



Sustainability Report 2025

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 our stakeholders. Consequently, the Company has prepared this 3rd consecutive Sustainability Report, published separately from the Annual Report (Form 56-1 One Report). The purpose of this report is to communicate and disclose essential information regarding the Company’s sustainability development, covering our economic, environmental, and social performances^(GRI 3-2). This standalone format ensures that all stakeholder groups can access relevant information conveniently and efficiently. The reporting boundary covers the Company’s operations from January 1, 2025, to December 31, 2025^(GRI 2-3).

Guidelines for Report Preparation

The Company prepared the 2025 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).

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

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 Elevated Tollway, 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 2025, 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>.



Message from the Chief Executive Officer

In 2025, the Company remained steadfast in its commitment to conducting business for sustainable growth, guided by the ESG (Environment, Social, and Governance) framework. We are dedicated to the principles of good corporate governance, transparent management, and creating value for society and the environment under the concept “DMT Good Company: Doing good for the world, doing good for us”. We have focused on developing services that cater to all road users’ needs, offering versatile payment options including cash, credit cards, electronic payments (EMV), and toll coupons, alongside the Easy-Pass and M-Pass (ETC systems) which have been studied and certified for their role in reducing greenhouse gas (GHG) emissions for our users. Furthermore, the Company continues to reduce its own operational carbon footprint by supporting clean energy initiatives, such as installing EV Charging Stations to accommodate the growing number of electric vehicle users and implementing Green Building concepts within our office facilities. Moreover, the Company is committed to elevating its corporate governance to align with international standards, complemented by comprehensive risk management. We prioritize extending our transparent business network to our partners, which led to our certification in the CAC Change Agent 2025 project. Due to our unwavering dedication to driving a sustainable business, the Company has once again been selected for the sustainable stock list, achieving an “AA” SET ESG Rating and receiving the “Excellent” (5-Star) CGR rating for the third consecutive year. In terms of business expansion, the Company has invested in the digital sector by establishing a new subsidiary, Alpha DMTech Co., Ltd., to provide digital payment systems, smart traffic and safety management, and asset management systems, ensuring stable and sustainable growth.

The Board of Directors also maintains a policy of consistent dividend payments, as in previous years, and is committed to continuous business expansion to maximize shareholder benefits while modernizing transportation technology.

On behalf of the Chief Executive Officer of Don Muang Tollway Public Company Limited, I would like to express my gratitude to the Board of Directors, management, and all employees for their support and for being the driving force behind our sustainable operations. I also extend my sincere thanks to all stakeholders for their continued trust and support. The Company remains dedicated to further enhancing our operations to achieve our defined sustainability goals.



(Mr. Thanin Panichewa)
Chief Executive Officer



Message from the Managing Director

In 2025, the Company continued to drive its operations in accordance with our vision: “To lead in transportation and related sectors with a sustainable, efficient, and modern management approach”. We have steered the organization under a 5-year Sustainability Business Plan (2025–2029), focusing on strengthening operational stability alongside sustainable development across all dimensions—economic, social, and environmental.

Despite the challenges posed by a slowing economy, rapid technological change, and rising stakeholder expectations, the Company has pursued strategies to enhance service quality while ensuring convenience, speed, and safety. We have also enhanced operational efficiency through digital technology, process improvements, and effective cost management to maintain competitiveness and generate balanced long-term returns.

In the same year, a severe earthquake occurred in Bangkok and its vicinity—an unprecedented event in Thailand. Nevertheless, thanks to the Company’s robust Business Continuity Plan (BCP), which encompasses emergency management, systematic communication, and clearly defined roles and responsibilities, the situation was managed promptly and effectively. This ensured no impact on service continuity, reflecting the organization’s readiness to cope with unforeseen risks and our primary commitment to the safety of both toll road users and employees.

The Company prioritizes operating under a framework of Good Corporate Governance and strict anti-corruption measures (Governance). This is balanced with responsible environmental impact management (Environment), efficient resource utilization, and the promotion of sustainable development. Furthermore, we ensure fair treatment for all stakeholder groups (Social), particularly through developing personnel potential to work with modern technology, fostering a safety culture in the workplace, and elevating service standards to build social trust.

The Company recognizes that business growth must proceed in tandem with social and environmental responsibility, comprehensive risk management, and the creation of balanced and sustainable value for all stakeholders.

On behalf of the Managing Director, I would like to express my gratitude to the Board of Directors, shareholders, employees, partners, regulatory agencies, and all stakeholders for your continued trust and support. The Company is ready to move forward with stability, transparency, and sustainability to create meaningful long-term growth.

A handwritten signature in blue ink, appearing to read 'Dr. Sakda Panwai'.

(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 company is a private concessionaire granted the right by the Department of Highways, Ministry of Transport, to fund, invest in, design, construct, operate, and maintain the **Utraphimuk Elevated Tollway** from Din Daeng to the National Memorial under a highway concession contract. The total concession length is approximately 21 kilometers. The expressway facilitates travel between Bangkok and the surrounding northern areas and serves as a key route to the upper central, northern, and northeastern regions.

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

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

Registered capital: Baht 6,142,410,560.00

Number of employees: 328 (as of 31 December 2025) ^(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.
- We will seek opportunities to create sustainability through the development of businesses beyond the core tollway operations, ensuring they provide value and remain aligned with evolving consumer behaviors.



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.

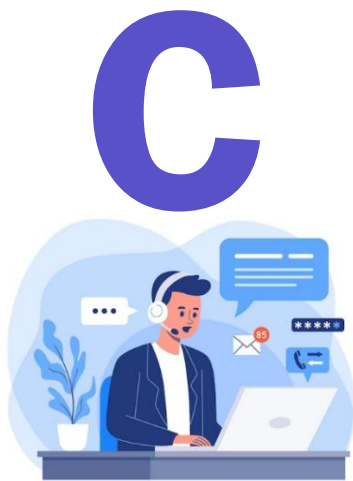
A = Achievement Motivation

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 and collaboration through mutual support, job coaching, fair 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 Elevated 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 Elevated 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.

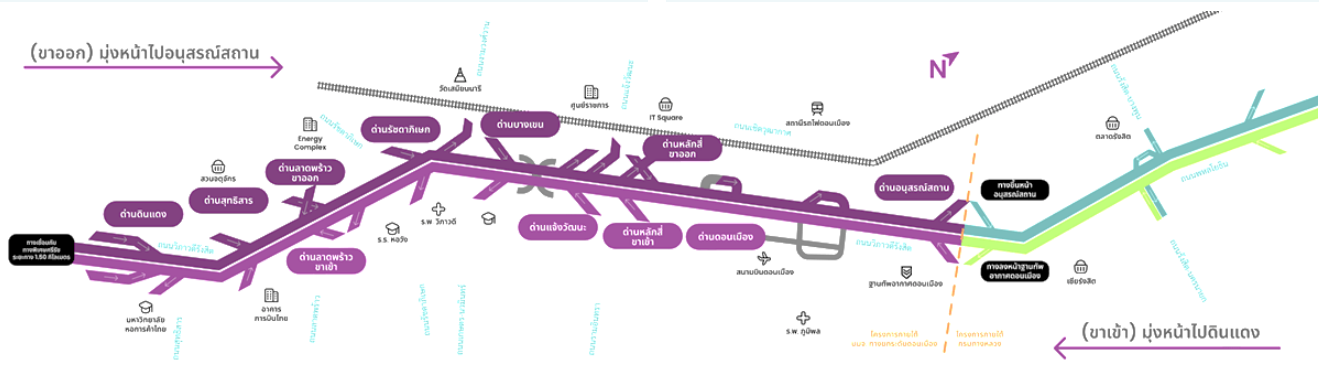
The objective of constructing the Utraphimuk Elevated Tollway was to alleviate traffic congestion on Vibhavadi Rangsit and Phahonyothin roads. In the first phase, the Department of Highways launched a project to widen Vibhavadi Rangsit Road in order to accommodate the growing traffic volume to Don Mueang Airport. However, widening the road was not feasible because the area was densely populated, with many houses located along the roadside. As a result, the Department of Highways proposed constructing an elevated road above the existing one, using the median strip to support the structure. At that time, however, the Department of Highways had an insufficient budget, so the private sector was invited to participate in the project through a bidding process. DMT won the bid and has managed the tollway ever since.

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

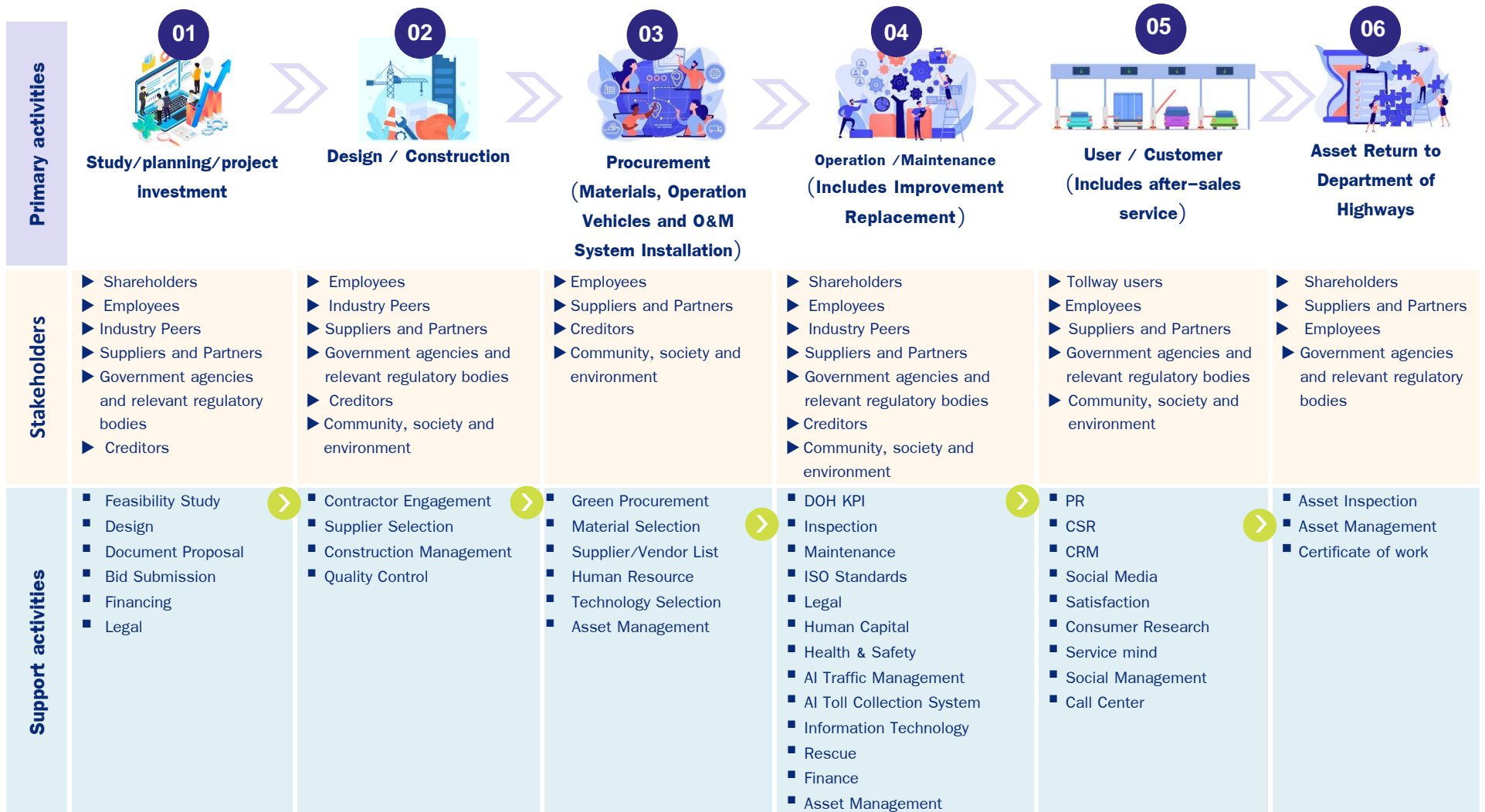
Northern Extension Section
 from km 21+100 at Don Muang to km 26+700 at the National Memorial Monument, extending the Original Tollway by

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’ Stakeholders** ^(GRI 2-12)


Every stakeholder group is vital to the Company’s business operations and plays an important role in its sustainable growth. Therefore, the Company places great importance on considering stakeholders’ opinions as part of its organizational development. The roles of each stakeholder group ^(GRI 2-29) are assessed and analyzed based on the impacts of the Company’s operations. Stakeholders are classified into eight groups: government agencies and relevant regulatory bodies, shareholders, employees, tollway users, suppliers and partners, creditors, companies in the same industry, and communities, society, and the environment.

The Company emphasizes engagement with all stakeholder groups in order to understand their expectations and concerns. As a result, two-way communication channels have been established to promote knowledge and mutual understanding between the Company and its stakeholders. These channels also provide stakeholders with opportunities to express their opinions, report complaints or whistleblowing matters, and share feedback through various channels such as email, telephone, and letters. The Company collects this feedback to further develop and improve its operations for greater efficiency and alignment with sustainable business practices ^(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 ■ Support government policies, such as measures to assist/reduce the cost burden of service users by selling toll discount coupons at a 5% discount rate ■ 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>Shareholders</p> 	<ul style="list-style-type: none"> ■ Provide a tangible and continuous growth on return of investment ■ Develop potential to create business growth ■ Good performance, stock price and dividend at a high level ■ Continuous business expansion ■ Transparency in business operations and good corporate governance of the Company ■ Risk management, joint investment and development 	<ul style="list-style-type: none"> ■ Annual General Meeting of Shareholders ■ Company’s website (under “Investor Relations”) ■ Annual Report (Form 56-1 One Report) ■ Opportunity Day ■ Analyst Meeting ■ Quarterly financial reports ■ Answering investor questions by phone and email ■ Communicate business directions and strategies covering economic, social and environmental dimensions, as well as building confidence in earning income

Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
	<ul style="list-style-type: none"> ■ 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"> ■ 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>Employees</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 users</p> 	<ul style="list-style-type: none"> ■ Value of price ■ Service efficiency ■ Convenience, speed and safety on the route ■ Discounts and promotions, innovation to increase efficiency of the Company's operations 	<ul style="list-style-type: none"> ■ Company website improvement ■ Annual report ■ Complaint channels via Call Center, LineOA, Facebook ■ Activities to thank users ■ Tollway user satisfaction survey ■ Listening through satisfaction surveys via social media, call center, complaint channels, and relationship-building activities, etc. Analyze customer voice data to find ways to build good relationships and create memorable experience for service users. An example of relationship-building activity with customers/users is Engagement rewards program campaign with tollway users. ■ Study ways to enhance service operations with Service Excellence ■ Study ways to create service innovations to increase operational efficiency ■ Communicate and publicize channels for reporting incidents, guidelines and standards for rescue services

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

Stakeholders	Needs/Expectations	Participation Management Guidelines and Strategic projects responsive to stakeholders
<p>Community, Society and Environment</p> 	<ul style="list-style-type: none"> ■ Social and environmental activities such as <ul style="list-style-type: none"> ○ Educational support and development ○ Promotion of health and safety ○ Promotion of quality of life and the environment in the community, creating jobs and income for the community ■ Participation in community activities and organizing social activities for socially disadvantaged group ■ Creating a good and safe environment ■ Cleanliness and safety of areas under the tollway ■ Drug prevention ■ Speed control and traffic discipline on tollway ■ Value of toll price ■ Cleanliness and environment ■ Pollution prevention ■ Effective access to information and public relations. Monitoring of social responsibility operations 	<ul style="list-style-type: none"> ■ Identification of key community targets to carry out social responsibility projects with corporate talents in a long and continuous way in line with the organization’s 5 aspects of social activities. ■ Implementation of social responsibility projects, creating a balance between the implementation of social responsibility in the form of CSR in Process and CSR after Process. ■ Arrange for follow-up to measure performance for reviewing and developing implementation of social responsibility projects. ■ Strategies for social responsibility operations that create recognition, such as the expansion of the 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

Based on the 2025 survey of stakeholder opinions and satisfaction regarding the Company’s operations, the Company found that each stakeholder group had varying levels of impact and influence on the organization. As a result, different management approaches and processes were adopted for each stakeholder group, as shown in the matrix below:





Section 2: Guidelines for Sustainable Development

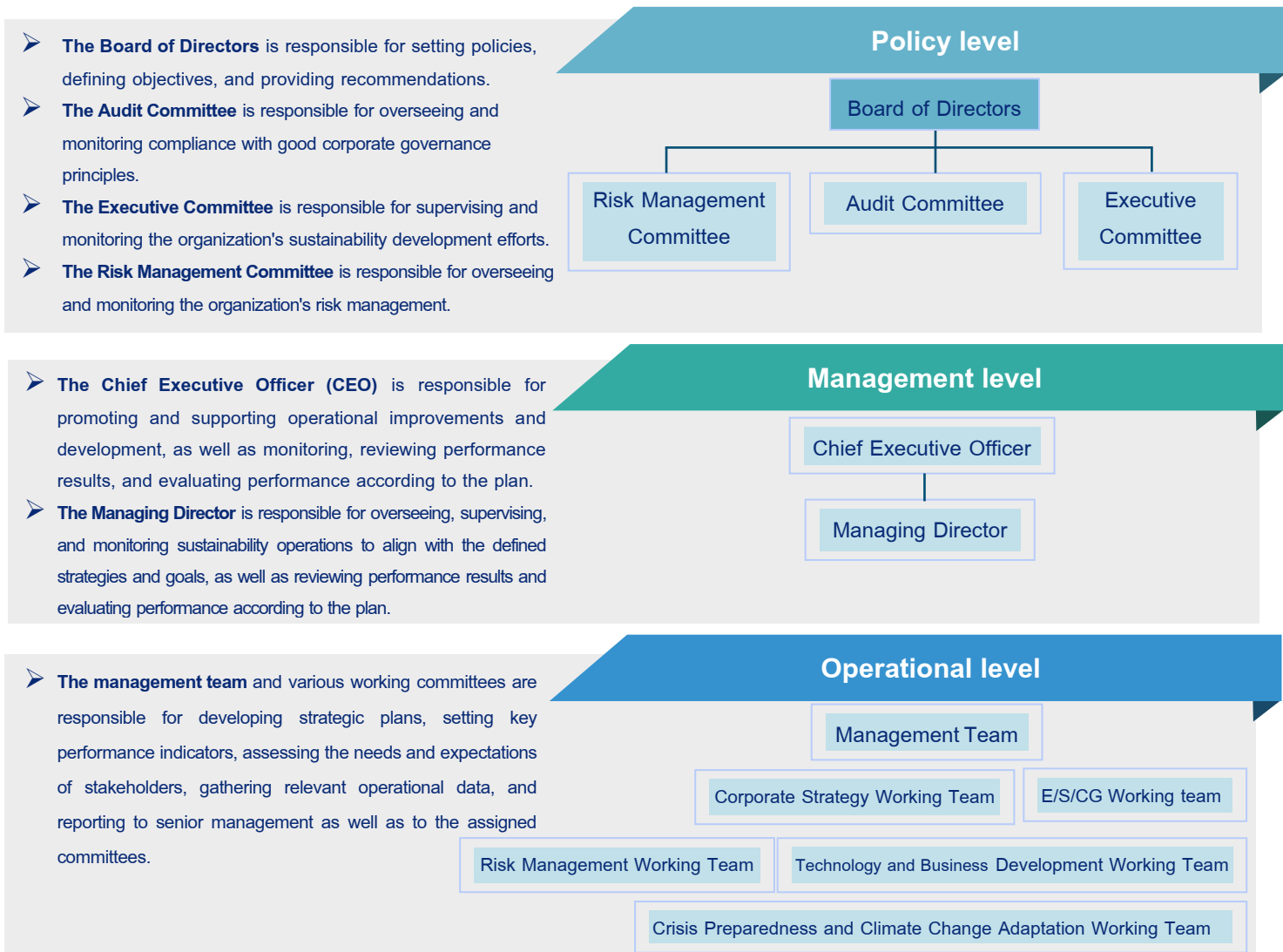
The Company has designated the "ESG in Process" strategy as one of its seven key business strategies under the "3P" framework (People, Planet, Profit) to drive corporate sustainability and enhance business growth while gaining a competitive advantage. This strategy aims to create shared value between 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 Tollway users at the Din Daeng toll plaza and the Main Operation Center, 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 reviewed its management framework, which serves as a vital mechanism for driving internal management across policy, administrative, and operational levels to implement various projects. The Company’s sustainability development approach is aligned with its vision, mission, and core business strategies, integrating ESG as a key strategic pillar. This framework covers all three dimensions—Economic, Social, and Environmental—with the aim of using materiality topics as a guide for setting long-term operational goals. By embedding sustainability into every work process, the Company also ensures its operations respond effectively to the United Nations Sustainable Development Goals (SDGs). The organizational structure for sustainability development is as follows:



**The Company’s full version of organization structure is disclosed in Form 56-1 One Report 2025. 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 adopted a policy of conducting its business in line with sustainable development guidelines that are aligned with its vision, mission, and strategies. ESG is also one of DMT's key strategic priorities, with consideration given to material sustainability issues across three dimensions: economic and governance, social, and environmental. The Company has set guidelines and goals for operations in 3 phases: short term, covering one year; medium term, covering three years; and long term, covering five years. Sustainability has been integrated into the processes of each function and aligned with the United Nations Sustainable Development Goals (SDGs).

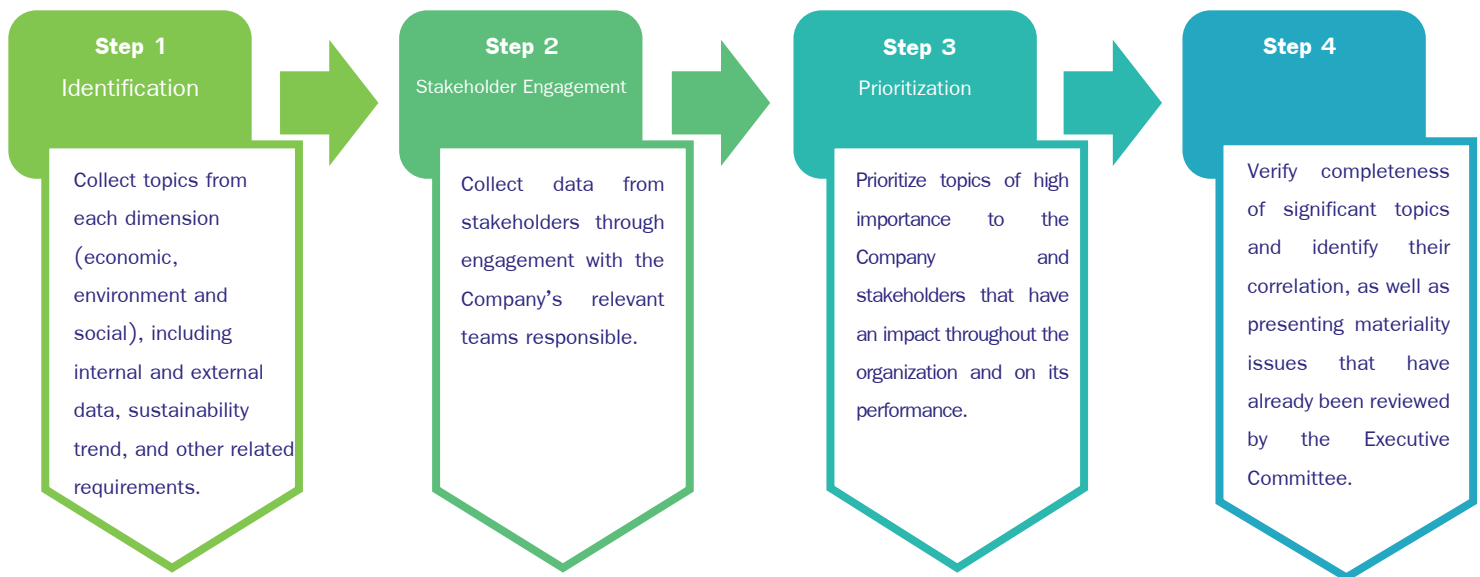
In 2025, the Company remains committed to advancing sustainability initiatives intensively and continuously in order to drive the business forward amid rapid changes at both the domestic and global levels, based on sustainability principles. This serves as an important protective mechanism for the Company through internal control, risk management, and good corporate governance under the framework of the 2025–2029 sustainability business plan, with the objective of creating value and sustainability across the following 3 dimensions:

- 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 places importance on sustainable business operations with the objective of achieving stable growth, sound returns, transparency, accountability, effective risk management, and efficient supply chain management. It conducts its business in strict compliance with applicable laws, rules, and regulations under the principles of good corporate governance (CG), while taking into consideration all stakeholder groups. This enables the Company to achieve its 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 considering 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)

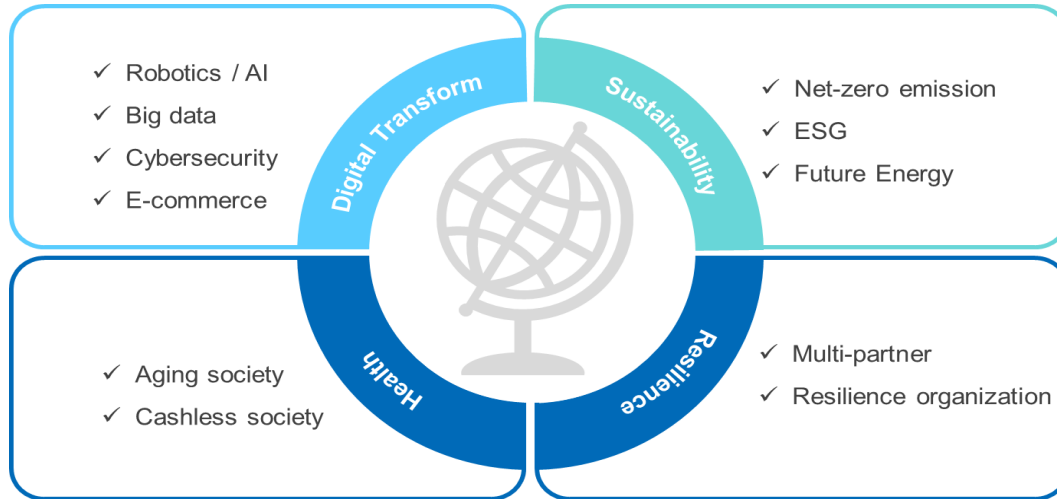


► Prioritization of Materiality Topics

Materiality Topics 2025

Management conducted studies to analyze trends and anticipated changes for the period 2025–2029. The Company has adopted a business development approach aimed at delivering long-term sustainable value. In addition, the organization must adapt to rapid changes in the business environment driven by megatrends. The Company has assessed the alignment of these trends with its business operations, including analyses of internal and external factors using SWOT Analysis and PESTEL Analysis to identify risks and opportunities. These assessments support the formulation of strategies and business plans that respond appropriately to the various challenges arising from both risks and opportunities. The business must continuously adapt and develop in order to survive and achieve stable and sustainable growth, while also taking into consideration the nature of the concession contract, as well as the Company's rights and obligations under the concession agreement, including safeguarding the interests of all stakeholder groups. Over the past year, several megatrends and emerging patterns of change have arisen that are likely to affect the Company's business operations, as follows:

Mega Trends 2025

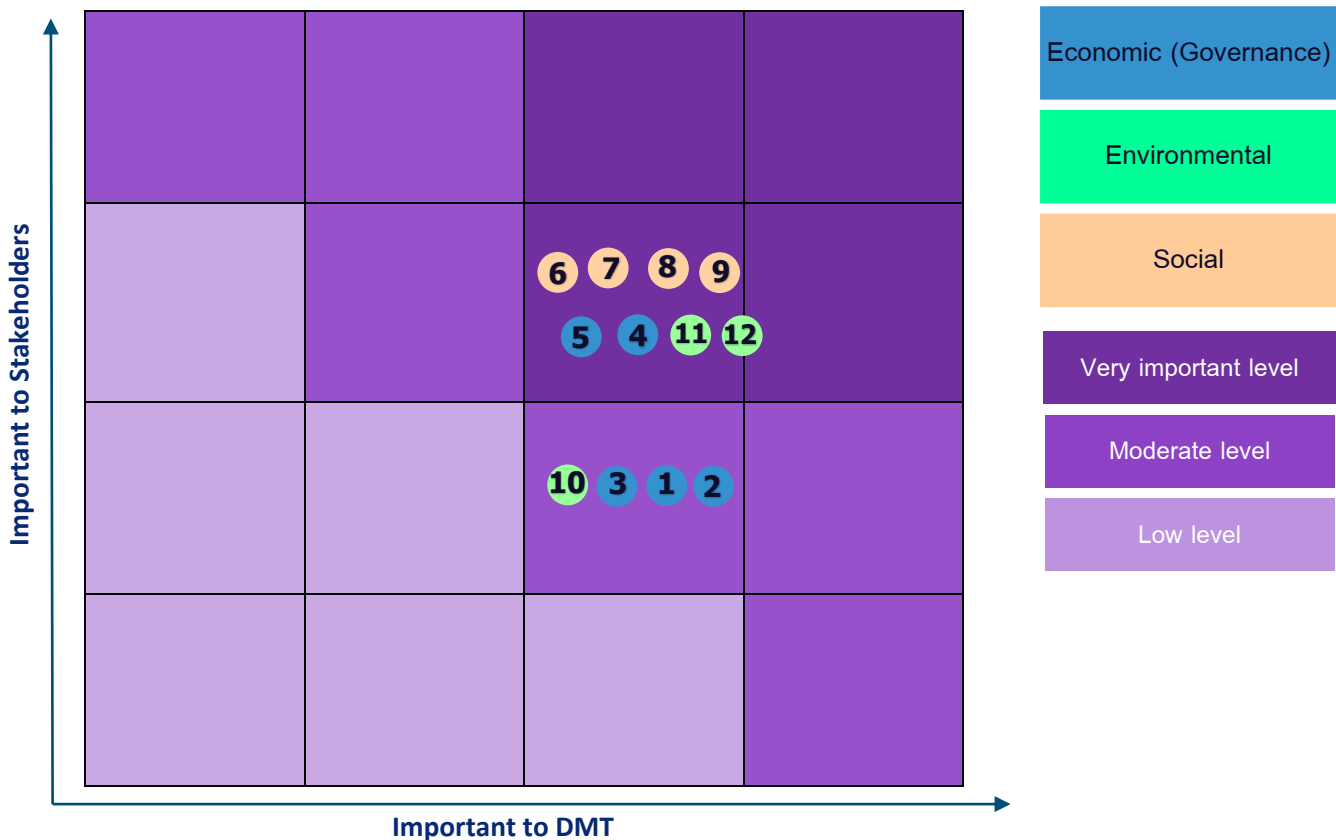


Important issues that will continue in 2025 have been reviewed and analyzed, including setting guidelines for managing important issues in line with the Sustainable Development Goals (SDGs) covering all 3 dimensions by implementing business strategies as follows:

Sustainability Dimension	Key Issues (Materiality Topics)	Strategies for managing Key Issues
Economic (corporate governance) 	1. Good Corporate Governance 2. Business Development and Long-Term Stability 3. Risk Management for Sustainability 4. Corporate Communications and Disclosure 5. Leveraging Technology to Enhance Operational Efficiency	<ul style="list-style-type: none"> ■ Safer Road Traffic Management/ Maintenance/ Optimized Operation Strategy ■ Inclusive Growth Strategy ■ New Business Venture Strategy ■ ESG In Process Strategy ■ HPO & Smart Working Place Strategy ■ Supply Chain Management / Relationship Development Strategy ■ DMT Excellence Recognition Strategy
Social 	6. Toll Rate Management, Benefits, and Service Value Optimization 7. Service Excellence 8. Occupational Health and Safety 9. Human Rights	<ul style="list-style-type: none"> ■ Safer Road Traffic Management/ Maintenance/ Optimized Operation Strategy ■ Inclusive Growth Strategy ■ ESG In Process Strategy ■ HPO & Smart Working Place Strategy ■ DMT Excellence Recognition Strategy
Environmental 	10. Environmental and Air Pollution Management 11. Greenhouse Gas Management 12. Social and Environmental Initiatives	<ul style="list-style-type: none"> ■ ESG In Process Strategy ■ Safer Road Traffic Management/ Maintenance/ Optimized Operation Strategy ■ DMT Excellence Recognition Strategy

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

The Company has considered the assessment results in all dimensions and summarized and prioritized them based on stakeholder groups and their significance to the Company, in order to achieve its vision, mission, and business strategy in accordance with the Materiality Matrix. The results of this assessment and prioritization will be used by the Company to improve its plans, including its business strategy and sustainability plan for 2025.




Management guidelines for Materiality Topics

According to evaluation and prioritization of key business issues in 2025, the Company has determined guidelines for managing 12 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 consideration sustainable development.

Performance according to Materiality Topics in 2025

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 (corporate governance) 	<ol style="list-style-type: none"> Good Corporate Governance Business Development and Long-Term Stability Risk Management for Sustainability Corporate Communications and Disclosure Leveraging Technology to Enhance Operational Efficiency 	<ul style="list-style-type: none"> Achieved a 5-Star CGR rating and received CAC Change Agent certification (3-Star Level). Expanded revenue base through joint investments and subsidiaries. Established a Working Committee on Crisis Preparedness and Climate Change Adaptation, implemented a Business Continuity Plan (BCP), and conducted annual crisis simulation exercises. Enhanced communication and disclosure channels through DMT Call Center, Mobile Application, Website, Facebook, LINE, Opportunity Day (Opp Day), Form 56-1 One Report, and Sustainability Report (SD Report). Developed Smart Payment systems, Robot Painting technology, Asset Management systems, and CCTV Analytics, and obtained ISO/IEC 27001 certification.
Social 	<ol style="list-style-type: none"> Toll Rate Management, Benefits, and Service Value Optimization Service Excellence Occupational Health and Safety Human Rights 	<ul style="list-style-type: none"> Achieved 84% customer satisfaction, an increase from the previous year Maintained 100% compliance with all DOH requirements. Attained international certification for ISO 45001 Honored with the "Outstanding" Human Rights Prototype Organization Award.
Environmental 	<ol style="list-style-type: none"> Environmental and Air Pollution Management Greenhouse Gas Management Social and Environmental Initiatives 	<ul style="list-style-type: none"> Promoted employee health and safety across both the Maintenance and Operations Center (MOC) and toll plazas, including legally required monitoring of noise, dust, and air quality. Verified Carbon Footprint of Organization (CFO) and ISO 14064, and reduced greenhouse gas (GHG) emissions by 24%, exceeding the target. Achieved 100% compliance with sustainability assessment criteria.



Section 3: Sustainability Performance

► Economic and Corporate Governance Performance

The Company recognizes that “corporate governance and good governance practices” are fundamental pillars of sustainable business operations and long-term value creation for the business and all stakeholder groups. The Company is therefore committed to conducting its business in accordance with the principles of good corporate governance, alongside responsible, transparent, and accountable economic management. This approach strengthens confidence, credibility, and the Company’s long-term competitiveness.

In 2025, the Company continuously enhanced its corporate governance processes, risk management framework, and internal control systems to ensure alignment with applicable laws, regulations, relevant standards, and international best practices. The Company places strong emphasis on the prevention and anti-corruption measures in all forms, while also considering broader economic and social impacts. As a result, the Company has been able to generate profits and provide appropriate returns to shareholders and other stakeholders. Sustainable growth reinforces the confidence and trust of shareholders and all stakeholder groups. Accordingly, the Company remains committed to maintaining a balanced approach between delivering growing financial performance, upholding strong corporate governance, and fulfilling its responsibilities toward society and the environment—key drivers of long-term sustainable business growth.

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 Form 56-1 One Report under Financial Highlights



○ **Corporate Governance**

The Company has established a Good Corporate Governance Policy as one of its core business policies to promote efficient operations and sustainable growth, while planning to create added value for the business. This enables the Company to adapt effectively to changing circumstances. The Company has formalized its corporate governance policy in writing, adopting the Corporate Governance Code for Listed Companies 2017 (CG Code) issued by the Securities and Exchange Commission (SEC), together with the regulations of the Stock Exchange of Thailand (SET), as well as compliance with other relevant international standards and guidelines, such as the Global Reporting Initiative (GRI) Standards and FTSE Russell criteria. The policy was reviewed and endorsed by the Audit Committee and subsequently proposed to the Board of Directors for approval. It has been designated as a shared commitment of the Board of Directors, management, and all employees, who are required to acknowledge and adhere to the policy in their respective roles.

Good Corporate Governance Policy ^(GRI 3-3)

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 2025, the Board of Directors approved the revision of the Corporate Governance Policy for the year 2025 on December 15, 2025, 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 and Success Indicator

Indicator Goal: No Complaints	Performance			
	2022	2023	2024	2025
Significant number of corporate governance complaints	0	0	0	0

Corporate Governance Assessment Results

According to the results of the Corporate Governance Report of Thai Listed Companies 2025 (CGR 2025), conducted by the Thai Institute of Directors Association (IOD) in collaboration with the Stock Exchange of Thailand (SET), the Company continued to receive an “Excellent” rating (5 Stars) for the third consecutive year. This achievement is in line with the Company’s established target.

Indicator	Performance			
	2022	2023	2024	2025
Corporate Governance Report				

Assessment of the Quality of the Annual General Meeting of Shareholders

The Company convenes its Annual General Meeting of Shareholders (AGM) each year to present its operating results and other relevant matters. The Company also participates in the AGM quality assessment program organized by the Thai Investors Association (TIA). In 2025, the Company received a full score of 100 points, achieving an “Excellent” rating for the fourth consecutive year since its listing on the Stock Exchange of Thailand (the Company’s first trading date on the SET was 7 May 2021).

Indicator	Performance			
	2022	2023	2024	2025
Assessment of the Quality of the Annual General Meeting of Shareholders				



○ **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 2025, there were no violations of the Business Code of Conduct.

Indicator Goal: 0 Cases	Performance			
	2022	2023	2024	2025
Significant cases of violations of business ethics	0	0	0	0

○ **Anti-Corruption**

The Company places great 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 2025, the Board of Directors has reviewed and amended anti-corruption policy and related measures, assessed corruption-related risks, and conducted a self-evaluation to strengthen an anti-corruption system in preparation for certification by the Thai Private Sector Collective Action against Corruption 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 2025, 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

To encourage both internal and external stakeholders to participate in the corporate governance process, the Company has established a Whistleblowing Policy as a channel through which directors, executives, employees, and all stakeholder groups may report complaints or unlawful acts, including violations of the Company’s rules, regulations, or policies, as well as any behavior that may indicate fraud, corruption, or breaches of business ethics and the 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 Vibhavadi Rangsit Road, Sanambin, Don Muang, Bangkok 10210

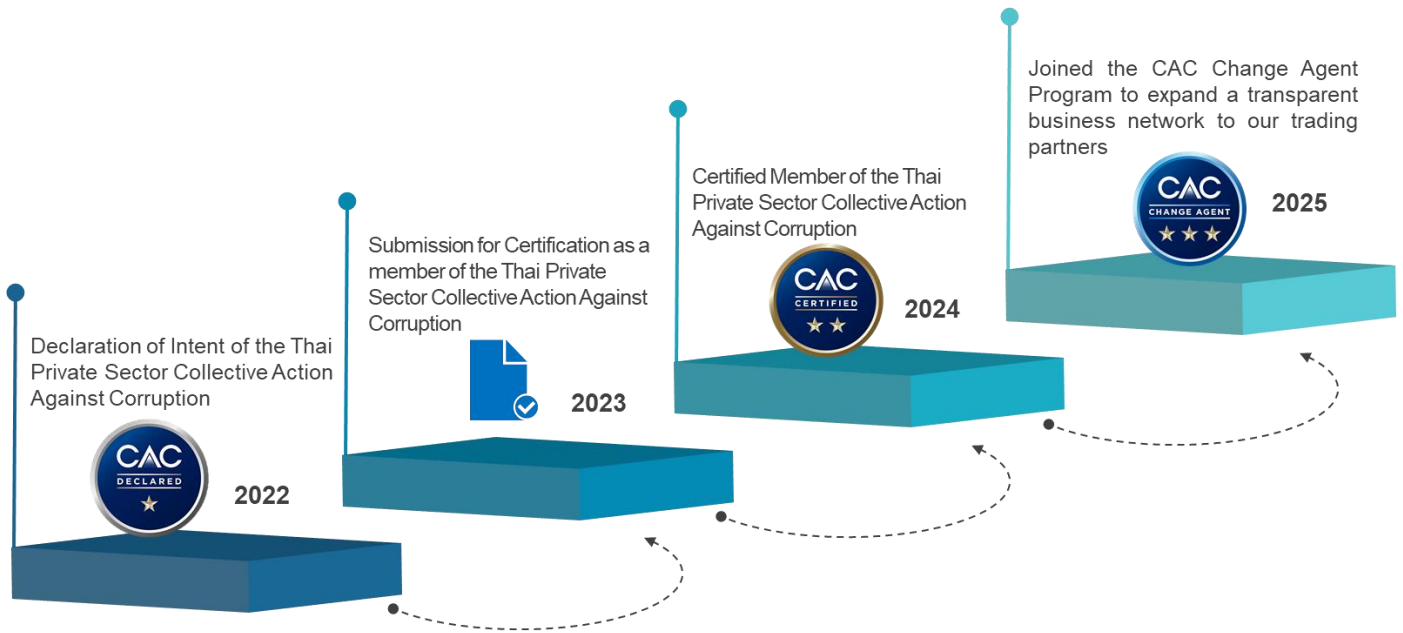
Whistleblower and Complaint Protection

The Company provides appropriate and fair protection to any person who reports or provides information regarding suspected violations of laws, regulations, work rules, procedures, or corporate policies. This includes behaviors that may suggest fraud, corruption, or breaches of the organization’s Code of Conduct and business ethics. The Company is committed to strictly maintaining the confidentiality of the whistleblower or complainant. Information will not be disclosed to unrelated parties, except where required by law or legal obligations.

Performance and Key Success Indicators

Indicator	Performance			
	2022	2023	2024	2025
Number of corruption complaints	0	0	0	0
Reporting or conducting of corruption related cases	0	0	0	0

Commitment to Anti-Corruption



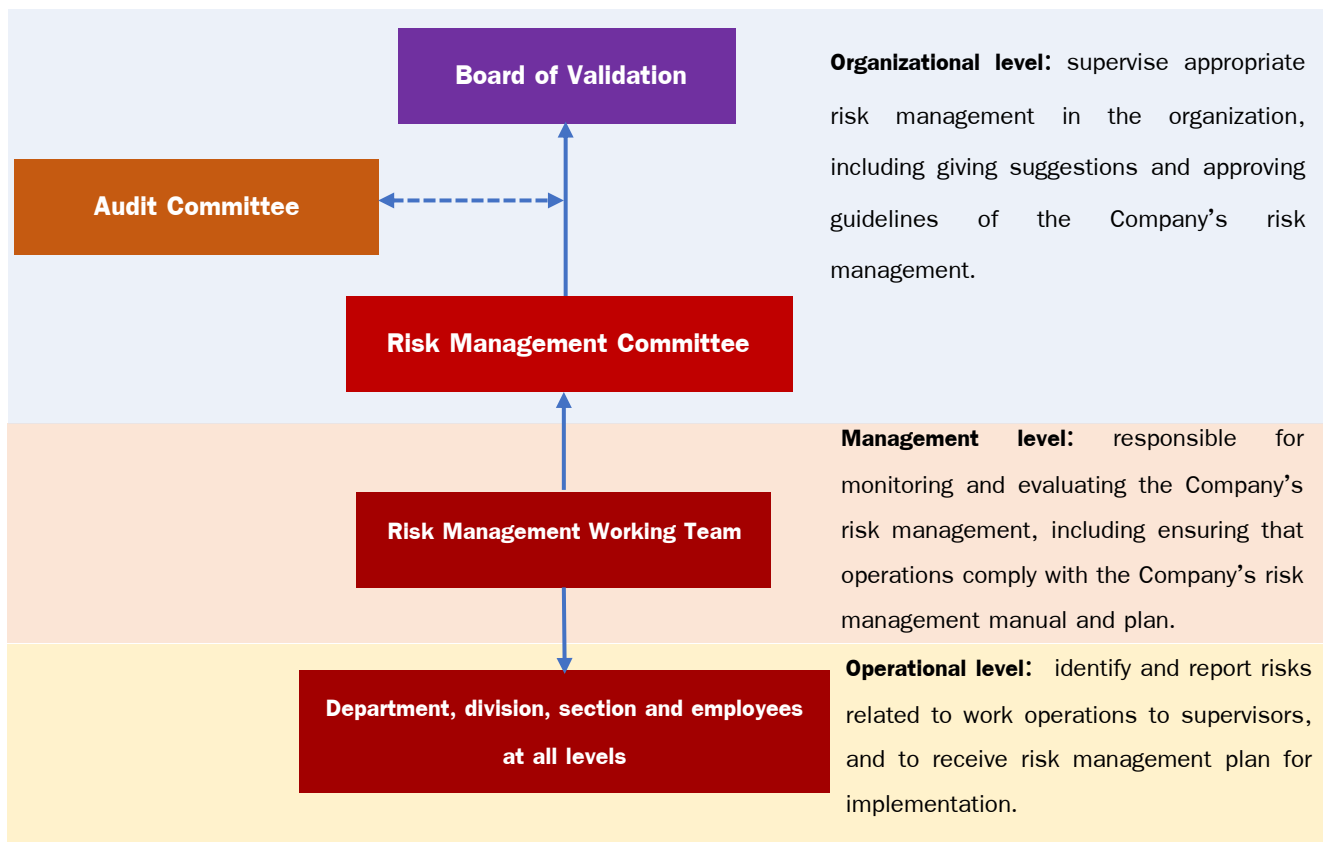
○ **Risk Management** ^(GRI 2-16)

The Company recognizes the uncertainties that may arise from both internal and external factors, which could potentially affect the achievement of its established objectives. The Company has established guidelines for managing organizational risks in accordance with its risk management policy, the principles of the Stock Exchange of Thailand, and the standards of The Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The Board of Directors has assigned the Risk Management Committee to be responsible for establishing the risk management policy and framework, as well as monitoring and evaluating the results of risk management activities. The Company’s risk management working team is responsible for monitoring the implementation of risk management practices in each department, providing relevant information, and taking actions as assigned by the Risk Management Committee.

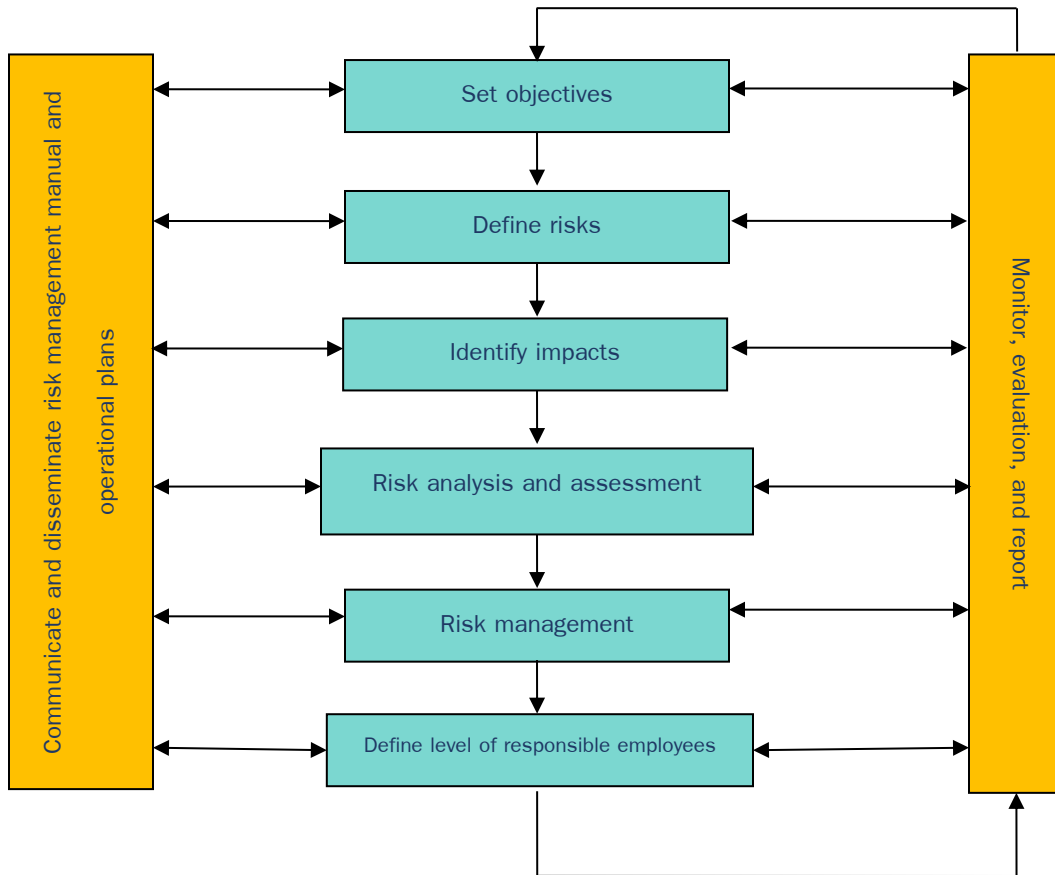
In addition, the Risk Management Committee oversees the Company’s overall risk management process, including the preparation of the risk management manual and plans for submission to the Board of Directors for approval, so that all departments may use them as guidelines. The Risk Management Committee has prepared a risk management manual and plan, which are reviewed and revised annually to ensure alignment with changing circumstances and business plans. This enables the organization to operate effectively and achieve its defined objectives while maintaining 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 2025, 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:



Corporate Risk Factors

Strategic Risk	Operational Risk	Financial Risk	Compliance Risk	ESG Risk	Emerging Risks
<ul style="list-style-type: none"> ■ Risk of lack of new projects following the expiration of the current concession agreement. ■ Risk of business operations under concession agreements with government agencies. ■ Risk associated with economic and political fluctuations. ■ Risk from transport and mass transit networks on Vibhavadi Rangsit Road. 	<ul style="list-style-type: none"> ■ Service delivery risk related to operational efficiency and quality. ■ Natural disasters and emergencies risk that may impact business continuity. ■ Human resources, occupational health, and safety risk. ■ Cybersecurity threats and risk to information technology systems. 	<ul style="list-style-type: none"> ■ Risk of insufficient toll revenue to cover the Company’s operating expenses and obligations. ■ Financial liquidity risk. 	<ul style="list-style-type: none"> ■ Risk of legal litigations and disputes. ■ Risk of inability to collect toll fees at the new rates specified in the MOA 3/2007 (MOA 3/2550). ■ Data privacy risk related to the Personal Data Protection Act (PDPA). 	<ul style="list-style-type: none"> ■ Climate change and environmental risk concerning greenhouse gas emission reduction measures. ■ Social and human rights risk. ■ Good corporate governance risk. ■ Fraud and anti-corruption risk. 	<ul style="list-style-type: none"> ■ Risk from changing consumer behavior in the digital era. ■ Long-term climate change risk and its evolving impact on infrastructure. ■ Risk from rapid innovation and new technological changes.

The Company has disclosed comprehensive details of the risk factors assessed for the year 2025, along with the risk management strategies and mitigation measures, in the 2025 Form 56-1 One Report: Part 1, Section 2 (Risk Management).

Risk Management Culture

The Company promotes and cultivates risk management awareness and knowledge at all levels to ensure that employees understand potential risks. Risk management is embedded in the corporate culture, encouraging proactive prevention and mitigation to minimize business impacts, strengthen competitiveness, and support long-term sustainable growth. Through continuous and consistent participation in risk management across all business processes, the Company enhances its organizational resilience. In addition, all executives and employees are responsible for identifying, analyzing, assessing, and prioritizing risks within their respective areas of responsibility. They are also expected to develop and implement appropriate



risk management measures and incorporate these responsibilities into their daily operations with accountability.

Performance and Key Success Indicators

Indicator	Performance			
	2022	2023	2024	2025
Ratio of risk management coverage to preparation of risk indicators for all departments.	100%	100%	100%	100%
Ratio of risky units that have risk management measures in place.	100%	100%	100%	100%

The Company is confident that its risk management measures—including the use of effective technology to monitor service processes and operations, the establishment of appropriate financial, accounting, and procurement systems, sound human resource management, robust legal and regulatory tracking systems, and comprehensive insurance coverage—are sufficient to prevent and mitigate risks to an acceptable level. In addition, the Company has developed risk prevention and mitigation plans to minimize potential impacts and support the achievement of its corporate risk management objectives.

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 its Business Continuity Management Plan, the Company applies a management system in accordance with ISO 9001, a globally recognized standard for quality management, to enhance operational efficiency and continuous improvement. In addition, standards such as ISO 14001 for environmental management and ISO 45001 for occupational health and safety management have enabled the Company to establish operational, environmental, and occupational health and safety practices in line with international standards.

Following the unprecedented earthquake in Thailand in 2025, although such an event had not been specifically identified in the Company’s original contingency plans, the Company was able to respond effectively. By leveraging the robust framework of its Business Continuity Plan (BCP), which covers emergency management, internal and external communications, and clearly defined decision-making roles, the Company implemented its response in a strict and systematic manner. This prompt action ensured continuity of services for users and stakeholders, while maintaining operational stability and safety.

Subsequently, the Company conducted a lessons learned review to strengthen its BCP further. The plan has since been updated to incorporate specific earthquake risk assessments and mitigation strategies for emerging emergencies. These enhancements are intended to improve organizational readiness and resilience, thereby reinforcing confidence in the Company’s sustainable business operations in the future.

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

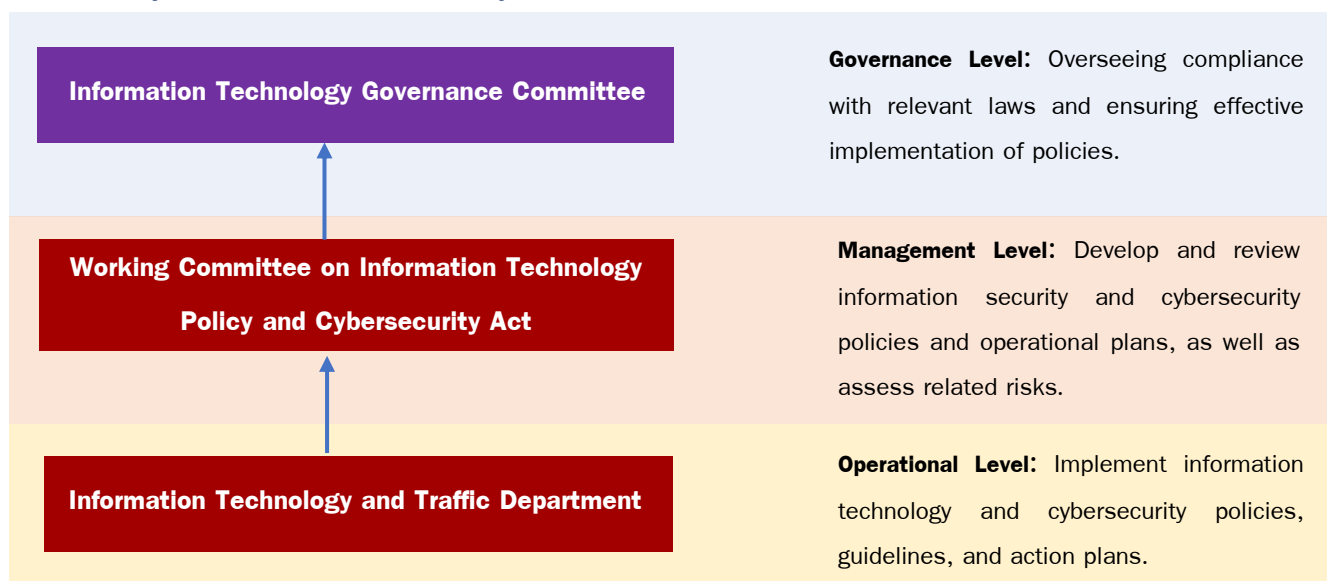
at: <https://www.tollway.co.th/storage/document/cg/dmt-cyber-and-information-security-policy-th.pdf>

 Privacy Policy

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

Maintaining Cyber and Information Security: As the Company utilizes information technology in every aspect of its operations—from resource planning, service provision, and quality control to financial system management, customer communication, and hybrid workplace arrangements—it must connect its systems to a wider range of external networks. This increases the Company's exposure to cybersecurity and information security risks. In addition, cyberattacks may lead to data leakage, data loss, or system disruption, which could adversely affect the Company's operations and reputation. The Company therefore closely supervises and monitors its information technology systems in order to safeguard the security of its information and network infrastructure.

Cyber and Information Security Governance Structure



Management

The Company has established policies, guidelines, and installed various protection systems that comply with the ISO 27001 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.

Driven by our commitment to excellence and effective information security management, the Company has been granted the ISO/IEC 27001:2022 certification for Information Security Management Systems (ISMS) by SGS (Thailand) Limited.



Performance and Key Success Indicators

Indicator	Performance		
	2023	2024	2025
Cases of data leaks and cyberattacks	0	0	0

Data Privacy: The Company has continuously enhanced and improved its operations to ensure compliance with applicable laws and regulations relating to personal data management, which have become increasingly stringent in recent years. A Data Privacy Officer has been appointed to oversee the Company’s compliance with the Personal Data Protection Act B.E. 2562 (2019). In addition, a Personal Data Protection working team has been assigned to review and ensure that the Company and its employees comply with the relevant policies and practices under the Act, with the results of such implementation reported to the Information Technology Governance Committee. Furthermore, the Company organizes training programs for employees at all levels to strengthen their knowledge and understanding of how to prevent risks and damages arising from personal data breaches.

Management ^(GRI 419-1)

In 2025, 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 B.E. 2562 (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 and Key Success Indicators (GRI 419-1)

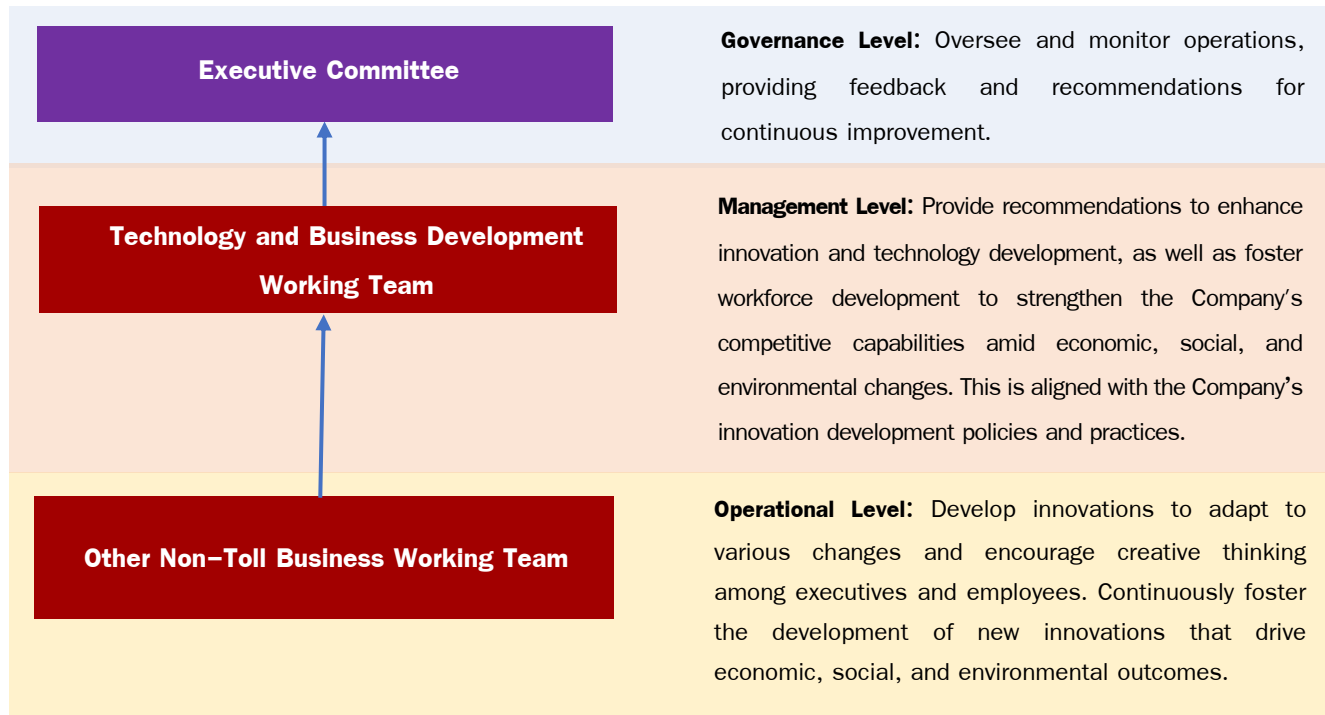
Indicator	Performance			
	2022	2023	2024	2025
Complaints and requests to exercise various rights of personal data owners.	0	0	0	0
Exercising the Rights of Data Subjects (Case)	0	0	0	0
Violation cases of the Company's personal data protection policy.	0	0	0	0

○ Innovation Development

The Company is committed to continuously improving all aspects of its operations in support of its corporate sustainability goals. In 2025, the Company remains dedicated to developing environmentally conscious services and work processes that ensure the efficient and optimal use of resources in order to enhance quality of life for all. To this end, the Company has established an Innovation Policy and Development Guidelines to foster awareness of and emphasize the importance of innovation throughout the organization. These guidelines are intended to enable the Company to adapt to changes in technology, legislation, and consumer behavior, while building a competitive advantage amid uncertainty. This is particularly important in addressing geopolitical volatility, environmental crises, and the transition to an aging society. In addition, the Company continues to drive its business by encouraging creative thinking and supporting the implementation of new ideas in its work processes. Guided by the principles of cost-effective management, the Company seeks to improve operational efficiency, enhance both internal and external service standards, and respond to the needs and expectations of all stakeholders in alignment with its vision, mission, and strategic objectives. The innovation development guidelines are as follows:

1. Promote and support innovation development across the organization by appointing an Innovation and Deep Tech Working Team to develop innovations that respond to changes in various areas, and to encourage executives and employees to continuously generate creative ideas that contribute to economic, social, and environmental outcomes through activities and projects that improve efficiency and reduce costs, such as the I ❤️ D.M.T. Management Award Project and the Developer Employee Team Project.
2. Commit to the sustainable development of organizational innovation over the short, medium, and long term in order to create environmental, social, and economic value for stakeholders through continuous improvement, adaptation, development, implementation, and the creation of new innovations.
3. Require executives at all levels to play an active role in fostering innovation and a work culture that supports the Company's innovation development toward sustainable growth, while also working with stakeholders to encourage cooperation in the adoption of new technologies and innovations to expand the business.
4. Allocate resources and budgets to support the development of appropriate innovations and encourage the registration of patents and petty patents.
5. Foster and promote a working environment that aspires to be an organization of innovation and learning.
6. Monitor and report the results of innovation development to relevant executives and committees in order to obtain recommendations and improve innovation development operations to ensure the achievement of the established 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.

The Developer Employee Team 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

Process-level innovation is driven by the assessment of risks and opportunities arising from changes in both internal and external factors. Such changes may influence the evolving expectations of customers and stakeholders and may, in turn, affect the Company's business operations. In 2025, the Company continues to advance its innovation initiatives through a clearly defined **New Business Venture strategy**. This strategy aims to support corporate growth and reduce dependence on revenue derived solely from the tollway business. The Company focuses on developing new businesses that are aligned with future technological developments, changes in consumer behavior, and regulatory developments. Under its three- to five-year strategic framework (2025–2029), the Company has implemented several key projects to ensure that the overall strategy remains on course to achieve its established objectives.



Scope 1 Technology Development

Project	Target	Performance	Outcome
Developing new businesses aligned with technological shifts, consumer behavior, and future regulations by leveraging over 35 years of expertise in toll collection, traffic management, and safety administration.	Establish a subsidiary within Q2/2025.	Operations are on track and meeting defined targets.	The Company successfully registered a new 100%-owned subsidiary, Alpha DMTEch Co., Ltd., on February 14, 2025, to operate in digital technology and electronic payment systems.
DMT Learning Center	Q3/2025	Operations are on track and meeting defined targets	A central hub for human resource potential development for the Company and its group of companies.
<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) ■ Solar Rooftop Installation Project: Head Office (Phase 3) 	<ul style="list-style-type: none"> ■ Completed in Q2/2023. ■ Installation will be 100% complete by 28 May 2024. ■ Installation will be 100% complete by 28 May 2025 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets ■ Operations are on track and meeting defined targets ■ Operations are on track and meeting defined targets 	<ul style="list-style-type: none"> ■ 100% completed. The solar power generation system was commissioned at the MOC Office Building on August 16, 2023, and at Don Muang Toll Plaza on September 8, 2023. ■ 100% completed. The solar power generation system was commissioned at all 8 toll plazas on May 28, 2024. ■ 100% completed. The solar power generation system was commissioned at the MOC Office Building (Phase 3) on January 7, 2025.
Multi-Smart Payment Project	<ul style="list-style-type: none"> ■ Develop a multi-format automated payment terminal. ■ Submit the project to the Revenue Department for tax incentive benefits. ■ Apply for innovation certification from the National Science and Technology Development Agency (NSTDA). 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets. ■ Target to achieve Revenue Department registration and tax benefits in 2026. ■ Target to receive NSTDA innovation certification in 2026. 	Commenced real-world trial usage at the Lardprao Toll Plaza in Q4/2025.
Energy Storage System Installation Project (Smart Power Box)	<ul style="list-style-type: none"> ■ Repurpose functional EV batteries to store solar energy and reduce surplus power during the day. ■ Submit the project to the Revenue Department for tax incentive benefits. 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets. ■ Target to achieve Revenue Department registration and tax benefits in 2026. 	<ul style="list-style-type: none"> ■ Successfully utilized functional EV batteries to store solar energy, reducing daytime surplus to be used during nighttime or peak load periods. This increases renewable energy consumption, reduces power purchases from the government, and minimizes electronic waste from batteries. ■ Fully commissioned in August 2025 at the Don Muang Toll Plaza area.



Project	Target	Performance	Outcome
	<ul style="list-style-type: none"> ■ Apply for innovation certification from the National Science and Technology Development Agency (NSTDA). 	<ul style="list-style-type: none"> ■ Target to receive NSTDA innovation certification in 2026. 	
Barrier Robot Painting Project	<ul style="list-style-type: none"> ■ Develop and design a prototype for a barrier painting robot with automated control to ensure uniform coating by adjusting flow rate, pressure, and spraying distance, thereby enhancing concrete barrier surface coating efficiency. ■ Submit the project to the Revenue Department for tax incentive benefits. ■ Apply for innovation certification from the National Science and Technology Development Agency (NSTDA). 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets. ■ Target to achieve Revenue Department registration and tax benefits in 2026. ■ Target to receive NSTDA innovation certification in 2026. 	Developing a barrier painting robot aimed at reducing operational time and increasing field-work efficiency.
CCTV Analytics & Area Base Management Project	<ul style="list-style-type: none"> ■ Conduct a feasibility study on implementing CCTV Analytics technology for Area Base Management. 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets. 	Currently in the study phase to integrate Artificial Intelligence (AI) to enhance safety management at construction sites and implement a flood warning system within tunnels for commuters.
DMT (Digital Management Tech.) Project	<ul style="list-style-type: none"> ■ Asset Management for all corporate assets related to the tollway business. 	<ul style="list-style-type: none"> ■ Operations are on track and meeting defined targets. 	<ul style="list-style-type: none"> ■ Conducting a study on asset management based on the ISO 55000 international standard to develop an efficient, transparent, and sustainable asset database and management system. ■ Established guidelines for the comprehensive tollway asset database and commenced system testing using MS Access in Q4/2025.



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 Company's key operational guidelines for sustainable business operations, as it helps create management efficiency in the delivery of quality products and services while ensuring the economical use of budget and resources. It is one of the primary and supporting activities in the Company's value chain, creating value for stakeholders while considering good governance, anti-corruption, labor practices, 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:

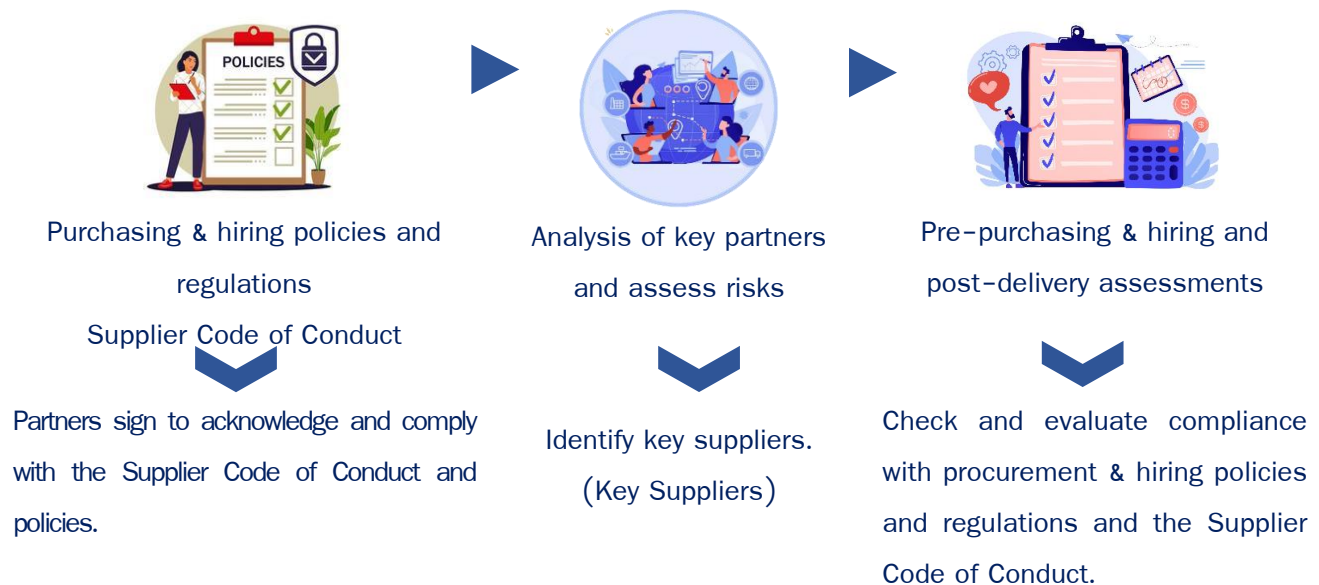
1. Establish business planning with business partners by collaborating between the Company and partners to test and develop new innovations or projects that can simultaneously enhance the level of sustainability operations of the Company and its partners.
2. Perform supplier sustainability self-assessment 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 2025, the average payment period is 27 days and transactions of over 45 days accounted for 6.55% (55 items) valued at 21.82 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 considering 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 2025, 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	2025
Approve Vender list	249	291	373	331
New suppliers	51	66	46	38
Total	300	357	419	369

- Evaluation of new suppliers: The Company’s new suppliers in 2025 have been 100% evaluated under ISO 9001, ISO 14001 and ISO 45001 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.
- The Company conducts regular site visits to its partners to facilitate knowledge exchange and ensure continuous operational performance evaluations. These partners include Guardforce Cash Solutions (Thailand) Co., Ltd., a leading security services provider; 9 CY Construction Co., Ltd., a contractor specializing in commercial buildings, offices, bridges, dams, and comprehensive construction services; T.M.S. Engineering Co., Ltd., a construction firm focused on plumbing and drainage system installations; and Inspire Event Agency Co., Ltd., a media production company engaged in television programs, commercials, and various media platforms both domestically and internationally.





- 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			
	2025	2022	2023	2024	2025
Percentage of Green Procurement of purchasing value	50%	24%	67%	82%	79%

Indicator	Target	Performance			
	2025	2022	2023	2024	2025
Percentage of new suppliers passed for sustainability evaluation	100%	100%	100%	100%	100%
Percentage of key suppliers who signed to abide by the Supplier Code of Conduct	100%	100%	100%	100%	100%
Compliance with the laws	100%	100%	100%	100%	100%

► Environmental Performance

Environmental Management Policy ^(GRI 3-3)

The Company recognizes and prioritizes the impacts of environmental sustainability issues. Consequently, we have established policies, strategies, and operational plans to govern resource utilization and environmental stewardship throughout our business processes. These initiatives are driven through our Quality, Environmental, Occupational Health, Safety, and Information Security Policy, the Sustainable Green Office Management Policy, and specific measures for the conservation of electricity, water, and other resources. These guidelines are officially announced and disseminated to all employees to ensure strict compliance. Furthermore, we have set ambitious targets to achieve Carbon Neutrality by 2050 and Net Zero GHG Emissions by 2065. These commitments aim to foster responsibility throughout the entire business value chain and deliver value that aligns with the Company's sustainable development goals.

Guidelines

To ensure that the Company's environmental management is systematic and efficient, we have implemented the ISO 14001:2015 Environmental Management System standard. The Company has been certified under ISO 14001:2015 since 2022 and has continuously developed and improved the system. In 2025, the Company's operations underwent an audit according to ISO 14001:2015 standards by SGS (Thailand) Co., Ltd., resulting in the successful maintenance of our certification, which has been renewed annually. To translate our goals and strategies into action, the "ESG in Process" Working Group was established. The Managing Director has appointed the highest-ranking executive of the Corporate Sustainability Development unit to serve as the Chairperson of this working group. This committee, comprised of executives from various departments, is responsible for executing activities in alignment with the established goals and strategies. Furthermore, the Company has established several other working groups dedicated to driving initiatives for climate change mitigation and adaptation, such as:

☑ **Crisis Readiness and Climate Change Working Team** is responsible for developing climate change mitigation and adaptation plans, as well as the Climate Change Risk Management Plan.

☑ **Energy Team** is responsible for implementing energy management initiatives. Its key projects include the installation of solar rooftop systems, EV charging stations, and energy-efficient street lighting devices on the Don Mueang Tollway. The team is also responsible for installing solar energy storage systems (battery storage), online smart meters, and wastewater reclamation systems for reuse, among other initiatives.

☑ **Green Office Team** is responsible for implementing office-based initiatives to minimize environmental impacts through the efficient use of resources and energy, the establishment of effective waste management guidelines, the selection of environmentally friendly office equipment and supplies, and the reduction of greenhouse gas emissions.

☑ **Green Building Team** is responsible for building renovations and assessments to address environmental issues within the office and ensure compliance with Thai Green Building standards.



All working groups is responsible for reporting its operational results to the Crisis Readiness and Climate Change Governance and Monitoring Committee. This process ensures the continuous development and improvement of the Company’s environmental management. Furthermore, performance reports are submitted to senior management for their acknowledgement.

Additionally, the Company successfully completed the Carbon Footprint for Organization (CFO) verification for the year 2025. We were granted the certificate to use the Carbon Footprint for Organization certification mark by the Thailand Greenhouse Gas Management Organization (TGO) on November 25, 2025. The Company’s greenhouse gas emissions also underwent verification in accordance with the ISO 14064-1:2018 standard, receiving official certification from Bureau Veritas (Thailand) Ltd. on July 31, 2025.

Environmental Management Guidelines

Area	Management Standards						Utilities & Sustainability				Awards		
	ISO 9001	ISO 14001	ISO 45001	ISO/IEC 27001	ISO 14064-1	ISO 14064-3	Renewable Energy (Solar Rooftop)	Water Recycling	Electric Vehicles	EV Charging Station	Green Office	Green Building	MEA Energy Awards
Head Office Building	•	•	•	•	•		•	•	•	•	•	•	•
Din Daeng Toll Plaza Building	•	•	•	•	•		•	•		•	•		
Sutthisarn Toll Plaza Building	•	•	•	•	•		•			•			
Ladprao Toll Plaza Building	•	•	•	•	•		•			•			
Ratchadaphisek Toll Plaza Building	•	•	•	•	•		•			•			
Bang Khen Toll Plaza Building	•	•	•	•	•		•			•			
Chaeng Wattana Toll Plaza Building	•	•	•	•	•		•			•			
Laksi Toll Plaza Building	•	•	•	•	•		•			•			
Don Muang Toll Plaza Building	•	•	•	•	•		•			•			
Anusorn Satharn Toll Plaza Building	•	•	•	•	•		•			•			
Utraphimuk Elevated Tollway (Din Daeng - Anusorn Sathan) - 21 km						•							

○ **Climate Change Response**



Climate change is one of the most significant challenges of the present era. It not only affects the global environment but also has clear implications for business operations across various industries, including the transportation and logistics sector. Climate change may affect service delivery and the ability to meet the growing demands of users.

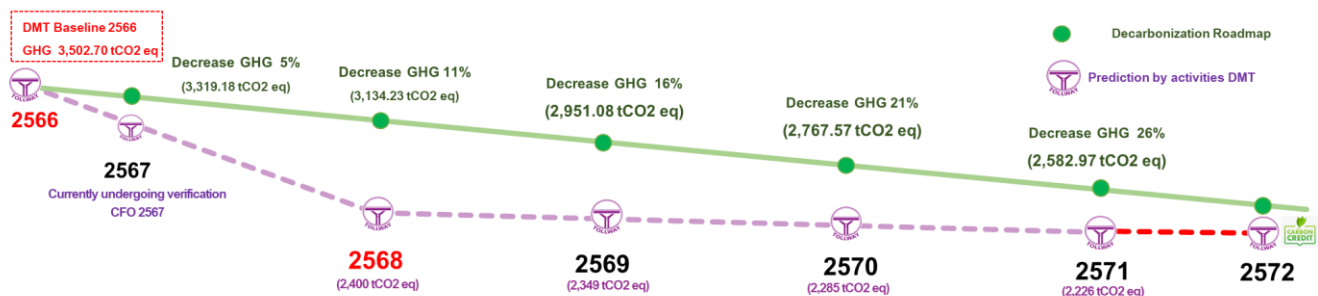
Don Muang Tollway Public Company Limited, as the operator of the Don Muang Tollway, recognizes the importance of energy efficiency in minimizing environmental impacts and responding to the increasing expectations of stakeholders. The Company acknowledges that climate change has created an environmental crisis that affects business operations. Recognizing its contribution to greenhouse gas emissions through its service processes, the Company is committed to mitigating climate-related impacts through various initiatives, including the use of renewable energy, technological development, and green procurement, together with the implementation of climate-related strategies. The Company continuously takes action to reduce greenhouse gas emissions and adapt to potential risks. These efforts are aligned with Thailand’s commitments and ambitions to achieve Carbon Neutrality and Net Zero Emissions, as announced at the 26th UN Climate Change Conference of the Parties (COP26).

Accordingly, the Company has set targets to achieve Carbon Neutrality by 2050 and Net Zero GHG Emissions by 2065. Priority is given to the use of clean energy and the reduction of greenhouse gas emissions, with strategies aligned with the Science Based Targets (SBTs) to support the achievement of these objectives. Furthermore, the Company collaborates with both public and private sectors to monitor and assess potential risks. The Company also emphasizes raising awareness among employees to foster understanding and active participation in reducing greenhouse gas emissions.

Climate Change Response Strategy

The Company focuses on Climate Change Mitigation and Adaptation by transitioning to clean energy and enhancing operational efficiency as a service provider. Furthermore, the Company continuously refines and develops action plans to manage climate-related risks and opportunities in both the short and long term.

(Decarbonization Roadmap)





Management Approach

1. Climate Change Policy

The Climate Change Policy is integrated into the corporate sustainability strategy, with the objective of enabling the Company to operate with resilience within the context of climate change. Furthermore, the policy aims to contribute to the reduction of greenhouse gas emissions at the industry level.

The Company has established the Crisis Readiness and Climate Change Management Working Group. This body is responsible for analyzing and assessing systemic risks related to climate change to mitigate or prevent greenhouse gas emissions. Its duties include developing operational and climate change risk management plans, as well as identifying corporate-level risks and opportunities. These assessments cover Transition Risks, such as evolving laws, regulations, and shifting customer preferences toward eco-friendly products and services. They also encompass Physical Risks, such as extreme weather, storms, and flooding, which could lead to supply chain disruptions and resource procurement failures, potentially impacting the Company's ability to serve its users. Furthermore, the Company is currently developing Scenario Analysis models to evaluate business impacts under global warming scenarios of 1.5°C and 2°C, in alignment with the TCFD (Task Force on Climate-related Financial Disclosures) framework. This initiative aims to ensure preparedness and the establishment of sustainable business risk management measures.

The Company has implemented its Decarbonization Roadmap across all operational processes to reduce corporate greenhouse gas emissions. Consequently, the Company has established corporate-level greenhouse gas reduction strategies as follows:

1. **Renewable Energy Adoption:** Implementation of Solar Rooftop power generation systems at the Main Operation Center (MOC) and all 9 toll collection plazas. This includes the installation of a Battery Energy Storage System (BESS) at the MOC. Furthermore, the Company has deployed Smart Power Boxes and two clean energy charging stations to serve company operational vehicles and Don Muang Tollway users.

2. **Waste and Refuse Management:** Transforming food waste into organic fertilizer with a commitment to "Zero Waste to Landfill." This is achieved through a systematic waste segregation process at the headquarters and toll plazas, ensuring that various types of waste are repurposed or recycled effectively.

3. **Green Procurement:** Establishing environmental guidelines through procurement and supplier selection policies. This includes prioritizing products with "Green Labels" and conducting supplier assessments that emphasize compliance with rigorous environmental standards.

4. **Cultivating a Climate-Conscious Corporate Culture:** Promoting climate change awareness through employee training programs and internal carbon reduction initiatives. The Company encourages active participation in energy conservation across all departments.

5. **Electronic Payment Systems:** Development of comprehensive payment solutions to meet diverse user needs, including M-Pass / Easy Pass, QR Payment, and EMV Contactless. These systems aim to reduce pollution and emissions at toll booths. Additionally, the Company is currently piloting the “Multi Smart Payment” automated system.

Furthermore, the Company has set a medium-term target to reduce greenhouse gas emissions from its operations (Scope 1, Scope 2, and Scope 3) by at least 26% by 2028, compared to the 2023 base year. With this unwavering commitment, the Company aims to be an environmental leader and is prepared to tangibly support the transition toward a low-carbon economy.

Climate-related Recognition and Accreditation



Carbon Footprint for Organization (CFO) Certification

The Company has been granted the Carbon Footprint for Organization (CFO) certification by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. This achievement aligns with the Company’s ongoing efforts to mitigate climate change impacts and supports its overarching goal of reaching Net Zero Emissions by 2065.



UN Climate Action Leaders

The Company was honored with the “Climate Action Leaders Recognition” in the category of “Sustainability Partners” by Sustainism at the Climate Action Forum. This award reflects the Company’s active role in driving collaborative policies and sustainability initiatives that effectively contribute to climate and environmental restoration.

Climate Collaboration and Support



Private Sector Partnership Supporting Community Forest Missions

The Company has been consistently recognized with the “Private Sector Partnership Award” for its ongoing support of community forest missions. This recognition stems from the Company’s dedication to sustainable forest conservation and management. Specifically, the Company has supported a community reforestation project covering 40 rai in Ban Nong Pling, Lao Khwan District, Kanchanaburi Province.



Care the Wild “Plant & Protect”

The Company prioritizes environmental conservation by creating forest areas and restoring natural ecological balance. In collaboration with the Stock Exchange of Thailand (SET), the Royal Forest Department, and the Ban Nong Pling community, the Company participated in a reforestation initiative to plant 8,000 trees across 40 rai in Ban Nong Pling, Kanchanaburi Province. This effort is part of the “Care the Wild: Plant & Protect” project, which follows a sustainable development framework aimed at building a thriving ecosystem for flora, fauna, and the environment. By committing to both “planting” and “protecting” these trees until they become a sustainable forest, the project is estimated to sequester up to 72,000 tonnes of carbon dioxide equivalent (tCO₂e) per year.



Corporate Carbon Footprint Calculation Platform by the Thailand Greenhouse Gas Management Organization (Public Organization)

The Company was awarded a certificate of recognition for its participation in the “Pilot Project for Corporate Carbon Footprint Platform Toward Net Zero (Phase 2).” This initiative is a collaborative effort between the Thailand Greenhouse Gas Management Organization (TGO) and Pims Technologies Co., Ltd.



Corporate Greenhouse Gas Management Platform

The Company has been an active participant in the Stock Exchange of Thailand’s (SET) sustainability initiatives since 2022, utilizing the “Care the Bear” and “Care the Whale” platforms through June 2025. Subsequently, the SET transitioned to the “Climate Care Platform”—an all-in-one management system—which the Company began implementing on July 7, 2025. This platform assists the Company in planning, calculating, and managing greenhouse gas reductions in accordance with TGO standards. It covers key resource management areas, including electricity and energy consumption, as well as waste management.

Climate Change Awareness Building



The Company participated in the 1st NIDA BCG Economy Executive Program (NIDA Bio-Circular-Green Economy Executive Program). This curriculum was designed to enhance sustainable development potential while fostering a deep understanding of climate change response strategies. Additionally, it aims to establish a network of leaders from both the public and private sectors to effectively address organizational management challenges amidst climate change and greenhouse gas reduction efforts. This participation supports Thailand’s mission to achieve Carbon Neutrality and Net Zero Emissions.



2. Internal Carbon Pricing: ICP

The Company recognizes that Internal Carbon Pricing (ICP) is a strategic tool that enables a systematic assessment of the environmental costs associated with various activities. ICP supports decision-making processes that account for greenhouse gas emission impacts and facilitates the development of social and environmental projects, particularly within the transportation and logistics industry, where energy consumption in tollway service delivery is continuous. The Company has adopted a “Shadow Price” mechanism, which incorporates carbon pricing into assumptions used for evaluating internal investments and projects. This approach enhances the organization’s understanding of its business context, operational scenarios, and true costs. Furthermore, it allows for straightforward analysis and application, helping the Company prepare for future laws and regulations while strengthening corporate risk management. The internal carbon price is calculated based on carbon market prices to reflect the actual cost of greenhouse gas emissions to society and the environment. Additionally, the Company conducts benchmarking against carbon pricing data from industry peers by analyzing sustainability reports and open-source data to ensure that the applied price is appropriate and effective for strategic decision-making.

Internal Carbon Pricing is utilized to evaluate the cost-effectiveness of renewable energy investment projects, develop low-carbon services, and prioritize energy efficiency improvement initiatives within the Company. This is achieved by integrating ICP into the Cost-Benefit Analysis (CBA) process.

3. Executive Compensation

To strengthen accountability and commitment to environmentally friendly operations, the Company has established an executive compensation policy that integrates climate change performance into the organization’s performance appraisal system. This evaluation extends from the Chief Executive Officer, Managing Director, and C-Level executives down to Department Directors, Managers, and operational staff. The Company has defined relevant Key Performance Indicators (KPIs) as follows:

Level	Environmental Components for Compensation	Key Performance Indicators (KPIs)	Proportion of Total Compensation (%)
<ul style="list-style-type: none"> ■ Chief Executive Officer (CEO) ■ Managing Director ■ C-Level Executives ■ Department Directors ■ Managers down to Operational Staff 	Environmental and Climate Performance	<ul style="list-style-type: none"> - Reduce Greenhouse Gas Emissions (Scope 1 & 2) by at least 11% compared to the base year. - Reduce Greenhouse Gas Emissions (Scope 1, 2 & 3) by at least 11% compared to the base year. - Proportion of reused/recycled water at no less than 5% compared to 2024. 	22%



Level	Environmental Components for Compensation	Key Performance Indicators (KPIs)	Proportion of Total Compensation (%)
		<ul style="list-style-type: none"> - Green Procurement value exceeding 50% of the total procurement value in 2025. - Recyclable waste segregation improved by more than 10% compared to the base year. 	

Integrating climate change issues into the compensation of high-level executives and employees at all levels not only incentivizes positive environmental action but also ensures that management maintains strategic foresight and actively contributes to the long-term sustainability of the business and its surrounding communities.

Climate Change Risk and Opportunity Assessment

The Company conducts impact assessments to identify potential internal and external risks and opportunities arising from climate change. These assessments are aligned with the Nationally Determined Contributions (NDCs) framework and the global objective of limiting the average temperature increase to well below 2°C. In addition, the Company assesses risks related to policy and regulatory changes, with oversight provided by the Crisis Readiness and Climate Change Management Working Group, which is responsible for analyzing and evaluating the related risks and opportunities. The Group monitors and reports quarterly on crisis readiness performance in relation to climate-related events, such as extreme weather, floods, droughts, storms, earthquakes, and PM2.5 pollution. Key risk areas include:

Corporate Greenhouse Gas Management Planning Risk

- Policy Risk related to the Climate Change Act, B.E.
- Risk related to the Clean Air Act, B.E.
- Climate Change Risk affecting business operations

The Working Group reports quarterly to the Crisis Readiness and Climate Change Oversight Committee and the Risk Management Committee. These reports encompass strategic risks, operational risks, financial risks, regulatory risks, and emerging risks. They also include Mitigation Plans to alleviate current impacts and Adaptation Plans to ensure future resilience. Furthermore, the Company has established the "ESG In-process Working Group," which is responsible for developing operational plans and conducting Corporate Carbon Footprint (CFO) assessments in accordance with ISO 14064-1. This group monitors global and national climate change trends that may impact business operations, such as new laws, regulations, greenhouse gas emission control mechanisms, and international climate change standards. This includes participating in forums, public hearings, and initiatives led by government agencies and public organizations. The identification of corporate-level climate-related risks and opportunities covers the following categories:

- Transition Risks: Risks associated with the shift toward a low-carbon economy.
- Physical Risks: Risks resulting from physical changes in the climate.



- Climate-Related Opportunities: Potential benefits arising from climate change mitigation and adaptation.

To achieve voluntary greenhouse gas reduction targets in accordance with the international Science Based Targets (SBTs) initiative and to support the global effort to limit temperature rise to well below 2°C, the Company has identified and assessed significant climate-related risks for the year 2025. A summary of the risk management measures is provided below:



	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 	<ul style="list-style-type: none"> - The Company may incur operating costs in order to meet the country's set goals. 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Building structures damaged by storms and thunderstorms, such as office building roofs 	<ul style="list-style-type: none"> - 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 2025**

Reduce greenhouse gas emissions by no less than 11% compared to the baseline in 2023.

Energy consumption in 2025

SUMMARY AMOUNT OF DMT's ENERGY CONSUMPTION				
TYPE (Unit)		YEAR 2023 (Baseline)	YEAR 2024	YEAR 2025
Consumption of Benzene Gasohol (Liter)		37,172	18,532	17,278
Consumption of Diesel (Liter)		136,743	134,472	130,835
Consumption of LPG (Kg)		2,250	300	540
Electrical consumption (KWh)		4,723,248	4,119,753	3,516,669

Greenhouse gas emissions in 2023–2025

Scope of GHG		SUMMARY AMOUNT OF DMT's GHG EMISSIONS BY YEAR (TonCO ₂ e)		
		2023 ⁽¹⁾ BASELINE	2024	2025 ⁽²⁾
Scope1	Direct GHG From Mobile Combustion & Direct GHG From Stationary Combustion	507.00	462.00	427.00
Scope2 ⁽³⁾	Indirect GHG from Electricity Consumption	2,362.00	2,060.00	1,758.00
Scope3	Using tap water & Other	799.00	662.00	513.00
Total Scope 1,2,3 (TonCO ₂ e)		3,504	3,059	2,698
Carbon intensity (Scope 1+2) TonCO ₂ eq/million users		74.55	65.53	56.06
Carbon intensity (Scope 1+2+3) TonCO ₂ eq/million users		91.04	79.48	69.22

Remark:

- (1) Greenhouse Gas (GHG) Emissions for 2023 (Base Year): The Company's Carbon Footprint for Organization (CFO) data has been verified by an accredited verifier registered with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. This assessment and verification, along with the preparation of the GHG emissions report, were conducted by Bureau Veritas Certification (Thailand) Ltd. The Company officially received its Carbon Footprint for Organization (CFO) certification on May 14, 2024.
- (2) 2025 GHG Emissions Performance: In 2025, the total GHG emissions from the Company's operations continued to decrease compared to the 2023 base year. Currently, the 2025 emission data is undergoing the CFO verification process by Bureau Veritas Certification (Thailand) Ltd., an accredited verifier registered with TGO.
- (3) Scope 2 Emission Reductions: The Company successfully reduced its Scope 2 GHG emissions through the installation of Solar Rooftop systems at the Main Operation Center (MOC) and all 9 toll plazas. This initiative has led to a continuous reduction in electricity consumption, resulting in a 25% decrease in Scope 2 emissions compared to the base year.



In 2025, the Company successfully managed and implemented its greenhouse gas (GHG) reduction action plan in full alignment with the established objectives and targets. As a result, the Company achieved a 23% reduction in GHG emissions compared to the 2023 base year.

Carbon Reduction Operations

No.	Activity	Target
Energy Management		
1	<p>Increase efficiency in managing electrical energy use</p> <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 <p>With an energy management platform, reporting results in real time</p>	<ul style="list-style-type: none"> ● Carbon Neutrality by 2050 and Net Zero Emissions by 2065 ● Achieved over 10% reduction in electricity consumption across all operational areas compared to the 2023 base year.
2	The Company has installed solar-powered emergency telephone units along a 21-kilometer stretch, covering the Din Daeng – Don Muang section and the Northern Extension.	<ul style="list-style-type: none"> ■ Quantity: 99 units (sets) installed
3	The Company installed 50 kW DC fast charging stations at its head office and the Din Daeng toll plaza building area to support electric vehicle usage.	A total of two locations were installed to support the use of electric vehicles and provide emergency assistance to tollway users.
Transportation		
4	Transition from internal combustion engine (ICE) vehicles to electric vehicles (EVs) or hybrid vehicles.	In accordance with the vehicle replacement cycle.
5	Promoting carpooling or shared travel for activities such as training, seminars, and off-site study visits.	Supporting the goal of reducing greenhouse gas emissions.
Waste, Wastewater, and Pollution Management		
6	Waste Management Based on the 3Rs Principle (Reduce, Reuse, Recycle)	Achieve Zero Waste to Landfill and increase waste reuse and recycling to more than 10%.
7	Monitoring water consumption and implementing water recycling initiatives.	Reduce water consumption by more than 10% compared with the 2023 baseline and expand water reuse initiatives to additional toll plaza buildings.
8	Pollution Management	All monitoring results were 100% compliant with the applicable standards.



No.	Activity	Target
9	Monitoring paper consumption and implementing paper reduction plans through process improvements and the adoption of technology.	Paper consumption decreased by more than 10% compared with the 2023 baseline year.
Procurement Management		
10	Procurement of environmentally friendly products through responsible sourcing and supplier selection policies, including the purchase of eco-labeled (Green Label) products and the evaluation of suppliers based on environmental standards.	The value of environmentally friendly product procurement accounted for more than 50% of the total procurement value in 2025.

In addition, in 2025, the Company did not encounter any violations or non-compliance with environmental laws or regulations. The Company also implemented various projects and initiatives to achieve its greenhouse gas (GHG) emission reduction targets, including:

Care the Wild Plant & Protect Project

The Company collaborated with the Stock Exchange of Thailand (SET) to support reforestation under the Care the Wild “Plant & Protect” Project, which aims to plant new trees and promote tree care through collaboration with both public and private sector partners, with local communities participating in the maintenance of the planted trees. The initiative is intended to help expand Thailand’s forest coverage in the future. Under this project, DMT has committed to planting 10,000 trees within five years across 50 rai of forest area at the Ban Nong Pling Community Forest in Kanchanaburi Province. This initiative is estimated to contribute to greenhouse gas emission reductions equivalent to approximately 18,000 kgCO₂e per year.

Care the Wild Project	2023	2024	2025
	Area: 10 rai	Area: 20 rai	Area: 10 rai
	Number of trees: 2,200 trees	Number of trees: 4,400 trees	Number of trees: 2,200 trees

Green Office Project

The Company has participated in the national Green Office project, organized by the Department of Climate Change and Environment. The assessment is based on six key criteria: 1) Policy formulation, operational planning, and continuous improvement; 2) Communication and awareness-building; 3) Resource and energy efficiency; 4) Waste management; 5) Environment and safety; and 6) Green procurement. Implementation began in 2023 at the Main Operation Center (MOC) and the Don Muang Toll Plaza Building. In 2024, the Company expanded the scope of the Green Office assessment to include eight



additional toll plaza buildings: Din Daeng, Sutthisan, Ladprao, Ratchadapisek, Bang Khen, Chaeng Wattana, Laksi, and Anusorn Satharn.

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)
Sutthisan Toll Plaza	Excellent level (G - Gold)	-	Very good level (G - Money)
Ladprao Toll Plaza	Excellent level (G - Gold)	-	Very good level (G - Money)
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 Wattana Toll Plaza	Excellent level (G - Gold)	-	Excellent level (G - Gold)
Laksi Toll Plaza	Excellent level (G - Gold)	-	Excellent level (G - Gold)
Anusorn Satharn 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 criteria of the Thai's Rating of Energy and Environmental Sustainability (TREES), established by the Thai Green Building Institute. These criteria cover efficient energy management, the reduction of greenhouse gas emissions and pollution, waste management, building innovation for environmental conservation, and the use of non-toxic materials and equipment. The Company has assessed its operations against the green building criteria, using the Main Operation Center (MOC) as the pilot building for the project. Based on the assessment results, the Company has undertaken improvements to the MOC building in accordance with the TREES-EB standard, with the objective of achieving Silver-level green building certification. The project is currently in the document preparation stage, and the required documents are expected to be submitted for certification in 2025.

Plan	Goals
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Obtain Green Building (TREES-EB) Certification	Silver Level
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<p>Performance Results</p> 	<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 <hr/> <p>2024:</p> <ul style="list-style-type: none"> • Upgrading restroom fixtures • Renovating the photocopy room • Improving rest areas for shift employees <hr/> <p>2025:</p> <ul style="list-style-type: none"> • Upgraded air conditioning and ventilation systems. • Installed ventilation fans in the Traffic Control and Operations Center. • Renovated the 1st floor of the Main Operation Center (MOC). • Upgraded to automatic flush valves for male urinals to improve efficiency. • Submitted documentation for the green building certification assessment. • Underwent document audit and evaluation by the Thai Green Building Institute (TGBI). • Achieved the "GOLD" level certification under the TREES-EB standard. <p>The official award presentation is scheduled for February 2026.</p>
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Future Plans	Maintain the TREES-EB standard of the Thai Green Building Institute on a continuous basis.
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Study on Pollution Reduction Benefits from Using the Don Muang Tollway

The Company has developed and implemented an Electronic Toll Collection System (ETC), as well as payment by Europay, Mastercard, and Visa (EMV) cards featuring Contactless Payment and QR code Payment. These systems help reduce greenhouse gas emissions by speeding up toll collection and eliminating the need for users to slow down, stop to pay, or wait for change, thereby reducing pollution at toll plazas. In addition, the Company has launched the GREEN Road Project to encourage users to adopt



automatic toll payment systems by offering double reward points under its CRM Program via Line OA. At present, approximately 45–50% of users pay tolls through the ETC system.

The Company has also collaborated with Burapha University, which has expertise in assessing the environmental benefits of traffic-related measures, including reductions in 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 submit the Scope 3 verification results to the Thailand Greenhouse Gas Management Organization as supporting evidence of the Company's commitment to sustainable social responsibility. This reflects the Company's commitment to conducting its business responsibly, with due consideration for all stakeholders, particularly with regard to environmental responsibility.

Performance Results: This study focuses on key greenhouse gases, including carbon dioxide (CO₂), carbon monoxide (CO), nitrogen oxides (NO_x), and hydrocarbons (HC), generated by private vehicles. The analysis applies the Bangkok driving cycle, based on Pollution Control Department data for test vehicles registered during 2004–2011 and meeting Euro 3 emission standards. This data is used to generate a graph showing emission rates in grams per kilometer (g/km) against average speed (km/h). The relationship is represented by a quadratic equation with a turning point at which the lowest emission level is observed. In the initial stage of the relationship, emissions decrease as speed increases; however, once speed exceeds the turning point, emissions begin to rise again.

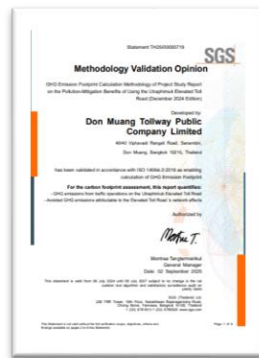
Study Results: The study reveals that utilizing the Don Muang Tollway reduces total Carbon Dioxide (CO₂) emissions by 5,016 tons per year. The environmental benefits were calculated by comparing emission levels between vehicles using the Vibhavadi Rangsit Road versus those using the Don Muang Tollway. Furthermore, the implementation of the Electronic Toll Collection (ETC) system was found to significantly reduce daily pollutant emissions as follows:

- Carbon Dioxide (CO₂): Reduced by 249.93 kg/day
- Carbon Monoxide (CO): Reduced by 91.79 g/day
- Nitrogen Oxides (NO_x): Reduced by 71.18 g/day
- Hydrocarbons (HC): Reduced by 8.38 g/day

Performance Highlights



1. Presentation of Study Findings at the 30th National Convention on Civil Engineering (NCCE30), 2025: The Company presented its research results to facilitate the exchange of knowledge, experience, and innovation. For this presentation, the Company was honored with the Honorable Mention Award for the technical paper titled: "Application of Driving Cycles in Pollution Assessment Between Manual and Electronic Toll Collection Lanes: A Case Study of the Utaraphimuk Elevated Tollway."



2. Conducted a methodology verification for the "Study on Pollution Reduction Benefits from the Don Muang Tollway" by SGS (Thailand) Limited. The project was certified under the ISO 14064-3:2019 standard and received an Assurance Statement on September 2, 2025.

Future Outlook: The Company plans to publish and disseminate the findings of the "Pollution Reduction Benefits from the Don Muang Tollway" study to the public to raise environmental awareness. Furthermore, the Company will continue to promote the transition toward Electronic Toll Collection (ETC) systems among commuters, with a strategic goal of achieving at least 50% adoption.

Project to Support the Transition to an EV Society

Since 2022, the Company has implemented initiatives to support the use of electric vehicles (EVs) in its internal operations, with the goal of gradually transitioning its fleet from internal combustion engine (ICE) vehicles to EVs. Beyond its internal operations, the Company is also committed to supporting the transition to an EV society by promoting convenience, safety, and confidence among EV users. To achieve this, the Company provides emergency EV charging station and assistance to tollway users with low battery levels, enabling them to continue their journeys on the Don Muang Tollway safely and reliably.



Performance Results: EV Transition

Action	target	Performance Results		
		2023	2024	2025
Transition from Internal Combustion Engine (ICE) to Electric Vehicles (EV)	Carbon Neutrality by 2050 and Net Zero by 2065	<ul style="list-style-type: none"> Conducted pilot tests of electric pickups to compare advantages and limitations. Replaced 6 ICE vehicles with electric vehicles. 	<ul style="list-style-type: none"> Implemented the 2nd revision of Corporate Vehicle Regulations to align with new EV usage policies. Replaced 2 ICE vehicles with electric vehicles. 	<ul style="list-style-type: none"> Conducted a 1-month pilot test of electric pickups to evaluate their suitability for the Company's operational missions.
Installation of EV Charging Stations	2 Locations	<ul style="list-style-type: none"> Installed an EV charging station at the Main Operation Center (MOC). 	<ul style="list-style-type: none"> Completed the installation of the main electrical and communication systems. Installed an EV charging station at the Din Daeng Toll Plaza Building. Launched the Emergency EV Assistance service for commuters on September 26, 2024. 	<ul style="list-style-type: none"> Continued providing Emergency EV Assistance for tollway users. DMT Members can redeem reward points for a 15-minute emergency charging session.
Future plans	<ul style="list-style-type: none"> Maintain the policy of transitioning from Internal Combustion Engine (ICE) vehicles to Electric Vehicles (EVs) in accordance with the Company's vehicle replacement cycles and established targets. Continuously monitor and evaluate EV pickup truck technology to ensure suitability for operational tasks on the elevated tollway. 			

Energy-Saving Equipment Installation Project for Roadway Lighting on the Don Muang Tollway

The Company has been exploring technologies to reduce resource consumption, as roadway lighting accounts for a significant portion of its electricity usage. While awaiting government certification of LED standards, the Company has also evaluated other suitable technologies. In 2023, the Company conducted a pilot project in collaboration with the Electricity Authority to test an IoT-based automated lighting control system for high-pressure sodium lamps. The results demonstrated energy savings of more than 20%. In 2024, the Company is implementing a project to install energy-saving equipment for roadway lighting on the Don Muang Tollway, with the objective of reducing electricity consumption for roadway lighting by 20–30%.



2025	25% Energy Savings
Electricity Savings	604,970 Units/Year
Cost Savings	3,024,850 THB/Year
Reduction in Greenhouse Gas Emissions (CO ₂)	224,228 KgCO ₂ e/Year

Operational Performance

Management / Performance	
Goal:	Reduce electricity consumption for street lighting by 20–30%
Performance in 2024	<ul style="list-style-type: none"> Installed energy-saving devices for street lighting using High-Pressure Sodium (HPS) lamps, comprising 1,350 units of 250 W lamps and 190 units of 400 W lamps. Installed 44 Smart Monitoring systems to report electricity consumption in real time through an application-based platform. Installation was completed on 22 June 2024. Electricity consumption was reduced by 21.29%.
Performance in 2025	<ul style="list-style-type: none"> Reduced electricity consumption by 25% compared with the 2023 baseline year. Electricity cost savings of THB 3,024,850 per year.
Investment Value	21.4 million THB, funded through Green Finance from Kasikornbank
Future Plan	Continuously monitor and adopt energy-saving technologies and equipment. As the operator of the Don Mueang Elevated Tollway, roadway lighting is a critical public utility that enhances driving safety, reduces traffic accidents, and improves driver visibility, particularly during nighttime.

Low-Carbon Rice Farming Initiative to Enhance Environmental Sustainability and Quality of Life


The Company collaborated with Net Zero Carbon Co., Ltd., the project development partner, and Spiro Carbon Co., Ltd., a provider of a digital monitoring, reporting, and verification (dMRV) system that utilizes artificial intelligence (AI) and satellite imagery to accurately measure greenhouse gas emission reductions. The project, titled “Low-Carbon Rice Farming for Environmental Sustainability and Improved Quality of Life,” promotes the Alternate Wetting and Drying (AWD) rice cultivation method on a pilot area of 20 rai in Bang Pa-in District, Phra Nakhon Si Ayutthaya Province, involving one pilot farmer. The initiative aims to transition from conventional rice farming practices to environmentally friendly agricultural systems, in alignment with the Sustainable Development Goals (SDGs).

This project represents another significant step by the Company in supporting sustainable agricultural practices and reducing environmental impacts. It promotes the Alternate Wetting and Drying (AWD) rice cultivation method, which effectively reduces methane emissions without affecting crop yields. In addition, the method helps conserve water, reduce production costs, and improve cultivation efficiency. Under this project, the Company supports the transfer of knowledge and technology to farmers, including the use of cultivation monitoring technologies and data collection systems to prepare for carbon credit certification under the Thailand Voluntary Emission Reduction Program (T-VER). A stakeholder consultation meeting was also organized on 19 September 2025 at Wat Yom Subdistrict, Bang Pa-in District, Phra Nakhon Si Ayutthaya Province, with more than 30 participants, including community representatives, farmers, local authorities, and relevant stakeholders. Through this initiative, the Company aims to enhance the production standards of Thai farmers to meet international standards while promoting sustainable livelihoods and improving the well-being of farming communities.



Care the Bear Project

The Company has participated in the Care the Bear project organized by the Stock Exchange of Thailand (SET) since 2022. This initiative encourages and supports listed companies in adjusting organizational practices to reduce greenhouse gas (GHG) emissions from various corporate activities conducted in both online and onsite formats, such as electronic annual general meetings (e-AGM), online meetings, analyst meetings, management meetings with employees, training seminars, e-meetings, and e-learning programs. In 2025, the SET concluded the Care the Bear project and transitioned to a new operational approach. As of May 2025, the Company has continued to actively participate in the project and implement activities aimed at reducing greenhouse gas emissions. Through these initiatives, the Company was able to reduce 261 kgCO₂e of greenhouse gas emissions, with a cumulative reduction of 11,167 kgCO₂e throughout the project period. This reduction is equivalent to the annual carbon dioxide absorption capacity of approximately 1,239 trees.

Care the Bear Project	2022	2023	2024	2025
	4,195 KgCO ₂ e, or equivalent to planting 466 trees.	4,752 KgCO ₂ e, or equivalent to planting 528 trees.	1,959 KgCO ₂ e, or equivalent to planting 218 trees.	261 KgCO ₂ e, or equivalent to planting 27 trees.

Care the Whale “Invisible Waste” Project

In 2024, the Company participated in the Care the Whale “Invisible Waste” project organized by the Stock Exchange of Thailand (SET), which aims to reduce greenhouse gas (GHG) emissions through effective waste management. The project promotes the concept of “Invisible Waste,” encouraging organizations to eliminate the notion of waste by maximizing the use of resources and ensuring proper waste management through the principles of the Circular Economy. This initiative seeks to address waste management challenges that contribute to global warming, while partner organizations collectively pursue the goal of Zero Waste to Landfill. The Company implemented greenhouse gas reduction initiatives through waste segregation and waste management under this project. In 2025, which marked the final year of the Care the Whale project before the SET transitioned to a new operational format, the Company recorded the following results from its activities under the project as of May 2025:

	2024	2025
	Carbon emissions reduced: 12 tCO₂e	Carbon emissions reduced: 16 tCO₂e

Summary of Project Results (January 2024 – May 2025):

- Project participation period: 17 months (covering 2 years: 2024–2025)
- Total waste categories separated: 13 types, with a total waste weight of 24,996.1 kilograms
- Total carbon emissions reduced: 28 tCO₂eq, equivalent to the carbon absorption of approximately 3 trees



○ **Efficient Pollution and Resource Management**

The Company places significant importance on pollution management and resource utilization within the transportation industry. It is committed to reducing environmental impacts and enhancing resource efficiency by developing modern practices and adopting advanced technologies to promote sustainability for both the organization and surrounding communities. The Company has therefore adopted the Circular Economy concept to manage used resources by transforming or reutilizing them for further use, and has implemented the ISO 14001:2015 Environmental Management System. In addition, the Company has established measures and operational guidelines for conserving electricity, water, and other resources, as well as managing office waste and other types of waste. To ensure efficient energy and resource utilization, maximize benefits, and continuously improve resource efficiency in line with business growth, the Company requires all executives and employees to recognize their responsibility in using resources wisely, raising awareness of the importance of conservation, and translating these principles into concrete actions.

In 2025, the Company underwent a re-certification assessment (Re-Certification) for the ISO 14001:2015 Environmental Management System conducted by an external auditor, SGS (Thailand) Limited. The assessment results confirmed that the Company continues to fully maintain compliance with the established standards.

Policy on Pollution Control and Resource Utilization

The Company is committed to minimizing environmental impacts, particularly in the areas of pollution control and efficient resource utilization. It implements initiatives aimed at enhancing the effectiveness of air pollution control both within operational areas and in surrounding environments to ensure compliance with legal requirements and international standards. The Company's pollution control and resource management approach encompasses preventive measures and continuous improvement. To support these efforts, the Company has established dedicated working groups, including the Green Office Working Group and the ESG in Process Working Group, to oversee and drive the implementation of the Company's policies and sustainability business plans. In addition, all departments are required to assess risks related to pollution and resource consumption, while the Occupational Health, Safety, and Environmental Department analyzes air quality monitoring data and determines appropriate management measures. This policy focuses on reducing and preventing environmental impacts through three key operational approaches, as follows:

1. Air Pollution Control

The Company has installed air purifiers at all operational locations and conducts monitoring of PM2.5 particulate levels. Measures are also in place to control the use and storage of chemicals, with a comprehensive chemical inventory maintained for all substances used in operational processes. These practices are managed under the Environmental Management System (EMS) to ensure proper control of

chemical use, waste management, and mitigation of environmental impacts in accordance with ISO 14001 standards. In addition, the Company continuously implements 5S activities to reduce dust accumulation and maintain a clean and safe working environment.

2. Efficient Waste Management

The Company has established a waste management system that includes the segregation and management of food waste, general waste, and recyclable waste to enable reuse and recycling. A monthly waste data management system is also maintained to monitor waste quantities. In 2025, the Company received a recognition plaque from the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association for participating in the “Ting to Trash” project, which promotes effective and sustainable waste management practices.

3. Resource Efficiency Based on the 3Rs Principle (Reduce, Reuse, Recycle)

The Company promotes the use of recycled materials to maximize resource efficiency. The results of these initiatives are disclosed through the Company’s Sustainability Report to enhance transparency and build stakeholder confidence, while also serving as a guideline for the Company’s long-term sustainable development.

The Company controls emissions of nitrogen oxides (NO_x), sulfur oxides (SO_x), and volatile organic compounds (VOCs) in accordance with the standards specified in the Environmental Impact Assessment (EIA) report. The Company regularly monitors and supervises NO_x and SO_x emissions through the following measures:

- Selecting raw materials and fuels that minimize impacts on health and the environment.
- Reducing fuel consumption to decrease SO_x emissions resulting from combustion processes.
- Operating vacuum sweepers daily on the Don Mueang Elevated Tollway to remove dust and particulate matter.
- Continuously monitoring developments in electric pickup truck technology for use in 24-hour operations on the elevated tollway to further reduce NO_x emissions.

Target: Achieve 100% compliance with air quality standards, ensuring that pollution levels do not exceed the prescribed limits.

Air Quality Performance

The Company continues to operate in accordance with the ISO 14001 Environmental Management System, with a focus on minimizing environmental impacts from air pollutant emissions through systematic management and continuous improvement of operational and service processes. Progress has been made each year as follows:



Year	Performance
2022	<ul style="list-style-type: none">- The Company has obtained certification for the ISO 14001:2015 Environmental Management System.- The Company has established a 3Rs Working Group (Reduce, Reuse, Recycle) to promote efficient resource utilization and support initiatives aimed at reducing greenhouse gas emissions.
2023	<ul style="list-style-type: none">- The Company has established a Green Office Working Group, assigning responsibilities across six categories in accordance with the criteria set by the Department of Climate Change and Environment.- The Company has announced a Sustainable Green Office Policy, aiming to encourage executives and employees, as well as suppliers, contractors, and visitors within the Company's premises, to comply with applicable laws and the Company's environmental quality, occupational health and safety policies, and Green Office criteria. The policy also promotes responsible resource utilization, reduction of unnecessary energy consumption, waste reduction, pollution prevention, and environmentally friendly procurement of products and services.- The Company has announced measures for conserving electricity, water, and other resources.- The Company has obtained certification for the ISO 45001:2018 Occupational Health and Safety Management System.
2024	<ul style="list-style-type: none">- The Company has obtained Carbon Footprint of Organization (CFO) certification in accordance with ISO 14064-1:2018.- The Company has developed an air pollution reduction action plan based on actual monitoring data, with defined management measures such as the use of low-VOC raw materials and the enhancement of ventilation system efficiency.
2025	<ul style="list-style-type: none">- The Company participated in the "Nuovo Plus 2025" forum, sharing its experience in implementing a Battery Energy Storage System (BESS), a technology that enhances energy management efficiency and promotes the use of clean energy at the Main Operation Center (MOC) building.- The MEA Energy Awards evaluation committee conducted on-site measurements and installed air monitoring devices at the Main Operation Center (MOC) and toll plaza buildings to collect indoor air quality (IAQ) data.- The Company met the required criteria and received the MEA Energy Awards 2025 – Standard Level, organized by the Metropolitan Electricity Authority (MEA) in collaboration with King Mongkut's University of Technology Thonburi, recognizing buildings with efficient

**Year****Performance**

energy use based on the MEA Index (energy consumption not exceeding 1) and indoor air quality (IAQ) standards to ensure the well-being of building occupants.

- Air purifiers were installed at operational areas within the Main Operation Center (MOC) to prevent exposure to PM2.5 particulate pollution.
- The Company received the Green Building Award (Gold Level) under the TREES-EB (Thai's Rating of Energy and Environmental Sustainability for Existing Buildings) standard from the Thai Green Building Institute on 17 December 2025.

Air Pollutant Emissions

The Company assesses emissions of air pollutants (NO_x, SO_x, and VOCs) from activities related to fuel consumption (such as diesel and gasohol). The calculation is based on the annual fuel consumption volume (liters) combined with relevant emission factors to determine the total pollutant emissions expressed in kilograms per year.

For volatile organic compounds (VOCs), the Company also includes emissions from the use of volatile chemicals (such as thinners and spray products). The calculation is based on the volume of chemicals withdrawn for use, with clearly specified container sizes, and the values are then converted into mass using average density factors.

Pollutant Type	2024 (kg/year)	2025 (kg/year)
Nitrogen Oxides (NO _x)	4,428.11	4,297.77
Sulfur Oxides (SO _x)	107.95	105.01
Volatile Organic Compounds (VOCs)	570.27	579.59

Mitigation of PM2.5 Impacts

- **Within Office Areas:** The Company enhances air pollution control efficiency by implementing dust reduction measures throughout its value chain. This includes ensuring that operational vehicles comply with legal standards and installing air purifiers in all operational areas.
- **Health Monitoring for Employees and Partners:** The Company continuously notifies employees and partners working within its premises about PM2.5 air quality conditions, along with providing health guidance on preventive measures to reduce exposure to air pollution, thereby promoting workplace safety and well-being.
- **Community Collaboration:** The Company promotes rice straw baling to manage post-harvest residues, as well as the use of microorganisms to decompose rice stubble, helping to reduce open burning and enhance soil organic matter.



Pollution Management in Compliance with Legal Requirements

The Company conducts monitoring and measurement of pollution levels arising from its operations through legally authorized monitoring agencies to ensure compliance with applicable environmental regulations. The operational results are as follows:

<p>Target</p> <p>Environmental measurement results include:</p> <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 	<p>Management Strategy</p> <ul style="list-style-type: none"> ■ Operate under the ISO 14001 Environmental Management System. ■ Communicate environmental quality information to the public in a transparent and verifiable manner. ■ Utilize clean fuels and energy sources. ■ Adopt technologies that reduce air pollutant emissions. ■ Control pollution levels from operations to ensure compliance with legally prescribed standards.
<p>Future plans</p>	<ul style="list-style-type: none"> 🔄 Implement the environmental management system ISO 14001 in conjunction with the occupational health and safety management system ISO 45001 🔄 Implement the Green Building guidelines

■ **Ambient Air Quality**

The Company monitors ambient air quality by collecting air samples using a High Volume Air Sampler to analyze the concentration of particulate matter with a size of not more than 100 microns (PM100) over a 24-hour period. Sampling is conducted at the toll booth areas of toll plazas. The monitoring results for the period 2021–2025 were found to be in compliance with the applicable legal standards, 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	
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
2025	0.33	0.080	0.140	0.090	0.053	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 Impact Management

The Company conducts monitoring and assessment of noise levels in the working environment through external agencies. The results are used as data to support the control, prevention, and improvement of workplace conditions related to noise levels to ensure compliance with applicable legal requirements. In addition, the Company continuously monitors potential noise-related issues that may affect communities along the elevated tollway service route. In 2025, the Company assessed two areas for workplace environmental noise monitoring, as follows:

Measured at Din Daeng Toll Plaza on 10 October 2025

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	5.231	72.2	85.0	✓
2	Toll booth 11	8	0.354	60.5	85.0	✓
3	Toll booth 13	8	1.106	65.4	85.0	✓
4	Toll booth 14	8	9.324	74.7	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 01	78.5	70.0	✗	105.3	115.0	✓
2	Toll booth 13	76.8	70.0	✗	101.3	115.0	✓

Measured at Don Muang Toll Plaza on 14 October 2025

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	31.667	80.0	85.0	✓
2	Toll booth 22	8	34.802	80.4	85.0	✓
3	Toll booth 31	8	27.836	79.4	85.0	✓
4	Toll booth 32	8	19.169	77.8	85.0	✓
5	Toll booth 33	8	25.504	79.1	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	✗	105.05	115.0	✓
2	Toll booth 35	80.0	70.0	✗	105.90	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 wastewater pollution in accordance with the Notification of the Ministry of Natural Resources and Environment on Effluent Control Standards for Certain Types and Sizes of Buildings B.E. 2567 (2024) and the Notification of the Ministry of Natural Resources and Environment on Designating Certain Buildings as Pollution Sources Subject to Wastewater Discharge Control to Public Water Bodies or the Environment B.E. 2548 (2005). The Company therefore engages an external accredited agency to conduct monitoring and evaluation on a regular basis, at least once per year. In 2025, the Company collaborated with the Safety, Occupational Health and Environmental Technology Center, Safety and Health at Work Promotion Association (Thailand) under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn, to monitor wastewater quality generated from employees' water usage.

Each monitoring location was tested for eight parameters, including pH, Total Dissolved Solids (TDS), Total Suspended Solids (TSS), Settleable Solids, Biochemical Oxygen Demand (BOD), Oil and Grease, Total Kjeldahl Nitrogen (TKN), and Sulfide. The monitoring results are as follows:

Location 1 Din Daeng Toll Plaza building measured on 10 October 2025 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	**	6.0	5.5-9.0	✓
2.Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	174	-	✓
3. Suspended Solids	SS Dried at 103-105 °C	(mg./L.)	5	Not more than 60	✓
4. Settleable Solids	Imhoff Cone	(mg./L./cm.)	0.0	-	✓
5.BOD	5-Day BOD Test, Membrane Electrode	(mg./L.)	7	Not more than 100	✓
6. Sulfide	ZnS Precipitation, Iodometric	(mg./L.)	Not detected	-	✓
7. TKN	Macro-Kjeldahl, Titrimetric	(mg./L.)	13.16	-	✓
8. Oil & Grease	Liquid-Liquid, partition-Gravimetric	(mg./L.)	Not detected	Not more than 50	✓



Location 2: Head Office measured on 13 March 2025 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	Standard values	Result
			1/	2/3/	
1. pH	Electrometric	**	7.4	5.5-9.0	✓
2.Total Dissolved Solids	TDS Dried at 180 °C	(mg./L.)	182	-	✓
3. Suspended Solids	SS Dried at 103-105 °C	(mg./L.)	<5	Not more than 60	✓
4. Settleable Solids	Imhoff Cone	(mg./L./cm.)	0.0	-	✓
5.BOD	5-Day BOD Test, Membrane Electrode	(mg./L.)	<5	Not more than 100	✓
6. Sulfide	ZnS Precipitation, Iodometric	(mg./L.)	Not detected	-	✓
7. TKN	Macro-Kjeldahl, Titrimetric	(mg./L.)	7.56	-	✓
8. Oil & Grease	Liquid-Liquid, partition-Gravimetric	(mg./L.)	Not detected	Not more than 50	✓

** 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.

■ Energy Management

Target: Reduce average electricity consumption by more than 10% compared with the 2023 baseline year.

The Company primarily uses energy from two main sources: electricity and fuel energy. Electricity is used to power lighting systems and electronic equipment along the elevated tollway, toll plazas, and the Main Operation Center (MOC) building, as well as server systems and digital equipment at the Operating Control Center (OCC) and roadside equipment under the Smart Project. Fuel energy is used for vehicles supporting various operational activities, including backup power generation, facilitation services, route maintenance, and infrastructure maintenance to ensure the safety of elevated tollway users. Recognizing the importance of efficient energy management, the Company focuses on reducing environmental and social impacts arising from resource consumption and air pollutant emissions. To achieve this, the Company has implemented both short-term and long-term initiatives aimed at reducing energy consumption. These initiatives include transitioning from internal combustion vehicles to electric vehicles, installing solar rooftop systems, participating in the Green Building assessment under the Thai's Rating of Energy and Environmental Sustainability (TREES) by the Thai Green Building Institute (TGBI) for existing buildings under operation and maintenance (TREES-EB), and participating in the Green Office program organized by the Department of Climate Change and Environment, among others.



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 -Ladprao Toll Plaza -Ratchadaphisek Toll Plaza -Bang Khen Toll Plaza -Chaeng Wattana Toll Plaza -Laksi Toll Plaza -Anusorn Satharn Toll Plaza	<ul style="list-style-type: none"> ■ 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	Completed in January 2025.
4	Install a 160 kW solar energy storage battery (Battery Energy Storage System: ESS)	Main Operation Center: MOC	Completed in January 2025.

Electricity and renewable energy consumption

	Unit	Performance		
		2023	2024	2025
Target	%	▼ >10% / 2019	▼ >10% / 2023	▼ >10% / 2023
Electricity consumption	kWh	4,723,248	4,119,753	3,516,669
Amount of solar energy consumption	kWh	96,814	431,974	600,000
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	2023	2024	2025
- Benzene Gasohol	Liter	37,172	18,532	17,278
- Diesel	Liter	136,783	134,472	130,835
- LPG	Kg	2,250	300	540

In addition, in 2025, the Company participated in the Green Electricity Tariff program (UGT1 – Non-Traceable Renewable Energy) at the retail level, provided by the Electricity Generating Authority of Thailand (EGAT), the Metropolitan Electricity Authority (MEA), and the Provincial Electricity Authority (PEA). Under this program, the Company receives both electricity supply and Renewable Energy Certificates (RECs) representing electricity generated from renewable energy sources. The service period was from 1 July 2025 to 31 December 2025. During this period, the Company expected to receive 717,100 units, reserved 463,600 units, and recorded actual consumption of 320,000 units.

Water management (GRI 303-1)

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.

Target	Management strategies
Reduce average water usage by 10% compared to 2023	<ul style="list-style-type: none"> ● Apply the 3Rs principle (Reduce, Reuse, Recycle) to reduce water consumption and promote water reuse. ● Manage water resources using modern tools and technologies in accordance with Green Building guidelines.





<p>performance</p>	<p>2024</p> <ul style="list-style-type: none"> ● Installed water volume meters with an Automatic Meter Reading (AMR) system, enabling data transmission to the management system for monitoring and reporting. <p>2025</p> <ul style="list-style-type: none"> ● Installed water-saving devices and sanitary fixtures in accordance with Green Building criteria. ● Upgraded the water supply piping system at the Laksi toll plaza building to prevent leakage. ● Promoted water conservation campaigns through the Company’s electronic communication channels. ● Achieved annual reductions in water consumption. <table border="1" data-bbox="678 829 1453 1087"> <tr> <td data-bbox="678 829 797 930">2024</td> <td data-bbox="797 829 1453 930">Total water consumption: 14,377 cubic meters, representing a 15% reduction.</td> </tr> <tr> <td data-bbox="678 930 797 1087">2025</td> <td data-bbox="797 930 1453 1087">Total water consumption: 13,657 cubic meters, representing a 14% reduction, exceeding the Company’s established target.</td> </tr> </table>	2024	Total water consumption: 14,377 cubic meters, representing a 15% reduction.	2025	Total water consumption: 13,657 cubic meters, representing a 14% reduction, exceeding the Company’s established target.
2024	Total water consumption: 14,377 cubic meters, representing a 15% reduction.				
2025	Total water consumption: 13,657 cubic meters, representing a 14% reduction, exceeding the Company’s established target.				
<p>Future plans</p>	<ul style="list-style-type: none"> ● Continuously promote water conservation practices. ● Apply the 3Rs principle (Reduce, Reuse, Recycle) to enhance water use efficiency. 				

■ **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.

<p>Goal</p> <p>Recycled wastewater volume: >30 cubic meters</p>	<p>Management Strategies</p> <ul style="list-style-type: none"> ● Apply the 3Rs principle (Reduce, Reuse, Recycle) and the ISO 14001 Environmental Management System to reduce water consumption and promote water reuse. ● Manage water resources using modern tools and technologies.
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	<ul style="list-style-type: none"> Promote sustainable water resource management in accordance with Green Building and Green Office guidelines. 				
<p>Performance</p>  	<p>2025</p> <ul style="list-style-type: none"> Installed two additional water recycling systems at the Din Daeng Toll Plaza building and the Laksi Toll Plaza building. Upgraded the wastewater recycling system at the Head Office (Main Operation Center: MOC), completed in September 2025. Volume of recycled wastewater reused for beneficial purposes. <table border="1" data-bbox="548 625 1442 930"> <tr> <td data-bbox="548 625 711 779">2024</td> <td data-bbox="711 625 1442 779">Reused 58.91 cubic meters of treated wastewater per year, which is utilized for plant watering, thereby reducing the consumption of tap water.</td> </tr> <tr> <td data-bbox="548 779 711 930">2025</td> <td data-bbox="711 779 1442 930">Reused 845.975 cubic meters of treated wastewater, which is utilized for plant watering, thereby reducing the consumption of tap water.</td> </tr> </table> <p>In 2025, the Company carried out renovation works in the area surrounding the Main Operation Center (MOC) building, which required the temporary suspension of the water recycling system. Nevertheless, the Company expanded the water reuse system to additional locations, including the Din Daeng Toll Plaza building and the Laksi Toll Plaza building.</p>	2024	Reused 58.91 cubic meters of treated wastewater per year, which is utilized for plant watering, thereby reducing the consumption of tap water.	2025	Reused 845.975 cubic meters of treated wastewater, which is utilized for plant watering, thereby reducing the consumption of tap water.
2024	Reused 58.91 cubic meters of treated wastewater per year, which is utilized for plant watering, thereby reducing the consumption of tap water.				
2025	Reused 845.975 cubic meters of treated wastewater, which is utilized for plant watering, thereby reducing the consumption of tap water.				
<p>Future plans</p>	<p>The Company expects that in 2026 it will be able to reuse approximately 430 cubic meters of treated wastewater per year, achieving the established targets through the implementation of the various measures introduced.</p>				

Water Resource Management in Collaboration with Stakeholders and External Organizations

The Company actively participates in the conservation of natural resources, particularly water resources, in collaboration with stakeholders and external organizations through various initiatives. Examples include:

- Collaborating with the Stock Exchange of Thailand (SET), the Royal Forest Department, and community leaders to support the conservation of community forests covering more than 40 rai in Lao Khwan District, Kanchanaburi Province.



- Collaborating with Net Zero Carbon Co., Ltd. and the Bang Pa-in District Agricultural Office on a project promoting Alternate Wetting and Drying (AWD) rice cultivation, which can reduce water consumption for rice farming by 25–40% through controlled water levels in rice fields and scheduled drying periods. The project is implemented on a 20-rai pilot area in Bang Pa-in District, Phra Nakhon Si Ayutthaya Province.

Paper management

<p>Target</p> <p>Paper usage reduced by 20% compared to 2023</p>	<p>Management strategy</p> <ul style="list-style-type: none"> ● Apply the 3Rs principle (Reduce, Reuse, Recycle) and ISO 14001 standards to minimize paper consumption and maximize paper reuse within the organization. ● Implement modern digital systems to facilitate paperless operations, in strict alignment with Green Office and Green Building guidelines. 												
<p>Performance</p> <p>Paper usage decreased by 41% from 2023</p>	<table border="1" data-bbox="609 919 1455 1087"> <thead> <tr> <th>Activity</th> <th>Unit</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Paper Consumption</td> <td>Kg</td> <td>7,818</td> <td>1,518</td> </tr> <tr> <td>Paper Recycled</td> <td>Kg</td> <td>4,180.50</td> <td>2,863.50</td> </tr> </tbody> </table> <p>The Company recycles paper collected from both internal and external offices and repurposes it to produce Greenway notebooks. The Company expects that in 2026 it will be able to achieve its established targets through the implementation of various measures aimed at continuously reducing paper consumption.</p>	Activity	Unit	2024	2025	Paper Consumption	Kg	7,818	1,518	Paper Recycled	Kg	4,180.50	2,863.50
Activity	Unit	2024	2025										
Paper Consumption	Kg	7,818	1,518										
Paper Recycled	Kg	4,180.50	2,863.50										
<p>Future plans</p>	<p>The Company adopts digital technologies in its operations to reduce paper consumption in the office in accordance with the 3Rs principle (Reduce, Reuse, Recycle). Documents are distributed through electronic systems, electronic surveys such as Google Forms are utilized, and the use of electronic documents in place of paper is continuously promoted.</p>												

One approach that the Company applied to help reduce the Company’s greenhouse gas emissions is to set guidelines and measures to reduce the amount of paper used from the Company’s various activities. With paper being the Company’s important and high-spending resource, the Company promotes and determines guidelines and measures for reducing the use of paper and other equipment in the organization in the same direction. The management is to maximize benefits, control and reduce paper usage, as well



as creating awareness among employees to be aware of the importance of continuously reducing paper use. The operational guidelines are as follows:

- ▶ Implement technology systems to increase operational efficiency/reduce paper use in the process
 - Electronic filing or allocating a document storage area in Share Drive.
 - Implement information systems to help with operations such as electronic filing systems, online document approval systems, E-Learning systems, SAP budget approval systems, etc.
 - Meeting via electronic media where attendees of the meeting/training/seminar can download meeting documents from the E-Meeting system or Intranet or E-mail instead of using hard copies.
- ▶ Promoting Awareness and Behavioral Change in Paper Usage among Employees
 - Encourage double-sided copying or printing of documents.
 - For draft documents that need to be printed for review, employees are encouraged to use single-sided reused paper, or when documents need to be reviewed by other departments, information should be sent via email (e-mail) instead.
 - Review documents carefully before copying or printing to avoid unnecessary paper waste.
 - Reuse document envelopes whenever possible.
 - Collect and separate used paper that is no longer required for record-keeping (both sides used) and send it for recycling into Greenway notebooks.
 - Maintain records of paper procurement and usage by each department and continuously communicate and promote guidelines for reducing paper consumption.

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

<p>Target</p> <p>Achieve more than 10% recycling (Recycle >10%) compared with the 2023 baseline year.</p>	<p>Management strategy</p> <ul style="list-style-type: none"> ● Apply the 3Rs principle (Reduce, Reuse, Recycle) to minimize waste generation by reducing consumption (Reduce), reusing materials (Reuse), and recycling waste (Recycle). ● Operate in accordance with the ISO 14001 Environmental Management System, the Green Office program, and the Care the Whale project.
<p>Performance</p>	<p>The Company segregates waste by category and records data through the Climate Care Platform of the Stock Exchange of Thailand (SET) to reduce the amount of waste sent to landfills and increase the proportion of waste that can be recycled. In addition, the Company has procured a food waste grinder to process food scraps into organic fertilizer.</p>



	Activity	Unit	2024	2025
	Waste Reused and/or Recycled	%	51	14
	Food Waste Converted to Organic Fertilizer	%	100	100
Future plans	<ul style="list-style-type: none"> Continuously manage waste and refuse in accordance with the 3Rs principle (Reduce, Reuse, Recycle). Review procurement procedures to ensure the selection of products and materials with lower environmental impacts, while mitigating negative impacts related to climate change, including the use of recyclable or biodegradable materials and products. Process food waste into organic fertilizer for use in maintaining plants, reducing reliance on chemical fertilizers. Promote awareness and proper waste management practices through communication and campaigns such as 5S activities, waste segregation initiatives, proper waste disposal, reducing paper usage, minimizing the use of foam containers, and reducing plastic bottle consumption. 			

The Company manages waste through proper segregation and disposal in compliance with legal requirements while promoting reuse and recycling practices. Examples include recycling toll receipts and used paper into Greenway notebooks, which are then donated to schools. In addition, the Company continues to promote proper waste segregation through e-Learning training programs, aiming to establish waste management as part of the organization's culture. The Company also undertakes initiatives to enhance sustainable waste management practices to achieve its goal of Zero Waste to Landfill, by systematically segregating waste generated within offices and toll plaza areas and repurposing certain types of waste for beneficial use.

The Company adheres to the 3Rs principle (Reduce, Reuse, Recycle) in its waste management approach by minimizing waste generation through reduced consumption (Reduce), promoting the reuse of materials (Reuse), and recycling waste materials (Recycle). The Company also strives to minimize the amount of waste sent for disposal to reduce environmental impacts while identifying opportunities to maximize the reuse of waste in line with Circular Economy principles, with the ultimate objective of achieving Zero Waste to Landfill from its business operations. Accordingly, the Company has further developed waste management practices based on the 3Rs framework, supported by various activities and operational initiatives, such as:

- Utilization of dust collected from vacuum sweepers: The Company conducted research and pilot studies on utilizing dust collected from vacuum sweepers together with initiatives to reduce plastic waste. Both materials are combined and processed into decorative materials and paving materials for walkways. The project is carried out in collaboration with internationally recognized plastic recycling experts and supporting organizations, including the Industrial Development Foundation, the Plastics Institute of Thailand, Zero Waste Yolo Co., Ltd., and GEPP Sa-Ard Co., Ltd., to support research and pilot implementation aimed at reducing waste and maximizing resource utilization.
- Food Waste to Organic Fertilizer Project: Food waste is processed through a food waste grinder to convert it into organic fertilizer, helping reduce the volume of food waste while providing natural fertilizer for plant maintenance in place of chemical fertilizers.
- Vinyl Banner Recycling Project: The Company collects unused advertising vinyl banners that remain in good condition and returns them to an upcycling process to produce multi-purpose bags. 
- Waste Management Awareness and Communication: The Company promotes proper waste management practices through communication campaigns, 5S activities, waste segregation campaigns, and initiatives encouraging proper waste disposal, reduction in paper usage, reduced use of foam containers, and reduced consumption of plastic bottles.

Waste and Materials Management Performance

Project	2024 Performance	2025 Performance
Recycling Road Sweeper Dust and Maintenance Debris	Studied the feasibility of converting road dust and debris into bricks. The study found that producing bricks from recycled plastic and dust is 10 times more expensive than conventional bricks.	Deferred investment in additional plastic crushing machinery based on the feasibility study.
Converting Food Waste to Organic Fertilizer	Conducted pilot tests on food waste dehydrators/composters from multiple vendors.	Purchased one food waste composter for use at the Main Operation Center (MOC).
Vinyl Banner Recycling	Collected vinyl banners from internal corporate activities.	Continued collection of vinyl banners; currently accumulating sufficient volume for future production.
Paper Recycling	Collected a total of 4,180.50 kg of used paper from internal and external sources.	Collected 2,863.50 kg of used paper and expanded collection

Project	2024 Performance	2025 Performance
		points to government offices, schools, and private companies.
Waste Management Awareness	<ul style="list-style-type: none"> ● Promoted the 3Rs principle (Reduce, Reuse, Recycle). ● Supported 5S activities. ● Organized the annual Big Cleaning Day. 	<ul style="list-style-type: none"> ● Continued 3Rs promotion and knowledge sharing. ● Sustained 5S activities. ● Organized the annual Big Cleaning Day.

Waste and Materials Management with Stakeholders and External Organizations

The Company actively engages in resource conservation and environmental impact reduction in collaboration with various stakeholders and organizations. Key initiatives include:

- “Greenway Notebook” Project: The Company has established over 18 collection points for all types of used paper (both single-sided and double-sided) across internal and external locations. This collected paper is reintegrated into a recycling process to produce eco-friendly notebooks, which are then distributed to students in schools nationwide.
- Single-Use Plastic Reduction: To instill a culture of sustainability, the Company campaigns for the reduction of single-use plastic water bottles. As a birthday gift, every employee receives a reusable insulated tumbler to encourage environmentally conscious habits.



Furthermore, the Company has developed a uniform waste management project, where retired employee uniforms are sent to be upcycled into recycled yarn and new fabric for the production of new uniforms.

International Standards Certification and Environmental Effectiveness Assessment

The Company is committed to continuous compliance with national and international laws, regulations, and standards. Our primary goal is to manage and mitigate impacts arising from greenhouse gas emissions, waste, air and water pollution, as well as to optimize the efficiency of water, energy, and resource consumption. We also prioritize the preservation of biodiversity. To ensure robust environmental quality management and best practices, the Company has attained the ISO 14001: Environmental Management System certification. Furthermore, we conduct greenhouse gas data verification in accordance with the ISO 14064-1 standard, with consistent audits and certifications provided by independent third-party organizations.

► Social Performance

Business operations are an integral part of society; therefore, businesses must interact closely with the communities in which they operate. The Company places strong emphasis on conducting its business with social responsibility toward society and all stakeholder groups. This commitment begins with delivering high-quality and efficient services that emphasize convenience, speed, and safety, contributing to harmonious coexistence within society while strengthening both sustainable business growth and social development.

Social Management Policies and Guidelines

The Company prioritizes socially responsible business practices, focusing on meeting the expectations and addressing the concerns of all stakeholder groups. Our operations are governed by the principles of Good Corporate Governance and strict compliance with laws, rules, and regulations related to social management. These include enhancing the quality of life, mitigating social impacts or risks to the general public and local communities, respecting human rights, ensuring fair labor practices, and taking responsibility for our service users.

In 2025, the Company continued to emphasize operations that encourage stakeholder engagement and active listening. Internally, the Company focuses on the well-being of employees, while externally it places importance on service users, local communities, and society at large. The Company has established the following goals and management strategies for social responsibility:

Operational goals		
Indicator	Within 2025	Sustainability strategy 2025–2029
Employee care and development		
Employee Engagement	> 65%	HPO & Smart Working Place Strategy
Safety and occupational health		
Number of serious accidents that require absence from work	0 cases	HPO & Smart Working Place Strategy
Participation in community and social development		
Community engagement/satisfaction assessment	> 80%	DMT Excellence Recognition Strategy ESG in process Strategy
No complaints from the wider community	No complaints	DMT Excellence Recognition Strategy ESG in process Strategy
Customer responsibility		
Service satisfaction	> 80%	Safer Road Traffic Management/ Maintenance/Optimization 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 2025, the Company received the Outstanding Human Rights Model Organization Award in the Large Business category from the Rights and Liberties Protection Department, marking the first year of receiving this recognition. This achievement reflects the Company’s strengthened commitment to human rights practices and its dedication to ensuring fair and equal treatment of employees, as well as consideration for all stakeholders and vulnerable groups. The Company upholds a non-discrimination policy, regardless of gender identity, religion, or any other status, covering areas such as employment, termination, compensation, employee benefits, personnel development, workplace safety, and the right of employees to organize and engage in collective bargaining for their benefits.

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 and Key Indicators

Indicator	Target	Performance		
	2025	2023	2024	2025
No human rights violations	0	0	0	0
Human rights complaints	0	0	0	0

○ Human Resource Development



The Company places strong emphasis on sustainable human resource management under the HPO & Smart Working Place strategy, guided by the employee care framework and the “Best Employer” approach. These initiatives support operations aligned with the Company’s core values, “CAT,” to drive organizational efficiency while ensuring a workplace free from discrimination. The Company aims to foster employee happiness and pride in their roles by creating a supportive working environment that encourages learning and prepares employees to adapt to technological changes in the digital era. In addition, the Company promotes diversity and equality within the organization, cultivating an open and inclusive culture that respects differences, enabling all employees to grow to their full potential. The Company also prioritizes employees’ quality of life through the continuous improvement and development of comprehensive and balanced welfare programs, while instilling ethics and integrity to encourage employees to contribute positively to the organization, society, and the environment.

Management Structure

The Company has established strategic plans for employee care and development through the HPO & Smart Working Place Working Committee, which formulates both short-term and long-term plans to enhance the organization’s capabilities and strengthen its competitiveness in the future while preparing for technological changes. These initiatives enable the Company to maintain continuous business operations without disruption. The strategy focuses on developing employee capabilities to move the organization forward, while also improving various work processes and working arrangements to enhance employees’ quality of life. In addition, the Company has established key performance indicators (KPIs) for effective human resource management, along with continuous development programs for personnel at all levels.

Employee Welfare and Care Policy

The Company aims to develop employees at all levels to collaboratively drive the organization forward in alignment with the CAT core values, enabling the Company to respond effectively to the rapidly changing global landscape in terms of economic, environmental, and social factors, as well as technological transformations in the digital era that impact business operations. Key issues identified from the Employee Engagement Survey, which was first conducted in 2022, have been incorporated into initiatives designed to support employee care and development. In addition, the Company provides employee welfare benefits beyond those required by law, including a provident fund, group health insurance, personal accident insurance, and educational scholarships for employees’ children. These scholarships are divided into two categories: scholarships for students from primary to upper secondary education, and the “Tollway Employees’ Children Dream to Graduate Program,” which provides non-repayable scholarships for higher education without requiring reimbursement to the Company. The Company also offers educational support for employees to enhance their



professional development. To strengthen employee engagement and workplace relationships, the Company organizes various activities such as the “Happy Birthday and Happy Work Life” program, which has been continuously held for 16 years, along with annual sports events, company gatherings, and employee sports clubs. The Company also provides various types of leave to support work–life balance, encourages employees to utilize their annual leave within the year, and allows unused leave to be carried forward to the following year in accordance with the Company’s policy. Furthermore, the Company maintains a competitive compensation policy based on the cost of living in the country without discrimination, ensures appropriate working hours, and provides overtime compensation in accordance with applicable labor laws.

The Company also encourages employees to participate in providing constructive feedback through various channels, such as the Employee Engagement Survey, meetings between employees and the Managing Director, and discussions with the Employee Welfare Committee, whose representatives are elected by employees. The committee consists of five employee representatives who act as intermediaries in conveying employees’ welfare needs to management, participating in consultations, providing recommendations, and monitoring the implementation of employee welfare programs.

In addition, the Company communicates organizational news and updates through its internal communication channels and supports employees’ freedom to express opinions and engage in negotiations in accordance with applicable laws. Feedback and information obtained through these processes are used to review, improve, and further develop the Company’s employee care policies to ensure their continued effectiveness and relevance.

Employee Care Framework in Alignment with the Best Employer Approach

Driving the Organization Effectively Toward Sustainability (ESG & Sustainability)	Focusing on Employee Development and Alignment with Organizational Strategy	Leadership Development	Fostering Organizational Engagement	Employee Engagement
<ul style="list-style-type: none"> ■ Adopting a Customer–Centric Approach with Fair and Equitable Practices. ■ Demonstrating Commitment to Achieving Planned Objectives. ■ Promoting Teamwork, Agile Mindset, and Resilience. 	<ul style="list-style-type: none"> ■ Compensation Management and Employee Retention ■ Employee Development ■ Building a Positive Corporate Image 	<ul style="list-style-type: none"> ■ Prioritizing Employee Care and Development ■ Effective Communication Processes ■ Fostering Mutual Understanding, Collaboration, and a Positive Work Environment 	<ul style="list-style-type: none"> ■ I.D.M.T. Management Program ■ Employee Developer Program ■ Working Committee Framework ■ All Corporate Activities 	<ul style="list-style-type: none"> ■ Strengthening Employee Engagement Effectively ■ Leveraging Engagement Survey Results to Enhance Fairness Across All Dimensions



In addition, the HPO & Smart Working Place Working Committee performs duties aligned with the workforce capability development framework in organizational well-being promoted by the Ministry of Labour and the Thai Health Promotion Foundation (ThaiHealth). Through the implementation of these initiatives, the Company has been recognized as an Outstanding Establishment in Labour Relations and Labour Welfare at the national level, as well as an Excellent Healthy Organization, reflecting its commitment to promoting workplace well-being programs that enhance employees' quality of life and overall work-life balance.

Management Approach

In 2025, the Company implemented comprehensive employee governance initiatives throughout the year, covering compensation and welfare management, career advancement, workplace environment, and the overall quality of employees' lives. In particular, regarding career development, the Company manages its workforce in alignment with the business growth plan, providing opportunities for internal mobility and career growth through Job Rotation for Development. The Company also continuously promotes employee learning and development (Learning and Development) and encourages agile learning practices to support business expansion and adaptability.

In the same year, the Company conducted an Employee Engagement Survey among all employees to gather feedback and improve its operations in line with employees' expectations and needs. The survey achieved a participation rate of 91.77% of total employees, and the overall employee engagement score reached 72.33%, indicating that employees are engaged with the organization.

Performance and Key Indicators

Operational Targets	2023	2024	2025
Proportion of female employees in executive and management positions			
Target (%)	50%	50%	50%
Proportion of female employees in executive and management positions (%) <i>(Long-term target: 50% by 2029)</i>	43.75%	41.30%	43.59%
Employee Engagement Survey Results			
Target (%)	≥ 60	≥ 65	≥ 65
Employee engagement level (%) <i>(Long-term target: 85% by 2029)</i>	71.75	73.20	72.33



■ Employee Care

○ Workforce Planning and Recruitment

The Company systematically conducts workforce planning to ensure preparedness in meeting the organization’s human resource requirements. This process aims to ensure that the Company has the appropriate number of personnel, with the required qualifications, at the right time, in alignment with the Company’s strategic business objectives.

The Company welcomes individuals with strong potential and readiness to take on new challenges to become key contributors in driving innovation and sustainable organizational growth. Recruitment is based on knowledge, competencies, experience, attitudes, and behavioral attributes that align with the Company’s corporate culture. Candidates are selected through a structured recruitment process, which may include written examinations, competency assessments, other relevant tests, and behavioral-based interviews. Job opportunities are publicly communicated through various recruitment channels. The Company maintains a non-discrimination employment policy, ensuring equality in all aspects of recruitment and upholding equal opportunity principles. Employment decisions are made without consideration of personal characteristics such as political views, age, gender, race, nationality, religion, language, culture, educational institution, or disability. In addition, the Company supports the employment of persons with disabilities in suitable positions, employing three individuals with disabilities as full-time employees in accordance with Section 33 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007). In 2025, the Company recruited 19 new full-time employees.

Performance and Key Indicators

Indicator	Target	Performance		
		2023	2024	2025
Successful Recruitment Rate	≥ 90%	76.75	90.75	91.67
Operations	In 2025, the Company implemented a proactive recruitment plan by collaborating with the Department of Employment and promoting job opportunities through Job Fair events both online and onsite. Job vacancies were also publicized through various websites, human resource management partner networks, and educational institutions. In addition, employees who are members of the HPO & Smart Working Place Working Committee helped disseminate information about the Company’s job openings. However, despite these efforts, the recruitment lead-time indicator did not achieve the target set by the Company. This was due to several factors, including requirements related to employment guarantees or work-related damage insurance, which affected the recruitment process and timeline.			



<p>Strategies</p>	<ul style="list-style-type: none"> ● Workforce and capability planning aligned with the Company’s five-year business plan. ● Fair and value-based recruitment, ensuring equal employment opportunities. 			
<p>Implementation Approaches</p>	<ol style="list-style-type: none"> 1) Adoption of cashless payment technologies to address labor shortages and enhance operational efficiency. 2) Employment of senior workers, particularly retired employees with specialized expertise, to retain valuable knowledge and experience. 3) Application of technology and Data Analytics in human resource management, using the concept of “Smart Resource Optimization” to improve workforce allocation based on actual demand at different times, reduce operational costs, and sustainably enhance service quality. 			
<p>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).</p>	<p>4 persons</p>	<p>3 persons</p>	<p>3 persons</p>	<p>3 persons</p>
<p>Implementation</p>	<ul style="list-style-type: none"> ● The Company reports the employment of persons with disabilities and notifies its intention to employ persons with disabilities to the Department of Empowerment of Persons with Disabilities, Ministry of Social Development and Human Security, on an annual basis. ● The Company also supports employment opportunities for persons with disabilities under Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007), providing opportunities for two persons with disabilities each year. 			
<p>Implementation Approaches</p>	<ul style="list-style-type: none"> ● The Company continuously announces job opportunities for persons with disabilities in suitable positions, targeting one position, which corresponds to 1% of the total workforce in accordance with Section 33 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007). ● In cases where employment under Section 33 cannot be fulfilled, the Company continues to support career development opportunities for persons with disabilities under Section 35 of the same Act on an ongoing basis. 			

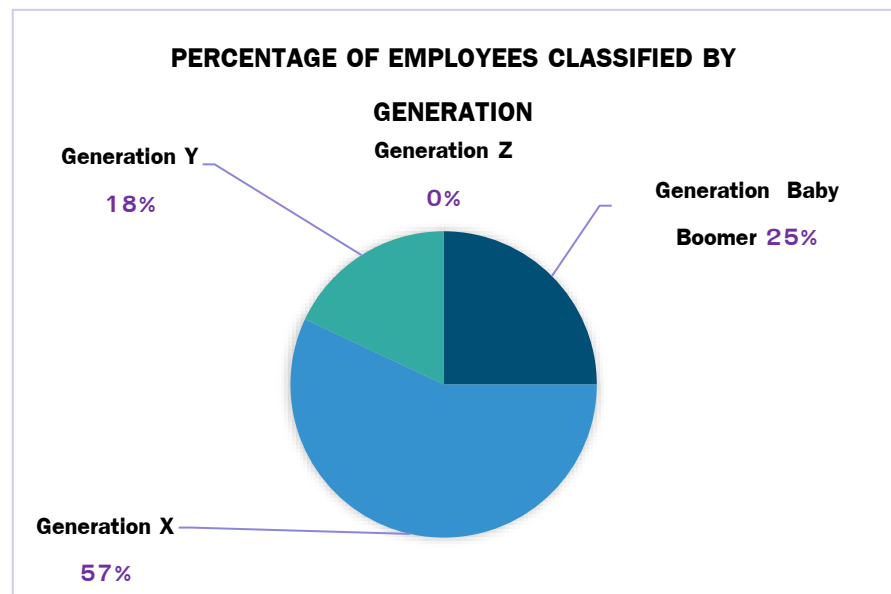
In addition, in 2025 the Company continued to support a Work from Home policy and Hybrid Workplace arrangements for certain departments. The effectiveness of this working model is evaluated every 12 months, and the results indicate that work performance has remained efficient. The arrangement has generated benefits for both employees and the Company, such as reduced commuting expenses for employees and lower utility costs for the Company, including savings on electricity and water consumption.

Promoting Diversity

The Company recognizes the importance of Diversity, Equity, and Inclusion (DEI) and promotes equal treatment for all individuals without discrimination, while respecting diversity and embracing differences among individuals both within and outside the organization. To support this commitment, the Company has established a Diversity, Equity and Inclusion Policy, which has been publicly disclosed on the Company's website at: <https://www.tollway.co.th/storage/document/cg/dmt-diversity-equity-and-inclusion-de-i-policy-th.pdf> This policy forms an integral part of the Company's human resource management framework, driving concrete implementation across the organization. In addition, the Company places strong emphasis on human rights practices, promoting awareness of human rights, respect for diversity in the workplace, and ethical business conduct. These initiatives are implemented through various E-learning training programs provided to employees and executives at all levels, such as Workforce Diversity Management and Build Integrity with Business Ethics. The Company also regularly reviews its policies, strategies, targets, and performance indicators to ensure continuous improvement in DEI implementation.



**As of 31 December
2025, the Company's
total workforce comprised
328 employees.**





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 2025, the Company encouraged employees to collaborate, share ideas, and work together to improve work processes and enhance operational efficiency, as well as to foster innovation within the organization in alignment with the CAT Core Values. To support this initiative, the Company implemented blended training programs that combine classroom learning and workshops, enabling participants to engage in interactive discussions and practical exercises. These programs are complemented by e-Learning courses on digital platforms, allowing continuous learning without limitations related to time, location, or instructors. In addition,

the Company organized various Employee Development Programs during the year to enhance employees' knowledge, skills, and capabilities, as outlined below:

- **Five-Year Sustainability Business Plan (2025–2029)** – A program designed to deliver sustainability value to various stakeholder groups. The target participants included department managers through senior executives, with 45 participants.
- **Chemical Emergency Response Level 1 Training** – Conducted for employees in the Traffic Management and Facilitation Department, whose primary responsibility is assisting tollway users. The program aimed to enhance personnel readiness to respond to emergency incidents in accordance with professional standards, particularly in cases involving accidents with chemical, gas, or flammable substance transport vehicles, chemical or gas leakage, and other hazardous situations. The training also provided opportunities to learn updated technologies and exchange knowledge with experts. The program was conducted in 3 batches with 74 participants.
- **ISO/IEC 27001:2022 Awareness and Interpretation Training** – This program enhanced understanding of information security management standards among executives, IT personnel, and internal quality auditors (IQA). The training covered key principles, requirements, and interpretation guidelines of the ISO/IEC 27001 standard, supporting the development and maintenance of the Information Security Management System (ISMS) and reducing information security risks. A total of 26 employees participated.
- **Online Learning (E-Learning)** – The Company promotes accessible learning that allows employees to study anytime and anywhere, responding to modern learning trends. Courses are designed according to functional competencies and essential future skills, supporting upskilling and reskilling through a comprehensive development framework alongside soft skill courseware. In 2025, the Company set a target that all employees complete 8 e-learning courses per person per year. The results showed that 100% of executives and employees completed all 8 courses, exceeding the target of 90%. The platform was provided by Future Skill.
- **Internal Knowledge Management System (DMT-KM)** – The Company appointed a Knowledge Management Working Committee to collect and document organizational knowledge, including lessons learned, work techniques, and operational best practices, ensuring the preservation of critical knowledge assets. In 2025, 9 knowledge topics were compiled and documented.
- **Employee Scholarship Program** – Since 2010, the Company has emphasized personnel development by providing scholarships as part of its talent development initiatives.



Scholarships are available for employees at supervisory level and above up to the Managing Director, enabling them to pursue Master’s and Doctoral degrees in accordance with the Company’s established criteria.

- **Internal Auditor Training Program** – Covering ISO 9001:2015 (Quality Management System), ISO 14001:2015 (Environmental Management System), and ISO 45001:2018 (Occupational Health and Safety Management System). The program enhanced knowledge and preparedness of internal auditors to conduct integrated audits effectively. The training lasted 3 days, combining theoretical and practical sessions, with 40 employees participating.
- **ISO 55001:2024 Requirements (Asset Management System: AMS)** – This program provided knowledge and understanding of asset management principles, system structure, and ISO 55001 requirements, as well as practical application guidelines suited to the Company’s operational context. The training aimed to enhance the efficiency of the Company’s asset management practices, with 18 participants.
- **Job Safety Analysis (JSA) Training** – This course was provided for department managers, division directors, and relevant employees, focusing on identifying potential risks, predicting workplace injuries and accidents, and establishing preventive measures to ensure workplace safety. A total of 37 employees participated.
- **Other training programs (summary excluding subsidiaries).**

Training Program	Training Hours		
	2023	2024	2025
Employee Orientation Program	10	10	14.5
Corporate Training Program (e.g., Teamwork Development)	6	20	11
Functional Training Program (e.g., EV Rescue, Service & Traffic Management)	59	70	64.5
Leadership Development Program	85	122	25
Coaching Program (e.g., People Management)	4	12	91
Health Safety & Environment	70	32	260
ISO standard: Requirement and Risk Assessment	62	59	87
Corporate Governance & Compliance Training (e.g., ESG & Human Rights, Anti-Corruption, Cybersecurity, PDPA, Risk Management, Code of Conduct)	100	79	297
Climate Change Adaptation & Impact Reduction Training	11	26	120

Future Employee Development Plan

To enable employees to effectively support the Company's future business strategies, as well as respond to technological advancements, changing consumer behaviors, and evolving market conditions, the Company has established employee development initiatives focusing on enhancing knowledge, work skills, behaviors, and mindset. These initiatives are aligned with the Company's core values and vision to drive sustainable growth in accordance with the annual personnel development plan. In addition, the Company organizes programs such as the "I ❤️ DMT Awards" and the Employee Developer Program to encourage executives and employees to adopt digital tools, modern working methodologies, and innovative work practices. These initiatives aim to improve operational efficiency by reducing costs, eliminating unnecessary processes, minimizing errors, and enhancing overall work quality through process improvement.

Evaluation and Compensation Management

The Company promotes a fair and inclusive working environment that embraces diversity in terms of gender, age, religion, ethnicity, and other dimensions. Decisions regarding compensation, career advancement opportunities, and performance evaluations are primarily based on employees' knowledge, capabilities, and the expectations of each job level. To ensure competitiveness, the Company conducts benchmarking of compensation and benefits against comparable industries and relevant external market conditions. In addition, the Company places strong emphasis on employee retention, recognizing that retaining talented employees is a key factor in achieving sustainable organizational performance. Accordingly, the Company has established performance evaluation and compensation management approaches as follows:

- **Performance evaluation**

The Company conducts performance evaluations based on both Key Performance Indicators (KPIs) and competencies. The KPI framework has been refined to align more closely with the organization's strategic objectives, ensuring that employees clearly understand how their individual roles contribute to achieving the Company's goals. This alignment is an important factor in advancing the organization toward becoming a High Performance Organization (HPO). In 2025, the Company officially implemented a new annual performance evaluation system, which had been improved in collaboration with a human resource management consultant in 2024. The Company adopted a Performance Management System (PMS) to manage employee performance and ensure consistent and sustainable operational results. Under this system, executives and employees are required to establish individual performance indicators aligned with the annual Sustainability Business Plan, which are also linked to the four perspectives of the Balanced Scorecard, namely:

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

The evaluation process is conducted fairly and transparently, without discrimination, and based on clear and well-defined criteria. The process begins with goal setting, through the establishment of Objective–Key Performance Indicators (O–KPIs) that are aligned with the organization’s key performance outcomes. Performance is monitored and reviewed annually in collaboration with supervisors. The Company also promotes a culture of constructive feedback, enabling employees to recognize their strengths and areas for improvement through structured discussions. Formal performance evaluations are conducted twice per year, supported by ongoing development initiatives. In addition, department–level executives meet with the Human Resources Department to discuss people management and employee development plans for their respective teams. Furthermore, performance evaluation results are linked to employee development, skill enhancement, and career progression planning. Supervisors provide recommendations for improvement and development areas through the performance evaluation forms, while additional development discussions are also conducted between management and the Human Resources Department.

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

To ensure that compensation is appropriate and competitive compared with the labor market and companies within the same industry, the Company engaged an external human resource management consultant in 2024 to review the starting salary and base salary structure based on job value. The Company maintains a fair and appropriate compensation and benefits policy for employees at all levels, with compensation structures aligned with employees’ knowledge, capabilities, expertise, and job performance. In determining compensation, the Company considers several factors, including the overall economic conditions of the country, prevailing wage levels in the domestic labor market, compensation practices of other companies in the same or related industries, as well as the Company’s operational performance and business conditions.

In addition, to retain high–performing and capable employees, the Company has established a salary adjustment policy consisting of the following: (1) Annual merit–based salary adjustments, which are determined based on each employee’s performance evaluation, assessed by supervisors through the chain of command and approved by the highest level of management. (2) Salary adjustments upon promotion, reflecting increased responsibilities and the higher significance of the employee’s role. The Company has implemented the revised employee compensation structure and annual salary adjustment methodology since 2024, and the compensation structure will be reviewed again in 2027.

Based on market surveys, the Company’s compensation structure remains competitive within the labor market and is higher than the statutory minimum wage, with employee compensation levels determined in reference to the annual performance evaluation system.

- **Promotion**

The Company places strong emphasis on equality in all dimensions, including gender, age, race, religion, and educational background. Accordingly, all employees who possess the required knowledge, capabilities, and skills are given equal opportunities to be considered through a selection process involving



assessments and interviews conducted by a designated committee in accordance with the Company's established criteria.

- **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**

Since 2022, the Company has conducted an Employee Engagement Survey using the Aon Hewitt Engagement Model to assess employee engagement outcomes. The engagement outcomes consist of three key dimensions: Say (employees speaking positively about the organization), Stay (employees' intention to remain with the organization), and Strive (employees' willingness to exert extra effort for the organization). In addition, the Company has defined Engagement Factors based on its organizational context, covering six key areas: 1) Job Responsibility, 2) Compensation and Benefit, 3) Workplace Environment, 4) Growth Opportunity, 5) Management Practices, and 6) Leadership & Culture.

The survey results are analyzed and used to continuously improve employee care initiatives, with the objective of strengthening employee engagement and participation within the organization. In 2025, a total of 301 responses were validated through the verification process, representing 91.77% participation. The overall employee engagement score for the Company was 72.33%, indicating a positive level of employee engagement with the organization.

- **Actions in Response to Employee Engagement Survey Results**

The 2025 Employee Engagement Survey results indicated several areas where employees showed increased interest and higher satisfaction compared with 2024, including job characteristics, compensation and incentives, workplace environment, career advancement opportunities, management practices of supervisors, leadership of senior executives, and the Company's reputation. The Company has reviewed the areas with the lowest satisfaction scores and plans to address them in 2026, particularly in relation to organizational culture and workplace atmosphere, under the Agile – Change Management strategy.

In addition, the Company continues to promote employee well-being and happiness at work (Happy Workplace) by adopting the "Happy 8" framework as a guideline for fostering sustainable happiness in employees' lives. This approach aims to cultivate positive attitudes toward life, harmonious coexistence with others, social responsibility, and being good members of families, organizations, and society. The concept emphasizes achieving genuine well-being through eight dimensions of balanced happiness, consisting of:

Happy Body	Promotion of Physical and Mental Health <ul style="list-style-type: none">● Annual health check-ups● Annual influenza vaccination program● Health promotion activities, including Petanque Club, Badminton Club, Football Club, and other sports activities
Happy Heart	Fostering a Supportive and Caring Workplace <ul style="list-style-type: none">● Employee volunteer programs
Happy Society	Strengthening Unity and Team Spirit <ul style="list-style-type: none">● Blood donation campaigns● Big Cleaning Day activities● Employee birthday celebration
Happy Relax	Creating a Relaxed and Positive Work Environment <ul style="list-style-type: none">● Annual New Year celebration● Annual Sports Day● Employee birthday activities● On-site massage therapy sessions to prevent and relieve Office Syndrome
Happy Brain	Supporting Knowledge and Competency Development <ul style="list-style-type: none">● Employee scholarship programs● Training and seminar programs
Happy Soul	Promoting Ethical Values and Moral Conduct <ul style="list-style-type: none">● Employee birthday merit-making activities● Annual Kathin (Buddhist merit-making) ceremony
Happy Money	Encouraging Financial Planning and Savings <ul style="list-style-type: none">● Provident Fund● Financial and investment literacy programs● Access to low-interest loan sources
Happy Family	Strengthening Family Stability and Warmth <ul style="list-style-type: none">● Children's Day activities for employees' families● Educational scholarships for employees' children● Employee and family sports clubs



Excellent Healthy Organization Award from the Thai Health Promotion Foundation (ThaiHealth) in recognition of its outstanding performance in driving workplace well-being initiatives.



Key Achievements in 2025

The Company places strong emphasis on promoting the health and quality of life of employees to ensure they can work happily and effectively. Various initiatives were implemented throughout 2025, including the following:

1. Increased accident insurance coverage from a maximum of THB 600,000 to THB 1,000,000.
2. Announcement of maternity leave policy in accordance with the Labour Protection Act (No. 9) B.E. 2568, effective 7 November 2025.
3. Engagement of a consultant to improve the annual Performance Management System (PMS). A workshop on O-KPIs and Competencies was conducted in April 2024 and communicated to employees, with the system fully implemented in 2025.
4. Installation of a vending machine to provide additional convenience for employees at the Employee Service Building at Din Daeng Toll Plaza.
5. Workplace wellness initiative – therapeutic massage sessions to help employees reduce stress and prevent office syndrome. The Company also supported visually impaired massage therapists from the Nonthaburi Vocational Development Center for the Blind, providing services every Wednesday, continuing for the second consecutive year.
6. Annual Town Hall Meeting 2025 – organized to communicate the Company’s strategic direction and overall goals to employees, strengthen teamwork culture, update employees on company news and benefits, and provide an opportunity for employees to ask questions directly to senior executives, helping reduce communication gaps. This activity is held annually.
7. “Happy Birthday & Happy Work Life” program (continuing for the 16th year) – employees receive birthday cards and gifts from the Company, participate in merit-making activities on their birthdays, and celebrate together with meals and cake.
8. Scholarships for employees’ children – 5 scholarships awarded at the undergraduate level.
9. Employment of senior workers after retirement (age 60+) on temporary contracts, totaling 2 employees.

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 75%. The HCI score slightly exceeded the target.

Performance and Key indicators

Indicator	2023	2024	2025
Number of training courses organized (courses)	178	152	233 (129 internal/external training programs + 104 e-learning courses)
Average training hours per person (hr/person/year)	61.46	35	58.43
Satisfaction of participated employee (%)	85	82	97.31
Training expenses (Baht/person)	5,438	3,314	9,083
Ratio of promoted employees (%)	3.22	4.97	3.01
Number of volunteer employees (hours)	424	844	1,352
Human Capital Index (HCI) (%)	-	76.30	78.30

In 2025, the Company participated in the Outstanding Establishment in Labour Relations and Labour Welfare Assessment organized by the Department of Labour Protection and Welfare. The initiative aims to strengthen good labour relations through a bilateral system and promote the development of labour welfare practices that meet established standards within organizations. As a result, the Company received the Outstanding Establishment in Labour Relations and Labour Welfare Award – National Level for 2025, marking the first year the Company has received this recognition from the Department of Labour Protection and Welfare.



In addition, the Company has continuously maintained the Good Labour Practices (GLP) certification, which is valid from 2 October 2025 to 1 October 2027, for a period of two years. This certification reaffirms the Company's commitment to managing and caring for employees in accordance with internationally recognized labor standards.



○ Occupational Health & Safety



The Company places strong emphasis on and strictly complies with regulations and laws related to occupational health and safety management. It is also committed to fostering comprehensive safety awareness among employees, business partners, and all relevant stakeholders. These efforts aim to reduce workplace injuries and prevent severe workplace accidents that could lead to fatalities or permanent disabilities. To achieve this, the Company is dedicated to establishing and implementing hazard control measures to prevent risks arising from work activities and unsafe incidents that may affect the lives and property of stakeholders. Occupational health and safety management has therefore always been a top priority for the Company, which actively promotes a safe working environment and implements measures to prevent and reduce risks from accidents that may affect employees, contractors, and all stakeholder groups.

The Company has developed a comprehensive occupational health and safety management system in accordance with the ISO 45001 standard and the guidelines of the Ministry of Labour. This system aims to prevent workplace accidents, occupational illnesses, and potential risks associated with service operations for expressway users.

In addition, the Company has established a corporate safety policy to oversee and prevent work-related injuries and illnesses among employees, contractors, and business partners within the Company's operational areas. The Company also regularly reviews and monitors the effectiveness of related safety measures, covering the following key areas:

- Regular workplace risk assessments to identify and manage potential hazards.
- Safety training programs for employees at all levels.
- Provision of standard-compliant personal protective equipment (PPE).
- Annual health check-ups and proactive health promotion initiatives.
- Monthly safety training for contractors, subcontractors, project consultants, and outsourced personnel.

To enhance operational effectiveness, the Company has established an Occupational Safety, Health and Working Environment Committee (Safety Committee). In addition, the Company has implemented the 4As strategy together with 5S activities to strengthen a safety culture and help reduce workplace accidents, consisting of the following:

- **Awareness** – Promoting safety awareness by organizing meetings of the Occupational Safety, Health and Working Environment Committee, conducting monthly safety training for contractors, subcontractors, project consultants, and outsourced personnel, and providing safety knowledge through exhibitions and safety games during Safety Day activities.



- **Attention** – Expanding safety communication channels and conducting regular workplace risk assessments to support preventive measures and effective problem-solving.

- **Action** – Encouraging strict compliance with safety regulations, legal requirements, and ISO 45001 standards among employees, contractors, and business partners working within the Company’s operational areas, with a strong emphasis on safety for both individuals and others.

- **Attitude** – Cultivating a positive safety mindset among workers, encouraging employees to participate in suggesting safety improvements, and maintaining a transparent and non-discriminatory system for reporting safety incidents and concerns.

Policy on safety and occupational health and working environment

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

The Company has established a Safety, Occupational Health and Working Environment Policy (<https://www.tollway.co.th/storage/document/cg/dmt-safety-occupational-health-and-work-environment-policy-th.pdf>), which defines the roles and responsibilities of employees and contractors/business partners regarding safety for themselves and their colleagues in accordance with applicable laws. The policy is also publicly disclosed on the Company’s website to communicate the Company’s safety commitments to all stakeholder groups.

Health and Safety Governance

The Company’s business activities involve operations related to the maintenance of the elevated tollway infrastructure and various development works, such as road surface repairs, drainage systems beneath the roadway, roadway lighting systems, installation of rooftop solar power systems (Solar Rooftop), and the installation of Variable Message Signs (VMS). To ensure effective health and safety management in accordance with ISO 45001 international standards and relevant laws, the Company has established an Occupational Safety, Health and Working Environment Committee (Safety Committee). The committee is responsible for preventing workplace accidents and promoting employee health and well-being. Its duties include establishing safety, occupational health, and working environment policies, developing measures to prevent and reduce workplace accidents, reporting and recommending improvements to working conditions, and promoting safety-related initiatives. The committee also conducts safety inspections of operational practices, establishes systems requiring employees at all levels to report unsafe working conditions, and holds meetings to monitor progress on safety issues and recommendations submitted to the Company. In



addition, the committee prepares annual operational reports and evaluates the Company's safety performance to ensure compliance with legal requirements while fostering a strong safety culture within the organization and continuously improving employee health and safety management.

The Committee convenes at least once a month as required by law to review and manage key safety performance indicators, including:

- Lost Time Injury Rate (LTIR): Monitoring the frequency of work-related injuries resulting in time away from work.
- Near Misses: Identifying and analyzing incidents that had the potential to cause injury or damage.
- Workplace Safety Inspections: Conducting regular audits of operational sites.
- Safety Training: Ensuring all personnel receive appropriate safety education and drills.
- Safety Performance Evaluation: Assessing the overall effectiveness of safety protocols.

To ensure comprehensive oversight, the Company appoints Safety Officers across various regulatory levels, including Executive, Supervisory, Advanced Technical, and Professional levels. Additionally, Work Supervisors are assigned to monitor and ensure that all operations strictly adhere to ISO 45001:2018 Occupational Health and Safety Management Systems throughout the entire 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 2025, during 20–22 January 2025, the Company underwent a re-certification assessment for the ISO 45001 standard, together with ISO 9001 and ISO 14001, for the third-year renewal cycle. The assessment was conducted by the Certification Body (CB) from SGS (Thailand) Limited at the Company's headquarters and Din Daeng toll plaza. The audit results indicated no non-conformities, and the Company successfully maintained its certification for another three years.

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 Investigation of Risk Incidents ^(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:

1 Assess hazards, risks, and methods for improvement

to reduce and control risks to an acceptable level. To be reviewed at least once a year or when there are changes to work procedures.

2 Job Safety Analysis (JSA)

for irregular work to identify hazards and assess risks covering activities and work areas. To set control measures combined with work permit.

3 Training and meeting to clarify

contractors, project consultants, outsource employees before starting work on a monthly basis.

Risk assessment is divided into two main categories: risk assessment for new business activities or projects (Due Diligence) and risk assessment for existing operations or projects. Prior to the implementation of any new project or improvement, the Company conducts a comprehensive health and safety risk assessment to ensure that such projects will not cause adverse impacts on employees, surrounding communities, or the environment, both in the short and long term.

This assessment is part of the ESG Due Diligence process, with the following key steps:

1. Preliminary Risk Identification

Preliminary risk identification is an important step used by the Company to assess health and safety risks prior to initiating any new project or activity. The objective is to identify potential hazards arising from work processes, materials, machinery, or working environments, and to establish appropriate risk control plans from the outset. Once risks are identified, the Company evaluates the severity and likelihood of each risk using a risk matrix to prioritize risks and determine initial control measures. These measures may include designing safer work areas, selecting machinery equipped with automatic safety systems, providing personal protective equipment (PPE), and conducting employee training prior to commencing operations.

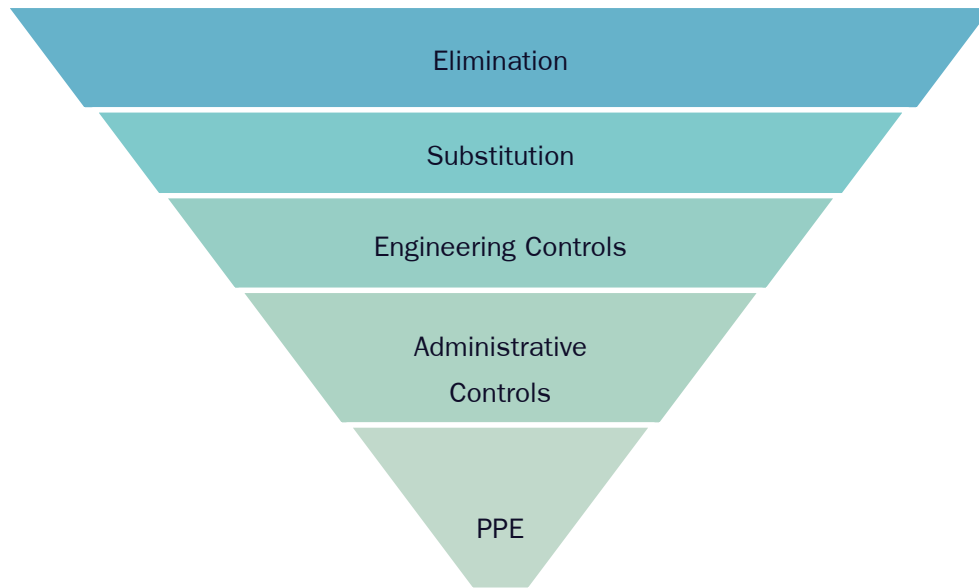
2. Health Impact Assessment (HIA)

The Company places strong emphasis on conducting Health Impact Assessments (HIA) for all new projects that may affect employees, surrounding communities, and the environment. This process forms part of the Company's proactive approach to health and safety risk management, ensuring that potential health impacts are carefully evaluated and addressed before project implementation.

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



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

2022-2023	2024	2025
<ul style="list-style-type: none"> - Conducted training on ISO 45001:2018 requirements and practical implementation - Performed Gap Analysis comparing current operations with ISO 45001 requirements - Improved and updated operational procedures and manuals - Conducted Pre-audit by Internal Quality Audit (IQA) - Performed Management Review by executive management - Applied for ISO 45001 certification 	<ul style="list-style-type: none"> - Reviewed hazard identification and risk assessment - Conducted Internal Quality Audit (IQA) - Completed Surveillance Audit to maintain ISO 45001:2018 certification by an external third-party auditor - Conducted Management Review by executive management 	<ul style="list-style-type: none"> - Reviewed hazard identification and risk assessment - Conducted Internal Quality Audit (IQA) - Completed Surveillance Audit to maintain ISO 45001:2018 certification by an external third-party auditor - Conducted Management Review by executive management

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 2025, 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
1	1) Information	Temperature	Celsius	24.2 – 25.7	24-26	✓
2	Technology Room	Relative humidity	%	51.4-58.3	50-65	✓
3	2) Electrical Equipment	Velocity	m/min	0.06-0.19	<0.30	✓
4	Maintenance	CO ₂ concentration	PPM	403-934	1,000	✓
5	3) Finance and	CO concentration	PPM	0.9-1.1	9	✓
6	Accounting Room	PM 2.5 concentration	Microgram/m ³	2 - 4	25	✓
7	4) Operation Control	Total bacterial counts	CFU/m ³	77-189	500	✓
8	Center Room	Total fungal counts	CFU/m ³	28-32	500	✓
	5) Cash Counting Room					
	at Don Mueang Toll					
	Plaza Building					

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.
- Employee Health Promotion Program: The Company promotes employee well-being through sports clubs for employees and their families, including football, badminton, running, aerobics, and pétanque clubs. In addition, in 2025, the Company established a martial arts club to further encourage employees to engage in physical exercise.
- Occupational Health Measures for Contractors: The Company implements occupational health and safety measures for contractors and individuals working within the Company's premises, including preparing designated work areas, operational procedures, protective equipment, communication of safety policies, and providing safety awareness training.
- Emergency Response Drills: The Company conducts emergency response drills to ensure that the internal response teams understand their roles and responsibilities, improve coordination, and enhance the overall effectiveness of emergency management.
- Provision of Personal Protective Equipment (PPE): Appropriate Personal Protective Equipment (PPE) is provided for operational tasks, and employees are required to wear the equipment at all times while performing their duties.
- Installation of Air Purifiers: The Company has installed air purifiers in toll booth buildings, toll collection booths, and the headquarters building to help reduce PM2.5 dust exposure and improve air quality for employees.

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	3
Operational level representative	Operational personnel	4
Secretary	Professional safety officer	1
2-Year office term		9

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

The Company emphasizes building a sustainable safety culture through two-way communication, active listening, and participation from employees and relevant stakeholders at all levels. Such engagement enables the Company to identify real workplace risks, improve preventive measures in line with actual working conditions, and enhance safety awareness throughout the organization.

The Company's stakeholder engagement approach in occupational health and safety includes the following:

- **Monthly Safety Committee Meetings:** These meetings provide opportunities for employee representatives from operational levels and management representatives from the employer

side to present feedback, concerns, or suggestions regarding workplace conditions and safety measures.

- Annual Workplace Environment Survey: Conducted to assess employees' satisfaction with working conditions, tools, and equipment, as well as their perceived level of safety, with the results used to improve relevant policies and practices.
- Participatory Training Programs: Such as emergency response drills, PPE usage training, and basic first aid training, emphasizing the participation of employees, partners, and contractors to encourage shared learning and experience exchange.
- Safety Training for Contractors and External Workers: Training programs are organized for contractors, service providers, and individuals working within the Company's premises to ensure compliance with safety requirements.
- Safety Reporting Channels: Including suggestion boxes and internal hotlines, enabling employees to report incidents or raise safety concerns anonymously.

Stakeholder engagement in occupational health and safety not only helps reduce workplace accidents and risks, but also strengthens trust, engagement, and shared responsibility between the organization and its employees, which serves as a key foundation for sustainable business operations.

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 firefighting 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 Committee Training Course
- Basic First Aid, Cardiopulmonary Resuscitation (CPR), and AED Usage Training Course
- Safety in Working with Tools and Machinery Training Course
- Job Safety Analysis (JSA) Training Course



- Safety, Occupational Health, and Working Environment Course for General Employees and New Employees, 2025
- Course on Raising Awareness of Workplace Safety, Occupational Diseases, and the Environment, 2025



- 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 and Key Indicators

Indicator : lost time injury frequency rate (LTIFR)	2023	2024	2025
● Employee	1	0	5
● Number of lost workdays due to work-related injuries (days)	3	0	48
● 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.

Health and Safety Performance Evaluation

The Company places strong emphasis on accident prevention and employee well-being at all levels, adopting a preventive safety management approach together with a systematic incident response process to create a safe working environment.

The Company has established a continuous monitoring, inspection, and reporting system for occupational health and safety incidents, including the analysis of incidents and near misses to identify root causes and improve control measures for greater effectiveness. In the event of an incident, the Company conducts a thorough investigation by the Safety Committee, professional safety officers, and relevant supervisors, with the findings reported to the Managing Director, followed by the implementation of corrective and preventive actions to prevent recurrence.

For health and safety performance evaluation, the Company compares performance data with results from previous years to assess progress and improve safety management practices.

Development of Control and Monitoring Plan

The Company develops a systematic health and safety control and monitoring plan to ensure that the established measures effectively prevent accidents and reduce health risks for employees. This plan forms part of the workplace safety management system and aligns with the ISO 45001 international standard.

The control and monitoring plan consists of the following key elements:

- **Risk Control Measures** the Company analyzes risks in each operational area or work process and establishes appropriate control measures, such as providing personal protective equipment (PPE) and designing safer workspaces.
- **Safety Action Plan Development** The safety action plan specifies operational activities such as equipment inspections, employee training, and emergency drills, including the assigned responsibilities, timelines, and required resources.
- **Monitoring and Evaluation** the Company continuously monitors the implementation of the plan using safety performance indicators, such as the Injury Rate, Absenteeism Rate due to health reasons, and the number of complaints received.



- **Internal Audit and Review** Internal safety audits are conducted at least once a year, and performance results are reviewed by the Safety and Occupational Health Committee to improve and adjust the plan according to evolving risks and situations.
- **Reporting to Management and Stakeholders** Monitoring and evaluation results are reported to the Managing Director and communicated to employees and stakeholders through various channels to ensure transparency and foster cooperation in creating a safe working environment.

○ **Community and Social Development Engagement**

Policy on Community and Social Development Engagement

The Company places great importance on long-term engagement in community and social development by integrating social and environmental responsibility into its sustainable business strategy. The Company focuses on systematically managing impacts on stakeholders and believes that business growth should progress in parallel with improving the quality of life of communities and society, while maintaining balanced environmental stewardship. This approach aims to create long-term value for shareholders as well as for society as a whole.

The Company encourages employees at all levels to develop knowledge, understanding, and awareness of their roles and responsibilities in implementing policies on social and environmental responsibility. These principles are integrated from conceptual frameworks into operational processes and concrete social activities. Employees at all levels are also encouraged to actively participate in community activities throughout the year. Such initiatives reflect the Company's commitment to creating shared value and supporting the long-term sustainable development of the business sector, communities, and society.

Management of Community and Social Development Engagement

The Company implements community and social development initiatives based on the principles of community participation, stakeholder engagement, and strengthening community capacity to achieve long-term self-reliance. These initiatives are integrated through a systematic management process covering three key areas as follows:

1. **Community Economic Development:** The Company supports job creation, income distribution, and improvement of the quality of life of people in its areas of operation. This is achieved through projects aimed at enhancing the economic capacity of communities and generating positive long-term economic and social impacts.

2. **Respect for Human Rights:** The Company conducts its business operations and social initiatives in accordance with the principles of respect for human rights. It carefully considers the potential impacts on communities and stakeholders in all areas where it operates, ensuring that its operations are carried out fairly, transparently, and without causing negative social impacts.

3. **Community Needs Assessment and Monitoring:** The Company regularly surveys community needs, expectations, and satisfaction through an Annual Stakeholder Survey. This process provides an objective reflection of community perspectives, and the results are used to support planning, improvement, and development of community and social initiatives to effectively meet stakeholder needs.

5 Social Contribution Pillars for Sustainable Development

Through the integration of community and social development management, the Company has established a corporate social responsibility (CSR) framework comprising five key areas of social activities under the concept “Tollway Way...Your Way.” This framework is designed to align with stakeholder needs and the United Nations Sustainable Development Goals (SDGs), with the aim of creating tangible positive impacts on society.



Under these five operational areas, the Company aims to create long-term value for society as a whole while supporting a total of 12 Sustainable Development Goals (SDGs), including:











5 Social Contribution Pillars		Sustainable Development Goals
<p>DMT GOOD COMPANY ESG Tollway... Smart Way</p> <p>Tollway Smart Way – Elevating Educational Opportunities</p> <p>The Company promotes equitable access to quality education and works to reduce educational inequality while strengthening long-term community capacity. Key initiatives include:</p> <ul style="list-style-type: none"> • Provision of scholarships, living allowances, and educational equipment to underprivileged students • Support for experiential learning programs such as skill development camps, study visits, and vocational training to enhance life skills and lifelong learning • Improvement of school sanitation systems to create safe and conducive learning environments This pillar contributes to human capital development and long-term socio-economic mobility. 	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>SDGs 3 - Good Health and Well-being</p> <p>Ensure healthy lives and promote well-being for all at all ages</p>
	<p>4 QUALITY EDUCATION</p>	<p>SDGs 4 - Quality Education</p> <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>
	<p>6 CLEAN WATER AND SANITATION</p>	<p>SDGs 6 – Clean Water and Sanitization</p> <p>Ensure availability and sustainable management of water and sanitation for all</p>



5 Social Contribution Pillars		Sustainable Development Goals
<p>DMT GOOD COMPANY ESG Tollway... Healthy Way</p> <p>Tollway Healthy Way: Enhancing the Health and Well-being of Society</p> <p>The Company is committed to enhancing the health and well-being of society by promoting good health and supporting the well-being of the public, as well as preventing risk factors that may affect people's quality of life. This commitment is implemented through activities that promote health awareness, prevent drug abuse, and foster well-being among workers and university students.</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>SDGs 3 - Good Health and Well-being</p> <p>Ensure healthy lives and promote well-being for all at all ages</p>
<p>DMT GOOD COMPANY ESG Tollway... Safety Way</p> <p>Tollway Safety Way: Enhancing Road Safety</p> <p>The Company applies its knowledge and expertise in traffic management and road safety to improve road safety in community areas, secondary roads, and areas in front of schools and temples, where there is a high volume of public traffic. Key initiatives include the installation and improvement of traffic signs, the design of safer traffic environments for students and pedestrians, and the organization of awareness campaigns on road safety for road users and surrounding communities.</p>	<p>3 GOOD HEALTH AND WELL-BEING</p> <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>SDGs 3 - Good Health and Well-being</p> <p>Ensure healthy lives and promote well-being for all at all ages</p> <p>SDGs 11 - Sustainable Cities and Communities</p> <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>
<p>DMT GOOD COMPANY ESG Tollway... Better Way</p> <p>Tollway Better Way – Elevating Quality of Life</p> <p>The Company undertakes initiatives aimed at strengthening social stability and improving quality of life, particularly for vulnerable groups. Key activities include:</p> <ul style="list-style-type: none"> • Rescue and removal of stray animals from expressway routes to reduce accident risks and protect users • Vocational training and employment support for vulnerable groups, including the elderly, persons with disabilities, and unemployed individuals 	<p>1 NO POVERTY</p> <p>2 ZERO HUNGER</p> <p>3 GOOD HEALTH AND WELL-BEING</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>SDGs 1 - No Poverty</p> <p>End poverty in all its forms everywhere</p> <p>SDGs 2 - Zero Hunger</p> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>SDGs 3 - Good Health and Well-being</p> <p>Ensure healthy lives and promote well-being for all at all ages</p> <p>SDGs 8 - Decent Work and Economic Growth</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>



5 Social Contribution Pillars		Sustainable Development Goals
<ul style="list-style-type: none"> Emergency relief support for natural disaster victims in collaboration with government agencies, foundations, and private partners 		<p>SDGs 10 - Reduce Inequalities</p> <p>Reduce inequality within and among countries</p>
		<p>SDGs 17 - Partnerships for the Goals</p> <p>Strengthen the means of implementation and revitalize global partnerships for sustainable development.</p>
<p>DMT GOOD COMPANY ESG   Tollway... Green Way</p> <p>Tollway Green Way – Elevating Environmental Stewardship and Climate Action</p> <p>The Company promotes responsible resource management, environmental conservation, and biodiversity protection.</p> <p>Key initiatives include:</p> <ul style="list-style-type: none"> Recycling used paper to reduce deforestation and conserve natural resources Supporting community forest rehabilitation and sustainable forest-based livelihoods Promoting low-carbon agriculture through AWD (Alternate Wetting and Drying) techniques to reduce greenhouse gas emissions in rice production Partnering with public, civil society, and private organizations to support reforestation, carbon reduction, biodiversity enhancement, and renewable resource utilization 		<p>SDGs 12 - Responsible Consumption and Production</p> <p>Ensure sustainable consumption and production patterns</p>
		<p>SDGs 13 - Climate Action</p> <p>Take urgent action to combat climate change and its impacts</p>
		<p>SDGs 15 - Life on Land</p> <p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>
		<p>SDGs 17 - Partnerships for the Goals</p> <p>Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development</p>

Performance Results in 2025:

- The Company participated in the Social Impact Footprint (SIF) assessment program for the business sector, conducted by the Thaipat Institute, in alignment with GRI Standards and other international reporting frameworks. The assessment aims to quantitatively measure social impacts through indicators such as Social Impact Footprint (number of beneficiaries), Investment per Headcount (Baht per person), and Net Equity Value (Baht). The evaluation is based on four key principles: accuracy, comparability, completeness, and reliability. The Company received a total confidence score of 77.50%, reflecting a good level of reliability in its social impact assessment. In addition, the social impact assessment was conducted in accordance with the AA1000AS (Accountability 1000 Assurance Standard), covering four principles: Inclusivity, Materiality, Responsiveness, and Impact. The Company achieved a 100% overall score across all four principles, representing a very high performance level in the evaluation of project outcomes.
- The Company did not identify any significant negative impacts on communities arising from its operations or social initiatives. This reflects the Company's systematic stakeholder impact management and its strong emphasis on preventing and mitigating social risks throughout its value chain.
- The community and social satisfaction assessment indicated an average satisfaction score of 93%, demonstrating the effectiveness of the Company's stakeholder engagement process, active listening, and its ability to appropriately respond to community expectations.

2025 Performance Outcomes Across the Five Social Contribution Pillars**1. Tollway Smart – Elevating Educational Opportunities****1.1 Educational Scholarship Support through Dream for Achievement Foundation**

The Company recognizes that education is a key factor in developing Thai youth to become an important driving force for the nation in the future. However, poverty and financial constraints remain significant barriers limiting access to higher education. To address this issue, the Company provides scholarships to underprivileged students who demonstrate strong academic performance and good conduct, enabling them to pursue higher education within Thailand in accordance with the criteria established by the Foundation.

This program has been implemented since 2012 and continues to the present. To date, the project has provided educational opportunities to a total of 243 students, of whom 83 are currently studying and 160 have successfully graduated. The program contributes to the development of qualified individuals

who help drive social progress and sustainability, reflecting positive outcomes in human capital development and the long-term continuity of the initiative.

Target: Provide 18 scholarships per year to youth.

Performance: A total of 18 students met the selection criteria and were awarded scholarships, achieving the target.

Budget: THB 12 million

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

No.	Activity/Project	Beneficiary	Budget
1.2	<p>Executive Knowledge Sharing: Branding through PR and CSR (6th Consecutive Year)</p> <p>Senior executives served as guest lecturers on the topic “Branding through PR and CSR”, sharing perspectives on integrating ESG principles into core business processes (ESG-in-Process) to support the Sustainable Development Goals (SDGs).</p> <p>The session was delivered to students of the Faculty of Management Sciences at Kasetsart University, Sriracha Campus, Chonburi Province. Students were encouraged to propose CSR project ideas aimed at developing communities or improving environmental conditions around the university area.</p>	<p>Beneficiaries – 100 University students</p> 	Pro Bono
1.3	<p>Tollway Takes Children on a Learning Journey – Year 8</p> <p>The Company organized experiential learning activities for Grade 3 students from Wat Weluanaram School (Don Mueang District, Bangkok). The program focused on:</p> <ul style="list-style-type: none"> • Astronomy and science education at Space Journey • STEM-based interactive learning • Physical development and technology-based interactive learning at BEAT Active Indoor Sports Center 	<p>Beneficiaries – 40 students</p> 	THB 47,475
1.4	<p>San Fan Volunteer Group Initiative – 2025</p> <p>The Company encouraged employee volunteer participation in social initiatives in collaboration with external volunteer networks. Activities included:</p>	<p>Beneficiaries – A total of 149 students and educational personnel</p>	THB 16,656

No.	Activity/Project	Beneficiary	Budget
	<ul style="list-style-type: none"> • Donation of medical supplies and educational materials to Ban Khlong Han Daeng School, Kabin Buri District, Prachinburi Province • Support for school infirmary facilities • Meal preparation and distribution for students 		
1.5	<p>Care with Heart Program – Year 16</p> <p>The Company conducted environmental improvement activities at Wat Khlong Yai School, Ban Bueng District, Chonburi Province. Improvements included:</p> <ul style="list-style-type: none"> • Repainting school buildings • Renovation and replacement of sanitary facilities • Installation of waste separation points 	<p>Beneficiaries – A total of 250 students and educational personnel</p> 	THB 100,000
1.6	<p>Kathin Samakkhi – Building People 2025</p> <p>The Company acted as a central coordinator in fundraising efforts from customers, board members, executives, employees, business partners, and stakeholders to support a community merit-making initiative. Funds were used to:</p> <ul style="list-style-type: none"> • Provide educational equipment • Support scholarships for underprivileged youth at Siriwat Vocational College, Nakhon Nayok Province. 	<p>Beneficiaries – 203 students</p> 	THB 328,899

2. Tollway Healthy Way – Elevating Societal Well-being

2.1 Provision of Preliminary Drug Testing Kits

The Company recognizes that drug abuse is a critical social issue affecting multiple dimensions of society, including public health, the economy, security, and the long-term development of youth. To address this challenge, the Company has implemented initiatives to support monitoring, screening, and post-treatment follow-up to help prevent relapse. As part of these efforts, the Company provides preliminary drug testing kits to government agencies, private sector organizations, and educational institutions.



The project reflects the principles of Preventive Public Health and Social Risk Mitigation, emphasizing systematic management of health and well-being issues among stakeholders.

Objective: To prevent, address, and rehabilitate drug-related problems in line with the concept of sustainable social development and the promotion of public health and well-being in the Company's areas of operation.

Performance: The Company distributed a total of 1,500 preliminary drug testing kits to government agencies, private sector organizations, and educational institutions.

Beneficiaries: A total of 1,500 individuals, including:

- Inmates at Phu Khiao District Prison, Chaiyaphum Province
- Employees in a manufacturing industrial facility in Khlong Nueng District, Pathum Thani Province
- Employees in a manufacturing industrial facility in Ban Pong District, Ratchaburi Province

Budget: 12,000 บาท

3. Tollway Safety Way – Elevating Road Safety

3.1 Installation of Solar-Powered Flashing Traffic Warning Signs – Year 10

The Company has continuously implemented a project to install solar-powered flashing traffic signals to enhance road safety on both main and secondary roads. The initiative aims to reduce the risk of traffic accidents in community areas and near educational institutions, while emphasizing the effective management of safety risks for infrastructure users and surrounding communities.



Objective: To reduce accident risks on public roads, particularly in school zones and community areas.

Performance: Solar-powered flashing warning signs were installed at Sarabos District, Lopburi Province: Anuban Sarabos School and Sarabos Wittaya School

Beneficiaries: Approximately 560 individuals, including students, teachers, school personnel, and surrounding community members.

Budget Allocation: THB 57,800

Additional Initiatives under Tollway Safety Way

No.	Activity/Project	Beneficiary	Budget
3.2	<p>Safe Songkran – Caring for Fellow Road Users (Year 15)</p> <p>The Company continued its annual road safety campaign during the Songkran holiday period, one of Thailand’s highest-risk travel seasons.</p> <p>The initiative aims to:</p> <ul style="list-style-type: none"> • Raise awareness of safe driving practices • Reduce fatigue-related driving risks • Promote responsible road behavior <p>In 2025, the Company distributed 2,000 anti-drowsiness bags to:</p> <ul style="list-style-type: none"> • Tollway users at Din Daeng Toll Plaza • Public transport drivers at Chatuchak Minibus Terminal 	<p>Beneficiaries - 2,000 car drivers who used Tollway.</p> 	THB 200,000
3.3	<p>New Year Travel Safely with Tollway – 2025</p> <p>During the New Year holiday period, the Company implemented an integrated road safety awareness campaign to promote responsible driving behavior.</p> <p>A total of 2,000 anti-drowsiness bags were distributed to:</p> <ul style="list-style-type: none"> • Tollway users at Din Daeng Toll Plaza • Public transport drivers at Chatuchak Minibus Terminal <p>The campaign was conducted in collaboration with:</p> <ul style="list-style-type: none"> • Traffic Police Division • Vibhavadi Rangsit Traffic Control Center 	<p>Beneficiaries - 2,000 car drivers who used Tollway.</p> 	THB 200,000

4. Tollway Better Way – Elevating Quality of Life

4.1 Vocational Empowerment for Persons with Disabilities – 2025



The Company partnered with the Thai Chamber of Commerce Foundation and the Kroer Foundation to implement a vocational empowerment program for persons with disabilities in accordance with Section 35 of the Empowerment of Persons with Disabilities Act B.E. 2550 (2007). The initiative aims to strengthen self-reliance, income stability, and social dignity by supporting sustainable livelihood development for persons with disabilities within their communities.



The program has operated on a rotational geographic model since 2017 and has supported 18 persons with disabilities to date, reflecting a long-term structural social investment approach.

Objective: To continuously support employment opportunities for persons with disabilities, with a target of 2 beneficiaries per year.

Performance: The Company organized practical training workshops and study visits on egg-laying chicken farming, along with financial support for persons with disabilities to participate in training, skill development, and vocational preparation. Each beneficiary received THB 120,450 in support, which was allocated into two components:

1. Direct Support for Persons with Disabilities (96.10%), covering:
 - Allowances for practical training
 - Theoretical training expenses
 - Start-up vocational support, including:
 - 60 egg-laying chickens (18 weeks old)
 - 29 sacks of chicken feed
 - Materials and equipment for building and maintaining poultry housing
2. Coordination Costs (3.90%)

Project Location: Nam Yuen District, Ubon Ratchathani Province

Beneficiaries: 2 persons with disabilities from Ubon Ratchathani Province (1 female and 1 male)

Total Budget: THB 240,900

Outcome-based Impact

Before participation:

- Disability allowance: THB 800/month
- Elderly allowance (if applicable): THB 600/month
- Irregular daily labor/agriculture income: approx. THB 2,000/month

After participation:

- Month 1: Household cost reduction through egg consumption
- Month 2: Egg sales income approx. THB 3,000–3,500/month
- Months 3–18: Stable income approx. THB 3,500–4,000/month
- Month 19 onward: Sale of hens (THB 70–150 per unit) before reinvestment cycle

Project Monitoring and Supervision

The Company assigns project officers to monitor project progress on a monthly basis, covering the following activities:

- Providing consultation and guidance on constructing poultry houses in accordance with proper technical standards
- Coordinating with farms to procure chickens and necessary farming equipment as requested by the persons with disabilities
- Monitoring the egg-laying chicken farming process, offering recommendations, and assisting in resolving issues that arise during the farming process

In addition, the Company, together with representatives from the Thai Chamber of Commerce Foundation, government agencies, and community representatives, jointly monitors the progress of the egg-laying chicken farming project and presents certificates to participating persons with disabilities once per year.

Project Outcomes

- Persons with disabilities have developed vocational skills and gained knowledge on rights, welfare, safety, and household financial management.
- Participants have gained regular income, reducing dependence on family members and enhancing their self-worth and confidence.
- The project has fostered collaboration networks within the community, including local leaders, volunteers, and government agencies.

Future Plans Participants involved in egg-laying chicken farming plan to continue generating income from egg sales. They have reinvested the allowances received from the project to purchase additional chickens and feed. When the chickens' egg production declines and becomes economically unviable, they plan to sell the older chickens and replace them with new batches, ensuring the sustainability of their livelihood.

4.2 Supporting Elderly Community Enterprises

The Company continues to promote sustainable income generation for elderly and vulnerable groups by purchasing locally produced goods for corporate activities and promoting these products through corporate communication channels.

Objective: To create sustainable income for the elderly and vulnerable groups.

Performance: The Company purchased the products from elderly and vulnerable groups who completed vocational training.

- 2,000 turmeric-honey soaps (50g) from Thepratan Community (Don Mueang District)
Budget: THB 60,000. Products were included in road safety campaign bags distributed during Songkran national holiday.



- 2,000 herbal balm bottles (5ml) from Ploypailin Community (Don Mueang District) Budget: THB 40,000. Products were included in road safety campaign bags distributed during New Year national holiday.



Project Monitoring: Since the initiation of the project, Company officers have continuously monitored its progress to ensure that all activities are carried out in accordance with the project's objectives.

Project Achievement: The Company has implemented and continuously monitored the project to ensure that it achieves its intended outcomes, particularly in supporting sustainable development goals that emphasize genuine community participation.

In 2025, the Company participated in the Social Impact Footprint (SIF) assessment for the business sector conducted by the Thaipat Institute. The Company selected the vocational training and career development support program as a pilot project for impact evaluation. The Thaipat Institute used project data from all three phases of the program to calculate the Net Social Capital Value, defined as:

Net Social Capital Value = Total Project Investment – Total Project Expenses.


SIF Assessment Results

- Project Investment Value: THB 210,000
- Project Expenses: THB 15,000
- Level of Social Impact: 800 beneficiaries
- Investment per Beneficiary: THB 262.50 per person
- Net Social Capital Value: THB 195,000
- Project Confidence Score (4 Dimensions): 77.50% – *Good Level*
- Stakeholder Satisfaction: 100% – *Very High Level*



In addition, the Thaipat Institute provided further recommendations for the continued development of the project. The Company will take these recommendations into consideration to enhance and improve the project in the future.

Additional Initiatives under Tollway Better Way

No.	Activity/Project	Beneficiary	Budget
<p>4.3</p>	<p>Supporting Vocational Rehabilitation for Inmates</p> <p>The Company supported the procurement of 220 handcrafted woven bags produced by inmates of Bang Kwang Central Prison.</p>	<p>Beneficiaries 220 individuals (through product distribution and program support)</p> 	<p>THB 43,780</p>
<p>4.4</p>	<p>Supporting Border Security Personnel</p> <p>The Company donated essential consumer goods and medical supplies through the Directorate of Civil Affairs to support military personnel stationed along the Thai–Cambodian border.</p>	<p>Beneficiaries: Military personnel deployed along the border</p> 	<p>THB 32,750</p>
<p>4.5</p>	<p>Provision of Basic Medical Equipment</p> <p>The Company provided basic medical equipment to Daoruang Subdistrict Health Promotion Hospital, Saraburi Province, to support healthcare services for vulnerable groups, particularly elderly residents.</p>	<p>Beneficiaries Approximately 240 community members</p> 	<p>THB 30,000</p>

No.	Activity/Project	Beneficiary	Budget
4.6	<p>Community Relations Program with the Royal Thai Armed Forces – 2025</p> <p>The Company participated in the Armed Forces Community Relations Program by donating agricultural equipment and recycled Green Way notebooks to:</p> <ul style="list-style-type: none"> • Naresuan Border Patrol Police School (Phetchaburi Province) • Pa La-U Border Patrol Police School (Prachuap Khiri Khan Province) 	<p>Beneficiaries 367 students in remote areas</p> 	THB 20,000
4.7	<p>Earthquake Disaster Relief Support</p> <p>Following the earthquake incident involving the collapse of a building under construction on 28 March 2025, the Company provided drinking water and energy beverages to the Joint Disaster Relief Command Center at Chatuchak District Office.</p>	<p>Beneficiaries Emergency response personnel</p> 	THB 5,000
4.8	<p>Elderly Appreciation Initiative – 2025</p> <p>To promote respect for Thai cultural traditions and recognize the value of elderly community members, the Company distributed gift sets to 34 nearby communities, with 20 sets per community.</p>	<p>Beneficiaries 620 elderly individuals</p> 	THB 40,800
4.9	<p>Support for the Disabled Animals Foundation</p> <p>The Company provided financial support to the Disabled Animals Foundation (Pak Kret Branch, Nonthaburi Province) to assist in the care of:</p> <ul style="list-style-type: none"> • Stray animals • Animals rescued from the expressway • Disabled animals under long-term rehabilitation 	<p>Beneficiaries 20,000 animals</p> 	THB 20,000
4.10	<p>National Children’s Day 2025</p> <p>In collaboration with Bangkok Highway District Office and the Department of Highways, the Company organized National Children’s Day activities promoting youth development.</p> <p>The Company distributed:</p> <ul style="list-style-type: none"> • 1,500 Green Way recycled notebooks 	<p>Beneficiaries 1,700 children across 20 surrounding communities</p>	THB 150,000

No.	Activity/Project	Beneficiary	Budget
	<ul style="list-style-type: none"> School supplies Toys, snacks, milk, and drinking water 		
4.10	<p>Flood Relief Support – Hat Yai District, Songkhla Province</p> <p>The Company donated:</p> <ul style="list-style-type: none"> 500 kilograms of low-carbon rice (from the “Low Carbon Rice Farming Project”) 1,200 units of Tollway drinking water through the Doing Good Organization Foundation to support flood victims in Hat Yai District. 	<p>Beneficiaries flood victims in Hat Yai District.</p> 	THB 85,250

5. Tollway Green Way – Elevating Environmental Stewardship and Climate Action

5.1 Green Way Notebook – Circular Economy Initiative

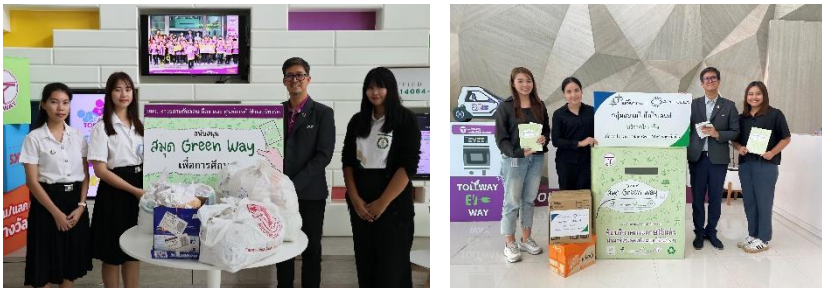
The Company has implemented the “Greenway Notebook” project under the concept of efficient resource utilization and circular economy (Circularity). The initiative involves collecting used paper through 18 paper collection boxes located in Bangkok and Pathum Thani, including placements at government agencies, private companies, and shopping centers. The collected paper is then sent through a recycling process and repurposed into student notebooks. This initiative reflects the Company’s commitment to systematic resource and waste management, while also enabling measurable environmental and social outcomes.

Objective: To install 18 used paper collection points for the Greenway Notebook project.



Performance: In 2025, the Company installed 18 used paper donation boxes. In addition, two external organizations participated in supporting the initiative:

- Student representatives from Navamindradhiraj University, Urban Community Development College, Early Childhood Development Program
- Siam Bioscience Group



External organization representatives delivered the collected used paper to the Company's head office, resulting in a total of 2,863.50 kilograms of used paper being collected. This amount is equivalent to saving approximately 48 trees from being cut down. The Company subsequently produced and distributed 2,200 Greenway notebooks to children and students in various schools.

Beneficiaries: 2,200 children and students

Project Outcomes: A total of 2,863.50 kilograms of paper was recycled, which is equivalent to saving approximately 48 trees. In addition to conserving trees, this recycling effort also contributed to saving other resources, including:

- Water: more than 80,000–90,000 liters saved
- Electricity: over 11,000 kilowatt-hours (kWh) saved
- Landfill space: approximately 8–9 cubic meters of waste reduced

As a result of this achievement, the Company received a Certificate of Recognition from the Biodiversity-Based Economy Development Office (Public Organization) (BEDO) in recognition of the Company's continuous implementation of the GREEN WAY Notebook Project for more than six years.



5.2 Care the Wild – Plant & Protect Project (Year 4)

The Company continued its participation in the Care the Wild – Plant & Protect initiative, led by the Stock Exchange of Thailand (SET), aimed at forest restoration, biodiversity enhancement, and greenhouse gas reduction through community partnership. The initiative emphasizes ecosystem-based solutions and structured environmental risk management, integrating community participation and long-term forest stewardship.



Objective:

Plantation Area: 50 rai

Total Number of Trees: 10,000 trees (approximately 200 trees per rai)

When fully planted, the project is expected to reduce greenhouse gas emissions by up to 90,000 tCO₂e and serve as a food source for communities surrounding the forest area.

Performance: The Company has continuously implemented forest restoration and maintenance activities in the community area of Ban Nong Pling, Thung Krabam Subdistrict, Lao Khwan District, Kanchanaburi Province, entering its fourth consecutive year. In 2025, 50 volunteers, including Company employees and students from the Tang Soo Fun Foundation, participated in the activity. The team planted trees across 10 rai of land, focusing on a mix of forest trees, economic trees, and edible fruit trees, including:

- Forest trees: Makha Mong, Makha Tae, Pradu, Neem, and Phayung
- Agricultural/perennial crops: Mango, Indian Gooseberry (Amla), and Java Plum

These activities help enhance biodiversity, provide community resources such as food and medicinal plants, and contribute to ecosystem services, including carbon sequestration and climate regulation.

Project Monitoring: Information disclosure and forest growth monitoring are conducted through the “Care the Wild” application developed by the Stock Exchange of Thailand (SET). The forest caretakers’ operational results are reported by the Community Forest Committee, consisting of the committee chairperson and members of Village No. 7, Thung Krabam Subdistrict, every six months. In addition, Company executives periodically visit the project site to monitor progress and engage with the Community Forest Committee to understand their needs and feedback.



Project Outcomes (Qualitative / Area Management):

- Average tree height: 80 cm
- Intensive planting approach: 100% survival rate, with replacement planting for any damaged trees
- Tree species selection: Based on community needs, with emphasis on economic trees and edible fruit trees
- Weed control: Conducted twice per year (at the beginning and end of the rainy season)
- Irrigation system: Installation of water pipes and valves, with watering conducted at least three times per week using natural water sources in the area
- Fire prevention: Establishment of firebreak lines surrounding the planting area

Total Budget: THB 444,000**5.3 Low-Carbon Rice Farming: Enhancing Environmental Sustainability and Quality of Life**

The Company, in collaboration with NetZero Carbon Company, has piloted the “Low-Carbon Rice Farming” project, applying the Alternate Wetting and Drying (AWD) water management technique in rice cultivation. This method involves alternating periods of flooding and drying in rice fields at appropriate intervals. The process begins with systematic water management, where water is retained during the initial stage to allow rice plants to establish strong growth. The field is then alternately dried and reflooded in cycles, allowing the soil to receive adequate oxygen. This improves root development and nutrient absorption in rice plants. A key principle of this technique is interrupting the anaerobic conditions in soil layers, which are a primary cause of methane emissions in rice paddies. The pilot project is implemented on a 20-rai rice field owned by Mr. Pinit Khemthong in Bang Pa-in District, Phra Nakhon Si Ayutthaya Province. The initiative aims to generate measurable positive environmental and social impacts, including:

- Reducing methane emissions from the agricultural sector
- Reducing rice straw burning, a significant source of PM2.5 air pollution
- Promoting efficient water resource management

In addition, rice produced from the project will be used in the Company’s activities, helping to strengthen a sustainable value chain connection.

Objectives:

- Reduce greenhouse gas emissions by no less than 8 tons of carbon dioxide equivalent (tCO₂e)
- Reduce PM2.5 emissions from agricultural activities
- Develop the area into a learning center for Alternate Wetting and Drying (AWD) rice farming, to transfer knowledge on sustainable agriculture to farmers in nearby communities

Performance: The Company emphasized stakeholder engagement from the initial stage of the project. Company executives met with district and provincial agricultural officers to explain the project’s objectives and

goals in order to establish a shared understanding. In addition, the Company conducted field visits to meet with participating farmers, allowing the team to listen to their needs and expectations regarding the project.



On Friday, 19 September 2025, a stakeholder meeting was held at the home of a participating farmer in Village No. 5, Wat Yom Subdistrict, Bang Pa-in District, Phra Nakhon Si Ayutthaya Province. A total of 32 participants attended the meeting, consisting of:

- 15 farmers
- 10 representatives from government agencies (including the subdistrict headman, village headman, district agricultural officer, and agricultural specialists)
- 7 representatives from private sector organizations



Project Progress and Plan Adjustment: Due to severe and prolonged flooding in Phra Nakhon Si Ayutthaya Province in late 2025, the Bang Pa-in District area experienced significant water accumulation and drainage delays. As a result, the Company adjusted the project timeline, rescheduling implementation to early February 2026.

Total Budget: THB 500,000

Additional Initiatives under Tollway Green Way

No.	Activity/Project	Beneficiary	Budget
5.4	<p>Green Way Better Life – Sustainable Agriculture Knowledge Transfer</p> <p>The Company supported students from the Faculty of Management Sciences, Kasetsart University (Sriracha Campus), in implementing the “Green Way Better Life” project.</p>	<p>Beneficiaries 40 children in Baan Jing Jai Foundation</p>	THB 10,991

No.	Activity/Project	Beneficiary	Budget
	<p>The initiative aimed to transfer knowledge on sustainable vegetable cultivation techniques to children and youth at Baan Jing Jai Foundation, Bang Lamung District, Chonburi Province.</p> <p>The program focused on:</p> <ul style="list-style-type: none"> ● Sustainable planting methods ● Resource-efficient cultivation practices ● Food self-reliance concepts ● Environmental awareness development 		

○ **Responsible for Customer**

Customer Responsibility Policy (Tollway Users)

The Company places great importance on expressway users as key stakeholders who play a vital role in the long-term continuity and growth of the business. The Company adheres to principles of integrity, transparency, and strict compliance with consumer protection laws, while emphasizing responsible customer relationship management under good corporate governance and careful consideration of service-related risks.

The Company ensures that information about the organization and its services is accurate, complete, and sufficient, while continuously welcoming feedback, suggestions, and comments from users to improve service quality. The Company aims to deliver the highest levels of convenience, safety, and satisfaction to expressway users.

The Company treats all users fairly and equally without discrimination, both during normal service operations and in situations where service issues arise. In such cases, the Company coordinates promptly to resolve problems efficiently and appropriately, maintaining customer trust and satisfaction.

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).

In addition, the Company has established complaint and service issue reporting channels for users, enabling the Company to respond to customer concerns effectively, promptly, and in a verifiable manner.

Customer Responsibility Management Approach

■ **Customer Relationship and Tollway User Responsibility Management**



The Company manages its relationship with expressway users through both proactive and responsive approaches, under a business strategy that continuously responds to customer needs and expectations. The Company aims to enhance the quality of services along the expressway, delivering a positive travel experience under the concept “A Choice That Values Your Time.” This is achieved by providing services that are convenient, efficient, and safe.

The Company implements a Voice of Customer (VoC) process to collect feedback, needs, and expectations from expressway users. This information is used to support planning and continuous improvement of operational processes. The Company also prepares weekly and monthly reports on customer feedback and issues, which are used to improve various aspects of operations, including staff services, emergency response, and the development of service-related innovations and technologies to accommodate current and future customer behaviors and expectations.



In terms of strengthening and maintaining customer relationships, the Company utilizes a Customer Relationship Management (CRM) system as a tool to measure and evaluate the customer service experience. Insights derived from this data are analyzed and used to continuously improve customer care strategies. In addition, the Company strives to deliver added value and additional benefits beyond standard services in order to enhance the overall experience of expressway users.

The Company also places importance on integrating customer insights into its business strategy development process, enabling it to respond more effectively to user needs while sustainably improving service quality in all dimensions.

■ **Customer Engagement Plan and Performance**

Customer Journey and Relationship Strategy

The Company is committed to delivering an excellent customer experience throughout the entire Customer Journey. Service reliability is a crucial component in providing high-quality services for Don Mueang Tollway users. Therefore, the Company strives to ensure that every journey is convenient, efficient, and safe. The Company's best practices not only build confidence among Don Mueang Tollway users but also reinforce trust from the government and regulatory authorities, which rely on the Company as a reliable transportation service provider. To achieve this, the Company has established operational management frameworks, standards, processes, and performance indicators. The Operations Department is responsible for implementing these activities, including responding to accidents and incidents, inspecting structural integrity, monitoring roadway electrical systems, and managing traffic operations. The Company has also integrated quality assurance into its quality control processes, enabling continuous monitoring of customer satisfaction. In addition, the Company remains committed to continuously improving and developing its services to deliver greater value throughout customers' journeys. To strengthen relationships with expressway users, the Company has implemented a Loyalty Program through its LINE Official Account (@donmuangtollway), which serves as the Company's primary digital Customer Relationship Management (Digital CRM) platform. This platform enables the Company to directly listen to customer feedback, communicate service updates, inform users of benefits, and organize customer engagement activities through an easy-to-use point accumulation system designed to align with user needs and behavioral patterns at different times.

The Company also encourages customer engagement through various activities on the LINE OA platform by awarding DMT points to members. Members earn points when paying toll fees, which can be accumulated to redeem rewards, participate in promotions, and enjoy special privileges through activities such as Tollway Rally Thank You User, Tollway Lucky Way, and point redemption for gifts and benefits. These initiatives aim to enhance the user experience and strengthen long-term customer relationships with the Company.



In addition, the Company maintains 24-hour complaint handling and inquiry services, ensuring that customer complaints, feedback, and suggestions are addressed systematically and efficiently to maintain customer trust and satisfaction on a continuous basis.

Customer Engagement Performance (2022–2025)

Year	Line OA Member	Point Redemption	24-Hour Inquiry Service Satisfaction (%)
2022	27,714	-	-
2023	41,498	1,346,188	96.90
2024	47,882	1,942,115	96.60
2025	50,427	2,463,072	95.27

The company's customer responsibility operations reflect a systematic approach to service risk management and data protection. By actively listening to customer feedback, utilizing data insights for innovation, and maintaining robust personal data governance—alongside consistent relationship building—the company fosters user trust and creates long-term value.

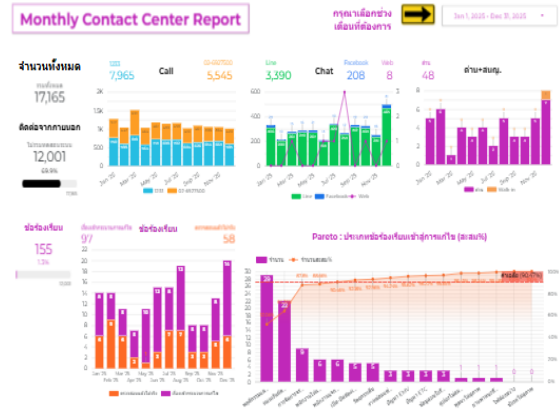
2025 Key Performance Highlights in Customer Responsibility Management

1. Enhancement of Customer–Company Communication Channels

The Company continuously develops and manages comprehensive and easily accessible communication channels with expressway users in order to effectively receive feedback, needs, complaints, and compliments from customers. Communication channels are categorized into Voice and Non-Voice channels. Voice channels include the Tollway Call Center numbers 1233 and 02-7926500, which are available 24 hours a day to receive inquiries and reports from users. Non-Voice channels include messaging through the LINE application, Facebook, and the Company's website, enabling users to clearly communicate issues through both images and video content. In addition, users can report concerns directly to staff stationed at toll plazas along the Don Mueang Tollway or at the Company's head office. These communication channels are designed to accommodate the diverse behaviors and convenience preferences of expressway users.

The Company also utilizes a Knowledge Management (KM) system to collect information from all departments and continuously update the data. This information is compiled into a Frequently Asked Questions (FAQ) database, enabling staff to respond to customer inquiries accurately and promptly. The Company's Call Center staff are responsible for compiling FAQs and distributing them, along with providing training to all customer service personnel to ensure consistent and effective communication with customers.

Customer information and complaints are elevated to serve as Strategic Input Data. The Company systematically collects and integrates contact data from all communication channels and develops dashboards for reporting and monitoring purposes, supporting analysis and decision-making by executives across different departments. This information is used to track customer issues, ensure timely follow-up with customers, and continuously improve service quality. These efforts contribute to enhancing customer satisfaction and strengthening long-term trust among expressway users.



2. Training of Traffic Management, Rescue, and Special Operations Personnel

The Company places great importance on enhancing the capabilities of traffic management staff, rescue personnel, and special operations teams, who are key personnel responsible for ensuring safety and providing assistance to expressway users. The Company aims to strengthen their skills, preparedness, and ability to respond effectively to emergencies, while also ensuring they understand relevant environmental and operational contexts. These efforts align with the principles of Operational Readiness and Service Safety, through training programs such as:

- Training on the use of hydraulic rescue tools and stabilization equipment
- Training on electric vehicle fire suppression systems, including the Battery Extinguishing System technology from Rosenbauer, a high-efficiency firefighting system specifically designed to extinguish electric vehicle battery fires
- Basic First Aid and Basic Life Support (CPR) training, including the use of Automated External Defibrillators (AED)



Participation in Emergency Rescue and Severe Accident Response Drills on Expressways with the Expressway Authority of Thailand (EXAT).

The development of employees’ skills and readiness through these training programs enhances their ability to provide comprehensive assistance to expressway users, reduce risks associated with accidents and emergencies, and support the Company’s goal of delivering convenient, efficient, and safe services.

3. Training of Toll Collection Personnel

The Company conducts annual training programs for toll collection staff at all levels, including supervisors, controllers, and toll collectors. These programs aim to enhance employees' knowledge, understanding, and customer service skills, with a focus on delivering polite, sincere, and standardized service. At the same time, employees are encouraged to pay close attention to users at every stage of the service process, continuously improving the experience of expressway users.

The development of the Company's toll collection personnel reflects a Preventive Service Quality Management approach and a systematic competency development framework. This includes instilling work discipline, standardized operating procedures, and a strong service mindset, which are essential factors in strengthening the Company's positive corporate image, building trust among expressway users, and fostering long-term customer satisfaction and cooperation.

4. Service Innovation through AI-Enabled DMT Loyalty System

In 2025, the Company developed the DMT Point Accumulation System using AI cameras to enhance the experience of expressway users. The system applies artificial intelligence technology to automatically detect vehicle license plates linked to DMT LINE membership accounts when customers make toll payments at the payment lanes. Customers receive reward points instantly without needing to scan a QR code or keep toll receipts. This innovation significantly improves convenience and speed while reducing service steps, thereby enhancing the overall user experience.



5. Customer Satisfaction Assessment

The Company conducts annual customer satisfaction assessments for expressway users to gather both qualitative and quantitative insights regarding service experiences, expectations, and customer perspectives. These results are integrated with Strategic Input Data, such as complaints, suggestions, compliments, and feedback from customer appreciation activities. The collected information is systematically analyzed and communicated to relevant departments to support service quality improvements, operational process development, service strategy formulation, and employee motivation.

In 2025, the Company conducted in-depth interviews to collect qualitative insights into users' service experiences. The results indicated that 84% of respondents expressed overall satisfaction with the Company's services, providing valuable perspectives on factors influencing users' decisions and experiences.



At the same time, the Company conducted quantitative surveys through service channels to measure satisfaction levels across different touchpoints. The 2025 survey results showed that customer satisfaction through Voice channels reached 93.94%, while Non-Voice channels achieved 96.61%, reflecting consistently high service quality.

The integration of qualitative insights from in-depth interviews and quantitative survey results enables the Company to comprehensively analyze the customer experience. When considered together with Strategic Input Data—such as complaints, suggestions, and compliments—the Company is able to develop targeted strategies to enhance service delivery, strengthen personnel capabilities, and design customer experience improvement initiatives that consistently align with user expectations.

Complaints Management

Management Approach

The Company recognizes that complaints may arise from service operations, even when effective management systems are in place. Therefore, the Company places great importance on customer complaint management, viewing it as an essential tool for the continuous improvement of service quality. Employees at all levels are encouraged to maintain a positive attitude toward complaints, regarding them as opportunities to learn, improve operational processes, and respond appropriately to the needs and expectations of expressway users.

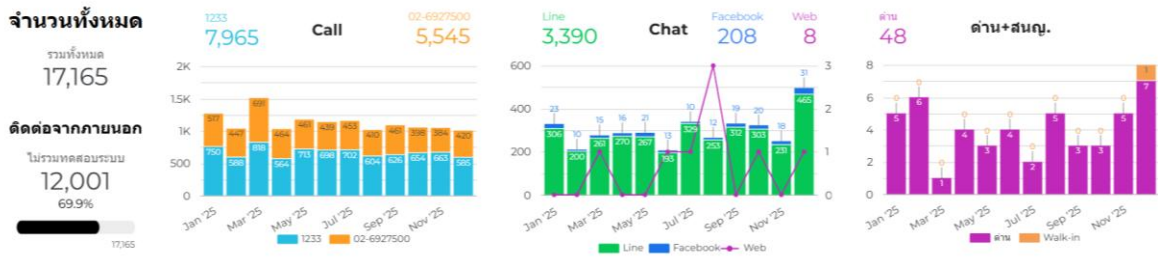
In cases where recurring complaints are identified and can be verified as resulting from operational deficiencies, the responsible department's management will implement systematic corrective and preventive measures. These may include additional training, guidance or warnings to employees, and improvements to operational procedures to better align with customer expectations. Such measures are reviewed annually to prevent similar complaints from recurring in the future.

The Company has established a complaint management system through Contact Center Services and the Call Center, providing information and initial problem resolution for expressway users 24 hours a day. In addition, clear procedures are in place to follow up with customers in every case, ensuring that users are informed of the progress and resolution of their issues in a transparent and verifiable manner.

Performance Results

Through the Company's diverse and comprehensive feedback channels, a total of 17,165 cases were received from expressway users in 2025, categorized as follows:

- Voice Channels (Hotline 1233 and 02-792-6500): 13,510 cases
- Non-Voice Channels: 3,606 cases
- In-person contacts at toll plazas and the Company's head office: 49 cases

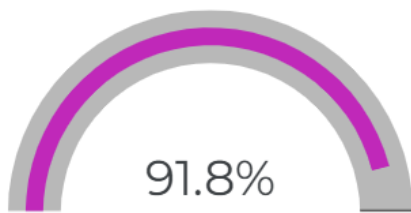


Each department within the Company is responsible for establishing measures and improving operations in alignment with key KPI targets, particularly maintaining no more than 2 complaints per 100,000 traffic transactions. In 2025, through the implementation of continuous improvement measures, the Company successfully maintained fewer than 2 complaints per 100,000 traffic transactions per month, demonstrating the effectiveness of its service quality management and complaint prevention efforts.

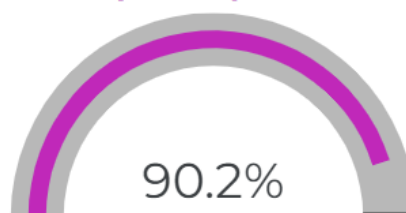
2568	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average Traffic (Trip)	3,292,913	3,068,744	3,291,797	2,951,400	3,181,612	3,094,722	3,290,959	3,330,144	3,253,770	3,377,915	3,397,710	3,447,512
Complaint	8	5	5	5	10	12	7	12	5	5	8	13
Complaint Rate	0.0000024	0.0000016	0.0000015	0.0000017	0.0000031	0.0000039	0.0000021	0.0000036	0.0000015	0.0000015	0.0000024	0.0000038

The Company has effectively maintained its service standards in accordance with the Service Level Agreement (SLA). The call response rate within 20 seconds reached 91.8%, while the response rate to online messages within 15 minutes reached 90.2%. These results reflect the Company’s strong capability to respond promptly to customer complaints and inquiries.

SLA (รับสายภายใน 20 วินาที)



Chat Response (ภายใน 15 นาที)



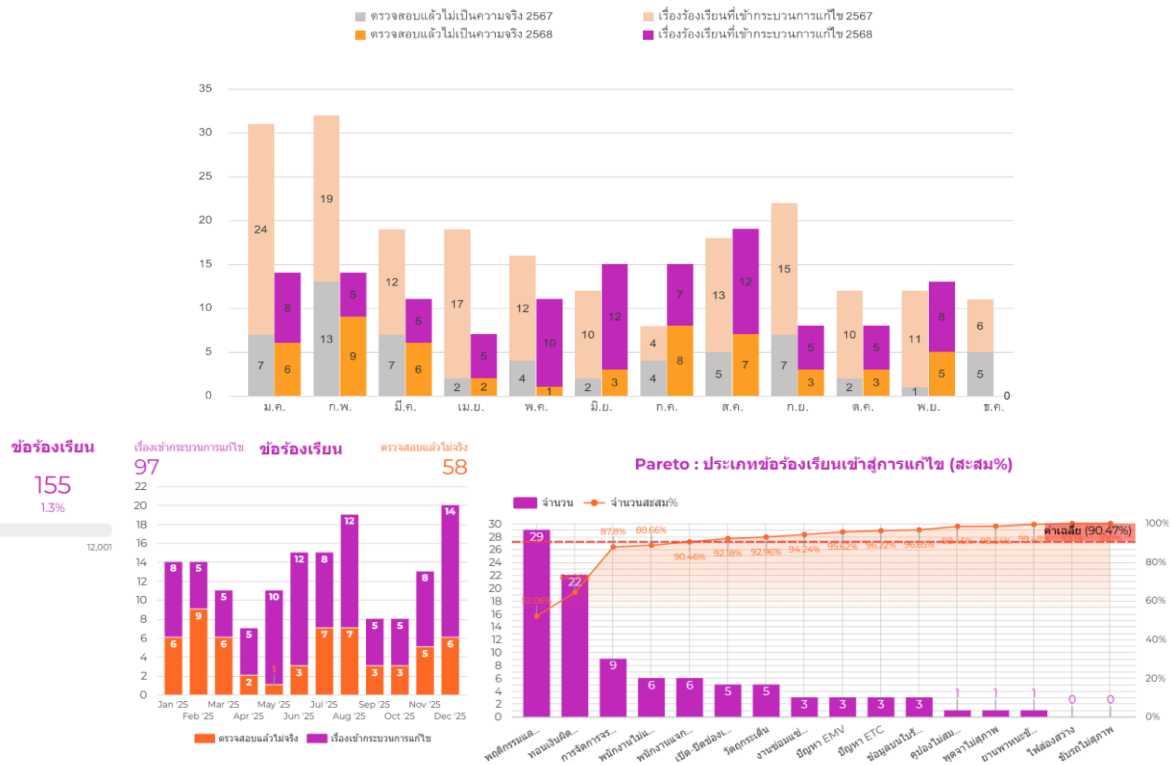
Complaints entering the resolution process, by month.

2568	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Complaint Received	14	14	11	7	11	15	15	19	8	8	13	20	155
Complaint entering resolution process	8	5	5	5	10	12	8	12	5	5	8	14	97
Verified and found to be untrue.	6	9	6	2	1	3	7	7	3	3	5	6	58

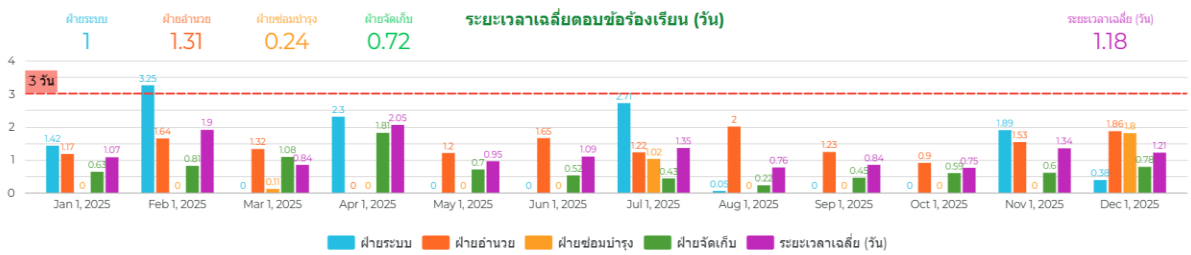
In 2025, the Company recorded 155 complaints, representing a 26.89% decrease compared to the previous year. Upon investigation, 58 cases were found to be unsubstantiated, while 97 cases were confirmed as service-related issues and were subsequently addressed through the Company’s corrective action process. The number of confirmed service-related complaints decreased by 36.60% compared to the previous year.



เปรียบเทียบจำนวนข้อร้องเรียน 2567 กับ 2568



All complaints were investigated and responded to, with an average resolution time of 1.18 days per case, which is below the KPI target of 3 days per case. The performance of this process received positive feedback from expressway users, reflecting the effectiveness of the Company’s systematic complaint management and follow-up procedures.



In addition, the Company responded to and provided accurate information to users regarding inquiries and suggestions totaling 12,101 cases. These data were systematically analyzed to identify trends, areas requiring improvement, and opportunities for service enhancement. The insights derived from this analysis have been used to improve operational processes and continuously elevate service quality, thereby strengthening positive user experiences and long-term customer satisfaction.

To foster employee motivation, the Company recognizes and rewards employees who demonstrate outstanding service performance. Commendation awards are presented to staff who receive compliments from users, helping to enhance service standards, motivate employees, and reinforce a customer-centric service culture. The Company’s complaint management practices reflect an effective service quality

governance system, enabling performance to be monitored and measured across multiple dimensions, including complaint volume, response time, and the ongoing reduction in complaint trends.

Key Performance Index

Issue	KPI	Target	Result (%)		
			2023	2024	2025
Tollway Users Service Satisfaction and Resolution	Complaint Response Time	Within 3 days after receiving a complaint	74.00	80.00	95.27
	Average Service Satisfaction	More than 80%	80.00	88.23	84.00

During the reporting period, no significant complaints were identified regarding service quality or non-compliance with applicable regulations or laws from expressway users or consumers. ^(GRI 416-1, 416-2)

6. Customer Relationship Management for Retention and New Customer Acquisition

The Company continuously implements customer relationship management strategies through the use of a CRM and Loyalty Platform to encourage user engagement, strengthen relationships with existing customers, and expand its new customer base. The Company aims to enhance customer experiences across all touchpoints, while creating long-term shared value and emphasizing the sustainability of revenue and customer loyalty.



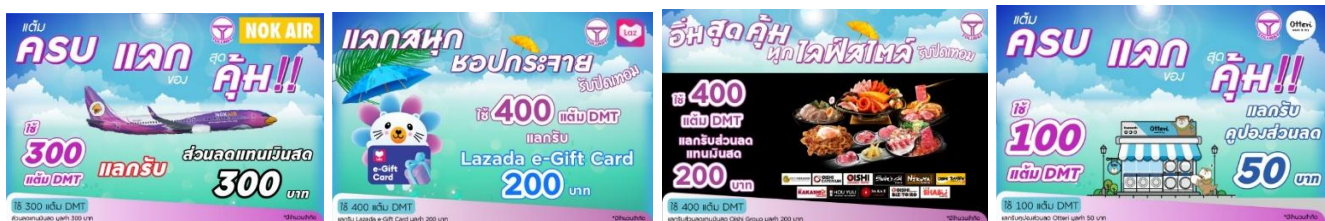
1. Tollway Rally Thank you Users 2025 The Company organized the “Tollway Rally Thank You Users 2025” event as a CSR Rally activity under the theme “Fun, Full of Energy, Hee Hee Hee”, along the route Bangkok – Chonburi – Rayong on 24–25 May 2025. The event was held to express appreciation to customers for their continued trust and support in using the Company’s services. This activity provided customers with opportunities to participate in both recreational and social value-creating activities, such as landscape improvement, the development of a kitchen garden plot, and providing financial support for school development at Wat Khlong Yai School in Chonburi Province. Participants also engaged in cultural tourism learning experiences within the local community. The initiative helped strengthen positive relationships with customers and enhance the Company’s long-term corporate image.



2. Tollway Lucky Way 2025 The Company conducted a customer engagement campaign under the theme “Use the Right Way, Win the Rewards You Love” from 1 July to 30 September 2025. Customers were able to accumulate DMT points from using the expressway service and redeem those points for chances to win prizes, with a total of 169 prizes valued at over THB 1.6 million. At the same time, the campaign supported the Green Road policy by offering special privileges to users who paid toll fees using M-Pass or Easy-Pass cards, allowing them to receive double reward points. This initiative reflects the integration of customer engagement strategies with environmental sustainability objectives.



3. DMT Points Redemption for Special Privileges and Discounts Throughout the Year In 2025, the Company expanded benefits for DMT members by offering discounts on a wide range of products and services aligned with diverse lifestyle needs, including travel, shopping, food and beverages, and other lifestyle services. As a result, the number of DMT members increased by 16.5% to 50,427 members compared to the previous year. In addition, the use of accumulated points increased by 26.82%, totaling 2,463,072 points redeemed. These results reflect a high level of customer satisfaction and trust in the Company’s Loyalty Program.



4. Leveraging CRM & Loyalty Platform for Sustainable Growth The Company utilizes its CRM & Loyalty Platform to analyze customer behavior and effectively segment target customer groups. This enables the Company to design tailored benefits and privileges that better meet the needs of each customer segment. Analysis of the data indicates that family customers represent a key segment with strong long-

term growth potential, while infrequent users present opportunities to be developed into more frequent users. Additionally, the Company has identified electric vehicle users as an emerging segment with demand for EV charging infrastructure. In response, the Company has developed plans to enhance value creation and increase DMT point utilization through collaborations with business partners, such as:

- Redeeming points for theme park tickets and tourism-related activities



- Expanding the “Pay with Points” service, allowing customers to convert their points into digital currency via TrueMoney Wallet and ShopeePay. This enables customers to conveniently and quickly convert accumulated points into spending value, while also helping to encourage greater engagement among infrequent users.



- Allowing DMT members to redeem points for 15 minutes of EV charging at the User Service Center, Din Daeng 2 Toll Plaza, enabling electric vehicle users to conveniently charge their vehicles before entering the Don Mueang Tollway, thereby supporting the growing EV user community.



- Providing automotive, energy, and beverage-related privileges through collaborations with business partners, enabling customers to access a wider range of lifestyle benefits.



In addition, the Company collaborates with banks and payment card networks to provide additional privileges to users, such as cashback campaigns and instant toll discounts, which help expand the new customer base and increase the frequency of service usage.

5. **Krungsri Credit Card Campaign** – “Save on Every Journey, Get 10% Cashback” Customers receive 10% cashback when tapping their Krungsri credit card to pay toll fees on the Don Mueang Tollway and redeem points within the same transaction month. The campaign runs from 1 January to 31 December 2025 through the UCHOOSE application.



6. **UnionPay Credit Card Promotion** Customers receive an instant THB 10 discount when tapping their UnionPay credit card to pay toll fees on the Don Mueang Tollway. The promotion is valid from 1 October 2025 to 31 March 2026.



The Company’s customer relationship management through its CRM & Loyalty Platform demonstrates the effective use of data-driven insights to strengthen customer loyalty, enhance customer engagement, and support sustainable revenue growth.

7. Personal Data Protection The Company places great importance on the protection of customers' personal data as a key element of good corporate governance and long-term trust building. The Company strictly complies with the Personal Data Protection Act (PDPA) to ensure that customers' information is collected, used, and disclosed securely, transparently, and in accordance with applicable laws and regulations. The Company has published a Privacy Notice for Customers on the Company's website to inform users about the purposes, scope, and conditions related to the collection, use, and disclosure of personal data.

 <https://www.tollway.co.th/storage/document/cg/dmt-privacy-notice-for-customers-th.pdf>

The Company clearly obtains consent for the use of personal data from customers who register as new members in the DMT membership system. Customers are also provided with the ability to manage their preferences for receiving information and control their consent settings through the Loyalty Program on the Company's LINE Official Account. This enables customers to exercise appropriate control over their personal data. Customers may add, modify, or withdraw their consent for the use of personal data at any time, in accordance with their preferences and convenience. These measures help reduce the risk of personal data breaches, enhance transparency, and strengthen users' trust in the Company's data management practices.

In addition, the Company promotes Personal Data Protection Awareness (PDPA Awareness) through internal communications and training for employees. These initiatives emphasize the risks associated with the use of personal data in daily operations and aim to prevent human errors that may occur when handling personal data in the Company's operations.

8. Responsible Marketing and Advertising Practices

Policy and Principles

The Company recognizes the importance of brand communication and marketing activities as key tools for building understanding, confidence, and trust among all stakeholder groups, while also considering the potential impacts on society and the environment. Therefore, the Company is committed to conducting its marketing and advertising activities in accordance with the principles of ethics, integrity, transparency, and fairness, in order to deliver value responsibly and in alignment with sustainable business practices.

Responsible Marketing and Advertising Practices

1. Accuracy, Completeness, and Transparency in Marketing Communication

- Marketing and advertising communications must be accurate, complete, straightforward, and not misleading, with clear objectives.
- Strict compliance with applicable laws, regulations, supervisory requirements, and social norms.
- Information presented about services, reviews, or advertising materials must be fact-based, avoiding exaggeration or unsubstantiated claims.

2. Responsible Communication on Social and Environmental Issues



- Conduct marketing activities and brand communications transparently, ensuring stakeholders clearly understand the social and environmental impacts related to the Company's operations.
 - Avoid claims or communications that could mislead consumers or create misunderstanding.
3. Consideration of Ethical Sensitivity and Diversity
- Marketing campaigns are conducted with respect for social, cultural, religious, belief, political, and gender diversity.
 - Avoid exploiting the vulnerability of target groups, such as children, the elderly, persons with disabilities, and individuals with limited educational opportunities.
4. Fair Competition and Respect for Stakeholders
- Do not communicate or present misleading or inaccurate information about competitors in the same industry.
 - Promote fair competition in accordance with concession agreements, sustainable business practices, and principles of good governance.

Advertising and Public Relations Supply Chain Management

The Company places importance on responsible marketing and advertising practices throughout its business value chain. To ensure high professional standards, the Company engages specialized advertising agencies that are members of the Advertising Association of Thailand, which operate under established Codes of Conduct and responsible advertising guidelines. This approach ensures that the Company's marketing communications are conducted in an ethical, transparent, and professionally responsible manner, in alignment with industry standards. Such practices help mitigate reputational risks, enhance the Company's credibility, and support sustainable business operations in collaboration with business partners.

Governance and Accountability

The Corporate Communications and CSR Department, under the Business Development and Sustainability Strategy Division, is primarily responsible for implementing this guideline. Oversight is provided by senior executives of the respective division to ensure that operations are carried out in strict compliance with the established principles and remain fully auditable. These Responsible Marketing and Advertising Practices reflect the Company's commitment to sustainable business development, alongside its responsibility toward society and the environment, for the long-term benefit of all stakeholder groups.

Future Plans for Strengthening Engagement with Expressway Users

The Company manages relationships with expressway users by segmenting customers based on vehicle type, demographics, and usage patterns. This approach enables the Company to respond



appropriately to the needs and expectations of different customer groups, including frequent users, occasional users, and potential future users traveling along the Don Mueang Tollway corridor. The Company remains committed to delivering high-quality services that are convenient, efficient, and safe, while also ensuring value for money and time efficiency for travelers.

Customer Group	Key Needs/Expectations	Engagement Approach	Frequency
<p>1. Vehicle Type 1 (4-wheel vehicles) Cash, toll coupons, EMV system, QR Code payment, Electronic Toll Collection (ETC)</p> <p>2. Vehicle Type 2 (More than 4 wheels) Cash, EMV system, QR Code payment</p> <p>3. All Users (Frequent, Occasional, and Future Users)</p>	<p>Service Quality including Convenient, Fast and Safety</p>	<p>Workforce Development and Service Standard Enhancement</p> <ul style="list-style-type: none"> ○ Conduct role-play workshops emphasizing Customer Orientation principles to enhance employees’ ability to anticipate and respond to customer needs equitably. ○ Provide personality and service etiquette training for toll collectors, traffic management staff, and rescue personnel, covering communication skills, positive body language, and professional conduct. <p>Safety Assurance and Confidence Building</p> <ul style="list-style-type: none"> ○ Provide traffic management training to ensure smooth traffic flow and road safety. ○ Conduct emergency assistance training for rescue and towing teams to enhance readiness and customer confidence during incidents. <p>These measures support operational reliability and reduce service-related risks.</p> <p>Information Communication and Technology Utilization</p> <ul style="list-style-type: none"> ○ Continuously communicate traffic updates, reporting channels, service standards, and emergency assistance protocols. ○ Enhance real-time traffic communication channels to allow customers to access traffic information and report incidents through the Contact Call Center efficiently. 	<p>Annual</p>
	<p>Value for price and travel time</p>	<p>Value of Time and Cost Efficiency Communication</p> <ul style="list-style-type: none"> ○ Promote the “Value of Time” concept to emphasize time-saving benefits. ○ Provide comparative information on fuel consumption and emission reduction between Tollway usage and surface roads to raise awareness of cost savings and environmental impact under the slogan: “An Alternative That Values Your Journey” 	<p>Annual</p>



Customer Group	Key Needs/Expectations	Engagement Approach	Frequency
		<ul style="list-style-type: none"> ○ Offer toll coupons with a 5% discount to enhance payment convenience and cost efficiency. 	
	Marketing activities and additional benefits	<p>Marketing Activities and Additional Privileges</p> <ul style="list-style-type: none"> ○ Utilize CRM & Loyalty Platform analytics to design targeted marketing campaigns aligned with customer preferences and behavior. ○ Communicate promotional activities clearly and transparently, combining time-saving benefits with lifestyle privileges such as restaurant discounts, shopping benefits, and exclusive experiences. ○ Develop partnership networks with industry-related and cross-industry businesses to expand customer value propositions. 	Annual



Section 4 : Sustainability Performance Table

Economic Performance

GRI Standards	SDGs	Topic	Unit	2021	2022	2023	2024	2025
GRI 201-1	Goals 8	Toll revenue	MB	1,202	1,832	2,325	2,458	2,635
		Profit for the year	MB	404	781	1,003	899	1,073
		Dividends paid per share	Baht	0.57	0.50	1.93	0.83	0.88
		Employee salary and compensation	MB	165.36	185.76	212.85	249.40	244.11
		Interest and financial costs paid to borrowers	MB	24.19	2.04	22.42	20.59	4.36
		Tax expense	MB	85.01	196.46	251.60	230.96	267.48
		Total amount used on projects or activities for community/society development	Baht	18,530,000	18,483,000	18,443,000	18,523,000	24,525,800
		The budget allocated for research and development (R&D) expenses.	MB	-	-	-	2.25	9.94
GRI 201-3	Goals 8	Payment for provident fund	MB	6.575	5.881	7.354	7.843	7.791

Customer Responsibility (tollway users)

GRI Standards	SDGs	Topic	Unit	2021	2022	2023	2024	2025
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	2021	2022	2023	2024	2025
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
Energy management								
GRI 302-1	Goals 7	Energy consumption	kWh	4,712,994	4,780,391	4,723,248	4,119,753	3,516,669



GRI Standards	SDGs	Topic	Unit	2021	2022	2023	2024	2025
Fuel consumption								
		- Benzene Gasohol	Liter	32,600	41,954	36,871	18,532	17,278
		- Diesel	Liter	105,548	124,907	136,787	134,472	130,835
		- LPG	Kg	1,182	919	2,250	300	540
		Renewable energy consumption (solar)	kWh	-	-	96,814	431,974	600,000
		Energy management goal	ร้อยละ	▼ 10	▼ 10	▼ 10	▼ 30% /2019	▼ 10% /2023
		Carbon intensity	kWh/million users	122,458	124,209	122,724	100,571	90,219
Water management								
GRI 303-5	Goals 6	Water consumption	m ³	12,101	12,108	15,888	14,377	13,657
		Water consumption goal	%	-	-	▼ 5	▼ 10% /2023	▼ 10% /2023
		Water intensity	m ³ /million users	588.88	393.86	412.82	350.97	350.366
		Recycled water	m ³	-	-	2.3**	58.913	845.975
		Proportion of recycled water	%	-	-	0.01	0.41	13
Trash and waste management								
GRI 306-3	Goals 12	Amount of trash and waste	kg	-	22,910	25,881	27,723	33,798
		Trash and waste management goal	%	-	▼ 20	▼ 20	▼ 20% compare to 2023	▼ 5% compare to 2023
GRI 306-4		Amount of reused and/or recycled trash and waste	kg	-	3,366	2,209	3,339	4,990
Greenhouse gas management								
GRI 305-3	Goals 13	Total greenhouse gas emissions of Scope 1 and Scope 2	tCO ₂ e	2,651	2,848	2,869	2,516	2,185
		Greenhouse gas management goal	%	-	▼ 15	▼ 15	▼ 30%	▼ 10
		Total greenhouse gas emissions of Scope 1, Scope 2, and Scope 3	tCO ₂ e	2,663	3,463	3,504	3,086	2,698
GRI 305-4		Carbon intensity	tCO ₂ e/million users	129.59	112.65	91.04	75.34	56.06
		Number of Utraphimuk Expressway users	million users	20.55	30.74	38.49	40.96	38.98

Remark:

**Solar Rooftop Installation: A 203 kWp solar rooftop power generation system was installed and began generating electricity in August 2023.

**Water Recycling System: The water recycling (Recycle Water) system was completed in November 2023, with water production starting in December 2023 at a volume of 2,300 liters. In 2025, the system was expanded to two additional locations, with completion in December 2025.

**Building Classification and Wastewater Management: The Company's building is classified as Category C, defined as an office building for government agencies, state enterprises, international organizations, or private entities with a total usable floor area of 5,000–10,000 square meters. The Company conducts wastewater quality monitoring in compliance with legal requirements and operates a wastewater treatment system (septic tank). Water usage within the Company's premises is limited to restroom facilities, with no other activities that could affect the wastewater system.



Social Performance

Employee management and engagement, fair labor treatment

GRI Standards	SDGs	Topic	Unit	2021		2022		2023		2024		2025	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GRI 2-7 GRI405-1	Goal 8	Total number of employees	person	416		382		373		354		328	
		Number of employees	person	204	212	196	186	192	181	184	170	170	158
		Number of employees divided by contract type											
		Permanent	person	204	212	196	186	192	181	184	170	170	157
		Contract	person	0	0	0	0	0	0	0	0	0	1
		Number of employees divided by age											
		< 30 years	person	10	16	11	11	11	11	6	9	6	11
		30-50 years	person	132	151	124	129	116	118	114	109	90	93
		> 50 years	person	62	45	61	46	65	52	64	52	74	54
		Number of employees divided by level											
		Top management	person	4	1	4	2	4	2	7	3	5	3
		Middle management	person	8	10	9	10	9	9	8	6	8	6
		Junior management	person	9	10	10	8	14	10	12	10	9	8
		Operational level (non-executive)	person	183	191	173	166	165	160	157	151	148	141
		Number of employees divided by line of work											
		Managing Director's Office	person	20	26	39	28	38	30	19	22	13	7
		Business & Finance	person	10	24	10	20	10	20	9	18	9	18
		Operations	person	174	162	147	138	144	131	156	130	142	121
		Sustainability Development	person	-	-	-	-	-	-	-	-	6	12
		Number of employees divided by their hometown											
		Bangkok Metropolitan Area	person	132	138	129	123	129	123	128	124	117	114
		Central region	person	21	24	19	21	18	21	13	13	13	13
		Northeast region	person	36	30	32	27	31	27	30	24	28	22
South region	person	3	9	4	7	2	5	2	5	2	4		
North region	person	6	3	6	2	6	3	5	2	4	3		
East region	person	4	7	3	5	3	2	3	2	3	2		
West region	person	2	1	3	1	3	0	3	0	3	0		
Diversity, Equality													
Middle and operational level management	(female :male)	8	10	9	10	9	9	8	6	8	6		
Non-executives	(female :male)	183	191	173	166	165	160	157	151	148	141		
Employment													
GRI401-1(a)	Goals 5	New employees											
	Goal10	All new employees	person	4		11		29		20		19	
				1	3	9	2	16	13	10	10	6	13
		New employees divided by age											
		< 30 years	person	1	2	4	2	6	7	1	7	3	9
		30-50 years	person	0	1	5	0	10	6	9	3	3	2
> 50 years	person	0	0	0	0	0	0	0	0	0	2		



GRI Standards	SDGs	Topic	Unit	2021		2022		2023		2024		2025	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
		New employees divided by level											
		Top management	person	0	0	0	0	0	0	1	0	0	0
		Middle management	person	0	0	1	0	0	0	1	0	1	0
		Junior management	person	0	1	1	0	3	3	0	0	0	2
		Operational level (non-executive)	person	1	2	9	0	13	10	8	10	5	11
		New employees divided by line of work											
		Managing Director's Office	person	0	3	3	1	6	6	2	0	1	0
		Business & Finance	person	1	0	1	0	0	1	0	0	0	0
		Operations	person	0	0	5	1	10	6	8	10	5	13
		Sustainability Development	person	-	-	-	-	-	-	-	-	0	0
		Number of employees divided by their hometown											
		Bangkok Metropolitan Area	person	0	0	7	1	13	9	9	8	6	7
		Central region	person	0	0	0	1	0	3	0	0	3	0
		Northeast region	person	1	1	0	0	1	0	1	0	0	2
		South region	person	0	1	1	0	0	0	0	1	0	0
		North region	person	0	0	0	0	1	1	0	0	0	1
		East region	person	0	1	0	0	0	0	0	1	0	0
		West region	person	0	0	1	0	1	0	0	0	0	0
GRI401-1(b) GRI 407	Goals 8	Employee resignation											
		Total of voluntary employee resignation (self-resignation)	person	32		45		38		37		45	
				8	24	17	15	17	28	20	18	20	25
		Voluntary resignation divided by age											
		< 30 years	person	4	6	2	7	6	4	2	7	2	4
		30-50 years	person	8	7	7	15	8	9	3	7	8	8
		> 50 years	person	5	2	8	6	6	5	11	7	10	13
		Voluntary resignation divided by length of service											
		< 4 months	person	0	0	0	1	7	1	0	4	2	3
		1-3 years	person	4	5	2	8	1	0	2	2	1	2
		3-5 years	person	3	1	3	3	2	3	0	1	0	0
		5-10 years	person	2	1	1	5	2	4	0	0	1	2
		> 10 years	person	8	8	11	11	8	10	13	9	16	13
		Lay-off	person	0	0	0	0	0	0	1	1	0	0
		Retirement	person	7		1		8		8		10	
				3	4	0	1	7	1	7	1	7	3
		Employee resignation by place of residence											
		Bangkok and Metropolitan Region	person	22		27		23		21		34	
		Central	person	1		4		2		8		3	
		Northeast	person	6		7		7		6		6	
South	person	3		2		2		1		1			
North	person	0		2		0		2		1			



GRI Standards	SDGs	Topic	Unit	2021		2022		2023		2024		2025		
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
		East	person	0		3		2		1		0		
		West	person	0		0		2		0		0		
		Turnover rate												
		Ratio of voluntary resignation	%	7.69		11.78		10.19		10.45		13.34		
Employee engagement														
GRI 402	Goals 8	Employee engagement												
		Level of employee engagement	%	-		62.79		71.75		73.20		72.33		
		Employee engagement divided by level												
		Top management (CEO, MD, Deputy Managing Director, and Assistant Managing Director)	%	-		100		100		72.00		86.67		
		Middle management (First Vice President, Vice President, Assistant Vice President)	%	-		64.71		76.58 (ปี 66 ระดับ ผจก.แผนก - ผอ.อาวุโส)					76.15	
		Junior management (Manager)	%	-		63.56								
		Supervisor Level (department head, supervisor)	%	-		66.40		70.94 (ปี 66 (พนักงาน ถึง หัวหน้าแผนก))		72.82		71.56		
		Operational Level (non-executives)	%	-		61.03								
		Employee engagement divided by line of work												
		Managing Director's Office	%	-		67.26		76.91		76.81		80.28		
		Business & Finance	%	-		71.10		69		69		75.78		
		Operational	%	-		62.62		73.56		71.42		72.48		
401-3(a)		Maternity Leave												
		Number of employees entitled to parental leave/maternity leave	person	1		2		1		2		0		
401-3(b)		Number of employees used parental leave/maternity leave	person	1		2		1		2		0		
401-3(c)		Number of employees returned after parental leave/maternity leave	person	1		2		1		2		-		
401-3(e)		Return rate of employees after parental /maternity leave	%	-		100		100		100		-		



GRI Standards	SDGs	Topic	Unit	2021		2022		2023		2024		2025	
				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	165.36		185.76		212.85		208.16		198.89	
		Percentage of employees who are provident fund members	%	69.71		68.06		64.08		78.25		80.18	
404-1(a)		Personnel development											
		Number of organized training courses	courses	89		174		178		152		233	
		Amount of training costs per person	Baht/person /year	813		3,314		5,438		9,790		9,083	
		Number of employees participated in various training courses	person	425		391		370		353		332	
		Number of participated employees divided by level											
		Top management	person	5		6		6		5		8	
		Middle management	person	18		19		18		17		14	
		Junior management	person	19		18		24		22		17	
		Operational level (non-executives)	person	374		339		325		308		289	
		Average number of training hours											
		Average number of training hours per person per year	hours	18.05		35		61.46		56		69	
		Number of hours per female and male employee		-		-		-		59	52	68	69
		Average hours per employee group											
		Senior Executives	hours	81		95		191		99		97	
		Middle Management	hours	47		77		156		96		89	
		Junior Executive	hours	64		133		208		124		131	
		Operational staff (non-executive)	hours	14		27		52		48		63	
		Satisfaction of participated employees	%	80		82		85		97.5		97.31	
		Employee complaints on labor practices											
GRI 407		Number of employee complaints on labor practices	cases	0		0		0		1		0	
		Number of resolved complaints	cases	0		0		0		1		0	
		Number of complaints currently being processed	cases	0		0		0		0		0	



GRI Standards	SDGs	Topic	Unit	2021		2022		2023		2024		2025	
				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		3	

Management of safety, occupational health and working environment

GRI Standards	SDGs	Topic	Unit	2021	2022	2023	2024	2025
GRI403-B(a)	Goals 3 Goals 8	Proportion of employees participating in the Safety Committee to total employees/ all employees (excluding employees with fixed-term contracts)	%	50	50	50	50	50
GRI 403-9 (a)		Work injuries						
		Fatality	person	0	0	0	0	0
		High-consequence	person	0	0	0	0	0
		Recordable	person	1	3	1	0	5
		LTIFR	person	1	3	1	0	5
		Number of working hours	hour	979,354.32	949,537.89	841,105.73	858,925.55	796,396.53
		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	0.20	0.63	0.24	0.00	0.25
		LTIFR per 1,000,000 working hours	day	1.02	3.16	1.19	0.00	1.25
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	2021	2022	2023	2024	2025	
		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	2021	2022	2023	2024	2025
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, 2025 to December 31, 2025.

GRI 1 used

GRI 1: Foundation 2021

GRI STANDARD/ OTHER SOURCES	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, 155	8, 10	
	2-8 Workers who are not employees	-		
	2-9 Governance structure and composition	24	5, 16	
	2-10 Nomination and selection of the highest governance body	OR-P.198-199	5, 16	
	2-11 Chair of the highest governance body	24, OR-P.185	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, OR-P.143		
	2-14 Role of the highest governance body in sustainability reporting	3, 15		
	2-15 Conflicts of interest	OR-P.239-241	16	
	2-16 Communication of critical concerns	27		
	2-17 Collective knowledge of the highest governance body	OR-P.169, 229-231	4	
	2-18 Evaluation of the performance of the highest governance body	OR-P.170, 231-232		
	2-19 Remuneration policies	OR-P.209-210, 233-234		
	2-20 Process to determine remuneration	OR-P.209-210, 233-234		
	2-21 Annual total compensation ratio	OR-P.236	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	23, 26-27	16	



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
	2-27 Compliance with laws and regulations	23	16	
	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, 19-21		
Economic performance				
GRI 3: Material Topics 2021	3-3 Management of material topics	22		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	153	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	OR-P.19-20		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	OR-P.19-34		
	203-2 Significant indirect economic impacts	153, OR-P.7		
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	43-45		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	46	5, 8	
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	26-27, OR-P.241-246		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	OR-P.129-130	16	
	205-2 Communication and training about anti-corruption policies and procedures	OR-P.241-246	16	
	205-3 Confirmed incidents of corruption and actions taken	27-28	16	
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	OR-P.75-76		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	OR-P.75-76, 175		



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Link Tax Policy		
GRI 207: Tax 2019	207-1 Approach to tax	https://www.tollway.co.th/storage/document/cg/dmt-tax-policy-en.pdf		
	207-2 Tax governance, control, and risk management			
	207-3 Stakeholder engagement and management of concerns related to tax	-		
	207-4 Country-by-country reporting	OR-P.301		
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	OR-P.57-73		
GRI 301: Materials 2016	301-1 Materials used by weight or volume	153-154	8, 12	
	301-2 Recycled input materials used	82-83, 131-132		
	301-3 Reclaimed products and their packaging materials	-		Not applicable
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	76-77	7, 8, 12, 13	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	77-78	7, 8, 12, 13	
	302-2 Energy consumption outside of the organization	-		
	302-3 Energy intensity	153-154	7, 8, 12, 13	
	302-4 Reduction of energy consumption	77, 153-154	7, 8, 12, 13	
	302-5 Reductions in energy requirements of products and services	62-64	7, 8, 12, 13	
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	78-79		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	78-79	6, 12	
	303-2 Management of water discharge-related impacts	75-76, 79-80		
	303-3 Water withdrawal	154	6	
	303-4 Water discharge	75-6	6	
	303-5 Water consumption	154	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



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
	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	48-49		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	58, 154	3, 12, 13, 14, 15	
	305-2 Energy indirect (Scope 2) GHG emissions	58, 154	3, 12, 13, 14, 15	
	305-3 Other indirect (Scope 3) GHG emissions	58, 154	3, 12, 13, 14, 15	
	305-4 GHG emissions intensity	58, 154	13, 14, 15	
	305-5 Reduction of GHG emissions	58, 60	13, 14, 15	
	305-6 Emissions of ozone-depleting substances (ODS)	-		Information unavailable/incomplete
	305-7 Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	72	13, 14, 15	Not applicable
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	82-85		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	82-85	3, 6, 11, 12	
	306-2 Management of significant waste-related impacts	82-85	3, 6, 8, 11, 12	
	306-3 Waste generated	154	3, 11, 12	
	306-4 Waste diverted from disposal	154	3, 11, 12	
	306-5 Waste directed to disposal	154	3, 11, 12	
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	43-45		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	46	12, 16	
	308-2 Negative environmental impacts in the supply chain and actions taken	46-47	12, 16	
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	88-90, OR-P.213-214		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	155-157	5, 8, 10	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	OR-P.213-214	3, 5, 8	
	401-3 Parental leave	157-158	5, 8	
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	88-90		
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	-		Information unavailable/incomplete



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	103-105		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	105-106	8	
	403-2 Hazard identification, risk assessment, and incident investigation	106-108	3, 8	
	403-3 Occupational health services	108-109	3, 8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	108-111	8, 16	
	403-5 Worker training on occupational health and safety	112-114	8	
	403-6 Promotion of worker health	108-110	3	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	114	8	
	403-8 Workers covered by an occupational health and safety management system	108-111	8	
	403-9 Work-related injuries	159	3, 8, 16	
	403-10 Work-related ill health	159-160	3, 8, 16	
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	94		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	158	4, 5, 8, 10	
	404-2 Programs for upgrading employee skills and transition assistance programs	95-96	8	
	404-3 Percentage of employees receiving regular performance and career development reviews	OR-P.214-215	5, 8, 10	
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	93		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	93, OR-P.183	5, 8	
	405-2 Ratio of basic salary and remuneration of women to men	OR-P.211-212	5, 8, 10	
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	88		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	88-90, OR-P.211-212		
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	91, 93		
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	91, OR-P.213-214		



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
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	91, OR-P.213-214		
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	-		
Security practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	103-105		
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	-		
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	117-121		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	121-136	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	44-45		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	46		
	414-2 Negative social impacts in the supply chain and actions taken	46-47		
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	137-139		
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	145	16	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	62-64		
Marketing and labeling				
GRI 3: Material Topics 2021	3-3 Management of material topics	149-150		
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	151-152	12	
	417-2 Incidents of non-compliance concerning product and service information and labeling	153	16	
	417-3 Incidents of non-compliance concerning marketing communications	153	16	



GRI STANDARD/ OTHER SOURCES	DISCLOSURE	LOCATION	SDGs	Remark
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	149		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	149, 153	16	