



Sustainability Report 2024

DON MUANG TOLLWAY PUBLIC COMPANY LIMITED



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About This Report

Don Muang Tollway Public Company Limited (“the Company”) recognizes and prioritizes sustainability issues that have consistently been of interest to stakeholders. Therefore, this Sustainability Report, now in its second edition, has been prepared separately from the Annual Report or Form 56-1 One Report. The purpose of this report is to communicate and disclose key information regarding the Company’s sustainability development efforts, covering economic, environmental, and social aspects ^(GRI 3-2). It also aims to provide all stakeholders with convenient and rapid access to relevant information. The report covers the operational scope from January 1, 2024, to December 31, 2024 ^(GRI 2-3).

Guidelines for Report Preparation

The Company prepared the 2024 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 Company’s Board of Directors and senior executives ^(GRI 2-14) play a crucial role in monitoring, providing guidance, approving, and reviewing the accuracy of key sustainability information in this report. Additionally, the Company has undergone an external verification of its organizational carbon footprint by an independent entity, Bureau Veritas (Thailand) Ltd., and has received certification from the Thailand Greenhouse Gas Management Organization (Public Organization).

Further details of the Company’s performance can be found in the 56-1 One Report 2024, which can be downloaded from the Company’s website at

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

This report can be downloaded at

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

For more information, please contact:

Don Mueang Tollway Public Company Limited

40/40 Vibhavadi Rangsit Road, Sanambin Subdistrict, Don Mueang District, Bangkok 10210

Tel. 0-2792-6500 E-mail: companysecretary@tollway.co.th

Message from the CEO

The year 2024 has been a challenging one for the Company due to several factors, 1) The rapid evolution of technology and digitalization, 2) Changing consumer behaviors, 3) Climate change and new regulations arising from climate-related factors, and 4) Risks stemming from both domestic and international situations.

To manage and develop the organization sustainably, the management team has implemented several adjustments, including: 1) Enhancing operational and maintenance management systems by adopting international standards such as ISO 9001, ISO 14001, ISO 14064-1, ISO 45001, and ISO/IEC 27001 to improve work processes. 2) Strengthening corporate governance, with the Company receiving an "Excellent" (5-star) rating in corporate governance assessment. 3) Advancing ESG (Environmental, Social, and Governance) initiatives, leading to the Company achieving an AA rating in the SET ESG Rating for the year. 4) Conducting the Company's Carbon Footprint assessment to measure and reduce environmental impact. 5) Implementing Green Financing strategies, including securing Green Loans and Sustainability-Linked Loans to support environmentally sustainable projects. 6) Upgrading various technologies to improve management, service delivery, and cost control. 7) Developing human resources, particularly in technology utilization and AI adoption, to enhance efficiency and innovation and 8) Spinning off a specialized maintenance business, leveraging over 30 years of expertise in infrastructure maintenance by forming a joint venture with three Japanese partners—Hanshin Expressway Company Limited, KFC Company Limited, and AKROS Trading Company Limited—all of whom have extensive experience in expressway maintenance in Japan. These partners bring advanced technology and high-quality materials to the newly established A Siam Infra Co., Ltd. (A Siam), which began operations in April 2023. In 2024, A Siam successfully secured various civil maintenance projects, generating continuous revenue while expanding its expertise beyond expressway maintenance. This expansion strengthens the subsidiary's ability to diversify into other civil infrastructure maintenance areas. Additionally, the knowledge gained from maintaining aging expressways and bridges, utilizing advanced technologies, and selecting durable, modern materials will further benefit the parent company.

As the CEO of Don Muang Tollway Public Company Limited, I would like to extend my sincere gratitude to the Board of Directors, executives, and all employees for their unwavering support and dedication in driving sustainable business operations. I also express my deep appreciation to all stakeholders for their trust and continued support. The Company remains committed to further enhancing and elevating its operations to achieve its long-term sustainability goals.



(Mr. Thanin Panichewa)
Chief Executive Officer



Message from the Managing Director

In 2024, to ensure sustainable business growth while maintaining a balance between environmental, social, and economic factors, as well as good corporate governance, the Company has taken measures to address economic slowdowns caused by geopolitical conflicts, political uncertainties, escalating climate change crises, and the rapid evolution of digitalization.

Over the past year, the Company has continuously monitored both internal and external factors and proactively developed response plans, focusing first on areas within the Company's control. In the short term, the Company has implemented measures to enhance operational efficiency across the organization, effectively control operating costs and expenses, maintain financial stability, manage liquidity and working capital, and exercise cautious investment governance to mitigate the impacts of economic downturns and other potential risks. Additionally, the Company has prioritized the transition to renewable energy, such as installing solar panels on the rooftops of the headquarters and all toll plaza buildings. Measures have also been set to reduce greenhouse gas emissions from operations, alongside the adoption of new technologies to improve work processes. For the long term, the Company has developed strategies and operational directions that align with current trends and future projections. These strategies aim to enhance business competitiveness, strengthen resilience, foster partnerships, and elevate corporate governance—including risk management and internal controls—to achieve the Company's sustainability goals.

As the Managing Director of Don Muang Tollway Public Company Limited, I would like to express my gratitude to all stakeholders for their continuous support of our sustainability efforts. The Company remains committed to navigating challenges with determination and leading the way towards “to lead in transportation and related sector with a sustainable, efficient, and modern management approach”, in accordance with our established vision.

(Dr. Sakda Panwai)

Managing Director



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>

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

Registered capital: Baht 6,142,410,560.00

Number of employees: 354 (as of 31 December 2024) ^(GRI 2-7)

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.

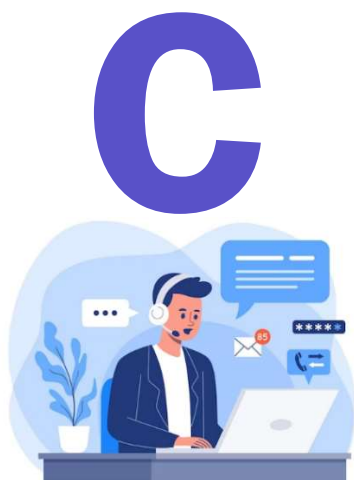
A = Achievement Motivation

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.



► Nature of Business

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

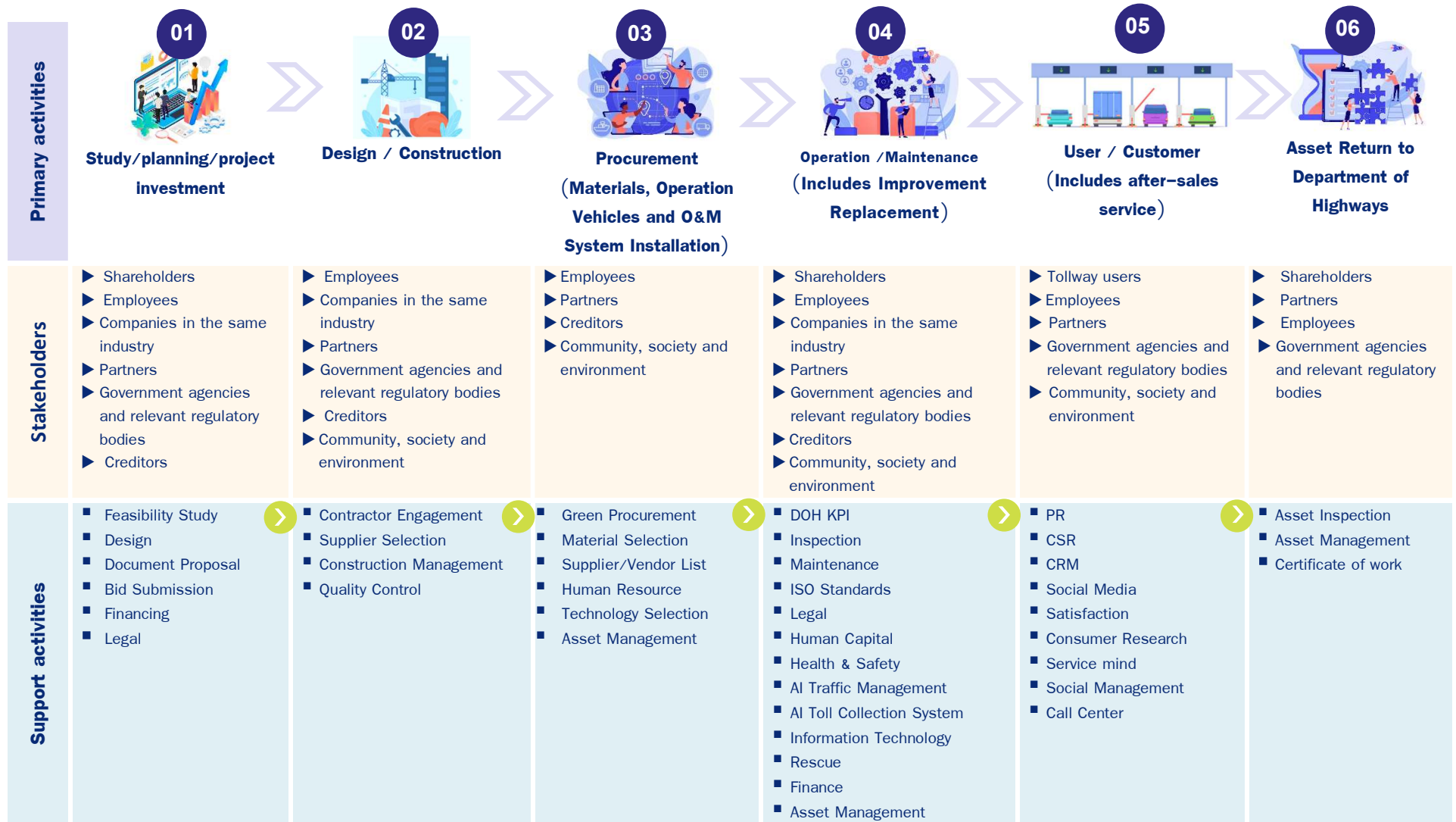
from km 21+100 at Don Muang to km 26+700 at the National Memorial Monument, extending the Original Tollway by

5.6 kilometers



► 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.



► **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 ■ Supporting government policies, such as measures to assist/reduce the financial burden on users by offering toll discount coupons at a 5% discount rate and a special 10% discount rate. The 10% discount coupons are available in limited quantities and will be sold from November 11 to December 21, 2024, before the new toll rate adjustment under the concession agreement. ■ 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 	<ul style="list-style-type: none"> ■ Annual General Meeting of Shareholders ■ Company's website (under "Investor Relations") ■ Annual Report ■ Opportunity Day ■ Analyst Meeting ■ Quarterly financial reports ■ Answering investor questions by phone and email

Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
	<ul style="list-style-type: none"> ■ 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"> ■ 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
<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 ■ Appointment of the Welfare Committee ■ Providing channels for complaints, grievances, feedback, or suggestions
<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

Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
		<ul style="list-style-type: none"> 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
Supplier and Partner 	<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
Creditor 	<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.
Companies in the same industry 	<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 3Rs 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 2024 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:



Section 2 : Guidelines for Sustainable Development

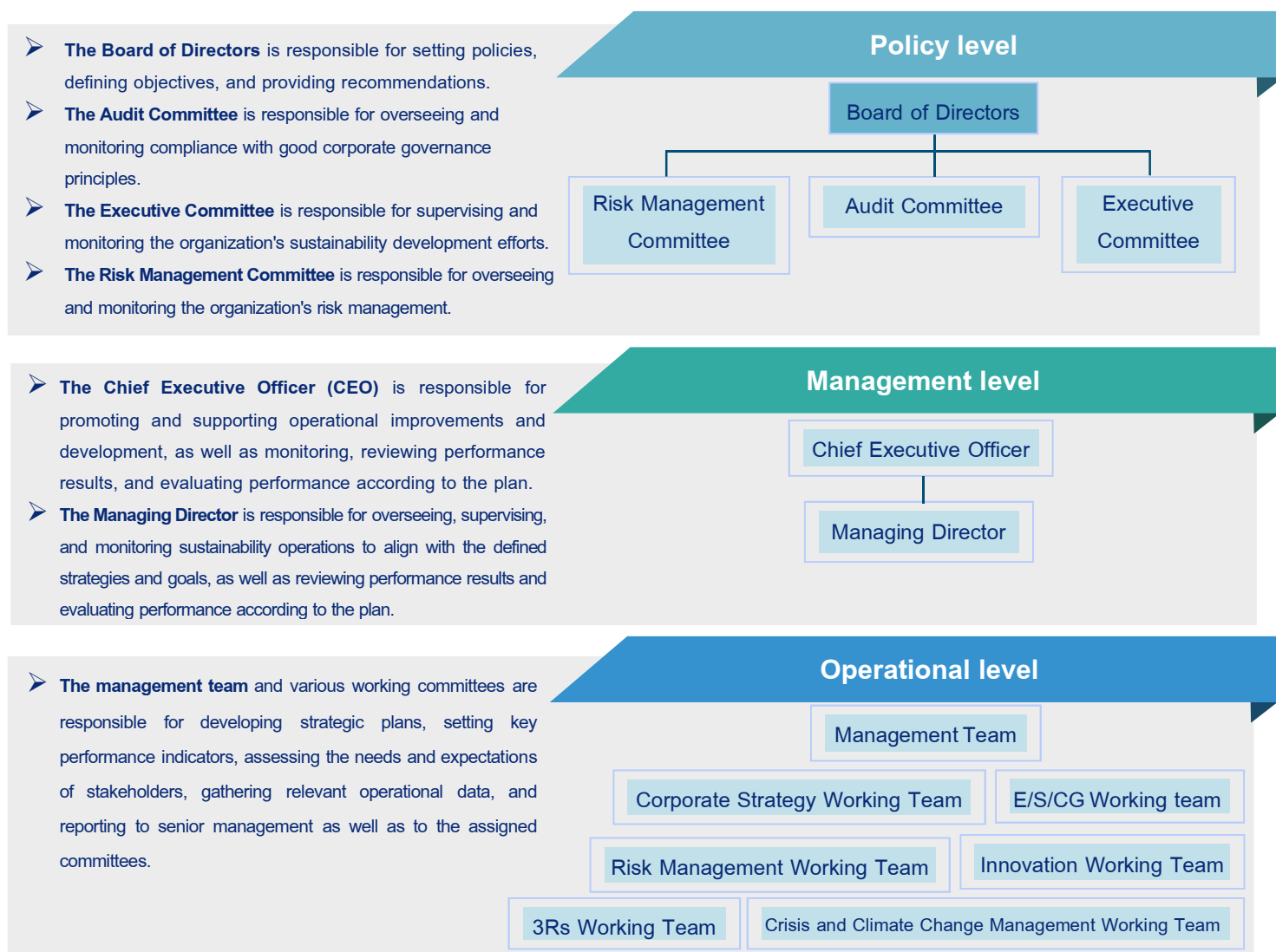
The Company has designated the "ESG in Process" strategy as one of its seven key business strategies under the "3P" framework (People, Planet, Profit) to drive corporate sustainability and enhance business growth while gaining a competitive advantage. This strategy aims to create shared value between the Company, society, and the environment. The approach begins with defining clear strategies, encouraging employee and stakeholder engagement, and establishing measurable success indicators that are continuously evaluated. This ensures that the Company's operations generate benefits for both the organization and society as a whole through the following initiatives:

People: Prioritizing the safety and quality of life for service users, employees, and surrounding communities by using technology to detect accidents and implement smart traffic management, installing smart warning signs to provide real-time information to road users, developing an Electronic Toll Collection (ETC) system to reduce wait times, decrease pollution from traffic congestion, while also establishing safety standards for employee work, continuously developing employee skills, and supporting good and appropriate welfare.

Planet: "Reducing environmental impact by minimizing greenhouse gas emissions, utilizing renewable energy through the installation of solar cells on the headquarters building and all tollbooth buildings, promoting the use of electric vehicles (EVs) by adding two EV charging stations for road users at the Din Daeng toll plaza and the headquarters, applying the principles of the Circular Economy to waste/garbage management and recycling processes, and focusing on natural resource conservation by reducing water usage, minimizing the use of unsustainable resources/materials, and improving resource efficiency. Furthermore, promoting tree planting to increase green spaces to mitigate air pollution problems and create ecological balance."

Profit: "Sustainable business growth by managing business according to ESG (Environmental, Social, Governance) principles, considering the environment, society, and good governance, as well as developing services using technologies that reduce energy and resource costs, developing environmentally friendly services that meet societal needs, and disclosing financial information and compliance with good corporate governance principles, while also collaborating with suppliers, partners/contractors, and alliances for sustainable development."

The Company has established a sustainability management framework by conducting regular reviews of key mechanisms that drive internal management at both policy and operational levels to ensure effective implementation and project execution. The Company's sustainability approach aligns with its vision, mission, and core business strategies, with ESG designated as a key strategy covering three dimensions: economic, social, and environmental. The Company aims to integrate material sustainability issues (Materiality) into its long-term operational goals, embedding sustainability into all work processes. Additionally, this framework is designed to support the United Nations Sustainable Development Goals (SDGs) and ensure a well-structured approach to sustainable development in 2024, as outlined below.



* *The Company's full version of organization structure is disclosed in the 56-1 One Report 2024. 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).

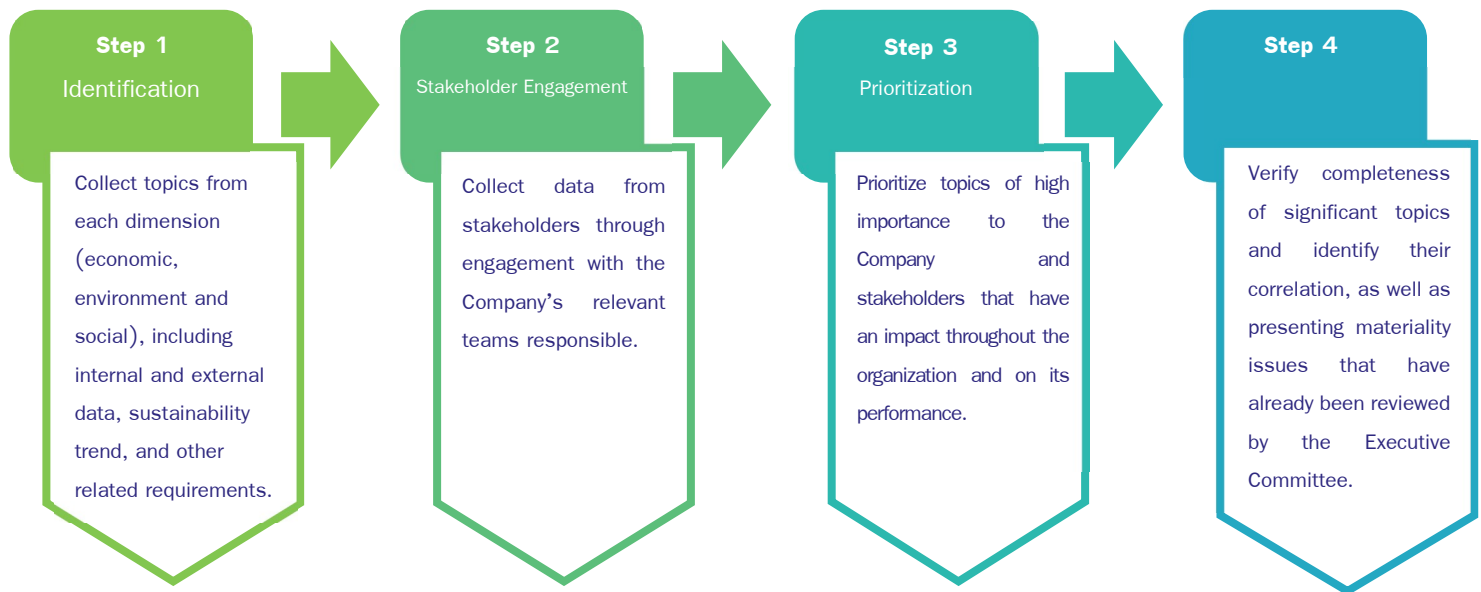
In 2024, the Company remains committed to intensive and continuous sustainability development tasks to drive the Company in parallel with the rapid domestic and global changes on the basis of sustainability. This will be an important defense mechanism for the Company such as internal control, risk management, and corporate governance under the operational framework of sustainability business plan 2024-2028, with the goal of delivering values and sustainability in 3 dimensions as follows:

- 1) **Environmental dimension (Environment)** The company conducts its business alongside environmental conservation, a globally recognized priority for mitigating global warming and preventing climate change. This includes energy management, water management, waste and pollution management, greenhouse gas management, and the efficient use of resources.
- 2) **Social dimension (Social)** The company operates on the foundation of respecting human rights, treating labor fairly, and ensuring the health, safety, and well-being of employees and partners/contractors. It focuses on conducting business while caring for and developing the community and society at large, fostering growth together with the company. It strives to meet the genuine needs of customers and adapt to changing social and economic contexts, while promoting equal access to opportunities for the underprivileged in society. This is coupled with providing excellent service (Service Quality) by offering convenience, speed, and safety to service users, and prioritizing occupational health and safety in the work of all personnel.
- 3) **Corporate Governance (Governance) or Economic Dimension (Economic)** The company prioritizes sustainable business operations, aiming to achieve stable business growth with solid returns, transparency, checks and balances, risk management, and supply chain management. It operates in strict compliance with various rules and regulations, under the principles of good corporate governance (CG), and takes care of all company stakeholders. This is to achieve business objectives and 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)



► Prioritization of Materiality Topics






Materiality Topics 2024

The management conducted studies to analyze trends of expected changes in **2024–2028**. 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 2023-2025	
Digital Transformation	Health
■ Robotics / AI ✓	■ Aging society ✓
■ Big data ✓	■ Heath hygiene
■ Cyber security ✓	■ New disease
■ E-commerce ✓	■ Cashless society ✓
■ Block chain	Resilience
■ Metaverse	■ Multi-partner ✓
■ Seattleite internet	■ Resilience organization ✓
Biz Sustainable Development	■ Prepared / adaptable
■ Net-zero emission ✓	■ Collaborative
■ ESG ✓	
■ Future Energy ✓	

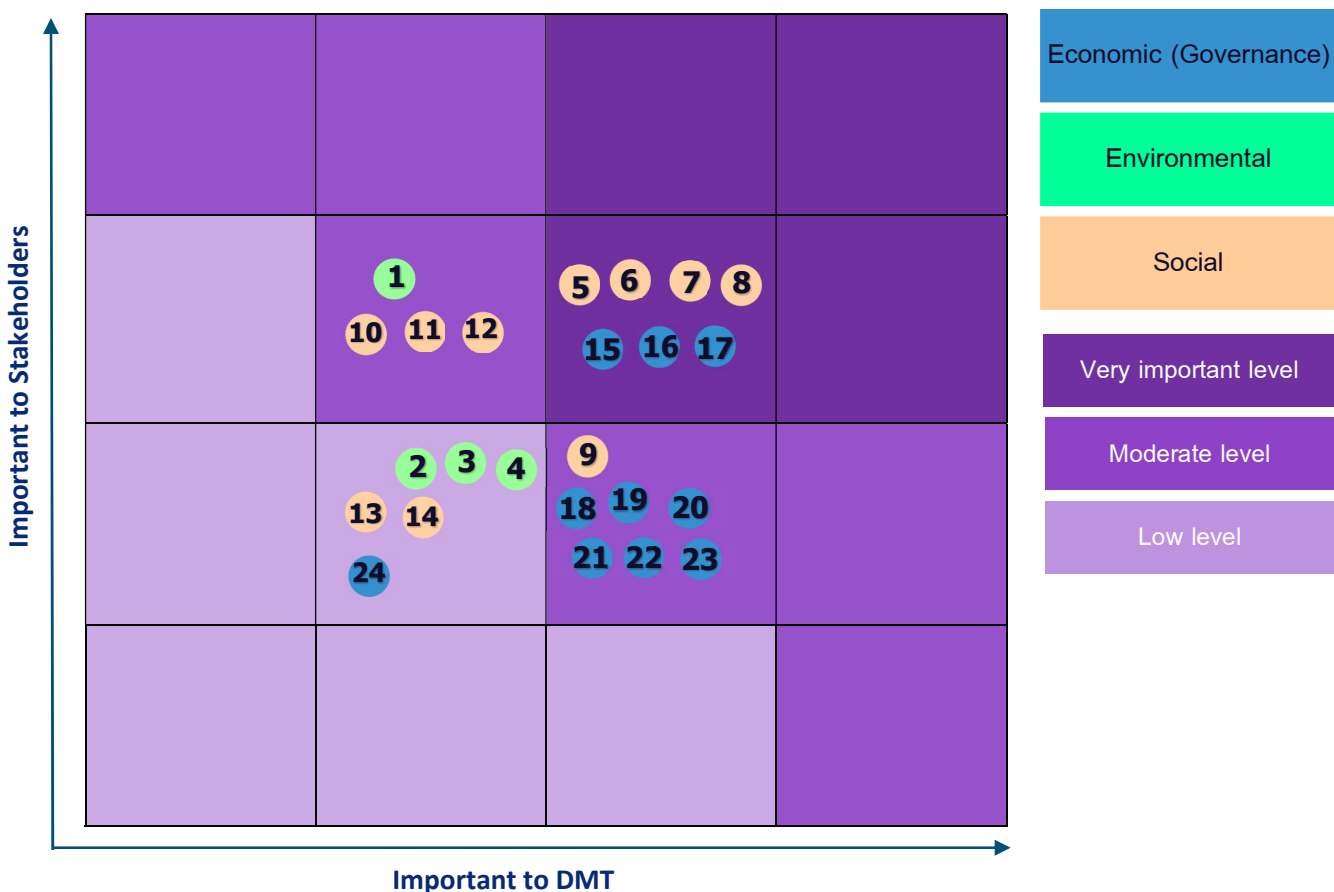
Important issues that will continue in 2024 have been reviewed and analyzed, including setting guidelines for managing important issues in line with the Sustainable Development Goals (SDGs) covering all 3 dimensions by implementing business strategies as follows:

Sustainability Dimension	Key Issues (Materiality Topics)	strategies for managing key issues
Economic (corporate governance) 	1. Development of technology, innovation and services 2. Technology Management and Information Security and Personal Data 3. Public relations communications and disclosure 4. Risk management for sustainability 5. Risk Management in Crisis Situations 6. Anti-Corruption 7. Sustainable Procurement 8. Good corporate governance 9. Increasing competitiveness and generating income for sustainability 10. Circular Economy	■ Safer Road Traffic Management/Maintenance Strategy ■ Inclusive Growth Strategy ■ Strategy to create other sources of income New Business Venture ■ ESG In Process Strategy ■ HPO & Smart Working Place Strategy ■ Relationship/Partnership/Synergy Development Strategy ■ DMT Excellence Recognition Strategy
Social aspect 	11. Convenience, speed and safety in travel 12. Employee Engagement 13. Management , Benefits and Value for Money 14. Worker health and safety 15. Business Ethics 16. Human rights	■ Safer Road Traffic Management / Maintenance Strategy ■ Inclusive Growth Strategy ■ ESG In Process Strategy ■ HPO & Smart Working Place Strategy ■ DMT Excellence Recognition Strategy

Sustainability Dimension	Key Issues (Materiality Topics)	strategies for managing key issues
	17.Route expansion and pick-up and drop-off points 18.Development of travel facilities 19.New forms of employment in the future 20.Community and social participation and development	
Environmental     	21.Strategies for dealing with climate change 22.Management and Air Pollution 23.Greenhouse gas management 24.Impact on the Ecosystem	<ul style="list-style-type: none"> ESG In Process Strategy Relationship/Partnership/Synergy Development Strategy DMT Excellence Recognition Strategy

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

The Company has considered the evaluation results in all aspects, and can summarize and prioritize them according to stakeholders and their importance to the Company in order to achieve results according to the vision, mission, and business strategy according to the Material Matrix. Below, the assessment and ranking will be used by the Company to improve its plans, including business strategies and sustainable business plans for 2024 .









Management guidelines for Materiality Topics











According to evaluation and prioritization of key business issues in 2024, the Company has determined guidelines for managing 24 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 2024

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 results by key Issues
Economic (Governance)      	1) Development of technology, innovation and services 2) Technology Management and Information Security and Personal Data 3) Public relations communications and disclosure 4) Risk management for sustainability 5) Risk Management in Crisis Situations 6) Anti-Corruption 7) Sustainable Procurement 8) Good corporate governance 9) Increasing competitiveness and generating income for sustainability 10) Circular Economy	■ As planned ■ Certified to ISO/IEC27001 standards ■ 100% according to plan ■ 100% according to plan ■ 100% As planned ■ Certified CAC member (2- star level) ■ As planned ■ As planned ■ As planned ■ 100% according to plan

Sustainability Dimension	Materiality Topics	Performance results by key Issues
Social      	11) Convenience, speed and safety in travel 12) Employee Engagement 13) Management , Benefits and Value for Money 14) Worker health and safety 15) Business Ethics 16) Human rights 17) Route expansion and pick-up and drop-off points 18) Development of travel facilities 19) New forms of employment in the future 20) Community and social participation and development	<ul style="list-style-type: none"> ■ In accordance with the plans and requirements of the Department of Highways. ■ Employee Engagement Survey Results: 73.20% ■ Number of members : 47,882 ■ ISO45001 certified ■ Certified CAC member ■ Received a good assessment on human rights issues ■ As planned ■ As planned ■ As planned ■ 100% according to plan
Environmental    	21) Strategies for dealing with climate change 22) Management and Air Pollution 23) Greenhouse gas management 24) Impact on the Ecosystem	<ul style="list-style-type: none"> ■ 100% (as planned) ■ 100% in accordance with the law ■ 100% (as planned) ■ 100% (as planned)

Section 3 : Sustainability Performance

► Economic Sustainability

The growth of the business is a key performance indicator that reflects the Company's effective management capabilities, guided by good corporate governance and efficient risk management. Additionally, the Company is committed to developing unique and innovative solutions that set it apart from others in the same industry. This includes enhancing technological systems to strengthen competitiveness and exploring new business opportunities and related ventures. As a result, in 2024, the Company successfully generated revenue, achieved profitability, and provided appropriate returns to shareholders and other stakeholders. Sustainable business growth plays a crucial role in building confidence and trust among shareholders and all stakeholders. Therefore, the Company remains dedicated to maintaining a balance between financial growth, corporate governance, and social and environmental responsibility—all of which are key factors for sustainable business development.

Management guidelines

The company manages and operates its business cautiously in expanding and driving business growth by assessing risks, impacts, and opportunities in all aspects. This is to maximize returns for shareholders and stakeholders across the business chain fairly and transparently. It establishes policies for various management areas and sets clear operational goals. The company continuously evaluates its performance to monitor progress and address any obstacles or problems that arise, ensuring that it can achieve its targets. The company's approach to sustainable management in the economic dimension includes developing a sustainable business model, investing efficiently and managing resources effectively, managing a sustainable supply chain, and minimizing environmental impact. It also manages economic risks to ensure financial stability, while fostering collaboration and good governance for transparency and long-term growth.

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

○ **Corporate Governance**

The company firmly believes that conducting business under the principles of good corporate governance is crucial for enhancing its competitiveness and achieving sustainable growth. Therefore, the company strives to operate with caution, transparency, fairness, and in compliance with relevant laws, regulations, and rules. This approach addresses the evolving business landscape and changing environment, aligning with good corporate governance principles through a comprehensive and effective internal control and audit system, managing both internal and external risks, and ensuring transparent disclosure of information. This will result in continuous and sustainable business growth, while building confidence among shareholders and all stakeholders. All operations are carried out with the cooperation of employees and management at all levels, promoting and supporting work processes within a tangible framework of good corporate governance.

Good Corporate Governance Policy ^(GRI 3-3)

Don Muang Tollway Public Company Limited (“the Company”) is committed to operating under the principles of good corporate governance. The Board of Directors recognizes the importance of good corporate governance as a fundamental basis for sustainable business growth, operating with transparency and accountability to build trust among shareholders and all stakeholders, while continuing to deliver value to society and the nation. The Company therefore considers it a critical mission to uphold good corporate governance, conduct business ethically, and operate according to the principles of sustainable organizational development, which prioritize the environment, society, economy, and governance (Environmental, Social, and Governance). The Board of Directors and management believe that good corporate governance will help promote the sustainable growth of the Company’s business. The Board of Directors will review the corporate governance policy at least once a year, according to the scope and duties in the Board Charter, to ensure the policy is up-to-date and appropriate to the current situation and business environment, as well as in line with the guidelines of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand, and related regulatory agencies. This aims to enhance good corporate governance practices and meet international standards. The policies are announced and disseminated to all directors, executives, and employees for their awareness, understanding, and adherence in their duties, with responsibility, transparency, honesty, and ethics. Furthermore, the corporate governance policy is published on the Company’s website at <https://www.tollway.co.th>, so that shareholders, investors,

and all stakeholders are informed of the Company's practices and business operations under the principles of good corporate governance.

In 2024, the Board of Directors approved the revision of the Corporate Governance Policy for the year 2024 on August 9, 2024, to align with corporate governance principles and cover the current context and operational approaches of the Company. This includes consideration for comprehensive sustainable development across environmental, social, economic, and governance (ESG) dimensions. The Board of Directors and management believe that good corporate governance will promote the sustainable growth of the Company's business. Therefore, the Board of Directors has reviewed and updated this Corporate Governance Policy and announced it to all directors, executives, and employees for their awareness, understanding, and adherence in performing their duties with responsibility, transparency, honesty, and ethics. The Corporate Governance Policy has also been published on the Company's website to inform shareholders, investors, and all stakeholders about the Company's practices and business operations under the principles of good corporate governance. The full version of the Company's Corporate Governance Policy can be found 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

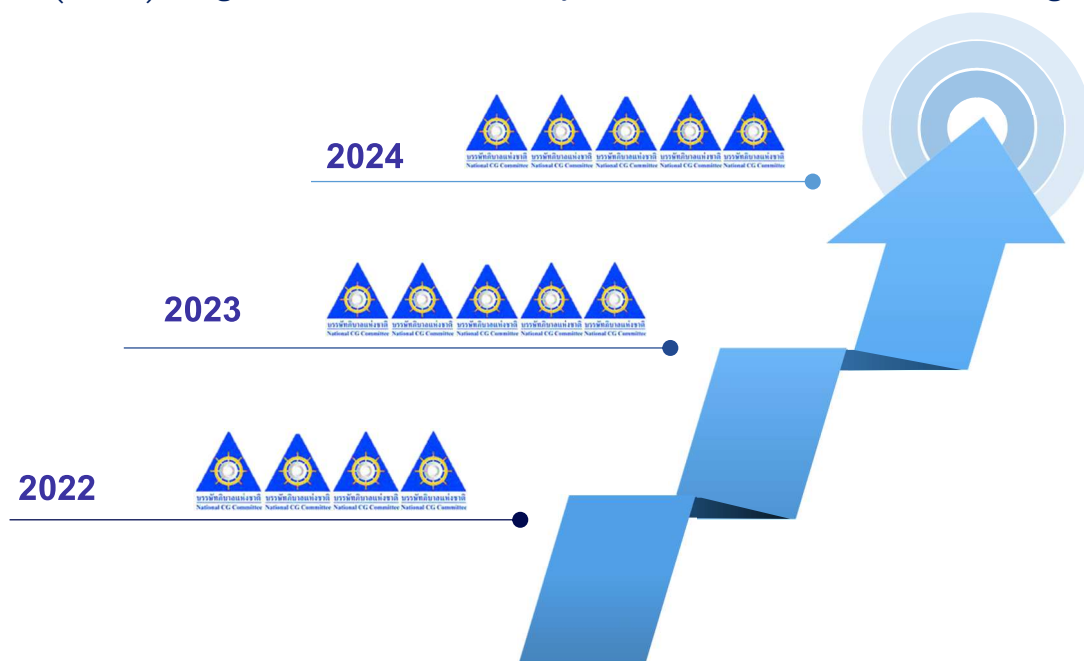
executives acting as advisors to the working group to join in supporting and providing opinions and suggestions for the development of corporate governance operations.

Performance / Success Indicator

Indicator Goal: No Complaints	Performance		
	2022	2023	2024
Significant number of corporate governance complaints	0	0	0

Corporate Governance Report

According to the Corporate Governance Report of Thai Listed Companies 2024, conducted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand, the Company has once again received a “Excellent” (5-star) rating for the second consecutive year in 2024, in line with its established goals.



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 2024, the Company received a 100% rating, or “Excellent” level, for the 3rd consecutive year since being listed on the Stock Exchange of Thailand (and started trading on SET on 7 May 2021).



○ Business Code of Conduct

The Company has established a Code of Conduct as a guideline for all executives and employees to perform their duties with a conscious commitment to honesty, integrity, and ethics. The Code of Conduct outlines guidelines to enhance understanding of the Company's practices that all personnel should adhere to in their interactions with the organization and all stakeholders. The Legal and Compliance Department is responsible for monitoring compliance with the Code of Conduct. The Company has published the Code of Conduct on its website at <https://www.tollway.co.th/storage/document/cg/dmt-code-of-conduct.pdf> and provides training to promote understanding of the Code of Conduct for new employees during their orientation. The Company also promotes awareness among all employees regarding proper conduct in accordance with laws and regulations related to their responsibilities, communicating through various channels such as internal training, intranet, and email notifications whenever policies or practices are reviewed and updated.

Due to the Company's strong emphasis on governance and monitoring compliance with all relevant policies and guidelines, in 2024, there were no violations of the Business Code of Conduct.

Indicator Goal: 0 Cases	Performance		
	2022	2023	2024
Significant cases of violations of business ethics	0	0	0

○ 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 2024, 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. In 2024, to expand the network and governance/prevention of fraud in all of the Company's operational processes, training was provided to promote understanding of anti-fraud and anti-corruption measures among the Company's key business partners. Furthermore, to prevent fraud in all processes, the Company announced a "No Gift Policy" during the New Year period on the Company's website to express its intentions and communicate this policy continuously to all stakeholders, including business partners, customers, and affiliated companies.

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

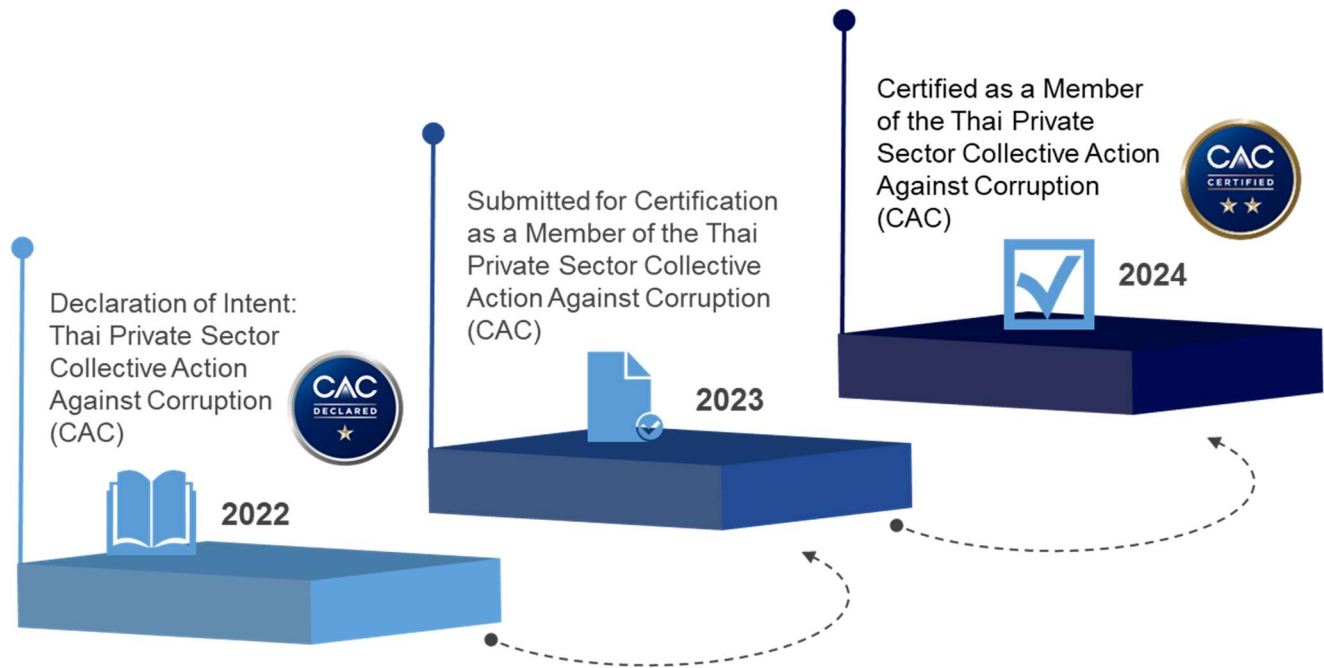
Protection of Whistleblowers or Complainants

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	Performance		
	2022	2023	2024
Number of corruption complaints	0	0	0
Reporting or conducting of corruption related cases	0	0	0

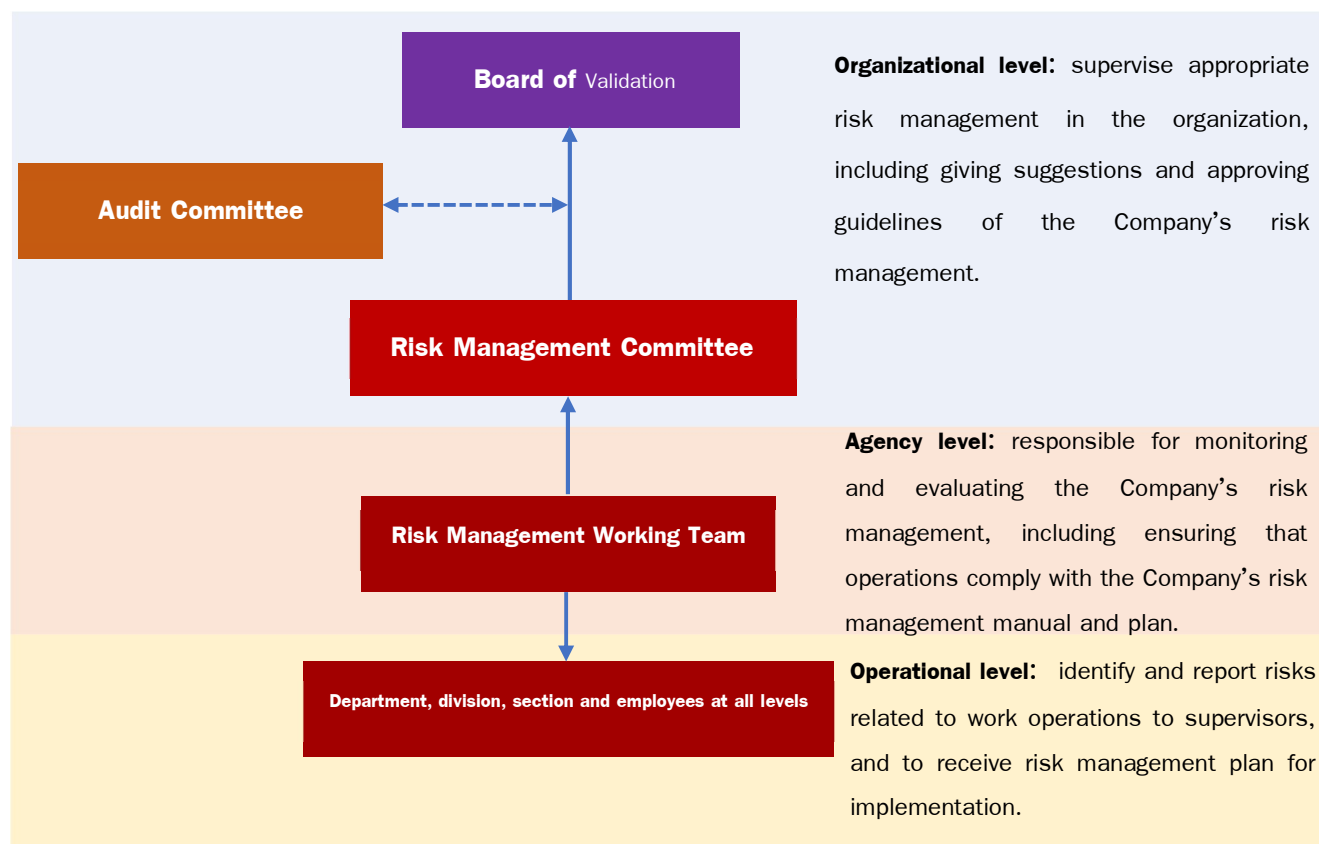
Commitment to Anti-Corruption



○ Risk Management ^(GRI 2-16)

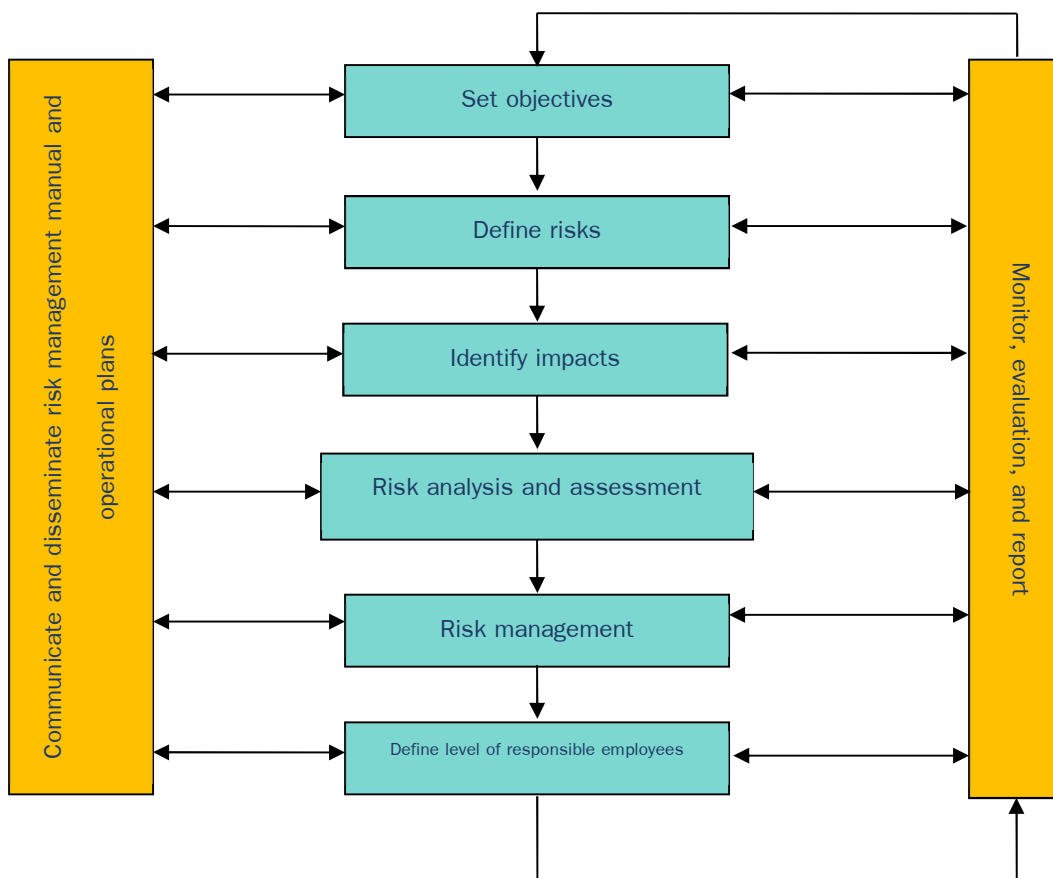
The Company recognizes the uncertainties that may arise from both internal and external factors, which could potentially impact the achievement of its established goals. The Company has guidelines for managing organizational risks according to the risk management policy and guidelines of the Stock Exchange 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 2024, 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:

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
- Changes in innovation and new technology

Risk Management Culture

The Company promotes and instills risk management awareness and knowledge at all levels, ensuring that employees understand potential risks. Risk management is embedded as a core part of the corporate culture, fostering proactive prevention and mitigation strategies to minimize business impacts, enhance competitiveness, and drive long-term sustainable growth. Through continuous and consistent participation in risk management across all business processes, the Company strengthens its resilience. Moreover, all executives and employees are responsible for identifying, analyzing, assessing, and prioritizing risks within their respective areas. They must also develop and implement appropriate risk management measures, integrating these responsibilities into their daily operations with a sense of accountability.

Performance / Success Indicator

Indicator	Performance		
	2022	2023	2024
Ratio of risk management coverage to preparation of risk indicators for all departments.	100%	100%	100%
Ratio of risky units that have risk management measures in place.	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 2024, section 1 Article 2 "Risk Management."

Business Continuity Management (BCM)

The Company has a framework for business continuity management under volatile economic conditions and uncertain factors that may impact its operations. Therefore, in addition to effective risk management, the Company prioritizes business continuity to prevent disruptions to the organization and its stakeholders. The Company has established a Business Continuity Plan (BCP) and an Emergency Response Plan to provide guidelines for responding to abnormal events, including risks from internal and external factors that could affect business operations, such as natural disasters, accidents, protests, and other incidents that may cause negative impacts and business interruptions. To protect the interests of stakeholders and maintain business credibility, the Company implements a Business Continuity Plan (BCP) to enable affected departments to effectively respond to emergencies and minimize damage to life and property. The Company reviews, updates, and drills these plans annually to ensure that relevant personnel understand their roles and responsibilities in managing abnormal events and maintaining business continuity. The Company has appointed a Crisis Management and Business Continuity Management Committee, consisting of executives from all departments, with the following emergency management and business continuity 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 2024, 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 Privacy 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>

 Privacy 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



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.

In 2024, with a strong commitment to effective information security management, the Company successfully obtained ISO/IEC 27001:2022 certification for its Information Security Management System (ISMS). The certification was awarded on February 16, 2024, by SGS (Thailand) Limited.



Performance / Success Indicator

Indicator	Performance	
	2023	2024
Cases of data leaks and cyber attacks	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 2024, 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)

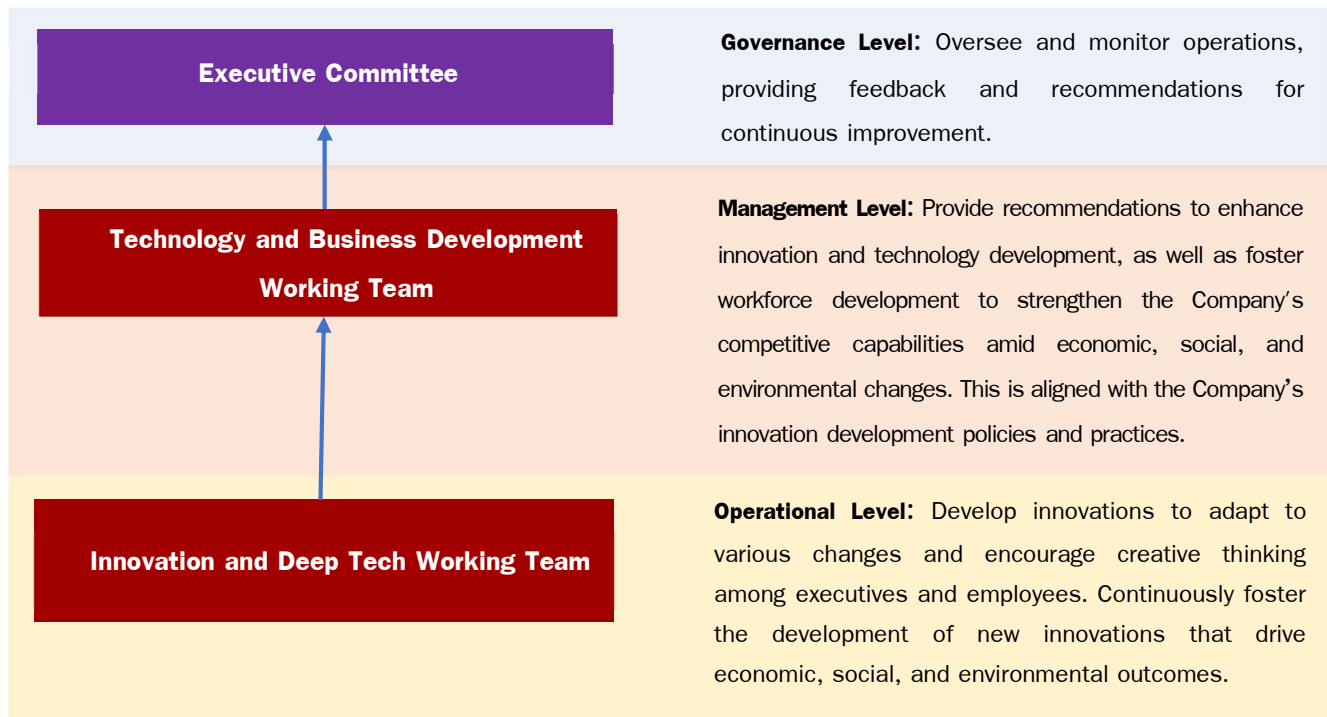
Indicator	Performance		
	2022	2023	2024
Complaints and requests to exercise various rights of personal data owners.	0	0	0
Exercising the Rights of Data Subjects (Case)	0	0	0
Violation cases of the Company's personal data protection policy.	0	0	0

○ Innovation Development

The Company aims to improve every aspect of its operations to support the organization's sustainability development goals. In 2024, 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



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 2024, 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.
<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. 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.
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 2024 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>

Project	Target	Performance	Results
			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.
<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/4 HANA 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.
Innovation development project for the support department 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	In order to manage cost management within the organization for maximum efficiency and in line with government policy.	On target.	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. 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.
Smart Payment Machine	<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 	On target.	

Project	Target	Performance	Results
	<p>support electronic payments (e-Payment) using credit/debit cards, QR codes or digital wallet that supports digital currencies.</p> <ul style="list-style-type: none"> Study and determine the design and install prototype within February 2024. 		
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.
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> <ol 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.	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.
Study of Traffic Management Service Project	Study completed in Q2/2023.	On target.	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.



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:

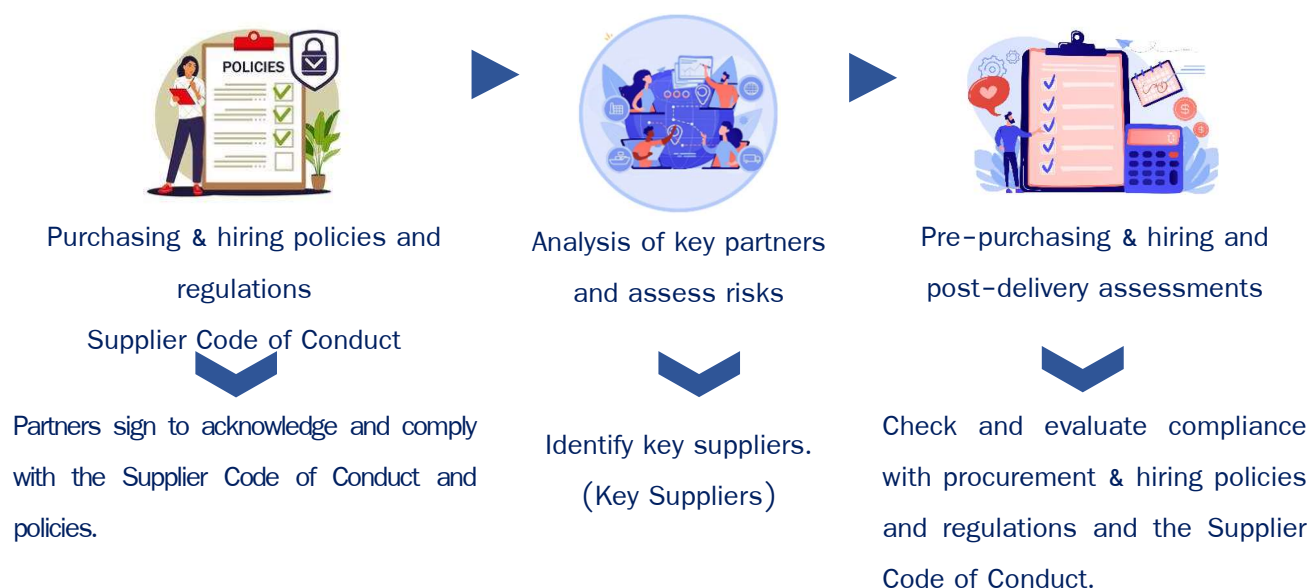
1. Establish business planning with business partners by collaborating between the Company and partners to test and develop new innovations or projects that can simultaneously enhance the level of sustainability operations of the Company and its partners.
2. Perform supplier sustainability self-assessment 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 2024, the average payment period is 31 days and transactions of over 45 days accounted for 5.87% (54 items) valued at 17.83 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



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 Vendor 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. 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 2024, the Company has reviewed and assessed risks that arose from its suppliers and the Company has "no risks from the suppliers."

Performance / Success Indicator

Details	2022	2023	2024
Approve Vender list	249	291	373
New suppliers	51	66	46
Total	300	357	419

- Evaluation of new suppliers: the Company's new suppliers in 2024 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, ACC Infra Co., Ltd., a manufacturer and supplier of solar rooftops, for the Solar Rooftop Installation Project at the MOC Headquarters, Phase 3 (capacity expansion), PCS Security and Facility Services Co., Ltd., a company providing security and facility management services, where discussions and knowledge-sharing meetings were conducted in collaboration with the Company, 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.

Indicator	Target	Performance		
	2024	2022	2023	2024
Percentage of Green Procurement of purchasing value	80%	24%	67%	82%



Indicator	Target	Performance		
	2024	2022	2023	2024
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%
Compliance with the laws	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

To ensure systematic and effective environmental management, the Company has adopted the ISO 14001:2015 Environmental Management System standard. The Company has been certified to ISO 14001:2015 since 2022 and has continuously developed and improved the system. In 2024, the Company underwent an ISO 14001:2015 compliance audit conducted by SGS (Thailand) Limited and has received annual recertification. To drive goals and strategies into operational practice, a 3Rs (Reduce, Reuse, Recycle) working group has been established, led by the Chief Sustainability Officer as the chairman, with executives from various departments serving as members. This working group is responsible for ensuring alignment with established goals and strategies. Additionally, various sub-committees have been formed, such as:

Energy Team: Responsible for energy management, including the installation of rooftop solar panels, EV charging stations, energy-saving equipment for streetlights on the Don Muang Tollway, solar energy storage batteries, online electricity meters, and the reuse of wastewater.

Green Office Team: Responsible for various activities within the office to minimize environmental impact by using resources and energy efficiently, establishing guidelines for effective waste management, selecting environmentally friendly office equipment and supplies, and importantly, ensuring low greenhouse gas emissions.

Green Building Team: Responsible for building renovations and reviews to address environmental issues in the office, ensuring compliance with the Thai Green Building standards.

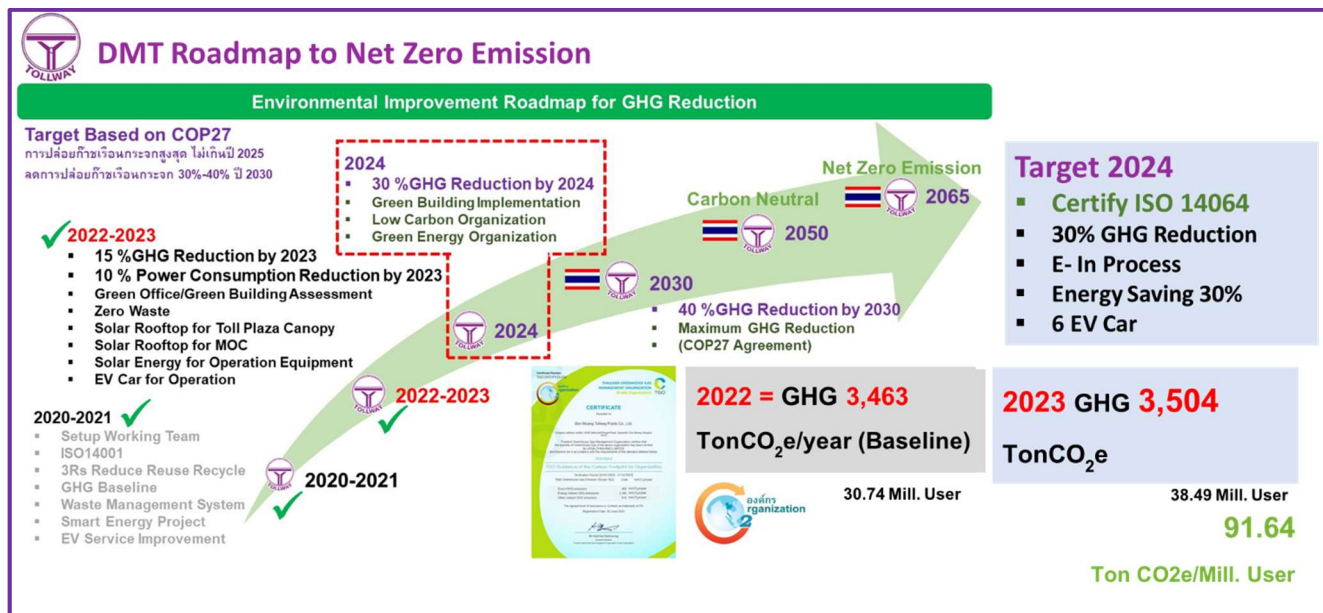
All working groups report their performance to senior management to continuously improve the company's environmental management.

Furthermore, the Company has undergone a Carbon Footprint for Organization (CFO) verification for the year 2024 and received a certificate of permission to use the Carbon Footprint for Organization (CFO) mark from the Thailand Greenhouse Gas Management Organization. The verification was conducted in accordance with ISO 14064-1 (Certified) standards and certified by Bureau Veritas (Thailand) Limited on May 14, 2024.

Environmental Management Guidellnes

Area	Management Standards					Utilities			Awards
	ISO9001	ISO14001	ISO45001	ISO 27001	ISO 14064-1	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	•	•	•	•	•	•			•
Bangkhon 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

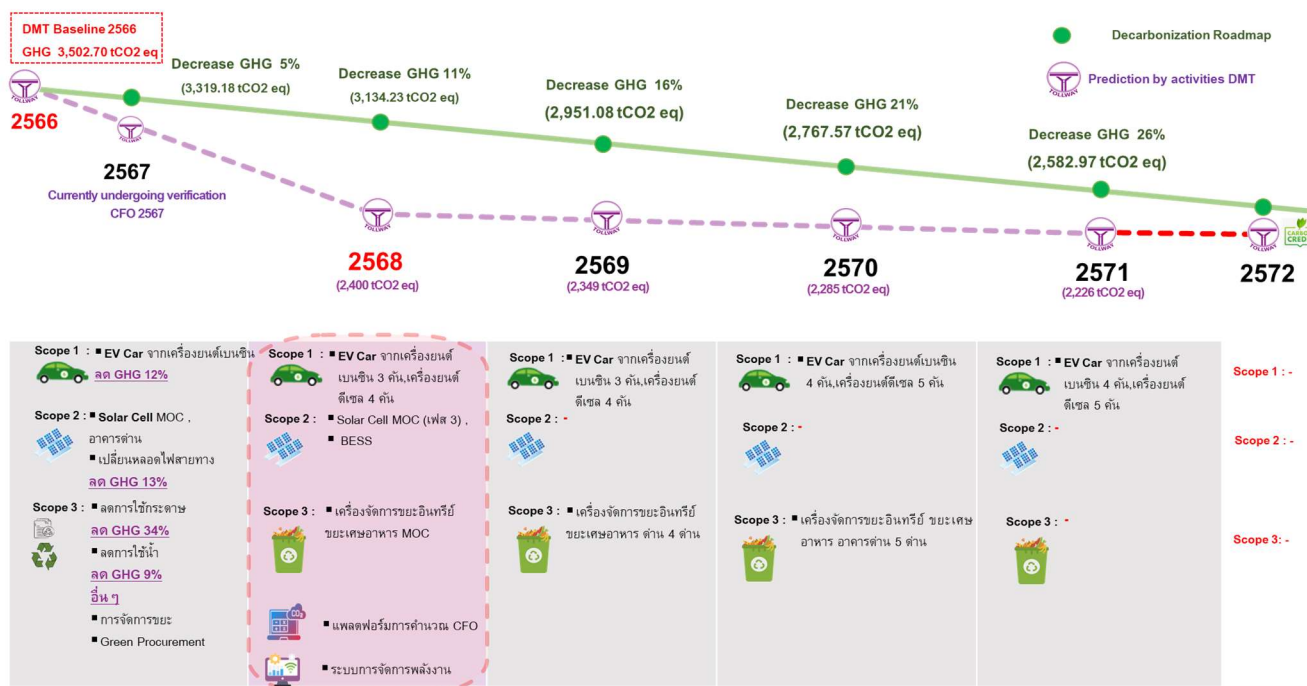


Response to Climate Change



Climate change is likely to impact the environment, society, and the Company's business in many ways, including more frequent and severe natural disasters, stricter domestic policies and regulations, and the push for a transition to a low-carbon society. The Company is therefore taking steps to mitigate and adapt to potential risks by seeking ways to reduce greenhouse gas emissions. This aligns with Thailand's goals of achieving carbon neutrality and net-zero greenhouse gas emissions, as announced at the 26th UN Climate Change Conference of the Parties (COP26). The Company has set a goal to achieve Carbon Neutrality by 2050 and Net Zero GHG Emissions by 2063.

(Decarbonization Roadmap)



Management guidelines

The company has chosen to use the Carbon Footprint of Organization (CFO) assessment by the Thailand Greenhouse Gas Management Organization as a tool for calculating greenhouse gas emissions. The company has conducted greenhouse gas emission verification and has been registered by the Thailand Greenhouse Gas Management Organization. Furthermore, it has established a plan to manage climate change-related risks and opportunities. This plan is aligned with the company's strategy to reduce greenhouse gas emissions, continuously improve energy efficiency, and increase the use of renewable energy in its operations.

In 2024, the company engaged Wave BCG Co., Ltd. as a consultant to analyze its business activities and provide strategic guidance on greenhouse gas reduction initiatives. The key areas of focus include:

- Assessing and understanding the company's current situation, including risk and opportunity analysis related to business operations (Risk Assessment).
- Developing a strategic roadmap for greenhouse gas reduction (Decarbonization Journey), incorporating knowledge-sharing sessions and workshops, while establishing Key Performance Indicators (KPIs) at both the corporate and departmental levels.
- Implementing greenhouse gas reduction projects.
- Enhancing and expanding sustainability-driven greenhouse gas reduction initiatives (Value-Added Approach).

Performance Results: The company has successfully undergone verification and obtained ISO 14064-1:2018 certification. Additionally, it has incorporated a Decarbonization Roadmap into its 2025 annual business plan and five-year framework (2025-2029) to guide its greenhouse gas reduction initiatives. Furthermore, the company has begun establishing a baseline year and setting Science-Based Targets (SBTi) as part of its efforts to obtain Carbon Footprint of Organization (CFO) certification. The baseline year is based on 2023 data, with the reporting period covering January 1, 2023, to December 31, 2023. The verification process was conducted by Bureau Veritas (Thailand) Ltd., a registered consultant with the Thailand Greenhouse Gas Management Organization (TGO). This included an assessment and verification of greenhouse gas emissions and the preparation of the company's GHG emissions report. As a result, the company was officially certified for its Carbon Footprint of Organization (CFO) on May 14, 2024.



Climate Change Risk and Opportunity Assessment

The company conducts impact analyses to assess potential risks and opportunities arising from climate change, both internally and externally. This assessment follows the framework of the Nationally Determined Contributions (NDCs) and aligns with the global goal of limiting temperature rise to no more than 2 °C. Additionally, the company evaluates risks related to policy and regulatory changes (Policy & Regulatory Change Risk). To support this effort, the company has engaged Wave BCG Co., Ltd. to study potential risks and impacts on its operations. Furthermore, the company has assigned the Emergency Response and Business Continuity Planning (BCP) Committee to monitor and report disaster-related situations on a quarterly basis. The key risk areas identified include:

- Risk related to organizational greenhouse gas management planning
- Risk related to policies under the Climate Change Act (Year ...)
- Risk related to the Clean Air Management Act (Year ...)
- Risk related to climate change impacts on business operations

In addition, the Company has tasked the Emergency Management and Business Continuity Plan (BCP) Committee to monitor and report on disaster situations concerning water, weather, earthquakes,

droughts, epidemics, and PM 2.5 air pollution, among others. These reports are submitted to the Risk Management Committee on a quarterly basis, covering strategic, operational, financial, and regulatory risks. They also include Mitigation Plans, which address impact reduction, and Adaptation Plans, which outline future adjustment strategies. Furthermore, the Company has established the Climate Change Management and Carbon Footprint of Organization (CFO) Working Group. This group is responsible for developing action plans, risk management plans, and conducting Carbon Footprint of Organization (CFO) assessments. It also monitors global and national climate change situations that may affect the organization's business operations, such as laws, regulations, control mechanisms for greenhouse gas emissions, and international climate change guidelines and standards. This includes participating in meetings, contributing to public consultations, and engaging with government agencies, public organizations, and other entities. The group identifies organizational-level risks and opportunities related to climate change, covering the following risks and opportunities:

- Transition Risk – Risks associated with the shift toward a low-carbon society
- Physical Risk – Risks arising from physical climate changes
- Opportunities from Climate Change – Potential benefits and business opportunities resulting from climate change adaptation and mitigation efforts

To achieve its voluntary greenhouse gas reduction targets in line with international Science-Based Targets (SBTi) and contribute to limiting global temperature rise to no more than 1.5°C, the company has, in 2024, identified and assessed key climate change-related risks. Additionally, it has outlined risk management measures to effectively address these challenges.

	section	Risks and opportunities	Potential impact on the company	Strategy and Risk Management	Risk level	Types of Risk
Transition Risk	1	Legal, regulatory and regulatory changes <ul style="list-style-type: none"> ● Climate Change Act B.E. ● The rise of carbon prices 	– The Company may incur operating costs in order to meet the country’s set goals.	– Invest in environmentally friendly innovations or tools	High level	<ul style="list-style-type: none"> ● Legal risks ● Financial risk
	2	Technological changes <ul style="list-style-type: none"> ● Investing in more cost-effective energy-efficient technologies to reduce greenhouse gas emissions 	– The company’s operating costs are increasing.	<ul style="list-style-type: none"> – Explore and invest in new technologies to improve emission reduction efficiency. – Support research, design, development of innovation and technology. 	Low level	<ul style="list-style-type: none"> ● Strategic risk ● Operational risk ● Financial risk
	3	Corporate image <ul style="list-style-type: none"> ● Operating without considering the environmental impact may have a negative impact on the company’s image and may result in loss of credibility. 	– Affecting traffic volume (income) if the company’s image is viewed negatively	<ul style="list-style-type: none"> – Establish the organization’s Decarbonization Roadmap – Set policies and goals for environmentally friendly business operations. 	Low level	<ul style="list-style-type: none"> ● Strategic risk
Physical risks	1	Global temperature rise	<ul style="list-style-type: none"> – Employee health – Building structures and elevated roads – Working in open areas 	<ul style="list-style-type: none"> – Change employee uniforms – Adjust the inspection period for building and elevated road infrastructure – Reduce the time and add heat protection equipment when working in outdoor areas. – Closely monitor the situation and set up flood prevention and mitigation systems, including setting up management plans when an incident occurs. 	Very high level	<ul style="list-style-type: none"> ● Operational risk ● Financial risk
	2	Flash floods	<ul style="list-style-type: none"> – Building structures and elevated roads – Traffic disruption directly affects the company’s revenue. 	<ul style="list-style-type: none"> – Closely monitor the situation and set up a system to prevent and mitigate flooding incidents, including setting a management plan when an incident occurs. – Update and review the business continuity plan annually. – Adjust the maintenance period of the drainage system – Study the suitability of the design plan and surrounding construction, taking into account the water level volume. 	Very high level	<ul style="list-style-type: none"> ● Operational risk ● Financial risk
	3	Thunderstorm	– Building structures damaged by storms and thunderstorms, such as office building roofs	– Study and procure materials for building structures and elevated roads that can withstand floods.	High level	<ul style="list-style-type: none"> ● Operational risk ● Financial risk
	4	PM2.5 toxic dust	<ul style="list-style-type: none"> – Employee health – Air treatment costs are incurred 	<ul style="list-style-type: none"> – Install air filters in toll booths and office buildings. – Provide PM2.5 dust protection equipment. – Converting combustion-powered vehicles to electric vehicles 	Very high level	<ul style="list-style-type: none"> ● Operational risk ● Financial risk

**Target for 2024**

Reduce greenhouse gas emissions by no less than 10% compared to the baseline in 2023.

Energy consumption in 2024

SUMMARY AMOUNT OF DMT's ENERGY CONSUMPTION					
TYPE (Unit)	YEAR 2563 (2020)	YEAR 2564 (2021)	YEAR 2565 (2022)	YEAR 2566 (2023) (Baseline)	YEAR 2567 (2024)
Consumption of Benzene Gasohol (Liter)	49,597	32,600	41,954	37,172	18,532
Consumption of Diesel (Liter)	134,290	105,548	124,907	136,743	134,472
Consumption of LPG (Kg)	1,440	1,182	919	2,250	300
Electrical consumption (KWh)	4,816,043	4,712,994	4,780,391	4,723,248	4,119,753

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 2022–2024

Scope of GHG		SUMMARY AMOUNT OF DMT's GHG EMISSIONS BY YEAR (tCO ₂ e)		
		2565 (2022)	2566(2023) ⁽²⁾ BASELINE ⁽¹⁾	2567(2024)
Scope 1	Direct GHG From Mobile Combustion & Direct GHG From Stationary Combustion	475.72	507.00	462.00
Scope 2	Indirect GHG from Electricity Consumption	2,389.72	2,362.00 ⁽³⁾	2,060.00
Scope 3	Using tap water & Other	827.94	799.00	662.00
Total Scope 1,2,3 (tCO₂e)		3,463	3,504	3,059
Carbon Intensity (Scope 1+2) TonCO₂eq/million users		92.62	74.55	65.53
Carbon Intensity (Scope 1+2+3) TonCO₂eq/million users		112.61	91.04	79.48

Remark:

- (1) The greenhouse gas emissions data for the year 2023 (baseline year) has been verified for the organization's carbon footprint according to the Carbon Footprint of Organization (CFO) verification guidelines. The verification was conducted by an auditor registered with the Thailand Greenhouse Gas Management Organization (TGO), specifically Bureau Veritas Thailand Co., Ltd. A consultant listed in the TGO registry assessed and verified the company's greenhouse gas emissions and prepared the GHG emissions report. The company received certification for its Carbon Footprint of Organization (CFO) on May 14, 2024.
- (2) In 2023, the company's total greenhouse gas emissions from its operations increased compared to 2022. This was due to the lingering effects of the COVID-19 pandemic in 2022. However, in 2023, after the pandemic situation began to ease, the company implemented various system improvements to enhance greenhouse gas reduction efforts. These initiatives included office building (MOC) upgrades, Solar Rooftop installations, and increased in-house training programs.
- (3) The company successfully reduced greenhouse gas emissions in Scope 2 through the installation of Solar Rooftop systems on the roofs of the Main Operation Center (MOC) and nine toll plazas. This initiative led to a decrease in electricity consumption, resulting in a 13% reduction in Scope 2 greenhouse gas emissions.


Carbon Reduction Operations

No.	Activity	Target
1	Increase efficiency in managing electrical energy use <ul style="list-style-type: none"> ■ Installing a solar power generation system on the roof (Solar Rooftop) ■ Install solar energy storage batteries ■ Install energy-saving devices ■ Install online electrical meters With an energy management platform, reporting results in real time	All areas of the company to reduce electricity usage by more than 30% .
2	Waste management based on the 3 Rs principle	<ul style="list-style-type: none"> ● Reduce landfill waste to zero (Zero Waste to Landfill) and reuse waste. ■ Reuse and Recycle More than 20 %
3	Purchasing environmentally friendly products	The purchase value of environmentally friendly products is more than 80 %.
4	Water usage tracking and water reuse projects	It can reduce water usage by more than 10 % and expand the area for water reuse to include toll booths.
5	Track paper usage and plan to reduce paper usage, improve work processes and adopt technology.	Paper usage has been reduced by more than 20 %.
6	Pollution management	The measurement results are 100 % in line with the standard values.
7	Solar Cell Power Installation Test Project For inspection vehicles	To reduce fuel consumption
8	Installation of solar-powered emergency telephones on the Din Daeng - Don Mueang section And the northern extension	Quantity 99 sets
9	Project to install a 50 KW DC Fast Charge electric charging station At the head office and the Din Daeng Toll Booth building area	To support the use of electric vehicles and provide emergency assistance to expressway users.

Additionally, in 2024, the company did not encounter any violations of environmental laws. The company has also implemented various projects and initiatives to achieve its greenhouse gas reduction targets. To address and mitigate the impacts and risks associated with climate change, the company has established the following strategic response and adaptation measures:

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 2024 performances have contributed and reduced greenhouse gas emissions equivalent to 1,959 KgCO₂e, or planting of 218 trees. Currently, the total greenhouse gas emissions reduction is 10,906 KgCO₂e, or carbon dioxide absorption of 1,212 trees.

<div> <div>Care the Bear Project</div>  </div>	2022	2023	2024
	4,195 KgCO₂e, or equivalent to planting 466 trees.	4,752 KgCO₂e, or equivalent to planting 528 trees.	1,959 KgCO₂e, or equivalent to planting 218 trees.

Goal: Continuously participate in activities with the Stock Exchange of Thailand (SET), aiming to support Thailand's target of reducing greenhouse gas emissions by 20–25% by 2030.

Key Performance Indicators:

- 100% participation of all internal company departments.
- Reduction in greenhouse gas emissions for each activity within each department, compared to 2023 levels.

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.


<div> <div>Care the Wild Project</div>  </div>	2023	2024
	Area: 10 rai Number of trees: 2,200 trees	Area: 20 rai Number of trees: 4,400 trees

Goal: Establish a 50-rai plantation with a total of 10,000 trees at Ban Nong Pling Community Forest, Kanchanaburi Province, to be completed by 2026.

Key Performance Indicator: Reduction of 90,000 tons of CO₂ equivalent greenhouse gas emissions.

Care the Whale "Invisible Waste" Project

In 2024, the company participated in the Care the Whale "Invisible Waste" project, initiated by the Stock Exchange of Thailand (SET). The project aims to reduce greenhouse gas emissions through effective waste management, following the concept of "Invisible Waste"—eliminating the term "waste" by maximizing resource utilization. By implementing Circular Economy principles, the project ensures proper waste management pathways to help address the waste crisis and climate change. Through collaboration with partner networks, the initiative shares the common goal of achieving Zero Waste to Landfill. As part of this initiative, the company has undertaken waste sorting and waste management measures in 2024 to contribute to greenhouse gas reduction, as outlined below:

<div> <div>Care the Whale</div>  </div>	Performance 2024	
	Greenhouse Gas Reduction	Equivalent to CO ₂ Absorption by Trees
	Achieved	per Year
	12,078 KgCO ₂ e	1,342 Trees

Performance Results: Successfully sorted and recycled 2,461.20 Kg. of waste, accounting for 25.73% of total waste. The company will use the 2024 performance data to set waste management targets for 2025.

Green Office Project

The Company has joined the national Green Office project with the Department of Climate Change and Environment. The project has criteria in 6 categories: 1) Policy setting, operational planning, and continuous improvement, 2) Communication and awareness raising, 3) Resource and energy utilization, 4) Waste management, 5) Environment and safety, and 6) Environmentally friendly procurement. The project began in 2023, covering a total usable area of 4,822 square meters, with work areas in 2 buildings: the Main Operation Center and the Don Mueang Toll Plaza Building. In 2024, the Company expanded the scope of the Green Office assessment to include 8 additional toll plaza buildings: Din Daeng Toll Plaza, Suthisan Toll Plaza, Lat Phrao Toll Plaza, Ratchadaphisek Toll Plaza, Bang Khen Toll Plaza, Chaeng Watthana Toll Plaza, Lak Si Toll Plaza, and Anusawari Toll Plaza.

area	target	Performance Results	
		2023	2024
Operation Center Building (MOC) and Don Mueang Customs Building	Participation in assessment In 2023	Excellent level (G – Gold)	The award is valid for 3 years.
Din Daeng Toll Plaza	Excellent level (G – Gold)	–	Very good level (G – Money)
Suthisan Toll Plaza	Excellent level (G – Gold)	–	Very good level (G – Money)
Lad Phrao Toll Plaza	Excellent level (G – Gold)	–	Very good level (G – Money)



area	target	Performance Results	
		2023	2024
Ratchadaphisek Toll Plaza	Excellent level (G - Gold)	-	Very good level (G - Money)
Bang Khen Toll Plaza	Excellent level (G - Gold)	-	Very good level (G - Money)
Chaeng Watthana Toll Plaza	Excellent level (G - Gold)	-	Excellent level (G - Gold)
Lak Si Toll Plaza	Excellent level (G - Gold)	-	Excellent level (G - Gold)
Memorial Toll Plaza	Excellent level (G - Gold)	-	Excellent level (G - Gold)
Future plans	Maintain the standards of the areas that have been assessed at the Excellent level (G - Gold) to re-assess the Green Office in 2026. For the areas that have been assessed at the Very Good level (G - Silver), take the recommendations to be implemented to upgrade and re-assess the Green Office in 2027 with the target of the Excellent level in all areas.		

Green Building Project

The Company has adopted the Thai's Rating of Energy and Environmental Sustainability (TREES) criteria from the Thai Green Building Institute. These criteria include efficient energy management, greenhouse gas emission reduction and pollution reduction, waste management, building innovation for environmental conservation, and the use of non-toxic materials and equipment. The Company has studied and evaluated its operations according to the green building criteria, using the Main Operation Center (MOC) as a pilot building for the project. Based on the study, the Company has undertaken improvements to the MOC building according to the TREES EB standard, with the goal of achieving Silver level green building certification. The project is currently in the document preparation phase, and the documents are planned to be submitted to participate in the project by 2025.

Plan	Goals
Obtain Green Building (TREES-EB) Certification	Silver Level
Performance Results	<p>2023: The company successfully implemented the planned improvements, including:</p> <ul style="list-style-type: none"> • Upgrading electricity and water meters • Renovating the smoking area • Converting AHU rooms into co-working spaces <p>2024:</p> <ul style="list-style-type: none"> • Upgrading restroom fixtures • Renovating the photocopy room • Improving rest areas for shift employees

Plan	Goals
Future Plans	2025: <ul style="list-style-type: none"> Upgrading air conditioning and ventilation systems Renovating the first floor of the Main Operation Center (MOC) Installing automatic flush valves in men's urinals <p>The company aims to submit documentation for TREES-EB certification assessment by mid-2025.</p>

Study on Pollution Reduction Benefits from the Don Mueang Elevated Tollway

The Company has developed and implemented an Electronic Toll Collection System (ETC) and the use of Europay Mastercard and Visa (EMV) cards with Contactless Payment and QR Payment symbols. These systems contribute to greenhouse gas reduction because they expedite toll payments, eliminating the need for users to slow down, wait to pay, or receive change, thereby reducing pollution at toll plazas. Additionally, the Company has a GREEN Road Project to encourage users to switch to automatic toll payment systems by offering double reward points under the CRM Program via Line OA. Currently, approximately 45–50% of users pay tolls through the ETC system. The Company has collaborated with Burapha University, which specializes in assessing pollution benefits from various types of traffic, including carbon dioxide (CO₂), carbon monoxide (CO), hydrocarbons (HC), and nitrogen oxides (NO_x). The study has two main objectives:

1. To assess the pollution reduction benefits comparing the scenarios with and without the Utraphimuk Elevated Tollway.
2. To assess the pollution reduction benefits of the various electronic toll collection systems installed by the Company on the elevated tollway.

Goal: To present the verification results in Scope 3 to the Thailand Greenhouse Gas Management Organization as a tool to confirm sustainable social responsibility efforts. This reflects the operations of the Don Mueang elevated tollway management business, which considers all stakeholders, especially in environmental care.

Performance Results: This study focuses on key greenhouse gases such as Carbon dioxide (CO₂), Carbon monoxide (CO), Nitrogen oxide (NO_x), and Hydrocarbon (HC) from private vehicles. It applies the driving cycle in Bangkok of test vehicles registered between 2004–2011 or meeting Euro 3 standards from the Pollution Control Department. This data is used to create a graph of emission rates in grams per kilometer (g/km) versus average speed (km/h). The relationship is represented by a quadratic equation with a turning

point that yields the lowest pollution value. In the initial part of the relationship, pollution decreases as speed increases, but it increases again when the speed exceeds the turning point value.

Findings: The study concluded that using the Don Muang Elevated Expressway effectively reduces vehicle emissions by optimizing travel speed and minimizing stop-and-go traffic conditions.



It was found that the use of the Don Mueang elevated expressway resulted in an increase in nitrogen oxide (NO_x) emissions by 752 kilograms per year. This is due to the fact that vehicle speeds on the main Vibhavadi Rangsit Road are close to the turning point of the NO_x-to-speed relationship graph, which represents the point of lowest pollution levels.

The calculation of pollution benefits, comparing scenarios with and without the Don Mueang elevated expressway, was conducted by determining the difference in emissions for individual vehicles on both Vibhavadi Rangsit Road and the elevated expressway.

The study found that the use of an Electronic Toll Collection (ETC) system at toll booths can reduce emissions as follows:

- Carbon dioxide (CO₂) by a total of 249.93 kilograms per day
- Carbon monoxide (CO) by a total of 91.79 grams per day
- Nitrogen oxides (NO_x) by a total of 71.18 grams per day
- Hydrocarbon compounds (HC) by a total of 8.38 grams per day

Future Plans

1. Coordinate with verification personnel to conduct a review of the study on pollution reduction benefits from the use of the Don Mueang elevated expressway.
2. Submit the verification results to the Thailand Greenhouse Gas Management Organization (Public Organization).
3. Present the study findings at the National Civil Engineering Conference to exchange knowledge, share experiences, and create opportunities for further innovation development.

A project to promote the use of EV cars

Since 2022, the company has been conducting studies and promoting the use of electric vehicles (EVs) in its operations, with the goal of replacing all company-owned internal combustion engine vehicles with EVs. The company has surveyed and studied various EV models to determine their suitability for 24-hour operational use. Additionally, the company is committed to supporting an electric vehicle-friendly society by enhancing convenience, safety, and driver confidence. To achieve this, the company has partnered with InnoPower Co., Ltd. to establish a DC Quick Charge station with a 120-kilowatt capacity and two charging connectors at the Din Daeng Toll Plaza. This charging station is designed to support EV users who require emergency charging when their battery is low, ensuring they can continue their journey on the Don Mueang elevated expressway without running out of power.



Additionally, the company has been studying the use of mobile electric vehicle (EV) chargers (Mobile Charger Units), considering both production and operational aspects to support various company missions. The project is currently in the trial phase. As part of this initiative, the company has partnered with Arun Plus Co., Ltd. to provide emergency Mobile EV Charger services during the New Year holiday period. The service will be available at: Anusornsatarn Toll Plaza (Outbound from Bangkok): December 26–31, 2024, Don Mueang Toll Plaza (Inbound to Bangkok): January 1 – 5, 2025. This initiative aims to enhance convenience for EV users traveling on the Don Mueang Elevated Expressway, ensuring a smooth and reliable journey.

Action	target	Performance Results		
		2565	2566	2567
Project to change combustion engine cars to electric cars	Electric cars 100 percent In 2027	<ul style="list-style-type: none"> Experiment with electric vehicles to compare their advantages and limitations. 	<ul style="list-style-type: none"> Experimental testing of electric pickup trucks to compare advantages and limitations 6 combustion engine cars to electric cars. vehicle Installing an electric charging station at the Main Operation Center building: MOC) 	<ul style="list-style-type: none"> 2nd update on company car regulations Use of new company vehicles Convert combustion engine cars to electric cars, quantity 2 vehicle



Action	target	Performance Results		
		2565	2566	2567
Project to install an electric charging station at Din Daeng Toll Plaza	Completed in 2024	-	<ul style="list-style-type: none"> Study, plan and design projects 	<ul style="list-style-type: none"> Carry out installation of main electrical systems and communication systems Installed an electric charging station and began providing emergency assistance services to Don Mueang Elevated Expressway users on September 26, 2024.
Future plans	<ul style="list-style-type: none"> Carry out the conversion of combustion engine vehicles to electric vehicles according to the Company's vehicle replacement cycle according to the set target. The company continues to pursue electric pickup truck technology for use on elevated roads. 			

Energy-Saving Equipment Installation Project for Street Lighting on the Don Mueang Elevated Expressway

The company has been researching technologies related to reducing resource consumption, with roadway lighting accounting for a significant portion of its electricity usage. While awaiting government certification of LED standards, the company has also explored alternative suitable technologies. In 2023, the company conducted a pilot project testing IoT-based automated lighting systems for high-pressure sodium lamps in collaboration with the Electricity Authority. The results showed energy savings of more than 20%. In 2024, the company is implementing a project to install energy-saving equipment for streetlights on the Don Mueang Elevated Expressway. The goal is to reduce electricity consumption for street lighting by 20-30%.



		20% Energy Savings	30% Energy Savings
Electricity Savings	Units/Year	448,546	672,818
Cost Savings	THB/Year	2,166,475	3,249,713
Reduction in Greenhouse Gas Emissions (CO₂)	KgCO ₂ e/Year	224,228	336,342

Operational Performance

	Management / Performance
Goal: Reduce electricity consumption for street lighting by 20–30%	Management Strategies: Utilize energy-saving equipment Manage operations with modern technology following the Green Building approach
Performance in 2024	<ul style="list-style-type: none"> ● Installed 1,350 units of 250W High-Pressure Sodium (HPS) lamps with energy-saving equipment ● Installed 190 units of 400W HPS lamps with energy-saving equipment ● Implemented 44 Smart Monitoring systems to track electricity usage via a real-time application ● Installation was completed on June 22, 2024 ● Achieved 21.29% electricity savings
Investment Value	21.4 million THB, funded through Green Finance from Kasikornbank
Future Plan	Continuously monitor and adopt new energy-saving technologies

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 Environmental measurement results include: <ul style="list-style-type: none"> ✓ Noise ✓ Dust ✓ Lead ✓ Carbon monoxide gas ✓ Light ✓ Wastewater from buildings ★ In accordance with the laws ★ Zero environmental complaints from the community 	Management strategy Operate under the ISO14001 environmental management system Communicate environmental quality to the public in a transparent, verifiable manner. <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
Future plans	 Implement the environmental management system ISO 14001 in conjunction with the occupational health and safety management system ISO 45001  Implement the Green Building guidelines

■ 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 2024 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./m ³)	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
2024	0.33	0.082	0.116	0.271	0.285	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 2024, the Company has assessed 2 areas for measuring the working environment as follows:

Measured at Din Daeng Toll Plaza on 11 October 2024

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	21.019	78.2	85.0	✓
2	Toll booth 11	8	4.233	71.3	85.0	✓
3	Toll booth 13	8	14.710	76.7	85.0	✓
4	Toll booth 14	8	16.543	77.2	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 02	77.1	70.0	✗	102.3	115.0	✓
2	Toll booth 13	76.2	70.0	✗	100.6	115.0	✓

Measured at Don Muang Toll Plaza on 21 October 2024

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 21	8	64.954	83.1	85.0	✓
2	Toll booth 22	8	1.594	67.0	85.0	✓
3	Toll booth 31	8	13.140	76.2	85.0	✓
4	Toll booth 32	8	12.434	75.9	85.0	✓
5	Toll booth 33	8	5.593	72.5	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	75.2	70.0	✗	110.01	115.0	✓
2	Toll booth 35	79.8	70.0	✗	109.1	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. 2024 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. 2005. As a result, an external agency has been hired to measure and evaluate on an annual basis, at least once a year. In 2024, 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 11 October 2024 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	**	7.8	5.0-9.0	✓
2.Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	184	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.)	7.56	Less than 35	✓
8. Oil & Grease	Liquid-Liquid, partition-Gravimetric	(mg./L.)	<5	Less than 20	✓

Location 2: Head Office measured on 22 October 2024 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	**	7.3	5.0-9.0	✓
2.Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	198	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.)	8.96	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**

The company has adopted the Circular Economy concept to manage used resources by reprocessing and reusing materials. Additionally, it has applied and obtained certification for the ISO 14001:2015 Environmental Management System, which was evaluated by an external auditing body. The company received its first ISO 14001:2015 certification from SGS (Thailand) Ltd. on March 11, 2022. To further its commitment to sustainability, the company implemented energy, water, and resource conservation measures, as well as waste management practices for office operations, starting May 22, 2023. To ensure efficient and optimal use of energy and resources, while continuously improving resource management in alignment with business growth, the company has made it the responsibility of all executives and employees to use resources wisely. This includes fostering awareness, recognizing the importance of conservation, and translating these principles into concrete actions within the organization.

In 2024, the company conducted a Surveillance Audit to monitor compliance with the ISO 14001:2015 Environmental Management System. The audit was performed by an external auditor from SGS (Thailand) Ltd. The results of the Surveillance Audit confirmed that the company continues to fully comply with the established standards and has maintained its certification without any issues.

Energy Management ^(GRI 302-1)

Target : reduce average electricity consumption by 10% compared to 2023

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).

Energy Reduction Project

No.	Operations in 2024	Area of operation	Performance Results
1	Installing a solar power generation system on the roof (Solar Rooftop) in 8 areas, size 180 KWp .	-Din Daeng Toll Plaza -Suthisan Toll Plaza -Lad Phrao Toll Plaza -Ratchadaphisek Toll Plaza -Bang Khen Toll Plaza -Chaeng Watthana Toll Plaza -Lak Si Toll Plaza -Memorial Toll Plaza	■ Install solar rooftop 8 Checkpoint building Size 180 KWp ■ Use electricity from rooftop solar power
2	Install online electrical meters	-9 toll collection stations - Main Operation Center: MOC	Track electricity usage through a platform that can display the proportion of electricity usage in buildings in units (kWh) in real time.
3	Installing a solar power generation system on the roof (Solar Rooftop) to increase production capacity by 132.5 KWp	Main Operation Center: MOC	In progress, expected to be completed in January 2025.
4	Install a 160 kW solar energy storage battery (Battery Energy Storage System: ESS)	Main Operation Center: MOC	In progress, expected to be completed in February 2025.

Electricity and renewable energy consumption

	หน่วย	ผลการดำเนินงาน		
		2565	2566	2567
เป้าหมาย	%	▼ >10% เทียบกับปี	▼ >10% เทียบกับปี	▼ >30% เทียบกับปี 2562
Electricity consumption	kWh	4,780,391	4,723,248	4,119,753
Amount of solar energy consumption	kWh	-	96,814	431,974
Future plans	Enhance energy management efficiency and increase the proportion of clean energy usage by improving the cooling system and using environmentally friendly refrigerants.			

Fuel energy consumption

Fuel type	Unit	2022	2023	2024
- Benzene Gasohol	Liter	41,954	36,871	18,532
- Diesel	Liter	124,907	136,787	134,472
- LPG	Kg	919	2,250	300

หมายเหตุ :

- Electricity consumption decreased from 2022 due to rooftop solar installation in Q3/2023
- All eight toll plaza buildings began operating the Solar Rooftop system in Q1 of 2024.
- 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 2023	Management strategies Implement 3Rs (Reduce, Reuse, Recycle) Reduce and recycle water Manage water with modern tools/technologies according to green building guidelines	
performance of 2024	<ul style="list-style-type: none"> Install Automatic Meter Reading (AMR) water meters to transmit data to the management system and generate reports. Install water-saving fixtures and equipment. Continuously promote water conservation awareness. <p>The water consumption in 2024 was successfully reduced by 15%, exceeding the target. The company expects to achieve the set target in 2025 through the implemented measures.</p>	
Future plans	<ul style="list-style-type: none"> Continuously promote water conservation awareness. Expand the installation of wastewater treatment systems at the company's toll plaza buildings to recycle water for irrigation at these facilities. 	

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.

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.



Goal Recycled wastewater volume: >30 cubic meters	Management Strategies Implement the 3Rs principle (Reduce, Reuse, Recycle), Follow ISO 14001 standards, Reduce water consumption and increase water reuse Promote sustainable water resource management aligned with the Green Building concept
Performance of 2024	Successfully recycled 56.62 cubic meters of wastewater per year, which was used for irrigation, Helped reduce tap water consumption.
Future plans	Expand the installation of wastewater treatment systems at the company's toll plaza buildings to reuse treated water for irrigation at these facilities.

Paper management

Target Paper usage reduced by 20% compared to 2023	Management strategy Implement 3Rs (Reduce, Reuse, Recycle), ISO 1400 standards, reduce water usage and paper recycling Manage by using modern systems to promote paperless according to Green Building guidelines.
Performance of 2024 Paper usage decreased by 39% from 2023	Paper usage reduction in 2024 was 39%, which did not meet the target of 20%. The Company believes that it will be able to achieve the set target in 2025 from various measures implemented to reduce paper use continuously.
Future plans	Reduce paper consumption in the office by applying the 3Rs principle (Reduce, Reuse, Recycle) and integrating technology into work processes to minimize paper usage.

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 Recycle of garbage and waste by 20% compared to 2023	Management strategy Implement 3Rs principles (Reduce, Reuse, Recycle), Reduce waste generation, Reuse materials whenever possible, Recycle waste into usable materials Operate according to the ISO 14001 environmental management system, Care the Whale Project, Tink to Trash Project
Performance of 2024	The company categorized waste and recorded data using the GEPP-Sa-Ard platform, reducing waste sent to landfills. Successfully reused and/or recycled 51% of waste, exceeding the initial target.
Future plans	<ul style="list-style-type: none"> ● Continue waste and waste management in accordance with the 3Rs principle. ● Review procurement policies to prioritize environmentally friendly materials and minimize the impact of climate change. ● Implement food waste composting technology to produce organic fertilizer, reducing reliance on chemical fertilizers.

The company manages waste by sorting and disposing of garbage in accordance with legal requirements, while also promoting reuse and recycling. For example, used toll receipts and unused paper are recycled to produce Green Way notebooks, which are then donated to underprivileged schools nationwide. Additionally, the company collaborates with GEPP Sa-Ard, a startup specializing in waste management, to sort waste and maximize its benefits. The company also focuses on improving sustainable waste management practices, aiming for Zero Waste to Landfill by systematically sorting waste generated within offices and toll booths and utilizing certain types of waste for further benefits.

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.
- **The Care The Whale** “Invisible Waste” Project is a collaborative initiative with the Stock Exchange of Thailand aimed at reducing greenhouse gas emissions from waste management. The project applies the Circular Economy concept and records waste management data through the Climate Care Platform – Care the Whale.
- **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.

► **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 2024, 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 2024	Sustainability strategy 2024–2028
Employee care and development		
Employee Engagement	> 65%	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 2024, the Company received the Human Rights Model Award with “Good” rating for large business sector from the Department of Rights and Liberties Protection continuing for the 2nd year. 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		
	2567	2565	2566	2567
No human rights violations	0	0	0	0
Human rights complaints	0	0	0	0

○ Human Resources 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 15 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 ■ Utilize data from the Engagement Survey results to improve and enhance fairness across all aspects.

Management Guidelines

In the implementation of employee care in 2024, 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 2024, the company conducted an Employee Engagement Survey to assess the satisfaction and commitment of all employees. The survey aimed to gather employee feedback to improve and align company operations with their expectations and needs. The Employee Engagement and Satisfaction score for 2024 was 73.20%.

Performance / Key Indicators

Employee Engagement Survey	2022	2023	2024
Target (%)	≥60	≥60	≥65
Employee engagement level (%)	62.79	71.75	73.20

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.

The company offers opportunities for individuals with potential and a willingness to embrace new challenges to join as key contributors in creating and developing the organization for sustainable growth. In the consideration of recruiting new employees, the company assesses suitability in terms of knowledge, skills, experience, attitude, and positive behavioral expression through a systematic selection process. This includes written examinations, competency assessments, and other relevant tests, as well as behavioral competency-based interviews. Job openings are advertised through various channels. Importantly, the company maintains a non-discriminatory hiring policy, emphasizing equality and upholding equal opportunities. It does not allow personal opinions regarding politics, age, gender, race, nationality, religion, language, culture, educational institution, or disability to be factors in the hiring consideration and decision. Additionally, the company hires people with disabilities as permanent employees. In 2024, the company hired 29 new full-time employees.

Performance / Key Indicators

Indicator	Target	Performance		
		2022	2023	2024
Successful Recruitment Rate	$\geq 90\%$	90	76.75	90.75
Operations	In 2024, the company developed a proactive recruitment plan, collaborating with the Department of Employment to promote job openings at both online and offline Job Fairs. Announcements were also made on various websites, with human resources management partners, and educational institutions. Additionally, employees who are part of the HPO & Smart Working Place team helped to disseminate information about job vacancies at the company. However, the key performance indicators (KPIs) did not meet the set targets. This was due to several factors, including applicants who were unable to find guarantors for their employment, the characteristics of Generation Y, and the pressure of working under pressure from service users, among others.			
Action Plan	The company has implemented cashless payment technology at toll booths to address labor shortages and reduce reliance on manual staffing.			
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).	4 persons	3 persons	3 persons	3 persons
Operations	The company annually reports its employment of persons with disabilities and submits its intent to hire individuals with disabilities to the Department for Empowerment of Persons with Disabilities, under the Ministry of Social Development and Human Security.			
Action Plan	The company continues to recruit persons with disabilities and remains committed to supporting vocational opportunities for individuals with disabilities in accordance with Article 35 of the Promotion and Development of Quality of Life for Persons with Disabilities Act, B.E. 2550 (2007).			

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.

Promoting Diversity

The company recognizes the importance of diversity, equity, and inclusion, and therefore promotes treating everyone equally, free from discrimination, respecting diversity, and accepting the differences of each individual both within and outside the organization. To this end, the company has established a Diversity, Equity, and Inclusion Policy. This policy has been published on the company's website at <https://www.tollway.co.th/storage/document/cg/dmt-diversity-equity-and-inclusion-de-i-policy-th.pdf>. Furthermore, the company places importance on raising awareness of human rights, respecting diversity in the workplace, and ethical business conduct through E-learning training courses such as Workforce Diversity Management and Build Integrity with Business Ethics for all employees and executives.

The company prioritizes improving the quality of life for people with disabilities and promoting opportunities for them to demonstrate their knowledge and abilities, leading to income generation and self-reliance for working-age persons with disabilities, in accordance with the Promotion and Development of Quality of Life of Disabled Persons Act B.E. 2550 (2007) and its amendments. In 2024, the company complied with Section 33 of the Promotion Act by employing three people with disabilities, reflecting the employment ratio of one person with a disability per 100 employees, and complied with Section 35 by creating occupations for two people with disabilities, which is in accordance with the law.

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.

Strategic Goal	Implementation Plan
Ensure a sufficient number of high-potential executives aligned with the company's business direction	Develop a succession plan for all key positions.
Ensure a sufficient number of high-potential employees aligned with the company's business direction	Identify high-potential employees and enhance their skills to prepare them for future leadership roles through the Career Path system, with continuous monitoring and evaluation.
Empower employees to reach their full potential	Focus on knowledge and skill development through the Corporate Training Program and Functional Training Program tailored to each career path.

Additionally, the company enhances the capabilities and competencies of executives and the Human Resources department to effectively and efficiently meet the short-term and long-term business needs.

In 2024, the company implemented a policy encouraging employees to collaborate, think, and take action to enhance work efficiency, develop new businesses, and drive innovation within the organization, in alignment with its Core Value: CAT. To support this initiative, the company organized training programs to develop business management skills and prepare employees for future changes. The key training programs include:

- **The 5-year sustainability business plan preparation (2025–2029)** to deliver value for moving forward to sustainability to various stakeholder groups. The target groups range from department managers to senior executives with 40 participating employees.
- **Course: Techniques for Responding to Emergencies from Electric Vehicles (EV) for Rescue and Firefighting**, for employees in the Traffic Facilitation and Management Department whose primary responsibility is to provide assistance to road users in the event of accidents or breakdowns on the elevated tollway, for various types of vehicles, enabling them to provide initial assistance to road users. With the number of road users using electric vehicles (EVs) on the Don Mueang elevated tollway continuously increasing, the company recognizes the importance of employees having the knowledge and understanding for correct action in real-life situations. This includes the ability to make decisions on selecting protective equipment from potential high-voltage hazards, as well as effective emergency response methods, and the safe and most efficient use of various equipment. This is to reduce the risk of fatalities and property damage, as well as to

appropriately and safely move injured individuals from electric vehicles. 3 batches of employees, totaling 86 people, participated in the training.

- **Workshop: Greenhouse Gas (GHG) Management Training** : This workshop-style training was designed to encourage employee engagement in identifying and addressing greenhouse gas emissions across various organizational activities. Employees participated in brainstorming sessions to analyze key factors affecting the company's emissions and to ensure comprehensive data collection for effective GHG management. A total of 41 employees attended the workshop.
- **Course: Toll Revenue Verification Process**: This course, designed for toll collectors, aimed to review their knowledge of the toll revenue verification process and to raise awareness of the importance of performing their duties correctly and accurately. The course was held in 6 sessions, with 66 participants.
- **Green Office Online Training via Google Meet** : This online training program focused on promoting environmentally friendly office practices and was conducted via Google Meet. The training covered five key topics: 1) Eco-friendly Green Office Practices 2) Efficient Use of Energy and Resources 3)Waste Segregation and Pollution Management 4) Green Procurement and Sustainable Purchasing 5) Understanding Greenhouse Gases (GHG). Held in 1 session for 84 toll collection staff.
- **Risk Insurance for the Elevated Tollway, 2024**, To develop the skills, knowledge, and understanding of the conditions, details, and procedures for various types of risk insurance claims of the company, including the collection of data, photographs, and other relevant details for the complete and accurate compilation of information to support risk insurance claims. Number of employees participating: 45 people
- **Basic Knowledge about Information Security Management System according to ISO/IEC 27001:2022 Standard**. The company has established an Information Security Management System to comply with the requirements of the international standard ISO/IEC 27001:2022. This training was conducted to transfer knowledge and raise awareness among the company's employees. It was held in 4 sessions, with a total of 310 employees participating.
- **Communication and Transfer of Vision**, Mission, Goals, and Strategies of the 2025 Sustainable Business Plan to Strategic Implementation. Number of Employees Participating: 42 people.
- **Online Learning (E-Learning)** The company recognizes the importance of employee learning that facilitates access to learning from anywhere, anytime, in response to the

changing learning methods of the modern era. Therefore, the company has implemented an online learning system, or e-Learning, within the organization. Courses are designed according to functional competency and essential skills for both the present and the future, for Up-skilling & Re-skilling, providing comprehensive personnel development with Soft Skill Courseware. The target for 2024 is that every employee in the organization must complete 6 e-Learning courses per person per year.

- **Scholarships for Master's Degree and Above:** Since 2010, the company has emphasized personnel development. Providing scholarships is one form of Talent development that the company believes will broaden the work and business perspectives of employees from the supervisory level up to the managing director level. It allows them to see different viewpoints, exchange experiences with diverse professors and classmates, and build networks. In 2024, 4 executives received scholarships for Master's degree and above.
- **Employee Readiness for Becoming a Company Engaged in Transportation, Logistics, and Other Businesses with Efficient, Modern, and Sustainable Management Systems Recognizing the importance of Technology Disruption and supporting employees in using technological tools to enhance work efficiency,** the company has provided the "Innovation in Organization" course in the E-Learning system to foster innovation within the organization. In addition, the company emphasizes developing digital skills for executives and employees to prepare for organizational change and promote knowledge and understanding of ESG. It has participated in activities with the Stock Exchange of Thailand (SET), joining the "ESG DNA for Employees in Organizations" project. The objective is to elevate the organization's sustainability development, enable employees to understand ESG working principles, and instill a sustainability DNA in employees. This includes ESG 101: Business Sustainability Fundamentals, through E-Learning. Number of participants in the project and completing the training: 100 people, Completion rate: 100%.
- Other Training Programs (Summary – Excluding Subsidiaries)

Training Program	Training Hours		
	2022	2023	2024
Employee Orientation Program	–	10	10
Corporate Training Program (e.g., Teamwork Development)	6	6	20
Functional Training Program (e.g., EV Rescue, Service & Traffic Management)	84	59	70
Leadership Development Program	30	85	122
Coaching Program (e.g., People Management)	6	4	12



Training Program	Training Hours		
	2022	2023	2024
Health Safety & Environment	40	70	32
ISO standard : Requirement and Risk Assessment	18	62	59
Corporate Governance & Compliance Training (e.g., ESG & Human Rights, Anti-Corruption, Cybersecurity, PDPA, Risk Management, Code of Conduct)	107	100	79
Climate Change Adaptation & Impact Reduction Training	7	11	26

Additionally, the company provides links to online training programs offered by regulatory agencies or the Stock Exchange of Thailand (SET) for relevant employees to participate in online training sessions. The company also maintains training records for all completed sessions.

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

- There is an evaluation of job performance (KPIs) and behavior (Competency). The company has also adjusted the definition of employee KPIs to be more aligned with the organization's goals, so that all employees recognize the importance of their own scope of work in contributing to the success of the organization's goals. This is an important part of leading the organization towards becoming a High Performance Organization (HPO). In 2024, the company improved its annual performance appraisal system in collaboration with a human resources management consultant. The company has implemented a Performance Management System (PMS) to manage employee performance and create continuous good performance. All executives and employees must define individual indicators that align with the goals of the annual Sustainable Business Plan, as well as link to the perspectives of the Balance Scorecard in 4 areas, which include:

- Financial Perspective
- Customer Perspective
- Internal Process Perspective
- Learning and Growth Perspective

To ensure transparency, fairness, and clear evaluation criteria, the company has introduced performance assessments based on measurable factors, such as task completion and peer comparisons within the same employee group. Starting in 2025, the company will implement Objective – Key Performance Indicators (O-KPIs), which will be directly linked to the company's core objectives to drive success. Additionally, performance evaluations will be integrated with employee development. Supervisors will provide recommendations for improvement and suggest areas for further development, which will be documented in the performance evaluation form.

● **Remuneration Management** (GRI 405-2)

- To ensure that compensation is appropriate and competitive, and to compare with the labor market and other companies in the same industry, in 2024, the company hired a human resources management expert consultant to conduct a review of starting salaries and base salaries according to the value of the work. The company has a policy of administering compensation and benefits that are fair and appropriate to the job responsibilities of all levels of employees. The compensation structure is aligned with the knowledge, skills, expertise, and performance of employees. In determining compensation, the company considers various factors, including: The general economic conditions of the country, The prevailing wage rates in the domestic labor market, Wage rates of other companies in the same or similar industry, The company's situation and operating results, etc.

In addition, to retain good and capable employees within the organization, the company has established a policy for adjusting wage rates through: (1) Annual performance-based salary adjustments: The company will consider the performance evaluations of each employee, which have been assessed by their supervisors in the chain of command and approved by the highest-ranking supervisor. (2) Salary adjustments in cases where employees are promoted: In these cases, employees will have increased duties, responsibilities, and job importance. The company has implemented a newly developed employee compensation structure, including methods for annual salary adjustments, starting in 2024. The compensation structure will be reviewed every 3 years.

- **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**

To proactively prepare personnel and prevent the problem of personnel shortages in key positions within the organization in the future, the company has established a Succession Plan to ensure continuity in operations and organizational management. This begins with the management level as a first priority, to prepare for both staffing levels and the potential of personnel to effectively hold key positions within the company. This aligns with the objectives and goals of the company's sustainable growth. In 2024, the company hired a consultant to improve career paths.

- **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 2024, a total of 295 employees passed the evaluation process, accounting for 83.57%. The overall level of commitment to the organization was 73.20%.

Actions responding to employee engagement assessment results

The results of the employee engagement survey in 2024 revealed that the issues employees are interested in include: compensation and benefits, performance evaluation, supervisor management, career advancement, work environment and equipment, learning and development, work culture and atmosphere, and senior management leadership. It was found that the issues where employee satisfaction increased the most include: the organization provides opportunities for career advancement, and the workplace promotes good health and hygiene. The company has taken the issues into consideration for action, including performance evaluation and supervisor management.

Key performance in 2024

The company places importance on the health and quality of life of its employees, so that employees can work happily. This is promoted through a variety of activities. Examples of activities carried out in 2024 include

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. Increased accident insurance coverage from a maximum of 600,000.00 baht to 1,000,000.00 baht.

3. Hired a consultant to improve the annual performance appraisal system (Performance Management Management). In April 2024, an O-KPIs & Competency workshop was conducted and communicated to employees. It will be implemented starting in 2025.
4. Hired a consultant to study and design flexible work hours and flexible benefits. Completed in June 2024.
5. Hired a consultant to improve career paths. Completed in June 2024.
6. Improved the working environment to create a Smart Working Place:
 - 6.1 Provided a fitness room to support employees' good health.
 - 6.2 Provided a Co-Working Space for employees.
 - 6.3 Improved rest areas for shift workers.
 - 6.4 Improved the service center area at the Din Daeng toll plaza building.
 - 6.5 Improved office space for the Information Technology and Maintenance Departments.
 - 6.6 Repainted the Don Mueang toll plaza building.
 - 6.7 Installed air purifiers at all toll booths.
7. Provided vending machines to facilitate employees.
8. Provided health massages to prevent office syndrome and promote employee health, relaxation, and stress reduction. The company supported people with disabilities from the Nonthaburi Blind Occupational Development Center to provide massage services to employees every Wednesday.
9. Annual Town Hall Meeting for 2024, to ensure all employees understand the overall company goals and foster teamwork, which is an important culture for all employees. It also updates employees on information, news, and benefits. Employees were given the opportunity to ask questions to the senior management, this reduced the communication gap. This Town Hall event is held annually.
10. Participated in the Workplace Health Promotion Project for Good Quality of Work Life with the Office of Health Promotion Support and the Wellbeing Creators Association. The company has applied ethical and wellness standards to the company according to ethical and wellness standards and measured performance.
11. Provided welfare benefits beyond basic benefits, such as annual influenza vaccinations.
12. Happy Birthday & Happy Work Life activity, an employee birthday celebration activity that the company has continuously organized for 15 years, including birthday cards, gifts from the company, and taking employees to make merit on their birthdays, share meals, and cut birthday cake together."

Efficient human resources management is reflected in the company's Human Resources Operating Cost Performance Index, which comprises 3 areas: 1. Employee Capability Building 2. Employee Engagement 3. Creating Learning Opportunities and Diverse Work Experiences. Therefore, the company has set a Human Capital Index (HCI) target of 76%. The HCI score slightly exceeded the target.

**Performance / Key indicators**

Indicator	2022	2023	2024
Number of training courses organized (courses)	174	178	152
Average training hours per person (hr/person/year)	35	61.46	35
Satisfaction of participated employee (%)	82	85	82
Training expenses (Baht/person)	3,314	5,438	3,314
Ratio of promoted employees (%)	4.97	3.22	4.97
Number of volunteer employees (hours)	–	424	844
Human Capital Index (HCI) (%)	–	–	76.30

○ Occupational Health & Safety



The company places importance on and focuses on strict compliance with regulations and laws related to occupational health and safety management. It is also committed to comprehensively instilling a sense of safety in the workplace among employees, partners, and all relevant stakeholders to reduce work-related injuries and prevent work-related accidents resulting in death or disability. Therefore, the company is committed to establishing and implementing hazard control measures to prevent risks arising from work and unsafe events that may affect the lives and property of stakeholders. Safety and occupational health management has always been a top priority for the company, through the care of the working environment and the prevention and reduction of accidents that may occur to employees, partners, and all stakeholders.

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.”**

Therefore, the company has established a Quality, Environment, Occupational Health and Safety, and Information Security Policy, as well as an Occupational Safety and Health Policy, requiring employees and partners/contractors to have a legal duty and responsibility for the safety of themselves and their colleagues. Given that the company's business activities are related to the maintenance of the elevated tollway and the development of various projects, such as the installation of rooftop solar power systems (Solar Rooftop) and the installation of variable message signs (VMS), the company has established a committee on safety, occupational health, and working environment. The committee is responsible for preventing work-related injuries and promoting employee health, Developing policies on safety, occupational health, and working environment. Establishing guidelines for preventing and reducing accidents. Reporting and proposing measures or guidelines to improve working conditions. Promoting and supporting safety activities. Inspecting safety practices in the workplace. Establishing a system for all employees at all levels to report unsafe working conditions. Holding meetings and monitoring the progress of issues submitted to the company. Reporting annual performance results and evaluating work safety performance. Meetings are held at least once a month, as required by law. The company has also appointed safety officers at various levels, including management, supervisory, advanced technical, and professional levels. Additionally, supervisors are appointed to oversee and monitor safety operations to comply with the ISO45001:2018 standard throughout the process.

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

The company has implemented an occupational health and safety management system, which also covers contractors under the company's supervision, since 2022. The company received certification for the ISO45001:2018 occupational health and safety management system on August 3, 2023, from SGS (Thailand) Co., Ltd., an external auditor (Third Party). In 2024, the company conducted the annual surveillance audit of the ISO45001:2018 standard system, Year 1, to maintain the system's standard, on July 2, 2024, by SGS (Thailand) Co., Ltd., an external auditor (Third Party). The audit results found no non-conformities.

In addition, the company organizes safety promotion activities for all levels of employees, including partners/contractors, to foster a sense of safety awareness, knowledge, understanding, and safe work practices every day. The company also publishes defined responsibilities for those involved in workplace safety, so that employees at all levels understand their scope of responsibility in terms of safety, health, and working environment.

Guidelines for Occupational Health and Safety (OHS) Management and Implementation



Occupational Health, Safety, and Workplace
Environment Committee



Policies and Measures on Occupational Health,
Safety, and Workplace Environment



Risk Assessment and Hazard
Control Measures



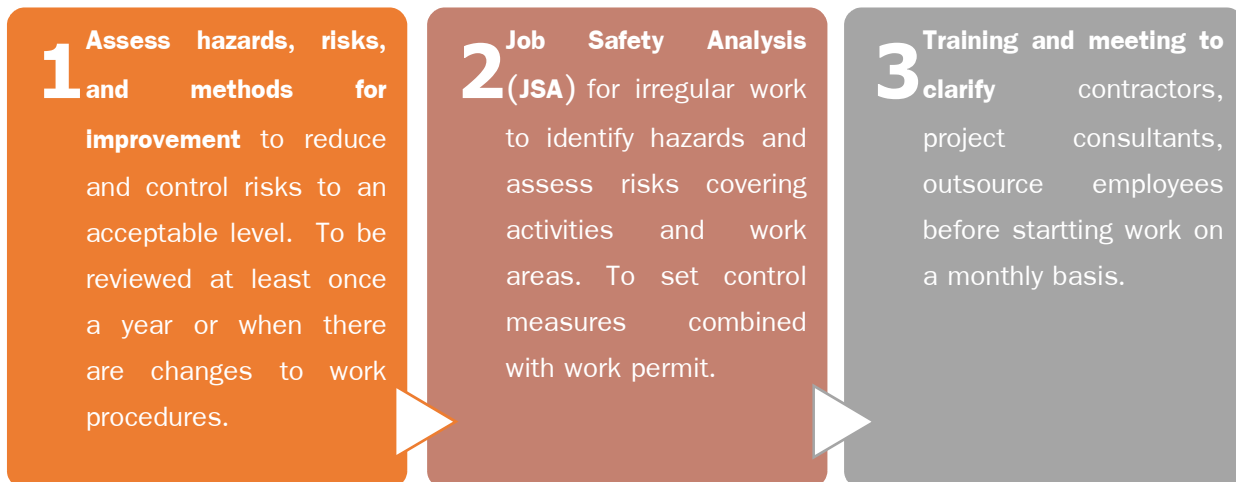
Accident Investigation, Analysis, and
Recommendations for Improvement
Measures



Conduct campaigns to promote and
support work safety activities and
provide training to employees,
contractors, and external individuals
who enter or use the company's
premises.

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

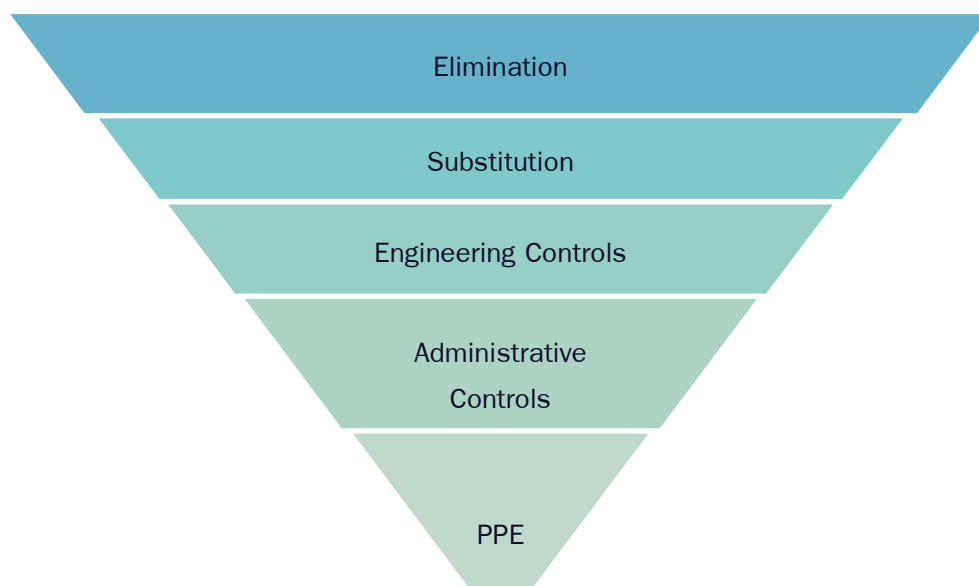
The company has established a systematic process for identifying work-related hazards and assessing occupational health and safety (OHS) risks and opportunities. This ensures the development of risk control and prevention plans, as well as continuous improvements in safety operations. The process applies to both company employees and contractors, adhering to the ISO 45001:2018 Occupational Health and Safety Management System. This framework is based on the Plan-Do-Check-Act (PDCA) cycle and consists of the following key processes:



Risk assessment and investigation of accidents (GRI 403-2)

Reporting and investigating accidents is the core of the safety management system in finding the true cause and establishing control and prevention measures to prevent recurrence. The reporting of accidents covers both actual incidents and near-miss incidents. When such an event occurs, the professional-level safety officer, together with the supervisor, investigates the accident or incident to find the root cause. This is then submitted to the Safety Committee for consideration in determining corrective actions and measures to prevent recurrence, as well as recommendations for improvement. The Safety Committee continuously monitors the implementation of corrective actions and improvements based on the investigation results.

Hierarchy of Hazard or Risk Control Measures in the Workplace



The company conducts safety risk assessments for both new projects and ongoing operations. It has established key performance indicators (KPIs) to measure safety performance, comparing actual results against the company's goals and industry standards.

Enhancing Occupational Health and Safety Management Standards to ISO 45001:2018

2022-2023	2024	2025
<ul style="list-style-type: none"> - Training on ISO 45001:2018 requirements and application - Gap analysis: Comparing current operations to ISO 45001 requirements - Manual revision and system updates - Pre-audit by internal auditors (Internal Quality Audit: IQA) - Management review by executives - Certification application and approval 	<ul style="list-style-type: none"> - Internal audit monitoring (Internal Quality Audit: IQA) - Annual Surveillance Audit to maintain ISO 45001:2018 certification (Third-Party Auditor) 	<ul style="list-style-type: none"> - Internal audit monitoring (Internal Quality Audit: IQA) - Certification renewal process

Occupational health services (GRI 403-3)

The company has activities to promote the health, safety, and occupational health of employees, activities to prevent accidents and occupational diseases, and other supporting activities to prevent and campaign for safety awareness in the workplace. In addition, 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. In cases where the measurement results exceed safety standards, the Committee on Safety, Occupational Health, and Working Environment is required to establish corrective measures for the work area and/or work procedures, as well as continuously monitor the results of the corrective actions. The company monitors and measures indoor air quality according to the recommended standards of Singapore Standard 554:2016, with 8 parameters measured, including: temperature, relative humidity, air velocity, carbon dioxide (CO₂) concentration, carbon monoxide (CO) concentration, particulate matter less than 2.5 microns (PM-2.5) concentration, total viable bacterial count, and total viable mold count.

In 2024, 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	24.1 – 25.8	24-26	✓	24-26	✓
2	2) Accounting and Finance room	Relative humidity	%	58.2 – 65.2	< 70	✓	50-65	✓
3	3) Shift room of traffic surveillance and management department	Velocity	m/min	0.11 – 0.47	0.10-0.30	✓	<0.30	✓
4		CO2 concentration	PPM	456-758	700	✓	1,000	✓
5	4) E&M room, and	CO concentration	PPM	0.9-2.6	9	✓	9	✓
6	5) General maintenance room	PM 2.5 concentration	Microgram/m ³	9-42	35	✓	25	✓
7		Total bacterial counts	CFU/m ³	109-425	500	✓	500	✓
8		Total fungal counts	CFU/m ³	21-252	500	✓	500	✓

The Company's promotion of worker health ^(GRI 403-6) is as follows:

- Health Check-ups According to Risk Factors, as per the Ministerial Regulation on Health Check-ups for Employees Working with Risk Factors B.E. 2563 (2020), including: Pre-Placement Examination: To assess the readiness of employees according to the nature of the work they will perform, the risks they may be exposed to, and to use as a baseline for comparing the impact that occurs. The company sends employees for check-ups at hospitals with which the company has an MOU, including: –
 - Audiometry
 - Spirometry
- 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. Additionally, in 2024, the company established a fitness room to provide more space and convenience, encouraging employees to engage in regular exercise and promote a healthy lifestyle.

- Implementing occupational health measures for contractors and those entering the company's premises, such as providing work areas, procedures, protective equipment, communicating safety policies, and promoting safety knowledge.
- Conducting emergency drills to allow the company's rescue team to practice and understand their roles and responsibilities, and to improve coordination efficiency.
- Providing appropriate personal protective equipment (PPE) for work and ensuring it is worn at all times during work.
- Installing air purifiers in toll booths to reduce PM 2.5 dust problems for toll collectors.

In addition, the company has established a policy on immunodeficiency and tuberculosis (HIV/AIDS and Tuberculosis) to create knowledge, understanding, and morale, support the confidentiality of personal information, and treat employee medical records as personal data. Employees who are aware that they are HIV-positive are not required to notify the company. The company supports employees in continuing to work normally if medical evidence indicates that the working conditions do not pose a danger to the health and safety of employees with AIDS or chronic diseases such as cancer, heart disease, diabetes, or tuberculosis. They can continue to work until they are unable to do so or when a doctor recommends that they take a break, with supporting medical evidence. The company has been implementing this policy since 2008 and continues to do so. The company has also participated in the White Factory Project since 2012 and continues to do so, with a policy to prevent and resolve drug problems in the workplace and provide education on the dangers and harms of drugs.

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:

- ✓ Executive-Level Safety Officers: 43 persons
- ✓ Supervisor-Level Safety Officers: 63 persons
- ✓ Advanced Technical Safety Officer: 1 person
- ✓ Professional Safety Officer: 1 person
- ✓ Head of Safety Management Unit: 1 person

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.
- Safety Management Training Program for Transportation Personnel



- Safety, Occupational Health, and Working Environment Course for General Employees and New Employees, 2024
- Course on Raising Awareness of Workplace Safety, Occupational Diseases, and the Environment, 2024



- Fire extinguishing drills and fire evacuation drills are held simultaneously 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.
- Safety and Occupational Health Quiz with Prizes
- 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.
- Accident Statistics Display Board

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.
- Home safety, such as extinguishing cooking gas fires.

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:

- Arrange and maintain workplaces and employees to have safe and hygienic working conditions and environments in accordance with relevant laws. Partners must also provide safe and hygienic working conditions and environments.
- Provide training to contractors, subcontractors, and those entering the company's premises to raise awareness of safety for themselves and their colleagues. Contractors must comply with the law or attend meetings to acknowledge the company's policies and measures in full, to issue a Work Permit before starting work every month.
- Provide training and sufficient, appropriate personal protective equipment for employees, including preparedness for emergency situations to minimize potential losses, and strictly comply with relevant laws.

Performance / Key Indicators

Indicator : lost time Injury frequency rate (LTIFR)	2022	2023	2024
● Employee	3	1	0
● Contractor	0	0	0

In addition, the company also considers the safety impacts on communities surrounding the company's work sites. Safety issues are integrated into the Environmental Impact Assessment (EIA) reports before carrying out any construction, repair, renovation, modification, demolition, or relocation work, such as for buildings, drainage pipes, water supply, signs, etc., for every project. A team will survey the areas in nearby communities to assess and determine safety measures, practices, and security standards, and to provide clear warnings in areas where construction, repair, or renovation is taking place, such as installing warning signs indicating "Construction in Progress," etc.

○ 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 defined social responsibility guidelines in five areas, which align with the Sustainable Development Goals (SDGs) and meet the needs of stakeholders, including:


- Tollway Smart Way: Enhancing educational opportunities
- Tollway Healthy Way: Promoting better public health
- Tollway Safety Way: Improving road safety
- Tollway Better Way: Enhancing quality of life
- Tollway Green Way: Advancing environmental sustainability









All projects focus on creating value and generating a positive impact on society, while supporting

13 Sustainable Development Goals (SDGs).



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:

5 approaches to social contribution		Sustainable Development Goals SDGs
Tollway Smart Way Raising educational opportunities		SDGs 1 – No Poverty End poverty in all its forms everywhere.

5 approaches to social contribution		Sustainable Development Goals SDGs
<ul style="list-style-type: none"> Promote direct education by supporting educational foundations, providing scholarships, living expenses, and educational equipment to underprivileged students, especially within a 5-kilometer radius of the company and remote areas, to help reduce inequality and increase access to education. Support extracurricular learning activities such as skill camps, study tours and training to enhance life skills and develop youth potential. Support the improvement of sanitation systems in schools to create a good learning environment in underprivileged areas. 	4 QUALITY EDUCATION 	SDGs 4 – Quality Education Ensure inclusive and equitable quality education for all and promote lifelong learning opportunities.
	6 CLEAN WATER AND SANITATION 	SDGs 6 – Clean Water and Sanitization Ensure sustainable and accessible water and sanitation for all.
	10 REDUCED INEQUALITIES 	SDGs 10 – Reduce Inequalities Reduce inequalities within and between countries.
Tollway Healthy Way Improve the health and well-being of people in the community and society. <ul style="list-style-type: none"> Promote good health and prevent risk factors that affect the quality of life of people in the community and society, with an emphasis on preventing drug use among the workforce and youth in higher education. Stay away from drugs 	3 GOOD HEALTH AND WELL-BEING 	SDGs 3 – Good Health and Well – being Ensure a good quality of life and promote well-being for all people at all ages.
Tollway Safety Way Improving road safety <ul style="list-style-type: none"> Applying expertise in traffic management and installation and repair of traffic signs to secondary road areas such as community In front of the school And the temple which is an area with a lot of traffic of both vehicles and people Along with supporting the design of safe traffic areas for school children and pedestrians Including raising safety awareness through community activities 	3 GOOD HEALTH AND WELL-BEING 	SDGs 3 – Good Health and Well – being Ensure a good quality of life and promote well-being for all people at all ages.
	11 SUSTAINABLE CITIES AND COMMUNITIES 	SDGs 11 – Sustainable Cities and Communities Make cities and human settlements inclusive, safe, resilient and sustainable.
Tollway Better Way Improving the quality of life of society <ul style="list-style-type: none"> The company places importance on the lives of animals that are lost or wandering on the trails by arranging to help and deliver these animals to 	1 NO POVERTY 	SDGs 1 – No Poverty End poverty in all its forms everywhere.
	2 ZERO HUNGER 	SDGs 2 – Zero Hunger: End hunger, achieve food security and improve nutrition and promote sustainable agriculture.

5 approaches to social contribution		Sustainable Development Goals SDGs
<p>appropriate care centers or owners to reduce the risk of accidents and create safety for both animals and trail users.</p> <ul style="list-style-type: none"> - Supporting the development of potential and income generation for vulnerable groups such as the elderly, the disabled or the unemployed through vocational training projects and creating opportunities in the labor market to reduce unemployment rates and support the establishment of decent jobs. - Cooperate with government and private agencies to assist and alleviate the suffering of natural disaster victims, such as providing survival kits, assisting in the rehabilitation of damaged areas, and supporting urgent relief. 	3 GOOD HEALTH AND WELL-BEING 	SDGs 3 – Good Health and Well – being Ensure a good quality of life and promote well-being for all people at all ages.
	8 DECENT WORK AND ECONOMIC GROWTH 	SDGs 8 – Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
	10 REDUCED INEQUALITIES 	SDGs 10 – Reduce Inequalities Reduce inequalities within and between countries.
	17 PARTNERSHIPS FOR THE GOALS 	SDGs 17 – Partnerships for the Goals : Strengthen the implementation mechanism and revitalize global partnership for sustainable development.
<p>Tollway Green Way improves the environment</p> <ul style="list-style-type: none"> - Promote waste reduction by collecting and sending used paper for recycling to reduce tree cutting and conserve natural resources. - Support the restoration and development of community forests so that communities can make sustainable use of forest resources, such as planting economic crops or herbs that are in line with local lifestyles and also help to enhance biodiversity . - Create environmental cooperation with government agencies, the public sector and the private sector to promote the reduction of natural resource use and the increase of natural resources, such as supporting reforestation projects in degraded areas, reducing greenhouse gas emissions and using renewable resources . 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	SDGs 12 – Responsible Consumption and Production Ensure sustainable production and consumption patterns.
	13 CLIMATE ACTION 	SDGs 13 – Climate Action Take urgent action to address climate change and its impacts.
	15 LIFE ON LAND 	SDGs 15 – Life on Land Protect, restore and support the sustainable use of terrestrial ecosystems, sustainably manage forests, prevent desertification, halt and restore land degradation, and halt biodiversity loss.
	17 PARTNERSHIPS FOR THE GOALS 	SDGs 17 – Partnerships for the Goals: Strengthen the implementation mechanism and revitalize global partnership for sustainable development.

Management of participation in community and social development

The Company places importance on community and social development alongside business growth, focusing on:

- Building community economies: through job creation, income distribution and improving quality of life
- Respect human rights: in all areas where the company conducts activities or projects
- Community Needs Survey and Monitoring ^(GRI413-1): Conducting a survey of community needs, expectations and satisfaction through an annual survey conducted by an external consultant.

Performance results for 2024 :

- No significant negative impacts were found in the community ^(GRI 413-2).
- The community and social group assessment score is 91.75%.

The company also promotes knowledge creation, job creation, and supports social responsibility activities with partners to create shared value between the organization, community, and society so that they can coexist sustainably.

Results of important community and social development participation operations in 2024

1. Tollway Smart Way enhances educational opportunities



1.1 Scholarship support project of the Path to Dream Foundation, creating talented people





Education is an important factor affecting the development of Thai youth, which will be the main force and important driving force of the country in the long term. However, due to the problems of poverty and lack of funds, youth lack the determination to continue their studies at the tertiary level. Because I don't see any opportunities and I have lost hope. The company therefore supports and encourages underprivileged youth to have good academic performance and good behavior to study at the university level in Thailand as determined by the foundation. At present, this project has helped 233 youths to study, with 136 youths graduating and 97 youths currently studying, starting from 2012 until now.



Target 25 scholarships per year

2024 operation show that 25 youths passed the selection criteria and received scholarships .

Budget support of 12 million baht

And there are other activities under the Tollway Smart Way activity as follows:

number	Activities/Projects	result	Budget
1.2	Support scholarships to the “San Jai Thai Su Jai Tai” Foundation to provide educational opportunities for southern border youth.	Location: Yala Province, Pattani Province Narathiwat, Satun, Songkhla Beneficiaries: 320 local youth person 	500,000 baht
1.3	The company’s executives gave a lecture on knowledge and concepts that will lead to the creation of a business that will grow and be sustainable in the future of the organization, covering all ESG dimensions . From real experiences to students of the Faculty of Management Science, Kasetsart University, Sriracha Campus, Chonburi Province, for the 5th consecutive year .	Beneficiaries : 100 students 	No charge
1.4	Giving Hearts, Caring for Society Project, Year 15 Improve the toilets and sinks and landscape for Ban Sap Bon School, Kaeng Khoi District, Saraburi Province	Beneficiaries: 63 students , 9 teachers and staff, totaling 72 people. 	100,000 baht
1.5	Giving Hearts, Caring for Society Project, Year 15 2nd time: improving the toilets, greenhouses and landscaping at Wat Tao Poon School	Beneficiaries: 228 students , 22 teachers and staff, totaling 250 people. 	100,000 baht
1.6	Tollway project..takes children to explore the wide world	Beneficiaries: 34 students and 2 teachers from Tung Song Hong Witthaya 2 School , totaling 36 people.	34 , 220 baht

number	Activities/Projects	result	Budget
	Year 7 at SEA LIFE Bangkok Aquarium (Siam Paragon) and Wat Pathum Wanaram Ratchaworawihan		
1.7	The united Kathin project “Building People” contributes funds to purchase educational equipment and scholarships for underprivileged children. Siriwat Vocational College at Wat Dong Lakhon, academic year 2024	Total donations from customers (service users), company directors, executives, employees, business partners/contractors, banks, jointly creating great merit, sponsoring the annual Kathin ceremony 2024 Beneficiaries : 203 students 	339 , 999 baht

2. Tollway Healthy Way improves the health of society.



2.1 Tollway Project provides preliminary drug test kits.



As the drug problem is a problem that affects every aspect of society, from health, economy, security to youth development, the company has implemented a project to support surveillance or search and support after treatment to prevent relapse by providing initial drug test kits to government and private organizations, including educational institutions.

Objective: Bring drug addicts into treatment.

Performance results In 2024 , the company provided preliminary drug test kits to government agencies and private sectors, educational institutions, totaling 2,500 kits. In addition, the company also supported Tollway drinking water to various agencies to be given to participants in drug prevention activities organized annually.

The budget total of 22,250 baht .

Beneficiaries: Youth in educational institutions, local workers , 2,500 people

3. Tollway Safety Way improves safety.



3.1 Project to install solar-powered traffic signs and zebra crossings to promote road safety.





Objective: Reduce road accidents.

Results of the operation : Installing signs and marking traffic lines (zebra crossings) at Wat Ban Phrao Nok and Ban Phrao Nai School, Ban Pak Khlong, Tambon Chiang Rak Yai, Amphoe Sam Khok, Pathum Thani Province, 2 locations, and Bueng Ba Community School, along Khlong Sip Road, Ban Bueng Ba Phatthana, Tambon Bueng Ba, Amphoe Nong Suea, Pathum Thani Province, 2 locations .

The budget total of 40,000 baht.

Beneficiaries: Students, teachers and personnel, local people Number of people: 1,146

And there are other activities under the Tollway Safety Way activity as follows:

num ber	Activities/Projects	result	Budget
3.2	<p>Safe Songkran Project, Caring for Fellow Travelers, Year 14</p> <p>Objective : To campaign for drivers to travel safely during the Songkran Festival by providing anti-drowsiness bags to expressway users .</p> <p>At Din Daeng Toll Booth and Minibus Station (Chatuchak)</p>	<p>Quantity: 2,000 sets</p>  <p>Beneficiaries: Don Mueang Elevated Expressway users and public transport drivers, totaling 2,000 people.</p>	200,000 baht
3.3	<p>New Year Travel Project throughout Thailand, Safe with Don Muang Tollway, Year 14</p> <p>Objective : To campaign for drivers to travel safely during the New Year festival by providing anti-drowsiness bags to expressway users at Din Daeng Toll Booth and to join the “Safe New Year, Join Hands to Reduce Road Accidents” project at Bangkok Bus Terminal (Mo Chit).</p>	<p>Quantity: 2,000 sets</p>  <p>Beneficiaries: Don Mueang Elevated Expressway users and public transport drivers, totaling 2,000 people.</p>	200,000 baht

4. Tollway Better Way improves quality of life.



4.1 Project to promote and develop the quality of life of Thai disabled people in 2024

The company has collaborated with the Thai Chamber of Commerce and the Thai Chamber of Commerce Foundation to organize training to promote careers for people with disabilities in accordance with the Act on the Promotion and Development of the Quality of Life of People with Disabilities B.E. 2550, Section 35, which aims to participate in promoting careers for people with disabilities so that they can support themselves and live happily in their local areas by rotating the operating areas, which the company has been operating since 2017 until now.

16 disabled people. The project has been implemented since 2017 until now.

Objective: Create continuous careers for 2 disabled people per year.

Operation Training workshops and field trips on egg-laying chicken farming, inviting expert lecturers from Kasetsart University, Sakon Nakhon Campus, to be lecturers, giving both theoretical and practical lectures.



- Supporting occupational capital for disabled people , 48,650 baht per person , including :-
- Price of laying hens, 18 weeks old Number 60
- Food cost , 29 sacks
- and the cost of materials for building the coop and raising equipment

Project Implementation Results

- Income before joining the project
 - Disabled people receive an income from the government's disability allowance of 800 baht per month. In the case of disabled people aged 60-69 years , they receive an additional 600 baht per month in the elderly allowance .
- Income after joining the project
 - first month, the chickens began laying eggs, enough for the disabled person who raised the chickens to collect and eat every day.
 - second month, the disabled person earned approximately 3,000 - 3,500 baht per month from selling eggs .
 - Month 3 - 18 Disabled people earn approximately 3,500 - 4,000 baht from selling eggs .
 - 19th month, the disabled person began to sell the chickens because the number of eggs they received was not enough to cover the cost of food. They expected to sell each chicken for 70 - 150 baht.

Project Monitoring

The Company has assigned project officers to monitor the progress of the project implementation every month to ensure that the activities are in line with the objectives. The main issues to monitor are as follows:

- Provide advice and suggestions on building a chicken coop in accordance with academic principles.
- Coordinate with farms to purchase egg-laying chickens and farming equipment as requested by disabled persons or their caregivers.
- Follow up on the results of egg-laying chicken farming and provide advice and help solve problems that arise during farming.

Project Achievements

- People with disabilities have been developed to have knowledge and skills in egg-laying chicken farming, as well as other useful knowledge related to daily life, such as benefits, occupational safety, and household accounting.

- The knowledge and financial support for egg-laying chicken farming from the project can create jobs for disabled people, giving them daily income without being a burden to their families. Importantly, it also makes them see their own value and encourage them to live like normal people.
- There is a network to help people with disabilities in the community, including local leaders, community volunteers, lecturers, or government agencies.

Location: Sakon Nakhon Province

The budget total of 239,440 baht .

Beneficiaries: Generate income for 2 disabled people per year.

Future plans: The disabled person who raises laying hens plans to raise laying hens to continue earning income from selling eggs. He has invested the allowance money he receives into buying more laying hens and chicken feed. When the chickens lay fewer eggs than they are worth, he will sell them and buy new chickens to raise.

4.2 Project to promote careers for vulnerable groups, develop communities and society

Target group: Elderly, vulnerable and general public, 800 people.

Performance results In 2024 , the company supported the purchase of products from various communities as follows:

- 2,000 bottles of liquid balm product, Phloi Phailin occupational group, Don Mueang district
- 200 pieces of tie-dye fabric product, Pin Charoen 4 occupational group, Don Mueang district
- 2,000 bottles of Phaya Yor green balm product, Pin Thong occupational group, Don Mueang district



To be delivered to Don Mueang Elevated Tollway users in the Tollway Rally Thank you User activity and placed in anti-drowsiness bags during the Songkran and New Year festivals.

In addition, in 2024 , the company will continue to create careers for the elderly and vulnerable groups by providing vocational training in various courses for 20 communities in Lak Si District, 20 people per community , and 20 communities in Don Mueang District, 20 people per community .



The budget total of 296,000 baht .

Beneficiaries : Elderly, vulnerable, and local workers, totaling 860 people.

Project achievements

- an average income of 2,000 baht per person per month .

Project Monitoring Since the project was initiated until now, the company's officers have been monitoring the progress of the project regularly to ensure that the activities are in line with the project objectives.

And there are other activities Under the activity Tollway Better Way as follows:

num ber	Activities/Projects	result	Budget
4.3	National Children's Day 2024 activities , delivering gifts to children in communities surrounding Don Mueang Elevated Expressway	Quantity 1,500 sets  Beneficiaries: Children and youth from surrounding communities Number of people : 1,500	97,500 baht
4.4	Organize National Children's Day 2024 activities in collaboration with Highways Office No. 13 and the Bangkok Highways District, Vibhavadi Rangsit Road.	children attending the event: 200  Beneficiaries: 200 children, youth, families, the Department of Highways and the general public .	50,000 baht
4.5	Support students of the Faculty of Management Science, Kasetsart University, Sriracha Campus, to	Support the budget for the Stop Bully project , honor me, honor her.	5,000 baht

num ber	Activities/Projects	result	Budget
	organize social activities for the community and nearby people.	Beneficiaries: 39 students 	
4.6	Participated in the Royal Thai Army Relations Project, donating sports equipment and stationery to the Ban Mitraphap Children's Shelter, Nakhon Ratchasima Province.	Beneficiaries: 178 children who attended the event 	10,000 baht
4.7	Donate old calendars that are no longer used to the Foundation for the Blind in Thailand under the Royal Patronage of Her Majesty the Queen. Educational Technology Center for the Blind	 Beneficiaries: Visually impaired	No charge
4.8	Supporting gifts for the elderly during the Songkran Festival 2024 to preserve Thai traditions for the Tung Song Hong Community Network, Lak Si District	Beneficiaries: Elderly people from 27 communities, 20 people per community, totaling 540 people. 	32,400 baht
4.9	Support the Disabled Animals Shelter Foundation, Pakkret Branch, Nonthaburi Province, to care for stray and disabled animals.	The company supports the budget to take care of animals that have fallen on the elevated road. 	10,000 baht

num ber	Activities/Projects	result	Budget
		Number of animals rescued: 4 (dog – cat)	
4.10	Activities to do good with heart on the auspicious occasion of His Majesty the King's 72nd birthday by cleaning the bus stop and footpath in front of the Don Mueang Tollway Public Company Limited Operation Center building.	<p>50 executives and employees to clean the bus stops.</p>  <p>Beneficiaries: General public</p>	No charge
4.11	Donate money and drinking water to help flood victims in the North.	<p>Through MCOT Public Company Limited and the Good Organization Foundation, delivered to Chiang Rai Province and other affected provinces.</p> 	63,500 baht
4.12	Join us in supporting food and beverages in the BKK Food Bank (Bangkok Food Bank) project in Don Mueang and Lak Si districts.	<p>The company delivers food to vulnerable groups, including the elderly, the disadvantaged, the disabled, and low-income people.</p> 	10,000 baht

5. Tollway Green Way improves the environment.



5.1 Greenway Book Project

Target:

Set up 18 used paper donation boxes in Bangkok.

Performance results In 2024, the company received donations of used paper from external agencies, in addition to the used paper donation box locations, totaling 3 organizations:

- Mitsubishi HC Capital (Thailand) Co., Ltd.
- BG Container Glass Public Company Limited
- Bangkok Hospital



and has delivered Greenway notebooks to schools in Lak Si, Don Mueang and Ban Sap Bon schools for use in learning, totaling 1,700 books .

The budget total of 11,560 baht.

Beneficiaries: 850 students from schools in Lak Si, Don Mueang and Ban Sap Bon Schools.

5.2 Care the Wild Project " Plant & Protect" Year 3

As the Stock Exchange of Thailand (SET) initiated the Care the Wild project in 2019 The objective is to help reduce global warming by creating forest areas to restore balance to nature and the environment through cooperation with government, private and public sector networks.

The company therefore went to the area to listen to the opinions of the community and surveyed the community forest plantation. It has expressed its intention to be a reforestation organization under the Care the Wild project , with the objective of reforesting and conserving the forest and restoring balance to the ecosystem.



Target planting area 50 rai Total number of trees: 10,000 (200 trees /rai)

Performance results from 2022 to present The company has joined the Care the Wild project "Plant & Protect" for the 3rd consecutive year by organizing activities to restore and maintain trees planted in the community area of Ban Nong Phling, Thung Krabam Subdistrict, Lao Khwan District, Kanchanaburi Province. In 2024, it will plant 10 rai of perennial forest trees, including

rubber trees, paduak, and Indian gooseberry trees, with 50 volunteer employees of the company and students of the Path to Dream Foundation, creating talented people joining the activities.


The project monitoring includes disclosure of information and monitoring of forest growth through Care the Wild” application of the Stock Exchange of Thailand and reporting on the performance of forest caretakers by the community forest committee, consisting of the chairman of the community forest committee and members of the community of Village No. 7 , Tung Krabam Subdistrict. Regularly every 6 months

Project achievements

- intensive planting method , meaning 100% of the plants survive . The selection of seedlings is based on the community’s needs, with an emphasis on economic trees and edible fruit trees.
- Appropriate and efficient water management, such as drip irrigation and small dams as water sources.
- Monitoring growth reports and post-planting care, such as tree maintenance, weed control, forest fire prevention, and drought resolution for 10 years.
- Full-area reforestation can reduce greenhouse gas emissions by up to 90,000 carbon dioxide equivalents and provide a food source for communities surrounding forest areas.

The budget total of 444,000 baht .

And there are other activities Under the activity Tollway Green Way as follows:

number	Activities/Projects	result	Budget
5.3	Support students of the Faculty of Management Science, Kasetsart University, Sriracha Campus, to organize social activities for the community and nearby people.	<p>Project to take care of the sea for younger siblings</p> <p>Number of participants: 58 people</p> 	9,993 baht

○ Customer Responsibility

Policy on customer responsibility (tollway users)

The company places great importance on its expressway users, recognizing them as valued customers who have supported the company's continuous operations over the years. The company is committed to providing services with honesty, transparency, and strict compliance with laws related to consumer rights.

The company ensures accurate, complete, and sufficient information about its organization and services, while also welcoming suggestions, feedback, and criticism from users. This is aimed at improving services to better align with user needs, with a focus on delivering convenience, safety, and the highest level of customer satisfaction.

The company treats all users fairly and equally, without discrimination, in all service situations. In cases where users experience service-related issues, the company promptly coordinates to resolve problems efficiently.

Regarding customer data confidentiality, the company prioritizes the protection of personal data and cybersecurity. It adheres to the Cybersecurity and Information Security Policy (Revised Edition 1/2022) to prevent unauthorized access, data breaches, hacking, alterations, or loss of information. Data disclosure is conducted strictly in compliance with legal requirements. Notably, in the past year, the company has not received any complaints regarding privacy violations or data loss ^(GRI 418-1, 418-2).

Additionally, the company has established channels for users to file complaints or report service deficiencies to ensure efficient and timely responses to customer needs.

Guidelines for customer responsibility management

■ Relationship and responsibility management tollway users



The company manages its relationships with expressway users (customers) both proactively and reactively, following a business strategy that aims to meet customer needs and expectations. The goal is to enhance service quality along the expressway, creating a positive user experience under the concept of “A Valued Choice for Your Time” by providing convenient, fast, and safe services.

The company implements a Voice of Customer (VoC) process to gather user opinions, needs, and expectations. This valuable data is utilized in planning, improving, and developing innovations and service technologies, particularly in toll payment systems that are convenient, fast, and environmentally friendly. These efforts ensure that the company's services align with both current and future customer demands.

In terms of customer relationship development and management, the company utilizes a Customer Relationship Management (CRM) platform as a tool to measure and assess customer service experiences.

This enables continuous data analysis and customer care planning. Additionally, the company delivers added value and benefits beyond its standard services, ensuring customers receive the best possible experience.

Moreover, the company emphasizes integrating customer insights into its business strategy development process, enhancing its ability to meet user needs and elevate service quality in all aspects.

Customer relationship building plan	Performance Result		
	2022	2023	2024
<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. LINE OA members participated in activities with 1,346,188 points (as of December 31, 2023). Service satisfaction rate: 96.90% (as of December 31, 2023).	47,882 Line OA members as of 31 December 2024. LINE OA members participated in activities with 1,942,115 points (as of December 31, 2024). Service satisfaction rate: 96.60% (as of December 31, 2024).

Performance of customer responsibility in 2024^(GRI 416-1)

1. Communication development between tollway users and the Company

The company provides various channels for elevated expressway users to offer feedback, including voice channels such as the Tollway Call Center 1233, 02-792-6500, the Communication Center, and tollbooth buildings, as well as non-voice channels like the website, Facebook, and the LINE Official Account. We also utilize a Knowledge Management system to compile information from all departments and create a Frequently Asked Questions (FAQ) section for instant information access. Additionally, we store data from all communication channels to ensure timely customer contact.

2. Training for Traffic Management Staff, Rescue Personnel, and Special Operations Teams

The company is committed to enhancing convenience, efficiency, and the highest level of safety for expressway users. To achieve this, it conducts training programs for operational staff who play a crucial role in assisting and supporting users effectively. These training sessions aim to develop skills and reinforce readiness for duty, covering key courses related to safety and user assistance, including:

1. Awareness Training on the Personal Data Protection Act (PDPA) – Educating employees on best practices and legal compliance related to data protection.
2. Basic First Aid and CPR Training – Providing essential lifesaving skills for emergency response.
3. Emergency Response Techniques for Electric Vehicles (EVs), Rescue, and Firefighting – Equipping staff with specialized knowledge to handle EV-related incidents.
4. Insurance Policy and Claims Handling Course – Training employees on insurance coverage and claim procedures.
5. Traffic Volunteer Training – Enhancing staff capabilities in managing traffic efficiently.
6. CPR, AED, and First Aid Training – Preparing employees to provide pre-hospital care to injured individuals.
7. Operation and Maintenance of Self-Contained Breathing Apparatus (SCBA) – Training on the use and upkeep of respiratory protection equipment.
8. EV Charger and EleXA Application Training – Educating employees on the usage and management of EV charging stations and related applications.

These skill development programs ensure that the company's staff are well-equipped to support expressway users effectively. The initiative focuses on promoting road safety and improving the overall quality of life for all stakeholders.

3. Opening of an EV Charging Station and Renovation of the Din Daeng Service Center

The company recognizes the importance of meeting the needs of all customer groups, including supporting the transition to clean energy in the transportation sector. With the growing popularity of electric vehicles (EVs), the company is committed to playing a role in promoting low-carbon travel.

To support this initiative, the company has installed a high-speed DC Fast Charging station with a capacity of 120 kWh and two charging ports. This station provides emergency charging services for EV users, ensuring sufficient power for them to reach their destinations.

In addition, the company has renovated the Din Daeng Service Center, transforming it into a modern and comfortable lounge accessible to all users, including people with disabilities and the elderly. The facility now features a solar power generation system on the rooftop, which helps reduce greenhouse gas emissions by 14.7 tons of CO₂ equivalent per year. These efforts reflect the company's commitment to environmentally

friendly transportation and long-term sustainability, reinforcing its role in supporting green mobility and carbon reduction initiatives.



4. Satisfaction evaluation

The company conducts annual satisfaction surveys to gather in-depth quantitative and qualitative data regarding the experiences and expectations of elevated expressway users. This includes collecting complaints, suggestions, compliments, and feedback from user appreciation activities. This data is analyzed and forwarded to the relevant departments to provide encouragement for employees, improve service quality, and develop service improvement strategies, ultimately enhancing user satisfaction in the future.

In addition, the company provides various channels for assessing satisfaction throughout the year. These include an Interactive Voice Response (IVR) system that allows users to provide immediate feedback and satisfaction ratings after telephone contact, and online surveys sent following chat conversations to gather further information about satisfaction. These efforts aim to foster positive relationships with users and drive the organization towards sustainable operations.

Complaints Management

Operational Approach

Complaints may arise regardless of how well a company manages its operations. Recognizing this, the company places great importance on resolving customer complaints efficiently. Employees receive training to develop a positive attitude toward complaints, viewing them as opportunities for service improvement. Complaints are used to better understand and address customer needs and expectations. In cases where repeated complaints occur and are confirmed to result from employee shortcomings, the responsible management team must implement corrective measures. These may include training, warnings, and preventive action plans to ensure the issue does not recur. The measures are reviewed annually to align with customer expectations and enhance service quality. The company operates a complaints management system through Contact Center Services, including a Call Center that provides 24/7 assistance to offer information and resolve initial issues for expressway users. Additionally, the company ensures follow-up communication with customers to update them on the status of their complaints and resolution progress.

Operating Results

From the diverse feedback channels covering user groups, it was found that in 2024, the company received a total of 12,352 issues from elevated expressway users. Of these, 9,710 were received through voice channels, representing 78.61%, and 2,642 were received through non-voice channels, representing 21.39%. The service satisfaction rating was 96.60%, and the average Service Level Agreement (SLA) maintenance was 92.54%.

Summary of types and number of stories separated by month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec.	together
Complaint	31	32	19	19	16	12	8	18	22	12	12	11	212
Checked and it is not true.	7	13	7	2	4	2	4	5	7	2	1	5	59

Complaints entering the resolution process **153**

Report an incident/request traffic information	221	164	156	188	183	214	199	204	194	343	225	174	2,465
Compliment	3	4	3	5	4	2	2	4	1	1	2	0	31
Suggestions on service	4	2	8	4	3	7	4	7	7	9	7	10	72
Checked and it is not true.	-	-	-	-	-	-	-	1	-	-	2	6	9
Inquire about general information	297	234	236	255	326	276	233	313	268	305	416	715	3,874
Checked and it is not true.	2	10	9	2	1	2	5	18	6	8	10	11	84
Beyond the area of responsibility	108	103	93	88	195	209	254	295	212	177	139	131	2,004
Internal Contact	128	159	144	146	127	139	131	174	126	114	120	141	1,649
Wrong number	62	85	114	78	81	82	98	124	87	63	85	66	1,025
The line is disconnected	25	20	21	6	8	7	7	6	5	6	19	22	152
The message is not related to the service.	53	35	40	39	45	38	45	82	82	85	76	248	868

Record all receipts **12,140**

In 2024, the company recorded a total of 212 complaint cases. Through the verification process, 59 complaints were found to be unsubstantiated, and 153 complaints resulted from service errors that entered the corrective action process, representing 1.24%. All complaints were promptly investigated and responded to, with an average resolution time of 1.57 days per case, resulting in complete satisfaction feedback from the complainants.

Additionally, the company provided responses and accurate information on various issues in 12,140 instances, while continuously incorporating suggestions and inquiries into service development to meet user needs and create a positive experience.

Regarding employee morale, the company recognized employees with outstanding performance by awarding commendations to those who received praise from users. This enhances service standards, motivates employees, and strengthens long-term customer engagement.

Performance / Key indicators

Issue	Indicator	Target	Performance (%)		
			2022	2023	2024
Customer satisfaction	■ Period for responding to complaints from users.	Within 3 days from the date of complaint	81.25	74.00	80.00
	■ Average satisfaction level of tollway users.	> 80%	95.16	80.00	88.23

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).

5. 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:



1. **The Tollway Rally Thank You Users 2024 project**, themed "He Took You There," covering the Bangkok to Khao Yai route, was an activity to thank customers for their continued trust and patronage. The event was a CSR Rally, featuring fun TC (Time Control) collections and various activity stations. Participants engaged in improving the landscape, cleaning the playground and handwashing areas, and other spaces within Ban Sap Bon School in Tambon Thap Kwang, Amphoe Kaeng Khoi, Saraburi Province. They also learned about Thai elephant conservation, forest conservation, and biodiversity at the Khao Yai Thai Elephant Conservation Center in Pak Chong, Nakhon Ratchasima Province. The event was held from May 25-26, 2024, with participants staying at Recall Isaan Isan Concept at Khao Yai.



2. **Tollway Lucky Way 2024**, under the DMT "Full Car, Gold, Trip" campaign, is an activity to thank all elevated expressway users. Customers scan the QR code on their toll receipt to receive DMT points. Supporting the Green Road policy to reduce pollution at toll plazas, the company offers a special privilege to users who use M-Pass or Easy-Pass, allowing them to receive double points. Every 1 point can be exchanged for 1 entry to win 390 prizes, with a total value of over 3.1 million baht. The campaign runs from September 1st to November 30th, 2024.



3. **DMT Points for Exclusive Privileges and Year-Round Product/Service Discounts.** In 2024, the company promoted consumer privileges through discounts on products and services catering to various lifestyle needs, including: 1) Travel, 2) Shopping, 3) Food and Beverage, and 4) Lifestyle. This resulted in a 15% increase in the company's LINE Official Account followers, or 47,882 new followers compared to 2023. Additionally, members redeemed 55% more DMT points for privileges, totaling 1,942,115 points. This reflects the trust and satisfaction in the services provided by the company.



4. **Building Sustainable Customer Relationships Through CRM & Loyalty Platform** The company utilizes a CRM & Loyalty Platform to consistently develop strong customer relationships and has made ongoing improvements to stay aligned with changes in technology, consumer behavior, legal regulations, and the environment. The company prioritizes using data from the membership system to effectively analyze behaviors and segment target audiences in order to provide benefits that appropriately meet the needs of each customer group.

Data analysis revealed that family customers and infrequent users are particularly important for long-term growth. The company has therefore developed plans to maximize the value and usability of DMT points by collaborating with various business partners, such as:

- Dream World Amusement Park: Allowing customers to redeem accumulated points for entry tickets to the amusement park and Snow Town.
- Buzzebees and AGODA: Launching the "Pay with Point" campaign, enabling customers to use a minimum of 2 points to redeem discounts on hotel reservations through the AGODA platform.



This approach reflects the company's commitment to creating valuable and sustainable experiences for customers, fostering brand loyalty, and contributing to the long-term sustainability of the business.

5. **Participating in Marketing Activities with Krungsri Ayudhya Cards** *Under the campaign "Save on Every Journey, Redeem 10% Cash Back" when tapping your card to pay tolls at the Don Mueang Tollway and redeeming points within the same month. This campaign runs from January 1st to December 31st, 2024, through the UCHOOSE application. Terms and conditions are as specified by Bank of Ayudhya.



6. Public Relations Plan for Toll Collection at New Rates as Stipulated in the Concession Agreement

The company has implemented toll collection at the rates specified in the concession agreement, effective from December 22, 2024. These new rates are in accordance with the Memorandum of Agreement to Amend the Concession Agreement No. 3/2550, dated September 12, 2007, which stipulates that toll rates are to be adjusted every 5 years. The rates have been approved by the Department of Highways, Ministry of Transport, as appropriate and calculated according to fair criteria.

To create understanding and minimize the impact on users, the company planned and implemented public relations efforts to communicate information about the toll rate adjustment six months in advance of its effective date. These efforts utilized various communication channels, including:

- National newspaper news agencies
- Public relations materials at toll plazas
- The company's online channels, including the website, Facebook, and LINE Official Account

This advance public relations effort helped ensure that users received comprehensive information and could plan their journeys effectively. The company remains committed to transparent communication and listening to feedback from all stakeholders.



In addition, the company is committed to building strong and sustainable relationships with customers through ongoing engagement activities and the provision of benefits. The operational guidelines are as follows:

- Happy Birthday Activity: Providing DMT members with accumulated points every month on their birthdays to create a positive impression and strengthen customer relationships.
- Customer Appreciation Activity: Organizing the 2nd Tollway Rally Thank You User event to express gratitude to customers for their continued support.
- Prize Campaign: Offering customers the opportunity to win special prizes, such as free use of an electric vehicle for 3 years, gold prizes, travel trips, and other prizes with a total value of over 3.1 million baht.

These activities and campaigns reflect the company's intention to promote positive customer experiences while also promoting the efficient use of resources, such as supporting the use of electric vehicles to reduce environmental impact and creating sustainable value for all stakeholders.



The company is implementing measures to help alleviate customers' expenses by offering a 10% discount on toll fee coupons, which is an additional discount from the usual rate. These coupons will be available for purchase from November 11 to December 21, 2024, at the following locations:

- Don Muang Tollway Operation Center Building: Open Monday to Friday from 8:00 AM to 5:00 PM.
- Future Park Rangsit Shopping Mall, 2nd Floor (Robinson Wing): Open daily from 11:00 AM to 8:00 PM.
- Chaeng Watthana Government Complex, Building B, 1st Floor: Open Monday to Friday from 7:00 AM to 3:00 PM.

Additionally, the company is promoting the use of the automatic toll collection system by offering 4x reward points to DMT members who pay toll fees using an M-Pass or Easy Pass during the same period. This initiative aims to enhance customer value while encouraging the use of convenient, efficient digital services and reducing traffic congestion at toll booths.

[illegible]

7. Personal Data Protection

The company places great importance on the protection of customers' personal data and strictly complies with the Personal Data Protection Act (PDPA) to ensure data security. The company has implemented the following measures:

- Obtaining customer consent for the use of personal data when registering as a new member in the DMT system.
- Allowing customers to manage their preferences for receiving information and adjusting their consent settings independently through the Loyalty Program on the Line Official Account.
- Enabling customers to modify or withdraw their consent at any time to align with their needs and convenience.

These measures are part of the company's sustainable business practices, emphasizing privacy rights and fostering trust among all stakeholders.

8. Responsible Marketing and Advertising Practices^(GRI 417-1)

The company recognizes the importance of brand communication and marketing activities, as well as their potential impacts on the environment and society. Therefore, it is committed to conducting operations with ethics, integrity, transparency, and fairness to deliver value and build trust among all stakeholders. The company adheres to responsible marketing practices, guided by the following principles:

1. Accuracy, Completeness, and Transparency in Marketing Communications

- Marketing campaigns must provide accurate, complete, and straightforward information without distorting facts, ensuring clear objectives.
- Strict compliance with laws, regulations, government agency requirements, and social norms.
- Honest and ethical representation of services without exaggeration, ensuring that reviews and advertisements reflect true and verifiable information.

2. Communication on Social and Environmental Issues

- Marketing and brand communication activities must be transparent, aiming to provide a correct understanding of the company's social and environmental impacts.
- Avoid making misleading claims that could result in consumer misunderstanding.

3. Sensitivity to Ethical Considerations

- Marketing campaigns must respect social, cultural, religious, political, and gender diversity.
- Avoid exploiting the vulnerabilities of target groups, such as children, the elderly, persons with disabilities, and those lacking educational opportunities.

4. Fair Competition and Respect for Stakeholders

- No dissemination of false or misleading information about competitors in the same industry.
- Promote fair competition in accordance with concession agreements and sustainable business practices.

5. Governance and Oversight

The Corporate Communications and Social Engagement Department, along with the Business Development and Sustainability Strategy Division, is responsible for implementing these practices. Senior executives oversee compliance with these principles to ensure strict adherence. This policy reflects the company's commitment to business sustainability, alongside social and environmental responsibility, to benefit all stakeholders in the long term.

Plan to build engagement with future toll users

Customer groups by types of vehicle	Needs/ Expectations	Relationship Building	Frequency
1. Type 1 (4-wheel) vehicles -Cash -Coupon -EMV -QR Code -ETC system 2. Type 2 (more than 4-wheel) vehicles -Cash -EMV -QR Code -ETC Regular and non-regular tollway users , including future customers (people using routes along tollways)	Quality service	<ul style="list-style-type: none"> ■ Customer Orientation Training: Conduct training programs to enhance employees' understanding of customer-centric principles. The training will focus on understanding, anticipating, and responding to customer needs and satisfaction, both internally and externally. The goal is to elevate service standards with attentiveness, creating a positive impression and ensuring customer satisfaction. Employees will be encouraged to foster long-term relationships with customers by delivering memorable and sustainable experiences. ■ Personality Development Training: Provide training for toll collection staff, traffic management staff, and rescue personnel on aspects such as professional appearance, verbal and non-verbal communication, tone of voice, and body language. The objective is to create a positive first impression, leading to increased customer satisfaction and word-of-mouth recommendations. ■ Traffic Management Training: Train traffic management staff to facilitate smooth traffic flow 	Every year



Customer groups by types of vehicle	Needs/ Expectations	Relationship Building	Frequency
		<p>and maintain safety, ensuring that road users feel confident in the safety of using the Utraphimuk Expressway.</p> <ul style="list-style-type: none"> ■ Rescue Assistance Training: Train rescue and tow truck staff to efficiently assist road users, further strengthening their trust in the safety of the Utraphimuk Expressway. ■ Traffic Communication and Public Awareness: Provide clear and accessible information on traffic conditions, emergency reporting channels, response procedures, and rescue service standards. A mobile application will be introduced, allowing customers to track real-time information and report incidents conveniently. ■ Develop and enhance services through innovation to accommodate the lifestyle of elevated road users. This includes automated and contactless toll payment options, a mobile application for real-time updates on traffic conditions, incident reporting, and facility information for electric vehicles, as well as the expansion of multi-smart payment options for toll payments, which is currently under study for implementation in 2024–2025. 	
	Toll fee	<ul style="list-style-type: none"> ■ Communicate the Value of Time, emphasizing the importance of making the most of one's time effectively. 	Every years
		<ul style="list-style-type: none"> ■ Share information on fuel consumption and emissions when comparing the use of the elevated tollway versus surface roads. This aims to help both current and future road users understand the benefits of saving fuel costs and travel time, while also contributing to reducing air pollution—all in 	Every year



Customer groups by types of vehicle	Needs/ Expectations	Relationship Building	Frequency
		<p>alignment with the company's slogan "A choice that values...your time."</p> <ul style="list-style-type: none"> ■ Sell 5% discount coupons. 	
	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. ■ Build a network of partnerships with businesses in the same industry as well as other industries to exchange benefits and privileges, maximizing value for customers. 	Every year

Section 4 : Sustainability Performance Table

Economic Performance

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
GRI 201-1		Toll revenue	MB	2,047	1,202	1,832	2,325	2,458
		Profit for the year	MB	791	404	781	1,003	899
		Dividends paid per share	Baht	0.15	0.57	0.50	1.93	0.83
		Employee salary and compensation	MB	186.25	165.36	185.76	212.85	249.40
		Interest and financial costs paid to borrowers	MB	106.87	24.19	2.04	22.42	20.59
		Tax expense	MB	197.86	85.01	196.46	251.60	230.96
		Total amount used on projects or activities for community/society development	Baht	19,859,000	18,530,000	18,483,000	18,443,000	18,523,000
		The budget allocated for research and development (R&D) expenses.	MB	-	-	-	-	2.25
GRI 201-3		Payment for provident fund	MB	6.835	6.575	5.881	7.354	7.843

Customer Responsibility (tollway users)

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
GRI 102-43	Goals 16	Number of customer data leaks	cases	0	0	0	0	0
GRI 418		Number of incidents or complaints on consumer rights violations	cases	0	0	0	0	0

Responsible marketing and advertising

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
GRI 417-3	Goals 3	Number of complaints on marketing communications	cases	0	0	0	0	0
GRI 2-27		Number of cases in compliance with the laws	cases	0	0	0	0	0

Environmental Performance

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
GRI 2-27		Number of cases or incidents violating laws or creating environmental impacts	cases	-	0	0	0	0
		Value of damages or fines from violating laws or creating environmental impacts	Baht	-	0	0	0	0



GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
Energy management								
GRI 302-1	Goals 7	Energy consumption	kWh	4,816,043	4,712,994	4,780,391	4,723,248	4,119,753
		Fuel consumption						
		- Benzene Gasohol	Liter	49,597	32,600	41,954	36,871	18,532
		- Diesel	Liter	134,290	105,548	124,907	136,787	134,472
		- LPG	Kg	1,440	1,182	919	2,250	300
		Renewable energy consumption (solar)	kWh	-	-	-	96,814.73	431,974
		Energy management goal	ร้อยละ	-	▼ 10	▼ 10	▼ 10	▼ 30% /2562
		Carbon intensity	kWh/million users	125,135	122,458	124,209	122,724	100,571
Water management								
GRI 303-5	Goals 6	Water consumption	m³	13,942	12,101	12,108	15,888	14,377
		Water consumption goal	%	-	-	-	▼ 5	▼ 10% /2566
		Water intensity	m³/million users	405.88	588.88	393.86	412.82	350.97
		Recycled water	m³	-	-	-	2.3**	58.913
		Proportion of recycled water	%	-	-	-	0.01	0.41
Trash and waste management								
GRI 306-3	Goals 12	Amount of trash and waste	kg	-	-	22,910	25,881	27,723
		Trash and waste management goal	%	-	-	▼ 20	▼ 20	▼ 20% Compare to 2023
GRI 306-4		Amount of reused and/or recycled trash and waste	kg	-	-	3,366	5,478	3,339
Greenhouse gas management								
GRI 305-3	Goals 13	Total greenhouse gas emissions of Scope 1 and Scope 2	tCO ₂ e	3,133	2,651	2,848	2,869	2,522
		Greenhouse gas management goal	%	-	-	▼ 15	▼ 15	▼ 30%
		Total greenhouse gas emissions of Scope 1, Scope 2, and Scope 3	tCO ₂ e	3,148	2,663	3,463	3,504	3,059
GRI 305-4		Carbon intensity	tCO ₂ e/million users	91.64	129.59	112.65	91.04	79.48
		Number of Utraphimuk Expressway users	million users	34.35	20.55	30.74	38.49	40.96

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		2024		
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GRI 2–7 GRI405–1	Goal 8	Total number of employees	person	444		416		382		373		354		
		Number of employees	person	220	224	204	212	184	184	192	181	184	170	
		Number of employees divided by contract type												
		Permanent	person	220	224	204	212	196	186	192	181	184	170	
		Contract	person	0	0	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	6	9	
		30–50 years	person	139	158	132	151	124	129	116	118	114	109	
		> 50 years	person	61	40	62	45	61	46	65	52	64	52	
		Number of employees divided by level												
		Top management	person	4	1	4	1	4	2	4	2	7	3	
		Middle management	person	10	10	8	10	9	10	9	9	8	6	
		Junior management	person	9	9	9	10	10	8	14	10	12	10	
		Operational level (non–executive)	person	197	204	183	191	173	166	165	160	157	151	
		Number of employees divided by line of work												
		Managing Director’s Office	person	20	25	20	26	39	28	38	30	19	22	
		Business & Finance	person	10	24	10	24	10	20	10	20	9	18	
		Operations	person	190	175	174	162	147	138	144	131	156	130	
		Number of employees divided by their hometown												
		Bangkok Metropolitan Area	person	144	148	132	138	129	123	129	123	128	124	
		Central region	person	21	23	21	24	19	21	18	21	13	13	
		Northeast region	person	37	33	36	30	32	27	31	27	30	24	
		South region	person	5	9	3	9	4	7	2	5	2	5	
		North region	person	7	4	6	3	6	2	6	3	5	2	
		East region	person	4	6	4	7	3	5	3	2	3	2	
		West region	person	2	1	2	1	3	1	3	0	3	0	
		Diversity, Equality												
		Middle and operational level management	(female :male)	10	10	8	10	9	10	9	9	8	6	
		Non–executives	(female :male)	197	204	183	191	173	166	165	160	157	151	
Employment														
GRI401–1(a)	Goals 5	New employees												
	Goal10	All new employees	person	11		4		11		29		20		
				4	7	1	3	9	2	16	13	10	10	
		New employees divided by age												
		< 30 years	person	3	6	1	2	4	2	6	7	1	7	
		30–50 years	person	1	1	0	1	5	0	10	6	9	3	
		> 50 years	person	0	0	0	0	0	0	0	0	0	0	



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023		2024	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
		New employees divided by level											
		Top management	person	0	0	0	0	0	0	0	0	1	0
		Middle management	person	0	0	0	0	1	0	0	0	1	0
		Junior management	person	0	0	0	1	1	0	3	3	0	0
		Operational level (non– executive)	person	4	7	1	2	9	0	13	10	8	10
		New employees divided by line of work											
		Managing Director’s Office	person	0	3	0	3	3	1	6	6	2	0
		Business & Finance	person	0	0	1	0	1	0	0	1	0	0
		Operations	person	4	4	0	0	5	1	10	6	8	10
		Number of employees divided by their hometown											
		Bangkok Metropolitan Area	person	3	5	0	0	7	1	13	9	9	8
		Central region	person	0	1	0	0	0	1	0	3	0	0
		Northeast region	person	1	0	1	1	0	0	1	0	1	0
		South region	person	0	0	0	1	1	0	0	0	0	1
		North region	person	0	0	0	0	0	0	1	1	0	0
		East region	person	0	1	0	1	0	0	0	0	0	1
		West region	person	0	0	0	0	1	0	1	0	0	0
GRI401– 1(b) GRI 407	Goals 8	Employee resignation											
		Total of voluntary employee resignation (self–resignation)	person	32		32		45		38		37	
				8	24	17	15	17	28	20	18	16	21
		Voluntary resignation divided by age											
		< 30 years	person	1	9	4	6	2	7	6	4	2	7
		30–50 years	person	7	11	8	7	7	15	8	9	3	7
		> 50 years	person	0	4	5	2	8	6	6	5	11	7
		Voluntary resignation divided by length of service											
		< 4 months	person	2	3	0	0	0	1	7	1	0	4
		1–3 years	person	2	8	4	5	2	8	1	0	2	2
		3–5 years	person	1	1	3	1	3	3	2	3	0	1
		5–10 years	person	1	5	2	1	1	5	2	4	0	0
		> 10 years	person	2	7	8	8	11	11	8	10	13	9
		Lay–off	person	0	0	0	0	0	0	0	0	1	1
		Retirement	person	2		7		1		8		8	
				2	0	3	4	0	1	7	1	7	1
		Employee resignation by place of residence											
		Bangkok and Metropolitan Region	person	13		22		27		23		21	
		Central	person	7		1		4		2		8	
		Northeast	person	10		6		7		7		6	
		South	person	2		3		2		2		1	
		North	person	0		0		2		0		2	
		East	person	0		0		3		2		1	



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023		2024	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
		West	person	0		0		0		2		0	
		Turnover rate											
		Ratio of voluntary resignation	%	7.21		7.69		11.78		10.19		10.45	
Employee engagement													
GRI 402	Goals 8	Employee engagement											
		Level of employee engagement	%	–		–		62.79		71.75		73.20	
		Employee engagement divided by level											
		Top management (CEO, MD, Deputy Managing Director, and Assistant Managing Director)	%	–		–		100		100		72.00	
		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)		72.82	
		Operational Level (non-executives)	%	–		–		61.03					
		Employee engagement divided by line of work											
		Managing Director’s Office	%	–		–		67.26		76.91		76.81	
		Business & Finance	%	–		–		71.10		69		69	
Operational	%	–		–		62.62		73.56		71.42			
401–3(a)		Maternity Leave											
		Number of employees entitled to parental leave/maternity leave	person	5		1		2		1		2	
401–3(b)		Number of employees used parental leave/maternity leave	person	5		1		2		1		2	
401–3(c)		Number of employees returned after parental leave/maternity leave	person	5		1		2		1		2	
401–3(e)		Return rate of employees after parental /maternity leave	%	–		–		100		100		100	



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023		2024	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
401-3(e)		Return rate of employees after parental leave/maternity leave	%	-		-		-		100		100	
GRI 405-2		Employee remuneration											
		Total amount of employee remuneration	MB	186.25		165.36		185.76		212.85		208.16	
		Percentage of employees who are provident fund members	%	69.82		69.71		68.06		64.08		78.25	
404-1(a)		Personnel development											
		Number of organized training courses	courses	73		89		174		178		152	
		Amount of training costs per person	Baht/person /year	1,273		813		3,314		5,438		9,790	
		Number of employees participated in various training courses	person	454		425		391		370		353	
		Number of participated employees divided by level											
		Top management	person	5		5		6		6		5	
		Middle management	person	20		18		19		18		17	
		Junior management	person	18		19		18		24		22	
		Operational level (non-executives)	person	401		374		339		325		308	
		Average number of training hours											
		Average number of training hours per person per year	hours	9.86		18.05		35		61.46		56	
		Number of hours per female and male employee		-		-		-		-		59	52
		Average hours per employee group											
		Senior Executives	hours	15		81		95		191		99	
		Middle Management	hours	13		47		77		156		96	
		Junior Executive	hours	22		64		133		208		124	
		Operational staff (non-executive)	hours	9		14		27		52		48	
		Satisfaction of participated employees	%	87		80		82		85		97.5	
		Employee complaints on labor practices											
GRI 407		Number of employee complaints on labor practices	cases	0		0		0		0		1	
		Number of resolved complaints	cases	0		0		0		0		1	
		Number of complaints currently being processed	cases	0		0		0		0		0	



GRI Standards	SDGs	Topic	Unit	2020		2021		2022		2023		2024	
				Male	Female	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	2	1
		Promote careers for people with disabilities, Section 35	person	2		2		2		2		2	
		older person	person	-		-		-		1		1	

Management of safety, occupational health and working environment

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
GRI 403-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	50
GRI 403-9(a)		Work injuries						
		Fatality	person	0	0	0	0	0
		High-consequence	person	0	0	0	0	0
		Recordable	person	3	1	3	1	0
		LTIFR	person	3	1	3	1	0
		Number of working hours	hour	1,076,548.05	979,354.32	949,537.89	841,105.73	2,585,088
		Fatality						
		Fatality rate per 200,000 working hours	day	0.00	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	0.00
		LTIFR						
		Lost Time Injury Frequency Rate (LTIFR) per 200,000 working hours	day	0.56	0.20	0.63	0.24	0.00
		LTIFR per 1,000,000 working hours	day	2.79	1.02	3.16	1.19	0.00
GRI 403-9(b)		Occupational health and safety						
		Injuries caused by contractors	cases	0	0	0	0	0
		Fatality	cases	0	0	0	0	0
		Recordable	cases	0	0	0	0	0
		LTIFR	cases	0	0	0	0	0
GRI 403-10(a)		Occupational illness of employees						
		Fatality	cases	0	0	0	0	0
		Recordable	cases	0	0	0	0	0
		Occupational Illness Frequency Rate (OIFR)						
		OIFR per 200,000 working hours	cases	0	0	0	0	0



GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
		OIFR per 1,000,000 working hours	cases	0	0	0	0	0
403-10 (b)		OIFR caused by contractors	cases	0	0	0	0	0
		Fatality	cases	0	0	0	0	0
		Recordable	cases	0	0	0	0	0
		Overall occupational Illness Frequency Rate (OIFR)						
		OIFR per 200,000 working hours	cases	0	0	0	0	0
		OIFR per 1,000,000 working hours	cases	0	0	0	0	0

Community/social responsibility

GRI Standards	SDGs	Topic	Unit	2020	2021	2022	2023	2024
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	0
		Number of disputes with community/society	cases	0	0	0	0	0


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, 2024 to December 31, 2024.

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	6		
	2-2 Entities included in the organization's sustainability reporting	3		
	2-3 Reporting period, frequency and contact point	3		
	2-4 Restatements of information	3		
	2-5 External assurance	3		
	2-6 Activities, value chain and other business relationships	6, 10		
	2-7 Employees	6, 132	8, 10	
	2-8 Workers who are not employees	-		
	2-9 Governance structure and composition	25	5, 16	
	2-10 Nomination and selection of the highest governance body	AR-P.174	5, 16	
	2-11 Chair of the highest governance body	25, AR-P.192	16	
	2-12 Role of the highest governance body in overseeing the management of impacts	11	16	
	2-13 Delegation of responsibility for managing impacts	15, AR-P.147		
	2-14 Role of the highest governance body in sustainability reporting	3, 15		
	2-15 Conflicts of interest	AR-P.245-246	16	
	2-16 Communication of critical concerns	28		
	2-17 Collective knowledge of the highest governance body	AR-P.175, 235-236	4	
	2-18 Evaluation of the performance of the highest governance body	AR-P.175, 237-238		
	2-19 Remuneration policies	AR-P.215, 239-241		
	2-20 Process to determine remuneration	AR-P.215, 239-241		
	2-21 Annual total compensation ratio	AR-P.242	8	
	2-22 Statement on sustainable development strategy	4, 5		
	2-23 Policy commitments	7, 8		
	2-24 Embedding policy commitments	15-17		
	2-25 Processes to remediate negative impacts	11-14		
	2-26 Mechanisms for seeking advice and raising concerns	24-25, 27-28	16	
	2-27 Compliance with laws and regulations	24-25	16	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
	2-28 Membership associations	6		
	2-29 Approach to stakeholder engagement	11-14	8	
	2-30 Collective bargaining agreements	6, 9	8	
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	18		
	3-2 List of material topics	3,19-20		
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	23		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	130	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	-		
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	AR-P.18-20		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	AR-P.18-30		
	203-2 Significant indirect economic impacts	130, AR-P.6		
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	46-48		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	49	5, 8	
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	27-28, AR-P.247		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	AR-P.133-135	16	
	205-2 Communication and training about anti-corruption policies and procedures	AR-P.247-252	16	
	205-3 Confirmed incidents of corruption and actions taken	29	16	
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	AR-P.72		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	AR-P.72, 181		
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Link		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
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.303		
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	71, AR-P.53-69		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	131	8, 12	
	301-2 Recycled input materials used	76-77, 113-114		
	301-3 Reclaimed products and their packaging materials	-		Not applicable
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	71-72	7, 8, 12, 13	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	72-73	7, 8, 12, 13	
	302-2 Energy consumption outside of the organization	-		
	302-3 Energy intensity	131	7, 8, 12, 13	
	302-4 Reduction of energy consumption	72, 131	7, 8, 12, 13	
	302-5 Reductions in energy requirements of products and services	66	7, 8, 12, 13	
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	73		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	73	6, 12	
	303-2 Management of water discharge-related impacts	74, 69-70		
	303-3 Water withdrawal	131	6	
	303-4 Water discharge	69-79	6	
	303-5 Water consumption	131	6	
Biodiversity				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		Information unavailable/incomplete
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	-		
	304-2 Significant impacts of activities, products and services on biodiversity	-		
	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	51-54		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	58, 131	3, 12, 13, 14, 15	
	305-2 Energy indirect (Scope 2) GHG emissions	58, 131	3, 12, 13, 14, 15	
	305-3 Other indirect (Scope 3) GHG emissions	58, 131	3, 12, 13, 14, 15	
	305-4 GHG emissions intensity	58, 131	13, 14, 15	
	305-5 Reduction of GHG emissions	58-59	13, 14, 15	
	305-6 Emissions of ozone-depleting substances (ODS)	-		Information unavailable/incomplete
	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	76		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	76-77	3, 6, 11, 12	
	306-2 Management of significant waste-related impacts	76-77	3, 6, 8, 11, 12	
	306-3 Waste generated	131	3, 11, 12	
	306-4 Waste diverted from disposal	131	3, 11, 12	
	306-5 Waste directed to disposal	131	3, 11, 12	
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	47-48		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	49-50	12, 16	
	308-2 Negative environmental impacts in the supply chain and actions taken	49-50	12, 16	
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, AR-P.218-219		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	132-133	5, 8, 10	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	AR-P.218-219	3, 5, 8	
	401-3 Parental leave	134	5, 8	
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	79-80		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-		Information unavailable/incomplete
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	92-93		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	93	8	
	403-2 Hazard identification, risk assessment, and incident investigation	93-95	3, 8	



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
	403-3 Occupational health services	95-96	3, 8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	97-98	8, 16	
	403-5 Worker training on occupational health and safety	98-99	8	
	403-6 Promotion of worker health	96-97	3	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	100	8	
	403-8 Workers covered by an occupational health and safety management system	97-98	8	
	403-9 Work-related injuries	136	3, 8, 16	
	403-10 Work-related ill health	136-137	3, 8, 16	
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	83-84		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	135	4, 5, 8, 10	
	404-2 Programs for upgrading employee skills and transition assistance programs	84-87	8	
	404-3 Percentage of employees receiving regular performance and career development reviews	AR-P.220-221	5, 8, 10	
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	83		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	132, AR-P.190	5, 8	
	405-2 Ratio of basic salary and remuneration of women to men	AR-P.216	5, 8, 10	
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	79		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	79, AR-P.217-218		
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, 83, AR-P.217-218		
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	-		
Child labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, AR-P.218-219		
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	-		
Forced or compulsory labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	79, AR-P.218-219		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	-		



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	SDGs	Remark
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	92-93		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	86-87, 98-99		
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	101-103		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	104-115	8	
	413-2 Operations with significant actual and potential negative impacts on local communities	-	8	
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	47-48		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	49		
	414-2 Negative social impacts in the supply chain and actions taken	49-50		
Public policy				
GRI 3: Material Topics 2021	3-3 Management of material topics	-		
GRI 415: Public Policy 2016	415-1 Political contributions	-		Information unavailable/incomplete
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	116-117		
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