	7.3	5.0-9.0	✓
2. Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	210	Additional from normal water usage no more than 500	✓
3. Suspended Solids	SS Dried at 103-105 °C	(mg./L.)	5	Less than 30	✓
4. Settleable Solids	Imhoff Cone	(mg./L./cm.)	0.0	0.5	✓
5. BOD	5-Day BOD Test, Membrane Electrode	(mg./L.)	<5	Less than 20	✓
6. Sulfide	ZnS Precipitation, Iodometric	(mg./L.)	<0.2	Less than 1.0	✓
7. TKN	Macro-Kjeldahl, Titrimetric	(mg./L.)	3.08	Less than 35	✓
8. Oil & Grease	Liquid-Liquid, partition-Gravimetric	(mg./L.)	<5	Less than 20	✓

Location 2: Head Office measured on 25 October 2023 measurement and assessment results from wastewater analysis with 8 parameters are shown below:

Effluent quality at Head Office

Tested parameters	Test method	Unit	Test result 1/	Standard values 2/3/	Result
1. pH	Electrometric	**	7.1	5.0-9.0	✓
2. Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	286	Additional from normal water usage no more than 500	✓
3. Suspended Solids	SS Dried at 103-105 °C	(mg./L.)	<5	Less than 30	✓
4. Settleable Solids	Imhoff Cone	(mg./L./cm.)	0.0	0.5	✓
5. BOD	5-Day BOD Test, Membrane Electrode	(mg./L.)	5	Less than 20	✓
6. Sulfide	ZnS Precipitation, Iodometric	(mg./L.)	<0.2	Less than 1.0	✓
7. TKN	Macro-Kjeldahl, Titrimetric	(mg./L.)	4.46	Less than 35	✓
8. Oil & Grease	Liquid-Liquid, partition-Gravimetric	(mg./L.)	<5	Less than 20	✓

** Announcement of the Ministry of Natural Resources and Environment regarding the standard for controlling the discharge of wastewater from certain types and sizes of buildings.

** Announcement of the Ministry of Natural Resources and Environment on building types as sources of pollution that must be controlled for wastewater discharge to public water sources or the environment.

Remark : * Reference documents Wastewater Quality Measurement and Assessment Report Security Technology Center Occupational health and environment Association for Promotion of Safety and Health at Work (Thailand) under the Royal Patronage of His Majesty the King.

The results of the measurement and assessment found that every parameter is in accordance with the standard criteria.



Effective Resource Management

Effective Resource Management

The Company has implemented the ISO14001:2015 environmental management system and applied for certification, in which the Company has been assessed by external auditors and received the ISO14001:2015 standard certification from SGS (Thailand) Limited. The Company has determined the use of all resources, including electricity, water, paper, and waste management from office buildings, which must support organizational carbon footprint reduction goals.

In order to use energy and resources effectively, maximize benefits, improve usage efficiency continuously suitable for business growth, the Company therefore assigned all executives and employees responsibility to use resources wisely, as well as working together to create awareness, realize the importance of conservation and put it into practice in a more concrete way.



Energy Management ^(GRI 302-1)

The Company uses energy from 2 main sources: electricity and fuel. Electricity supplies the lighting system and electronic equipment on tollway, toll gates, and the head office, including operation system of servers and digital equipment of the Operating Control Center (OCC) and equipment on the routes under the Smart Project. Fuel is used in vehicles of various work processes, engines in generating backup electricity, facilitation work, maintenance, and infrastructure maintenance work to ensure the safety of tollway users. The Company is therefore aware of the efficient management of energy use in order to reduce environmental and social impacts from resource usage and air pollution emissions. The Company has short-term and long-term projects to help reduce energy consumption such as switching executive cars to electric cars, solar rooftop installation, the Green Building project evaluation participation under the Thai's Rating of Energy and Environmental Sustainability (TREES) of the Thai Green Building Institute (TGBI) for Existing Building: Operation and Maintenance (TREES-EB), and participation in the Green Office Project of the Department of Climate Change and Environment (DCCE).

In 2023, the Company has installed solar rooftop at 2 locations: the MOC building and the Don Muang Toll Plaza building with a capacity of 200 kWp, which can generate 484,900 kWh of electricity per year and helped reduce electricity consumption by more than 25-30%, or equivalent to a reduction in greenhouse gas emissions of 225 tonCO₂e/Year, in conjunction with implementing various energy saving measures. Moreover, the Company has a plan to install solar rooftop on 8 more toll plaza buildings for another 180kWp within 2024. The Company is also conducting studies on installation of equipment that reduces the consumption of electricity for lighting systems as the majority of electricity consumption comes from tollway lighting.



Energy consumption

	Unit	2022	2023
Electricity consumption	kWh	4,780,391	4,723,248*
Fuel consumption			
Benzene Gasohol	Liter	41,954	37,172
Diesel	Liter	124,907	136,743
LPG	Kg	919	2,250**

Remark : * Electricity consumption decreased from 2022 due to rooftop solar installation in Q3/2023.
 ** In terms of fuel consumption, LPG usage increased from 2022 because the Company organized maintenance and other activities that improve the Company’s services continuously throughout 2022.

Water management (GRI 303-1)

Target Reduce average water usage by 10% compared to 2022	Management strategies Implement 3Rs (Reduce, Reuse, Recycle) Reduce and recycle water. Manage water with modern tools/technologies according to green building guidelines.
2023 performance Water consumption increased by 4.5% in 2022	The amount of water usage in 2023 increased from 2022 due to water leakage in the MOC’s pipe system. The Company also organized activities to improve areas and buildings, including internal activities with 100% normal operation after the government’s announcement. The Company has installed a water treatment system to recycle water for watering plants.
Future plans	Continue to improve the system to achieve the goal of reducing water usage by implementing a project to recycle water and adapting to use water-saving sanitary ware in 2024.

Water is a natural resource necessary for business operations in every sector. Therefore, the Company aims to manage water resources sustainably to prevent the risk of water shortage problems or below standard wastewater quality. The Company emphasizes on managing water use in various organizational activities for maximum benefit, along with taking care of natural water sources while strictly complying with relevant laws.



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Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table



Project to study recycling of wastewater (GRI 303-2)

The project is to support environmental activities to support climate change by assigning the maintenance department to study the recycle of wastewater or for plant watering trucks, which is currently undergoing testing. The objective is to recycle treated water with BOD and SS values within the criteria specified by law and to install a system for recycling water as a plan to support future risks.

Paper management

<p>Target Paper usage reduced by 20% compared to 2022.</p>	<p>Management strategies Implement 3Rs (Reduce, Reuse, Recycle) , ISO 14001 standards, reduce water usage and paper recycling. Manage by using modern systems to promote paperless according to Green Building guideline.</p>
<p>2023 performance Paper usage decreased by 19% from 2022.</p>	<p>Paper usage reduction in 2023 was 19%, which did not meet the target of 20%. The Company believes that it will be able to achieve the set target in 2024 from various measures implemented to reduce paper use continuously.</p>
<p>Future plans</p>	<p>Reduce paper usage in the office according to the 3Rs principles. E-Tax & E-Receipt E-Coupon</p>

One approach that the Company applied to help reduce the Company's greenhouse gas emissions is to set guidelines and measures to reduce the amount of paper used from the Company's various activities. With paper being the Company's important and high-spending resource, the Company promotes and determines guidelines and measures for reducing the use of paper and other equipment in the organization in the same direction. The management is to maximize benefits, control and reduce paper usage, as well as creating awareness among employees to be aware of the importance of continuously reducing paper use. The operational guidelines are as follows:

Implement technology systems to increase operational efficiency/reduce paper use in the process

- Electronic filing or allocating a document storage area in Share Drive.
- Implement information systems to help with operations such as electronic filing systems, online document approval systems, E-Learning systems, SAP budget approval systems, etc.
- Meeting via electronic media where attendees of the meeting/training/seminar can download meeting documents from the E-Meeting system or Intranet or E-mail instead of using hard copies.

Create awareness and change behavior of personnel on paper usage.

- Campaign for photocopying or printing 2-sided documents.
- For drafts that need printing for approval, printing on 1-side of reused paper is encourage. In the case when documents require reviewing from other agencies, they are to be sent via e-mail.
- Always review documents before copying or printing to reduce unnecessary paper wastage.
- Perform sorting of single-sided and double-sided papers for ease of use.
- Data collection on paper purchasing and usage of the organization, as well as continuously publicizing guidelines for reducing paper use.



Garbage/Waste Management (GRI 306-1, 306-2)

Target	<p>Recycle of garbage and waste by 20% compared to 2022 .</p>	<p>Management strategy</p> <p>Implement 3Rs principles (Reduce, Reuse, Recycle.)</p> <p>Operate according to the ISO 14001 environmental management system.</p>
2023 performance		22% of waste and garbage was recycled, higher than the set target.
Future plans		Continuously control waste and garbage management in line with the 3Rs principles.

Manage waste by separating and disposing of waste according to the laws, as well as promoting reuse and recycle, such as recycling toll receipts and unused paper into Green Way notebooks and donating them to underprivileged schools throughout the country. The Company cooperates with GEPP Sa-Ard, a start up for waste management, to sort waste for reuse, including implementation of sustainable waste management is upgraded with the goal of Zero Waste to Landfill by bringing waste generated within the office and the front of the toll gates to be sorted into a system and part of the waste can become useful. In 2023, the Company sorted and reused 5,478 kilograms of waste, representing a 22% recycling rate.

The Company adheres to waste management guidelines according to the 3Rs principle, which is reducing the amount of waste (Reduce), reusing waste (Reuse), and recycling waste (Recycle) in order to lower the impact on the environment due to waste and garbage management, to decrease the amount of waste sent for disposal to a minimum, and find opportunities to reuse waste for the most benefits according to the circular economy principles. The aim towards zero waste to landfill has been developed from the 3Rs principle with activities and operations such as:

- **Green Office Project:** the Company joined the Green Office Project, which has guidelines that promote efficient waste management as well as using various resources wisely.
- **Ting To Trash Project:** the Company has been selected to participate in the "Ting to Trash" waste sorting project from the Thai Listed Companies Association and the Securities and Exchange Commission (SEC). The Project period is 1 year, starting from October 2023 to September 2024.
- **Reusing dust from vacuum cleaner trucks:** the Company has researched and experimented with turning dust from the Company's vacuum cleaner truck and combining it with guidelines for reducing plastic waste. The collected dust and plastic waste are mixed and turned into decorative and pave way materials. This project is a collaboration with experts in recycling plastic waste with international standards, namely the Plastics Institute of Thailand, Zero Waste Yolo Co., Ltd., and GEPP Sa-Ard Co., Ltd., supporting the research and experiment of this project in order to reduce and reuse waste effectively.
- **Public relations and building awareness of proper waste management:** through public relations, the 5S project, a campaign to separate and sort waste, reduce paper use, reduce the use of foam boxes, reduce plastic bottles use, etc.





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Social Sustainability

Business operations are a part of society and therefore must interact with the society. The Company emphasizes on conducting business with social responsibility, whether it be customers, communities, and all groups of stakeholders by focusing on quality service and efficiency, including convenience, speed, and safety, which leads to harmonized living as well as strengthening sustainable growth for both business and society.

Social Management Policies and Guidelines

The Company places importance on conducting business responsibly towards society, communities, and all groups of stakeholders by focusing on responding to expectations of stakeholders. The Company operates its business under the principles of good corporate governance, compliance with laws, rules and regulations related to social management in terms of quality of life, reduction of impacts or risks that may occur to society and communities, importance of respecting human rights, fair treatment to employees, responsibility towards toll users, and participation in developing society and communities towards sustainable development.

In 2023, the Company focuses on operations that create more participation with stakeholders. In terms of internal society, the Company emphasizes on care of employees. For external society, the Company focuses on tollway users and cares for communities and society. Social management objectives and strategies are as follows:

Operational goals		
Indicator	Within 2023	Sustainability strategy 2023-2027
Employee care and development		
Employee Engagement	> 60%	HPO Resilience Management Strategy
Safety and occupational health		
Number of serious accidents that require absence from work	0 cases	HPO Resilience Management Strategy
Participation in community and social development		
Community engagement/satisfaction assessment	> 80%	DMT Excellence Recognition Strategy ESG Sustainability Strategy
No complaints from the wider community	No complaints	DMT Excellence Recognition Strategy ESG Sustainability Strategy
Customer responsibility		
Service satisfaction	> 80%	Safer Road Traffic Management/ Maintenance Strategy



Respect for Human Rights

The Company places importance on respecting and protecting human rights in a comprehensive manner throughout the business value chain to prevent the risk that the business may violate human rights of stakeholders and groups that require special care, such as children and people with disabilities, including respecting basic rights and freedoms, treating everyone with fairness and equality, prohibiting child labor or forced labor in accordance with business policies and ethics to prevent violations of personal rights, community and environmental rights, and customer rights through the process of evaluating and inspecting operations throughout the business value chain.

The Company emphasizes on respecting human rights by establishing a "Human Right Policy" to communicate to all stakeholder groups and for all employees to adhere to as a guideline for their fellow employees and all relevant groups of stakeholders. In order to ensure that the Company's business operates without causing direct or indirect violation of human rights, the Company promotes understanding of human rights principles for new employees through orientation and publishing the policy on the Company's website at: <https://www.tollway.co.th/storage/document/cg/dmt-human-right-policy-th.pdf>, including providing channels to report complaints or incidents related to human rights. The Company has established a process for investigating complaints, measures to mitigate the impacts that have occurred, and fair compensation in the event of damage.

In 2023, the Company received the Human Rights Model Award with "Good" rating for large business sector from the Department of Rights and Liberties Protection. This reflects the Company's commitment to treat employee equally, covering people with disabilities and underprivileged groups without discrimination or special treatment regardless of gender, religion or status, including employment, termination, compensation, welfare, personnel development, safety, and the right to collectively bargain for the benefit of employees.

In addition, the Company encourages its partners to treat employees according to human rights principles. There is a self-assessment form for new and existing suppliers regarding legal labor practices with no forced or child labor, including providing various welfare benefits that are appropriate and consistent with labor laws, as well as providing safe, hygienic working equipment for employees. The Company also conducted Human Rights Due Diligence (HRDD) with preventive measures.

Performance / Key Indicators

Indicator	Target		Performance	
	2023	2027	2022	2023
No human rights violations	0	0	0	0
Human rights complaints	0	0	0	0



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Sustainability Performance



Sustainability Performance Table



Employee Care and Development

Policy on Care for Employees

The Company has a goal for developing employees at all levels to jointly drive the organization according to the CAT values in order to cope with rapid changes in the global situation in terms of economy, environment and society, including changes in technology and innovation that affects business operations. Key points from the Employee Engagement Survey, which started in 2022 for the first year, were developed into a work plan for developing and taking care of employees. In addition, the Company has provided additional welfare other than those required by law to employees such as provident funds, group health insurance, personal accident insurance, scholarships for employees' children-which are divided into 2 parts: scholarships for lower primary to upper secondary education and free scholarships without repayment to the Company under the "Tollway Employees' Dreams to Graduates" Project, scholarship for employees, and relationship building activities such as Happy Birthday and Happy Work Life, which have been organized for 14 consecutive years this year, sports day, new year party, employee sports club, etc

Employee Care Framework according to the Best Employer Framework Guidelines

Key Performance

Driving the organization efficiently towards ESG & Sustainability	Focus on employee development and connection to drive organizational strategy	Leadership development	Create organizational participation	Employee engagement
<ul style="list-style-type: none"> Focus on tollway users with equality both internally and externally. Commit to working successfully according to set plans. Focus on teamwork, agile mindset, and resilience. 	<ul style="list-style-type: none"> Employee remuneration and retention. Employee development. Build good corporate image. 	<ul style="list-style-type: none"> Give importance to employee care and development. Communication process. Create good understanding among each other, good communication, good work atmosphere, and lead the team to work efficiently and effectively. 	<ul style="list-style-type: none"> I.D.M.T Management Project Employee Innovation Project Working Committee All Company activities 	<ul style="list-style-type: none"> Create employee engagement



Management Guidelines

In the implementation of employee care in 2023, the Company has established a continuous development plan throughout the year in terms of compensation and welfare, career advancement, working environment, and improving the quality of life of employees. Especially in terms of career advancement, the Company has managed the workforce in accordance with the business growth plan, which provides opportunities and supports job rotation for development and growth within the organization, including employee learning and development and continuously promotes learning to extend business agility.

In 2023, the Company conducted Employee Engagement Survey on all employees to use their opinions in improving and developing operations according to the expectations and needs of employees because every employee is an important driving force and the heart of increasing competitiveness of business operations. The Engagement Survey result in 2023 was 71.75%, of which will be reviewed and analyzed to further improve operations as well as included in the 2024 business sustainability plan for further improvement and development.

Performance / Key Indicators

Employee Engagement Survey	2022	2023
Employee engagement level (%)	62.79	71.75



Care for Employees

Manpower planning and recruitment

The Company has manpower planning in order to be prepared to systematically meet the human resource needs of the organization so that the Company has a rate of manpower according to number and qualifications as needed, including being accordance with the strategic objectives of the business defined.

For considering recruiting new employees, the Company considers suitability in terms of knowledge, ability, experience, attitude, and good behavior expressions through the selection process in the form of a written exam, functional tests, and other related tests, including behavioral competency interviews. The Company has an employment policy without discrimination and adhering to equality of opportunity without taking into accounts political views, age, gender or disabilities as factors in considering and deciding employment, including employing people with disabilities full-time. In 2023, the Company hired 29 new full-time employees.

Indicator	2022	2023
Successful employment rate according to recruitment plan	90%	76.75%
Employment of Persons with Disabilities Article 33 (ratio 100 : 1) of the Act on the Promotion and Development of Quality of Life for Persons with Disabilities 2007 respond to goal 8 of the Sustainable Development Goals (SDGs).	3	3

Key operating results in 2023

- Establish a proactive recruitment plan by conducting public relation tours at job fairs, including publicizing on various websites with the Human Resource Management Alliance Group.
- The Company employed 3 persons with disabilities from a target of 4 employees according to the recruitment ratio of 1 disabled employee to 100 non-disabled employees, in which the Company is still lacking 1 disabled employee. As a result, the Company promotes career building according to Article 35 (7) of the Act on the Promotion and Development of Quality of Life for Persons with Disabilities 2007. The Company has cooperated with the Thai Chamber of Commerce and COERR Foundation to organize training on raising chickens for eggs both in theory and practice, totaling 2 cases in Nakhon Ratchasima. In 2024, the Company has a plan to recruit people with disabilities to join the Company in accordance with the specified criteria and goal 8 of SDGs.
- Due to the easing situation of COVID-19 in 2023, the Company still supports the Work from Home policy, working in a hybrid workplace style, with work efficiency assessed every 6 months. It was found that work remains as efficient as before, such as saving on employee travel expenses and for the Company, savings on utility bills such as electricity, water, etc.



Employee Development

The Company has a policy to develop employees for training and increase potential by providing opportunities for employees to learn and be promoted in order to progress in their careers when appropriate opportunities arise including encouraging female promotion to higher positions in a proportion that is balanced with male. The Company regularly evaluates related operations and evaluates performance in complying with the policy on employment promotion, including promoting opportunities and career advancement. GRI 404-2

The Company has developed a learning curriculum to continuously enhance knowledge, abilities, and skills of employees according to employee development plans in compliance with the sustainability business plan in order to promote career advancement, knowledge and understanding of management, including various skills needed to increase efficiency and to be ready for changes. The Company also emphasizes on development of individual potential of employees by adhering to the principles of CAT's corporate values. Employees are encouraged to co-create new ideas, produce innovative ideas using the Agile Mindset process and Resilience in order to prepare for changes that may occur in the future.

In 2023, it was still a recovery period from the COVID-19 epidemic situation, the Company has a policy to encourage employees to cooperate, think together and make changes in working methods for higher efficiency. Join in creating new businesses, including creating innovations in the organization according to the Core Value: CAT. The Company, therefore, has organized training to develop and increase business management skills to accommodate changes. Important training courses are as follows:

- The 5-year sustainability business plan preparation (2024-2028) to deliver value for moving forward to sustainability to various stakeholder groups. The target groups range from department managers to senior executives with 34 participating employees.
- E-Document System (ISO document system, correspondence document system, legal and regulatory document system, and construction drawing storage system for the maintenance department) the Company has introduced technology to increase efficiency in storing and searching for documents internally in order to reduce the process of managing various documents and reducing the use of paper. There were 150 employees participating in the training.
- Knowledge on provident fund investment policy and introduction on how to use Mobile Application. Special lecture on the topic "prepare for a happy retirement" to provident fund members and employees nearing retirement. A total of 56 employees participated.
- Service personality enhancement for toll collection employees to learn techniques for providing impressive services with personality, gestures, word choices, and tone of voice when providing services to customers. A total of 26 employees participated.
- Green Office online format via Google Meet, the topics are: 1) green office friendly to the environment, 2) provide knowledge on efficient energy consumption and resources, 3) provide knowledge on waste sorting and pollution management, 4) environmentally friendly procurement, 5) provide knowledge on greenhouse gases. Two classes were held, in which 152 employees participated and 50 employees participated, respectively.
- Risk insurance for tollway for 2023 to develop skills, knowledge, understanding of conditions, details and procedures of insurance claims, including various risks of the Company, storage of data, photographs, and other details related to the process of compiling complete and accurate information for risk insurance claims. A total of 46 employees participated.
- Establish an information security management system according to ISO/IEC 27001:2022 standards the Company establishes an information security management system in compliance with requirements of international standards ISO/IEC27001:2022 to transfer knowledge and create awareness among the Company's executives. A total of 46 employees participated.



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- ERP-RISE with SAP S/4HANA Implementation the Company improved the enterprise resource management system from SAPB1 to SAP S/4 HANA on Cloud.
- Training on Smart Call Center System the Company places great importance on receiving and resolving customer complaints through various channels with call center officers providing services to build good relationships with customers. In order to build confidence on safety of Utraphimuk Expressway, feedback of customers are used for improving services, including providing services and resolving various problems reported by customers immediately. A total of 26 employees participated.
- Enhance performance of rescue teams for the year 2023 with the objective to increase knowledge, potential, and skills to keep up with technology regarding electric vehicles by implementing knowledge and skills in real situations to improve services for tollway users. A number of 22 employees participated.
- Develop services for toll collection officers for 2023 to learn techniques for providing impressive services in creating a positive image with personality, gestures, word choices, and tone of voice in providing services through the characteristics of quality service from the start to finish of the service. Two sessions were held with 30 employees participated each, totaling to participation of 60 employees.
- Toll revenue verification system, process of checking toll revenue of the ETC system, toll inspection group. A total of 5 employees participated.
- Communication, convey of vision, mission, goals and strategies of the business sustainability plan 2024 towards strategic implementation. A total of 42 employees participated.
- Methods and criteria for salary increase in 2024 the Company hired a consultant to perform the "work evaluation, work level, and construct salary structure" project, which proceeded according to plans and is communicated to all employees in the organization to acknowledge and understand the methods and criteria of salary increase in 2024. A total of 319 employees participated.
- E-Learning the Company realizes the importance of employee learning and the accessibility to learn from anywhere and at anytime in order to be responsive to the changes in the current learning methods. Therefore, online learning or e-Learning has been implemented in the organization by designing courses based on functional competency and necessary skills that are up-to-date for up skilling and re-skilling as a complete human resources development cycle with soft skill courseware. The target in 2023 is that everyone in the organization must take 15 E-Learning courses per person per year. From a total of 106 executives and employees who must take the courses, 102 of them completed, which accounted for 96% (set target was 90%).
- Master's degree scholarships since 2010, the Company puts importance on personnel development and scholarships as a form of talent development in which the Company believes that this will open their world of work and business operations. The scholarships are for supervisors up to the managing director so that they see new perspectives, exchange experiences with diverse teachers and classmates, as well as networking. In 2023, a total of 4 executives received scholarships for a Master's degree or higher.
- To prepare employees with an aim to become the Company that operates business in transportation and related sector with a sustainable, efficient, and modern management approach the Company emphasizes on technology disruption and supports employees in implementing technological tools to help enhance work efficiency. Therefore, the Company organized a course on Innovation in Organization on the E-Learning system to create innovation within the organization. Moreover, the Company focuses on developing digital skills of executives and employees to prepare them for organizational changes, as well as promoting ESG knowledge and understanding.



Future Employee Development Plans

In order for employees to be responsive to the strategic direction of the Company's business operations in the future, including changes in technology, consumer behavior, etc., the Company has guidelines for developing employees in terms of knowledge, skills, and mindset in line with the organization's values and new vision to move forward sustainably according to the annual employee development plan.

Evaluation and Remuneration Management

The Company pays attention to employee retention because it is the main factor that will help create performance to achieve goals continuously. Evaluation guidelines for performance and remuneration management are as follows:

Performance evaluation

The Company evaluated KPIs and competency, and also amended topics of KPIs of employees to be more in line with the goals of the organization so that everyone can see the importance of their own work that takes part in driving the organization's goals, which is an important part that will lead the organization towards High Performance Organization (HPO).

Remuneration Management ^(GRI 405-2)

Management of remuneration for employees appropriately at each level is important as it is a part of relationship building and becoming a highly efficient organization. In 2023, the Company hired a consultant to perform the "work evaluation, work level, and construct salary structure" project, including surveying compensation and welfare benchmarks among similar industries, including external conditions to review and improve the compensation criteria to be appropriate. In addition, there is continuous review and development in order to be able to manage compensation in line with the trends and needs of employees. It was discovered that there is no gender difference in determining remuneration and job promotion of employees. The Company considers knowledge and competency in accordance with the expectations of each job level.

Promotion

There is a Fast Track promotion system, which allows employees the opportunity to be considered through the promotion test according to the criteria set by the Company.

Succession plan

In order to proactively prepare and prevent shortages of personnel in key positions of the organization in the future, the Company has organized a succession plan to create continuity in operations and organizational management, starting from the management level first. By doing so, the Company is prepared in terms of manpower and personnel potential to hold key positions in the Company effectively and to meet the Company's objectives and goals of sustainable growth.

Employee engagement

2022 was the first year in which the Company conducted an Employee Engagement survey using Aon Hewitt's Engagement Model for Engagement Outcome surveys, consisting of taking about the organization (Say), staying with the organization (Stay), and devoting work to the organization (Strive), and determining the engagement factors according to the context of the organization in 6 aspects: 1) Job Responsibility, 2) Compensation and Benefit, 3) Workplace Environment, 4) Growth Opportunity, 5) Management Practices, and 6) Leadership & Culture. From the survey in 2023, a total of 327 employees passed the evaluation process, accounting for 89.34%. The overall level of commitment to the organization was 71.75%.



Actions responding to employee engagement assessment results

Employee Engagement Assessment results revealed that the topics employees paid most attention to were talent, recruitment, career advancement, welfare, promotion, and compensation. Other aspects that the Company has considered for improvements in the following year are career path and performance evaluation.

Key performance in 2023

1. Improved the fast track promotion system, which will allow internal and external employees to compete for positions through the testing system as specified by the Company, starting from 2022 by communicating through the Company's electronic media.
2. Improved employee recruitment by giving employees the opportunity to express their interest through the selection process for opening positions of the Company.
3. Hired a consultant to evaluate work, organize work level, and construct a new salary structure.
4. Reviewed welfare such as accident insurance, expenses on employee funerals caused by work and non-work related deaths, and benefits for Gen Y and Gen Z employee groups.
5. Hired a consultant to study and design the Company's new organization structure.
6. Improved the working environment to be a Smart Working Place. In 2023, the Company has renovated an area for a fitness room to keep employees healthy and to meet the needs of employees who like exercising.

Performance / Key indicators

Indicator	2022	2023
Number of training courses organized (courses)	174	178
Average training hours per person (hr/person/year)	35	61.46
Satisfaction of participated employee (%)	82	85
Training expenses (Baht/person)	3,314	5,438
Ratio of promoted employees (%)	4.97	3.22
Number of volunteer employees (hours)	-	424

Occupational Health & Safety

The Company places importance strictly complying with regulations and laws related to occupational health and safety, as well as being committed to instilling awareness of safety in all aspects of work among employees, partners, and all relevant groups of stakeholders to reduce the rate of injuries from work and to prevent work related accidents leading to death or disability.



Policy on safety and occupational health and working environment

The Company is concerned about the life and health of all employees, partners, and surrounding communities. Therefore, it is committed to achieve business operations that meet management standards for safety, occupational health, and accident-free working environment by focusing on having all employees participate and work safely to not endanger themselves, coworkers, partners, and surrounding communities. As a result, the Company sets a goal every year that "accidents must be zero."

The Company has a policy on safety, occupational health and working environment by assigning employees and partners to be responsible for themselves and others under administrative laws and standards. The Company established the Occupational Safety, Health and Environment (OSH&E) Committee to be responsible for inspecting safety and arranging a meeting to report the results of the inspection, follow up on operations, and solve various problems at least once a month as required by law.

Occupational Health and Safety management guidelines ^(GRI 403-1)

The Company sets guidelines for safety, occupational health management according to the ISO45001 occupational health and safety management system standard. The Company has implemented a safety standard system to adapt and develop its operating system since 2022. The goal is to request certification of the ISO45001 occupational health and safety management standard system by 2023. The Company has received certification of the occupational health and safety management standard system ISO45001:2018 on 3 August 2023 from SGS (Thailand) Company Limited.

In addition, the Company organizes activities to promote safety for employees at all levels, including partners/contractors to have a sense of safety with knowledge and understanding to work safely every day. The Company also announced the duties and responsibilities of employees related to work safety in order for employees at all levels to understand the scope of their responsibilities regarding safety, health, and working environment.

Hazard identification, risk assessment, and incident investigation ^(GRI 403-2)

The Company has a process for identifying hazards related to work and assessment of safety and occupational health risks in order to create a risk control and prevention plan. This also includes improving and revising safety and occupational health operations, covering activities carried out by the Company's employees and contractors according to the occupational health and safety management system standard ISO 45001, with important processes as follows:

<p>1 Assess hazards, risks, and methods for improvement to reduce and control risks to an acceptable level. To be reviewed at least once a year or when there are changes to work procedures.</p>	<p>2 Job Safety Analysis (JSA) for irregular work to identify hazards and assess risks covering activities and work areas. To set control measures combined with work permit.</p>	<p>3 Training and meeting to clarify contractors, project consultants, outsource employees before starting work on a monthly basis.</p>
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Risk assessment and investigation of accidents ^(GRI 403-2)

Accident reporting and investigation are the heart of the safety management system in finding the true case and determine measures to control and prevent it from happening again. The accident report is required to cover the incident or the cause of an almost accident (Near-Miss) when such an event occur. Then, professional safety officers together with supervisors will investigate accidents or events that occurred to find the root cause and determine measures to prevent recurrence of the incident, including recommendations for improvement. The results of corrective actions will be continuously monitored and updated according to the results of the investigation.



Occupational health services ^(GRI 403-3)

The Company regularly monitors and measures the working environment at least once a year, such as measuring light, noise, dust, chemicals, and lead that affect the safety and health of workers. If the measurement results exceed safety standards, the Company implements measures to correct work area and/or work procedures, including continuously following up on improvements. The Company monitors and measures indoor air quality according to the recommended standards of Singapore Standard 554:2016, with 8 measurement parameters namely, temperature, relative humidity, velocity, Carbon Dioxide (CO₂) concentration, Carbon Monoxide (CO) concentration, PM-2.5, total viable bacterial count, and total viable mold count.

In 2023, the Company together with Safety and Occupational Health and Environment Technology Center, Safety and Health at Work Promotion Association (Thailand) Under Her Royal Highness Princess Maha Chakri Sirindhorn Patronage measured the working environment at the office building by randomly measuring 5 working rooms in densely populated work areas. When the measurement results were compared with standards as recommended by Singapore and according to the Department of Health announcement regarding air quality monitoring values inside public buildings 2022. The results of indoor air quality measurement are as follows:

No.	Area	Checklist	Unit	Measured value	Standard ^{1/}	Result	Standard ^{2/}	Result
1	1.) Administrative room	Temperature	Celsius	24.4-25.2	24-26	✓	24-26	✓
2		Relative humidity	%	48.1-63.0	< 70	✓	50-65	✓
3	2.) Accounting and Finance room	Velocity	m/min	0.16-0.28	0.10-0.30	✓	<0.30	✓
4	3.) Shift room of traffic surveillance and management department	CO ₂ concentration	PPM	9-216	700	✓	1,000	✓
5		CO concentration	PPM	0.0	9	✓	9	✓
6		PM 2.5 concentration	Microgram/m ³	12-38	35	✓	25	✓
7	4.) E&M room, and 5.) General maintenance room	Total bacterial counts	CFU/m ³	43-335	500	✓	500	✓
8		Total fungal counts	CFU/m ³	37-80	500	✓	500	✓

The Company's promotion of worker health ^(GRI 403-6)

is as follows:

- Provide annual employee health examinations both general health examinations/health examinations based on occupational health risk factors where the Company has hired hospitals to conduct annual health examinations for employees. There are also additional risk-based screenings, including EKG, depression screening, hearing tests, etc. (the Company considers employee health information to be personal information under the Personal Data Protection Act).
- Arrange influenza vaccination for the Company's employees.
- There is a project to promote employee health through sports clubs for employees and their families, such as football club, badminton club, running club, aerobics club, etc. In 2023, the Company provided a fitness room to increase space, facilitate, and encourage employees to exercise.
- The Company has arranged for work safety officers at the supervisory, management, and professional levels to provide advice to employees and contractors on issues related to occupational health at all times, as well as providing surveillance of employee health by arranging health checks for employees from the beginning of their employment.
- Arrange occupational health measures for contractors, such as preparing work areas, procedures, and protective equipment, as well as promoting safety knowledge.
- Organize emergency drills for the Company's rescue team for practicing and understanding of roles and responsibilities and to create flexibility in joint coordination and to be more efficient.
- Provide appropriate work safety protection equipment and wear it at all times while working.
- Install air purifiers in toll booths to reduce PM 2.5 concentration for toll collectors.



Worker participation, consultation, and communication on occupational health and safety ^(GRI 403-4)

The Company has appointed the Occupational Safety, Health and Environment (OSH&E) Committee in accordance with the law to perform the duty of supervising that the Company follows principles of safety, occupational health and environment, as well as inspecting safety in the work area. The committee is to convene regularly at least once a month. The OSH&E Committee consists of representatives of operational employees who are elected from various departments up to the Company's senior executives, which has the following structure:

Occupational Safety, Health and Environment Committee (OSH&E)		
Composition of the committee	Position	Quantity
Chairman	Managing Director	1
Management level representative	Manager and above	2
Operational level representative	Operational personnel	3
Secretary	Professional safety officer	1
2-Year office term		7

The Company has arranged for work safety officers, personnel, agencies, or groups of persons to comply with the regulations of the Ministry of Labor regarding the provision of work safety officers, personnel, agencies, or groups of people to carry out safety operations in business establishments 2022, which consist of:

- ✓ 53 executive level safety officers
- ✓ 65 supervisory level safety officers
- ✓ 1 professional level safety officer

Training on occupational health and safety ^(GRI 403-5)

The Company organizes training on safety, occupational health and environment for every employee and contractor prior to starting work. Total risks from work include:

- Training courses for users of cranes, towers, cars, boats, and mobile cranes.
- Safety course for working at heights
- Basic knowledge on ISO 45001:2018
- Course on Chemical Handling Safety, basic fire fighting as required by law according to the announcement of ministerial regulations specifying standards for management, and carry out safety, occupational health and environment procedures concerning fire prevention and suppression, 2012, Article 8, Clause 27 requires employers to arrange for employees of not less than 40% of total number of each department of the business establishment to receive basic firefighting training.
- The Company has training and issued work permits, held monthly clarification meetings for contractors, project consultants, outsource employees before starting work.
- Organize fire drills and fire evacuation drills together at least once a year in all areas.





There are also activities to promote occupational safety, which are:

- The OSH&E Committee inspects safety areas together with professional occupational safety officers.
- Organize safety week activities to provide knowledge and understating for employees and executives on a monthly basis in an online format.
- Big Cleaning Day activity.
- Safety inspection activities in the work area.
- Announcement of 5S policy and 5S activities.
- Campaign activities to reduce work accident statistics to zero within the organization every year.
- Provide knowledge on "occupational and environmental diseases for employees" by professional level occupational safety officials.
- Activities to promote safety outside of work include:
 - Campaign for employees to drive safely, always wear a helmet when driving, and fasten seat belt before traveling.
 - Public relations for employees to drive safely, check the condition of the car before traveling across provinces, etc.

Prevention and mitigation of occupational health and safety impacts directly linked by business relationships ^(GRI 403-7)

The Company is aware of the risks and negative impacts on safety and occupational health on the Company's business operations that may arise from the operations of suppliers or business partners. Therefore, in addition to requiring annual safety training for contractors and preparing a work permit when they are employed, the Company has also established a Supplier Code of Conduct and guidelines for business partners to encourage business partners to operate in line with the Company's operations. There are safety and occupational health guidelines for business partners as follows:

Organize and supervise the business establishment and employees to have working conditions and environment that are safe and hygienic in accordance with relevant laws. Suppliers must also prepare working conditions and environment that are safe and hygienic, as well as providing training and providing adequate personal safety equipment that can be used appropriately for employees, including preparing for emergency situations to reduce losses that may occur and to be strictly compliance with relevant laws.

Performance / Key Indicators

Indicator : lost time injury frequency rate (LTIFR)	2022	2023
• Employee	3	1
• Contractor	0	0



Participation in community and social development

Policy on participation in community and social development

The Company realizes the importance of participating in social and environmental responsibility. It is believed that following the principles of corporate social and environmental responsibility will lead business, society, and the environment to survive in harmony. The Company understands that principles that are correct and beneficial are considered necessary for the Company's employees to be aware with thorough understanding. This is because understanding will help the Company's existing policy on social and environmental responsibility to be carried out with seriousness.

Social responsibility policy in 5 aspects of sustainability

The Company has a total of 5 aspects for social responsibility guidelines, consisting of enhancing educational opportunities (Tollway Smart Way), improving the health of society (Tollway Healthy Way), enhancing road safety (Tollway Safety Way), improving quality of life (Tollway Better Way), and enhancing the environment (Tollway Green Way). The Company develops projects that are widely beneficial to society, create value and worth that can meet the needs of all stakeholders and support 13 Sustainability Development Goals (SDGs) as follows:





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Guidelines for Sustainable Development











Sustainability Performance



Sustainability Performance Table



The Company conducts social work under guidelines of giving back to the society in all 5 aspects according to the Sustainable Development Goals (SDGs) below:

Guidelines for giving back to the society in 5 aspects	SDGs	
Tollway Smart Way Elevation of educational opportunities		SDGs 1 - No Poverty. End poverty in all its forms everywhere.
		SDGs 4 - Quality Education. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
		SDGs 10 - Reduce Inequalities. Reduce inequality within and among countries.
Tollway Healthy Way Improving the health of society and communities		SDGs 3 - Good Health and Well-being. Ensure healthy lives and promote well-being for all at all ages.
Tollway Safety Way Elevation of road safety		SDGs 11 - Sustainable Cities and Communities. Make cities and human settlements inclusive, safe, resilient, and sustainable.
Tollway Better Way Elevation of the quality of life in society		SDGs 1 - No Poverty. End poverty in all its forms everywhere.
		SDGs 2 - Zero Hunger. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
		SDGs 3 - Good Health and Well-being. Ensure healthy lives and promote well-being for all at all ages.
		SDGs 8 - Decent Work and Economic Growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
		SDGs 10 - Reduce Inequalities. Reduce inequality within and among countries.



Guidelines for giving back to the society in 5 aspects	SDGs	
Tollway Green Way Elevation of the environment		SDGs 1 - No Poverty. End poverty in all its forms everywhere.
		SDGs 2 – Zero Hunger. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
		SDGs 8 - Decent Work and Economic Growth. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
		SDGs 12 – Responsible Consumption and Production. Ensure sustainable consumption and production patterns.
		SDGs 13 – Climate Action. Take urgent action to combat climate change and its impacts.
		SDGs 15 – Life on Land. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reserve land degradation and halt biodiversity loss.
		SDGs 17 – Partnerships for the Goals. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.



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Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

Guidelines for management of community and social development participation

The Company places importance on participation in community and social development along with business growth, including stimulating economy, improving living conditions for a better quality of life for the community, and respecting human rights in all areas that the Company conducts activities or projects. The Company surveys and monitors needs, expectations, and satisfaction through the Company's annual survey conducted by external consultants under the operations with local community engagement, impact assessments, and development programs (GRI413-1). From 2023 community surveys, no operations with significant actual and potential negative impacts on local communities (GRI413-2) were found. The community and society satisfaction assessment result was at 73.82%.

In addition, the Company has a policy to promote knowledge, job creation, income distribution, improving quality of life of people in communities, including promoting various social responsibility activities through activities and projects initiated by the Company and partners to meet expectations of stakeholders in order to jointly create value with communities and society to live sustainably together.

Key Performance

No.	Guidelines	Activity/Project	Result	Budget	SDGs
1	Tollway Smart Way Elevation of educational opportunities	1.1 Award scholarships to the Dream for Achievement Foundation 2023 as follows:	Awarded a total of 25 scholarships	12 million Baht	  
		1.1.1 Faculty of Education, Chulalongkorn University	2 scholarships		
		1.1.2 Faculty of Political Science, Chulalongkorn University	1 scholarship		
		1.1.3 Faculty of Science, Chulalongkorn University	2 scholarships		
		1.1.4 Faculty of Engineering, Chulalongkorn University	4 scholarships		
		1.1.5 Faculty of Nursing, Mahidol University	4 scholarships		
		1.1.6 Faculty of Science, Mahidol University	1 scholarship		
		1.1.7 Faculty of Medical Technology, Mahidol University	1 scholarship		
		1.1.8 Faculty of Engineering, Mahidol University	1 scholarship		
		1.1.9 Faculty of Environment and Resource Studies, Mahidol University	1 scholarship		
		1.1.10 Faculty of Medicine, Thammasat University	2 scholarships		
		1.1.11 Faculty of Law, Thammasat University	1 scholarship		
		1.1.12 Faculty of Science and Technology, Thammasat University	2 scholarships		
		1.1.13 Faculty of Engineering, Thammasat University	1 scholarship		



No.	Guidelines	Activity/Project	Result	Budget	SDGs
		1.1.14 Faculty of Economics, Kasetsart University	1 scholarship		
		1.1.15 Faculty of Veterinarian Technology, Kasetsart University	1 scholarship		
		1.2 Provided a lecture on knowledge and ideas that will create a growing and sustainable business in the future of the organization. It covers all ESG dimensions from real experiences for students of the Faculty of Management Sciences, Kasetsart University – Sriracha Campus, Chon Buri for the 5th consecutive year.	A total of 100 students attended the lecture. 	None	
		1.3 14 th Giving your heart, Caring for society project <ul style="list-style-type: none"> Improved and repaired school building and cafeteria at Ban Kru Dua School, Chaeramae, Ubon Ratchathani that was severely damaged by Typhoon Noru at the end of 2022. 	A total number of 33 beneficiaries: 28 students, 3 teachers, and 2 school personnel. 	100,000 Baht	
		1.4 Deliver prizes forfeited from the Tollway Lucky Way 2022 activity under the “lucky receipt, lucky with tollway” campaign to public charity organization to be benefited as follows:			
		<ul style="list-style-type: none"> Siriwat Vocational College at Wat Dong Lakhon, Nakhon Nayok 	A total of 136,740 Baht	136,740 Baht	
		<ul style="list-style-type: none"> Sriracha Technological College, Chon Buri 	A total of 94,950 Baht	94,950 Baht	
		1.5 Katin at Wat Dong Lakhon 2023 to contribute funds for school suppliers and scholarships for underprivileged students at Siriwat Vocational College at Wat Dong Lakhon.	Donations from customers (tollway users), directors, executives, employees, partners/contractors, banks to join in this merit-making as a sponsoring host for Katin ceremony 2023. The vocational college has a total of 203 students. 	389,999 Baht	



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Guidelines for Sustainable Development







Sustainability Performance



Sustainability Performance Table

No.	Guidelines	Activity/Project	Result	Budget	SDGs
		1.6 Supported the 28th "My Hero" BCC Family Rally organized by Bangkok Christian College Association.	Support activities at Bangkok Christian College.	100,000 Baht	
2	Tollway Healthy Way Improving the health of society and communities	2.1 Tollway provides preliminary drug testing kits to various locations:			
		North Bangkok University, Bangkok	500 kits	4,000 Baht	
		Railay Village Resort Hotel, Krabi	500 kits	4,000 Baht	
		Sriracha Technology College, Chon Buri	700 kits	5,600 Baht	
		Wapi Pathum Technical College, Maha Sarakham	50 kits	400 Baht	
		2.2 Participate in the Royal Thai Armed Forces communication project to donate sports equipment and stationery to Thailand Children's Home, Nakhon Ratchasima.	178 children received the benefits.	10,000 Baht	
		2.3 Join the White Heart Project's "Join together to campaign against AIDS" campaign to support the 25th Charity Music Festival, Pathum Thani.	Sponsored 600 bottles of Tollway drinking water.	2,250 Baht	
		2.4 Support the ACFS Run FOR Q VIRTUAL RUN 2023 charity organized by the National Bureau of Agricultural Commodity and Food Standards. The objective of the event was to campaign and promote exercise through walking-running activities under the New Normal appropriately and continuously.	20 of 1,500-Baht VIP tickets	30,000 Baht	
		2.5 The 29th anniversary of the Export-Import Bank of Thailand.	Monetary donation to the Phramongkutklao Hospital Foundation under the royal patronage.	10,000 Baht	



No.	Guidelines	Activity/Project	Result	Budget	SDGs
		2.6 Support a golf charity competing for the trophy from Mr. Sorapong Paitoonphong, Chairman of the Expressway Authority of Thailand, organized by the Golf Club, EXAT Employee Club Association to raise funds for scholarships for children of employees of the EXAT.	Support business activities in the same industry, which is one of the Company's stakeholder groups: 1 VIP team.	50,000 Baht	
3	Tollway Safety Way Enhancing road safety	3.1 13th Safe Songkran Caring for fellow travelers To promote driving safety during Songkran holiday by handing out bags to prevent sleepiness for tollway users at Din Daeng and National Memorial toll plazas and Bangkok Bus Terminal (Mochit).	1,000 bags 	89,180 Baht	
		3.2 Tollway teaches children to be aware of fire hazards 2023 at Charoen Wittaya Suksa School, Don Muang District, Bangkok by the Company's employees of special operations as lecturers to convey knowledge about fire prevention, how to use fire extinguisher, and fire evacuation drills for teachers, school personnel, and students. The Company also gave fire extinguishers to the school for installations and further use.	167 participants 	42,125 Baht	
		3.3 Sponsored raincoats to traffic police officers performing their duties at the Viphavadi Rangsit/Expressway Control Center, Subdivision 2, Traffic Police Division.	Donated 50 raincoats to support the work of police officers during the rainy season.	34,775 Baht	
		3.4 The Safe New Year Travel with Don Muang Tollway project is to campaign for safe drivers during the New Year festival by handing out bags to prevent sleepiness to tollway users at Din Daeng and National Memorial toll plazas. The Company also participated in the "Safe New Year. Reduce road accidents together" project at Bangkok Bus Terminal (Mochit).	2,000 bags 	100,000 Baht	



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Guidelines for Sustainable Development



Sustainability Performance



Sustainability Performance Table

No.	Guidelines	Activity/Project	Result	Budget	SDGs
		3.5 Installation of a convex traffic mirror at the entrance-exit of Soi Chaengwattana 14, Lak Si District, Bangkok – close-range community (5km radius).	1 point of installation to reduce accidents and safer for travelers because it is a blind spot where the field of vision is quite unclear.	9,940.30 Baht	
4	Tollway Better Way Improving quality of life	4.1 On National Children’s Day 2023, the Company donated 1,500 sets of Green Way notebooks, stationery, toys, snacks, milk, and tollway drinking water to close-range communities (5km radius) as follows:		97,500 Baht	    
		4.1.1 Thung Song Hong Housing Community	700 sets		
		4.1.2 Wat Lak Si Community	50 sets		
		4.1.3 Thung Song Hong Housing Flat	50 sets		
		4.1.4 Pincharoen Community 1	50 sets		
		4.1.5 Pincharoen Community 2	50 sets		
		4.1.6 Chatuchak District Children Development Center	50 sets		
		4.1.7 Pipornphong Community	50 sets		
		4.2 Support National Children’s Day 2023 for the Bangkok Metropolitan Administration, Highway Office No. 13 to give the children who are of the employees under the 13th Highway Office.	Donated 500 sets of educational equipment / toys.		
4.3 Project to preserve the Songkran tradition of pouring water to ask for blessings from the elderly in 2023 of the Thung Song Hong Housing Community Network (close-range community, 5km radius).	Handed out 50 sets of souvenirs to the elderly of Thung Song Hong Housing Community Network.	6,750 Baht			
					



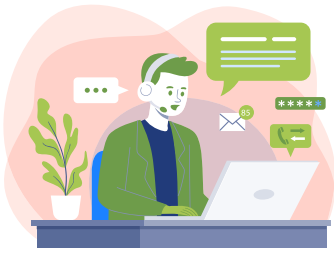
No.	Guidelines	Activity/Project	Result	Budget	SDGs
		4.4 Tollway's Children to Travel the World Project, Year 6, brought students from Wat Thewasunthon School, which is a close-range school (5km radius) to learn from outside the classroom at the National Science Museum (NSM), Khlong 5, Pathum Thani.	42 students 	23,940 Baht	
		4.5 A project to promote and develop the quality of life for people with disabilities with the Thai Chamber of Commerce according to Section 35.	Provide occupations for people with disabilities by supporting the project of raising chickens for eggs to sustainably uplift the quality of life for people with disabilities. A total of 2 people at Nakhon Ratchasima.	239,440 Baht	
		4.6 Procurement of equipment, wheelchairs, rocking tricycles for people with disabilities and the elderly for Bangkok's Disability Person Association, which is a public charity organization Number 909.	Provided 5 wheelchairs, 15,000 Baht each, for occupational use to be able to provide for oneself and one's family, including going to other places for various activities.	75,000 Baht	
		4.7 Participated in Royal Katin Ceremony in collaboration with the Expressway Authority of Thailand at Wat Yotha Nimit, Wang Krachae, Trat.	Participated in merit making to promote and conserve Buddhism.	50,000 Baht	
		4.8 Project to promote and support career creation for the elderly and impoverished youths in Lak Si and Don Muang districts.	A total of 800 people as follows: 1. Don Muang district, 20 communities, 20 people per community, totaling 400 people. 2. Lak Si district, 20 communities, 20 people per community, totaling 400 people.	200,000 Baht	



No.	Guidelines	Activity/Project	Result	Budget	SDGs	
5	Tollway Green Way Enhancing the environment	5.1 The Green Way Notebook Project is recycling unused paper into notebooks and donating them to various schools throughout the country. In 2023, the Company delivered Green Way notebooks to the following schools:				  
		5.1.1 Wat Noi Saengchan School (Chansiri Witthayakhan), Samut Songkhram	220 notebooks	1,364 Baht		
		5.2 Care the wild Project jointly with SET, the government sector, and the community promoting sustainability in the dimension of environmental management together by planting trees for the forest and taking care of the trees to 100% survive by tracking their growth continuously for 6 years with a total of 50 rai, planting 10 rai a year for a period of 5 years (2022-2026).	Ban Nong Pling Forest Community in Kanchanaburi of 10 rai, a total of 2,000 trees. 	440,000 Baht	 	
		5.3 The Company participated in the national Green Office Project with the Department of Climate Change and Environment to be aware of environmental protection, energy saving, as well as selecting environmentally friendly materials and equipment.	Assessment result: Excellent (G – Golden)	None		
		5.4 Yued Ok Paint Tung Project jointly with students of Faculty of Management Sciences, Kasetsart University, Sriracha Campus, Chon Buri at Baan Jing Jai Foundation, Nong Pla Lai, Bang Lamun District, Chon Buri.	A total of 82 students participated. 	4,000 Baht		



No.	Guidelines	Activity/Project	Result	Budget	SDGs
		5.5 The Company has been selected to participate in the "Ting to Trash" waste sorting project from the Thai Listed Companies Association and the Securities and Exchange Commission (SEC) to encourage listed companies to start caring of the environment by managing waste from start to finish, leading to data collection and measurement through the ECOLIFE application.	The Project period is 1 year (August 2023 - July 2024).	None	
		5.6 The CSR Tollway Consted Project – Pun Plook Kid(s) Year 2 is a youth volunteer community development project to raise the level of thinking and to provide a platform for youth to express their creative ideas, which can be extended to change communities and society in a sustainable way with long-term benefits to the public, communities, and villagers. This project provides opportunities for students to submit their work to compete in innovations for sustainable trash and waste management to win a 100,000 Baht prize, including scholarship, plaque, and certificate of honor.	The "Sawdust from Chantaburi fruit branches to grow oyster mushrooms" project from Khao Vovl community, Chantaburi is an innovation of the winner team, Pileus gang, Rambhai Barni Rajabhat University.  	1,800,000 Baht	



Customer Responsibility

Policy on customer responsibility (tollway users)

Tollway users are the greatest benefactors of the Company, allowing it to conduct its business continuously for a long period of time up to the present. The Company is committed to providing services in a straightforward manner with honesty, integrity and strictly providing services correctly, adequately, accurately, and in accordance with regulations and laws related to consumer rights. In addition, the Company is always willing to receive suggestions, comments, and criticisms from users to be used for developing its services to be convenient, safe, and satisfactory, as well as treating customers fairly in terms of providing services without discrimination under normal and problematic circumstances, in which the Company will expedite coordination to identify and solve problems in a timely manner. Moreover, the Company will not reveal customer information; take responsibility in safekeeping records and confidential information of customers in order for them to have confidence in the Company's data management to prevent risks that may cause illegal accessed, leaked, hacked, altered, or lost. The Company adheres to the cyber and information security policy, revised edition no. 1/2022, unless it is disclosed in accordance with legal duties. In the previous year, the Company had no substantiated complaints concerning breaches of customer privacy and losses of customer data ^(GRI418-1,418-2). The Company has also established channels through which customers can complain about the incompleteness of services.

Guidelines for customer responsibility management

Relationship and responsibility management tollway users

The Company has proactive and reactive relationship management with tollway users (customers) according to business strategies that focus responding to the needs and expectations of tollway users (customers) by improving the quality of tollway services to create good experiences under the concept "a choice that values...your time" with convenience, speed, and safety through a process of listening to customers' voices, including their needs and expectations that will lead to plans for improving and developing innovation and technology concerning services of toll payment channels that are environmentally friendly. The Company will continually incorporate information on the needs and expectations of tollway users into strategic planning.

The Company has a plan to manage both proactive and reactive relationships with customers according to business development strategies and marketing that focuses on responsive to customers' needs. The Company has a CRM Platform to measure service results and to develop plans for customer management continuously.



Customer relationship building plan	Result	
	2022	2023
<ul style="list-style-type: none"> The Loyalty Program via LINE OA manages customer relationships via Line Official Account : @donmuangtollway to notify benefits and organize customer relations activities, CRM in LINE OA that covers all needs in order to truly suit the customer’s usage with an easy-to-use LINE OA point accumulation system with Buzzeebees as the platform provider. Organize customer engagement activities via Line OA, such as Tollway Rally Thank you User 2023, Tollway Lucky Way 2023, and member point redemption for various prizes. Improve the 24-hour call center system and coordinate with management of complaints and suggestions from tollway users. 	27,714 Line OA members as of 31 December 2022.	41,498 Line OA members as of 31 December 2023.

Performance of customer responsibility in 2023

1. Communication development between tollway users and the Company

The Company has channels to communicate with tollway users, such as Tollway Call Center 1233, Facebook, Email, Website, and Line Official Account. The Knowledge Management system is used for collecting information from all departments and compiles it into FAQs to provide information ready for use, as well as storing data collected from all channels enabling the Company to contact customers back in a timely manner.

2. Satisfaction evaluation

The Company has a channel for tollway users to express their satisfaction through the Interactive Voice Response (IVR) system before hanging up their phones and to submit an online satisfaction survey after online chats. In addition, satisfaction information is received from other channels, such as annual satisfaction survey, where the Company summarizes complaints, inquiries, compliments, suggestions, and promotion to be sent to related department for use in improving services, including announcing and giving prizes to employees who receive compliments from users as a morale boost.

In 2023, the Company received complaints and suggestions through Voice channels, namely Tollway Call Center 1233, 02-7926500, OCC; and through Non-Voice channels, which are Website, Facebook, and Line Official Account. The results of satisfaction assessment on responsive to complaints, suggestions, and repeat of service had a score of 80%

Matters received through communication channels

หัวข้อเรื่อง	Voice										Non-Voice					
	1233	%	02-792-6500	%	"ศูนย์จัดการฯ (OCC)"	%	ค่าม	%	website	%	line	%	Facebook	%	SUJ	%
Incident report	1538	26.78%	220	6.39%						23	0.54%	6	4.51%	1787	13.19%	
Suggestion	12	0.21%	7	0.20%						26	0.61%	1	0.75%	46	0.34%	
Wrong number	774	13.48%	27	0.78%										801	5.90%	
Compliment	7	0.12%	1	0.03%				3	25.00%	1	0.02%			12	0.09%	
Internal contact	417	7.26%	1833	53.24%						12	0.28%	6	4.51%	2,268	16.69%	
Beyond the area of responsibility	461	8.03%	141	4.10%						16	0.38%	1	0.75%	619	4.54%	
Complaint	159	2.77%	59	1.71%	1	100%	18	90.00%	7	58.33%	35	8.83%	8	287	2.11%	
Question	705	12.28%	354	10.28%			2	10.00%	2	16.67%	1140	26.90%	106	2,309	17.09%	
Disconnected line	456	7.94%	113	3.28%										569	4.19%	
Other	1214	21.14%	688	19.98%						103	2.43%			2,005	14.76%	
Send stickers / unrelated messages														2,883	21.22%	
SUJ	5743	42.27%	3443	25.34%	1	0.01%	20	0.15%	12	0.09%	4234	31.16%	133	0.98%	13586	



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Sustainability Performance



Sustainability Performance Table



The Company received 13,586 matters, in which the top 3 communication channels were:

1. Tollway Call Center 1233 at 42.27%
2. Line OA Chat at 31.16%, and
3. Tel. 02-7926500 at 25.34%

The Company has established channels for receiving complaints, such as telephone, letter, email, Facebook, website, Line, and direct complaints in person. The Company has a complaint team to consider and screen complaints. If the considered information is reliable and has a serious impact on the Company, the Company will appoint a committee to investigate, consisting of representatives from the Legal and Compliance department, the Human Resources and Quality Management department, and the employee's department that received the complaint. The results will then be reported to the Managing Director to consider ordering the agency that received the complaint to make corrections and improvements and report to the complainant. If the case has no serious impacts, it is reported to senior management and the department receiving the complaint on a business day immediately so that the agency that received the complaint can solve the issue and find ways to prevent it, as well as reporting to the complainant within 3 working days from the date of complaint. If the issue cannot be resolved, it is to be proposed to top management for consideration. In addition, top management will report operating results, summarize complaints with solutions, and report it to the working team for supervision and inspection of the concession highway project, national highway no. 31 Viphavadi Road, Din Daeng – Don Muang section and the northern extension section. The Company reviews and improves processes of receiving complaints every year through internal monitoring mechanisms according to the ISO 9001 quality standard system and the supervision of government agencies, herein meaning the Department of Highways, Ministry of Transport.





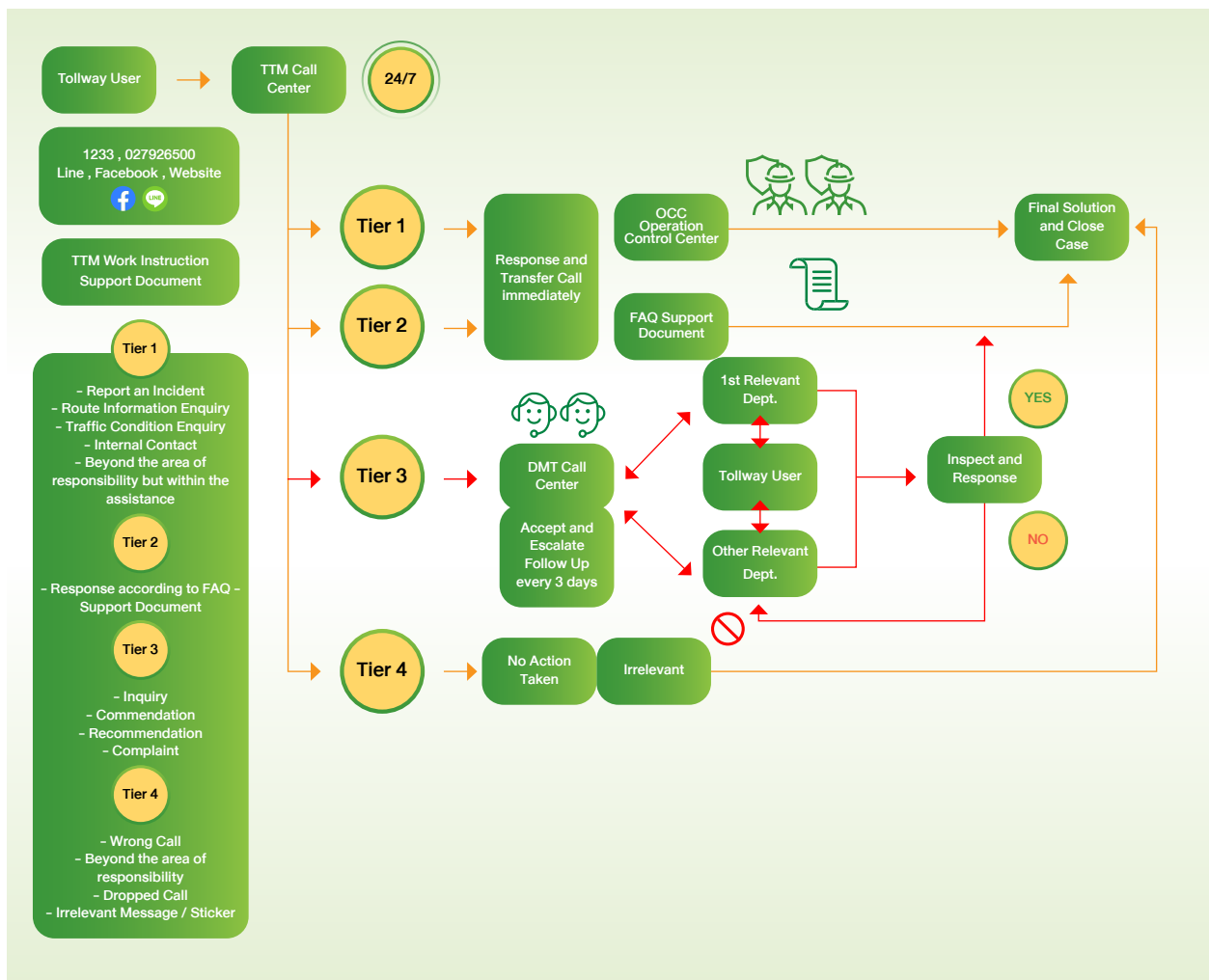
Performance / Key indicators

Issue	Indicator	Target	Performance (%)		
			2021	2022	2023
Customer satisfaction	Period for responding to complaints from users.	Within 3 days from the date of complaint	>90	>90	>90
	Average satisfaction level of tollway users.	> 80%	84.60	95.16	80

There were no significant complaints regarding the quality of service and no incidents of non-compliance concerning the health and safety impacts of products and services (GRI 416-1, 416-2).

3. Improvements

- Improvement of traffic signs.
- Improvement of signs for public relations messages, such as equipment malfunction, EMV suspension, and normal toll payment signs.
- Improvement on complaint management system as shown below:





4. Development of technological systems to support relationships

- There is a CRM & Loyalty Platform system that is connected from Touchpoint of Line Official Account, namely membership system, point collection system, and reward redemption system. It is opened for tollway users to apply for membership, in which every toll payment amount is collected as points by scanning QR code via the application for users to receive privileges, such as redeeming accumulated points for discounts and prizes. The Company continuously organizing marketing activities every year. In order to promote reduction of greenhouse gas emissions in customers, paying with M Pass or Easy Pass will automatically receive 2 points.
- There is facilitation and increased safety in providing services to customers who use tollway through various systems, such as toll payment via QR Code, toll payment via VISA PayWave debit or credit cards at an EMV (short for Europay, MasterCard) with Contactless symbol, which is a contactless card payment system that is convenient and safe.
- The Company complies with the Personal Data Protection Act to maintain the security of customer information by requesting consent for the use of personal information for customers who apply for new CRM membership. Existing customers can add or revoke their consent through www.tollway.co.th.
- Since 2022, the Company has implemented the e-Tax Invoice & e-Receipt system to facilitate customers who use tollway in order to promote the government's policy. The Director-General of the Revenue Department announced that entrepreneurs who pay taxes through the electronic system is classified as a good taxpayer and in line with measures to reduce the use of paper resources and document storage space.

5. Responsible marketing and advertising practices

The Company is aware of brand communication and marketing and the environmental and social impacts on consumers in various aspects. Therefore, the Company is committed to conducting marketing and brand communication operations with ethics, honesty and transparency, which is the core of the Company's operations in marketing and strategic planning. The Company is also committed to delivering good value to stakeholders. The Company emphasizes sincere interaction with tollway users by understanding in order to meet the needs and expectations of customers who use the service at the highest level. The operating guidelines are as follows:

- The Company's marketing activities must be complete, accurate, true to reality, and has clear objectives, including strict compliance with laws, regulations, requirements of government agencies and social norm by:
 - o Conduct marketing campaigns in all forms sincerely.
 - o Provide honest and straightforward information about features of the service.
 - o Present honest reviews to consumers, including adhering to the code of conduct in hiring media, website, review, and influential individuals.
- Present facts on social and environmental issues.
 - o The Company aims to create a sustainable society and transparent communication of brands and marketing activities across all communication channels by operating based on reality and avoid making exaggerated claims to create a clear and correct understanding regarding brand building, trademark, image, and services of the Company by being honest to about the social and environmental impacts of the Company's operations.
- Attentive to ethically sensitive issues by carrying out marketing activities that support the expression of appropriate behavior to create unity and treat each other equally in society, such as social differences, culture, religion, beliefs, and politics in the entire creation process. This is to prevent sensitive issues from arising in the Company's marketing campaigns.
 - o Value individual differences such as ethnicity, religious beliefs, political affiliation, and gender diversity.
 - o Protect and refrain from marketing campaigns that take advantage of vulnerabilities of all groups of people such as children, the elderly, people with disabilities, and those educationally underprivileged.



- The Company respects all groups of stakeholders, creative marketing and brand communication, social responsibility, and under the principles of fair competition according to the concession contract.
 - No mention of incorrect information related to services of business groups in the same industry to customers.
- Oversee compliance with these responsible marketing and advertising practices. There is a corporate communications and social activities department, business development and sustainability strategy department as operators with top executives as supervisors to ensure compliance with these guidelines.

6. Relationship management to retain current customers and gain new customers

The Company organizes activities to promote continuous participation and relationship development with customers through CRM & Loyalty Platform as follows:



Tollway Loyalty Platform Via Line OA Channel



1. Tollway Rally Thank you Users 2023 with the “Lalla Ha Hae Talay Chao Koh” theme, taking place on Bangkok – Cha-am route, which was the activity to thank users for trusting Don Muang Tollway service from accumulating TC points, in which a portion of these points were used for giving scholarships to students of Wat Samut Kodom School, Phetchaburi. The event was held on 27-28 May 2023 at Radisson Resort and Spa, Phetchaburi.

2. Organized Journey of Dream concert to thank customers and various groups of stakeholders on the occasion of the Company’s 35th anniversary, with artists such as Kong Saharat and Benja Band, Tom Isara, and the Durian Mask to give happiness of music and special shows. The concert was held on 11 November 2023 at Diamond Hall, 5th floor, Zeer Rangsit Shopping Center.





3. Tollway Lucky Way 2023 under the campaign “35 years DMT, up every day, happy every month,” which is a marketing promotion activity that has been organized continuously for more than 15 year. As a promotion on the Green Road policy to reduce pollution in front of toll plazas, the Company therefore offers special privileges to toll users using M-Pass / Easy-Pass to receive 2 times the points immediately, starting from 1 October – 31 December

4. In 2023, a large number of toll users applied for membership. In order to maintain existing customers and create new customer base, the Company has organized activities to exchange points for special discounts that respond to the lifestyles and preferences of tollway users throughout the year, such as a 1,000 Baht discount on 4 Michelin tires at All Tire Plus branches using 100 points, Tollway meal with Suki Teenoi using 100 points to get a 50 Baht cash voucher, or other prizes.



5. Participate in marketing activities with Krungsri Card under the campaign “save on every trip and receive 10% cash back credits” when tapping the card to pay for Don Muang tolls. Points must be exchanged within the month of the transaction, starting from 1 January – 31 December 2023 via the UCHOOSE application.

*Conditions are as specified by Bank of Ayudhya.



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Sustainability Performance Table

Plan to build engagement with future toll users

Customer groups by types of vehicle	Needs/ Expectations	Relationship Building	Frequency
<p>1. Type 1 (4-wheel) vehicles</p> <ul style="list-style-type: none"> • Cash • Coupon • EMV • QR Code • ETC system <p>2. Type 2 (more than 4-wheel) vehicles</p> <ul style="list-style-type: none"> • Cash • EMV • QR Code • ETC • <p>Regular and non-regular tollway users , including future customers (people using routes along tollways)</p>	Quality service	<ul style="list-style-type: none"> • Customer Focus training course emphasizing on service recipients by understanding, anticipating, and responding to customer needs and satisfaction with equality internally and externally to all employees in order to raise the level of service with heart and impressed by smiles of customers. • Personality training of toll collectors, traffic management officers, rescuers in terms of clothing, speaking and listening, creative communication – body language and tone of voice – to create a good first impression so the users will call in with compliments or help spread the word. • Traffic management training for traffic management officers to facilitate and maintain safety for toll users to be confident in using the Utraphimuk Expressway. • Training on assisting tollway users to rescuers and toll car drivers to assure customers of safety when using the Utraphimuk Expressway. • Communicate traffic information, channels for reporting incidents, guidelines and standards for rescue services. The Mobile Application allows customers to track information and report incidents. • Develop and raise service with innovation to support lifestyle of tollway users, such as automatic and touchless toll payment channels, an application for informing news, traffic information, incident information, facilities that support EVs, and adding Multi Smart Payment channel, which is currently being studied in 2024. 	Every year
	Toll fee	<ul style="list-style-type: none"> • Comparative study on fuel consumption and emissions between using tollways and ground roads by using car front view cameras that record world coordinates according to engineering statistics principles and passed the 28th National Civil Engineering Conference 2023. • Communicate fuel consumption and emissions data when choosing between using tollways and ground roads so that current and future toll users are acknowledged and aware of savings in fuel costs and travel time, including participating in reducing air pollution under the Company's slogan "A choice that values...your time." 	<p>Every 3 years/5 years</p> <p>Every year</p>
	Marketing activities	<ul style="list-style-type: none"> • Analyze behavior, preferences and interests of tollway users through the Customer Relationship Management: CRM Loyalty Platform system to enhance relationship building with users by organizing marketing campaigns that are responsive to needs, covering ways of life – discounts on restaurants and goods – and creating a good experience for tollway users. 	Every year



Section

4

Sustainability Performance Table

DON MUANG TOLLWAY PUBLIC COMPANY LIMITED
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Section 4 : Sustainability Performance Table

Economic Performance

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI 201-1		Toll revenue	MB	2,047	1,202	1,832	2,325
		Profit for the year	MB	791	404	781	1,003
		Dividends paid per share	Baht	0.15	0.57	0.50	1.93
		Employee salary and compensation	MB	186.25	165.36	185.76	212.85
		Interest and financial costs paid to borrowers	MB	106.87	24.19	2.04	22.42
		Tax expense	MB	197.86	85.01	196.46	251.60
		Total amount used on projects or activities for community/ society development	Baht	19,859,000	18,530,000	18,483,000	18,443,000
GRI 201-3		Payment for provident fund	MB	6.835	6.575	5.881	7.354

Customer Responsibility (tollway users)

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI 418	Goals 16	Number of customer data leaks	cases	0	0	0	0
		Number of incidents or complaints on consumer rights violations	cases	0	0	0	0

Responsible marketing and advertising

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI 417-3	Goals 3	Number of complaints on marketing communications	cases	0	0	0	0
GRI 2-27		Number of cases in compliance with the laws	cases	0	0	0	0



Environmental Performance

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI 2-27		Number of cases or incidents violating laws or creating environmental impacts	cases	-	0	0	0
		Value of damages or fines from violating laws or creating environmental impacts	Baht	-	0	0	0
Energy management							
GRI 302-1	Goals 7	Energy consumption	kWh	4,816,043	4,712,994	4,780,391	4,723,248
		Fuel consumption					
		Benzene Gasohol	Liter	49,597	32,600	41,954	36,871
		Diesel	Liter	134,290	105,548	124,907	136,787
		LPG	Kg	1,440	1,182	919	2,250
		Renewable energy consumption (solar)	kWh	-	-	-	96,814.73
		Energy management goal	฿๑๒๓	-	▼ 10	▼ 10	▼ 10
Carbon intensity	kWh/million users	125,135	122,458	124,209	122,724		
Water management							
GRI 303-5	Goals 6	Water consumption	m3	13,942	12,101	12,108	15,888
		Water consumption goal	%	-	-	-	▼ 5
		Water intensity	m3/million users	405.88	588.88	393.86	412.82
		Recycled water	m3	-	-	-	2.3**
		Proportion of recycled water	%	-	-	-	0.01
Trash and waste management							
GRI 306-3	Goals 12	Amount of trash and waste	kg	-	-	22,910	25,881
		Trash and waste management goal	%	-	-	▼ 20	▼ 20
GRI 306-4		Amount of reused and/or recycled trash and waste	kg	-	-	3,366	5,478
Greenhouse gas management							
GRI 305-3	Goals 13	Total greenhouse gas emissions of Scope 1 and Scope 2	tCO2e	3,133	2,651	2,848	2,869
		Greenhouse gas management goal	%	-	-	▼ 15	▼ 15
		Total greenhouse gas emissions of Scope 1, Scope 2, and Scope 3	tCO2e	3,148	2,663	3,463	3,504
GRI 305-4		Carbon intensity	tCO2e/million users	91.64	129.59	112.65	91.04
		Number of Utraphimuk Expressway users	million users	34.35	20.55	30.74	38.49



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Remark *: Solar Rooftop size of 203 Kwp started generating electricity since August 2023;** installation of water recycling system is completed in November 2023 and water production begins in December 2023, with a quantity of 2,300 liters; ***Company's buildings are type C buildings, which is a building that houses government offices, state enterprises, and international organizations or private property with a total usable area of every floor of the building, or group of buildings, from 5,000 m² but less than 10,000 m². The Company measures wastewater quality from the buildings as required by law. There is a septic tank system and the Company's activities that use water that comes from bathrooms and toilets only. There are no other activities that affect the wastewater system.

Social Performance

Employee management and engagement, fair labor treatment

GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023		
				Male	Female	Male	Female	Male	Female	Male	Female	
GRI 2-7 GRI405-1	Goal 8	Total number of employees	person	444		416		382		373		
		Number of employees	person	220	224	204	212	196	186	192	181	
		Number of employees divided by contract type										
		Permanent	person	220	224	204	212	196	186	192	181	
		Contract	person	0	0	0	0	0	0	0	0	
		Number of employees divided by age										
		< 30 years	person	20	26	10	16	11	11	11	11	
		30-50 years	person	139	158	132	151	124	129	116	118	
		> 50 years	person	61	40	62	45	61	46	65	52	
		Number of employees divided by level										
		Top management	person	4	1	4	1	4	2	4	2	
		Middle management	person	10	10	8	10	9	10	9	9	
		Junior management	person	9	9	9	10	10	8	14	10	
		Operational level (non-executive)	person	197	204	183	191	173	166	165	160	
		Number of employees divided by line of work										
		Managing Director's Office	person	20	25	20	26	39	28	38	30	
		Business & Finance	person	10	24	10	24	10	20	10	20	
		Operations	person	190	175	174	162	147	138	144	131	
		Number of employees divided by their hometown										
		Bangkok Metropolitan Area	person	144	148	132	138	129	123	129	123	
		Central region	person	21	23	21	24	19	21	18	21	
		Northeast region	person	37	33	36	30	32	27	31	27	
		South region	person	5	9	3	9	4	7	2	5	
North region	person	7	4	6	3	6	2	6	3			
East region	person	4	6	4	7	3	5	3	2			
West region	person	2	1	2	1	3	1	3	0			
Diversity, Equality												
Middle and operational level management	(female :male)	10	10	8	10	9	10	9	9			
Non-executives	(female :male)	197	204	183	191	173	166	165	160			



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023	
				Male	Female	Male	Female	Male	Female	Male	Female
Employment											
GRI 401-1(a)	Goals 5 Goal 10	New employees									
		All new employees	person	11		4		11		29	
				4	7	1	3	9	2	16	13
		New employees divided by age									
		< 30 years	person	3	6	1	2	4	2	6	7
		30-50 years	person	1	1	0	1	5	0	10	6
		> 50 years	person	0	0	0	0	0	0	0	0
		New employees divided by level									
		Top management	person	0	0	0	0	0	0	0	0
		Middle management	person	0	0	0	0	1	0	0	0
		Junior management	person	0	0	0	1	1	0	3	3
		Operational level (non-executive)	person	4	7	1	2	9	0	13	10
		New employees divided by line of work									
		Managing Director's Office	person	0	3	0	3	3	1	6	6
		Business & Finance	person	0	0	1	0	1	0	0	1
		Operations	person	4	4	0	0	5	1	10	6
		Number of employees divided by their hometown									
		Bangkok Metropolitan Area	person	3	5	0	0	7	1	13	9
		Central region	person	0	1	0	0	0	1	0	3
		Northeast region	person	1	0	1	1	0	0	1	0
South region	person	0	0	0	1	1	0	0	0		
North region	person	0	0	0	0	0	0	1	1		
East region	person	0	1	0	1	0	0	0	0		
West region	person	0	0	0	0	1	0	1	0		
GRI 401-1(b) GRI 407	Goals 8	Employee resignation									
		Total of voluntary employee resignation (self-resignation)	person	32		32		45		38	
				8	24	17	15	17	28	20	18
		Voluntary resignation divided by age									
		< 30 years	person	1	9	4	6	2	7	6	4
		30-50 years	person	7	11	8	7	7	15	8	9
		> 50 years	person	0	4	5	2	8	6	6	5
		Voluntary resignation divided by length of service									
		< 4 months	person	2	3	0	0	0	1	7	1
		1-3 years	person	2	8	4	5	2	8	1	0
		3-5 years	person	1	1	3	1	3	3	2	3
		5-10 years	person	1	5	2	1	1	5	2	4
		> 10 years	person	2	7	8	8	11	11	8	10
		Lay-off	person	0	0	0	0	0	0	0	0
Retirement	person	2		7		1		8			
		2	0	3	4	0	1	7	1		



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GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023	
				Male	Female	Male	Female	Male	Female	Male	Female
		Turnover rate									
		Ratio of voluntary resignation	%	7.21		7.69		11.78		10.19	
Employee engagement											
GRI 402	Goals 8	Employee engagement									
		Level of employee engagement	%	-		-		62.79		71.75	
		Employee engagement divided by level									
		Top management (CEO, MD, Deputy Managing Director, and Assistant Managing Director)	%	-		-		100		100	
		Middle management (First Vice President, Vice President, Assistant Vice President)	%	-		-		64.71		76.58 (2023: Department Manager – First Vice President)	
		Junior management (Manager)	%	-		-		63.56			
		Supervisor Level (department head, supervisor)	%	-		-		66.40		70.94 (2023: employees – department head)	
		Operational Level (non-executives)	%	-		-		61.03			
		Employee engagement divided by line of work									
		Managing Director's Office	%	-		-		67.26		76.91	
		Business & Finance	%	-		-		71.10		69	
		Operational	%	-		-		62.62		73.56	
401-3(a)		Maternity Leave									
		Number of employees entitled to parental leave/ maternity leave	person	5		1		2		1	
401-3(b)		Number of employees used parental leave/ maternity leave	person	5		1		2		1	
401-3(c)		Number of employees returned after parental leave/ maternity leave	person	5		1		2		1	
401-3(e)		Return rate of employees after parental leave/ maternity leave	%	1.13		0.24		0.52		0.27	



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023	
				Male	Female	Male	Female	Male	Female	Male	Female
GRI 405-2		Employee remuneration									
		Total amount of employee remuneration	MB	150.63		146.30		134.96		151	
		Percentage of employees who are provident fund members	%	69.82		69.71		68.06		64.08	
404-1(a)		Personnel development									
		Number of organized training courses	courses	73		89		174		178	
		Amount of training costs per person	Baht/person /year	1,273		813		3,314		5,438	
		Number of employees participated in various training courses	person	454		425		391		370	
		Number of participated employees divided by level									
		Top management	person	5		5		6		6	
		Middle management	person	20		18		19		18	
		Junior management	person	18		19		18		24	
		Operational level (non-executives)	person	401		374		339		325	
		Average number of training hours									
		Average number of training hours per person per year	hours	9.86		18.05		35		61.46	
		Satisfaction of participated employees	%	87		80		82		85	
Employee complaints on labor practices											
GRI 407		Number of employee complaints on labor practices	cases	0		0		0		0	
		Number of resolved complaints	cases	0		0		0		0	
		Number of complaints currently being processed	cases	0		0		0		0	



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Performance



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GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023	
				Male	Female	Male	Female	Male	Female	Male	Female
Promoting employment among different types of people											
GRI 405		People with disabilities	person	2	1	2	1	2	1	2	1
		Promote careers for people with disabilities, Section 35	person	2		2		2		2	

Management of safety, occupational health and working environment

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI403-B(a)	Goals 3 Goals 8	Proportion of employees participating in the Safety Committee to total employees/ all employees (excluding employees with fixed-term contracts)	%	50	50	50	50
GRI 403-9 (a)		Work injuries					
		Fatality	person	0	0	0	0
		High-consequence	person	0	0	0	0
		Recordable	person	3	1	3	1
		LTIFR	person	3	1	3	1
		Number of working hours	hour	1,076,548.05	979,354.32	949,537.89	841,105.73
		Fatality					
		Fatality rate per 200,000 working hours	day	0.00	0.00	0.00	0.00
		Fatality rate per 1,000,000 working hours	day	0.00	0.00	0.00	0.00
		LTIFR					
		Lost Time Injury Frequency Rate (LTIFR) per 200,000 working hours	day	0.56	0.20	0.63	0.24
		LTIFR per 1,000,000 working hours	day	2.79	1.02	3.16	1.19
GRI 403-9 (b)		Occupational health and safety					
		Injuries caused by contractors	cases	0	0	0	0
		Fatality	cases	0	0	0	0
		Recordable	cases	0	0	0	0



GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
		LTIFR	cases	0	0	0	0
		Number of working hours	hour	0	0	0	0
GRI 403-10 (a)		Occupational illness of employees					
		Fatality	cases	0	0	0	0
		Recordable	cases	0	0	0	0
		Occupational Illness Frequency Rate (OIFR)					
		OIFR per 200,000 working hours	cases	0	0	0	0
		OIFR per 1,000,000 working hours	cases	0	0	0	0
403-10 (b)		OIFR caused by contractors	cases	0	0	0	0
		Fatality	cases	0	0	0	0
		Recordable	cases	0	0	0	0
		Overall occupational Illness Frequency Rate (OIFR)					
		OIFR per 200,000 working hours	cases	0	0	0	0
		OIFR per 1,000,000 working hours	cases	0	0	0	0

Community/social responsibility

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023
GRI 413	Goals 8	Plan to promote development and participation with communities/society that may be affected by the business	cases	0	0	0	0
		Number of disputes with community/society	cases	0	0	0	0

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Display data according to GRI Standard and UN SDGs indicators.

GRI content index Statement of use	Don Muang Tollway Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
General disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	12		
	2-2 Entities included in the organization's sustainability reporting	6		
	2-3 Reporting period, frequency and contact point	6		
	2-4 Restatements of information	6		
	2-5 External assurance	6		
	2-6 Activities, value chain and other business relationships	12,17		
	2-7 Employees	12,105	8, 10	
	2-8 Workers who are not employees			
	2-9 Governance structure and composition	31	5, 16	
	2-10 Nomination and selection of the highest governance body	AR-P.147	5, 16	
	2-11 Chair of the highest governance body	23, AR-P.158	16	
	2-12 Role of the highest governance body in overseeing the management of impacts	18	16	
	2-13 Delegation of responsibility for managing impacts	23, AR-P.158		
	2-14 Role of the highest governance body in sustainability reporting	6,23		
	2-15 Conflicts of interest	AR-P.196	16	
	2-16 Communication of critical concerns	33		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
	2-17 Collective knowledge of the highest governance body	AR-P.149, 188	4	
	2-18 Evaluation of the performance of the highest governance body	AR-P.149, 189-190		
	2-19 Remuneration policies	AR-P.147		
	2-20 Process to determine remuneration	AR-P.147		
	2-21 Annual total compensation ratio	AR-P.191-193	8	
	2-22 Statement on sustainable development strategy	8		
	2-23 Policy commitments	13,14		
	2-24 Embedding policy commitments	23,24		
	2-25 Processes to remediate negative impacts	18-21		
	2-26 Mechanisms for seeking advice and raising concerns	31,33	16	
	2-27 Compliance with laws and regulations	31	16	
	2-28 Membership associations	12		
	2-29 Approach to stakeholder engagement	18-21	8	
	2-30 Collective bargaining agreements	12,15	8	
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	25-28		
	3-2 List of material topics	6,27		
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	30		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	16,103	2, 5, 8, 9	
	201-2 Financial implications and other risks and opportunities due to climate change	-		
	201-3 Defined benefit plan obligations and other retirement plans	-		
	201-4 Financial assistance received from government	-		
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	-		
	202-2 Proportion of senior management hired from the local community	-		

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	AR-P.23		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	AR-P.24-28		
	203-2 Significant indirect economic impacts	16-103		
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	50-51		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	52	5, 8	
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	33		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	AR-P.106	16	
	205-2 Communication and training about anti-corruption policies and procedures	AR-P.107-110	16	
	205-3 Confirmed incidents of corruption and actions taken	34	16	
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	AR-P.65		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	AR-P.65, 152		
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Link		
GRI 207: Tax 2019	207-1 Approach to tax	Link		
	207-2 Tax governance, control, and risk management	Link		
	207-3 Stakeholder engagement and management of concerns related to tax	-		
	207-4 Country-by-country reporting	AR-P.246-247		
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	AR-P.47-57		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	104	8, 12	
	301-2 Recycled input materials used	68,91		
	301-3 Reclaimed products and their packaging materials	-		Not applicable



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	65	7, 8, 12, 13	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	65	7, 8, 12, 13	
	302-2 Energy consumption outside of the organization	104	7, 8, 12, 13	
	302-3 Energy intensity	104	7, 8, 12, 13	
	302-4 Reduction of energy consumption	61,65	7, 8, 12, 13	
	302-5 Reductions in energy requirements of products and services	61,65	7, 8, 12, 13	
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	62,66		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	66	6, 12	
	303-2 Management of water discharge-related impacts	63,67		
	303-3 Water withdrawal	104	6	
	303-4 Water discharge	63-64	6	
	303-5 Water consumption	104	6	
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		Information unavailable/incomplet
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	-		Information unavailable/incomplet
	304-2 Significant impacts of activities, products and services on biodiversity	-		Information unavailable/incomplet
	304-3 Habitats protected or restored	-		Not applicable
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	-		Not applicable
Emissions				
GRI 3: Material Topics 2021	3-3 Management of material topics	54-56		

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	57,104	3, 12, 13, 14, 15	
	305-2 Energy indirect (Scope 2) GHG emissions	57,104	3, 12, 13, 14, 15	
	305-3 Other indirect (Scope 3) GHG emissions	57,104	3, 12, 13, 14, 15	
	305-4 GHG emissions intensity	57,104	13, 14, 15	
	305-5 Reduction of GHG emissions	104	13, 14, 15	
	305-6 Emissions of ozone-depleting substances (ODS)	-		Information unavailable/incomplet
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	-		Not applicable
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	68		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	68	3, 6, 11, 12	
	306-2 Management of significant waste-related impacts	68	3, 6, 8, 11, 12	
	306-3 Waste generated	104	3, 11, 12	
	306-4 Waste diverted from disposal	104	3, 11, 12	
	306-5 Waste directed to disposal	104	3, 11, 12	
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	52		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	52	12,16	
	308-2 Negative environmental impacts in the supply chain and actions taken	52	12,16	
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	70 AR-P.177		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	107	5, 8, 10	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR-P.177	3, 5, 8	
	401-3 Parental leave	107	5, 8	
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	71-72		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-		Information unavailable/ incomplet
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	77-78		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	77-78	8	
	403-2 Hazard identification, risk assessment, and incident investigation	78	3, 8	
	403-3 Occupational health services	79	3, 8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	80	8, 16	
	403-5 Worker training on occupational health and safety	80	8	
	403-6 Promotion of worker health	79	3	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	81	8	
	403-8 Workers covered by an occupational health and safety management system	78-80	8	
	403-9 Work-related injuries	109-110	3, 8, 16	
	403-10 Work-related ill health	110	3, 8, 16	
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	74		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	108	4, 5, 8, 10	
	404-2 Programs for upgrading employee skills and transition assistance programs	74-75	8	
	404-3 Percentage of employees receiving regular performance and career development reviews	77,108-109	5, 8, 10	
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	AR-P.158- 159,173	5, 8	
	405-2 Ratio of basic salary and remuneration of women to men	108-109 AR-P.178	5, 8, 10	

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GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	70		
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	70		
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	70		
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	70		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	52,70		
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	77-78		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	80		
Rights of indigenous peoples				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	-		Not applicable
Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	82		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	85	8	
	413-2 Operations with significant actual and potential negative impacts on local communities	85,110	8	
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	50		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	52-53		
	414-2 Negative social impacts in the supply chain and actions taken	50		
Public policy				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		
GRI 415: Public Policy 2016	415-1 Political contributions	-		Information unavailable/incomplet
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	93		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	97	16	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	97		
Marketing and labeling				
GRI 3: Material Topics 2021	3-3 Management of material topics	98		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	98	12	
	417-2 Incidents of non-compliance concerning product and service information and labeling	103	16	
	417-3 Incidents of non-compliance concerning marketing communications	103	16	
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	93		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	93,103	16	



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